



**ANNUAL
REPORT
2021**



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Corporate Profile

NSL and its group of companies is a leading industrial group in Asia Pacific. The Group's core businesses are Precast & Prefabricated Bathroom Unit ("PBU") and Environmental Services.

The Precast & PBU division is a market leader in manufacturing precast concrete components in Singapore and Malaysia while the PBU business is a dominant producer in Scandinavia.

The Environmental Services division is a key player in integrated environmental services in Singapore, covering the treatment and logistics

services of hazardous industrial waste and wastewater from the chemical sector and oily wastewater from both land and marine transportation sectors.

In addition, NSL Group has indirect shareholdings in Raffles Marina, Asia's Premier Marina Club in Tuas, Singapore and Salzgitter Maschinenbau AG in Germany, which

is a worldwide market leader in the manufacturing of lifting equipment, process technology and special purpose machines.

NSL Group has an active Research and Development programme that leverages on technology to develop innovative products and process improvements for productivity. It also partners local government agencies and tertiary institutions to develop new and sustainable solutions for industrial applications.

The Group has operations and joint ventures in eight countries and has been listed on the Singapore Exchange since 1964.



Group Financial Highlights

	2020	2021	Change (%)
For the Year (S\$'000)			
Turnover from continuing operations	247,106	259,645	5
(Loss) / profit before tax from continuing operations	(16,911)	6,395	n/m
Group (loss) / profit attributable to shareholders	(16,619)	4,896	n/m
At Year-end (S\$'000)			
Shareholders' funds	495,456	481,042	(3)
Total assets	645,419	607,504	(6)
Per Share			
Basic (loss) / earnings per share (cents)	(4.5)	1.3	n/m
Dividends (exempt - one tier, cents per share)			
- Final	5	5	-
Others			
Number of employees	2,569	2,325	(10)

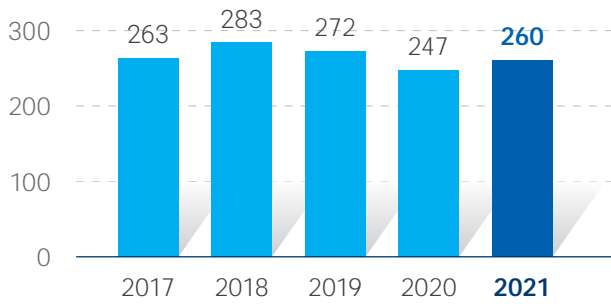
n/m: not meaningful

5-Year Financial Summary

	2017	2018	2019	2020	2021
Financial Profile (S\$'000)					
Turnover	263,137	283,299	272,350	247,106	259,645
Profit / (loss) before share of results of associated companies	3,555	(3,086)	(34,788)	(9,508)	7,099
Share of results of associated companies, net of tax	438	7	(164)	(7,403)	(704)
Profit / (loss) before tax	3,993	(3,079)	(34,952)	(16,911)	6,395
Taxation	(1,014)	(1,332)	(2,606)	(2,374)	(2,050)
Profit / (loss) after tax	2,979	(4,411)	(37,558)	(19,285)	4,345
Profit / (loss) attributable to shareholders					
- from continuing operations	3,211	(4,300)	(33,637)	(16,619)	4,896
- from discontinued operations	702	445	494	-	-
Total group profit / (loss) attributable to shareholders	3,913	(3,855)	(33,143)	(16,619)	4,896
Dividends (exempt-one tier)					
- Final	18,678	18,678	18,678	18,678	18,678
- Special	-	-	-	-	-
Share capital	193,839	193,839	193,839	193,839	193,839
Reserves	391,407	367,915	316,468	301,617	287,203
Dividend cover	0.2x	-0.2x	-1.8x	-0.9x	0.3x
Financial Position (S\$'000)					
What We Owned					
Property, plant and equipment	125,611	156,030	124,859	112,649	108,460
Right-of-use assets	-	-	38,439	35,929	32,032
Investments in associated companies	6,520	51,265	47,569	46,838	46,320
Long term receivables, prepayments & investments	14,412	15,014	18,458	1,750	2,862
Intangible assets	11,584	11,187	10,341	9,866	9,503
Deferred tax assets	3,044	3,901	3,081	2,614	2,607
Current assets	558,805	461,895	422,082	435,773	405,720
	719,976	699,292	664,829	645,419	607,504
What We Owed and Equity					
Shareholders' funds	585,246	561,754	510,307	495,456	481,042
Non-controlling interests	4,803	4,572	(1,133)	(3,682)	(4,357)
Long term liabilities	18,281	31,472	49,304	44,994	39,744
Current liabilities	111,646	101,494	106,351	108,651	91,075
	719,976	699,292	664,829	645,419	607,504
Cash & Debt Position (S\$'000)					
Group borrowings	12,701	22,170	33,979	35,934	34,485
Group net cash (cash less borrowings)	335,109	282,491	247,613	264,276	240,026
Per Share Data					
Basic earnings / (loss) per share (cents)	1.0	(1.0)	(8.9)	(4.5)	1.3
Net tangible assets per share (S\$)	1.54	1.47	1.34	1.30	1.26
Dividends					
Dividends (exempt - one tier, cents per share)					
- Final	5	5	5	5	5

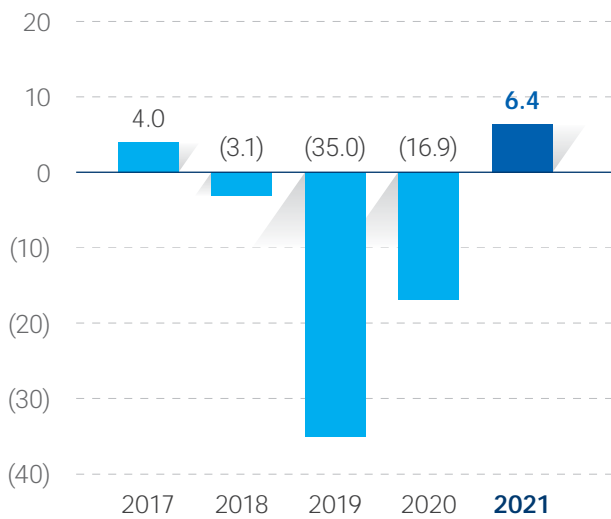
Group Turnover (continuing operations)

(S\$million)



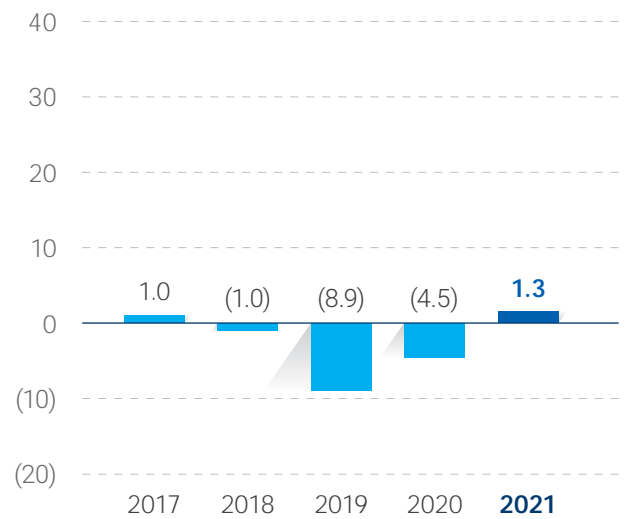
Group Profit / (Loss) Before Tax

(S\$million)



Basic Earnings / (Loss) Per Share

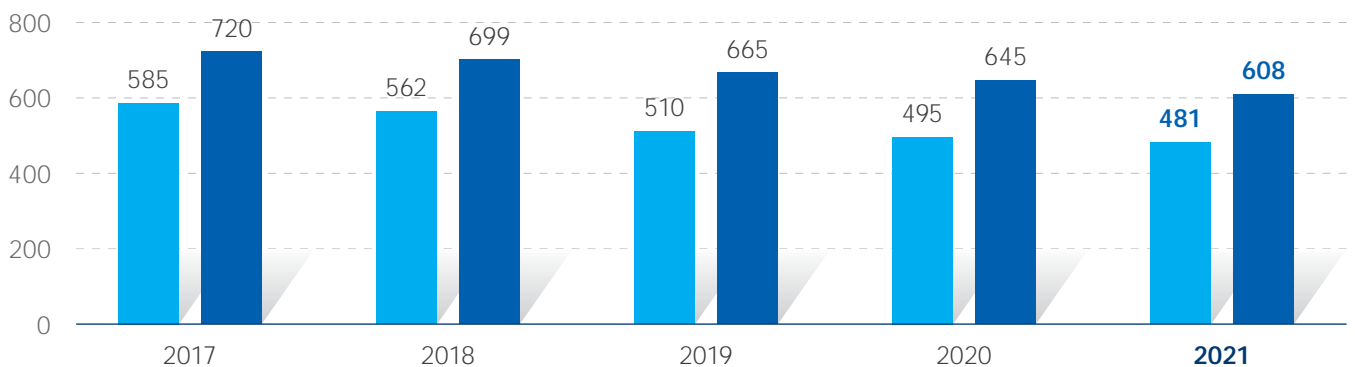
(cents)



Shareholders' Funds & Total Assets

(S\$million)

■ Shareholders' Funds ■ Total Assets



Letter to Shareholders

Dear Shareholders

2021 was another challenging year as NSL Group navigated its way through the COVID-19 pandemic. Despite the difficult operating business environment, NSL Group's performance improved. NSL Group recorded a turnover of \$259.6 million in FY2021, a 5% increase as compared to \$247.1 million in FY2020. This was mainly due to higher revenue from Precast & Prefabricated Bathroom Unit ("PBU"), Environmental Services and Chemicals divisions.

The Group achieved a profit before tax of \$7.1 million in FY2021 as compared to a loss of \$0.3 million in FY2020, excluding impairment charge and share of losses from associates. Group profit before tax was \$6.4 million in FY2021 (FY2020: loss of \$16.9 million) after accounting for share of losses from associated company of \$0.7 million (FY2020: loss of \$7.4 million) and impairment charge of Nil (FY2020: \$9.2 million).

The improvement in pre-tax profit was mainly contributed by its core businesses, Precast & PBU and Environmental Services divisions

After taking into account income tax and non-controlling interests, the Group reported a profit attributable to equity holders of \$4.9 million in FY2021 as compared to a loss of \$16.6 million in FY2020.

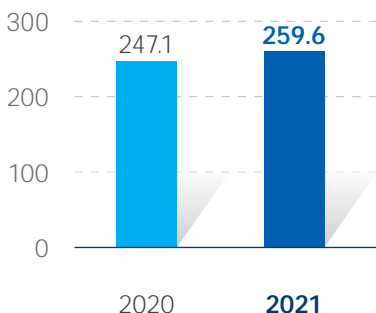
Significant Events

The Group had taken great care to look after the well-being of its staff during this pandemic period. Enhanced safety management measures were taken in its Malaysia operations such as bi-weekly Antigen Rapid Test at all plants and procurement of early vaccination for 350 foreign workers at Seelong plant ahead of the national vaccination programme rollout. Despite added safe management measures, operations were still disrupted by the ongoing COVID-19 pandemic. Precast operations at Seelong and Beranang were shut down by the Malaysian Authorities for two weeks in 1Q202 and a week in 3Q2021 respectively on account of the high number of COVID-19 infections. Following the Malaysia's Movement Control Order by the government, the Precast offices and factories were closed for two weeks in June 2021.

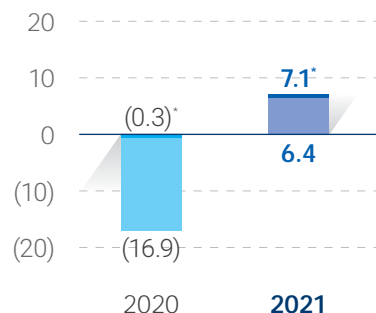
In Singapore, NSL OilChem Waste Management Pte Ltd ("NOWM") reported numerous COVID-19 cases too despite added safe management measures to mitigate the impact of COVID-19 on its staff and operations.

During the year, Eastern Pretech and NSL Group's Research and Development team successfully developed green concrete formulations using 100% of manufactured sand, a by-product of coarse aggregates production, for its core product. The team is currently researching to extend the use of this sustainable building product to other concrete products.

Group Turnover (S\$million)



Group (Loss) / Profit Before Tax (S\$million)



* excluding impairment charge and share of associated companies' losses

NSL continued to leverage on technology as an enabler to enhance productivity and competitiveness. One initiative implemented last year was an in-house developed CCTV Artificial Intelligence ("AI") web application. With this implementation, CCTV monitoring shifted from a passive record of past events to active monitoring with pre-defined events of interest triggering automatic alerts for quick investigation and immediate risk mitigation of the Group's premises in Singapore for compliance and security.

The other key technology initiative implemented at NOWM was an extensive computational fluid dynamic modelling of various processes in the organic wastewater treatment plant in Tuas Avenue 10 for process optimisation and improvement. During the year, plant instrumentation system was enhanced to promote automation of real time alarm reporting thus allowing timely process intervention and control. The entire process flow in the plant was digitalised for ease of monitoring and control allowing staff to work remotely.

In July 2021, NOWM was awarded Gold for the Workplace Safety and Health (WSH) Innovation Awards 2021 – Process and Chemical Sector for its Smart Level Indicator. This national award affirmed the Company's efforts in promoting innovation as well as commitment in providing workers with a safe and healthy workplace.

In December 2021, NOWM hosted the National Environment Agency's Chairman, Mr Lee Chuan Seng, Ministry of Environment and delegates at 23 Tanjong Kling Plant. The visit offered an insightful and meaningful exchange of information and discussion between industry and government agency.

**Turnover of
\$259.6
million**

Looking Ahead

With good order book across all geographical locations, performance of the precast businesses in Singapore, Malaysia and Dubai are expected to be satisfactory barring unforeseen project delays or COVID-19 pandemic related disruptions. The PBU business in Finland is expected to remain stable with its plant operating at high capacity.

In the Environmental Services division, the performance of the slop and RFO business is expected to remain dependent on oil prices and global shipping disruptions, which could impact sales volume. The division will further strengthen operation controls and improve the utilisation rate of the New Tuas Plant.

As the global COVID-19 and Ukraine situation remains fluid, any COVID-19 related disruptions may impact its operating and financial performance for the financial year ending 31 December 2022.

Dividend

Subject to the approval of shareholders at the annual general meeting of the Company to be held on 29 April 2022, the Board is recommending a final dividend of \$0.05 per share for the financial year ended 31 December 2021 to be paid on a later date to be determined by the Directors.

**Dividend of
\$0.05
per share**

In Appreciation

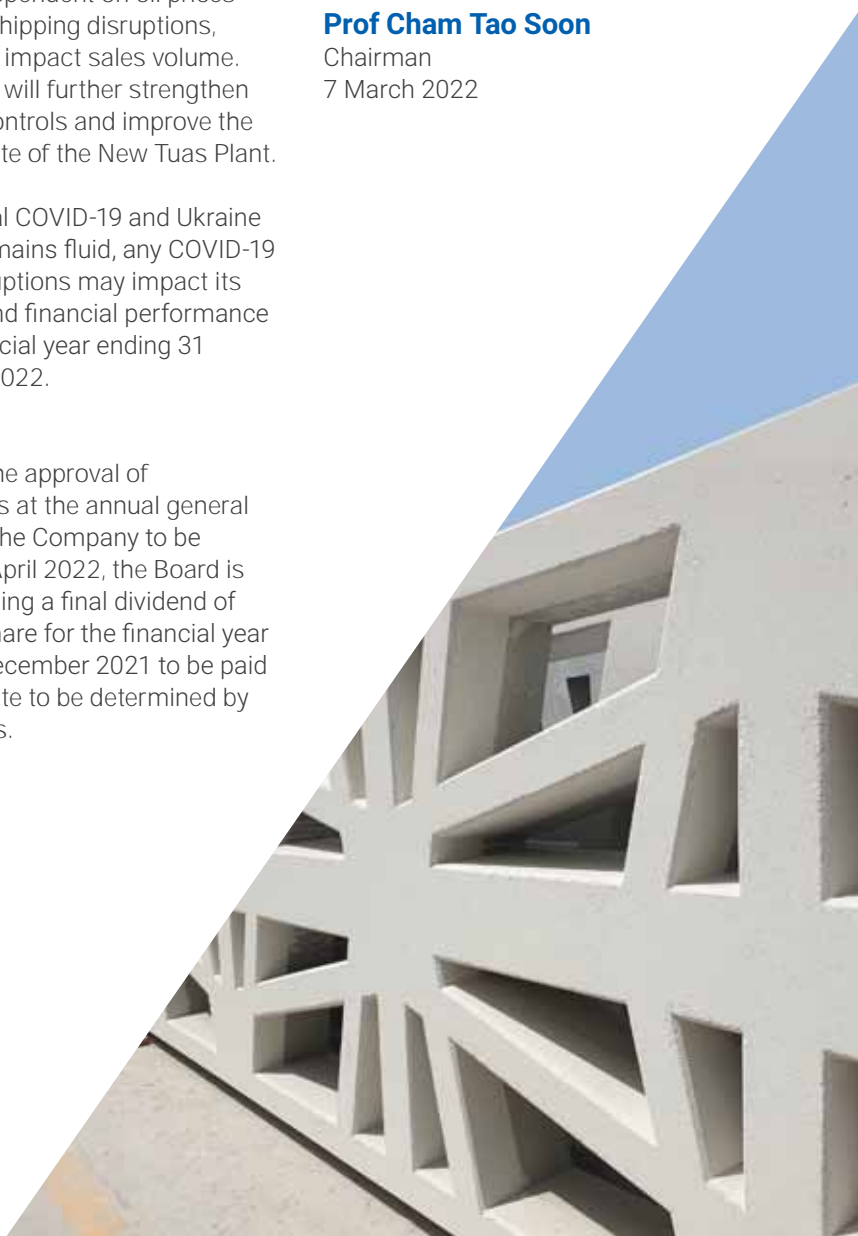
On behalf of the Board of Directors, I would like to express gratitude to our shareholders, management, business partners, customers and employees for their steadfast support and contributions to the Group in the past year.

We look forward to your continued support in the years ahead.



Prof Cham Tao Soon

Chairman
7 March 2022



Board of Directors



Chairman

Prof Cham Tao Soon

Chairman

- Soup Restaurant Group Ltd
- Singapore Rail Academy
- Singapore Quality Awards

Executive Director

Dr Low Chin Nam

Director

- Eastern Pretech Pte Ltd
- NSL OilChem Waste Management Pte Ltd
- Raffles Marina Holdings Ltd

Directors

Ban Song Long

Director

- Excel Partners Pte Ltd
- 98 Holdings Pte Ltd

David Fu Kuo Chen

Director

- Hotel Properties Ltd
- 98 Holdings Pte Ltd

John Koh Tiong Lu

Director

- Aurora Mobile Limited
- Global Counsel Asia Pte Ltd

Dr Tan Tat Wai

Director

Southern Steel Berhad



Corporate Research & Development Advisory Panel

Chairman
Prof Cham Tao Soon

Members
David Fu Kuo Chen

Lam Siew Wah
Chairman and Board Member
• Tiong Seng Engineering Solutions Pte. Ltd.

Board Member
• Tiong Seng Contractors Pte Ltd

Adjunct Professor
• Nanyang Technological University School of Civil and Environment Engineering

Lim Swee Cheang
Director
• EZ-Link Pte Ltd

Dr Low Chin Nam

Prof Ng Wun Jern
Scientific Advisor
• Ministry of Sustainability & the Environment

Member
• Committee of Government Scientific Advisers

Advisor
• Nanyang Technological University School of Civil and Environmental Engineering

Research Advisor
• Nanyang Technological University Environmental Bio-innovations Group

Dr Robert Tiong
Associate Professor
• Nanyang Technological University School of Civil and Environmental Engineering

Programme Director
• Nanyang Technological University Master of Science in International Construction Management



Key Management

Dr Low Chin Nam

was promoted to Executive Director in August 2016. Prior to this present appointment, he was the Chief Operating Officer. Dr Low joined NSL Ltd as Chief Strategy and Operations in 2011. He is responsible for the overall management of the NSL Group. Dr Low started his career in the elite Administrative Service of the Singapore Government before leaving for the commercial sector. He was previously the Chief Operating Officer of M1 Ltd, subsequently, Director of Business Operations of Smartone Telecom Ltd, Hong Kong, and Managing Director of Digiland Pty Ltd., Australia. He holds a Bachelor of Science (1st Class Honours) in Electronics Engineering from King's College, University of London, a Master of Science in Management Science from Imperial College, University of London as well as a Ph.D in Econometrics from Monash University in Australia.

Mr Chia Tong Hee

is presently Senior Vice-President (Finance and Corporate Services) of NSL Ltd. He is responsible for the Finance & Accounting, Treasury and Taxation functions of the Group. Prior to joining NSL Ltd in 2005, Mr Chia was an auditor with Pricewaterhouse and subsequently was the financial controller of Wearnes International (1994) Ltd. Mr Chia holds a Bachelor of Accountancy from the National University of Singapore and is a member of the Institute of Singapore Chartered Accountants.

Dr See Soo Loi

joined NSL Ltd in 1991 as research engineer and she is now heading the Corporate Research and Development Department. Dr See works closely with government agencies and tertiary institutions and is a member of Hazardous substances and Toxic Wastes advisory committee at National Environment Agency. In addition, she is also a committee member of Energy and Chemicals Industry Group at Singapore Manufacturing Federation. Dr See holds a Bachelor of Engineering (Honours) in Chemical Engineering and a Ph.D from the University of New South Wales, Australia.



Corporate Information

Financial Calendar

Announcement of Half Yearly Results 2021

10 August 2021

Financial Year-end

31 December 2021

Announcement of Unaudited Results 2021

24 February 2022

2022 Annual General Meeting

29 April 2022



Corporate Data

Registered Office

317 Outram Road,
#03-02
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Tel: 6536 1000
Fax: 6536 1008
www.nsl.com.sg

Company Secretary

Lim Su-Ling

Share Registrar

M & C Services
Private Limited
112 Robinson Road, #05-01
Singapore 068902
Tel: 6227 6660
Fax: 6225 1452

Auditors

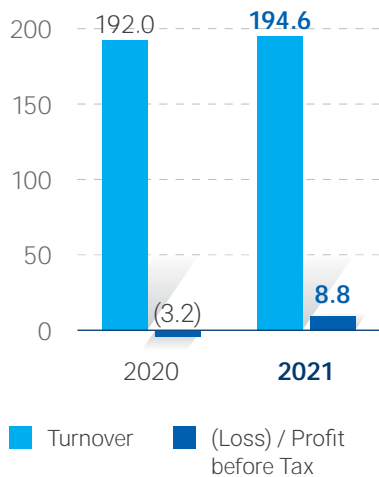
PricewaterhouseCoopers LLP
7 Straits View, Marina One,
East Tower Level 12
Singapore 018936
Certified Public Accountants
Audit Partner:
Sim May Ling Theresa
(Appointed in year 2017)

Banks

DBS Bank Ltd
Malayan Banking Berhad
Oversea-Chinese Banking
Corporation Limited
Standard Chartered Bank
United Overseas Bank Limited

Review of Operations / Precast & PBU

Turnover & (Loss) / Profit Before Tax (S\$million)



Performance

Precast & Prefabricated Bathroom Unit (“PBU”) division recorded a turnover of \$194.6 million in FY2021, comparable to FY2020. The precast operations in Singapore and Malaysia reported a 14% increase in revenue in FY2021 compared to FY2020 due to better project execution of key projects and reduced COVID-19 disruptions. The revenue of PBU division in Finland jumped by 15% in FY2021 as compared to FY2020, driven by improved average selling prices and volume growth. However, this was offset by lower revenue from the operation in Dubai which recorded a 55% decline in revenue due to a very soft market demand.

The division performed well and registered a profit before tax of \$8.8 million in FY2021, turning around the loss before tax of \$3.2 million in FY2020. The precast operations in Singapore and Malaysia returned to profitability as a result of restructuring efforts, better project execution of major jobs, higher margin from improved factory loading and reduced COVID-19 disruptions compared to FY2020. The division’s PBU operations in Finland also reported higher profit on the back of higher sales and healthy margins. However, this was partially



offset by poorer performance recorded by the precast operation in Dubai due to lower sales.

Development Highlights

During the year, the division implemented safe management measures in accordance with government guidelines to safeguard business continuity and protect its staff. Enhanced safety management measures were taken in its Malaysia operations such as bi-weekly Antigen Rapid Test at all its plants and procurement of early vaccinations for 350 foreign workers at Seelong plant ahead of the national vaccination programme rollout. Despite taking these measures, operations were still disrupted by the ongoing COVID-19 pandemic. Precast operations at Seelong and Beranang were shut down by the Malaysian Authorities from 27 January to 9 February 2021 and 22 to 29 November 2021 respectively on account of the high number of COVID-19 infections. As part of the nationwide movement efforts to contain the COVID-19 outbreak, the Precast Malaysia offices and factories of its subsidiaries were closed from 1 June to 14 June 2021.

During the year, the division clinched several notable projects. Precast business in Singapore and Malaysia

successfully completed several Data Centres for global brands and Institutional Buildings such as Nursing Homes, Schools and Community spaces last year. Its Finland operation, Parmarine, was awarded key projects including Clemenskvartalet Apartment in Norway, Tampere Student Housing Foundation, Clarion Hotel Draken Gothenburg and Sinsenveien residential block. Dubai Precast operation completed EXPO2020’s Austrian and Morocco Pavilion, which was postponed to 2021.

Together with NSL Group’s Research and Development team, Eastern Pretech successfully developed a green concrete formulation using 100% of manufactured sand, a by-product of coarse aggregates production, for its core product. This latest achievement shows the division’s commitment in developing sustainable building products while protecting the environment.

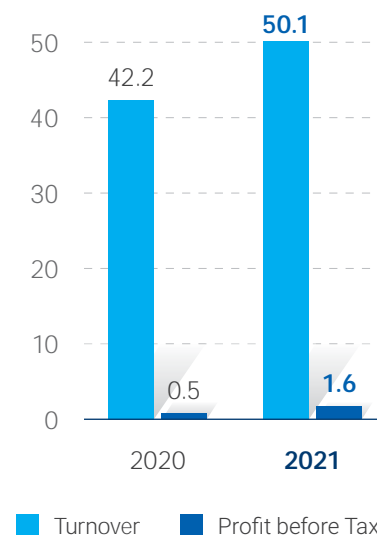
Going Forward

With good order book across all geographical locations, performance of the precast businesses in Singapore, Malaysia and Dubai are expected to be satisfactory barring unforeseen project delays or COVID-19 pandemic related disruptions. The PBU business in Finland is expected to remain stable with its plant operating at high capacity.

Review of Operations / Environmental Services



Turnover & Profit Before Tax (S\$million)



Performance

Environmental Services division's turnover increased by 19% to \$50.1 million in FY2021 mainly contributed by volume growth in bio-hazard waste collection, slop & recycled fuel oil ("RFO") business and continuous ramping up of volume at the new industrial wastewater treatment plant in Tuas ("New Tuas Plant"). However, lower volume was reported by the division's other wastewater treatment plant ("Plant 1") due to temporary suspension. Plant 1 has since restarted its operation in 4Q2021.

The profit of Environmental Services division improved to \$1.6 million in FY2021 from \$0.5 million in FY2020, mainly due to higher operating profit by both the industrial waste treatment and RFO business as a result of higher selling price and volume growth as well as the successful collection of a doubtful trade receivables of \$0.5 million.

Development Highlights

To mitigate the impact of COVID-19 on its staff and operations, NSL OilChem

Waste Management ("NOWM") stepped up its safe management measures. Additional measures such as weekly COVID-19 test, spilt team work arrangement for operation staff and daily disinfection of vehicles were implemented during the year.

The quest to protect colleagues at work led NOWM staff to design smart level indicator on its trucks, and eventually winning Gold at the Workplace Safety and Health ("WSH") Innovation Awards in July 2021. This national award affirmed the Company's efforts in promoting innovation as well as commitment in providing workers with a safe and healthy workplace.

The division continued to leverage on technology as an enabler to enhance productivity and competitiveness. An in-house developed CCTV Artificial Intelligence ("AI") web application was implemented last year, triggering automatic alerts of predefined events for quick investigation and immediate risk mitigation of its premises for compliance and security.

Other key technology initiatives implemented last year were an extensive computational fluid dynamics study, plant instrumental system enhancement and alarm rationalisation.

In December 2021, NOWM hosted the National Environment Agency's Chairman, Mr Lee Chuan Seng, Ministry of Environment, and delegates at 23 Tanjong Kling Plant. The visit offered an insightful and meaningful exchange of information and discussion between industry and government agency. NOWM will continue to do its part for the environment, contributing to the Singapore Zero Waste Nation!

Going Forward

In the Environmental Services division, the performance of the slop and RFO business is expected to remain dependent on oil price and global shipping disruptions, which could impact sales volume. The division will further strengthen operation controls and improve the utilisation rate of the New Tuas Plant.

Corporate Social Responsibility



NSL believes in giving back to the society while achieving its business goals. With a strong commitment towards corporate social responsibility, NSL and its group of companies rolled out programmes and activities that contribute to the community, Arts and Cultural scene, environment, and stakeholders.

