



ANNUAL REPORT **2019**

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OUR VISION

is to be a strategic global partner for successful global companies, providing a full range of integrated manufacturing services.

OUR MISSION

is to deliver the best in-class manufacturing solutions to step up our customers' manufacturing processes to produce quality products.

CORPORATE PROFILE



Incorporated in Singapore on January 17, 2001, UMS Holdings Limited is a one-stop strategic integration partner providing equipment manufacturing and engineering services to Original Equipment Manufacturers of semiconductors and related products.

The products we offer include modular and integration system for original semiconductor equipment manufacturing. Headquartered in Singapore, the Group has production facilities in Singapore, Malaysia and California, USA.

CHAIRMAN AND CEO STATEMENT

“Going forward, we are confident that our business strategies will stand us in good stead.”

LUONG ANDY

Chairman and Chief Executive Officer



DEAR SHAREHOLDERS,

In last year’s annual report, I communicated the challenges the Group faced as a result of uncertain customer order flows amid the China-US trade spat which affected demand from semiconductor chipmakers. We were upbeat however, on the longer term outlook, and actual performance was largely in line with this. The Group had produced a subdued performance in the first half of the year but recovered strongly towards the later part of the year. Overall, we delivered a commendable set of results in the face of very challenging conditions in the global economy in 2019.

UMS’ semiconductor business remained relatively stable in FY2019. We recorded a revenue of S\$120.7 million compared to S\$123.0 million in FY2018 with a net profit attributable to shareholders at S\$33.6 million for FY2019, a 22% drop from S\$43.1 million in FY2018. Despite the lower profits, I am pleased to report that the Group generated much stronger cash flow compared to FY2018. UMS generated a positive operating cash flow of S\$53.6 million and free cash flow of S\$53.4 million in FY2019 compared to S\$38.4 million and S\$22.7 million respectively in FY2018.

Our strong cash flow generation ability had enabled us to maintain the quarterly dividend policy. To round up the year, the Board of Directors is therefore pleased to recommend and propose a final dividend of 2 Singapore cents per share and a special dividend of 0.5 Singapore cent per share. Subject to shareholders’ approval, this will bring the total dividends declared and proposed for FY2019 to 4.0 Singapore cents per share.

BUSINESS PERFORMANCE

The global semiconductor equipment industry was relatively tepid for the most part of FY2019 in the wake of US-China trade tensions but rebounded in the later part of the year. Group revenue for FY2019 edged up 3% compared to FY2018, buoyed by a stronger second-half performance.

Compared to FY2018, Semiconductor Integrated System sales climbed 26% to S\$58.8 million in FY2019 from S\$46.6 million in FY2018, while Component sales fell 19% from S\$76.4 million in FY2018 to S\$61.9 million in FY2019 due to the stiffer competition within the components space.

While overall revenue in the Semiconductor segment eased 2%, revenue in the Others segment shot up by 128%, mainly due to higher sales from the materials distribution subsidiary, Starke Singapore.

Higher percentage of lower margin Semiconductor Integrated System sales in the Group’s product mix caused the Group’s gross material margin to dip to 53% in FY2019 compared to the 60% recorded in FY2018. Higher depreciation costs, and provisions for inventories and a goodwill impairment of S\$1.0 million for its investment in Kalf Engineering as well as an overall exchange loss of S\$0.3 million due to weakening US dollar in 4QFY2019 (compared to a gain in FY2018) weighed on the Group’s overall earnings for the year.

The Group's cost control measures resulted in lower staff and other expenses which fell by 3% and 9% respectively. Income tax for the year also fell by 21% in line with lower profits for the year.

Net profit attributable to UMS shareholders was S\$33.6 million for FY2019, down by 22% from S\$43.1 million in the previous year.

STRATEGIC DIVERSIFICATION

Starke Singapore Pte Ltd ("Starke") and Catalyst-listed JEP Holdings Ltd ("JEP") which we invested in FY2018, continued to be profitable. JEP made big improvements in its performance and the Group benefitted from a 390% surge in profit contributions. We will step up efforts to improve our operational synergies and help to spur their growth in the years ahead.

Kalf Engineering's performance was however below expectation. The keen global competition for electro-chlorination systems resulted in low project win rate. The management assessed the recoverability of the investment and in view of the underperformance of the company, a goodwill impairment of S\$1.0 million was made.

OUTLOOK

Growth in the semiconductor industry is expected to rebound in 2020 despite the outbreak of the coronavirus (COVID-19).

According to SEMI, growth in equipment sales is expected to grow by 5.5 percent to US\$60.8 billion in 2020. This is on the back of advance logic and foundry spending and new projects in China. Furthermore, there will likely be more upside if the macro economy improves and trade tensions recede in 2020.

In the current year, we expect to remain a beneficiary of the sustained capital equipment spending and the global memory rebound. There are also signs that inventories are stabilizing and DRAM pricing is likely to rise. Chip sales have bottomed out and are forecast to improve, but the industry is unlikely to see a V-shaped recovery. Growth will be moderated as the overall global economy remains fragile in 2020.

The overall business sentiment will be weighed down by ongoing trade disputes between the US and China and the challenges posed to global supply chains due to the ongoing global COVID-19 contagion. Such risk factors may dent investment appetite and delay recovery in the chip sector.

The Group however remains cautiously optimistic of its outlook.

While it has renewed its integrated system business contract with its key customer for another three years, the COVID-19 outbreak had disrupted global supply chains which may adversely affect the Group's integrated system business.

In view of the rapidly changing conditions caused by the COVID-19 outbreak, the Group's management is working closely with its customers on mitigation measures to ensure minimal disruption to our operations.

Going forward, we are confident that our business strategies will stand us in good stead. Barring any unforeseen circumstances, UMS will remain profitable in FY2020.

A NOTE OF THANKS TO OUR STAKEHOLDERS

I would like to express my heartfelt gratitude to our Board members for their invaluable contributions.

I would also take the opportunity to convey our deepest appreciation to our management and staff for their contributions and commitment to always rise up to challenges.

My appreciation also extends to our customers, business partners, associates and shareholders for their continued support and belief in us. I am confident that the solid foundation, strong partnerships and competent team will propel the Group to greater heights.

Under the new SGX reporting requirements, the Group is only required to perform semi-annual reporting. However, as part of our ongoing efforts to keep shareholders and the investing community updated on the Group's financial performance, the Group will maintain quarterly reporting. In line with this, we will also continue our quarterly dividend pay out to reward shareholders for their loyal support.

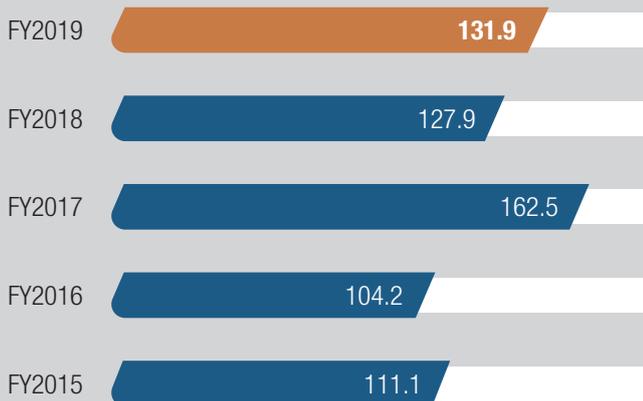
LUONG ANDY

*Chairman and Chief Executive Officer
UMS Holdings Limited*

FINANCIAL HIGHLIGHTS

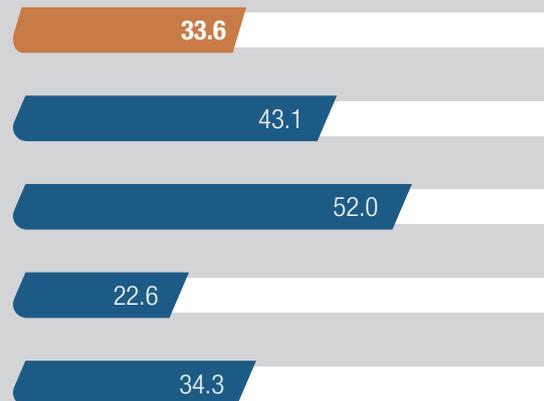
REVENUE

S\$ Million



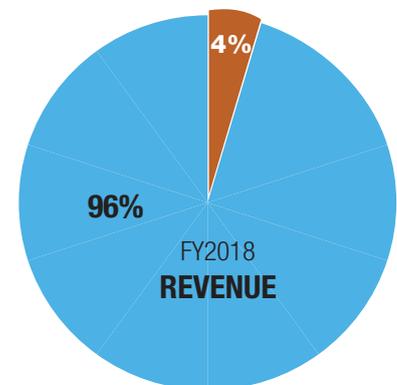
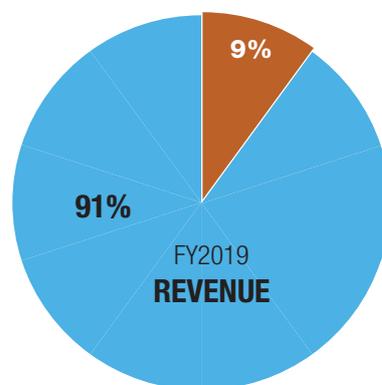
NET PROFIT

S\$ Million



SEGMENTAL CONTRIBUTION

- Semiconductor (Semicon)
- Others



CASH BALANCES & FREE CASH FLOW

S\$ Million

- Cash Balances
- Free Cash Flow



OPERATIONS REVIEW

The Group's results are driven primarily by capital equipment spending and related services to support key technology transitions or to increase production volume to meet worldwide demand for semiconductors.

The semiconductor equipment sector has been showing good growth in recent years but has gone through a downturn towards the second half of 2018. The overhang from the U.S.-China trade war wreaked havoc on memory and semiconductor companies, as end customers were cautious in buying next-generation chips. As our key customer makes the machines these chip manufacturers use, the uncertainty affects the Group's results as well.

During the down cycle, the management made efforts to control its expenses. Efforts were also made to strengthen our vertical integration capabilities and enhance our production capacities. These initiatives taken will put us in good stead when the demand – which may come abruptly – returns. With substantial investment already made, the Group did not incur much capital expenditure in FY2019.