Caring for the Community, and the Local Arts and Cultural Scene

Despite the ongoing pandemic, NSL's Sports and Recreational Club raised a higher amount than last year for Melrose Home. A total of \$11,255.70 – with employees in Singapore contributing \$5,255.70 and the remainder by NSL Ltd – was raised through the NSL Love Movement 2021 campaign. These proceeds will be utilised by Melrose Home to purchase food for the children.

NSL continued to donate to its long-time beneficiary Muscular Dystrophy Association Singapore (“MDAS”) for their annual fundraising event, and partner MDAS members in electronic greeting card design – showing NSL's support for MDAS' vision of empowering lives of individuals with Muscular Dystrophy.

During the year, NSL continued to contribute to the local Arts and Cultural scene through its support for the Singapore Symphony Orchestra.

In April 2021, NOWM hosted a visit by 11 Republic Polytechnic students pursuing Diploma in Environmental Services and Management and a senior lecturer. During the half day visit, the students toured the waste oil recycling and incineration plants at 23 Tanjong Kling as well as the Industrial wastewater treatment plant at Tuas Ave 10. They witnessed the different types of hazardous waste that NOWM managed and how they were treated and disposed.

In September 2021, Raffles Marina ran a Dine-for-charity promotion to raise funds for Sunlove Abode for Intellectually Informed Ltd. This joint promotion with Bike-Aid offered all





cyclists a 10% discount at its F&B outlets – Marina Bistro and Discovery Pub, and for every 10% discount that the cyclists enjoyed, the Club donated 10% to Ride for Rations 2021 for Sunlove Abode for Intellectually Informed Ltd.

People – Employees as Assets

NSL Group places great value on its employees with strong emphasis on their well-being, development, and welfare.

To mitigate the impact of the ongoing pandemic last year, enhanced safe management measures

were implemented. In Malaysia, COVID-19 rapid test kits were imported for employees at its precast manufacturing plants before bi-weekly screenings became compulsory. To protect our foreign workers against infection, vaccines were purchased ahead of the national vaccination programme rollout to vaccinate all Johor plant workers.

In Singapore, regular rapid tests for COVID-19 infection were conducted for employees and visitors before it became mandatory. Employees continued to practise split teams and work from home arrangements to prevent widespread outbreak of infection.

NSL keeps staff abreast with market advancements by upskilling them continuously. In 2021, training and development plans were stepped up despite the ongoing pandemic. Various courses relating to safety, digital transformation, and hospitality were organised of which some were conducted online. The average training hours for per employee was increased from 26.6 hours in 2020 to 30.3 in year 2021.

Workplace health and safety are of utmost importance. NOWM won 2

Gold Awards in the annual Workplace Safety and Health (“WSH”) awards-organised by the WSH council and supported by the Ministry of Manpower.

Protecting the Environment

The Group cares about and protects the environment. This is evident in its offering of green products, as well as its effort in minimising energy, waste and emissions, and ensuring environmental compliance.

During the year, Eastern Pretech and NSL Group’s Research and Development team successfully developed concrete formulations using 100% of manufactured sand, a by-product of coarse aggregates production, for its core product. This new environmentally friendly product shortened the production cycle and improved productivity. The team is currently researching into extending this sustainable building product to other types of concrete product.

The Group continues to collaborate with institutes of higher learning in researching and developing products and processes that utilise waste materials to minimise landfill requirements for greater sustainability.



Corporate Directory

Precast & PBU

Eastern Pretech Pte Ltd

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F (60-3) 8949 3399

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F (971) 4 8802159

www.dubaiprecast.ae

Environmental Services

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(Office and Plant for Oily Waste Recovery)

23 Tanjong Kling Road,
Singapore 628049

T (65) 6351 9700

F (65) 6513 3998

www.nsloilchem.com.sg

(Plant for Inorganic Wastewater Treatment Centre)

10A Tuas Avenue 12,
Singapore 639033

(Plant for Industrial Wastewater Complex)

7 Tuas Avenue 10,
Singapore 639131

NSL OilChem Green Energy Pte Ltd

NSL OilChem Marine Pte Ltd

NSL OilChem Specialties Pte Ltd

23 Tanjong Kling Road,
Singapore 628049

T (65) 6351 9700

F (65) 6513 3998

www.nsloilchem.com.sg

NSL OilChem Logistics Pte Ltd

23 Tanjong Kling Road,
Singapore 628049

T (65) 6863 5270 / 6863 5272

F (65) 6861 1928

Others

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26 Tanjong Kling Road,
Singapore 628051

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F (65) 6268 7592

www.nslchemicals.com.sg

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10 Tuas West Drive,
Singapore 638404

T (65) 6861 8000

F (65) 6861 1020

www.rafflesmarina.com.sg

Salzgitter Maschinenbau AG

Windmühlenbergstraße 20-22
38259 Salzgitter, Germany

T (49) 5341 302 0

F (49) 5341 302 424

www.smag.de

NSL Properties Pte Ltd

NSL Resorts International Pte Ltd

Raffles Marina Holdings Ltd

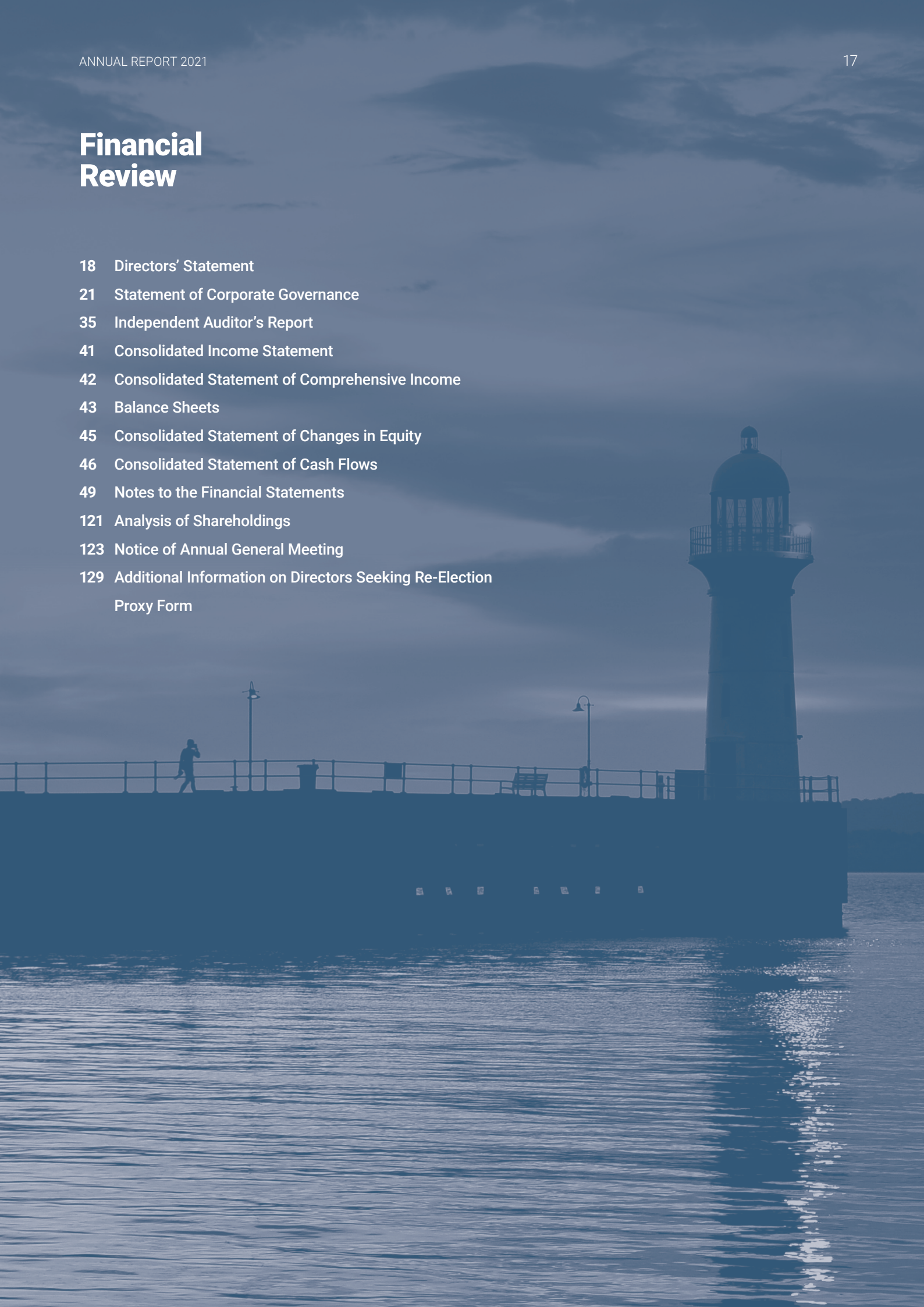
317 Outram Road, #03-02,
Singapore 169075

T (65) 6536 1000

F (65) 6536 1008

Financial Review

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Directors' Statement

For the financial year ended 31 December 2021

The directors present their statement to the members together with the audited financial statements of the Group for the financial year ended 31 December 2021 and the balance sheet of the Company as at 31 December 2021.

In the opinion of the directors,

- (a) the balance sheet of the Company and the consolidated financial statements of the Group as set out on pages 41 to 120 are drawn up so as to give a true and fair view of the financial position of the Company and of the Group as at 31 December 2021 and the financial performance, changes in equity and cash flows of the Group for the financial year covered by the consolidated financial statements; 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.

DIRECTORS

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

Prof CHAM Tao Soon
 John KOH Tiong Lu
 Dr TAN Tat Wai
 BAN Song Long
 David FU Kuo Chen
 Dr LOW Chin Nam

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was 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.

DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

According to the Register of Directors' Shareholdings kept by the Company, for the purpose of Section 164 of the Companies Act, none of the directors of the Company at the beginning and at the end of the financial year and as at 21 January 2022 had any interest in the shares and debentures of the Company and its related corporations except, as follows:

Name of directors and corporations in which interest held	Interest held in the name of Director			Deemed interest of Director		
	At 21.01.2022	At 31.12.2021	At 01.01.2021	At 21.01.2022	At 31.12.2021	At 01.01.2021
<u>NSL Ltd.</u>						
Ordinary shares						
Prof Cham Tao Soon	30,000	30,000	30,000	10,000*	10,000*	10,000*
<u>Related Corporation</u>						
<u>Raffles Marina Holdings Ltd</u>						
Class B Ordinary Shares						
Dr Low Chin Nam	9,000	9,000	9,000	-	-	-

* Prof Cham Tao Soon is deemed to have an interest in the NSL Ltd. shares held by his spouse.

Directors' Statement

For the financial year ended 31 December 2021

MATERIAL CONTRACTS

There are no material contracts entered into by the Company or any of its subsidiaries involving the interest of the chief executive officer, any director or controlling shareholder, either still subsisting at the end of the year or entered into since the end of the previous financial year.

SHARE OPTIONS

NSL Ltd's Share Option Plan (the "**Plan**") was approved by the shareholders at an Extraordinary General Meeting on 25 April 2012 for a maximum period of 10 years. This Plan expires on 24 April 2022.

No option has been granted since the commencement of the Plan.

AUDIT COMMITTEE

The members of the Audit Committee at the end of the financial year were as follows:

John KOH Tiong Lu	Chairman	(Independent)
Prof CHAM Tao Soon	Member	(Independent)
Dr TAN Tat Wai	Member	(Independent)
BAN Song Long	Member	(Non-independent)

The Audit Committee comprises four non-executive directors, majority of whom including the Chairman, are independent directors.

The Audit Committee carries out its functions in accordance with Section 201B(5) of the Singapore Companies Act. In performing those functions, the Committee reviewed:

- the scope and the results of internal audit procedures with the internal audit;
- the audit plan of the Company's independent auditor and any recommendations on internal accounting controls arising from the statutory audit;
- the assistance given by the Company's management to the independent auditor; and
- the balance sheet of the Company and the consolidated financial statements of the Group for the financial year ended 31 December 2021 before their submission to the Board of Directors.

The Audit Committee has recommended to the Board of Directors that the independent auditor, PricewaterhouseCoopers LLP, be nominated for re-appointment at the forthcoming Annual General Meeting of the Company.

Directors' Statement

For the financial year ended 31 December 2021

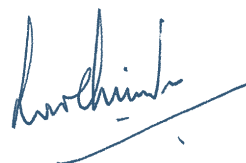
INDEPENDENT AUDITOR

The independent auditor, PricewaterhouseCoopers LLP, being eligible, has expressed their willingness to accept re-appointment.

On behalf of the Directors



Prof CHAM Tao Soon
Director



Dr LOW Chin Nam
Director

Singapore
7 March 2022

Statement of Corporate Governance

For the financial year ended 31 December 2021

The Board recognises that it is the focal point of corporate governance of NSL Ltd. (the “**Company**”) and its group of companies and believes that good corporate governance will, in the long term enhance return on capital through increased accountability.

The Group had in 1998 adopted an internal Corporate Governance Guide which has been updated from time to time to reflect, as far as practicable, the Code of Corporate Governance issued by the Monetary Authority of Singapore (“**2018 Code**”), the Listing Manual of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) and the Companies Act 1967 (the “**Singapore Companies Act**”). NSL Ltd’s Corporate Governance Guide (2019) contains, *inter alia*, matters relating to code of conduct for employees, whistle-blower provisions, terms of reference for the Executive Committee, Audit Committee, Nominating Committee and Remuneration Committee and reporting procedures for interested person transactions, disclosure of directors’ interest and dealings in the Company’s securities.

Rule 710 of the Listing Manual of the SGX-ST was amended on 1 January 2019 to provide that an issuer must describe in its annual report its corporate governance practices with specific reference to the principles and the provisions of the 2018 Code. Accordingly, (a) an issuer must comply with the principles of the 2018 Code and (b) where an issuer’s practices vary from any provisions of the 2018 Code, it must explicitly state, in its annual report, the provision from which it has varied, explain the reasons for variation, and explain how the practices it had adopted are consistent with the intent of the relevant principle.

The Company has complied with the principles of the 2018 Code and has largely complied with the provisions of the 2018 Code. Where there is a variation from any provisions of the 2018 Code, appropriate explanations have been provided on the reason for such variations and how the existing practices adopted are consistent with the intent, aim and philosophy of the relevant principles of the 2018 Code.

The following describes the Company’s corporate governance practices with specific reference to the 2018 Code.

Board of Directors

(Principles 1 to 3)

The Board charts the strategic course for NSL Ltd. and its group of companies in its Precast & Prefabricated Bathroom Unit (“**PBU**”) and Environmental Services businesses.

The Board comprises the following members as at the date of this statement:

Prof CHAM Tao Soon	(Chairman), Non-Executive, Independent
John KOH Tiong Lu	Non-Executive, Independent
Dr TAN Tat Wai	Non-Executive, Independent
BAN Song Long	Non-Executive
David FU Kuo Chen	Non-Executive
Dr LOW Chin Nam	Executive

In line with the guidance under Provision 3.1 of the 2018 Code, the positions of Chairman and Executive Director are separately held by two persons in order to ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision making.

In line with the guidance under Provision 3.2 of the 2018 Code, the Chairman is responsible for the overall management of the Board and leads the Board to ensure its effectiveness in all aspects of its role. Among other things, the Chairman sets the agenda and ensures that adequate time is available for discussion of all agenda items. He encourages constructive relations within the Board and between the Board and Management, and also facilitates the effective contribution of non-executive directors in particular. The Chairman plays a key role in promoting high standards of corporate governance and ensuring effective communications with shareholders of the Company. The Executive Director is responsible for the overall management of the Group.

Statement of Corporate Governance

For the financial year ended 31 December 2021

Given that the roles of the Chairman and Executive Director are separate and the Chairman is independent, no lead independent director has been appointed.

In line with the guidance under Provision 1.1 of the 2018 Code, the Board is responsible for putting in place a code of conduct and ethics, setting appropriate tone-from-the-top and desired organisational culture, and ensuring proper accountability within the Company. Directors facing conflicts of interest are required to recuse themselves from discussions and decisions involving the issues of conflict.

In line with the guidance under Provisions 2.1, 2.2 and 2.3 of the 2018 Code, the Board, half of which comprise independent non-executive directors, is able to exercise its powers objectively and independently from Management. All non-executive directors, except for Mr Ban Song Long and Mr David Fu Kuo Chen, who are also directors of 98 Holdings Pte Ltd, the ultimate holding company of the Group, are independent i.e. they have no relationship with the Company, its related corporations (as defined in the Singapore Companies Act), its substantial shareholders, or their officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgement with a view to the best interests of the Group, and they are able to exercise objective judgement on corporate affairs independently from Management and its substantial shareholders.

All directors are required to disclose any relationship or appointments which would impair their independence to the Board. Based on an internal evaluation conducted by the Nominating Committee, the Board views all the non-executive directors of the Company, except for Mr Ban Song Long and Mr David Fu Kuo Chen, as independent in character, judgement and that there are no relationships which are likely to affect or could appear to affect the director's judgement.

In line with the guidance under Provision 1.5 of the 2018 Code, the directors attend and actively participate in Board and Board Committee meetings to oversee the business affairs of the Group, approve financial objectives, annual budgets, investment and divestment proposals, business strategies and monitor standards of performance of the Group. In line with the guidance under Provision 1.6 of the 2018 Code, Board members are provided with complete, adequate and timely information prior to meetings and on an ongoing basis to enable them to make informed decisions to discharge their duties and responsibilities.

In line with the guidance under Provision 2.5 of the 2018 Code, non-executive directors and/or independent directors, led by the independent Chairman or other independent director as appropriate, meet regularly without the presence of Management, and the chairman of such meetings provides feedback to the Board and/or the Chairman as appropriate.

In line with the guidance under Provision 1.7 of the 2018 Code, all directors have separate and independent access to the Company's senior management, the advice and services of the Company Secretary and external advisers (where necessary). The Company Secretary attends all meetings of the Board and ensures that Board procedures are followed and that applicable rules and regulations are complied with. The Company Secretary also attends all meetings of the Executive Committee, Nominating Committee and Remuneration Committee. Under the direction of the Chairman, the Company Secretary ensures information flow within the Board and its committees and between senior management and non-executive directors, as well as facilitating orientation and assisting with professional development as and when required. Under the Constitution of the Company, the decision to appoint or remove the Company Secretary can only be taken by the Board as a whole.

Provision 1.2 of the 2018 Code states, among other things, that the induction, training and development provided to new directors are disclosed in the annual report. In this regard, no new director was appointed to the Board in the financial year ended 31 December 2021 and accordingly, no such induction, training and development was provided during such financial year. With respect to existing directors, they were provided with opportunities to develop and maintain their skills and knowledge at the Company's expense. In particular, the existing directors are periodically informed of upcoming programmes which are relevant to their roles as directors of the Company.

Statement of Corporate Governance

For the financial year ended 31 December 2021

In line with the guidance under Provision 1.1 of the 2018 Code, the Board objectively takes decisions in the best interests of the Group and holds Management accountable for performance. In line with the guidance under Provision 1.4 of the 2018 Code, the Board has delegated specific responsibilities to four Committees, namely the Audit, Executive, Nominating and Remuneration Committees. Information on each of the four Committees is set out below. The Board accepts that while these Committees have the authority to examine particular issues and will report back to the Board with their decisions and/or recommendations, the ultimate responsibility on all matters lies with the Board. Matters requiring the Board's decision and endorsement are defined in the NSL Ltd Group Corporate Authorisation, which has been clearly communicated to Management and sets out (a) the matters reserved for the Board's decision, including bank borrowings and (b) clear directions to Management on matters that must be approved by the Board.

With reference to the guidance under Provision 2.4 of the 2018 Code, the Board and Board Committees are of an appropriate size, and (notwithstanding there is presently no female representation) comprise directors who as a group provide the appropriate balance and mix of skills, knowledge, experience and other aspects of diversity such as age, so as to avoid groupthink and foster constructive debate. While the Board recognises the value of gender diversity in relation to the composition of the Board, the Board believes it is of an appropriate size and has an appropriate diversity of thought and background to enable the Board to make decisions in the best interests of the Company in line with Principle 2 of the 2018 Code and accordingly, the Board does not presently propose to appoint female candidates for the sole purpose of achieving gender diversity on the Board. In view of the foregoing and on the basis that the Company already adopts a culture of diversity as a matter of its existing Board practices, the Board does not currently have a formal board diversity policy (which includes qualitative and measurable quantitative objectives).

Key information on the directors is set out on pages 33 and 34.

The Constitution of the Company allows directors to participate in a Board meeting by telephone conference or video-conference whereby all persons participating in the meeting are able to communicate as a group, without requiring the directors' physical presence at the meeting. In line with the guidance under Provisions 1.5 and 11.4 of the 2018 Code, the number of Board, General and Board Committee meetings held in the financial year ended 31 December 2021 and the attendance of directors during these meetings is as follows:

Directors' Attendance At Board, General And Board Committee Meetings 1 January 2021 to 31 December 2021

	BOARD		AUDIT		NOMINATING		REMUNERATION		EXECUTIVE COMMITTEE		GENERAL MEETING		CORPORATE RESEARCH	
	No. of Meetings	Attendance	No. of Meetings	Attendance	No. of Meetings	Attendance	No. of Meetings	Attendance	No. of Meetings	Attendance	No. of Meetings	Attendance	No. of Meetings	Attendance
Prof Cham Tao Soon	4	4	4	4	1	1	4	4	n/a	n/a	1	1	3	3
Ban Song Long	4	4	4	4	n/a	n/a	n/a	n/a	9	9	1	1	n/a	n/a
David Fu Kuo Chen	4	4	n/a	n/a	1	1	4	4	9	9	1	1	3	3
John Koh Tiong Lu	4	4	4	4	1	1	4	4	n/a	n/a	1	1	n/a	n/a
Dr Low Chin Nam	4	4	n/a	n/a	n/a	n/a	n/a	n/a	9	9	1	1	3	3
Dr Tan Tat Wai	4	4	4	4	1	1	4	4	n/a	n/a	1	1	n/a	n/a

Statement of Corporate Governance

For the financial year ended 31 December 2021

Audit Committee

(Principle 10)

In line with the guidance under Provision 10.2 of the 2018 Code, the Audit Committee comprises the following members, the majority of whom, including the Chairman, are independent directors. The members of the Audit Committee at the date of this statement are:

John KOH Tiong Lu (Chairman), Non-Executive, Independent
Prof CHAM Tao Soon, Non-Executive, Independent
Dr TAN Tat Wai, Non-Executive, Independent
BAN Song Long, Non-Executive

The members of the Audit Committee, collectively, have expertise or experience in financial management and are qualified to discharge the Audit Committee's responsibilities. In line with the guidance under Provision 10.3 of the 2018 Code, none of the members nor the Chairman of the Audit Committee are former partners or directors of the Group's auditing firm.

In line with the guidance under Provision 10.1 of the 2018 Code, the Audit Committee performs duties as specified in the Singapore Companies Act and the 2018 Code. Its duties include overseeing the quality and integrity of the accounting, auditing, internal controls and financial practices of the Group, and its exposure to risks. It also keeps under review the adequacy and effectiveness of the Company's systems of accounting and internal controls for which the directors are responsible. The Audit Committee is empowered to investigate any matter within its terms of reference and in this regard will have full access to and co-operation by Management and reasonable resources to enable it to discharge its functions.

The Audit Committee Guidance Committee issued the first edition of the Guidebook for Audit Committees in Singapore in October 2008 and the second edition in August 2014. Both editions were distributed to all members of the Audit Committee. Where appropriate, the Audit Committee will adopt relevant best practices set out in the Guidebook; which will be used as reference to assist the Audit Committee in performing its functions.

In line with the guidance under Provision 10.4 of the 2018 Code, the internal auditors have unfettered access to all the Company's documents, records, properties and personnel, including the Audit Committee, and has appropriate standing within the Company.

The Audit Committee held four meetings for the financial year ended 31 December 2021.

In carrying out its duties, the Audit Committee:

- (a) Reviewed the independence, adequacy, effectiveness and scope and results of the Group's internal audit function and external audits;
- (b) Met with the auditors to discuss the results of their audits, significant financial reporting issues and judgements, to enquire if there are material weaknesses and control deficiencies over the Group's financial reporting process and the corresponding effects of the financial statements. In line with the guidance under Provision 10.5 of the 2018 Code, the Audit Committee also met the auditors separately in the absence of Management;
- (c) Reviewed significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the Group and all announcements relating to the Group's financial performance;
- (d) Reviewed at least annually the adequacy and effectiveness of the Group's internal controls and risk management systems;

Statement of Corporate Governance

For the financial year ended 31 December 2021

- (e) Reviewed the assurance from the Executive Director and Senior Vice-President, Finance on the financial records and financial statements;
- (f) Reviewed the quarterly and annual financial statements, SGXNET announcements and all related disclosures before submission to the Board for approval;
- (g) Reviewed, on an annual basis, non-audit services rendered to the Group by the external auditors to ascertain that the nature and extent of such services will not prejudice the independence and objectivity of the external auditors;
- (h) Reviewing the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on;
- (i) Decided on the appointment, termination and remuneration of the head of the internal audit function; and
- (j) Being satisfied with the independence and objectivity of the external auditors, recommended to the Board of Directors the re-appointment of PricewaterhouseCoopers LLP as auditors of the Company at the forthcoming annual general meeting. The Audit Committee also reviewed and approved the remuneration and terms of engagement of the external auditors.

The Audit Committee also considered the report from the external auditors, including their findings on the key areas of audit focus. Significant matters that were discussed with management and the external auditors have been included as key audit matters (KAMs) in the audit report for the financial year ended 31 December 2021. Refer to pages 36 to 37 of this Annual Report.

In assessing each KAM, the Audit Committee took into consideration the approach and methodology applied in the valuation of assets. The Audit Committee concluded that management's accounting treatment in each of the KAMs were appropriate.

The Audit Committee has reviewed all non-audit services provided by the external auditors for the financial year ended 31 December 2021 as well as the fees paid and is satisfied that the independence and objectivity of the external auditors have not been impaired.

The Audit Committee and Board of Directors confirmed that they are satisfied that the appointment of different auditors for its subsidiaries and significant associated companies would not compromise the standard and effectiveness of the audit of the Company. Accordingly, the Group has complied with Rules 712 and 716 of the Listing Manual of the SGX-ST in relation to its auditors.

On the basis of the foregoing, the Company has complied with Rule 1207(6)(c) of the Listing Manual of the SGX-ST.

The Company has put in place a whistle-blower policy. The Audit Committee is tasked to investigate complaints of suspected fraud, unlawful business practices and unsafe working conditions. Procedures provide employees with direct access to the Audit Committee Chairman.

Whistle-blowing posters, outlining confidential channels for whistle-blowing directly to the Audit Committee Chairman (cellphone, e-mail and P.O. Box) have been prominently displayed in high traffic areas, in all offices and plants of the Group world-wide. The Company has made available (vide its website as well as the websites of each of its main business units) to its vendors, suppliers and customers the same confidential channels for whistle-blowing directly to the Audit Committee Chairman. In addition, the poster has been translated into 12 languages and disseminated as a pamphlet to most non-English speaking employees of the Group.

Any employee, who in good faith, discloses such information within the Group will be protected from any form of disadvantage or reprisal. Confidentiality will be maintained within limits required by law.

Statement of Corporate Governance

For the financial year ended 31 December 2021

Executive Committee

The Executive Committee (“**EC**”) comprises the following members:

BAN Song Long (Chairman), Non-Executive
David FU Kuo Chen, Non-Executive
Dr LOW Chin Nam, Executive

Under its terms of reference, the EC is authorised to approve and execute such transactions as are authorised and delegated by the Board as set out in the NSL Ltd Group Corporate Authorisation.

Nominating Committee

(Principles 1, 4 & 5)

In line with the guidance under with Provision 4.2 of the 2018 Code, the Nominating Committee (“**NC**”) comprises the following members:

Prof CHAM Tao Soon (Chairman), Non-Executive, Independent
John KOH Tiong Lu, Non-Executive, Independent
Dr TAN Tat Wai, Non-Executive, Independent
David FU Kuo Chen, Non-Executive

In line with the guidance under Provision 4.1 of the 2018 Code, under its terms of reference, the principal duties of the NC are:

- To review and make recommendations to the Board on succession plans for directors, in particular the appointment and/or replacement of the Chairman, the Executive Director and other persons having authority and responsibility for planning, directing and controlling the activities of the Company (“**key management personnel**”).
- To review and make recommendations to the Board on all Board appointments and re-nominations.
- To review and make recommendations to the Board on the process and criteria for evaluation of the performance of the Board, Board Committees and directors.
- To review and make recommendations to the Board on the training and professional development programmes for the Board and its directors.
- To propose objective performance criteria to evaluate the Board's performance.
- To assess and determine annually the independence of the directors.

With reference to the guidance under Provision 4.3 of the 2018 Code, in reviewing and making recommendations to the Board on Board appointments and re-nominations, the NC takes into consideration the composition and renewal of the Board, as well as each director's competencies, commitment, contribution and performance (e.g. attendance, preparedness, participation and candour) including, if applicable, his or her performance as an independent director, so as to ensure that the Board and its Board Committees are of an appropriate size, and comprise directors who as a group provide an appropriate balance and mix of skills, knowledge and experience and other aspects of diversity such as age, so as to avoid groupthink and foster constructive debate. Provision 4.3 of the 2018 Code states, among other things, that the Company discloses the criteria used to identify and evaluate potential new directors and channels used in searching for appropriate candidates. In this regard, as the Board believes it is of an appropriate size and has an appropriate diversity of thought and background to enable the Board to make decisions in the best interests of the Company in line with Principle 2 of the 2018 Code and in view that the directors who retired at the last annual general meeting had offered themselves for re-election and had been re-elected successfully, the NC had not undertaken a search for new candidates during the financial year ended 31 December 2021.

Statement of Corporate Governance

For the financial year ended 31 December 2021

In line with the guidance under Provision 5.1 of the 2018 Code, the Company has in place a process for assessing the effectiveness of the Board as a whole, and of each Board Committee separately, as well as the contribution by the Chairman and each individual director to the Board.

With reference to the guidance under Provision 4.4 of the 2018 Code, the NC determines annually, and as and when circumstances require, whether a director is independent, having regard to the circumstances set forth in Provision 2.1 of the 2018 Code. In conducting its assessment on the independence of non-shareholder related non-executive directors, the NC was guided by the 2018 Code and a set of specific criteria.

The NC noted that the amended SGX-ST Listing Rules provide that, with effect from 1 January 2022, a director will not be independent if he has been a director for an aggregate period of more than nine years, unless his continued appointment as an independent director is sought and approved by shareholders at a general meeting through two separate resolutions ("**Two-tier Voting Process**"). The first of these two resolutions require approval by majority vote of all shareholders present and voting on this resolution, and the second of these two resolutions require approval by majority vote of shareholders present and voting on this resolution, excluding shareholders who also serve as directors or the chief executive officer of the issuer (and their respective associates).

Each of Prof Cham Tao Soon, Mr John Koh Tiong Lu and Dr Tan Tat Wai is an independent director who has served for more than nine years. Each of them had sought the requisite approvals under the Two-tier Voting Process for their continued appointment as independent directors. Mr Koh's and Dr Tan's continued appointment as independent directors had been approved at the 60th AGM held on 25 June 2020 and will remain valid until the earlier of their retirement or resignation as a director or the conclusion of the third Annual General Meeting from the 60th AGM. Prof Cham's continued appointment as independent director had been approved at the 61st AGM held on 27 April 2021 and will remain valid until the earlier of his retirement or resignation as a director or the conclusion of the third Annual General Meeting from the 61st AGM.

The NC considered the endorsements received from shareholders under the Two-Tier Voting Process referred to above and having regard to all other relevant circumstances, has concluded that these non-executive directors i.e. Prof Cham Tao Soon, Mr John Koh Tiong Lu and Dr Tan Tat Wai remained independent from Management and provided a strong independent element on the Board, being free from any business or other relationship which could materially interfere with the exercise of their judgement.

In line with the guidance under Provision 4.5 of the 2018 Code, the NC ensures that new directors are aware of their duties and obligations and also decides if a director is able to and has been adequately carrying out his or her duties as a director of the Company, taking into account the number of directorships and principal commitments of each director. Key information on the directors, including listed company directorships and principal commitments, is set out on pages 33 and 34.

The NC noted the 2018 Code requirement for the Board of Directors to decide on the issue of multiple board representations of directors and was of the view that the onus was placed on individual directors to ensure he could discharge all his duties and responsibilities as a director. Therefore, the NC did not recommend the setting of the maximum number of listed company board representations which a director may hold and would leave this issue to be determined by individual directors. In line with the guidance under Provision 4.5 of the 2018 Code, the NC is satisfied that sufficient time and attention was given by the directors to the affairs of the Group, taking into consideration the director's number of listed company board representations and other principal commitments.

The Board, through the NC, reviews the size and composition of the Board and is of the opinion that, given the scope and nature of the Group's operations, the size of the Board is appropriate in facilitating effective decision-making.

The NC does not have a practice of appointing alternate directors. No alternate director was appointed in this financial year.

Statement of Corporate Governance

For the financial year ended 31 December 2021

With reference to the guidance under Provision 5.2 of the 2018 Code, the NC undertook or, as the case may be, is completing an assessment of the Board, its board committees and each director. For purposes of such assessment, evaluation forms were sent to the directors to assess the effectiveness of the Board, its board committees and each director. The evaluation forms were or, as the case may be, will be collated and tabled to the NC for deliberation. No external facilitator was appointed for purposes of such assessment.

Remuneration Committee

(Principles 6 & 7)

In line with the guidance under Provision 6.2 of the 2018 Code, the Remuneration Committee (“RC”) comprises the following members:

Prof CHAM Tao Soon (Chairman), Non-Executive, Independent
John KOH Tiong Lu, Non-Executive, Independent
Dr TAN Tat Wai, Non-Executive, Independent
David FU Kuo Chen, Non-Executive

In line with the guidance under Provisions 6.1, 7.1, 7.2 and 7.3 of the 2018 Code, under its terms of reference, the principal duties of the RC include:

- To review and make recommendations to the Board a framework of remuneration for the Board and key management personnel, with the objective of, among others, ensuring that the level and structure of remuneration of the Board and key management personnel are appropriate to attract, retain and motivate the directors to provide good stewardship of the Group and key management personnel to successfully manage the Group for the long term.
- To review and recommend to the Board specific remuneration packages for each of the directors and the key management personnel, taking into consideration the following:
 - a significant and appropriate proportion of the remuneration for executive directors and key management personnel is structured so as to link rewards to corporate and individual performance. Performance-related remuneration is aligned with the interests of shareholders and other stakeholders and promote the long-term success of the Group; and
 - the remuneration of non-executive directors is appropriate to the level of contribution, taking into account factors, such as effort, time spent and responsibilities.
- To review all benefits and long-term incentive schemes (including share option schemes) for the Board and key management personnel.

In line with the guidance under Provision 8.1 of the 2018 Code, in reviewing and determining the remuneration packages of the Executive Director and key management personnel, the RC shall consider, amongst other things, their responsibilities, skills, expertise and contribution to the Group’s performance and if the remuneration packages are competitive and sufficient to ensure that the Group is able to attract and retain the best available executive talent.

With reference to Provision 6.4 of the 2018 Code, no remuneration consultant was engaged to advise on the remuneration of directors and key management personnel.

Statement of Corporate Governance

For the financial year ended 31 December 2021

Remuneration and Benefits of Directors and Key Executives

(Principle 8)

In line with the guidance under Provisions 8.1 and 8.3 of the 2018 Code, the level and mix of each of the Directors' remuneration, and that of each of the top 5 key executives (who are not directors), are set out below:

(a) Directors

Remuneration Band & Name of Director	Base / Fixed Salary ⁽¹⁾ S\$'000	Variable or Performance-related Income / Bonuses ⁽¹⁾ S\$'000	Directors' Fees S\$'000	Benefits-in-kind S\$'000	Share Options Granted ⁽²⁾ S\$'000	Total Compensation S\$'000
Non-Executive Directors						
Prof CHAM Tao Soon	-	-	152	-	-	152
BAN Song Long	-	-	102	-	-	102
David FU Kuo Chen	-	-	96	-	-	96
John KOH Tiong Lu	-	-	120	-	-	120
Dr TAN Tat Wai	-	-	90	-	-	90
Executive Director						
Dr LOW Chin Nam	342	25	54	25	-	446

(1) The salary and performance bonus amounts shown are inclusive of allowances, leave pay and CPF.

(2) No options were granted during the financial year.

(b) Key Executives

In line with the guidance under Provisions 8.1 and 8.3 of the 2018 Code, the table below shows the level and mix of gross remuneration received by the top 5 executives (excluding the Executive Director) of the Group in bands of S\$250,000:

Remuneration Band & Name of Key Executive	Base / Fixed Salary ⁽¹⁾ %	Variable or Performance-related Income / Bonuses ⁽¹⁾ %	Benefits-in-kind %	Share Options Granted ⁽²⁾ %	Total Compensation %
S\$250,000 to S\$499,999					
Matti MIKKOLA	74	10	16	-	100
Jussi RAUNIO	63	32	5	-	100
TAN Meow Cheng	89	9	2	-	100
Henrik Bondrup JENSEN	67	4	29	-	100
FUNG Tian Piow Jeffrey	89	6	5	-	100

(1) The salary and performance bonus amounts shown are inclusive of allowances, leave pay and CPF.

(2) No options were granted during the financial year.

The annual aggregate remuneration paid to the top five key executives (excluding the Executive Director) for the financial year ended 31 December 2021 was S\$1,773,000.

Statement of Corporate Governance

For the financial year ended 31 December 2021

In line with the guidance under Provision 8.2 of the 2018 Code, there is no employee whose remuneration exceeds S\$100,000 during the financial year who is a substantial shareholder of the Company, or is an immediate family member of a director, chief executive officer or substantial shareholder of NSL Ltd.

Corporate Research and Development Advisory Panel

The Corporate Research and Development Advisory Panel (“**CRD**”) as at the date of this statement comprises the following members:

Prof CHAM Tao Soon (Chairman)
David FU Kuo Chen
LAM Siew Wah
LIM Swee Cheang
Dr LOW Chin Nam
Prof NG Wun Jern
Dr TIONG Lee Kong, Robert

The CRD serves as a forum for open discussion between the academic circle, government bodies and the Group. Members comprise senior management, scientists and academicians from Universities and Government bodies. The CRD usually meets 2 to 3 times a year.

Risk Management and Internal Controls

(Principle 9)

The Board of Directors, with the assistance of the Audit Committee, ensures that the Management maintains adequate risk management and internal control systems to safeguard shareholders’ investment and the Group’s assets.

In line with the guidance under Provision 9.1 of the 2018 Code, Management regularly reviews the Group’s business and operational activities to identify areas of significant risks as well as implement appropriate measures to control and mitigate these risks. These measures provide reasonable, but not absolute, assurance against material misstatements or loss, as well as ensure the safeguarding of assets, maintenance of proper accounting records and reliable financial information, and compliance with applicable law and regulations.

The nature and management of financial risks are discussed in Note 36 to the Financial Statements.

Review and tests of internal control procedures are carried out by the Company’s internal auditors based on approved internal audit plan. Significant internal control weaknesses noted by the internal auditors (if any) together with their recommendations, are included in their reports which are submitted to the Audit Committee.

In line with the guidance under Provision 9.2 of the 2018 Code, the Board has obtained assurance from Dr Low Chin Nam, Executive Director and Mr Chia Tong Hee, Senior Vice-President, Finance, that:

- (a) the financial records of the Group have been properly maintained and the financial statements give a true and fair view of the operations and finances of the Group; and
- (b) the Group’s risk management and internal control systems, including financial, operational, compliance and information technology controls were adequate and effective as at 31 December 2021.

Based on the internal controls established and maintained by the Group, work performed by the internal and external auditors, and reviews performed by Management, various Board Committees and the Board, the Board is of the opinion that the Group’s risk management and internal control systems, including financial, operational, compliance and information technology controls were adequate and effective as at 31 December 2021.

The Audit Committee concurred with the Board’s view that the Group’s risk management and internal control systems, including financial, operational, compliance and information technology controls were adequate and effective as at 31 December 2021.

Statement of Corporate Governance

For the financial year ended 31 December 2021

Internal Audit Function

The Company has an in-house internal audit department with a round-the-year internal audit program for the Group. The role of the internal auditors is to assist the Audit Committee to ensure that the Group maintains a sound system of internal controls and may undertake investigations as directed by the Audit Committee.

Internal Audit prepares an annual audit plan. The Audit Committee reviews and approves the annual internal audit plan, which complements that of the external auditors, so as to review the adequacy and effectiveness of the system of internal controls of the Group. The external auditors will highlight any material internal control weaknesses which have come to their attention in the course of their statutory audit. All audit findings and recommendations raised by the internal and external auditors are reported to the Audit Committee. Internal Audit follows up on all recommendations by internal and external auditors to ensure management has implemented these in a timely and appropriate manner and reports the results to the Audit Committee every quarter.

Staffed by suitably qualified executives, Internal Audit has unrestricted direct access to the Audit Committee. The Head of Internal Audit's primary line of reporting is to the Chairman of the Audit Committee.

Overall, the Audit Committee is satisfied that the internal audit function is independent and effective and that internal audit department has adequate resources and appropriate standing within the Group to perform its function effectively.

Shareholder Rights, Conduct of General Meetings and Communication with Shareholders

(Principles 11, 12 & 13)

The Company makes all necessary disclosures to the public via SGXNET. When material information is disseminated to the SGX-ST, such information is simultaneously posted on the Company's website at www.nsl.com.sg.

The Board, endeavours, by the release of quarterly and full year results, to provide shareholders with a balanced and understandable assessment of the Group's performance and prospects.

In line with the guidance under Provision 11.1 of the 2018 Code, shareholders of the Company receive the notice of the annual general meeting. The notice is also advertised in the newspapers. At annual general meetings, shareholders are given the opportunity to seek clarification from directors and management on the financial affairs of the Company.

In line with the guidance under Provision 11.3 of the 2018 Code, to the extent possible, all directors will attend general meetings of shareholders. External auditors will also be present to assist the directors in addressing shareholders' queries about the conduct of audit and the preparation and content of the auditors' report.

The Company does not intend to adopt absentia voting methods (e.g. via mail, email or fax) until issues such as the authentication of shareholder identity and other related security and integrity of such information can be resolved. Notwithstanding the foregoing, under the Company's Constitution:

- (a) a member of the Company who is not a relevant intermediary (as defined in Section 181 of the Singapore Companies Act) is entitled to appoint not more than two proxies to attend, speak and vote at the meeting; and
- (b) a member of the Company who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member.

Accordingly, the Board is of the view that shareholders will still be able to participate effectively in and vote at general meetings even in the absence of absentia voting.

In line with the guidance under Provision 11.2 of the 2018 Code, resolutions submitted at annual general meetings are typically separate and not bundled or made inter-conditional on each other, unless the issues are interdependent and linked so as to form one significant proposal. Where the resolutions are bundled, the Company will explain the reasons and material implications in the notice of annual general meeting.

Statement of Corporate Governance

For the financial year ended 31 December 2021

The Company had put all resolutions to vote by poll at shareholders meetings since December 2002 and announced detailed results showing the number of votes cast for and against each resolution and the respective percentages since 2012.

The Company does not publish minutes of general meetings or shareholders on its corporate website as contemplated by Provision 11.5 of the 2018 Code. There are potential adverse implications for the Company if the minutes of general meetings are published to the public at large (outside the confines of a shareholders' meeting) including disclosure of sensitive information to the Group's competitors. Further, shareholders, including those who did not attend the relevant general meeting, have a right to be furnished copies of minutes of general meeting pursuant to Section 189 of the Singapore Companies Act. Accordingly, the Company is of the view that its position is consistent with the intent of Principle 11 of the 2018 Code as shareholders are treated fairly and equitably by the Company.

The Company does not have a formal dividend policy as contemplated by Provision 11.6 of the 2018 Code. The Board may from time to time consider paying dividends in a manner that is in line with the Group's financial performance, taking into consideration the Group's earnings, capital requirements and overall financial position. Any dividends declared are clearly communicated to shareholders in public announcements and through announcements via SGXNET when the Company discloses its financial results. Subject to the approval of shareholders at the forthcoming annual general meeting, the Board has recommended a final dividend of S\$0.05 per share for the financial year ended 31 December 2021 to be paid on such date as may be determined by the directors.

In line with the guidance under Provision 12.1 of the 2018 Code, the Company communicates (at least once annually at the annual general meeting) with its shareholders and facilitates the participation of shareholders during general meetings and (where applicable) other dialogues to allow shareholders to communicate their views on various matters affecting the Company. The Company also provides avenues for communication between the Board and all shareholders.

The Company currently does not have an investor relations policy in place as contemplated by Provisions 12.2 and 12.3 of the 2018 Code but considers advice from its corporate lawyers and professionals on appropriate disclosure requirements before announcing material information to shareholders. The Company will consider the appointment of a professional investor relations officer should such a need arise. Shareholders could contact the Company's corporate communications department directly with questions and the Company may respond to such questions through such department. The contact details of the department are also set out on the Company's website.

In line with the guidance under Provisions 13.1, 13.2 and 13.3 of the 2018 Code, the Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the Company are served. The Company has arrangements in place to identify and engage with its material stakeholder groups and to manage its relationships with such groups, and maintains a current corporate website to communicate and engage with stakeholders.

Securities Transactions

The Company has issued a policy on dealings in the securities of the Company to its directors, employees and directors of its subsidiaries, setting out the implications of insider trading and guidance on such dealings. Accordingly, the Company has complied with Rule 1207 (19) of the Listing Manual of the SGX-ST since 1998.

The Company and its officers are not allowed to deal in the Company's securities during the one month preceding, and up to the time of announcement of, the Company's results for the half-year and the full financial year (if the Company does not announce its quarterly results).

The directors and key employees are also expected to observe insider trading laws at all times, even when dealing in securities outside of the prohibited periods and to refrain from dealing in the securities on short-term considerations.

Interested Person Transactions

Pursuant to Rule 907 of the Listing Manual of the SGX-ST, no interested person transaction was entered into during the financial year.

Statement of Corporate Governance

For the financial year ended 31 December 2021

PARTICULARS OF DIRECTORS AS AT 7 MARCH 2022

NAME OF DIRECTOR	ACADEMIC & PROFESSIONAL QUALIFICATIONS	BOARD COMMITTEE AS CHAIRMAN OR MEMBER	DIRECTORSHIP DATE FIRST APPOINTED DATE LAST RE-ELECTED	BOARD APPOINTMENT WHETHER EXECUTIVE OR NON-EXECUTIVE	DUE FOR RE-ELECTION AT AGM ON 29 APRIL 2022	LISTED COMPANY DIRECTORSHIPS	PRINCIPAL COMMITMENTS
Prof Cham Tao Soon	<ul style="list-style-type: none"> Bachelor of Engineering degree from Malaya University Bachelor of Science degree from University of London Doctorate of Philosophy degree from University of Cambridge Fellow of the Institution of Engineers, Singapore Fellow of the Institution of Mechanical Engineers, UK 	<i>Chairman:</i> Nominating Committee Remuneration Committee Corporate Research and Development Advisory Panel <i>Member:</i> Audit Committee	26 May 1988 27 April 2021	Non-Executive / Independent	N/A	Soup Restaurant Group Ltd	No
John Koh Tiong Lu	<ul style="list-style-type: none"> LLM degree from Harvard Law School BA and MA degree (Economics and Law) from Trinity College, University of Cambridge 	<i>Chairman:</i> Audit Committee <i>Member:</i> Nominating Committee Remuneration Committee	30 January 2003 25 June 2020	Non-Executive / Independent	N/A	Aurora Mobile Limited	No
Dr Tan Tat Wai	<ul style="list-style-type: none"> Bachelor of Science degrees in Electrical Engineering and Economics from Massachusetts Institute of Technology Master's degrees in Economics from the University of Wisconsin (Madison) and Harvard University Doctor of Philosophy degree in Economics from University of Harvard 	<i>Member:</i> Audit Committee Nominating Committee Remuneration Committee	15 February 1993 25 June 2020	Non-Executive / Independent	N/A	Southern Steel Berhad	Hospital Lam Wah Ee (Non-profit hospital) Penang Chinese Girls Schools Phor Tay Schools
Ban Song Long	Associate of the Institute of Bankers, London	<i>Chairman:</i> Executive Committee <i>Member:</i> Audit Committee	25 January 2003 27 April 2021	Non-Executive	N/A	No	Excelfin Pte Ltd (Managing Director) Yotei Pte Ltd (Managing Director)

Statement of Corporate Governance

For the financial year ended 31 December 2021

NAME OF DIRECTOR	ACADEMIC & PROFESSIONAL QUALIFICATIONS	BOARD COMMITTEE AS CHAIRMAN OR MEMBER	DIRECTORSHIP DATE FIRST APPOINTED DATE LAST RE-ELECTED	BOARD APPOINTMENT WHETHER EXECUTIVE OR NON-EXECUTIVE	DUE FOR RE-ELECTION AT AGM ON 29 APRIL 2022	LISTED COMPANY DIRECTORSHIPS	PRINCIPAL COMMITMENTS
David Fu Kuo Chen	Bachelor of Science degree in Engineering from University of Southern California	Member: Nominating Committee Remuneration Committee Executive Committee Corporate Research and Development Advisory Panel	25 January 2003 26 April 2019	Non-Executive	Re-election (Article 90)	Hotel Properties Ltd	No
Dr Low Chin Nam	<ul style="list-style-type: none"> Bachelor of Science (First Class Honours) in Electronics Engineering from King's College, University of London Master of Science in Management Science from Imperial College, University of London Doctor of Philosophy degree in Econometrics from Monash University, Australia 	Member: Executive Committee Corporate Research and Development Advisory Panel	1 August 2016 26 April 2019	Executive (Responsible for the overall Management of the NSL Group)	Re-election (Article 90)	No	Full time executive of NSL Ltd

Independent Auditor's Report

to the members of NSL LTD.

Report on the Audit of the Financial Statements

Our Opinion

In our opinion, the accompanying consolidated financial statements of NSL Ltd. ("the Company") and its subsidiaries ("the Group") and the balance sheet of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 ("the Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") 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 December 2021 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the financial year ended on that date.

What we have audited

The financial statements of the Company and the Group comprise:

- the consolidated income statement of the Group for the financial year ended 31 December 2021;
- the consolidated statement of comprehensive income of the Group for the financial year then ended;
- the balance sheets of the Group and of the Company as at 31 December 2021;
- the consolidated statement of changes in equity of the Group for the financial year then ended;
- the consolidated statement of cash flows of the Group for the financial year then ended; and
- the notes to the financial statements, including a summary of significant accounting policies.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

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

Independence

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.

Our Audit Approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the accompanying financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

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 for the financial year ended 31 December 2021. 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.

Independent Auditor's Report

to the members of NSL LTD.

Key Audit Matter

Impairment assessment on trade receivables

Refer to Note 3a, Note 17 and Note 36b to the financial statements for the related disclosures

At 31 December 2021, the Group had outstanding trade receivables of S\$67,827,000 (net of accumulated loss allowance for impairment of trade receivables of S\$11,978,000) and reversal of credit loss allowance of S\$356,000 was recorded in the consolidated income statement for the financial year ended.

For trade receivables, the Group applies the simplified approach permitted under SFRS(I) 9 and as set out in accounting policy stated in Note 2K which requires expected lifetime loss to be recognised from initial recognition of the trade receivables.

Significant financial difficulties of the debtor, the probability that the debtor will enter bankruptcy, default in payments (interest and/or principal payments) are at least 2 years overdue and/or legal enforcement action undertaken by the Group for recovery against the debtor are considered evidence that the debtor is non-performing ("Non-performing receivable"). In such an instance, the expected credit loss of the non-performing receivable is measured at the maximum exposure to the Group at balance sheet date.

Trade receivables that are other than non-performing are grouped by management based on similar credit risk characteristics and days past due; and a provision matrix was used to measure the lifetime expected credit loss within each operating segment.

In estimating the expected credit loss, management considers historical credit loss rates for each aging category and makes forward-looking adjustments to reflect current and future market conditions including the impact of the Coronavirus Disease 2019 ("COVID-19") pandemic, which may affect the ability of the debtors to settle the receivables.

We focused on this area because of the significant judgement and estimates required in the assessment of the expected credit loss recognised by the Group.

How our audit addressed the Key Audit Matter

We obtained an understanding of the Group's process for estimating the expected credit loss and assessed management's measurement of the lifetime expected credit loss.

We requested for confirmations and checked for evidence of receipts subsequent to the year end for selected significant debtors. We discussed with management the status of long overdue trade receivables balances and their consideration of debtors' specific profiles and risks within each operating segment. We also evaluated management's assumptions and inputs used in the computation of expected credit loss and assessed the reasonableness of management's assumptions used in by considering the Group's historical credit loss experience, ageing analysis of outstanding receivables within each operating segment and the forward-looking adjustments established based on their assessment of future market conditions including the impact of the COVID-19 pandemic.

We verified the mathematical accuracy of the credit loss allowance of trade receivables and assessed the reasonableness of the credit loss rates for the respective aging brackets of trade receivables, in assessing the adequacy of impairment required.

We also considered the appropriateness and adequacy of the disclosures in respect of this matter.

Based on our procedures, we found the judgement exercised by management in the determination of impairment of trade receivables and the expected credit loss recorded in the financial statements to be appropriate.

Independent Auditor's Report

to the members of NSL LTD.

Key Audit Matter

Impairment assessment on property, plant and equipment ("PPE") and right-of-use assets ("RoU assets")

Refer to Note 3b, Note 19 and Note 20 to the financial statements for the related disclosures.

As at 31 December 2021, the Group's PPE and RoU assets were carried at net book values of S\$108,460,000 and S\$32,032,000 respectively. For PPE and RoU assets of cash-generating unit ("CGU") of the Group with indicators of impairment, management performed an impairment review to assess the recoverable amounts of these assets based on the higher of value-in-use ("VIU") and fair value less cost to sell ("FVLCS"). Arising from management's assessment, no impairment charge was recognised for the current financial year as the recoverable amounts of these PPE and RoU assets exceeded their carrying amounts.

The continually evolving situation due to COVID-19 pandemic has resulted in significant economic uncertainty in the current and future economic environment.

We focused on this area because of the significant judgement and estimates required in estimating the projected sales growth rate, projected gross profit margins and discount rates in computing the recoverable amounts of the CGUs.

How our audit addressed the Key Audit Matter

We assessed management's process for identifying and reviewing the CGUs subject to impairment testing and evaluated the basis and the methodology used to derive the recoverable amounts of the CGUs. For assets with recoverable amounts derived based on VIU computation, we assessed the reasonableness of the cash flow projections by comparing the projected sales growth rate and gross profit margins against the CGU's historical data, performance and latest financial budgets approved by management and understood how they have considered the impact of the COVID-19 pandemic and market uncertainty in their estimates. In addition, we have independently verified the discount rates used by management to be appropriate.

We also considered the appropriateness and adequacy of the disclosures relating to the assumptions.

Based on our procedures performed, we found management's judgement and estimates in relation to the determination of the recoverable amounts of the CGUs to be appropriate and the disclosures in the financial statements to be adequate.

Independent Auditor's Report

to the members of NSL LTD.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement (but does not include the financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the other sections of the annual report ("the Other Sections"), which are expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not and will 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 identified above 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 on the other information that we obtained prior to the date of this auditor's report, 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.

When we read the Other Sections, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.

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)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

Independent Auditor's Report

to the members of NSL LTD.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

Independent Auditor's Report

to the members of NSL LTD.

Report on Other Legal and Regulatory Requirements

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

The engagement partner on the audit resulting in this independent auditor's report is Sim May Ling Theresa.

A handwritten signature in black ink, appearing to read "PricewaterhouseCoopers LLP" with a stylized flourish at the end.