Towards the last quarter of the year, demand for the group's integrated system products suddenly picked up, driven by leading foundries that invested in sub-10nm equipment. The Group met all delivery timelines, reminded its key customer of its strategic manufacturing partner status, being always "delivery-ready" to meet any surge in customer demand.

As a testament to the capabilities of UMS, the Group successfully renewed its integrated system business contract with its key customer for another three years, commencing 2020.

In FY2019, Semiconductor Integrated System sales climbed 26% to S\$58.8 million from S\$46.6 million in FY2018 while Component sales fell 19% from S\$76.4 million in FY2018 to S\$61.9 million in FY2019. This was mainly due to the stiffer competition within the components space.

PERFORMANCE OF GROUP SUBSIDIARIES AND ASSOCIATES

The Group's material distribution subsidiary Starke Singapore Pte Ltd ("Starke") continues to generate profits in FY2019. During the year, it set up a Malaysian subsidiary to better serve the Malaysian market. The Malaysian subsidiary has started operations.

Kalf Engineering Pte Ltd ("Kalf"), our water and chemical engineering solutions company, completed two projects in FY2019. Kalf was still unable to generate a profit in FY2019. After much deliberation, the Group undertook a restructuring exercise with one founder leaving the company and his shares transferred to our CEO Mr Andy Luong. The Group has since assigned a senior executive to assist Kalf to turn it around.

In May 2019, the Group acquired 43,841,202 ordinary shares of Catalist-listed aerospace component maker JEP Holdings Ltd ("JEP") from Ellipsis Ltd, which triggered a mandatory general offer for all the shares of JEP after the completion of the married deal, UMS will own more than 38% of JEP. As the purchase price transacted was below the JEP's book value, it was not expected to succeed. The general offer lapsed on the final closing date.

Under the strategic guidance of our CEO Mr Luong, JEP grew its profit by 162% from \$2.5 million in FY2018 to \$6.5 million in FY2019. The investment in JEP acquisition of JEP is in line with our Group's overall diversification strategy to tap on new growth sectors beyond the semiconductor industry.



FINANCIAL REVIEW

UMS Group posted a creditable performance for the financial year ended 31 December 2019 (FY2019); generating record cash flows despite relatively flat revenue and lower profits compared to FY2018 in a weakened global economic environment.

REVENUE

UMS revenue edged up 3% to S\$131.9 million compared to S\$127.9 million a year ago. Revenue from Semicon segment slipped by 2% to S\$120.7 million in FY2019 (FY2018: S\$123.0 million). Compared to FY2018, semiconductor Integrated System sales rose 26% to S\$58.8 million from S\$46.6 million, whereas revenue from component sales fell by 19% from S\$76.4 million to S\$61.9 million due to stronger competition from other regional players.

Our diversification efforts have started to bear fruit with revenue from Others segment rising 128% to S\$11.2 million in FY2019, due to higher sales from its materials distribution subsidiary, Starke Singapore.

UMS revenue from Singapore in FY2019 increased by 20% from S\$70.2 million in FY2018 to S\$84.4 million in FY2019. Revenue in US was lower by 11% in FY2019 to S\$21.9 million from S\$24.5 million in FY2018 while revenue from Taiwan fell 22% to S\$20.7 million from S\$26.7 million in FY2018.

The Group experienced a weak first half in 2019 (1H2019) due to softer demand from the Semicon equipment sector. UMS's revenue

in 1H2019 declined 19% to S\$58.6 million compared to S\$72.7 million in the previous corresponding period. Sequentially, UMS 2H2019 revenue grew 33% to S\$73.3 million from S\$55.2 million in 2H2018. This was attributed to the surge in demand for the group's integrated system products towards the last quarter of the year, driven by the capex spending of global leading foundries.

PROFITABILITY

Net profit attributable to shareholders weighed in at S\$33.6 million for FY2019, down by 22% from S\$43.1 million the previous year.

The decline in net profit was the result of softer gross material margins of 53% compared to 60% in FY2018. This was reflected in the change in product mix, with a higher share of lower-margin Semiconductor System Integrated sales.

The Group's cost control measures resulted in lower personnel and other expenses which fell by 3% and 9% respectively. However, higher depreciation costs, provisions for inventories, a goodwill impairment of S\$1.0 million for investment in Kalf Engineering as well as an exchange loss of S\$0.3 million due to a weaker US dollar in 4QFY2019 (compared to a gain in FY2018) weighed on the Group's overall earnings for the year.

During the year, the management assessed the recoverability of the investment in Kalf Engineering Pte Ltd. In view of the company's underperformance, a goodwill impairment of S\$1.0 million was



calculated based on the recoverable amounts of Kalf, using forecast earnings and cash flows.

The Group's earnings per share (EPS) for FY 2019 stood at 6.3 cents against 8.0 cents in FY2018. Group net asset value (NAV) per share rose to 45.4 cents in FY2019 from 42.6 cents in FY2018.

CASH FLOW AND DIVIDEND

The Group continued to enjoy strong positive cash flow.

For FY2019, free cash flow surged to S\$53.4 million against S\$22.7 million in FY2018, which was the highest on record. The Group generated S\$53.6 million in positive net cash flow from operating activities against S\$38.4 million in FY2018.

This feat was mainly a result of the Group's prudent inventory management and reduced capital expenditure. Inventory levels were slashed by 27% from S\$70.4 million in FY2018 to S\$51.7 million in FY2019.

The Group grew its cash balances substantially despite making an additional investment of S\$7.3 million in JEP and paring down its loans from S\$20.3 million in FY2018 to S\$9.3 million in FY2019. As of end-FY2019, net cash and cash equivalents (after netting-off short-term borrowing) rose by S\$26.4 million to \$25.0 million in contrast to a net debt of \$1.4 million in FY2018.

In view of the Group's higher net cash position, and considering the potential need for future investments, the Directors have proposed a final dividend of 2.0 Singapore cents per ordinary share and a special dividend of 0.5 Singapore cents per ordinary share this year, or a cumulative annual dividend for FY2019 to 4.0 Singapore cents per ordinary share. These include dividends of 0.5 Singapore cent per ordinary share already paid out in every quarter.

Together with its interim dividend, UMS' total dividends constituted a payout ratio of 64% versus 56% for the previous financial year.

INVESTOR RELATIONS

The UMS management places great importance on building good relationships with both local and overseas investors, analysts and media, and keeping them updated on our business strategies, financial performance and operations. Official announcements and press releases are filed on the Singapore Exchange (SGX), and updated on our website.

Throughout the year, we actively engaged the investment community by participating in investor days with securities firms, group meetings with local and international analysts and fund managers to keep them abreast of our financial performance and business operations. We managed to increase analyst coverage from two in FY2018 to four currently.



BOARD OF DIRECTORS



Luong Andy
Chairman / Chief Executive Officer

Mr Luong Andy was appointed as Chief Executive Officer of the Company in January 2005. Mr Luong previously served as Chief Operating Officer of the Company since April 2004.

As President and Founder of the UMS Group, he has more than 20 years of experience in manufacturing front-end semicon components. He acquired his machining skills through his experience in working in his family's machining business in Vietnam. He emigrated to the USA from Vietnam in 1979 and shortly after college, started a precision machining business called Long's Manufacturing, Inc.



Loh Meng Chong, Stanley
Executive Director

Mr Stanley Loh was appointed as an Executive Director of the Company on 30 June 2010.

Mr Loh joined the Company on 5 September 2008 as the Group's Financial Controller. He brings with him over 20 years of experience in finance, accounting, treasury and auditing. Before joining the Company, he held several controllership positions in trading and manufacturing organisations.

Mr Loh holds a Bachelor of Accountancy (Hons) from National University of Singapore and a Master of Business Administration from Southern Illinois University (Carbondale). A member of the Institute of Singapore Chartered Accountants (ISCA), he is responsible for the overall financial, accounting, tax, treasury, corporate finance, compliance matters as well as the operations of the Group.



Chay Yowmin
Lead Independent Director

Mr Chay Yowmin was appointed as an Independent Director of the company on 28 June 2013.

Mr Chay is currently the chief executive officer of Chay Corporate Advisory Pte. Ltd., a boutique corporate advisory firm. He is also a non-executive director of 8I Holdings Limited. Between 2013 and 2015, Mr. Chay was the lead independent and non-executive director of Advance SCT Limited.

Since graduating in 1998, Mr Chay has accumulated many years of public accounting experience in Singapore and the United Kingdom with a number of reputable international accounting firms, including PricewaterhouseCoopers LLP, Deloitte and Touche LLP, Moore Stephens LLP and BDO LLP, the latter of which he was the advisory partner heading the Corporate Finance Practice from 2012 to 2019. Prior to joining BDO LLP, Mr Chay was an assurance partner from 2010 to 2012, specialising in financial services and shipping.

Mr Chay holds a Bachelor of Accountancy and a Master of Business from Nanyang Technological University, and a Master of Business Administration from the University of Birmingham. Mr Chay is also a Fellow Chartered Accountant (FCA Singapore) of the Institute of Singapore Chartered Accountants (ISCA), an Associate Chartered Accountant (ACA) of the Institute of Chartered Accountants in England and Wales (ICAEW) and a Chartered Valuer and Appraiser (CVA) of the Institute of Valuers and Appraisers of Singapore (IVAS).

Mr Chay currently sits on the Singapore steering committee of the Professional Risk Managers' International Association (PRMIA), and the Standards and Technical Committee of IVAS, the latter of which Mr Chay is also a programme instructor. Mr Chay is also an active Grassroots Leader, serving as a treasurer with the Kebun Baru and Sengkang South Citizens Consultative Committees, and an auditor with the Thomson Hills Neighbourhood Committee. Mr Chay is also a member of the Kebun Baru Inter-Racial and Religious Confidence Circles. Mr Chay was awarded the Pingat Bakti Masyarakat (Public Service Medal) (PBM) by the President of the Republic of Singapore on 9 August 2016.



Gn Jong Yuh Gwendolyn
Independent Director

Ms Gn Jong Yuh Gwendolyn was appointed as an Independent Director of the Company on 5 May 2016.