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants
Singapore, 7 March 2022

Consolidated Income Statement

For the financial year ended 31 December 2021

	Note	The Group	
		2021 S\$'000	2020 S\$'000
Sales	4	259,645	247,106
Cost of sales		(222,867)	(218,622)
Gross profit		36,778	28,484
Other income			
- Interest	5	1,618	3,989
- Others	5	3,773	7,040
Other gains and losses	6	(1,105)	(9,695)
Distribution costs		(7,693)	(7,760)
Administrative expenses		(25,159)	(28,042)
Write-back of / (loss) allowance on trade receivables, net	36b	356	(1,790)
Finance costs	7	(1,469)	(1,734)
Share of results of associated companies, net of tax	22	(704)	(7,403)
Profit / (loss) before income tax	8	6,395	(16,911)
Income tax expense	10	(2,050)	(2,374)
Total profit / (loss) for the financial year		4,345	(19,285)
Profit / (loss) attributable to:			
Equity holders of the Company		4,896	(16,619)
Loss attributable to non-controlling interest		(551)	(2,666)
		4,345	(19,285)
Basic and fully diluted earnings / (loss) per share (cents)	13	1.31	(4.45)

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

Consolidated Statement of Comprehensive Income

For the financial year ended 31 December 2021

	The Group	
	2021 S\$'000	2020 S\$'000
Total profit / (loss) for the financial year	4,345	(19,285)
Other comprehensive income:		
<u>Items that may be reclassified subsequently to profit or loss:</u>		
Exchange differences on translating foreign operations		
- (Losses)/gains arising during the year	(3,499)	4,719
Share of other comprehensive income/(losses) of associated companies	1,756	(310)
	(1,743)	4,409
<u>Items that will not be reclassified subsequently to profit or loss:</u>		
Fair value gain arising from financial assets, at FVOCI*	452	11,860
Exchange differences on translating foreign operations		
- (Losses)/gains arising during the year	(124)	117
Share of other comprehensive gains of associated companies	368	4,177
Other comprehensive (loss)/gain for the year, net of tax	(1,047)	20,563
Total comprehensive income for the year, net of tax	3,298	1,278
Total comprehensive income/(losses) attributable to:		
Equity holders of the Company	3,973	3,827
Non-controlling interests	(675)	(2,549)
	3,298	1,278

*Financial assets measured at fair value through other comprehensive income

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

Balance Sheets

As at 31 December 2021

	Note	The Group		The Company	
		2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Share capital	14	193,839	193,839	193,839	193,839
Reserves	15	287,203	301,617	131,166	149,875
Shareholders' equity		481,042	495,456	325,005	343,714
Non-controlling interests	21a	(4,357)	(3,682)	-	-
TOTAL EQUITY		476,685	491,774	325,005	343,714
CURRENT ASSETS					
Inventories	16	52,978	51,168	-	-
Receivables, prepayments and other current assets	17	76,001	79,796	12,836	13,170
Other investments at amortised cost	25	-	2,006	-	2,006
Tax recoverable		961	2,593	-	-
Cash and cash equivalents	18	274,511	300,210	209,581	228,046
		404,451	435,773	222,417	243,222
Assets of disposal group classified as held-for-sale	11	1,269	-	-	-
		405,720	435,773	222,417	243,222
NON-CURRENT ASSETS					
Property, plant and equipment	19	108,460	112,649	270	371
Right-of-use assets	20	32,032	35,929	845	1,119
Investments in subsidiaries	21	-	-	85,232	85,232
Investments in associated companies	22	46,320	46,838	-	-
Long term receivables	23	467	458	64,365	64,213
Financial assets, at FVOCI	24	1,639	1,187	1,348	896
Other investments at amortised cost	25	517	-	517	-
Intangible assets	26	9,503	9,866	-	-
Deferred tax assets	31	2,607	2,614	-	-
Other non-current assets		239	105	-	-
		201,784	209,646	152,577	151,831
TOTAL ASSETS		607,504	645,419	374,994	395,053

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

Balance Sheets

As at 31 December 2021

	Note	The Group		The Company	
		2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
CURRENT LIABILITIES					
Borrowings	27a	(16,365)	(14,827)	-	-
Lease liabilities	27b	(2,943)	(3,653)	(277)	(266)
Trade, other payables and other current liabilities	28	(71,515)	(88,123)	(39,480)	(40,555)
Current income tax liabilities		(136)	(2,019)	-	-
Deferred income	29	(29)	(29)	-	-
		(90,988)	(108,651)	(39,757)	(40,821)
Liabilities directly associated with disposal group classified as held-for-sale	11	(87)	-	-	-
		(91,075)	(108,651)	(39,757)	(40,821)
NON-CURRENT LIABILITIES					
Provision for retirement benefits	30	(3,420)	(3,451)	-	-
Deferred tax liabilities	31	(2,012)	(2,119)	(20)	(46)
Borrowings	27a	(18,120)	(21,107)	-	-
Lease liabilities	27b	(13,187)	(15,334)	(534)	(793)
Deferred income	29	(427)	(405)	-	-
Other non-current liabilities	32	(2,578)	(2,578)	(9,678)	(9,679)
		(39,744)	(44,994)	(10,232)	(10,518)
TOTAL LIABILITIES		(130,819)	(153,645)	(49,989)	(51,339)
NET ASSETS		476,685	491,774	325,005	343,714

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

Consolidated Statement of Changes in Equity

For the financial year ended 31 December 2021

		Attributable to Equity Holders of the Company							
Note	Share Capital	Revenue Reserve	Foreign Currency Translation Reserve	Fair Value Reserve	General and Other Reserve	Total	Non-controlling Interests	Total Equity	
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	
THE GROUP									
	193,839	296,795	28	5,526	(732)	495,456	(3,682)	491,774	
Balance as at 1 January 2021									
Profit for the year	-	4,896	-	-	-	4,896	(551)	4,345	
Other comprehensive (losses)/income for the year	-	-	(1,743)	177	643	(923)	(124)	(1,047)	
Total comprehensive income/(losses) for the year	-	4,896	(1,743)	177	643	3,973	(675)	3,298	
Dividends paid	12	(18,678)	-	-	-	(18,678)	-	(18,678)	
Write-back of long outstanding dividend payables		291	-	-	-	291	-	291	
Total transactions with owners, recognised directly in equity	-	(18,387)	-	-	-	(18,387)	-	(18,387)	
Balance as at 31 December 2021	193,839	283,304	(1,715)	5,703	(89)	481,042	(4,357)	476,685	
Balance as at 1 January 2020									
	193,839	316,435	(4,381)	4,973	(559)	510,307	(1,133)	509,174	
Loss for the year	-	(16,619)	-	-	-	(16,619)	(2,666)	(19,285)	
Other comprehensive income / (losses) for the year	-	-	4,409	16,210	(173)	20,446	117	20,563	
Transfer to revenue reserve upon disposal of financial asset, at FVOCI	15b	15,657	-	(15,657)	-	-	-	-	
Total comprehensive (losses) / income for the year	-	(962)	4,409	553	(173)	3,827	(2,549)	1,278	
Dividends paid	12	(18,678)	-	-	-	(18,678)	-	(18,678)	
Total transactions with owners, recognised directly in equity	-	(18,678)	-	-	-	(18,678)	-	(18,678)	
Balance as at 31 December 2020	193,839	296,795	28	5,526	(732)	495,456	(3,682)	491,774	

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

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2021

	Note	The Group	
		2021 S\$'000	2020 S\$'000
Cash Flows from Operating Activities			
Profit / (loss) for the financial year		4,345	(19,285)
<i>Adjustments for:</i>			
Taxation		2,050	2,374
Amortisation of intangible assets		480	803
Amortisation of deferred income		(29)	(177)
Depreciation of property, plant and equipment		12,613	13,863
Depreciation of right-of-use assets		3,543	4,599
Interest expense		1,469	1,734
Interest income		(1,618)	(3,989)
Dividend income from financial assets, at FVOCI		(6)	(21)
Impairment of property, plant and equipment		-	7,227
Impairment of right-of-use assets		-	2,014
Loss on disposal including write-off of property, plant and equipment (net)		195	63
Gain on modification of lease		(26)	-
Restructuring costs		634	-
Provision for retirement benefits (net)		337	533
Share of results of associated companies, net of tax		704	7,403
Exchange differences and other adjustments		(188)	706
<i>Operating cash flows before working capital changes</i>		24,503	17,847
<i>Changes in working capital</i>			
Inventories		(1,810)	(5,442)
Receivables and prepayments		3,563	14,481
Deferred income		51	51
Trade and other payables		(15,729)	(5,091)
<i>Cash generated from operations</i>		10,578	21,846
Income tax paid		(2,297)	(1,103)
Restructuring costs paid		(634)	(203)
Retirement benefits paid		(429)	(937)
<i>Net cash generated from operating activities</i>		7,218	19,603

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

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2021

	Note	The Group	
		2021 S\$'000	2020 S\$'000
Cash Flows from Investing Activities			
Proceeds from disposal of property, plant and equipment		160	289
Proceeds from disposal of financial assets, at FVOCI		-	21,875
Net cash inflow from disposal of subsidiaries		-	3,000
Purchases of property, plant and equipment		(9,373)	(8,688)
Purchases of right-of-use assets		(305)	-
Purchases of intangible assets		(158)	(272)
Purchases of financial assets, at amortised cost		(517)	-
Interest received		1,819	4,518
Dividends received from financial assets, at FVOCI		6	21
Proceeds from maturity of investments at amortised cost		2,006	500
<i>Net cash (used in) / generated from investing activities</i>		(6,362)	21,243
Cash Flows from Financing Activities			
Proceeds from borrowings		9,127	5,199
Repayment of borrowings		(10,503)	(3,236)
Principal payment of lease liability		(4,157)	(4,354)
Interest paid		(1,469)	(1,734)
Bank deposits pledged		7	130
Dividends paid to shareholders	12	(18,678)	(18,678)
<i>Net cash used in financing activities</i>		(25,673)	(22,673)
Net (decrease)/increase in cash and cash equivalents			
Cash and cash equivalents at beginning of the financial year		282,803	264,055
Effects of exchange rate changes on cash and cash equivalents		(875)	575
Cash and cash equivalents at end of the financial year	18	257,111	282,803

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

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2021

Reconciliation of liabilities arising from financing activities

	1 January 2021 S\$'000	Proceeds from borrowings S\$'000	Principal and interest payments S\$'000	Non-cash changes				31 December 2021 S\$'000
				Modification of lease liability S\$'000	Additions during the year S\$'000	Interest expense S\$'000	Foreign exchange movement S\$'000	
Bank borrowings	35,934	9,127	(10,503)	-	-	-	(73)	34,485
Lease liabilities	18,987	-	(4,872)	(507)	1,871	715	(64)	16,130

	1 January 2020 S\$'000	Proceeds from borrowings S\$'000	Principal and interest payments S\$'000	Non-cash changes					31 December 2020 S\$'000
				Rent concession S\$'000	Modification of lease liability S\$'000	Additions during the year S\$'000	Interest expense S\$'000	Foreign exchange movement S\$'000	
Bank borrowings	33,979	5,199	(3,236)	-	-	-	-	(8)	35,934
Lease liabilities	20,615	-	(5,145)	(97)	277	2,453	791	93	18,987

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

Notes to the Financial Statements

For the financial year ended 31 December 2021

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL INFORMATION

NSL Ltd. (the "Company") is incorporated and domiciled in Singapore and is listed on the Singapore Exchange. The Company's registered office is at 317 Outram Road, #03-02 Singapore 169075.

The principal activities of the Company are provision of management services and investment holding. The principal activities of its subsidiaries are mainly manufacturing and sale of building materials, oil and petroleum related products and provision of environmental services (Note 40).

2. SIGNIFICANT ACCOUNTING POLICIES

A. Basis of preparation

These financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) ("SFRS(I)s") under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SFRS(I)s requires management to exercise its judgement in the process of applying the Group's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

These financial statements are expressed in thousands of Singapore Dollars.

B. Adoption of new and revised standards

On 1 January 2021, the Group has adopted the new or amended SFRS(I) and Interpretations of SFRS (I) ("INT SFRS(I)") that are mandatory for application for the financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

The adoption of these new or amended SFRS(I) and INT SFRS(I) did not result in substantial changes to the Group and the Company's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

New or amended Standards and Interpretations effective for annual period 2021

The following are the new or amended Standards effective for annual periods beginning on or after 1 January 2021:

- 1 June 2020 Amendments to SFRS(I) 16 Leases (COVID-19 Related Rent Concessions)
- 1 January 2021 Amendments to SFRS(I) 9 Financial Instruments, SFRS(I) 1-39 Financial Instruments: Recognition and Measurement, SFRS(I) 7 Financial Instruments: Disclosures and SFRS(I) 16 Leases (Interest Rate Benchmark Reform – Phase 2)

The amendments listed above did not have any material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

The Group has a bank borrowing with variable interest rate based on 3-month SIBOR which is expected to mature by 31 January 2023, prior to the relevant SIBOR cessation date on 31 December 2024.

The adoption of these new or amended SFRS(I) and INT SFRS(I) did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial year.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

C. Revenue recognition

(1) Sale of goods

The Group manufactures and sells a range of building materials, recycled oil and other petroleum related products ("oil and petroleum products"), refractory materials and roadstone products. Revenue from the sale of goods is recognised at point in time when the Group has delivered the goods to the locations specified by its customers and control of the goods has transferred, being when the customers have accepted the products in accordance with the sales contract.

The period between the transfer of the promised goods and payment by the customer may exceed one year (i.e. retention monies). For such contracts, there is no significant financing component present as the payment terms is an industry practice to protect the customers from the Group's failure to adequately complete some or all of its obligations under the contract. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

A receivable (financial asset) is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before payment is due.

For costs incurred in fulfilling the contract which are within the scope of another SFRS(I) (e.g. Inventories), these have been accounted for in accordance with those other SFRS(I). If these are not within the scope of another SFRS(I), the Group will capitalise these as contract costs assets only if (a) these costs relate directly to a contract or an anticipated contract which the Group can specifically identify; (b) these costs generate or enhance resources of the Group that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and (c) these costs are expected to be recovered. Otherwise, such costs are recognised as an expense immediately.

Capitalised contract costs are subsequently amortised on a systematic basis as the Group recognises the related revenue. An impairment loss is recognised in the profit or loss to the extent that the carrying amount of capitalised contract costs exceeds the expected remaining consideration less any directly related costs not yet recognised as expenses.

(2) Services rendered

The Group provides environmental services which involves sludge and slop processing related services. For precast & PBU segment, the Group provides services relating to project preliminaries work and related services. Revenue from providing these services is recognised over time in the accounting period in which the services are rendered.

Subscription services for the membership in the Group's marina club is recognised over time in the accounting period in which the services are rendered. This includes entrance fees and membership transfer fees of membership clubs which are recognised in profit or loss on a straight-line basis over the term of membership. Unamortised entrance fees and membership transfer fees are recognised as deferred income in the balance sheet.

(3) Rental income

Rental income from operating lease (net of any incentives given to the lessee) is recognised on a straight-line basis over the lease term.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

C. Revenue recognition (continued)

(4) Dividend income

Dividend income is recognised when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Group, and the amount of the dividend can be reliably measured.

(5) Interest income

Interest income is recognised using the effective interest rate method.

(6) Sale of scrap

The Group recognises sale of scrap when the customers accepted the scrap and the collectability of the related receivables is reasonably assured.

D. Cost of sales

Cost of sales comprises cost of purchased and manufactured goods sold, other relevant costs attributable to goods sold and costs of rendering services.

E. Group accounting

(1) Subsidiaries

(i) *Consolidation*

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group 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 to direct the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests comprise the portion of a subsidiary's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Company. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity, and balance sheet. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary, even if this results in the non-controlling interests having a deficit balance.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

E. Group accounting (continued)

(1) Subsidiaries (continued)

(ii) *Acquisitions*

The acquisition method of accounting is used to account for business combinations entered into by the Group.

The consideration transferred for the acquisition of a subsidiary or business comprises the fair value of assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

The excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the (b) fair value of the identifiable net assets acquired is recorded as goodwill. Please refer to Note 2G for the subsequent accounting policy on goodwill.

(iii) *Disposals*

When a change in the Group's ownership interest in a subsidiary results in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to revenue reserve if required by a specific Standard.

Any retained equity interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost and its fair value is recognised in profit or loss.

Please refer to Note 2I for the accounting policy on investments in subsidiaries in the separate financial statements of the Company.

(2) Transactions with non-controlling interests

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control over the subsidiary are accounted for as transactions with equity owners of the Company. Any difference between the change in the carrying amounts of the non-controlling interests and the fair value of the consideration paid or received is recognised within equity attributable to the equity holders of the Company.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

E. Group accounting (continued)

(3) Associated companies

Associated companies are entities over which the Group has significant influence, but not control, generally accompanied by a shareholding giving rise to voting rights of 20% and above.

Investments in associated companies are accounted for in the consolidated financial statements using the equity method of accounting less impairment losses, if any.

(i) *Acquisitions*

Investments in associated companies are initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Goodwill on associated companies represents the excess of the cost of acquisition of the associated company over the Group's share of the fair value of the identifiable net assets of the associated company and is included in the carrying amount of the investments.

(ii) *Equity method of accounting*

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of its associated companies' post-acquisition profits or losses of the investee in profit or loss and its share of movements in other comprehensive income of the investee's other comprehensive income. Dividends received or receivable from the associated companies are recognised as a reduction of the carrying amount of the investments. When the Group's share of losses in an associated company equals to or exceeds its interest in the associated company, the Group does not recognise further losses, unless it has legal or constructive obligations to make, or has made, payments on behalf of the associated company. If the associated company subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised. Interest in an associates includes any long-term loans for which settlement is never planned nor likely to occur in the foreseeable future.

Unrealised gains on transactions between the Group and its associated companies are eliminated to the extent of the Group's interest in the associated companies. Unrealised losses are also eliminated unless the transactions provide evidence of an impairment of the asset transferred. The accounting policies of associated companies are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

(iii) *Disposals*

Investments in associated companies are derecognised when the Group loses significant influence. If the retained equity interest in the former associated company is a financial asset, the retained equity interest is measured at fair value. The difference between the carrying amount of the retained interest at the date when significant influence is lost, and its fair value and any proceeds on partial disposal, is recognised in profit or loss.

Refer to Note 21 for the accounting policy on investments in associated companies in the separate financial statements of the Company.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

F. Property, plant and equipment

(1) Measurement

Property, plant and equipment are initially recognised at cost, and subsequently carried at cost less accumulated depreciation and accumulated impairment losses (refer to Note 2J for accounting policy on impairment of property, plant and equipment).

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the management. Cost also includes borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset (refer to Note 2H for accounting policy on borrowing costs).

(2) Depreciation

Freehold land and construction-in-progress are not depreciated. Depreciation of other property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

Buildings	-	10 to 60 years
Leasehold improvements	-	10 years
Plant and machinery	-	3 to 15 years
Vessels	-	15 to 18 years
Other assets	-	3 to 15 years

Other assets comprise furniture and fittings, office appliances and equipment and motor vehicles.

Dry docking costs are recognised as a separate component of each vessel's carrying amount. These costs are depreciated over the period to the next scheduled dry docking, which is 5 years. The remaining carrying amount of the old dry docking as a result of the commencement of new dry docking will be written off to profit or loss.

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

(3) Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

(4) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss within "other gains and losses".

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

G. Intangible assets

(1) Goodwill

Goodwill on acquisitions of subsidiaries and businesses represents the excess of (i) the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over (ii) the fair value of the identifiable net assets acquired. Goodwill on subsidiaries is recognised separately as intangible assets and carried at cost less accumulated impairment losses.

Goodwill on acquisitions of associated companies represents the excess of the cost of the acquisition over the Group's share of the fair value of the identifiable net assets acquired. Goodwill on associated companies is included in the carrying amount of the investments.

Gains and losses on the disposal of subsidiaries and associated companies include the carrying amount of goodwill relating to the entity sold.

(2) Acquired intangible assets

Acquired intangible assets consists of computer software licenses that are recognised at cost less accumulated amortisation and accumulated impairment losses (refer to Note 2J for accounting policy for impairment of other intangible assets). These costs are amortised to profit or loss using the straight-line method over their expected useful lives ranging from 3 to 5 years, which is the shorter of their estimated useful lives and period of contractual rights. Costs associated with maintaining the acquired intangible assets are expensed off when incurred.

The amortisation period and amortisation method of intangible assets other than goodwill are reviewed at least at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

H. Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method except for those costs that are directly attributable to assets under construction. This includes those costs on borrowings acquired specifically for assets under construction, as well as those in relation to general borrowings used to finance assets under construction.

I. Investments in subsidiaries and associated companies

Investments in subsidiaries and associated companies are carried at cost less accumulated impairment losses (refer to Note 2J for accounting policy on impairment of investment in subsidiaries and associated companies) in the Company's balance sheet.

On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

J. Impairment of non-financial assets

(1) Goodwill

Goodwill recognised separately as an intangible asset is tested for impairment annually and whenever there is indication that the goodwill may be impaired. For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group's cash-generating-unit ("CGU") expected to benefit from synergies arising from the business combination.

An impairment loss is recognised when the carrying amount of a CGU, including the goodwill, exceeds the recoverable amount of the CGU. The recoverable amount of a CGU is the higher of the CGU's fair value less cost to sell and value-in-use.

The total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU pro-rata on the basis of the carrying amount of each asset in the CGU.

An impairment loss on goodwill is recognised as an expense and is not reversed in a subsequent period.

(2) Other intangible assets

Property, plant and equipment

Right-of-use assets

Investments in subsidiaries and associated companies

Other intangible assets, property, plant and equipment, right-of-use assets, investments in subsidiaries and associated companies are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the CGU to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

For an asset other than goodwill, management assesses at the end of the reporting period whether there is any indication that an impairment recognised in prior periods may no longer exist or may have decreased. If any such indication exists, the recoverable amount of that asset is estimated and may result in a reversal of impairment loss. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset (other than goodwill) is recognised in profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

K. Financial assets

(1) Classification and measurement

The Group classifies its financial assets in the following measurement categories:

- Amortised cost; and
- Fair value through other comprehensive income ("FVOCI")

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

At initial recognition

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

At subsequent measurement

(i) Debt instruments

Debt instruments mainly comprise of cash and cash equivalents, trade and other receivables and listed debt instruments.

Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.

(ii) Equity investments

The Group subsequently measures all its equity investments at their fair values. Equity investments are classified as FVPL with movements in their fair values recognised in profit or loss in the period in which the changes arise and presented in "other gains and losses", except for those equity securities which are not held for trading. The Group has elected to recognise changes in fair value of equity securities not held for trading in other comprehensive income as these are strategic investments and the Group considers this to be more relevant. Movements in fair values of investments classified as FVOCI are presented as "fair value gains / losses" in Other Comprehensive Income. Dividends from equity investments are recognised in profit or loss as "dividend income".

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

K. Financial assets (continued)

(2) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 36 details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by the SFRS(I) 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

(3) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

On disposal of an equity investment, the difference between the carrying amount and sales proceed is recognised in profit or loss if there was no election made to recognise fair value changes in other comprehensive income. If there was an election made, any difference between the carrying amount and sales proceed amount would be recognised in other comprehensive income and transferred to revenue reserve along with the amount previously recognised in other comprehensive income relating to that asset.

(4) Offsetting of financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

L. Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits with financial institutions which are subject to an insignificant risk of change in value, and bank overdrafts. Bank overdrafts are presented as current borrowings on the balance sheet. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents.

M. Borrowings

Borrowings are presented as current liabilities unless the Group has an unconditional right to defer settlement for at least 12 months after the balance sheet date, in which case they are presented as non-current liabilities.

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

N. Trade and other payables / liabilities

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

O. Fair value estimation of financial assets and liabilities

The fair values of financial instruments traded in active markets (such as exchange-traded and over-the-counter securities and bonds) are based on quoted market prices at the balance sheet date. The quoted market prices used for financial assets are the current bid prices; the appropriate quoted market prices for financial liabilities are the current asking prices.

The fair values of forward foreign exchange contracts are determined using actively quoted forward exchange rates at the balance sheet date.

The fair values of financial instruments that are not traded in an active market are determined by using valuation techniques. The Group uses a variety of methods, and makes assumptions based on current market conditions that are existing at each balance sheet date. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same and/or discounted cash flow analysis. The Group also estimates the fair values of the financial assets by reference to the net assets of these equity securities, adjusting where applicable using appropriate measures to fair value the underlying assets and liabilities. In determining these fair values, management evaluates, among other factors, the reliability and appropriateness of the use of the underlying net asset information provided, taking into consideration factors such as industry and sector outlook, other market comparable and other prevailing market factors and conditions.

The fair value of non-current financial liabilities carried at amortised cost are estimated by discounting the future contractual cash flows at the current market interest rates that are available to the Group for similar financial liabilities.

The fair value of current financial assets and liabilities carried at amortised cost approximate their carrying amounts.

P. Inventories

Inventories are carried at the lower of cost and net realisable value. Cost is determined on a weighted average basis.

The cost of finished goods and work-in-progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and applicable variable selling expenses.

Q. Leases

(1) When the Group is the lessee:

At the inception of the contract, the Group assesses if the contract contains a lease. A contract 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. Reassessment is only required when the terms and conditions of the contract are changed.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Q. Leases (continued)

(1) When the Group is the lessee (continued):

(i) Right-of-use assets

The Group recognises a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

These right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term, as follows:

Leasehold land	-	Over a lease period of up to 98 years
Office and buildings	-	2 to 5 years
Motor vessels	-	1 to 3 years
Other assets	-	2 to 4 years

The projected cost of dismantlement, removal or restoration is also recognised as part of the cost of right-of-use assets if the obligation for the dismantlement, removal or restoration is incurred as a consequence of either acquiring the asset or using the asset for purpose other than to produce inventories.

(ii) Lease liabilities

The initial measurement of lease liability is measured at the present value of the lease payments discounted using the implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payment (including in-substance fixed payments), less any lease incentives receivable;
- The exercise price of a purchase option if it is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

For a contract that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component. The Group has elected to not separate lease and non-lease component for property leases and account these as one single lease component.

Lease liabilities are measured at amortised cost using the effective interest method. Lease liability shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There are modifications in the scope or the consideration of the lease that was not part of the original term.

Lease liabilities are remeasured with a corresponding adjustment to 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.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Q. Leases (continued)

(1) When the Group is the lessee (continued):

(iii) Short term and low value leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases, except for sublease arrangements. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

(2) When the Group is the lessor:

Leases where the Group retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in profit or loss on a straight-line basis over the lease term.

Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the lease income.

Contingent rents are recognised as income in profit or loss when earned.

R. Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiaries and associated companies, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

Deferred income tax is measured:

- (i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date; and
- (ii) based on the tax consequence that will follow from the manner in which the Group expects, at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

R. Income taxes (continued)

Current and deferred income taxes are recognised as income or expenses in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

The Group accounts for investment tax credits (for example, productivity and innovation credit) similar to accounting for other tax credits where a deferred tax asset is recognised for unused tax credits to the extent that it is probable that future taxable profit will be available against which the unused tax credits can be utilised.

S. Provisions

(1) Provision for asset dismantlement, removal and restoration

Provisions for asset dismantlement, removal or restoration are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amounts have been reliably estimated.

The Group recognises the estimated costs of dismantlement, removal or restoration of items of right-of-use assets arising from the acquisition or use of assets. This provision is estimated based on the best estimate of the expenditure required to settle the obligation, taking into consideration time value of money.

Changes in the estimated timing or amount of the expenditure or discount rate for asset dismantlement, removal and restoration costs are adjusted against the cost of the related right-of-use assets, unless the decrease in the liability exceeds the carrying amount of the asset or the asset has reached the end of its useful life. In such cases, the excess of the decrease over the carrying amount of the asset or the changes in the liability is recognised in profit or loss immediately.

(2) Provision for other liabilities and charges

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Group has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it.

Other provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in profit or loss as finance expense.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in the profit or loss when the changes arise.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

T. Employee compensation

(1) Pension benefits

The Group operates both defined contribution post-employment benefit plans and defined benefit.

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The Group's contributions are recognised as employee compensation expense when they are due.

Defined benefit plans are post-employment benefit pension plans other than defined contribution plans. Defined benefit plans typically define the amount of benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

Certain subsidiaries of the Group operate separate defined retirement benefit schemes for certain employees. Such benefits are unfunded.

The liability recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date minus the fair value of plan assets. Retirement benefits are assessed annually using the projected unit credit method. The present value of the defined benefit obligation is measured by discounting the estimated future cash outflows using a discount rate by reference to market yields of high quality corporate bonds that are denominated in the currency in which the benefits will be paid, and have tenures approximating to the terms of the related post-employment benefit obligations.

Actuarial gains and losses arising from experience adjustments and changes in actual assumptions are charged or credited to equity in other comprehensive income in the period when they arise. The experience adjustments are not to be reclassified to profit or loss in a subsequent period. Changes in the defined benefit liability arising from past service cost and net interest on the defined benefit obligation for the financial year are recognised in profit or loss.

(2) Employee leaves entitlement

Employee entitlements to annual leave are recognised 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 balance sheet date.

U. Currency translation

(1) Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The financial statements are presented in Singapore Dollar, which is the functional currency of the Company.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

U. Currency translation (continued)

(2) Transaction and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in profit or loss. Monetary items include primarily financial assets (other than equity investments), contract assets and financial liabilities. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies and other currency instruments designated and qualifying as net investments in foreign operations are recognised in other comprehensive income and accumulated in the currency translation reserve.

When a foreign operation is disposed of or any loan forming part of the net investment of the foreign operation is repaid, a proportionate share of the accumulated currency translation differences is reclassified to profit or loss, as part of the gain or loss on disposal.

Foreign exchange gains and losses that relate to borrowings are presented in the income statement within "finance cost". All other foreign exchange gains and losses impacting profit or loss are presented in the income statement within "other gains and losses".

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the dates when the fair values are determined.

(3) Translation of Group entities' financial statements

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) assets and liabilities are translated at the closing exchange rate at the reporting date;
- (ii) income and expenses are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and
- (iii) all resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates at the reporting date. For acquisitions prior to 1 January 2005, the goodwill and fair value adjustments are translated at the exchange rates at the dates of acquisition.

V. Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the executive committee whose members are responsible for allocating resources and assessing performance of the operating segments.

Notes to the Financial Statements

For the financial year ended 31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

W. Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

X. Dividends

Dividends to the Company's shareholders are recognised when the dividends are approved for payment.

Y. Non-current assets (or disposal groups) held-for-sale and discontinued operations

Non-current assets (or disposal groups) are classified as assets held-for-sale and carried at the lower of carrying amount and fair value less costs to sell if their carrying amount is recovered principally through a sale transaction rather than through continuing use. The assets are not depreciated or amortised while they are classified as held-for-sale. Any impairment loss on initial classification and subsequent measurement is recognised as an expense. Any subsequent increase in fair value less costs to sell (not exceeding the accumulated impairment loss that has been previously recognised) is recognised in profit or loss.

A discontinued operation is a component of the Group that either has been disposed of, or that is classified as held-for-sale and:

- (a) represents a separate major line of business or geographical area of operations;
- (b) is part of a single co-ordinated plan to dispose of a separate major line of business or geographical area of operations; or
- (c) is a subsidiary acquired exclusively with a view to resale.

Z. Government grants

Grants from the government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Group will comply with all the attached conditions.

Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to expenses are shown separately as other income.

Government grants relating to assets are deducted against the carrying amount of the assets.