Ms Gn has more than 20 years' experience as a Corporate Lawyer, specialising in corporate finance and capital markets in Singapore and the Asian region. Ms Gn is currently an Equity Partner in ShookLin & Bok LLP where she actively advises both Main Board and Catalist listed companies, SMEs, MNCs and financial institutions on areas of fund raising, IPOs/RTOs/dual listings, mergers and acquisitions, corporate structuring and corporate governance. Ms Gn graduated with LLB Hons (Second Upper) from the National University of Singapore in 1994 and was called to the Singapore bar as an Advocate and Solicitor in 1995. Ms Gn is a winner of the International Law Office and Lexology Client Choice Award 2014 in Singapore for Capital Markets and has been recognised as a leading capital markets and corporate finance lawyer in Asialaw Leading Lawyers. She has been named as an expert in Euromoney's Guide to the World's Leading Women in Business Law and World's Leading Capital Markets Lawyers.



Datuk Phang Ah Tong
Independent Director

Datuk Phang Ah Tong was appointed as an Independent Director of the company on 1 October 2017.

Datuk Phang, who was formerly the Deputy Chief Executive of the Malaysian Investment Development Authority (MIDA), has played a key and strategic role in promoting Malaysia's foreign and domestic investments during his 36 years in MIDA.

An economics graduate from the University of Malaya, Datuk Phang has attended senior management programmes at Harvard Business School and INSEAD, the top French management school. He has played an active role in shaping Malaysia's economic landscape through his involvement in national scale master plans. He was also pivotal in developing the manufacturing, non-manufacturing and service sectors in Malaysia and promoting global Foreign Direct Investment into Malaysia.

Mr Phang is currently the Chairman of the Malaysian Automotive, Robotics and Internet of Things Institute, Chairman of JF Technology Berhad, Chairman of Jerasia Capital Berhad, Chairman of Novugen Pharma (Malaysia) Sdn Bhd, and Chairman of Oncogen Pharma Malaysia Sdn Bhd. Phang is also a Director in Inari Amertron Berhad, United Overseas Bank Malaysia (UOBM), Apex Healthcare Berhad, and Kiswire Sdn Bhd.

Mr Phang has also capped his illustrious career with distinguished awards, including several service excellence awards at MIDA as well as the Pingat Darjah Pangkuan Seri Melaka (DPSM) and the Pingat Darjah Sultan Ahmad Shah Pahang (DSAP).

MANAGEMENT TEAM



Luong Andy
Chief Executive Officer

Mr Luong Andy, the Founder of UMS Holdings, has been the Group's Chief Executive Officer since January 2005. He currently holds 110,880,550 ordinary shares in the Group.

Mr Luong has more than 20 years of experience in manufacturing front-end semicon components. He acquired his machining skills through his experience working in his family's machining business in Vietnam. He emigrated to the USA from Vietnam in 1979 and shortly after college, started a precision machining business called Long's Manufacturing, Inc.



Loh Meng Chong, Stanley
Group Financial Controller /
Senior Vice President, Operations

Mr Stanley Loh joined the Company on 5 September 2008 as the Group's Financial Controller. He brings with him over 20 years of experience in finance, accounting, treasury and auditing. Before joining the Company, he held several controllership positions in trading and manufacturing organisations.

Mr Loh holds a Bachelor of Accountancy (Hons) from National University of Singapore and a Master of Business Administration from Southern Illinois University (Carbondale). A member of the Institute of Singapore Chartered Accountants (ISCA), he is responsible for the overall financial, accounting, tax, treasury, corporate finance, compliance matters as well as the operations of the Group.



Kay Tan Kian Hong
General Manager, Malaysia Operations

Mr Kay Tan is currently the General Manager of the Group's Malaysia operations. He assumed this role in early 2020.

Prior to the current appointment, Mr Tan was the Group's Global Account Director. Mr Tan holds overall responsibility for managing the relationship between UMS and its key customers in USA by facilitating appropriate customer contacts at all levels, across all business creation cycles. He is also responsible for the Company's USA subsidiary. Mr Tan joined the Group in 2007, located in Milpitas, California.

Prior to joining UMS in April 2007 Mr Tan held a number of positions with increasing responsibilities. Mr Tan started as a Trainee Supervisor in precision machining in 1989 and in 2003, re-located to California, USA as a Key Account Manager. Mr Tan brought with him more than 20 years of broad scope experience in the machining and assembly for high-tech equipment manufacturing industries and hands on experience in Project Management, Account Management, Sales and Marketing.

GROUP STRUCTURE



100%

UMS Systems Pte Ltd
(Singapore)

100%

UMS Aerospace Pte Ltd
(Singapore)

100%

UMS Pte Ltd
(Singapore)

100%

**Intergrated Manufacturing
Technologies Pte Ltd**
(Singapore)

100%

UMS International Pte Ltd
(Singapore)

100%

**Ultimate Machining
Solutions (M) Sdn Bhd**
(Malaysia)

100%

**Ultimate Mechanical
System Sdn Bhd**
(Malaysia)

100%

**Intergrated Manufacturing
Technologies, Inc**
(United States)

51%

Kalf Engineering Pte Ltd
(Singapore)

39.69%

JEP Holdings Ltd
(Catalist-listed in Singapore)

70%

Starke Singapore Pte Ltd
(Singapore)

100%

UMS Solutions Pte Ltd
(Singapore)

100%

**Ultimate Manufacturing
Solutions (M) Sdn Bhd**
(Malaysia)

100%

Allstar Manufacturing Sdn Bhd
(Malaysia)

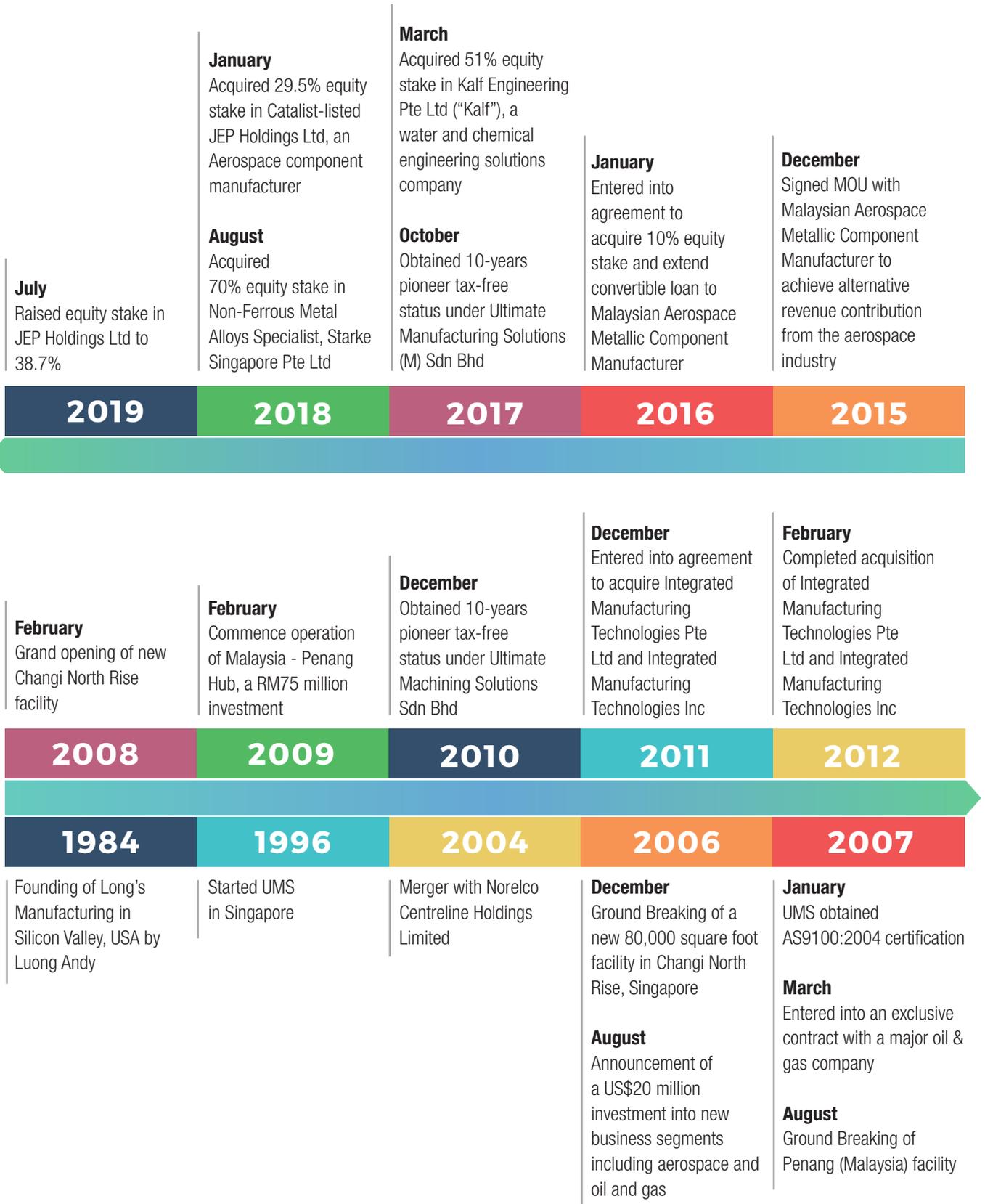
100%

**浙江凯富环境治理
工程有限公司**
(Shaoxing, China)

100%

Starke Asia Sdn Bhd
(Malaysia)

MILESTONES



CORPORATE OFFICES

USA

INTEGRATED MANUFACTURING TECHNOLOGIES, INC (CALIFORNIA OFFICE)

1477 North Milpitas Boulevard Milpitas,
CA 95035
Tel: (65) 6543 2272
Fax: (65) 6542 9979
Email: sales@umsgroup.com.sg
Website: <http://www.umsgroup.com.sg>

MALAYSIA



ULTIMATE MACHINING SOLUTIONS (M) SDN. BHD.

ULTIMATE MANUFACTURING SOLUTIONS (M) SDN. BHD.

ULTIMATE MECHANICAL SYSTEM (M) SDN. BHD.

ALLSTAR MANUFACTURING SDN BHD

1058, Jalan Kebun Baru, Juru 14100
Simpang Ampat Seberang Perai Tengah
Pulau Penang, Malaysia
Tel: (604) 507 3000
Fax: (604) 502 3000
Email: sales@umsgroup.com.sg
Website: <http://www.umsgroup.com.sg>

STARKE ASIA SDN. BHD.