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3a. Impairment of trade receivables

As at 31 December 2021, the Group's trade receivables amounted to S\$67,827,000 (Note 17). For trade receivables, the Group applies the simplified approach permitted under SFRS(I) 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables as set out in accounting policy stated in Note 2K. The Group's credit risk exposure for trade receivables by different operating segments and days past due are set out in Note 36(b).

Notes to the Financial Statements

For the financial year ended 31 December 2021

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (CONTINUED)

3a. Impairment of trade receivables (continued)

In relation to trade receivables that are other than non-performing, management has grouped the receivables based on similar credit risk characteristics and days past due and have used a provision matrix to measure the lifetime expected credit losses within each operating segment. The loss allowance rates within the provision matrix to be applied on receivables with different risk characteristics are based on historical default rates and takes into consideration forward-looking information affecting the ability of the debtors to settle the receivables. The loss allowance rates are reviewed on a regular basis.

As at 31 December 2021, accumulated loss allowance of S\$11,978,000 for trade receivables was recognised and reversal of credit loss allowance of S\$356,000 was recorded in the consolidated income statement for the financial year then ended.

Management evaluated the economic situation caused by the COVID-19 pandemic to be transitory and would be followed by a recovery in the respective operating segments of the Group and hence determined that the impact of COVID-19 pandemic had no significant impact on the expected credit loss of trade receivables of the Group. The economic environment remains uncertain and credit loss allowances may be subject to further volatility depending on the duration of the COVID-19 pandemic and related containment measures.

3b. Impairment of property, plant and equipment ("PPE") and right-of-use assets ("RoU assets")

As at 31 December 2021, the Group's PPE and RoU assets were carried at net book values of S\$108,460,000 and S\$32,032,000 respectively. PPE and RoU assets are reviewed for impairment whenever there is indication that the assets are impaired. If any such indication exists, the recoverable amount (i.e. higher of value-in-use ("VIU") and fair value less costs to sell ("FVLCS")) of the assets is estimated to determine the impairment loss. Arising from management's assessment, no impairment charge was recognised for the current financial year as the recoverable amounts of these PPE and RoU assets exceeded their carrying amounts.

The continually evolving situation due to COVID-19 pandemic resulted in significant economic uncertainty in the current and future economic environment. As a result of the heightened uncertainty, significant management judgement is applied in the estimation of cash flow projections which form the basis to derive the recoverable amounts of the PPE and RoU assets. Accordingly, apart from relying on the CGU's historical data, performance and latest financial budgets approved by management, the cash flow projections have also been adjusted to consider the impact of COVID-19 pandemic and market uncertainty, which management considers most likely, based on the information available as at the balance sheet date.

In particular, management's assessment of the VIU of the PPE and RoU assets specific to a CGU in the Precast & PBU segment operating in United Arab Emirates ("UAE") involved significant judgement about the projected sales growth rates, projected gross profit margins and discount rate applied to cash flow projections to determine the recoverable amount of the CGU. The VIU calculation used cash flow projections that were based on financial budgets approved by management and discounted using the pre-tax weighted average cost of capital of 8.99%. Arising from management's assessment, no impairment charge was recognised for the financial year ended 31 December 2021 as the recoverable amount of the PPE and RoU assets exceeded their carrying amounts. Had the projected sales growth rates, projected gross profit margins and the pre-tax weighted average cost of capital assumptions applied in the VIU computation been 10% lower / 5% lower / 10% higher from management's base assumptions, holding all other inputs constant, there would be no change to management's assessment of impairment charge required for the financial year.

In the previous financial year, arising from weaker market demands amidst the overall economic slowdown, the Group recorded impairment loss of S\$7,227,000 and S\$2,014,000 for PPE and RoU assets respectively. Refer to Note 19c for further details.

Notes to the Financial Statements

For the financial year ended 31 December 2021

4. REVENUE FROM CONTRACTS WITH CUSTOMERS

4a Disaggregation of revenue from contracts with customers

The Group derives revenue from the transfer of goods and services at a point in time and over time in the following major product lines and geographical regions. Revenue is attributed to countries by location of customers.

	At a point in time S\$'000	Over time S\$'000	Total S\$'000
The Group			
2021			
Manufacturing and sale of building materials			
- Singapore	43,700	977	44,677
- Malaysia	19,304	-	19,304
- United Arab Emirates	16,635	-	16,635
- Finland	66,307	-	66,307
- Norway	27,295	-	27,295
- Other parts of Europe	20,400	-	20,400
	193,641	977	194,618
Provision of environmental services and sale of oil and petroleum products			
- Singapore	5,834	39,451	45,285
- Malaysia	2,871	-	2,871
- Others	1,944	-	1,944
	10,649	39,451	50,100
Manufacturing and sale of refractory materials and roadstone products			
- Singapore	2,872	-	2,872
- Malaysia	2,445	-	2,445
- Others	786	-	786
	6,103	-	6,103
Others	3,742	1,726	5,468
	214,135	42,154	256,289
Rental income on operating leases			3,356
Total			259,645

Notes to the Financial Statements

For the financial year ended 31 December 2021

4. REVENUE FROM CONTRACTS WITH CUSTOMERS (CONTINUED)

4a Disaggregation of revenue from contracts with customers (continued)

	At a point in time S\$'000	Over time S\$'000	Total S\$'000
The Group			
2020			
Manufacturing and sale of building materials			
- Singapore	33,801	1,917	35,718
- Malaysia	20,418	-	20,418
- United Arab Emirates	37,009	-	37,009
- Finland	60,696	-	60,696
- Norway	22,036	-	22,036
- Other parts of Europe	16,123	-	16,123
	190,083	1,917	192,000
Provision of environmental services and sale of oil and petroleum products			
- Singapore	6,758	33,797	40,555
- Malaysia	510	-	510
- United Arab Emirates	206	-	206
- Others	948	-	948
	8,422	33,797	42,219
Manufacturing and sale of refractory materials and roadstone products			
- Singapore	2,926	-	2,926
- Malaysia	1,363	-	1,363
- Others	558	-	558
	4,847	-	4,847
Others	3,429	2,010	5,439
	206,781	37,724	244,505
Rental income on operating leases			2,601
Total			247,106

Notes to the Financial Statements

For the financial year ended 31 December 2021

4. REVENUE FROM CONTRACTS WITH CUSTOMERS (CONTINUED)

4b Contract liabilities

	The Group		
	31 December 2021 S\$'000	31 December 2020 S\$'000	1 January 2020 S\$'000
Contract liabilities			
- Manufacturing and sale of building materials	11,008	16,208	11,733
- Others	233	544	37
Total contract liabilities (Note 28)	11,241	16,752	11,770

Contract liabilities for manufacturing and sale of building material has decreased due to lesser contracts in which the Group billed and received consideration ahead of the provision of services.

(i) Revenue recognised in relation to contract liabilities

	The Group	
	2021 S\$'000	2020 S\$'000
<i>Revenue recognised in current period that was included in the contract liability balance at the beginning of the period</i>		
- Manufacturing and sale of building materials	11,917	10,651
- Others	581	-

As permitted under the SFRS(I) 15, the aggregated transaction price allocated to unsatisfied contracts of periods one year or less is not disclosed.

4c Assets recognised from costs to fulfil contracts

The Group has recognised assets in relation to costs of contract-specific moulds used in production in the Precast & PBU operating segment. These costs incurred to fulfil contracts are presented within other current assets in the balance sheet and amortised to the profit or loss as cost of sales on a basis consistent with the pattern of recognition of the associated revenue.

	The Group	
	31 December	
	2021 S\$'000	2020 S\$'000
Other current assets		
Asset recognised from costs incurred to fulfil contracts as at 31 December (Note 17)	573	833
Amortisation recognised as cost of sales during the year	122	237

The costs to fulfil contracts decreased mainly due to less contracts, requiring specific mould designs secured during the year within the Precast and PBU operating segment.

Notes to the Financial Statements

For the financial year ended 31 December 2021

4. REVENUE FROM CONTRACTS WITH CUSTOMERS (CONTINUED)

4d Trade receivables from contracts with customers

	The Group		
	31 December		1 January
	2021	2020	2020
	S\$'000	S\$'000	S\$'000
Current assets			
Trade receivables from contracts with customers (Note 17)	79,805	77,376	91,680
Loss allowance	(11,978)	(12,259)	(15,488)
	67,827	65,117	76,192

5. OTHER INCOME

The following has been included in arriving at other income:

	The Group	
	2021	2020
	S\$'000	S\$'000
Interest income		
Financial assets measured at amortised cost		
- Fixed deposits	1,501	3,816
- Other investments	117	173
	1,618	3,989
Dividend income from financial assets, at FVOCI	6	21
Sale of scrap	671	899
Government grants	2,563	5,070
Other income	533	1,050
	3,773	7,040
	5,391	11,029

Government grants recognised during the financial year comprised mainly of the following:

- Grant income of S\$953,000 (2020: S\$3,619,000) was recognised during the financial year under the Jobs Support Scheme (the "JSS"). The JSS is a temporary scheme introduced in the Singapore Budget 2020 to help enterprises retain local employees. The scheme had been extended up to 2021 by the Government. Under the JSS, employers will receive cash grants in relation to the gross monthly wages of eligible employees.
- Grant income of S\$630,000 (2020: S\$Nil) relates to Jobs Growth Incentive (the "JGI") scheme. The JGI is a temporary scheme introduced in Singapore Budget 2021 to encourage employers to accelerate their hiring of local workforce. The grant will be paid upon fulfilment of the conditions stated in the scheme.
- COVID-19 relief schemes and assistance packages in the form of rental support scheme, property tax rebate and cash grants received by the Group amounted to S\$1,034,000 (2020: S\$1,147,000) of which S\$197,000 (2020: S\$269,000) was passed on as rent rebates to tenants via reduction in government grants.

Notes to the Financial Statements

For the financial year ended 31 December 2021

6. OTHER GAINS AND LOSSES

	The Group	
	2021 S\$'000	2020 S\$'000
Currency exchange losses - net	(185)	(477)
Restructuring costs of a subsidiary	(634)	-
Property, plant and equipment		
- Loss on disposal	(195)	(63)
- Allowance for impairment loss (Note 19c)	-	(7,227)
Gain on modification of lease liability (Note 20)	26	-
Impairment of right-of-use assets (Note 20a)	-	(2,014)
Miscellaneous	(117)	86
	(1,105)	(9,695)

7. FINANCE COSTS

	The Group	
	2021 S\$'000	2020 S\$'000
Interest expense		
- Bank borrowings	(665)	(873)
- Lease liabilities (Note 20c)	(715)	(791)
- Others	(89)	(70)
	(1,469)	(1,734)

Notes to the Financial Statements

For the financial year ended 31 December 2021

8. PROFIT/(LOSS) BEFORE INCOME TAX

The following have been included in arriving at loss before income tax:

	Note	The Group	
		2021 S\$'000	2020 S\$'000
<u>(Charged) / credited:</u>			
Amortisation of intangible assets	26b	(480)	(803)
Amortisation of deferred income	29	29	177
Depreciation of property, plant and equipment	19	(12,613)	(13,863)
Depreciation of right-of-use assets	20a	(3,543)	(4,599)
Employee compensation	9	(83,351)	(84,570)
Cost of inventories as expense (included in 'Cost of sales')		(86,686)	(83,353)
Sub-contractor charges		(14,069)	(14,215)
Auditors' remuneration paid / payable to			
- auditors of the Company ⁽¹⁾		(450)	(455)
- other auditors of subsidiaries ⁽²⁾		(211)	(202)
Non-audit fees paid / payable to			
- auditors of the Company ⁽¹⁾		(99)	(214)
- other auditors of subsidiaries		(98)	(31)
Rental expense	20c	(3,070)	(3,976)
Transportation expense		(8,046)	(7,619)
Write-back of / (loss) allowance on trade receivables, net	36b	356	(1,790)
Write-back / (Allowance) for stock obsolescence, net		931	(2,916)

(1) PricewaterhouseCoopers LLP, Singapore

(2) Comprises S\$179,000 (2020: S\$170,000) paid or payable to the network of member firms of PricewaterhouseCoopers International Limited outside Singapore and S\$32,000 (2020: S\$32,000) paid or payable to other firms of auditors in respect of the audit of subsidiaries.

9. EMPLOYEE COMPENSATION

	The Group	
	2021 S\$'000	2020 S\$'000
Wages and salaries	72,753	74,431
Employer's contribution to defined contribution plans, including Central Provident Fund	2,706	2,542
Retirement benefits (Note 30)	337	533
Other staff benefits	7,555	7,064
	83,351	84,570

Key management's remuneration is disclosed in Note 33b.

Notes to the Financial Statements

For the financial year ended 31 December 2021

10. INCOME TAX EXPENSE

	The Group	
	2021 S\$'000	2020 S\$'000
Tax expense attributable to profit is made up of:		
Profit for the financial year:		
Current income tax		
- Singapore	(246)	(120)
- Foreign	2,060	1,996
	1,814	1,876
Deferred income tax (Note 31)	(6)	475
	1,808	2,351
Under/(over) provision in prior financial years:		
Current income tax	266	6
Deferred income tax (Note 31)	(24)	17
Net under provision in prior years	242	23
Tax charge	2,050	2,374

The deferred tax credit relating to each component of other comprehensive income is as follows:

	The Group					
	← 2021 →			← 2020 →		
	Before Tax S\$'000	Tax credit S\$'000	After Tax S\$'000	Before Tax S\$'000	Tax credit S\$'000	After Tax S\$'000
Fair value gain of financial assets, at FVOCI / Other comprehensive income	452	-	452	11,860	-	11,860

Notes to the Financial Statements

For the financial year ended 31 December 2021

10. INCOME TAX EXPENSE (CONTINUED)

The tax expense on the Group's results differ from the amount that would arise using the Singapore corporate income tax rate as explained below:

	The Group	
	2021 S\$'000	2020 S\$'000
Profit/(loss) before tax	6,395	(16,911)
Share of results of associated companies, net of tax ⁽¹⁾	704	7,403
Profit/(loss) before tax and share of results of associated companies	7,099	(9,508)
Tax calculated at a tax rate of 17% (2020: 17%)	1,207	(1,616)
Income not subject to tax	(498)	(760)
Expenses not deductible for tax purposes	1,006	1,708
Utilisation of previously unrecognised tax assets	(968)	(181)
Tax benefit from current year's tax losses not recognised	-	1,864
Effects of different tax rates in other countries	1,085	1,430
Tax incentives and rebates	(40)	(78)
Under provision of income tax	242	23
Others	16	(16)
Tax charge	2,050	2,374

(1) Share of results of associated companies is net of tax expense of S\$177,000 (2020: tax expense of S\$381,000).

11. DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE

On 5 November 2021, the Group's management and shareholders approved the sale of its equity interest in its subsidiaries, Kemboja Sejahtera Sdn Bhd and Kuara Atrah Sdn Bhd and certain assets of Lime Treat Trading Co. Sdn. Bhd. The disposals are part of the Group's strategic review to streamline and dispose its non-core assets. The sale is expected to be completed within one year.

In accordance to SFRS(I) 5 Non-current Assets Held for Sale and Discontinued Operations, the entire assets and liabilities related to Kemboja Sejahtera Sdn Bhd and Kuara Atrah Sdn Bhd were presented as a disposal group classified as held-for-sale as at 31 December 2021. The entire results from Kemboja Sejahtera Sdn Bhd and Kuara Atrah Sdn Bhd were not presented separately on the statement of comprehensive income as they do not represent a separate major line of business or a geographical area of operations. Details of the assets classified as held for sale and liabilities directly associated with assets classified as held for sale are as follows:

	The Group 2021 S\$'000
Details of the assets of disposal group classified as held-for-sale were as follows:	
Right-of-use assets	1,269
Details of the liabilities of disposal group classified as held-for-sale were as follows:	
Deferred tax liabilities	(87)

Notes to the Financial Statements

For the financial year ended 31 December 2021

12. DIVIDENDS

	The Group and Company	
	2021 S\$'000	2020 S\$'000
<i>Ordinary dividends paid</i>		
Final dividend of 5 cents in respect of the previous financial year (2020: Final dividend of 5 cents in respect of the previous financial year)	18,678	18,678

Subsequent to the balance sheet date, the Directors proposed a final dividend of 5 cents for financial year ended 31 December 2021 (2020: a final dividend of 5 cents) amounting to S\$18,678,000 (2020: S\$18,678,000). This dividend will be accounted for in the shareholders' equity as an appropriation of revenue reserve in the financial year ending 31 December 2022 (2020: 31 December 2021).

13. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the net profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

For purposes of calculating diluted earnings per share, profit attributable to equity holders of the Company and the weighted average number of ordinary shares outstanding are adjusted for effects of all dilutive potential ordinary shares. The Company does not have any potential ordinary shares with dilutive potential.

	2021	2020
Net profit/(loss) attributable to equity holders of the Company (S\$'000)	4,896	(16,619)
Weighted average number of ordinary shares outstanding for basic and diluted earnings per share ('000)	373,558	373,558
Basic and diluted earnings/ (loss) per share (cents per share)	1.31	(4.45)

14. SHARE CAPITAL

The Group and Company	Issued ordinary shares	
	No of shares '000	Amount S\$'000
2021 and 2020		
Balance at 1 January and 31 December	373,558	193,839

All issued ordinary shares are fully paid. There is no par value for these ordinary shares.

The Company's immediate and ultimate holding corporations are 98 Holdings Pte. Ltd. and Excel Partners Pte. Ltd. respectively, both incorporated in Singapore.

Notes to the Financial Statements

For the financial year ended 31 December 2021

15. RESERVES

15a Composition

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Revenue reserve	283,304	296,795	129,829	148,990
Foreign currency translation reserve	(1,715)	28	-	-
Fair value reserve	5,703	5,526	1,337	885
General and other reserves	(89)	(732)	-	-
	287,203	301,617	131,166	149,875

Revenue reserve relates to distributable retained profits of the Group.

General reserve of S\$981,000 (2020: S\$981,000) is relating to funds appropriated from the net profits to statutory reserves of a subsidiary established in the United Arab Emirates. 10% of the annual net profits of the subsidiary are transferred to the statutory reserves until the reserves is equal to at least 50% of the paid-up capital of the subsidiary. In accordance with the Commercial Companies Law in United Arab Emirates, no contribution (2020: Nil) has been made to statutory reserve during the current financial year.

Other reserve relates to the Group's share of other comprehensive losses of an associated company of S\$1,070,000 (2020: S\$1,713,000), which will not be reclassified subsequently to profit or loss.

15b Reserves movements

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
(i) Revenue reserve				
Beginning of financial year	296,795	316,435	148,990	150,884
Net profit/(loss) for the year	4,896	(16,619)	(774)	1,127
Transfer of reserves upon disposal of financial asset, at FVOCI	-	15,657	-	15,657
Dividends paid (Note 12)	(18,678)	(18,678)	(18,678)	(18,678)
Write-back of long outstanding dividend payables	291	-	291	-
End of financial year	283,304	296,795	129,829	148,990
(ii) Foreign currency translation reserve				
Beginning of financial year	28	(4,381)	-	-
Net currency translation differences of financial statements of foreign subsidiaries and associated companies	(1,867)	4,526	-	-
Less: Non-controlling interests	124	(117)	-	-
End of financial year	(1,715)	28	-	-

Notes to the Financial Statements

For the financial year ended 31 December 2021

15. RESERVES (CONTINUED)

15b Reserves movements (continued)

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
(iii) Fair value reserve				
Beginning of financial year	5,526	4,973	885	4,682
Fair value gains of financial asset, at FVOCI (Note 24)	452	11,860	452	11,860
Share of associate's fair value (losses)/gains on financial asset, at FVOCI	(275)	4,350	-	-
Transfer of reserves to retained profits upon disposal of financial asset, at FVOCI (Note 24)	-	(15,657)	-	(15,657)
End of financial year	5,703	5,526	1,337	885
(iv) General and other reserve				
Beginning of financial year	(732)	(559)	-	-
Other comprehensive income/(losses) for the year	643	(173)	-	-
End of financial year	(89)	(732)	-	-

16. INVENTORIES

	The Group	
	2021 S\$'000	2020 S\$'000
At lower of cost and net realisable value		
Raw materials	23,648	18,289
Finished goods	23,278	26,190
General stores and consumables	6,052	6,689
	52,978	51,168

For the financial year ended 31 December 2021, the Group recorded S\$Nil (2020: S\$1,133,000) in the profit or loss to write down the inventories to its net realisable value. The amount has been included in "cost of sales".

Notes to the Financial Statements

For the financial year ended 31 December 2021

17. RECEIVABLES, PREPAYMENTS AND OTHER CURRENT ASSETS

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Trade receivables				
- Associated companies	1,336	1,576	-	-
- Non-related parties ^(17c)	78,469	75,800	-	-
	79,805	77,376	-	-
Less: Allowance for impairment of trade receivables	(11,978)	(12,259)	-	-
Trade receivables – net	67,827	65,117	-	-
Non-trade amounts owing by subsidiaries ^(17a)	-	-	12,481	12,533
Prepayments	3,981	5,676	116	120
Costs to fulfil contracts (Note 4c)	573	833	-	-
Deposits	1,101	1,539	9	9
Interest receivable	229	446	230	479
Recoverable expenditure	2,108	4,790	-	-
Other receivables ^(17b)	182	1,395	-	29
	76,001	79,796	12,836	13,170

17a Non-trade amounts owing by subsidiaries are unsecured, repayable on demand and are interest-free, except for an amount of S\$7,598,000 (2020: S\$7,598,000) that bears interest at average of 2.3% (2020: 2.9%) per annum.

17b Other receivables are unsecured, interest-free and expected to be repaid within the next 12 months after the balance sheet date.

17c Included in the Group's trade receivables are retention monies of S\$11,275,000 (2020: S\$8,349,000) which are expected to be realised as part of the normal operating cycle even when they are not expected to be realised within twelve months after the reporting period.

Notes to the Financial Statements

For the financial year ended 31 December 2021

18. CASH AND CASH EQUIVALENTS

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Fixed deposits	209,967	228,019	192,318	210,168
Cash at bank and on hand	64,544	72,191	17,263	17,878
	274,511	300,210	209,581	228,046

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise the following:

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Cash and bank balances	274,511	300,210	209,581	228,046
Less: bank deposits pledged	(17,400)	(17,407)	-	-
Cash and cash equivalents per statement of cash flows	257,111	282,803	209,581	228,046

Bank deposits of S\$17,400,000 (2020: S\$17,407,000) are pledged to banks for banking facilities granted to subsidiaries (Note 27).

A sale consideration of S\$3,000,000 was received in the previous financial year for the disposal of subsidiaries in 2019.

Notes to the Financial Statements

For the financial year ended 31 December 2021

19. PROPERTY, PLANT AND EQUIPMENT

	Freehold Land S\$'000	Buildings S\$'000	Leasehold Improvements S\$'000	Plant & Machinery S\$'000	Vessels** S\$'000	Other Assets* S\$'000	Construction in-progress S\$'000	Total S\$'000
The Group – 2021								
Cost								
At 1 January 2021	6,218	171,707	1,383	128,949	14,592	47,793	6,179	376,821
Currency realignment	(54)	(468)	-	(1,107)	-	207	(2)	(1,424)
Additions	-	372	-	2,477	803	2,602	3,021	9,275
Disposals and write off	-	-	-	(1,555)	-	(2,091)	(218)	(3,864)
Reclassifications	-	-	-	4,198	-	321	(4,519)	-
At 31 December 2021	6,164	171,611	1,383	132,962	15,395	48,832	4,461	380,808
Accumulated Depreciation and Impairment Losses								
At 1 January 2021	-	124,884	514	92,888	5,338	38,384	2,164	264,172
Currency realignment	-	(284)	-	(841)	-	197	-	(928)
Depreciation charge for the year	-	3,131	187	4,877	1,044	3,374	-	12,613
Disposals and write off	-	-	-	(1,437)	-	(2,072)	-	(3,509)
At 31 December 2021	-	127,731	701	95,487	6,382	39,883	2,164	272,348
Net Book Value								
At 31 December 2021	6,164	43,880	682	37,475	9,013	8,949	2,297	108,460
The Group – 2020								
Cost								
At 1 January 2020	6,240	170,581	1,145	105,151	14,592	46,776	24,157	368,642
Currency realignment	(22)	446	-	1,063	-	(262)	-	1,225
Additions	-	116	27	2,222	-	2,341	3,910	8,616
Disposals and write off	-	(139)	-	(189)	-	(1,275)	(59)	(1,662)
Reclassifications	-	703	211	20,702	-	213	(21,829)	-
At 31 December 2020	6,218	171,707	1,383	128,949	14,592	47,793	6,179	376,821
Accumulated Depreciation and Impairment Losses								
At 1 January 2020	-	115,674	322	86,714	4,385	34,536	2,152	243,783
Currency realignment	-	216	-	746	-	(296)	-	666
Depreciation charge for the year	-	3,943	192	4,775	953	4,000	-	13,863
Disposals and write off	-	(41)	-	(173)	-	(1,153)	-	(1,367)
Impairment loss	-	5,092	-	826	-	1,297	12	7,227
At 31 December 2020	-	124,884	514	92,888	5,338	38,384	2,164	264,172
Net Book Value								
At 31 December 2020	6,218	46,823	869	36,061	9,254	9,409	4,015	112,649

* Other assets comprise furniture & fittings, office equipment and motor vehicles.

** Dry docking costs amounting to S\$1,326,000 (2020: S\$889,000) are recognised as a separate component of each vessel's carrying amount. For more details, please refer to Note 2F.

Notes to the Financial Statements

For the financial year ended 31 December 2021

19. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Other Assets* S\$'000	Total S\$'000
The Company – 2021		
Cost		
At 1 January 2021	1,882	1,882
Additions	25	25
At 31 December 2021	<u>1,907</u>	<u>1,907</u>
Accumulated Depreciation		
At 1 January 2021	1,511	1,511
Depreciation charge for the year	126	126
At 31 December 2021	<u>1,637</u>	<u>1,637</u>
Net Book Value		
At 31 December 2021	<u>270</u>	<u>270</u>
The Company – 2020		
Cost		
At 1 January 2020	1,803	1,803
Additions	82	82
Disposals and write off	(3)	(3)
At 31 December 2020	<u>1,882</u>	<u>1,882</u>
Accumulated Depreciation		
At 1 January 2020	1,357	1,357
Depreciation charge for the year	157	157
Disposals and write off	(3)	(3)
At 31 December 2020	<u>1,511</u>	<u>1,511</u>
Net Book Value		
At 31 December 2020	<u>371</u>	<u>371</u>

* Other assets comprise furniture & fittings, office equipment and motor vehicles.

19a The Group's major properties comprise freehold land in Malaysia and Finland, leasehold lands, factories and office buildings in Singapore, Malaysia and United Arab Emirates, and a building used for the operation of a resort-style marina in Singapore.

19b Included in the Group's property, plant and equipment are property, plant and equipment of subsidiaries with net book value of S\$48,907,000 (2020: S\$50,190,000) charged by way of debentures to banks for banking facilities granted (Note 27).

Notes to the Financial Statements

For the financial year ended 31 December 2021

19. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

19c For property, plant and equipment ("PPE") and right-of-use ("RoU") assets of cash-generating-unit ("CGU") of the Group with indicators of impairment, management performed an impairment review to assess the recoverable amount of these assets based on the higher of value-in-use ("VIU") and fair value less cost to sell ("FVLCS"). Arising from management's assessment, no impairment charge was recognised for the current financial year as the recoverable amounts of these PPE and RoU assets exceeded their carrying amounts (Note 3b).

In the previous financial year, arising from weaker market demand amidst the overall economic slowdown, the Group recorded impairment loss of S\$7,227,000 and S\$2,014,000 for PPE and RoU assets respectively. The impairment losses of PPE and RoU assets were determined following management's assessment of the recoverable amounts derived from the higher of VIU and FVLCS. The breakdown of impairment losses by operating segments in the previous financial year comprise mainly of the following:

- For the Precast & PBU operating segment, based on management's assessment using the VIU calculation and applying a pre-tax weighted average cost of capital of 10.23%, impairment losses of S\$4,044,000 and S\$1,013,000 were recorded for PPE and RoU assets respectively specific to a CGU in UAE.
- For the Chemicals operating segment, an impairment charge of S\$510,000 was recorded for residual net carrying amount of a building which was not in use.
- For the Investment Holding and Others operating segment, impairment losses of PPE and RoU assets of S\$2,609,000 and S\$299,000 respectively were recorded in a CGU operating the Group's marina club in Singapore. The recoverable amount was determined by an independent professional valuer based on VIU calculation using discounted cash flow approach and applying a pre-tax weighted-average cost of capital of 8.62%.

20. RIGHT-OF-USE ASSETS

Leases – The Group as a lessee

Nature of the Group's leasing activities are as follows:

Leasehold lands

The Group has made upfront payments to secure the right-of-use of leasehold lands which are used in the Group's business operations. These leasehold lands are recognised as right-of-use ("RoU") assets.

Office and buildings

The Group leases office space for the purpose of back office operations, and buildings used in the Group's business operations. The Company also leases office space for the purpose of back office operations.

Motor vehicles and other assets

The Group leases motor vehicles to render logistic services and other assets comprising, plant and machineries and office equipment, for their business operations.