No.6, Lorong IKS Juru 11
Taman Perindustrian Ringan Juru 14100
Simpang Ampat Pulau Pinang, Malaysia
Tel: (604) 502 0933
Fax: (604) 502 5601
Email: sales@starke.com.my
Website: <http://www.starke.com.sg>

SINGAPORE



UMS PTE LTD

UMS AEROSPACE PTE LTD

UMS SYSTEMS PTE LTD

UMS SOLUTIONS PTE LTD

UMS INTERNATIONAL PTE LTD

INTEGRATED MANUFACTURING TECHNOLOGIES PTE LTD

23 Changi North Crescent
Changi North Industrial Estate
Singapore 499616
Tel: (65) 6543 2272
Fax: (65) 6542 9979
Email: sales@umsgroup.com.sg
Website: <http://www.umsgroup.com.sg>

KALF ENGINEERING PTE LTD

23 Changi North Crescent
Changi North Industrial Estate
Singapore 499616
Tel: (65) 6449 1677
Fax: (65) 6778 1160
Email: sales@kalf.sg
Website: <http://www.kalf.sg>

STARKE SINGAPORE PTE LTD

34 Gul Lane Singapore 629428
Tel: (65) 6863 1630
Fax: (65) 6863 1620
Email: sales@starke.com.sg
Website: <http://www.starke.com.sg>



CORPORATE INFORMATION

Board of Directors

LUONG ANDY

Chairman / Chief Executive Officer

CHAY YIOWMIN

Lead Independent Director

GN JONG YUH GWENDOLYN

Independent Director

DATUK PHANG AH TONG

Independent Director

LOH MENG CHONG, STANLEY

Executive Director /
Group Financial Controller /
Senior Vice President, Operation

Audit Committee

Chay Yiowmin (Chairman)
Gn Jong Yuh Gwendolyn
Datuk Phang Ah Tong

Nominating Committee

Datuk Phang Ah Tong (Chairman)
Luong Andy
Chay Yiowmin
Gn Jong Yuh Gwendolyn

Remuneration Committee

Gn Jong Yuh Gwendolyn (Chairman)
Chay Yiowmin
Datuk Phang Ah Tong

Registered Office

23 Changi North Crescent
Changi North Industrial Estate
Singapore 499616
Tel: (65) 6543 2272
Fax: (65) 6542 9979
Website: www.umsgroup.com.sg

Independent Auditors

MOORE STEPHENS LLP

Public Accountants and Chartered Accountants
10 Anson Road
#29-15 International Plaza
Singapore 079903
Audit Partner-in-charge: Neo Keng Jin
(appointed with effect from financial year
ended 31 December 2018)

Share Registrar

RHT CORPORATE ADVISORY PTE. LTD.

30 Cecil Street, #19-08
Prudential Tower
Singapore 049712

Principal Bankers

Overseas-Chinese Banking Corporation Limited
Standard Chartered Bank
Citibank, N.A.,
The Development Bank of Singapore Ltd
United Overseas Bank Limited

Company Secretaries

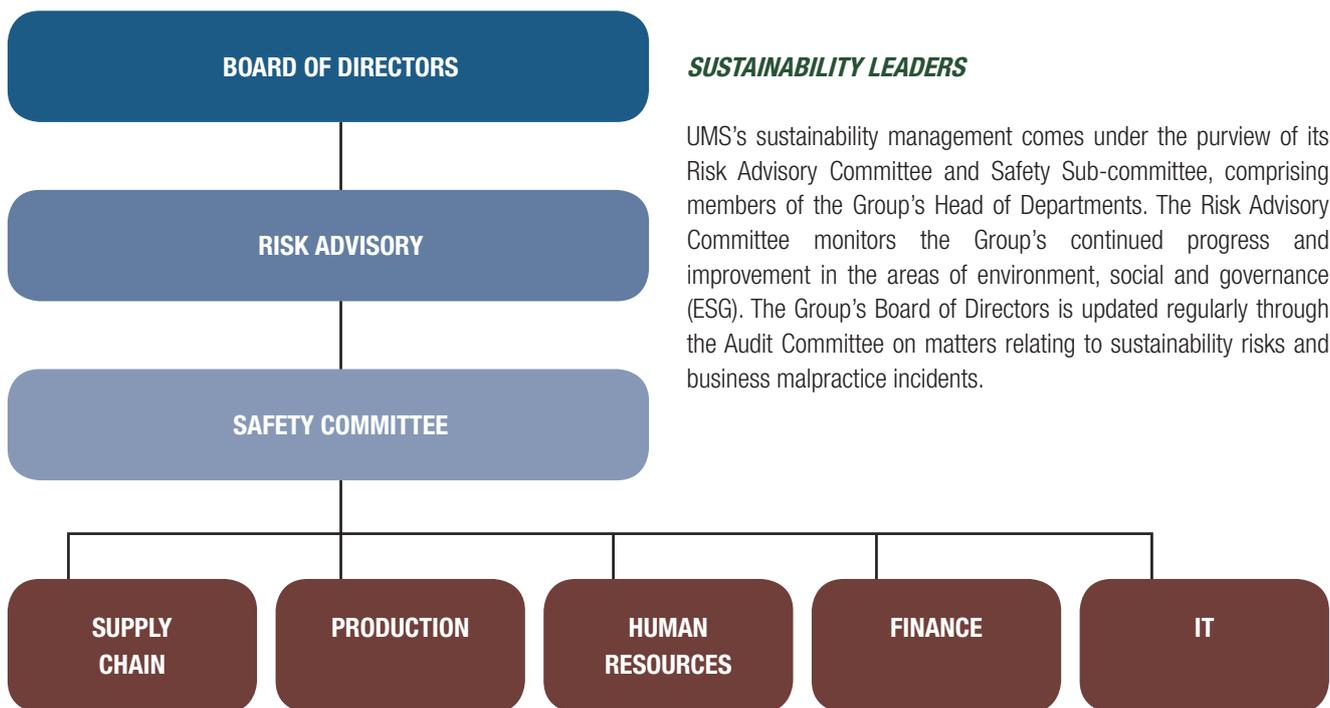
Siau Kuei Lian
Teo Chia Hui

SUSTAINABILITY REPORT

BOARD STATEMENT

The Board is committed towards building a sustainable business at UMS. To us, sustainability is about ensuring long-term value for our stakeholders and creating a positive, lasting impact on society. This is our third sustainability report, which aims to help stakeholders better understand our approach to creating long-term value.

The UMS Board, supported by the Risk Advisory Committee and Safety Sub-committee, looks at sustainability issues as part of its strategic formulation, determines the Environmental, Social and Governance (ESG) material factors, and oversees the management and monitoring of these factors.



SUSTAINABILITY LEADERS

UMS's sustainability management comes under the purview of its Risk Advisory Committee and Safety Sub-committee, comprising members of the Group's Head of Departments. The Risk Advisory Committee monitors the Group's continued progress and improvement in the areas of environment, social and governance (ESG). The Group's Board of Directors is updated regularly through the Audit Committee on matters relating to sustainability risks and business malpractice incidents.

SUSTAINABILITY REPORT

UMS SUSTAINABILITY VISION

For UMS, our Sustainability Vision is to align our economic success with environmental and social responsibility. We recognise that the environmental and social interaction with our community affect our long term organizational success and thus the need to manage not only corporate and financial performance but also the environmental and social impact of our business.

Guided by our Sustainability Vision, our objectives are to:

- achieve high standards of health and safety throughout our value chain,
- protect our environment,
- be a preferred employer by providing a working environment where people can feel a sense of belonging,
- adopt best business practices and comply with all rules and regulations,
- manage our risk to safeguard our economic sustainability, and
- be a responsible member of society

The Group always strive to maintain sound sustainability practices to enhance and enrich the communities where we have a presence, and ensure a safe, thriving workplace for employees. UMS's basic principles have been to improve energy efficiency; minimize pollution wherever possible; and conserve resources. The Group demonstrates these principles through the way we conduct our daily business. Our dedication to sustainability is reinforced through our ongoing cooperation and support of our key customer's efforts as member of the Responsible Business Alliance (previously known as Electronic Industry Citizenship Coalition (EICC)).

Acknowledging that the success of our business hinges on the development and effective deployment of our key forms of capital, we focused on the following areas during the year:

- Continued to develop a talent strategy with an emphasis on career growth and development planning, to build our human capital;
- Enhanced the operational resilience of our technology infrastructure and processes to ensure sustained market presence and maintain our position as a preferred manufacturing service partner to global companies;
- Engaged regularly with stakeholders to foster collaborative relationships that are integral in identifying, prioritising and addressing material issues; and
- Implemented initiatives to minimise our environmental footprint.



UMS will continue to drive our sustainability agenda by advocating transparency and accountability. These continue to be the fundamental aspects required to build trust with our stakeholders.

REPORT AT A GLANCE

This report summarises our approach towards sustainability and our progress to date, with a focus on addressing UMS's material ESG issues.

Our Scope

The report covers the performance of our consolidated entities from 1 Jan 2019 to 31 December 2019 (FY2019). We have included the historical data for the previous two years of FY2017 and FY2018 for comparison, where available. There has not been any restatement of figures for data disclosed in previous years.

The scope of this report focus on the Group's major operations, namely semiconductor segment business in Singapore and Malaysia as these have the largest impact on economic, environmental, social and governance indicators.

Our Approach to Sustainability

Similar to the last two financial years, we have elected to produce our FY2019 report in accordance with Global Reporting Initiative (GRI) Standards (2016) – “Core Option”. We have chosen the GRI Standards due to its longstanding universal application and robust guidance, which allows for comparability of our performance against peers. The report is also prepared in accordance with SGX-ST Listing Rules (711A and 711B) – Sustainability Reporting.

We welcome feedback on this report and any aspect of our sustainability performance. Comments or feedback can be sent to ir@umsgroup.com.sg.