Notes to the Financial Statements

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20. RIGHT-OF-USE ASSETS (CONTINUED)

20a. The carrying amounts of RoU assets are as follows:

	Leasehold lands S\$'000	Office and buildings S\$'000	Motor vehicles S\$'000	Other assets S\$'000	Total S\$'000
The Group – 2021					
<u>Cost</u>					
Beginning of financial year	50,142	5,578	1,316	798	57,834
Additions	305	241	305	686	1,537
Modification of lease liability	-	(740)	-	-	(740)
Currency realignment	(198)	44	8	-	(146)
Reclassification to disposal group (Note 11)	(2,728)	-	-	-	(2,728)
Disposal	-	-	(9)	(115)	(124)
End of financial year	47,521	5,123	1,620	1,369	55,633
<u>Accumulated depreciation and impairment losses</u>					
Beginning of financial year	17,175	3,273	796	661	21,905
Depreciation charge (Note 8)	2,222	742	209	370	3,543
Modification of lease liability	-	(259)	-	-	(259)
Disposal	-	-	(9)	(115)	(124)
Reclassification to disposal group (Note 11)	(1,459)	-	-	-	(1,459)
Currency realignment	(48)	35	8	-	(5)
End of financial year	17,890	3,791	1,004	916	23,601
Net book value at end of financial year	29,631	1,332	616	453	32,032

Notes to the Financial Statements

For the financial year ended 31 December 2021

20. RIGHT-OF-USE ASSETS (CONTINUED)

Leases – The Group as a lessee (continued)

20a. The carrying amounts of RoU assets are as follows (continued):

	Leasehold lands S\$'000	Office and buildings S\$'000	Motor vehicles S\$'000	Other assets S\$'000	Total S\$'000
The Group – 2020					
<u>Cost</u>					
Beginning of financial year	47,760	4,066	1,415	727	53,968
Additions	2,000	1,605	-	115	3,720
Modification of lease liability	277	-	-	-	277
Currency realignment	105	(93)	(8)	-	4
Disposal	-	-	(91)	(44)	(135)
End of financial year	50,142	5,578	1,316	798	57,834
<u>Accumulated depreciation and impairment losses</u>					
Beginning of financial year	13,933	884	494	218	15,529
Depreciation charge (Note 8)	2,246	1,516	350	487	4,599
Disposal	-	-	(91)	(44)	(135)
Impairment loss (Note 6)	1,002	957	55	-	2,014
Currency realignment	(6)	(84)	(12)	-	(102)
End of financial year	17,175	3,273	796	661	21,905
Net book value at end of financial year	32,967	2,305	520	137	35,929
			Office and buildings S\$'000	Other assets S\$'000	Total S\$'000
The Company – 2021					
<u>Cost</u>					
Beginning of financial year			1,459	11	1,470
Additions			-	21	21
Disposal			-	(11)	(11)
End of financial year			1,459	21	1,480
<u>Accumulated depreciation</u>					
Beginning of financial year			340	11	351
Depreciation charge			292	3	295
Disposal			-	(11)	(11)
End of financial year			632	3	635
Net book value at end of financial year			827	18	845

Notes to the Financial Statements

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20. RIGHT-OF-USE ASSETS (CONTINUED)

Leases – The Group as a lessee (continued)

20a. The carrying amounts of RoU assets are as follows (continued):

	Office and buildings S\$'000	Other assets S\$'000	Total S\$'000
The Company – 2020			
<u>Cost</u>			
Beginning and end of financial year	1,459	11	1,470
<u>Accumulated depreciation</u>			
Beginning of financial year	48	7	55
Depreciation charge	292	4	296
End of financial year	340	11	351
Net book value at end of financial year	1,119	-	1,119

In the previous financial year, following management's assessment of impairment of RoU assets, the Group recorded impairment losses of S\$2,014,000. The impairment losses of RoU assets recorded by the Group are determined based on the recoverable amounts derived from the higher of VIU and FVLCS and recognised on a pro-rata basis based on the carrying amounts of the property, plant and equipment and RoU assets within the respective CGUs. Refer to Note 19c for further details.

20b. RoU assets of subsidiaries with net book value of S\$8,688,000 (2020: S\$8,591,000) are charged by way of debentures to banks for banking facilities granted (Note 27).

20c. The following charges relating to RoU assets have been included in profit or loss:

	2021 S\$'000	2020 S\$'000
Interest expense on lease liabilities	715	791
Lease expense not capitalised in lease liabilities		
Lease expense – short-term leases	2,974	3,307
Lease expense – low-value leases	96	669
	3,070	3,976

20d. Cash outflow of all leases

Total cash outflow for all the leases in 2021 was S\$7,942,000 (2020: S\$9,121,000).

Notes to the Financial Statements

For the financial year ended 31 December 2021

20. RIGHT-OF-USE ASSETS (CONTINUED)

Leases – The Group as a lessee (continued)

20e. Extension options

The lease for a land of a subsidiary contain extension periods, for which the related lease payments of S\$1,656,000 (2020: S\$1,878,000) had been included in lease liabilities as the Group was reasonably certain to exercise this extension option. The extension options are exercisable by the Group and not by the lessor. In determining whether to utilise the extension options and the duration of the extension period, the Group considered and sought to optimise operational flexibility in terms of managing the asset used in the Group's operations.

20f. A subsidiary of the Group renegotiated and modified their existing lease contract due to change in the scope of the lease. As its modification is not part of the terms and conditions of the original lease contracts, it is accounted for as a lease modification to the right-of-use assets. The corresponding remeasurement to lease liability is recorded under "Borrowings and Lease Liabilities" (Note 27).

Leases – The Group as a lessor

Nature of the Group's leasing activities are as follows:

The Group has leased out their owned property, plant and equipment to third parties for monthly lease payments. These leases are classified as operating leases because the risk and rewards incidental to ownership of the assets are not substantially transferred.

The following table shows the maturity analysis of the undiscounted lease payments to be received:

	2021 S\$'000	2020 S\$'000
Less than one year	1,079	433
One to two years	165	192
Total undiscounted lease payments	1,244	625

21. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2021 S\$'000	2020 S\$'000
Equity investments at cost		
Balance at 1 January and 31 December	85,232	85,232

Details regarding significant subsidiaries are set out in Note 40.

Notes to the Financial Statements

For the financial year ended 31 December 2021

21. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

21a Carrying value of non-controlling interests

	2021 S\$'000	2020 S\$'000
Dubai Precast LLC	(6,966)	(6,396)
NSL OilChem Waste Management Pte. Ltd.	2,374	2,364
Other subsidiaries with immaterial non-controlling interests	235	350
Total	(4,357)	(3,682)

21b Summarised financial information on subsidiaries with material non-controlling interests

Set out below are the summarised financial information for each subsidiary that has non-controlling interests that are material to the Group. These are presented before inter-company eliminations.

There were no transactions with non-controlling interests for the financial year ended 31 December 2021 and 2020.

Summarised balance sheet

	Dubai Precast LLC		NSL OilChem Waste Management Pte. Ltd.	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Current				
Assets	29,629	34,501	28,731	32,315
Liabilities	(11,251)	(15,040)	(19,162)	(21,015)
Total current net assets	18,378	19,461	9,569	11,300
Non-current				
Assets	3,364	4,744	70,618	72,191
Liabilities	(56,136)	(55,748)	(60,868)	(64,255)
Total non-current net (liabilities) / assets	(52,772)	(51,004)	9,750	7,936
Net (liabilities) / assets	(34,394)	(31,543)	19,319	19,236

Notes to the Financial Statements

For the financial year ended 31 December 2021

21. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

21b Summarised financial information on subsidiaries with material non-controlling interests (continued)

Summarised statement of comprehensive income

	Dubai Precast LLC		NSL OilChem Waste Management Pte. Ltd.	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Revenue	16,635	37,009	49,324	41,755
(Loss)/profit before income tax	(2,204)	(6,831)	83	(325)
Income tax credit	-	-	-	144
Post-tax (loss)/profit	(2,204)	(6,831)	83	(181)
Other comprehensive (loss)/income	(647)	686	-	-
Total comprehensive (loss)/income	(2,851)	(6,145)	83	(181)
Total comprehensive (loss)/income allocated to non-controlling interests	(570)	(1,229)	10	(22)
Dividends paid to non-controlling interests	-	-	-	-

Summarised cash flows

	Dubai Precast LLC		NSL OilChem Waste Management Pte. Ltd.	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Net cash generated from operating activities	310	3,710	7,886	5,906
Net cash (used in)/provided by investing activities	(77)	17	(3,348)	(1,990)
Net cash used in by financing activities	(1,140)	(1,581)	(3,774)	(3,908)

Notes to the Financial Statements

For the financial year ended 31 December 2021

22. INVESTMENTS IN ASSOCIATED COMPANIES

	The Group	
	2021 S\$'000	2020 S\$'000
Carrying value of Group's interest in associated companies	46,320	46,838

22a The Group has S\$4,420,000 (2020: S\$4,526,000) unrecognised losses of an immaterial associated company during the year. The accumulated losses of the immaterial associated company not recognised were S\$34,648,000 (2020: S\$29,412,000) at the balance sheet date.

22b There are no contingent liabilities relating to the Group's interest in the associated companies.

22c The summarised financial information (not adjusted for the proportionate of effective ownership interest held by the Group) of associated companies as at balance sheet date is as follows:

	The Group	
	2021 S\$'000	2020 S\$'000
- Assets	544,657	526,853
- Liabilities	(493,662)	(436,196)
- Revenue	450,683	407,966
- Net loss for the financial year	(9,128)	(39,183)

22d The investment in associated companies comprised mainly of the following:

Name of entity	Place of business / country of incorporation	% of ownership interest	
		2021	2020
Salzgitter Maschinenbau AG ("SMAG")	Germany	25.5	25.5

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For the financial year ended 31 December 2021

22. INVESTMENTS IN ASSOCIATED COMPANIES (CONTINUED)

22e Summarised financial information for associated companies

Set out below are the summarised financial information for SMAG.

Amounts presented in the financial statements of the associated company (and not the Group's share of those amounts), adjusted for differences in accounting policies between the Group and the associated company and fair value adjustments made at the time of acquisition:

	2021	2020
	S\$'000	S\$'000
Revenue	415,651	371,380
Loss after tax	(2,643)	(25,823)
Other comprehensive income	1,654	9,333
Total comprehensive loss	(989)	(16,490)
Attributable to:		
- Non-controlling interests	(1,633)	(983)
- Shareholders of associated company	644	(15,507)
Current assets	220,617	170,790
Non-current assets	201,512	224,139
Current liabilities	(147,207)	(112,323)
Non-current liabilities	(129,793)	(131,378)
Net assets	145,129	151,228
Attributable to:		
- Non-controlling interests	4,054	9,252
- Shareholders of associated company	141,075	141,976
Group's share of net assets at beginning of the year	15,630	21,032
Goodwill at beginning of the year	20,514	19,060
Carrying value of interest in associated company at beginning of the year	36,144	40,092
Group's share of:		
Loss after tax	(673)	(6,324)
Other comprehensive income which included currency translation differences	421	2,376
Total comprehensive losses	(252)	(3,948)
Carrying value of interest in associated company at end of the year	35,892	36,144
Add: Carrying value of individually immaterial associated companies, in aggregate	10,428	10,694
Carrying value of Group's interest in associated companies	46,320	46,838

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For the financial year ended 31 December 2021

22. INVESTMENTS IN ASSOCIATED COMPANIES (CONTINUED)

22f The following table summarises, in aggregate, the Group's share of profit and other comprehensive income of the Group's individually immaterial associated companies accounted for using the equity method:

	2021 S\$'000	2020 S\$'000
Net loss	(31)	(1,079)
Other comprehensive (loss)/income	(239)	4,296
Total comprehensive (loss)/income	(270)	3,217

23. LONG TERM RECEIVABLES

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Amounts owing by subsidiaries - non-trade	-	-	105,427	105,275
Less: Allowance for impairment of receivables	-	-	(41,062)	(41,062)
			64,365	64,213
Amounts owing by associated companies - non-trade	467	458	-	-
	467	458	64,365	64,213

23a The amounts owing by subsidiaries of S\$69,427,000 (2020: S\$69,275,000) are non-trade, interest-free, unsecured and are not expected to be repaid within the next 12 months after the balance sheet date. Settlement of the amounts owing by subsidiaries are neither planned nor likely to occur in the foreseeable future. As a result, such amounts are in substance part of Company's net investments in subsidiaries. The amounts owing by subsidiaries are accounted for in accordance with Note 21.

23b The non-trade amount owing by a subsidiary of S\$36,000,000 (2020: S\$36,000,000) is unsecured and has no fixed term of repayment. The balance has been subordinated to secure banking facilities granted to the Group (Note 27) for which repayment is not expected within the next 12 months after the balance sheet date.

23c Non-trade amount owing by an associated company is unsecured and interest-free and not expected to be repaid within the next 12 months after the balance sheet date.

24. FINANCIAL ASSETS, AT FVOCI

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Beginning of financial year	1,187	11,202	896	10,911
Fair value gains (Note 15)	452	11,860	452	11,860
Disposal	-	(21,875)	-	(21,875)
End of financial year	1,639	1,187	1,348	896

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For the financial year ended 31 December 2021

24. FINANCIAL ASSETS, AT FVOCI (CONTINUED)

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Listed equity securities - Singapore	1,348	896	1,348	896
Unlisted equity securities	291	291	-	-
	1,639	1,187	1,348	896

In the previous financial year, the Group disposed an unlisted equity security as the underlying investment was no longer aligned with the Group's long-term investment strategy. The investment had a fair value of S\$21,875,000 at the date of disposal, and the cumulative gain on disposal amounting to S\$15,657,000 net of tax, was reclassified from fair value reserve to revenue reserve in the financial year ended 31 December 2020.

25. OTHER INVESTMENTS AT AMORTISED COST

	The Group and the Company	
	2021 S\$'000	2020 S\$'000
Beginning of financial year	2,006	2,521
Addition	517	-
Accrued interest		
- Recognised in profit or loss during the year	(6)	(15)
Derecognition on maturity date	(2,000)	(500)
End of financial year	517	2,006

The fair values of the listed bonds at the balance sheet date are as follows:

	The Group and the Company			
	Carrying amount	Fair value	Carrying amount	Fair value
	2021 S\$'000	2021 S\$'000	2020 S\$'000	2020 S\$'000
Current				
- Bonds with fixed interest of 3.145% and maturity date of 8 April 2021	-	-	1,002	1,006
- Bonds with fixed interest of 3.85% and maturity date of 27 May 2021	-	-	1,004	1,008
	-	-	2,006	
Non-current				
- Bonds with fixed interest of 3% and maturity date of 7 May 2024	517	530	-	-
	517		-	
	517		2,006	

The fair values are within Level 1 of the fair value hierarchy.

Notes to the Financial Statements

For the financial year ended 31 December 2021

26. INTANGIBLE ASSETS

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Goodwill arising on consolidation ^(26a)	8,678	8,678	-	-
Acquired intangible assets ^(26b)	825	1,188	-	-
	9,503	9,866	-	-

26a Goodwill arising on consolidation

	The Group	
	2021 S\$'000	2020 S\$'000
Cost and Net Book Value	8,678	8,678

Impairment tests for goodwill

Goodwill is allocated to the Group's cash-generating-units ("CGU") identified according to countries of operation and business segments.

A segment-level summary of the goodwill allocation is as follows:

Group

	31 December 2021 and 2020		
	Singapore S\$'000	Finland S\$'000	Total S\$'000
Precast & PBU	-	8,024	8,024
Environmental Services	654	-	654
	654	8,024	8,678

The recoverable amount of a CGU is determined based on value-in-use calculations. Cash flow projections used in the value-in-use calculations were based on financial budgets approved by management. Cash flows cover at least a five-year period and the growth rate used to extrapolate the cash flows beyond the budget period did not exceed the long-term average growth rate for the business in which the CGU operates.

The continually evolving situation due to COVID-19 pandemic during the year resulted in inherent uncertainty in the impairment assessment. In performing the impairment assessment of the carrying amount of goodwill, the Group adopted the Expected Cash Flow approach. Under this approach, uncertainties about future outcomes are reflected through the most likely cash flow scenario. The use of the Expected Cash Flow approach also aligns with management's internal forecasts.

Notes to the Financial Statements

For the financial year ended 31 December 2021

26. INTANGIBLE ASSETS (CONTINUED)

26a Goodwill arising on consolidation (continued)

Key assumptions used for value-in-use calculations are as follows:

	31 December 2021		31 December 2020	
	Growth rate ⁽¹⁾	Discount rate ⁽²⁾	Growth rate ⁽¹⁾	Discount rate ⁽²⁾
Precast & PBU	2.0%	11.3%	2.0%	12.0%
Environmental Services	1.0%	10.2%	1.0%	11.3%

⁽¹⁾ Projected average sales growth rate covering at least five-year period cash flow projections.

⁽²⁾ Pre-tax discount rate applied to cash flow projections.

These assumptions have been used for the analysis of each CGU within the business segment. The projected average sales growth rates used are consistent with the industry forecast. The discount rates used are pre-tax and reflected specific risks relating to the relevant segments.

26b Acquired intangible assets

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Cost				
Balance at 1 January	7,726	7,128	322	322
Additions	158	272	-	-
Currency realignment	(270)	326	-	-
Balance at 31 December	7,614	7,726	322	322
Accumulated amortisation				
Balance at 1 January	6,538	5,465	322	251
Amortisation charge	480	803	-	71
Currency realignment	(229)	270	-	-
Balance at 31 December	6,789	6,538	322	322
Net Book Value at 31 December	825	1,188	-	-

Amortisation expense included in the consolidated income statement is analysed as follows:

	The Group	
	2021 S\$'000	2020 S\$'000
Cost of sales	195	182
Administrative expenses	285	621
Total	480	803

Notes to the Financial Statements

For the financial year ended 31 December 2021

27. BORROWINGS AND LEASE LIABILITIES

27a Borrowings

Total borrowings of the Group include bank borrowings and other short-term borrowings. The maturity profile of these borrowings are as follows:

	2021 S\$'000	2020 S\$'000
The Group		
<i>Current:</i>		
Bank loans		
- Secured	12,082	10,633
- Unsecured	4,000	4,000
Bills payable – secured	283	194
	16,365	14,827
<i>Non-current:</i>		
Bank loans		
- Secured	18,120	21,107
	34,485	35,934

At 31 December 2021, the long term bank loans of S\$18,120,000 (2020: S\$21,107,000) shall be fully repaid in its entirety on 31 January 2023. The carrying value of non-current borrowings approximate their fair values.

27b Lease liabilities

As at 31 December 2021, the Group and the Company has total lease liabilities of S\$16,130,000 (2020: S\$18,987,000) and S\$811,000 (2020: S\$1,059,000) respectively. The lease liabilities of the Group and the Company has the following maturity profile:

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Current	2,943	3,653	277	266
Non-current	13,187	15,334	534	793
	16,130	18,987	811	1,059

27c The interest rates per annum of the bank borrowings during the financial year are as follows:

	The Group	
	2021	2020
Loans denominated in:		
- Singapore Dollars	1.5% to 1.8%	1.8% to 3.3%
- Malaysian Ringgit	2.3% to 3.2%	2.3% to 3.9%
- United Arab Emirates Dirhams	3.5%	3.5%

Notes to the Financial Statements

For the financial year ended 31 December 2021

27. BORROWINGS AND LEASE LIABILITIES (CONTINUED)

27d The banking facilities are secured against fixed and floating charge over bank deposits (Note 18), property, plant and equipment (Note 19) and right-of-use assets (Note 20) of certain subsidiaries of the Group.

28. TRADE, OTHER PAYABLES AND OTHER CURRENT LIABILITIES

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Trade payables – non-related parties	22,369	26,129	-	-
Accrued operating expenses, including staff compensation	20,387	22,565	1,316	1,297
Project related accruals	13,211	16,071	-	-
Accrued liability for capital expenditure	524	2,267	-	-
Contract liabilities (Note 4b)	11,241	16,752	-	-
Sundry payables ^(28a & b)	3,273	3,715	495	1,353
Amounts owing to subsidiaries				
- Non-trade ^(28a)	-	-	37,669	37,905
Others	510	624	-	-
	71,515	88,123	39,480	40,555

28a The non-trade amounts owing to subsidiaries and sundry payables are unsecured, interest-free and repayable on demand.

28b Included in the Company's sundry payables as at 31 December 2021 is a consideration of S\$242,000 (2020: S\$765,000) payable to subsidiaries as the subsidiaries' tax losses are being utilised by the Company under the Group tax relief system.

29. DEFERRED INCOME

Deferred income relates mainly to unearned entrance fees received in respect of club memberships sold. The deferred income is amortised over the remaining membership period of 27 years (2020: 28 years).

	The Group	
	2021 S\$'000	2020 S\$'000
Balance at 1 January	434	560
Additions	51	51
Amortisation charge	(29)	(177)
Balance at 31 December	456	434
Current portion	29	29
Non-current portion	427	405
	456	434

Notes to the Financial Statements

For the financial year ended 31 December 2021

30. PROVISION FOR RETIREMENT BENEFITS

The amounts recognised in the balance sheets are as follows:

	The Group	
	2021 S\$'000	2020 S\$'000
Present value of unfunded obligations	3,420	3,451

Certain subsidiaries of the Group operate separate unfunded defined retirement benefit schemes for certain employees. Benefits are payable based on the last drawn salaries of the respective employees and the number of years of service with the subsidiaries of the Group. Provision is made using the projected unit credit method described in Note 2T.

Movement in the liability recognised in the balance sheets:

	The Group	
	2021 S\$'000	2020 S\$'000
Non-current		
Balance at 1 January	3,451	3,901
Charge to profit or loss	337	533
Benefits paid	(429)	(937)
Currency realignment	61	(46)
Balance at 31 December	3,420	3,451

The principal actuarial assumptions used were as follows:

	The Group	
	2021 %	2020 %
Discount rate	1	1
Salary increment rate	-*	-*

* Less than 1%

Notes to the Financial Statements

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31. DEFERRED TAXATION

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to set off current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same fiscal authority. The following amounts, determined after appropriate offsetting, are shown in the balance sheets as follows:

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Deferred tax assets	(2,607)	(2,614)	-	-
Deferred tax liabilities	2,012	2,119	20	46
Net deferred tax (assets) / liabilities	(595)	(495)	20	46

The movement in deferred taxes is as follows:

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Balance at 1 January	(495)	(970)	46	129
(Credited)/charged:				
- Profit or loss (Note 10)	(30)	492	(26)	(83)
Currency realignment	17	(17)	-	-
Reclassification to disposal group (Note 11)	(87)	-	-	-
Balance at 31 December	(595)	(495)	20	46

Deferred income tax assets are recognised for tax losses carried forward and unutilised capital allowances to the extent that realisation of the related tax benefits through future taxable profits is probable. At 31 December 2021, the Group has unutilised tax losses and capital allowances of S\$33,159,000 (2020: S\$35,545,000) and S\$5,875,000 (2020: S\$8,512,000) respectively for which deferred tax benefits have not been recognised in the financial statements. These are available for set-off against future taxable profits subject to meeting certain statutory requirements in their respective countries of incorporation by those companies with unrecognised tax losses and capital allowances. These unutilised tax losses and capital allowances do not have expiry dates, except for an amount of S\$5,481,000 (2020: S\$8,310,000) unutilised tax losses which will expire within 7 years from the respective year of assessment in which the tax losses occur.

Deferred income tax liabilities of S\$Nil (2020: S\$Nil) have not been recognised for the withholding and other taxes that will be payable on the earnings of certain overseas subsidiaries when remitted to the holding company as these unremitted earnings are permanently reinvested and the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Notes to the Financial Statements

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31. DEFERRED TAXATION (CONTINUED)

31a Movement in the Group's deferred tax assets and liabilities (prior to legally enforceable offsetting of balances within same tax authority) are as follows:

The Group – Deferred tax liabilities

	Accelerated tax depreciation		Fair value gains		Unremitted income		Others		Total	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Balance at 1 January	379	(368)	84	227	1,574	1,465	127	198	2,164	1,522
(Credited)/charged:										
- Profit or loss	(5)	739	(3)	(143)	27	109	(36)	(70)	(17)	635
Currency realignment	11	8	(1)	-	-	-	-	(1)	10	7
Reclassification to disposal group (Note 11)	-	-	(80)	-	-	-	(7)	-	(87)	-
Balance at 31 December	385	379	-	84	1,601	1,574	84	127	2,070	2,164

The Group – Deferred tax assets

	Provisions		Unutilised tax losses / capital allowances		Deferred income		Total	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Balance at 1 January	(1,077)	(1,103)	(1,534)	(1,310)	(48)	(79)	(2,659)	(2,492)
Charged/(credited):								
- Profit or loss	(18)	36	-	(210)	5	31	(13)	(143)
Currency realignment	8	(10)	-	(14)	(1)	-	7	(24)
Balance at 31 December	(1,087)	(1,077)	(1,534)	(1,534)	(44)	(48)	(2,665)	(2,659)

31b Movement in the Company's deferred tax liabilities are as follows:

The Company – Deferred tax liabilities

	Unremitted income		Total	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Balance at 1 January	46	129	46	129
Credited to:				
- Profit or loss	(26)	(83)	(26)	(83)
Balance at 31 December	20	46	20	46

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32. OTHER NON-CURRENT LIABILITIES

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Amounts owing to a subsidiary ^(32a)	-	-	9,579	9,580
Provisions for reinstatement cost ^(32b)	2,578	2,578	99	99
	2,578	2,578	9,678	9,679

32a The non-trade amounts owing to a subsidiary are unsecured, interest-free and are not expected to be repaid within the next 12 months after the balance sheet date.

32b Provisions for reinstatement cost are recognised for the present value of costs to be incurred for the restoration of the leasehold land, buildings and office. It is expected that S\$99,000 and S\$2,479,000 will be used upon expiry of the lease terms in 2024 and 2025 respectively. Total expected costs to be incurred are S\$2,578,000 (2020: S\$2,578,000).

Movement in these provisions is as follows:

	The Group		The Company	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Beginning of financial year	2,578	480	99	-
Provision made	-	2,098	-	99
End of financial year	2,578	2,578	99	99

33. RELATED PARTY TRANSACTIONS

In addition to the related party information disclosed elsewhere in the financial statements, the Group and the Company have the following significant transactions with related parties on terms agreed between the parties:

33a Sales and purchases of goods and services

	The Group	
	2021 S\$'000	2020 S\$'000
Sales to associated companies	569	3,280

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33. RELATED PARTY TRANSACTIONS (CONTINUED)

33b Key management's remuneration

	The Group	
	2021 S\$'000	2020 S\$'000
Salary and other employee benefits	4,025	4,113
Employer's contribution to defined contribution plans, including Central Provident Fund	103	100
Retirement benefits	80	107
	4,208	4,320

Included in the above are Directors' fees and Directors' remuneration of S\$614,000 (2020: S\$562,000) and S\$392,000 (2020: S\$401,000) respectively payable / paid to the Directors of the Company.

The details of Directors' remuneration are disclosed in the Statement of Corporate Governance.

34. FINANCIAL INFORMATION BY SEGMENTS

Operating segments

Operating segments of the Group are determined based on the Group's internal reporting structure. Segment information is presented on the same basis as the internal management reports used by the senior management of the Group in making strategic decisions.

In determining the operating segments, the Group has considered primarily the industries the Group's companies are operating in and their contribution to the Group.

The Group operates mainly in the manufacturing and sale of building materials, provision of environmental services and sale of related products, as well as operations in the manufacturing and sale of refractory materials and roadstone products. Accordingly, these activities are grouped into separate operating segments within the three main divisions: Precast & Prefabricated Bathroom Unit ("PBU"), Environmental Services and Chemicals. Operating segment classified as "Investment Holding & Others" relates to the Group's remaining assets, comprising mainly of holding investments and the operation of a marina club, which is not a significant component of this segment.

Inter-segment transactions are determined on an arm's length basis. The performance of the segments is measured in a manner consistent with that in the consolidated income statement.

The Group executive management assesses the performance of the operating segments based on a measure of profit / (loss) before taxation before exceptional items. Exceptional items comprise of one-off items from impairment of property, plant and equipment and right-of-use assets, business restructuring costs and professional fees that are not expected to recur regularly in every reporting period, are separately analysed.

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34. FINANCIAL INFORMATION BY SEGMENTS (CONTINUED)

Operating segments (continued)

The information for the reportable segments for the year ended 31 December 2021 is as follows:

	Precast & PBU S\$'000	Environmental Services S\$'000	Chemicals S\$'000	Investment Holding & Others S\$'000	Total S\$'000
Revenue					
External sales	194,618	50,100	6,556	8,371	259,645
Inter-segment sales	-	-	1,053	20	1,073
Total revenue	194,618	50,100	7,609	8,391	260,718
Elimination	-	-	(1,053)	(20)	(1,073)
	194,618	50,100	6,556	8,371	259,645
Profit / (loss) before taxation before exceptional items	9,409	1,712	694	(4,721)	7,094
Exceptional items*	(634)	(65)	-	-	(699)
Profit / (loss) before taxation	8,775	1,647	694	(4,721)	6,395
Interest income	217	2	14	1,385	1,618
Interest expense	(478)	(679)	(280)	(32)	(1,469)
(Loss) / write-back of allowance on trade receivables	(168)	495	34	(5)	356
Depreciation					
- Property, plant and equipment	(3,574)	(7,732)	(193)	(1,114)	(12,613)
- Right-of-use assets	(691)	(1,560)	(918)	(374)	(3,543)
Amortisation					
- Intangible assets	(443)	(37)	-	-	(480)
- Deferred income	-	-	-	29	29
Share of results of associated companies, net of tax					
- SMAG	-	-	-	(673)	(673)
- Others	-	-	53	(84)	(31)
Segment Assets	198,478	59,222	33,292	316,512	607,504
Segment assets includes:					
Investment in associated companies	-	-	2,624	43,696	46,320
Right-of-use assets classified as held-for-sale	-	-	1,269	-	1,269
Additions to:					
- Property, plant and equipment	2,518	6,463	38	256	9,275
- Right-of-use assets (includes effect of lease modification)	(69)	799	305	21	1,056
- Intangible assets	100	58	-	-	158
Segment Liabilities	76,829	40,659	8,773	4,558	130,819

* Comprise mainly of one-time charges incurred relating to business restructuring costs and professional fees

Notes to the Financial Statements

For the financial year ended 31 December 2021

34. FINANCIAL INFORMATION BY SEGMENTS (CONTINUED)

Operating segments (continued)

The information for the reportable segments for the year ended 31 December 2020 is as follows:

	Precast & PBU S\$'000	Environmental Services S\$'000	Chemicals S\$'000	Investment Holding & Others S\$'000	Total S\$'000
Revenue					
External sales	192,001	42,218	4,846	8,041	247,106
Inter-segment sales	-	1	860	140	1,001
Total revenue	192,001	42,219	5,706	8,181	248,107
Elimination	-	(1)	(860)	(140)	(1,001)
	192,001	42,218	4,846	8,041	247,106
Profit / (loss) before taxation before exceptional items	1,686	1,497	(2,787)	(7,089)	(6,693)
Exceptional items					
- Impairment of property, plant and equipment	(4,044)	-	(574)	(2,609)	(7,227)
- Impairment of right-of-use assets	(1,013)	-	(702)	(299)	(2,014)
- Others*	193	(1,030)	-	(140)	(977)
(Loss) / profit before taxation	(3,178)	467	(4,063)	(10,137)	(16,911)
Interest income	368	2	23	3,596	3,989
Interest expense	(477)	(898)	(312)	(47)	(1,734)
(Loss) / write-back of allowance on trade receivables	(1,695)	(45)	(52)	2	(1,790)
Depreciation					
- Property, plant and equipment	(4,856)	(7,419)	(344)	(1,244)	(13,863)
- Right-of-use assets	(1,575)	(1,666)	(977)	(381)	(4,599)
Amortisation					
- Intangible assets	(685)	(48)	-	(70)	(803)
- Deferred income	-	-	-	177	177
Share of results of associated companies, net of tax					
- SMAG	-	-	-	(6,324)	(6,324)
- Others	-	-	(760)	(319)	(1,079)
Segment Assets	213,420	60,334	34,518	337,147	645,419
Segment assets includes:					
Investment in associated companies	-	-	2,595	44,243	46,838
Additions to:					
- Property, plant and equipment	2,546	5,556	25	489	8,616
- Right-of-use assets (include effect of lease modification)	1,605	2,392	-	-	3,997
- Intangible assets	230	42	-	-	272
Segment Liabilities	95,788	42,879	9,528	5,450	153,645

* Other items comprise mainly of one-time charges incurred relating to business restructuring costs and professional fees.

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For the financial year ended 31 December 2021

34. FINANCIAL INFORMATION BY SEGMENTS (CONTINUED)

Geographical information

The Group's business segments operate mainly in the following geographical areas:

- (i) Singapore – the Company is headquartered and has operations in Singapore. The operations in this area are principally the manufacturing and sale of building materials, sale of oil & petroleum products, manufacturing and sale of refractory materials and roadstone products, the provision of environmental services, and investment holding;
- (ii) Malaysia – the operations in Malaysia are principally the manufacturing and sale of building materials;
- (iii) United Arab Emirates – the operations in United Arab Emirates are principally the manufacturing and sale of building materials;
- (iv) Finland – the operations in Finland are principally the manufacturing and sale of building materials and prefabricated bathroom units in Finland, Norway and other parts of Europe;
- (v) Germany – this relates to the Group's 25.5% interest in associated company SMAG and its principal activities are disclosed in Note 40.
- (vi) Other countries – the operations in other countries such as Indonesia include the sale of refractory materials.

	The Group			
	External sales⁽¹⁾		Non-current assets⁽²⁾	
	2021	2020	2021	2020
	S\$'000	S\$'000	S\$'000	S\$'000
Singapore	101,658	86,555	106,573	110,991
Malaysia	24,620	22,974	24,934	26,099
United Arab Emirates	16,635	37,215	3,365	4,744
Europe				
- Finland	66,307	60,696	18,066	19,097
- Norway	27,295	22,036	-	-
- Germany	-	-	35,893	36,144
- Others	20,400	16,123	-	-
Other countries	2,730	1,507	7,723	8,312
	259,645	247,106	196,554	205,387

(1) External sales by geographical segment are determined based on locations of the respective customers.

(2) Non-current assets by geographical segment are based on locations of the respective assets. Non-current assets include property, plant and equipment, right-of-use assets, associated companies, intangible assets and other non-current assets.

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For the financial year ended 31 December 2021

35. COMMITMENTS

Capital commitments contracted for at the balance sheet date but not recognised in the financial statements, excluding those relating to investments in associated companies (Note 22) are as follows:

	The Group	
	2021 S\$'000	2020 S\$'000
Commitments for capital expenditure not provided for in the financial statements in respect of contracts placed for property, plant and equipment	2,844	1,715

36. FINANCIAL RISK MANAGEMENT

The Group's activities expose it to market risk (including currency risk, price risk and interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

Financial risk management is carried out and monitored by a central treasury department in accordance with established policies and guidelines, set by the Board of Directors.

36a Market risk

(i) Currency risk

The Group operates in various countries, which include Singapore, Malaysia, United Arab Emirates, Germany and Finland. Certain entities in the Group regularly transact in currencies other than their respective functional currencies ("foreign currencies") such as United States Dollar ("USD"), Malaysian Ringgit ("MYR"), Euro ("EUR"), United Arab Emirates Dirham ("AED") and Norwegian Krone ("NOK").

Currency risk arises when transactions are denominated in foreign currencies. The Group manages its currency risk through natural hedge and foreign exchange forward contracts. It is the Group's policy not to enter into forward contracts until a firm commitment is in place. There is no outstanding foreign exchange forward contracts as at balance sheet date.

The Group is exposed to currency translation risk on the net assets in foreign operations including foreign currency loans to associated companies which are part of the net investments in foreign operations, which are deferred in equity until disposal of the foreign operations. Where appropriate, this exposure is managed through borrowings denominated in the relevant foreign currencies.

Notes to the Financial Statements

For the financial year ended 31 December 2021

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36a Market risk (continued)

(i) Currency risk (continued)

The currency exposure of the Group and the Company based on the information provided to key management is as follows:

	SGD S\$'000	USD S\$'000	MYR S\$'000	EUR S\$'000	AED S\$'000	NOK S\$'000	Others S\$'000	Total S\$'000
The Group								
<u>At 31 December 2021</u>								
Cash and bank balances	250,135	601	8,689	5,807	5,106	3,362	811	274,511
Receivables	25,072	1,362	12,665	12,199	19,181	1,132	303	71,914
Intra-group receivables	150,535	1,534	9,264	-	-	-	-	161,333
Financial assets, at FVOCI	1,639	-	-	-	-	-	-	1,639
Other investments at amortised cost	517	-	-	-	-	-	-	517
Borrowings	(25,120)	-	(9,082)	-	(283)	-	-	(34,485)
Lease liabilities	(13,232)	-	(644)	(1,737)	(517)	-	-	(16,130)
Intra-group payables	(150,535)	(1,534)	(9,264)	-	-	-	-	(161,333)
Trade and other payables	(12,641)	(118)	(15,029)	(21,955)	(9,274)	(341)	(916)	(60,274)
Net financial assets / (liabilities)	226,370	1,845	(3,401)	(5,686)	14,213	4,153	198	237,692
Less: net financial (assets) / liabilities denominated in the respective entities' functional currencies	(226,355)	7	3,418	5,677	(14,213)	-	194	
Currency exposure	15	1,852	17	(9)	-	4,153	392	
The Group								
<u>At 31 December 2020</u>								
Cash and bank balances	265,400	1,277	9,465	17,233	5,896	19	920	300,210
Receivables	26,056	998	13,689	8,924	22,371	1,405	302	73,745
Intra-group receivables	214,455	638	7,844	-	-	-	101	223,038
Financial assets, at FVOCI	1,187	-	-	-	-	-	-	1,187
Other investments at amortised cost	2,006	-	-	-	-	-	-	2,006
Borrowings	(27,106)	-	(8,633)	-	(195)	-	-	(35,934)
Lease liabilities	(14,594)	-	(522)	(1,878)	(1,993)	-	-	(18,987)
Intra-group payables	(214,455)	(638)	(7,844)	-	-	-	(101)	(223,038)
Trade and other payables	(12,083)	(254)	(23,394)	(22,330)	(12,386)	(137)	(787)	(71,371)
Net financial assets / (liabilities)	240,866	2,021	(9,395)	1,949	13,693	1,287	435	250,856
Less: net financial (assets) / liabilities denominated in the respective entities' functional currencies	(240,668)	5	9,411	(2,016)	(13,693)	-	(33)	
Currency exposure	198	2,026	16	(67)	-	1,287	402	

Notes to the Financial Statements

For the financial year ended 31 December 2021

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36a Market risk (continued)

(i) Currency risk (continued)

	SGD S\$'000	USD S\$'000	EUR S\$'000	Total S\$'000
The Company				
<u>At 31 December 2021</u>				
Cash and bank balances	209,532	38	11	209,581
Receivables	48,720	-	-	48,720
Financial assets, at FVOCI	1,348	-	-	1,348
Other investments at amortised cost	517	-	-	517
Trade and other payables	(39,480)	-	-	(39,480)
Other non-current liabilities	(9,579)	-	-	(9,579)
Lease liabilities	(811)	-	-	(811)
Net financial assets / (liabilities)	210,247	38	11	210,296
Less: net financial assets denominated in the Company's functional currency	(210,247)	-	-	
Currency exposure	-	38	11	
The Company				
<u>At 31 December 2020</u>				
Cash and bank balances	227,989	52	5	228,046
Receivables	49,050	-	-	49,050
Financial assets, at FVOCI	896	-	-	896
Other investments at amortised cost	2,006	-	-	2,006
Trade and other payables	(40,555)	-	-	(40,555)
Other non-current liabilities	(9,580)	-	-	(9,580)
Lease liabilities	(1,059)	-	-	(1,059)
Net financial assets / (liabilities)	228,747	52	5	228,804
Less: net financial assets denominated in the Company's functional currency	(228,747)	-	-	
Currency exposure	-	52	5	

Notes to the Financial Statements

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36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36a Market risk (continued)

(i) Currency risk (continued)

The Group and Company have no other significant currency exposure, except to USD and NOK.

If the USD and NOK change against the SGD by 5% and 1% (2020: 5% and 1%) respectively with all other variables including tax rate being held constant, the effects arising from the net financial asset / liability position will be as follows:

	2021		2020	
	Results after tax S\$'000	Other comprehensive income S\$'000	Results after tax S\$'000	Other comprehensive income S\$'000
The Group				
USD against SGD				
- strengthened	77	-	84	-
- weakened	(77)	-	(84)	-
NOK against SGD				
- strengthened	34	-	11	-
- weakened	(34)	-	(11)	-
The Company				
USD against SGD				
- strengthened	2	-	2	-
- weakened	(2)	-	(2)	-

(ii) Equity price risk

The Group and the Company are exposed to equity securities price risk arising from the investments held by the Group and the Company which are classified on the balance sheets as financial assets at FVOCI (Note 24).

If equity prices of financial assets, at FVOCI held by the Company and subsidiaries of the Group increase / decrease by 5% (2020: 5%) with all other variables including tax rate being held constant, other comprehensive income of the Group and the Company will be higher or lower by S\$82,000 (2020: S\$59,000) and S\$67,000 (2020: S\$45,000) respectively.

Notes to the Financial Statements

For the financial year ended 31 December 2021

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36a Market risk (continued)

(iii) Cash flow and fair value interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market interest rates.

The Group's exposure to changes in interest rates relates mainly to debt obligations with financial institutions and cash and bank balances. Bank borrowings are contracted on both fixed and variable terms with the objectives of minimising interest burden whilst maintaining an acceptable debt maturity profile. As the Group does not have significant fixed-interest borrowings, it does not have significant exposure to fair value interest rate risk.

The Group's borrowings at variable rates (i.e. cash flow interest rate risk) on which effective hedges have not been entered into, are denominated mainly in SGD and MYR. If the SGD and MYR interest rate increases / decreases by 0.5% (2020: 0.5%) with all other variables being held constant, the net profit after tax will be lower / higher by S\$139,000 (2020: S\$145,000).

36b Credit risk

Credit risk refers to the risk that a counterpart will default on its contractual obligations resulting in financial loss to the Group. The Group has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history and credit insurance (for the Precast and PBU operating segment) are secured where appropriate to mitigate credit risk. The Group has no significant concentration of credit risk.

The maximum exposure to credit risk for each class of financial assets is the carrying amount of the class of financial assets presented on the balance sheet, except for trade receivables (Note 17 and 23) whereby the maximum exposure to credit risk is reduced by the amount the Group holds as collateral in form of banker guarantees of S\$4,297,000 (2020: S\$4,472,000) and letters of credit of S\$987,000 (2020: S\$905,000).

The Group's major classes of financial assets are cash and bank balances and trade and other receivables. The Company's major classes of financial assets are cash and bank balances.

Notes to the Financial Statements

For the financial year ended 31 December 2021

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36b Credit risk (continued)

The movements in credit loss allowance are as follows:

	Allowances on trade receivables ^(a)		
	Non-performing S\$'000	Others S\$'000	Total S\$'000
The Group			
2021			
Balance as at 1 January 2021	11,255	1,004	12,259
(Write-back of) / loss allowance recognised in profit or loss during the year on:			
- Change in credit loss	695	-	695
- Reversal of unutilised amounts	(867)	(184)	(1,051)
	(172)	(184)	(356)
Receivables written off as uncollectible	-	(3)	(3)
Reclassified to non-performing	256	(256)	-
Currency alignment	78	-	78
Balance as at 31 December 2021	11,417	561	11,978

	Allowances on trade receivables ^(a)		
	Non-performing S\$'000	Others S\$'000	Total S\$'000
The Group			
2020			
Balance as at 1 January 2020	13,717	1,771	15,488
Loss allowance recognised in profit or loss during the year on:			
- Change in credit loss	1,118	1,032	2,150
- Reversal of unutilised amounts	-	(360)	(360)
	1,118	672	1,790
Receivables written off as uncollectible	(5,005)	-	(5,005)
Reclassified to non-performing	1,567	(1,567)	-
Currency alignment	(142)	128	(14)
Balance as at 31 December 2020	11,255	1,004	12,259

^(a) Loss allowance measured at lifetime expected credit loss

Notes to the Financial Statements

For the financial year ended 31 December 2021

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36b Credit risk (continued)

(i) Trade receivables

For trade receivables, the Group applies the simplified approach permitted by the SFRS(I) 9, which required expected lifetime losses to be recognised from initial recognition of the receivables. Significant financial difficulties of the debtor, the probability that the debtor will enter bankruptcy, default in payments (interest and/or principal payments) are at least 2 years overdue and/or legal enforcement action undertaken by the Group for recovery against the debtor are considered evidence that the debtor is non-performing ("Non-performing receivable"). In such instances, management measured the expected credit loss of the non-performing receivable at its maximum exposure to the Group at balance sheet date.

Trade receivables that are other than non-performing are grouped by management based on similar credit risk characteristics and days past due; and a provision matrix was used to measure the lifetime expected credit loss within each operating segment of the Group. In estimating the expected credit loss, management considers historical credit loss rates for each aging category and makes adjustments, where applicable, to reflect current and forward-looking macroeconomic factors affecting the ability of the debtors to settle the receivables.

Trade receivables are written off when there is no reasonable expectation of recovery, such as a debtor entering bankruptcy or failing to engage in a repayment plan with the Group. The Group considers a financial asset as in default if the counterparty fails to make contractual payments within 6 months when they fall due, and writes off the financial asset when it is deemed uncollectible. Where receivables are written off, the Group continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

Notes to the Financial Statements

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36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36b Credit risk (continued)

(i) Trade receivables (continued)

The Group's credit risk exposure in relation to trade receivables under SFRS(I) 9 as at 31 December 2021 are set out as follows:

	Current	Past due up to 3 months	Past due 3 to 6 months	Past due 6 to 12 months	Past due more than 12 months	Sub-total*	Non-performing receivables	Total
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
The Group								
Precast and PBU								
Expected loss rate	0%	1%	0%	8%	11%		100%	
Trade receivables	44,692	6,214	1,536	3,165	578	56,185	6,077	62,262
Loss allowance	(45)	(66)	(1)	(267)	(66)	(445)	(6,077)	(6,522)
Environmental Services								
Expected loss rate	0%	0%	0%	75%	95%		91%	
Trade receivables	9,126	891	24	12	60	10,113	5,147	15,260
Loss allowance	-	-	-	(9)	(57)	(66)	(4,705)	(4,771)
Others								
Expected loss rate	0%	0%	22%	N/A	100%		100%	
Trade receivables	1,537	55	9	-	47	1,648	635	2,283
Loss allowance	(1)	-	(2)	-	(47)	(50)	(635)	(685)

The Group's credit risk exposure in relation to trade receivables under SFRS(I) 9 as at 31 December 2020 are set out as follows:

	Current	Past due up to 3 months	Past due 3 to 6 months	Past due 6 to 12 months	Past due more than 12 months	Sub-total*	Non-performing receivables	Total
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
The Group								
Precast and PBU								
Expected loss rate	0%	1%	6%	14%	18%		100%	
Trade receivables	41,380	8,487	1,083	2,368	1,640	54,958	5,424	60,382
Loss allowance	(88)	(73)	(64)	(332)	(289)	(846)	(5,424)	(6,270)
Environmental Services								
Expected loss rate	0%	0%	2%	41%	0%		93%	
Trade receivables	4,960	4,065	129	111	89	9,354	5,627	14,981
Loss allowance	-	-	(3)	(46)	-	(49)	(5,222)	(5,271)
Others								
Expected loss rate	5%	20%	50%	N/A	22%		100%	
Trade receivables	1,165	168	20	-	51	1,404	609	2,013
Loss allowance	(55)	(34)	(10)	-	(10)	(109)	(609)	(718)

* Represents trade receivables that are other than non-performing and for which provision matrix was used to measure the lifetime expected credit loss.

Notes to the Financial Statements

For the financial year ended 31 December 2021

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36b Credit risk (continued)

(ii) Long term trade receivables

The expected credit loss of non-trade amount owing by associated companies, measured on 12 months expected credit loss is insignificant.

(iii) Other investments at amortised cost

Credit risk exposure and significant credit risk concentration

The Group and Company use the following categories of internal credit risk rating for its investment in listed bonds and intercompany loans. As disclosed in Note 25, other investments at amortised cost comprise mainly listed bonds. These are considered "low credit risk" as listed bonds are of investment grade credit rating with at least one major rating agency and have low risk of default as the issuers have a strong capacity to meet the contracted cashflow obligations in the near term. The financial impact on expected credit loss allowance of the listed bonds is insignificant.

(iv) Cash and cash equivalents

The Group and the Company held cash and cash equivalents of S\$274,511,000 and S\$209,581,000 respectively (2020: S\$300,210,000 and S\$228,046,000) with banks which most are rated AAA and AA based on Standard & Poor and are considered to have low credit risk. The cash balances are measured on 12-month expected credit losses and subject to immaterial credit loss.

(v) Receivables from and loan to subsidiaries

The expected credit loss of non-trade amounts owing by subsidiaries of S\$48,481,000 (2020: S\$48,533,000) (Note 17 and Note 23) to the Company, measured on 12-month expected credit losses, is insignificant.

Category of internal credit rating	Performing	Under-performing	Non-performing	Write-off
Definition of category	Issuers have a low risk of default and a strong capacity to meet contractual cash flows.	Issuers for which there is a significant increase in credit risk; as significant credit risk is presumed if interest and/or principal repayment are 6 months past due, taking into consideration realisation of receivables based on industry practice and the normal operating cycle of the Group.	Significant financial difficulties of the debtor, the probability that the debtor will enter bankruptcy, default in payments (interest and/or principal payments) are at least 2 years overdue and/or legal enforcement action undertaken by the Group for recovery against the debtor.	Interest and/or principal repayments are 2 years past due and there is no reasonable expectation of recovery.
Basis of recognition of expected credit losses	Lifetime expected credit losses	Lifetime expected credit losses	Lifetime expected credit losses	Asset is written off

Notes to the Financial Statements

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36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36c Liquidity risk

In managing liquidity risk, the Group's policy is to maintain sufficient cash resources and ensure the availability of funding through adequate amounts of committed credit facilities.

The table below analyses the maturity profile of the Group's and Company's non-derivative financial liabilities based on contractual undiscounted cash flows from the remaining period from the balance sheet date to the contractual maturity date.

	Less than 1 year S\$'000	Between 1 to 2 years S\$'000	Between 2 to 5 years S\$'000	Over 5 years S\$'000
The Group				
<u>2021</u>				
Trade and other payables	60,274	-	-	-
Lease liabilities	3,256	2,951	5,964	8,839
Short-term borrowings	16,708	-	-	-
Long-term borrowings	-	18,141	-	-
<u>2020</u>				
Trade and other payables	71,371	-	-	-
Lease liabilities	4,212	3,308	7,109	9,614
Short-term borrowings	15,273	-	-	-
Long-term borrowings	-	3,357	18,134	-
The Company				
<u>2021</u>				
Trade and other payables	39,480	-	-	-
Lease liabilities	313	306	254	-
Other non-current liabilities	-	9,579	-	-
<u>2020</u>				
Trade and other payables	40,555	-	-	-
Lease liabilities	291	291	533	-
Other non-current liabilities	-	9,580	-	-

36d Capital risk

The Group's objectives when managing capital are to ensure the Group's ability to continue as a going concern and to maintain an efficient capital structure so as to enhance shareholders value. In order to maintain or achieve a prudent and efficient capital structure, the Group may adjust the amount of dividend payment, issue new shares, obtain new borrowings or sell assets to reduce borrowings.

The Group and the Company monitor capital based on net cash position which is defined as cash and cash equivalent (Note 18) less gross debt. Gross debt comprises borrowings (Note 27) and trade and other payables (Note 28).

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36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36d Capital risk (continued)

As part of the monitoring process of the Group's borrowings, management performs specific review of the need of individual entities within the Group to obtain external financing, taking into consideration the operating cash flows and gearing ratio of each entity as well as the prevailing market interest rates.

The Group is in compliance with all externally imposed capital requirements for the financial year ended 31 December 2021 and 2020.

36e Fair value measurements

The table below presents assets and liabilities measured at fair value and classified by level of the following fair value measurement hierarchy:

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

	Level 1 S\$'000	Level 2 S\$'000	Level 3 S\$'000	Total S\$'000
The Group				
31 December 2021				
<u>Assets</u>				
Financial assets, at FVOCI	1,348	-	291	1,639
31 December 2020				
<u>Assets</u>				
Financial assets, at FVOCI	896	-	291	1,187
	Level 1 S\$'000	Level 2 S\$'000	Level 3 S\$'000	Total S\$'000
The Company				
31 December 2021				
<u>Assets</u>				
Financial assets, at FVOCI	1,348	-	-	1,348
31 December 2020				
<u>Assets</u>				
Financial assets, at FVOCI	896	-	-	896

Notes to the Financial Statements

For the financial year ended 31 December 2021

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36e Fair value measurements (continued)

There were no transfers between Levels 1 and 2 during the year.

The fair values of financial instruments that are traded in active markets are based on quoted market prices at the balance sheet date. The quoted market prices used for financial assets held by the Group is the current bid price. These instruments are included in Level 1.

The fair values of financial instruments that are not traded in an active market are determined by using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on current market conditions existing at each balance sheet date. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same or discounted cash flow analysis. The Group also estimates the fair value of the financial asset in form of unquoted equity investment by reference to its net assets which are mainly in form of monetary assets and liabilities. Such instruments are included in Level 3.

The carrying amount less allowance for impairment of current receivables and other financial assets carried at amortised cost are assumed to approximate their fair values. The fair values of current borrowings and other financial liabilities carried at amortised cost approximate their carrying amounts. The fair values of non-current borrowings and other liabilities of the Group are estimated by discounting the future contractual cash flows at the current market interest rates that are available to the Group for similar financial liabilities.

The following tables present the changes in Level 3 instruments:

<u>The Group</u>	Financial assets, at FVOCI S\$'000	Total S\$'000
As at 31 December 2021		
Beginning of financial year	291	291
Fair value gains recognised in other comprehensive income	-	-
End of the financial year	291	291
Total unrealised (losses) / gains for the period included in profit or loss for assets and liabilities held at the end of the financial year	-	-
As at 31 December 2020		
Beginning of financial year	10,651	10,651
Fair value gains recognised in other comprehensive income	11,515	11,515
Disposal (Note 24)	(21,875)	(21,875)
End of the financial year	291	291
Total unrealised (losses) / gains for the period included in profit or loss for assets and liabilities held at the end of the financial year	-	-

Notes to the Financial Statements

For the financial year ended 31 December 2021

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

36e Fair value measurements (continued)

<u>The Company</u>	Financial assets, at FVOCI S\$'000
As at 31 December 2021	
Beginning and end of financial year	-
As at 31 December 2020	
Beginning of financial year	10,360
Fair value gains recognised in - other comprehensive income	11,515
Disposal (Note 24)	(21,875)
End of financial year	-

36f Financial Instruments by category

The carrying amount of the different categories of financial instruments is as follows:

	<u>The Group</u>		<u>The Company</u>	
	2021 S\$'000	2020 S\$'000	2021 S\$'000	2020 S\$'000
Financial assets, at FVOCI	1,639	1,187	1,348	896
Financial assets, at amortised cost	346,942	375,961	258,818	279,102
Financial liabilities, at amortised cost	(110,889)	(126,292)	(49,870)	(51,194)

37. IMPACT OF CORONAVIRUS DISEASE 2019 ("COVID-19")

The COVID-19 pandemic has affected almost all countries of the world, and resulted in border closures, production stoppages, workplace closures, movement controls and other measures imposed by the various governments. The Group's significant operations are in Singapore, Malaysia, UAE and Finland, all of which have been affected by the spread of COVID-19 since 2020.

Set out below is the impact of COVID-19 on the Group's financial performance reflected in this set of financial statements for the year ended 31 December 2021:

- i. The Group has assessed that the going concern basis of preparation for this set of financial statement remains appropriate.
- ii. Certain parts of the Group's operations received government grants as a form of support to help businesses deal with the impact from COVID-19. The effects of these government grants are disclosed in Note 5.
- iii. The Group has considered the market conditions (including the impact of COVID-19) as at the balance sheet date, in making estimates and judgements on the recoverability of assets as at 31 December 2021. The significant estimates and judgement applied on impairment of trade receivables and impairment of property, plant and equipment and right-of-use assets are disclosed in Note 3.

Notes to the Financial Statements

For the financial year ended 31 December 2021

37. IMPACT OF CORONAVIRUS DISEASE 2019 (“COVID-19”) (CONTINUED)

As the COVID-19 pandemic continues to evolve, the Group continues to be impacted by governmental and other measures taken by governments to combat the spread of the pandemic. If the situation persists beyond management’s current expectations, certain assets of the Group may be subject to further write downs in the subsequent financial periods.

38. NEW ACCOUNTING STANDARDS AND INTERPRETATIONS

Below are the mandatory standards, amendments and interpretations to existing standards that have been published, and are relevant for the Group’s accounting periods beginning on or after 1 January 2022 and which the Group has not early adopted.

Amendments to SFRS(I) 1-1 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current (effective for annual periods beginning on or after 1 January 2023)

The narrow-scope amendments to SFRS(I) 1-1 Presentation of Financial Statements clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the expectations of the entity or events after the reporting date (e.g. the receipt of a waiver or a breach of covenant). The amendments also clarify what SFRS(I) 1-1 means when it refers to the ‘settlement’ of a liability. The amendments could affect the classification of liabilities, particularly for entities that previously considered management’s intentions to determine classification and for some liabilities that can be converted into equity.

The Group does not expect any significant impact arising from applying these amendments.

Amendments to SFRS(I) 1-16 Property, Plant and Equipment: Proceeds before Intended Use (effective for annual periods beginning on or after 1 January 2022)

The amendment to SFRS(I) 1-16 Property, Plant and Equipment (PP&E) prohibits an entity from deducting from the cost of an item of PP&E any proceeds received from selling items produced while the entity is preparing the asset for its intended use. It also clarifies that an entity is ‘testing whether the asset is functioning properly’ when it assesses the technical and physical performance of the asset. The financial performance of the asset is not relevant to this assessment. Entities must disclose separately the amounts of proceeds and costs relating to items produced that are not an output of the entity’s ordinary activities.