SUSTAINABILITY PILLARS

Sustainability remains core to the long-term viability of our organisation. We have identified four material factors that are important to the sustainability of our organisation. They are Economic Performance, Governance, Environmental sustainability, and People. Our business practices, developed with these material factors as a foundation, will enable us to deliver long-term value to our stakeholders. At the same time, we remain vigilant in mitigating the risks that may come with changes in our external environment.

At UMS, we integrate sustainability within our business strategy through efficient allocation and deployment of our two forms of capital, namely Financial Capital and Human Capital. Our talent management strategy seeks to develop our human capital. By recognising and addressing the risks and opportunities that arise

from changes in global economic, regulatory, competitive, and technological trends, we are able to continually generate business value for UMS and our stakeholders.

STAKEHOLDER ENGAGEMENT

At UMS, we recognise that stakeholder engagement is important in helping us make informed commercial and policy decisions. We engage our key stakeholders through various platforms and channels, and their feedback is carefully considered to ensure decisions contribute to the overall good of our stakeholders.

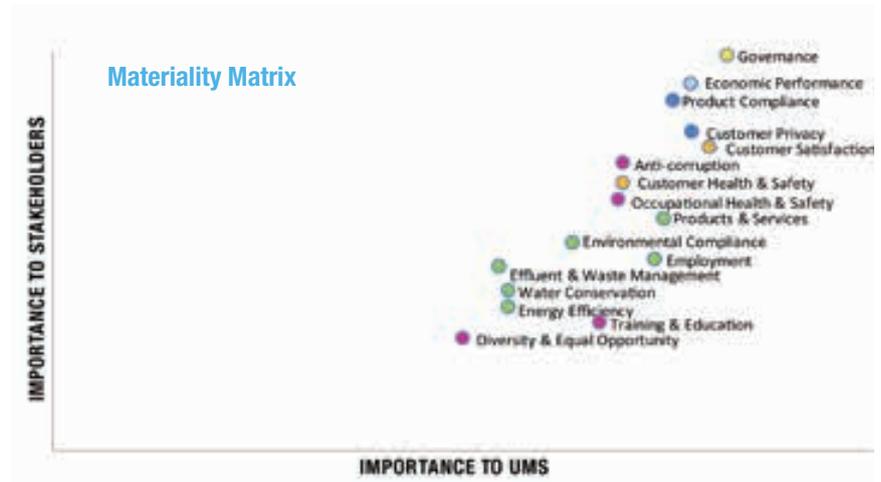
The table below summarises our approach to stakeholder engagement.

Key Stakeholders	Engagement Methods	Interests and Concerns
Employees	Employee discussions, trainings and corporate events.	<ul style="list-style-type: none"> ● Opportunities for career growth and development
Regulators and Government	Dialogue and meetings.	<ul style="list-style-type: none"> ● Employee engagement, wellness and work environment ● Operational efficiency
Customers	Dialogue, meetings and seminars.	<ul style="list-style-type: none"> ● Organization updates and business continuity planning
Investors	Investors and analyst meetings, and various road shows.	<ul style="list-style-type: none"> ● Corporate governance

SUSTAINABILITY REPORT

MATERIALITY ASSESSMENT

Our materiality definition is guided by the GRI Standards (2016). Inputs were drawn from work performed in the Risk Advisory Committee. This process aligns with the requirements of GRI Standard 102-46 on defining content and boundaries. Topics covered reflect the Group's significant economic, environmental, social and governance impacts, or other factors that substantively influence the assessments and decisions of stakeholders.



As part of the Group's materiality process, the Group reviewed comments and feedback from stakeholders on sustainability impacts. During these discussions, the Group reviewed its vision, mission and core values, strategic direction, sustainability impacts and material topics.

Feedback from interviews with management, employees and customers contributed to the materiality review process. The Group also took into consideration other external feedback, including inputs from the investment community. A materiality matrix was developed in the following section which was ratified by the Audit Committee.

We have grouped the various material factors into 4 categories and is summarised in the table below. For FY2019, our material factors remain the same as the previous reporting period:

Material Factors	GRI Disclosures	Read more in our:
<p>Economic Performance</p> <p>Our financial performance and economic value creation.</p>	Economic performance	<ul style="list-style-type: none"> Sustainability Report and Financial Statements
<p>Environment</p> <p>Our role in mitigating climate change.</p>	Energy Water	<ul style="list-style-type: none"> Sustainability Report.
<p>Governance</p> <p>Our governance structure, ethics and integrity, anti-corruption and compliance policies.</p>	Anti-corruption Socioeconomic Compliance	<ul style="list-style-type: none"> Sustainability Report and Corporate Governance Report.
<p>People</p> <p>Our talent management and responsible employment practices.</p>	Employment Labour Relations Training and Education Diversity and equal opportunity Non-discrimination	<ul style="list-style-type: none"> Sustainability Report.

ECONOMIC PERFORMANCE

Growing a strong customer base, creating customer loyalty and building trust are vital to UMS's profitability and growth. It is crucial to have a keen understanding of customer requirements and market environment to develop products and solutions that meets the needs and requirements of customers. Sustainability impacts are taken into account during the conceptualisation and development of the Group's products and solutions.

Our approach has been to engage regularly via multiple platforms at different levels of operations and management. This enables UMS to build a varied approach to engaging customers. UMS measures customer satisfaction through annual survey, regular meetings and seeks continuous improvement so as to deliver total customer satisfaction. Structured systems, such the ISO 9001-certified processes and audit systems, are employed to ensure effective collaboration, timely response to feedback, as well as high standards of quality, safety, environment and operational performance. These processes undergo regular reviews and improvements are made continuously.

UMS also strive to preserve shareholders' value by building resilience throughout its business operations and enhance shareholders' value through a robust strategy with a focus on delivering long term sustainable growth.

UMS Performance Highlights

	2017	2018	2019
Net Profits after tax (S\$' mil)	52.0	43.1	33.6
Shareholders Equity (S\$' mil)	213.8	230.5	244.9
Net Dividend/ share (cents)	6.0	5.5	3.5
Dividend Yield (%)	4.9%	9.6%	3.4%
Share Price Changes (%)	110.7%	-44.1%	80.7%
Total Shareholders Return (%)	123.1%	-38.7%	86.8%

GOVERNANCE

UMS adheres to the highest standards of corporate governance practices as guided by the Code of Corporate Governance. Further information can be found in our Corporate Governance Report.

Our Code of Conduct and Ethics Policy

At UMS, we advocate the highest level of conduct and ethical standards to maintain high standards of governance. The UMS Group Policy that covers various pertinent matters are essential in guiding the behaviour of our employees. All employees are briefed on these policies which provide guidance on appropriate conduct for common ethical issues, such as conflicts of interest, bribery and corruption, confidential information, and compliance among others. We also educate all our employees on our whistleblowing policy, to facilitate the reporting of suspected and actual cases of improper, unethical or fraudulent conduct. The Board takes a firm stance on the ethics and integrity of employees at UMS and a serious view towards non-compliance.

In FY2019, we did not receive any whistleblowing report concerning the Company. There were also no cases of bribery or corruption, anti-competitive behaviour during the year. We continue to strive to uphold the highest standards of corporate governance with respect to our stringent governance framework.

Performance Highlights

GTI Score



GTI Rank



SUSTAINABILITY REPORT

ENVIRONMENTAL SUSTAINABILITY

“UMS recognised the impact it has on the community, environment and resources. The Group aims to integrate environmental risks and opportunities into strategic and business decisions to mitigate its operational footprint in the environment and in local communities.”

Group operations are guided by UMS's Environmental Policy, which encompasses management leadership and accountability, communication, legislative and regulatory documentation, risk management, management of change, and performance review. The Safety Committee manages the environmental impact. Departments responsible for the application and implementation of the environmental management include HSE, security, procurement, operations and production.

UMS facilities comply with local regulations such as the national Environmental Protection and Management Act (EPMA); Environmental Public Health Act (EPHA); Hazardous Waste (Control of Export, Import and Transit) Act. All UMS facilities undertake regular external and internal audits as part of their commitment to ISO 9001 Quality Management Systems.

The Group continues to review and upgrade its infrastructure and facilities as part of its ongoing operational excellence pursuit. This will result in more efficient operations and deployment of resources.

Energy Consumption

UMS's main contribution to reducing our environmental impact involves suppressing the amount of materials and energy used in the process of manufacturing, while also reducing, as much as possible, the emission of environmentally harmful substances.

For the manufacturing process, we established a target of 0.13 energy intensity to achieve energy conservation by optimizing our manufacturing processes.

First and foremost, UMS has a culture of building our own production facilities and manufacturing processes, and the idea that the people involved in development, manufacturing technology and even production should devise, operate and improve their own production facilities, on their own, is deeply rooted. In every office, in every manufacturing process, efforts to reduce energy consumption are being practiced and are producing results. That has also culminated in a number of other achievements, such as cost reduction and improved facilities and work environments.

Measuring Our Energy Efficiency Performance

Performance in 2019	Target
Energy Intensity (KWH/Revenue) – 0.1784	Energy Intensity (KWH/Revenue) <= 0.1300

Water Management

Water is a fundamental resource in people's lives; it is similarly essential to plant manufacturing. Water risks are therefore causing concern worldwide, as water shortages and water pollution become more serious due to such factors as climate change and a rising global population.

At UMS, we take great care to use water resources efficiently. To reduce water consumption, we have taken steps to control water flow in our special process lines. Moreover, we have switched from using PUB water to NEWater in our Singapore facility.

Measuring Our Water Management Performance

Performance in 2019	Target
Water Intensity (m ³ /Revenue) – 0.0014	Water Intensity (m ³ /Revenue) <= 0.0012

Waste Management

UMS is committed to managing and reducing its waste and discharge responsibly. A Group-wide system governs the management of hazardous waste, non-hazardous waste as well as materials sent for recycling.

All collection, treatment, disposal as well as recycling of wastes in Singapore are strictly governed by the EPMA, EPHA and national toxic industrial waste regulations. In addition, the country accedes to the Basel Convention on the Control of Trans-boundary Movements of Hazardous Wastes and their disposal. Hazardous waste handled by the Group consists largely of chemicals and oily water removed from production processes. UMS work only with government-licensed waste collection vendors to ensure that disposal processes are in compliance with government regulation.

Recycling is an important aspect of UMS's waste management practices. All retrieved metal chips and scraps as well as packaging material are sent for recycling, wherever possible.