The Group does not expect any significant impact arising from applying these amendments.

Amendments to SFRS(I) 1-37 Provisions, Contingent Liabilities and Contingent Assets: Onerous Contracts – Cost of Fulfilling a Contract (effective for annual periods beginning on or after 1 January 2022)

An onerous contract is a contract in which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the costs of fulfilling it and any compensation or penalties arising from failure to fulfil it. The amendment to SFRS(I) 1-37 clarifies that the direct costs of fulfilling a contract include both the incremental costs of fulfilling the contract and an allocation of other costs directly related to fulfilling contracts.

The Group does not expect any significant impact arising from applying these amendments.

Notes to the Financial Statements

For the financial year ended 31 December 2021

39. AUTHORISATION OF FINANCIAL STATEMENTS

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of NSL Ltd. on 7 March 2022.

40. SIGNIFICANT COMPANIES IN THE GROUP

The principal activities of the significant companies in the Group, their countries of incorporation and places of business, and the extent of NSL Ltd.'s equity interest in significant subsidiaries and associated companies are as follows:

Name of company	Principal activities	Country of incorporation and place of business	Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			31 December		31 December	
			2021 %	2020 %	2021 %	2020 %
Eastern Industries Private Limited ⁽¹⁾	Investment holding	Singapore	100.0	100.0	-	-
NSL Chemicals Ltd. ⁽¹⁾	Investment holding, manufacturing and sale of refractory materials and roadstones	Singapore	100.0	100.0	-	-
NSL Properties Pte. Ltd. ⁽¹⁾	Investment holding	Singapore	100.0	100.0	-	-
NSL Resorts International Pte. Ltd. ⁽¹⁾	Investment holding	Singapore	100.0	100.0	-	-
Eastern Pretech Pte Ltd ⁽¹⁾	Sale of building materials	Singapore	100.0	100.0	-	-
Eastern Pretech (Malaysia) Sdn Bhd ⁽²⁾	Manufacturing and sale of building materials	Malaysia	100.0	100.0	-	-
Dubai Precast L.L.C. ^{(2),(3)}	Manufacturing and sale of building materials	United Arab Emirates	45.0	45.0	55.0	55.0
Parmarine Ltd ⁽²⁾	Manufacturing and sale of building materials	Finland	100.0	100.0	-	-
Eastech Steel Mill Services (M) Sdn Bhd ⁽²⁾	Manufacturing and sale of refractory products	Malaysia	100.0	100.0	-	-
NSL OilChem Waste Management Pte. Ltd. ⁽¹⁾	Treatment of industrial wastewater and oily slop and recovery of waste oil and oily slop	Singapore	87.7	87.7	12.3	12.3
NSL OilChem Logistics Pte. Ltd. ⁽¹⁾	Trading in oil products and disposal of oil and chemical wastes	Singapore	87.7	87.7	12.3	12.3

Note: Refer to Page 120 for legends.

Notes to the Financial Statements

For the financial year ended 31 December 2021

40. SIGNIFICANT COMPANIES IN THE GROUP (CONTINUED)

Name of company	Principal activities	Country of incorporation and place of business	Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			31 December		31 December	
			2021 %	2020 %	2021 %	2020 %
NSL Engineering Holdings Pte. Ltd. ⁽¹⁾	Investment holding	Singapore	100.0	100.0	-	-
Raffles Marina Holdings Ltd. ⁽¹⁾	Investment holding	Singapore	72.1	72.1	27.9	27.9
Raffles Marina Ltd ⁽¹⁾	Owning and managing Raffles Marina Club	Singapore	72.1	72.1	27.9	27.9

Significant Associated Company Held by a Subsidiary	Principal activities	Country of incorporation and place of business	Equity holding	
			31 December	
			2021 %	2020 %
Unquoted				
Salzgitter Maschinenbau AG ("SMAG") ⁽⁴⁾	Investment holding, manufacturing and sale of bulk handling equipment for bulk material handling, process technology and special purpose machines	Germany	25.5	25.5

Legends

- (1) Audited by PricewaterhouseCoopers LLP, Singapore
- (2) Audited by the network of member firms of PricewaterhouseCoopers International Limited outside Singapore
- (3) The percentage of shareholding held by the Group in Dubai Precast L.L.C. ("DP") is 45%. However, the Group has assessed DP to be a subsidiary as a result of the Group's entitlement of 80% share of dividends declared by or profits of DP post acquisition in 2011 and the ability to appoint a majority of the directors of DP.
- (4) Audited by Deloitte Touche Tohmatsu, Germany.

Analysis of Shareholdings

As at 10 March 2022

ISSUED AND FULLY PAID CAPITAL	: S\$193,838,796.00
CLASS OF SHARES	: ORDINARY SHARES
VOTING RIGHTS	: ONE VOTE PER SHARE
NUMBER OF TREASURY SHARES	: NIL
NUMBER OF SUBSIDIARY HOLDINGS	: NIL

SHAREHOLDINGS BY SIZE

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	% OF SHAREHOLDERS	NO. OF SHARES	% OF TOTAL ISSUED SHARES
1 to 99	111	2.15	2,193	0.00
100 to 1,000	842	16.31	714,051	0.19
1,001 to 10,000	3,137	60.76	14,520,616	3.89
10,001 to 1,000,000	1,068	20.68	46,298,738	12.39
1,000,001 and above	5	0.10	312,022,639	83.53
TOTAL	5,163	100.00	373,558,237	100.00

SHAREHOLDERS BY RESIDENCE

COUNTRIES	NO. OF SHAREHOLDERS	% OF SHAREHOLDERS	NO. OF SHARES	% OF TOTAL ISSUED SHARES
Singapore	4,843	93.80	371,026,932	99.32
Malaysia	258	5.00	1,397,297	0.38
Others	62	1.20	1,134,008	0.30
TOTAL	5,163	100.00	373,558,237	100.00

TOP 20 SHAREHOLDERS

NO.	NAME OF SHAREHOLDERS	NUMBER OF SHARES	% OF TOTAL ISSUED SHARES
1	98 HOLDINGS PTE LTD	303,484,453	81.24
2	DBS NOMINEES PTE LTD	3,022,974	0.81
3	CITIBANK NOMINEES SINGAPORE PTE LTD	2,270,525	0.61
4	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	1,904,837	0.51
5	OCBC NOMINEES SINGAPORE PRIVATE LIMITED	1,339,850	0.36
6	MORPH INVESTMENTS LTD	680,000	0.18
7	HENG SIEW ENG	643,300	0.17
8	RAFFLES NOMINEES (PTE) LIMITED	571,726	0.15
9	CHUA KAI SOO	543,000	0.15
10	LO KAI LEONG @ LOH KAI LEONG	540,000	0.14
11	NG HOCK KON	500,000	0.14
12	SUM AH LAM	500,000	0.14
13	YANG ENG HUAT	472,000	0.13
14	AU SOO LUAN	461,400	0.12
15	GOH ENG HIAN	456,188	0.12
16	GOH HOOI MIN @ GHO HOOI MIN	456,188	0.12
17	GHO ENG LIONG	456,187	0.12
18	GOH HOOI KHIM	456,187	0.12
19	TAY HWA LANG @ TAY AH KOU OR JORDAN TAY SHIH LIANG	450,000	0.12
20	TAN AH HUAT	400,000	0.11
TOTAL		319,608,815	85.56

Analysis of Shareholdings

As at 10 March 2022

PERCENTAGE OF SHAREHOLDING IN PUBLIC HANDS

18.76% of the Company's shares are held in the hands of the public. Accordingly, the Company has complied with Rule 723 of the Listing Manual of the SGX-ST.

SUBSTANTIAL SHAREHOLDERS

(As recorded in the Register of Substantial Shareholders)

	Direct Interest	%	Deemed Interest	%
98 Holdings Pte. Ltd.	303,484,453	81.24	-	-
Mr Ong Beng Seng ¹	-	-	303,484,453	81.24
Excel Partners Pte. Ltd. ¹	-	-	303,484,453	81.24
Excelfin Pte Ltd ¹	-	-	303,484,453	81.24
Y.S. Fu Holdings (2002) Pte. Ltd. ²	-	-	303,484,453	81.24
Reef Holdings Pte Ltd ¹	-	-	303,484,453	81.24
Reef Investments Pte Ltd ¹	-	-	303,484,453	81.24

Notes:

1. Mr Ong Beng Seng is deemed to have an interest through Reef Holdings Pte Ltd, which is deemed to have an interest through Reef Investments Pte Ltd, which is deemed to have an interest through Excelfin Pte Ltd and Excel Partners Pte. Ltd. Excelfin Pte Ltd is deemed to have an interest through Excel Partners Pte. Ltd., which is deemed to have an interest through its interest in 98 Holdings Pte. Ltd.
2. Y.S. Fu Holdings (2002) Pte. Ltd. is deemed to have an interest through Excel Partners Pte. Ltd., which is deemed to have an interest through its interest in 98 Holdings Pte. Ltd.

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the 62nd Annual General Meeting (the “**AGM**”) of NSL LTD. (the “**Company**”) will be convened and held by way of electronic means on 29 April 2022 at 2.00 p.m. (Singapore time) for the following purposes:

ORDINARY BUSINESS

- 1 To receive and adopt the Directors’ Statement and the Audited Financial Statements for the financial year ended 31 December 2021 together with the Independent Auditor’s Report thereon. **(Resolution 1)**
- 2 To re-elect Mr David Fu Kuo Chen, a Director retiring pursuant to article 90 of the Company’s Constitution and, being eligible, offers himself for re-election. **(Resolution 2)**
- 3 To re-elect Dr Low Chin Nam, a Director retiring pursuant to article 90 of the Company’s Constitution and, being eligible, offers himself for re-election. **(Resolution 3)**
- 4 To approve the payment of Directors’ fees of S\$614,000.00 for the financial year ended 31 December 2021. (2020: S\$562,000.00) **(Resolution 4)**
- 5 To declare a final dividend of S\$0.05 per ordinary share (exempt one-tier) for the financial year ended 31 December 2021. (2020: final dividend of S\$0.05 per ordinary share (exempt one-tier)) **(Resolution 5)**
- 6 To re-appoint Messrs PricewaterhouseCoopers LLP as the Company’s Independent Auditor and to authorise the Directors to fix its remuneration. **(Resolution 6)**

SPECIAL BUSINESS

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

Ordinary Resolutions

- 7 That pursuant to Section 161 of the Companies Act 1967, 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) issue shares of the Company (“**shares**”) whether by way of rights, bonus or otherwise; and/or
 - (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into shares,

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

- (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force,

provided that:

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

Notice of Annual General Meeting

- (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 shares (excluding treasury shares and subsidiary holdings) shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company at the time this Resolution is passed, after adjusting for:
- (a) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and are outstanding or subsisting at the time this Resolution is passed; and
 - (b) any subsequent bonus issue, consolidation or subdivision of shares,
- and, in sub-paragraph (1) above and this sub-paragraph (2), "subsidiary holdings" has the meaning given to it in the Listing Manual of the SGX-ST;
- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual 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.

(Resolution 7)

8 That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act 1967 (the "**Companies Act**"), the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire ordinary shares of the Company ("**Shares**") not exceeding in aggregate the Maximum Limit (as hereafter defined), at such price or prices as may be determined by the Directors from time to time up to the Maximum Price (as hereafter defined), whether by way of:
- (i) market purchase(s) on the Singapore Exchange Securities Trading Limited ("**SGX-ST**") and/or any other stock exchange on which the Shares may for the time being be listed and quoted ("**Other Exchange**"); and/or
 - (ii) off-market purchase(s) (if effected otherwise than on the SGX-ST or, as the case may be, Other Exchange) in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act,
- and otherwise in accordance with all other laws and regulations and rules of the SGX-ST or, as the case may be, Other Exchange as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "**Share Purchase Mandate**");
- (b) unless varied or revoked by the Company in General Meeting, the authority conferred on the Directors of the Company pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on the earliest of:
- (i) the date on which the next Annual General Meeting of the Company is held;
 - (ii) the date by which the next Annual General Meeting of the Company is required by law to be held; and

Notice of Annual General Meeting

(iii) the date on which purchases and acquisitions of Shares pursuant to the Share Purchase Mandate are carried out to the full extent mandated;

(c) in this Resolution:

“Maximum Limit” means that number of Shares representing 10% of the issued Shares (excluding treasury shares and subsidiary holdings (as defined in the Listing Manual of the SGX-ST)) as at the date of the passing of this Resolution provided however that notwithstanding the Share Purchase Mandate may enable purchases or acquisitions of up to 10% of the issued Shares (excluding treasury shares and subsidiary holdings) to be carried out as aforesaid, the Company shall ensure, pursuant to Rule 723 of the Listing Manual of the SGX-ST, that there will be a public float of not less than 10% in the issued Shares at all times; and

“Maximum Price” in relation to a Share to be purchased or acquired, 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 purchase of a Share, 105% of the Average Closing Price; and

(ii) in the case of an off-market purchase of a Share, 120% of the Average Closing Price,

where:

“Average Closing Price” means 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, immediately preceding the date of the market purchase or, as the case may be, the date of the making of the offer pursuant to an off-market purchase, and deemed to be adjusted for any corporate action that occurs during the relevant five (5) market day period and the date of the market purchase or, as the case may be, the date of the making of the offer pursuant to an off-market purchase;

“date of the making of the offer” means the date on which the Company makes an offer for the purchase or acquisition of Shares from shareholders, stating 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 purchase; and

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

(d) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider expedient or necessary to give effect to the transactions contemplated and/or authorised by this Resolution.

(Resolution 8)

BY ORDER OF THE BOARD

Lim Su-Ling (Ms)
Company Secretary

Singapore
6 April 2022

Notice of Annual General Meeting

Explanatory Notes

- (i) In relation to items 2 and 3 above, further information on Mr David Fu Kuo Chen and Dr Low Chin Nam is set out in "Additional information on Directors seeking re-election pursuant to Rule 720(6) of the Listing Manual of the SGX-ST" on pages 129 to 132 of the Annual Report 2021.
- (ii) Ordinary Resolution 7 proposed in item 7 above, if passed, will empower the Directors to issue shares and to make or grant instruments (such as warrants or debentures) convertible into shares and to issue shares in pursuance of such instruments, up to the limits specified therein, from the date of the AGM until the date of the next Annual General Meeting. For the purpose of determining the aggregate number of shares that may be issued, the total number of issued shares (excluding treasury shares and subsidiary holdings) will be calculated based on the total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company at the time that this Resolution is passed, after adjusting for new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and are outstanding or subsisting at the time that this Resolution is passed, and any subsequent bonus issue, consolidation or subdivision of shares. As at 10 March 2022, the Company did not have treasury shares or subsidiary holdings.
- (iii) Ordinary Resolution 8 proposed in item 8 above, if passed, will empower the Directors to exercise the power of the Company to purchase or acquire its issued ordinary shares, until the date of the next Annual General Meeting. The Company intends to use internal sources of funds, external borrowings, or a combination of internal resources and external borrowings, to finance purchases or acquisitions of its shares. The amount of financing required for the Company to purchase or acquire its shares, and the impact on the Company's financial position, cannot be ascertained as at the date of this Notice as these will depend on, inter alia, whether the shares are purchased or acquired out of capital and/or profits of the Company, the aggregate number of shares purchased or acquired, and the consideration paid at the relevant time. Purely for illustrative purposes only, the financial effects of an assumed purchase or acquisition by the Company of 29,884,658 shares on 10 March 2022 representing 8% of the issued shares (excluding treasury shares and subsidiary holdings) as at that date, at a purchase price equivalent to the Maximum Price per share, in the case of a market purchase and an off-market purchase respectively, based on the audited financial statements of the Group and the Company for the financial year ended 31 December 2021 and certain assumptions, are set out in Paragraph 2.7 of the Company's letter to shareholders dated 6 April 2022 (the "**Letter**").

Please refer to the Letter for further details.

Notes:

1. Pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020, the Company has the option to hold a virtual meeting, even where the Company is permitted under safe management measures to hold a physical meeting. As a precautionary measure due to the current COVID-19 situation in Singapore and the Company's efforts to minimise physical interactions and keep COVID-19 transmission risk to a minimum, the AGM is being convened, and will be held, by way of electronic means and members will **NOT** be allowed to attend the AGM in person. Accordingly, this Notice will be sent to members by electronic means via publication on the Company's website at the URL <https://www.nsl.com.sg/announcements> and will also be made available on the SGX website at the URL <https://www.sgx.com/securities/company-announcements>. For convenience, printed copies of this Notice of Annual General Meeting will also be sent by post to members.

Notice of Annual General Meeting

2. Alternative arrangements relating to attendance at the Annual General Meeting via electronic means (including arrangements by which the meeting can be electronically accessed via audio-visual webcast or audio-only stream), submission of questions to the Chairman of the Meeting in advance of the Annual General Meeting, addressing of substantial and relevant questions prior to or at the Annual General Meeting and voting by appointing the Chairman of the Meeting as proxy at the Annual General Meeting, are set out in the accompanying Company's announcement dated 6 April 2022. This announcement may be accessed at the Company's website at the URL <https://www.nsl.com.sg/announcements> and will also be made available on the SGX website at the URL <https://www.sgx.com/securities/company-announcements>. For convenience, printed copies of this announcement will also be sent by post to members.
3. **As a precautionary measure due to the current COVID-19 situation in Singapore, a member will not be able to attend the Annual General Meeting in person. A member (whether individual or corporate) must appoint the Chairman of the Meeting as his/her/its proxy to attend, speak and vote on his/her/its behalf at the Annual General Meeting if such member wishes to exercise his/her/its voting rights at the Annual General Meeting.** The accompanying proxy form for the Annual General Meeting may be accessed at the Company's website at the URL <https://www.nsl.com.sg/announcements> and will also be made available on the SGX website at the URL <https://www.sgx.com/securities/company-announcements>. For convenience, printed copies of the proxy form will also be sent by post to members.

Where a member (whether individual or corporate) appoints the Chairman of the Meeting as his/her/its proxy, he/she/it 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 Meeting as proxy for that resolution will be treated as invalid.

CPF and SRS investors who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **5.00 p.m. on 19 April 2022**.

4. The Chairman of the Meeting, as proxy, need not be a member of the Company.
5. The instrument appointing the Chairman of the Meeting as proxy must be submitted to the Company in the following manner:
 - (a) if submitted by post, be lodged at the office of the Company's Share Registrar, M & C Services Private Limited, at 112 Robinson Road #05-01, Singapore 068902; or
 - (b) if submitted electronically, be submitted via email to the Company's Share Registrar at gpa@mnscsingapore.com

in either case, by **2.00 p.m. on 26 April 2022**, being not less than 72 hours before the time appointed for holding the Annual General Meeting.

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

Due to the current COVID-19 situation in Singapore, members are strongly encouraged to submit completed proxy forms electronically via email.

Notice of Annual General Meeting

6. The Annual Report 2021 and the Letter to Shareholders dated 6 April 2022 in relation to the proposed renewal of the share purchase mandate may be accessed at the Company's website as follows:
 - (a) the Annual Report 2021 may be accessed at the URL <https://www.nsl.com.sg/investor-relations/annual-reports> by clicking on the links for "Annual Report 2021"; and
 - (b) the Letter to Shareholders dated 6 April 2022 may be accessed at the URL <https://www.nsl.com.sg/investor-relations/annual-reports> by clicking on the link for "Letter to Shareholders".
7. Any reference to a time of day is made by reference to Singapore time.

Personal Data Privacy:

By submitting an instrument appointing the Chairman of the Meeting as proxy to attend, speak and vote on his/her/its behalf at the Annual General Meeting and/or any adjournment thereof, a member of the Company consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of the appointment of the Chairman of the Meeting as proxy for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, take-over rules, regulations and/or guidelines.

Additional Information on Directors Seeking Re-Election

Mr David Fu Kuo Chen and Dr Low Chin Nam are the Directors seeking re-election at the 62nd Annual General Meeting of the Company to be held on 29 April 2022.

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the information relating to Mr David Fu Kuo Chen and Dr Low Chin Nam as set out in Appendix 7.4.1 to the Listing Manual of the SGX-ST is set out below:

	Mr David Fu Kuo Chen	Dr Low Chin Nam
Working experience and occupation(s) in the past 10 years	<ol style="list-style-type: none"> 1. Director of the Kuo group of companies 2. Director of Hotel Properties Limited 3. Director of 98 Holdings Pte Ltd 	2007 to 2011: Chief Executive Officer of Aretae Pte. Ltd
Familial relationship with any director and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	<p>Cousin of Ban Song Long and brother-in-law of Ong Beng Seng</p> <p>Ong Beng Seng is deemed to be a substantial shareholder of NSL Ltd through 98 Holdings Pte Ltd, Excel Partners Pte Ltd, Excelfin Pte Ltd and Reef Investments Pte Ltd by virtue of the provisions under Section 7 of the Companies Act 1967</p>	Nil
Conflict of interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7.7) under Rule 720 (1) has been submitted to NSL Ltd	Yes	Yes
Other Directorship (for the last 5 years)	<p>The Kuo group of companies</p> <p>Hotel Properties Limited</p> <p>98 Holdings Pte Ltd</p>	<p>Emix Industry (S) Pte Ltd</p> <p>Eastern Pretech (HK) Limited</p> <p>Eastern Gotech (HK) Ltd</p> <p>Emix (China) Limited</p> <p>NSL OilChem (Timor) Lda</p> <p>NSL Fuel Management Services Pte Ltd</p> <p>NSL Fuel Management Technology Pte Ltd</p> <p>NSL Shipbreakers Pte Ltd</p> <p>NSL EnviroTech Pte Ltd</p> <p>Bangkok Cogeneration Company Limited</p>

Additional Information on Directors Seeking Re-Election

	Mr David Fu Kuo Chen	Dr Low Chin Nam
(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
(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? If yes, please provide full details	No	Yes. Dr Low Chin Nam resigned as a director and Chief Executive Officer of Aretae Pte Ltd on 22 July 2011. The Notice of Winding-Up Order and Particulars of the Liquidators was lodged with the Accounting and Corporate Regulatory Authority on 4 May 2012. Aretae Pte Ltd was dissolved on 26 December 2013 on the ground of Compulsory Winding-Up (Insolvency).
(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

Additional Information on Directors Seeking Re-Election

	Mr David Fu Kuo Chen	Dr Low Chin Nam
(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
(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?		

Additional Information on Directors Seeking Re-Election

	Mr David Fu Kuo Chen	Dr Low Chin Nam
(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

NSL LTD.

(Incorporated in Singapore)

Company Registration Number 196100107C

PROXY FORM

IMPORTANT

1. The Annual General Meeting is being convened, and will be held, by way of electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020. The Notice of Annual General Meeting will be sent to members by electronic means via publication on the Company's website at the URL <https://www.nsl.com.sg/announcements> and will also be made available on the SGX website at the URL <https://www.sgx.com/securities/company-announcements>. For convenience, printed copies of the Notice of Annual General Meeting will also be sent by post to members.
2. Alternative arrangements relating to attendance at the Annual General Meeting via electronic means (including arrangements by which the meeting can be electronically accessed via audio-visual webcast or audio-only stream), submission of questions to the Chairman of the Meeting in advance of the Annual General Meeting, addressing of substantial and relevant questions prior to or at the Annual General Meeting and voting by appointing the Chairman of the Meeting as proxy at the Annual General Meeting, are set out in the accompanying Company's announcement dated 6 April 2022. This announcement may be accessed at the Company's website at the URL <https://www.nsl.com.sg/announcements> and will also be made available on the SGX website at the URL <https://www.sgx.com/securities/company-announcements>. For convenience, printed copies of this announcement will also be sent by post to members.
3. **As a precautionary measure due to the current COVID-19 situation in Singapore, a member will not be able to attend the Annual General Meeting in person. A member (whether individual or corporate) must appoint the Chairman of the Meeting as his/her/its proxy to attend, speak and vote on his/her/its behalf at the Annual General Meeting if such member wishes to exercise his/her/its voting rights at the Annual General Meeting.**
4. CPF and SRS investors who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **5.00 p.m. on 19 April 2022**.
5. By submitting an instrument appointing the Chairman of the Meeting as proxy, the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 6 April 2022.
6. **Please read the notes overleaf which contain instructions on, inter alia, the appointment of the Chairman of the Meeting as a member's proxy to attend, speak and vote on his/her/its behalf at the Annual General Meeting.**

I/We _____ (Name)

of _____ (Address)

being a member/members of NSL LTD. (the "**Company**"), hereby appoint:

The Chairman of the Meeting

as my/our proxy to attend, speak and vote for me/us on my/our behalf at the Annual General Meeting of the Company to be convened and held by way of electronic means on 29 April 2022 at 2.00 p.m. (Singapore time) and at any adjournment thereof, in the manner indicated below.

(Voting will be conducted by poll. If you wish the Chairman of the Meeting as your proxy to cast all your votes **For** or **Against** a Resolution, please indicate with an "X" in the **For** or **Against** box in respect of that Resolution. Alternatively, please indicate the number of votes **For** or **Against** each Resolution in the **For** or **Against** box in respect of that Resolution. If you wish the Chairman of the Meeting as your proxy to **Abstain** from voting on a Resolution, please indicate with an "X" in the **Abstain** box in respect of that Resolution. Alternatively, please indicate the number of shares that the Chairman of the Meeting as your proxy is directed to abstain from voting in the **Abstain** box in respect of that Resolution. In the absence of specific directions in respect of a Resolution, the appointment of the Chairman of the Meeting as your proxy for that Resolution will be treated as invalid.)

No.	Resolutions relating to:	For	Against	Abstain
	Ordinary Business			
1	Adoption of Directors' Statement and Audited Financial Statements for the financial year ended 31 December 2021			
2	Re-election of Mr David Fu Kuo Chen as a Director			
3	Re-election of Dr Low Chin Nam as a Director			
4	Approval of Directors' fees amounting to S\$614,000.00			
5	Approval of a final dividend of S\$0.05 per ordinary share (exempt one-tier) for the financial year ended 31 December 2021			
6	Re-appointment of Messrs PricewaterhouseCoopers LLP as Independent Auditor and authorisation for Directors to fix its remuneration			
	Special Business			
7	Approval of the Share Issue Mandate			
8	Approval of the renewal of the Share Purchase Mandate			

Dated this _____ day of _____ 2022.

Total Number of Shares Held

Signature(s) of Member(s)/Common Seal

IMPORTANT: PLEASE READ NOTES OVERLEAF

Notes:

1. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (maintained by The Central Depository (Pte) Limited), you should insert that number. If you have shares registered in your name in the Register of Members of the Company (maintained by or on behalf of the Company), you should insert that number. If you have shares entered against your name in the Depository Register and registered in your name in the Register of Members, you should insert the aggregate number. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by you.

2. **As a precautionary measure due to the current COVID-19 situation in Singapore, a member will not be able to attend the Annual General Meeting in person. A member (whether individual or corporate) must appoint the Chairman of the Meeting as his/her/ its proxy to attend, speak and vote on his/her/its behalf at the Annual General Meeting if such member wishes to exercise his/her/its voting rights at the Annual General Meeting.**

This proxy form may be accessed at the Company's website at the URL <https://www.nsl.com.sg/announcements> and will also be made available on the SGX website at the URL <https://www.sgx.com/securities/company-announcements>. For convenience, printed copies of this proxy form will also be sent by post to members. Where a member (whether individual or corporate) appoints the Chairman of the Meeting as his/her/its proxy, he/she/it 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 Meeting as proxy for that resolution will be treated as invalid.

CPF and SRS investors who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **5.00 p.m. on 19 April 2022**.

3. The Chairman of the Meeting, as proxy, need not be a member of the Company.

4. The instrument appointing the Chairman of the Meeting as proxy must be submitted to the Company in the following manner:

(a) if submitted by post, be lodged at the office of the Company's Share Registrar, M & C Services Private Limited, at 112 Robinson Road #05-01, Singapore 068902; or

(b) if submitted electronically, be submitted via email to the Company's Share Registrar at gpa@mncsingapore.com

in either case, by **2.00 p.m. on 26 April 2022**, being not less than 72 hours before the time appointed for holding the Annual General Meeting.

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

Due to the current COVID-19 situation in Singapore, members are strongly encouraged to submit completed proxy forms electronically via email.

5. The instrument appointing the Chairman of the Meeting as proxy must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing the Chairman of the Meeting as proxy is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where an instrument appointing the Chairman of the Meeting as proxy is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company), if the instrument appointing the Chairman of the Meeting as proxy is submitted by post, be lodged with the instrument of proxy or, if the instrument appointing the Chairman of the Meeting as proxy is submitted electronically via email, be emailed with the instrument of proxy, failing which the instrument may be treated as invalid.

6. The Company shall be entitled to reject an instrument appointing the Chairman of the Meeting as proxy which is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified on the instrument appointing the Chairman of the Meeting as proxy (including any related attachment). In addition, in the case of shares entered in the Depository Register, the Company may reject an instrument appointing the Chairman of the Meeting as proxy if the member, being the appointor, is not shown to have shares entered against his/her/its name in the Depository Register as at 72 hours before the time appointed for holding the Meeting, as certified by The Central Depository (Pte) Limited to the Company.

7. Any reference to a time of day is made by reference to Singapore time.

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