Environmental Impact of transporting goods

Most of our delivery trucks are in compliance with the EURO V standard which helps to reduce the emission of CO₂ and other gases.

In addition, we work with customers to optimize the delivery schedule, taking advantage of consolidation opportunities whenever possible in order to achieve fuel and CO₂ emissions reduction.

Compliance

In 2019, UMS did not incur any significant fines for noncompliance with environmental laws and regulations.

SUSTAINABILITY REPORT

HUMAN CAPITAL

“UMS continues to nurture and empower people to drive its growth and success. By harnessing talent and building competencies, the Group focuses on developing a competitive and future-ready workforce that will propel the company towards its mission and vision.”

Human Capital Strategy

UMS's human resource (HR) strategy is driven by the Group's mission, vision and growth objectives. Core to the strategy is attracting, developing and growing a competitive workforce and a strong talent pool for sustainable growth. By creating a compelling employment experience and an enriching environment, the Group empowers employees to unleash their full potential and achieve peak performance.

The Group conducts regular reviews to continuously enhance its HR management systems, standards and protocols at various levels to ensure alignment with best practices among its peers and within the industry.

The Group employs 522 employees as at the end of 2019 in its Singapore and Malaysia operations.

Providing Fair Employment and Equal Opportunities

UMS adopts employment practices that are aligned with internationally recognised human and labour rights standards.

Guided by the principles set out by Singapore's Tripartite Alliance for Fair and Progressive Employment Practices, the Group is an equal opportunity employer that embraces employee diversity and promotes an inclusive work culture.

Discrimination by ethnicity, gender, religious beliefs, nationality, age or physical disability is not tolerated. The Group is also against unethical practices such as child labour, slavery, forced labour and human trafficking. At UMS, there are non-discriminatory and merit-based processes for recruiting, training and development, compensation and evaluation. In 2019, the company did not receive any reports of discrimination or exploitative labour practices.

The Group communicates these values to employees, associates and partners via its Code of Business Conduct, which is published on workshop noticeboards. Workshops on business ethics, anti-bribery compliance and enterprise risk management are also held to educate employees and stakeholders on good corporate governance.

UMS propagates a localisation strategy for its overseas operations. This ensures that the teams on the ground have a good grasp of local socio-political and cultural sensitivities to help deliver targeted business outcomes for the Group. In 2019, locals accounted for about 44% of the employees based in Malaysia and 90% of managerial and senior management positions are held by locals.

The company's female employees are well represented at the middle and senior management level. For the past three years, about 26% of the managerial employees are female and we have 1 female director at the Group level.

Nurturing Leaders

UMS has a talent management and succession planning framework in place to identify and nurture future leaders and successors for business continuity. The Board has oversight on leadership renewal and management development processes within the Group, including approval of senior management appointments, review of succession plans and grooming of talent for key executive roles. As part of the talent development process, a structured performance management framework is used to trace the progress and contributions of promising staff. By identifying these future leaders and monitoring their growth, plans can be mapped out for their career advancement, competencies training and leadership development.

Employee Recognition and Retention

Outstanding employees that have contributed to UMS's success are recognised and rewarded for their achievements and contributions. Career progression is based on merit and equal opportunities are provided to staff to excel and grow with the company. To objectively measure employees' performance, all employees in the workforce undergo annual appraisals to assess their suitability for career advancement or salary increments.

Employees are entitled to annual leave, parental leave, group insurance coverage and company transportation benefits.

Building Team Spirit

To foster team spirit and a sense of identity among employees within the Group, team building activities, recreational games are organised at various levels. Department lunch gatherings are held annually to strengthen connections and camaraderie among colleagues.

BUILDING STRENGTHS, DRIVING INNOVATION



As we navigate the evolving business landscape, our solid fundamentals and sound strategies continue to drive us forward, as we diversify our strengths to adapt and fuel our innovation.

Amidst a challenging global economy, we remain vigilant, charting our way and conquering any challenges and exploiting new opportunities that will propel our growth in years to come.

CORPORATE GOVERNANCE REPORT

The Board and Management of UMS Holdings Limited (the “Company”) is committed to maintaining high standards of corporate governance and practices that are essential to protect the interest of shareholders. Excellence in corporate governance will not only enhance and safeguard the interest of all our shareholders; it will also foster the stability and sustainability of the Group’s performance that is crucial in the building of long-term shareholders’ value.

This report describes the Group’s corporate governance policies and processes with reference to the Code of Corporate Governance 2018 issued in August 2018 (the ‘Code’). The Board is pleased to confirm that for the financial year ended 31 December 2019, the Company has generally adhered to the principles and guidelines of the Code and any deviations will be specified in this report.

The Board’s Conduct of its Affairs – Principle 1

The Board comprises five Directors at the end of the year 2019, of which three, are Independent Non-Executive Directors. The Board provides entrepreneurial leadership, set strategic aims, and ensures that the necessary financial and human resources are in place for the Company to meet its objectives. It also establishes a framework of prudent and effective controls which enable risks to be assessed and managed. In addition, it reviews management performance, set the Group’s values and standards, and ensure that obligations to shareholders and others are understood and met. The Board also sets the tone for the Company in respect of code of conduct, ethics, values and desired organisational culture, and also ensures proper accountability within the Group.

The key responsibilities of the Board include:

- Approving business direction and strategies;
- Monitoring management’s performance;
- Ensuring the adequacy, efficiency and effectiveness of internal controls, risk management procedures, financial reporting and compliance;
- Approving annual budget, major funding, investment and divestment proposals;
- Approving the nominations of the Board of Directors and appointments to the various Board committees; and
- Assuming the responsibility for overall corporate governance of the Group.

The Group has in place, a set of internal guidelines setting forth matters that require the Board’s approval. Matters that specifically require the Board’s approval are those involving:

- Release of all results and any other relevant announcements;
- Group’s annual budget;
- Appointment of Directors and key personnel;
- Group’s corporate and strategic directions, key operational initiatives;
- Major funding and investment initiatives;
- Merger and acquisition transactions;
- Declaration of interim dividend and proposal of final dividends;
- Interested party transactions;
- Matters involving conflict of interests for substantial shareholders or Directors; and
- All other matters of material importance.

Pursuant to the Directors’ Conflicts of Interest Policy of the Company, Directors must avoid situations in which their own personal or business interests directly or indirectly conflict or potentially conflict, with the interest of the Company. Where a Director has a conflict or potential conflict of interest in relation to any matter, he/she will immediately declare his/her interest at the meeting of the Directors or send a written notice to the Chairman and/or Company Secretaries, setting out the details of his/her interest and the conflict and recuse himself/herself from any discussions on the matter and abstain from participating in any Board decision.

CORPORATE GOVERNANCE REPORT

All Directors recognize that they have to discharge their duties and responsibilities at all times as fiduciaries in the interests of the Company. The Board is a representation of the shareholders in the Company and is accountable to them through effective governance of the business.

To ensure smooth and effective running of the Group and to facilitate decision making, the Board has established various committees to assist in the discharge of its responsibilities. These committees operate under clearly defined terms of reference, which are headed by Independent Non-Executive Directors. The three committees are:

- Audit Committee (“AC”)
- Nominating Committee (“NC”)
- Remuneration Committee (“RC”)

The Board meets regularly at least four times a year, to coincide with the announcement of the Group’s quarterly results. Ad-hoc Board meetings are also convened as and when deemed necessary by the Board to address any specific or significant matters that may arise. At meetings of the Board, the Directors are free to discuss and openly challenge the views presented by management and other Directors. The decision making process is an objective one. In lieu of physical meetings, written resolutions are also circulated for approval by the members of the Board.

During the current financial year, the Board met four times. The Company’s Constitution provides for the meetings of the Board by means of conference telephone or similar communications equipment. The number of Board meetings held and the attendance of each board member at the meetings for the year ended 31 December 2019 are disclosed below:

Name of Director	Board Meetings		Audit Committee Meetings		Nominating Committee Meetings		Remuneration Committee Meetings	
	No Held	No Attended	No Held	No Attended	No Held	No Attended	No Held	No Attended
Mr Luong Andy [^]	4	4	N.A	N.A	1	1	N.A	N.A
Mr Loh Meng Chong Stanley ⁺	4	4	N.A	N.A	N.A	N.A	N.A	N.A
Mr Chay Yiowmin [#]	4	4	4	4	1	1	1	1
Ms Gn Jong Yuh Gwendolyn [#]	4	4	4	4	1	1	1	1
Datuk Phang Ah Tong [#]	4	4	4	4	1	1	1	1

[^] Executive Chairman

⁺ Executive Director

[#] Independent Non-Executive Director

The Board recognises the importance of appropriate orientation training and continuing education for its Directors. Whenever a new Director is appointed on the Board, the Company will arrange for the First-time Director to attend Mandatory Training conducted by Singapore Institute of Directors in accordance to Rule 201(5) of the Listing Manual, at the expense of the Company, to enable him/her to discharge his/her duties effectively. No New Director was appointed in 2019. There are update sessions to inform the Directors on new legislations and/or regulations which are relevant to the Group. Changes to regulations and accounting standards are monitored closely by the Management. To keep pace with regulatory changes, where these changes have an important bearing on the Company’s or Directors’ disclosure obligations, Directors are briefed at Board meetings.

All the Directors are informed and encouraged to attend seminars, courses and other programmes, from time to time, in order to discharge their duties as Directors. All the costs are borne by the Company.

All Directors are appointed to the Board by way of a formal letter of appointment or service agreement setting out the scope of their duties and obligations.

CORPORATE GOVERNANCE REPORT

Board Composition and Guidance – Principle 2

Board Independence

As at 31 December 2019, the Board comprise of five Directors, 3 out of 5 Directors are Independent Non-Executive Directors. The Board, taking into account the nature and scope of the Company's businesses and the number of Board Committees' members, considers that a Board with a majority of members being Independent Non-Executive is necessary. Over the course of the year, the NC assessed the independence of Board members in consideration of the relevant provisions of the Code. With regard to Provision 2.1 of the Code which requires that the independence of any Director who has served on the Board beyond 9 years from the date of first appointment be subject to particularly rigorous review, the NC decided that any Independent Non-Executive Director upon completing 9 consecutive years of service will thereafter be deemed a Non-Independent Director, notwithstanding demonstrable independence of management, or business relationships with the Company or any substantial shareholders. The Board is in accord with the NC's decision. Currently, no Independent Directors has served on the Board for more than nine years.

The independence of each Director is reviewed by the NC on an annual basis. Annually, each Independent Non-Executive Director is required to confirm his/her independence. Based on the declarations of independence provided by the Directors and taking into account the guidance in the Code, Datuk Phang Ah Tong, Mr Chay Yiwmin and Ms Gn Jong Yuh Gwendolyn are considered Independent.

Board Diversity

The Company has in place a Board Diversity Policy, which endorses the principle that its Board should have a balance of skill, knowledge, experience and other aspects of diversity such as gender and age as well as to have appropriate number of Independent Non-Executive Directors to the Company's business to promote the inclusion of different perspectives and ideas, mitigate against group think and ensure that the Company has the opportunity to benefit from all available talent. Each year, the NC reviews the composition and size of the Board and each Board Committee and takes into careful consideration a combination of factors when reviewing appointments to the Board and the continuation of those appointments. These factors include skills, core competencies, knowledge, professional experience, educational background, gender, age and length of service. Core competencies, which are taken into account in the selection and appointment of Directors, include banking, finance, accounting, business acumen, management experience, technology expertise, familiarity with regulatory requirements and knowledge of risk management, audit and internal controls. The NC also in its deliberations, takes into account gender and age diversity in relation to the composition of the Board. The Board, taking into account the views of the NC, considers that its Directors meet the criteria under its Board Diversity Policy and possess the necessary competencies and knowledge to lead and govern the Company effectively. The Non-Executive Directors who are also the Independent Directors make up a majority of the Board.

Board Guidance

An effective and robust Board, whose members engage in open and constructive debate and challenge Management on its assumptions and proposals, is fundamental to good corporate governance. A Board should also aid in the development of strategic proposals and oversee effective implementation by Management to achieve set objectives. For this to happen, the Board, in particular its Independent Non-Executive Directors, must be kept well informed of the Company's businesses and be knowledgeable about the industry. To ensure that Independent Non-Executive Directors are well supported by accurate, complete and timely information, Independent Non-Executive Directors have unrestricted access to Management. Independent Non-Executive Directors also receive periodic information papers and Board briefings on the latest market developments and key business initiatives. Regular informal meetings are held for Management to brief Directors on prospective deals and potential developments in the early stages, before formal Board approval is sought. Board papers are provided to Directors not less than a week in advance of the meeting to afford the Directors sufficient time to review the Board papers prior to the meeting. If a Director is unable to attend a Board or Board Committees meeting, the Director may nevertheless provide his/her comments to the Chairman or relevant Board Committees Chairman separately.

CORPORATE GOVERNANCE REPORT

Meeting of Directors without Management

Where necessary, the Independent Non-Executive Directors may meet without the presence of Management or Executive Directors of the Company.

Chairman and Chief Executive Officer – Principle 3

Mr Luong Andy is currently the Executive Chairman of the Board and also the Chief Executive Officer of the Group. The Board is of the view that accountability and independence have not been compromised despite the Chairman and Chief Executive Officer being the same person. The Chairman and Chief Executive Officer have defined responsibilities which, during his tenure so far, have not conflicted with each other. Major business proposals are discussed at Board meetings before decisions are made. The Board believes there is sufficient element of independence and adequate safeguards against a concentration of power in one single person. As the Chairman, Mr Luong's responsibilities, among others, include the following:

- Lead the Board to ensure its effectiveness to all aspects of its role and set its agenda;
- Ensure that the Directors receive accurate, timely and clear information;
- Ensure effective communication with shareholders;
- Encourage constructive relations between the Board and Management;
- Facilitate the effective contribution of Non-Executive Directors to the Board;
- Encourage constructive relations between the Non-Executive Directors and Executive Directors; and
- Promote high standards of corporate governance.

The Board has appointed Mr Chay Yiwmin as the Lead Independent Director and is of the view that there is sufficiently strong independent element on the Board to enable the independent exercise of objective judgement on corporate affairs of the Group by members of the Board, taking into account factors such as the number of Independent Non-Executive Directors on the Board, as well as the size and scope of the affairs and operations of the Group.

The Lead Independent Director is available to shareholders via y.chay@umsgroup.com.sg where they have concerns which contact through the normal channels of the Chairman and Chief Executive Officer or Chief Financial Officer has failed to resolve or for which such contact is not appropriate.

Board Membership – Principle 4

Composition of Nominating Committee

The appointment of new Directors to the Board is recommended by the Nominating Committee ("NC"). The NC comprises three Independent Non-Executive Directors and one Executive Director, namely Datuk Phang Ah Tong, Mr Chay Yiwmin, Ms Gn Jong Yuh Gwendolyn and Mr Luong Andy.

Name	Role in NC	Role In Board
Datuk Phang Ah Tong	Chairman	Independent Non-Executive Director
Mr Luong Andy	Member	Chief Executive Officer and Executive Chairman
Mr Chay Yiwmin	Member	Independent Non-Executive Director
Ms Gn Jong Yuh Gwendolyn	Member	Independent Non-Executive Director

CORPORATE GOVERNANCE REPORT

The Chairman of the NC is not directly associated with any substantial shareholder of the Company. The NC works within the written terms of reference, which describes the responsibilities of its members. The key terms of reference of the NC include the following:

- Review of succession plans for Directors and make recommendations to the Board on all board appointments, retirements and re-nomination having regards to the Director's contribution and performance;
- Review and determine the independence of each Director and ensure that the Independent Non-Executive Directors make up at least half of the Board;
- Review and decide if a Director is able to and has been adequately carrying out his/her duties as a Director of the Company, when he/she has multiple board representations; and
- Determine how the Board's performance may be evaluated, and propose objective performance criteria to assess the effectiveness of the Board as a whole.

When a Director has multiple board representations, the NC also considers whether or not the Director is able to and has adequately carried out his duties as a Director of the Company, taking into consideration the Director's number of listed company board representations and other principal commitments. The NC is satisfied that sufficient time and attention are being given by the Directors to the affairs of the Company, notwithstanding that some of the Directors have multiple board representations. The Board has determined that a Director may hold up to 8 listed company board representations and principal commitments.

Currently, the Company does not have alternate Directors.

Selection and appointment of new Director

In identifying for appointment of new Directors, the NC applies the following main principles:-

- The Board shall have a majority of Directors who are not substantial shareholders of the Company and are independent of the substantial shareholders of the Company; and
- The NC must be satisfied that each candidate is fit and proper for the position or office and is the best or most qualified candidate nominated for the position or office taking into account the candidate's track record, age, experience, capabilities, and other relevant factors.

Under the Constitution of the Company, the Directors are required to retire at least once every three years. The NC assesses and recommends to the Board whether the retiring Directors are suitable for re-election. Each member of the NC is also required to abstain from voting on resolutions, making recommendations and/or participating in matters in which he/she is interested.

The NC has reviewed and recommended the re-election of Mr Chay Yiowmin and Mr Loh Meng Chong, Stanley who are retiring at the forthcoming annual general meeting to be held on 23 June 2020 ("forthcoming AGM"). The Board has accepted the recommendations and the retiring Directors will be offering themselves for re-election at the forthcoming AGM.

CORPORATE GOVERNANCE REPORT

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, Directors seeking re-election at a general meeting have to provide the information as set out in Appendix 7.4.1 of the Listing Manual. The required information on the two Directors seeking re-election at the forthcoming AGM are appended herein:

Name of Director	Chay Yiowmin	Loh Meng Chong, Stanley
Date of appointment	28 June 2013	30 June 2010
Date of last re-appointment (if applicable)	26 April 2018	28 April 2017
Age	46	53
Country of principal residence	Singapore	Singapore
The Board's comments on the NC's recommendation for re-election	The Board has accepted the NC's recommendation, who has reviewed and considered Mr Chay's performance as an Independent Non-Executive Director of the Company	The Board has accepted the NC's recommendation, who has reviewed and considered Mr Loh's performance as an Executive Director of the Company
Whether appointment is executive, and if so, the area of responsibility	Non-Executive	Executive, responsible for the overall financial, accounting, tax, treasury, corporate finance, compliance matters as well as the operations of the Group.
Job title	Independent Non-Executive Director, Chairman of Audit Committee and member of Nominating and Remuneration Committees	Executive Director
Working experience and occupation(s) during the past 10 years	(i) Moore Stephens LLP – Assurance Partner - January 2009 to May 2012 (ii) BDO LLP – Advisory Partner, Corporate Finance Practice – November 2012 to March 2019 (iii) Chay Corporate Advisory Pte. Ltd. – Chief Executive Officer – March 2019 to current	Executive Director of the Company since 2010
Shareholding interest in the listed issuer and its subsidiaries	Nil	Mr Loh holds 500,000 shares of the Company under his name
Any relationship (including immediate family relationships) with any existing Director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Nil	Nil
Conflict of interest (including any competing business)	Nil	Nil
Undertaking submitted to the listed issuer in the form of Appendix 7.7 (Listing Rule 720(1))	Yes	Yes

CORPORATE GOVERNANCE REPORT

Name of Director	Chay Yiowmin	Loh Meng Chong, Stanley
Other Principal Commitments Including Directorships	<p>Other Principal Commitment:</p> <ul style="list-style-type: none"> ● Chief Executive Officer of Chay Corporate Advisory Pte. Ltd. <p>Present Directorship:</p> <ul style="list-style-type: none"> ● Metech International Limited ● 8I Holdings Limited ● Libra Group Limited ● Ksenja Pte. Ltd. ● TSU Investment Pte. Ltd. ● Xemaco Group Pte. Ltd. ● Roxana Shipping Pte. Ltd. ● 2YSL Pte. Ltd. ● Vanfo Hino Holdings Pte. Ltd. ● Wanlongxingye Holdings Pte. Ltd. ● Vanfoankang Investment Pte. Ltd. <p>Past Directorship (for the past 5 years):</p> <ul style="list-style-type: none"> ● Citicode Ltd. (F.K.A. Advance SCT Limited) ● P.S. Platou Finans Singapore Pte. Ltd. (Struck Off) ● Alchemist Enterprise (S) Pte. Ltd. (Struck Off) ● Seafox Asia Pacific Management Pte. Ltd. ● Seafox Asia Pacific Pte. Ltd. ● Chaspark Maritime Holdings Pte. Ltd. ● Chaspark Maritime Pte. Ltd. ● Global Air Compass Singapore Pte. Ltd. (Struck Off) ● He Rui Feng Trading (Singapore) Pte. Ltd. (Struck Off) ● Harbour Pte. Ltd. (Struck Off) ● BDO Corporate Financial Pte. Ltd. (Struck Off) ● Voxpace Pte. Ltd. (Struck Off) ● Dahua Technology Singapore Pte. Ltd. ● Jampur Far East Pte. Ltd. 	<p>Other Principal Commitment: Executive Director of UMS Holdings Ltd</p> <p>Present Directorship: Nil</p> <p>Past Directorship (for the past 5 years): Nil</p>
Any prior experience as a Director of an issuer listed on the Exchange?	Yes	Yes
If yes, please provide details of prior experience.	He is the Independent Non-Executive Director of Metech International Limited and 8I Holdings Limited, and a Non-Executive Director of Libra Group Limited	He has been a Director of the Company since 2010

CORPORATE GOVERNANCE REPORT

Name of Director	Chay Yiowmin	Loh Meng Chong, Stanley
If no, please state if the Director has attended or will be attending training on the roles and responsibilities of a listed issuer as prescribed by the Exchange.	N.A.	N.A.
Please provide details of relevant experience and the NC's reasons for not requiring the Director to undergo training as prescribed by the Exchange (if applicable).	N.A.	N.A.

Both Directors had responded negative to items (a) to (k) listed in Appendix 7.4.1 of the Listing Manual.

The NC considers that the multiple board representations held presently by some of the Directors do not impede their performance in carrying out their duties to the Company and in fact, enhances the performance of the Board as it broadens the range of the experience and knowledge of the Board.

Board Performance – Principle 5

We believe that the Board's performance is ultimately reflected in the performance of the Company. The Board should ensure compliance with applicable laws and Board members should act in good faith, with due diligence and care in the best interests of the Company and its shareholders. In addition to these fiduciary duties, the Board is charged with two key responsibilities: setting strategic directions and ensuring that the Company is ably led and managed.

Based on the recommendations of the NC, the Board has established a formal assessment of 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 effectiveness of the Board. The NC has also established an appraisal process to assess the performance and effectiveness of the Board as a whole, and each Board Committee separately as well as to assess the contribution of individual Directors. It focuses on a set of performance criteria which includes the evaluation of the size and composition of the Board, the Board's access to information, the Board processes and accountability, communication with key management personnel and the Directors' standards of conduct. Assessment of the Board Committees focused on size and composition of the Board and Board Committees' processes. Review of the Board and Board Committees' performance, as appropriate, is undertaken collectively by the NC annually and informally on a continual basis.

The NC is responsible for the following functions:-

- To make recommendations to the Board on relevant matters relating to the review of board succession plans for Directors;
- To review and determine the independence of each Director;
- To make recommendations to the Board on all nominations for appointment and re-appointment of Directors;
- To implement a process for assessing the effectiveness of the Board as a whole and the contribution by each Director;
- To evaluate the independence of each Director as well as the size and composition of the Board; and
- To propose the Board's performance evaluation criteria.
- Reviewing Director training programs

No external facilitator was used in FY2019. However, if need arises, the NC has fill authority to engage external facilitator to assist the NC to carry out the evaluation process at the Company's expense.

CORPORATE GOVERNANCE REPORT

Procedures for Developing Remuneration Policies – Principle 6

There should be a formal and transparent procedure for developing policies on executive remuneration and for fixing the remuneration packages of individual Directors. No Director should be involved in deciding his own remuneration.

The Remuneration Committee (“RC”) comprises the following Directors -:

Name	Role in RC	Role In Board
Ms Gn Jong Yuh Gwendolyn	Chairman	Independent Non-Executive Director
Mr Chay Yiowmin	Member	Independent Non-Executive Director
Datuk Phang Ah Tong	Member	Independent Non-Executive Director

The RC members comprise entirely of Independent Non-Executive Directors. The members of the RC have extensive experience in the formulation and implementation of wage policies and compensation schemes. If necessary, the RC will seek expert advice on human resource matters or on remuneration of all Directors, either within or outside the Company.

The RC’s responsibilities include the following:

- Recommending to the Board a framework of remuneration, and the specific remuneration packages for each Director and key executives (including but not limited to Director’s fees, salaries, allowances, bonuses, variable incentives, options and benefits in kind). If necessary, the RC will seek expert advice inside and/or outside the company on remuneration of all Directors.
- Review the adequacy and form of compensation of executive Directors in accordance with predetermined key performance indicators (“KPIs”) to ensure that the compensation realistically commensurate with the responsibilities and risks involved in being an effective executive Director;
- The performance-related elements of remuneration are designed to align interest of executive Directors with those of shareholders and link rewards to corporate and individual performance based on predetermined KPIs. These KPIs are appropriate and meaningful measures for the purpose of assessing executive Directors’ performance;
- Recruiting executive Directors of the Company and determining their employment terms and remuneration;
- Positioning the Company’s executive remuneration package relative to other companies or its competitors based on advice and recommendations by experts inside and/or outside the company;
- Reviewing and recommending to the Board the terms of renewal for those executive Directors whose current employment contracts have expired, including reassessing KPIs;
- Ensuring adequate disclosure in the Directors’ remuneration as required by regulatory bodies such as SGX-ST;
- Overseeing the payment of fees to non-executive Directors;
- Reviewing and recommending to the Board the terms of renewal for material service contracts which are due to expire or have expired based on predetermined KPIs; and
- Reviewing the fairness and reasonableness of the termination clauses of the service agreements of the Executive Directors.

Level and Mix of Remuneration – Principle 7

The level of remuneration should be appropriate to attract, retain and motivate the Directors needed to run the Company successfully but companies should avoid paying more for this purpose. A significant proportion of Executive Directors’ remuneration should be structured so as to link rewards to corporate and individual performance.

CORPORATE GOVERNANCE REPORT

The RC adopts a formal procedure for fixing the remuneration packages of individual Directors. In setting the remuneration package of the individual Directors, the Company takes into consideration the following factors:

- Pay and employment conditions within the industry and in comparable companies;
- The Company's relative performance and the performance of the individual Directors;
- The attractiveness of the remuneration package so as to retain the Directors and motivate them to run the Company successfully;
- Significance of performance related elements of remuneration; and
- Effort, time spent and responsibilities of the individual Directors.

The remuneration policies for the Executive and Independent Non-Executive Directors have been endorsed by the RC and the Board.

Currently, the Company does not have any long-term incentive schemes.

Disclosure on Remuneration – Principle 8

Executive Directors:

Executive Directors receive their remuneration in two key components, that is, fixed monthly salary and variable bonus and incentives. The fixed monthly salary includes car allowance and central provident fund contribution. The variable bonus and incentives depends largely on the performance of the Group. In exceptional circumstances of misstatement of financial results or of misconduct resulting in financial loss to the Company, the Group will be able to reclaim incentive components of remuneration from the Executive Director.

Independent Non-Executive Directors:

Independent Non-Executive Directors are paid a Director's fee on a quarterly basis in arrears. In determining the quantum of Director's fees, factors such as effort and time spent, and responsibilities of the Directors are taken into account. Independent Non-Executive Directors are paid a basic fee and allowance for attending any additional meeting. An additional fee for serving as Chairman on any Board Committee is also being paid to Independent Non-Executive Directors. The RC ensures that none of the Independent Non-Executive Directors are over-compensated to the extent that their independence may be compromised. The Directors' fees are subject to shareholders' approval at the Annual General Meeting.

The Company believes that, given the sensitive nature of remuneration, full disclosure of breakdown of remuneration of each individual Director as well as the key management personnel is not advantageous to the Company.

CORPORATE GOVERNANCE REPORT

Remuneration Details of the Directors

The actual remuneration of Directors for the financial year ended 31 December 2019 received during the financial year are set out below:

Name of Director	Salary	Variable Bonus and Incentives	Allowances	Central Provident Fund Contribution	Directors Fees	Total
	S\$	S\$	S\$	S\$	S\$	S\$
Non-Executive Directors						
Below S\$250,000						
Mr Chay Yiowmin	–	–	–	–	77,000	77,000
Ms Gn Jong Yuh Gwendolyn	–	–	–	–	72,000	72,000
Datuk Phang Ah Tong	–	–	–	–	72,000	72,000
Executive Directors						
S\$ 3,250,000 to S\$3,499,999						
Mr. Luong Andy	598,461	2,493,392	217,640	13,260	–	3,322,753
S\$ 500,000 to S\$ 749,999						
Mr Loh Meng Chong Stanley	40%	54%	3%	3%	0%	100%

Remuneration of the top five key management personnel of the Group

The breakdown remuneration of the top 5 key management personnel (who are not Directors or CEO of the Company) in percentage terms for the financial year ended 31 December 2019 are set out below:

Name of Key Management Personnel	Salary	Allowances	Bonus	Central Provident Fund Contribution	Total
	%	%	%	%	%
Below S\$250,000					
Mr Kay Tan Kian Hong	80%	0%	20%	0%	100%
Ms Khoo Guek Fong	37%	4%	54%	5%	100%
Mr Gobinath A/L Gunaselan	60%	6%	25%	9%	100%
Ms Pang Su Chun	64%	3%	24%	9%	100%
Mr Gajendran Rajendra Babu	64%	8%	16%	12%	100%

The total remuneration paid to the above key management personnel for the financial year ended 31 December 2019 was \$0.96 million.

Other than as disclosed, the Company does not have any employee who is an immediate family member of a Director or CEO and whose remuneration exceeds S\$50,000 during the financial year.

Currently, the Company does not have any employee share schemes

The Company has not engaged any remuneration consultants in FY2019 and will continue to monitor the need to engage external remuneration consultants going forward and where applicable, will review the independence of the external firm before any engagement.

CORPORATE GOVERNANCE REPORT

Risk Management and Internal Controls – Principle 9

The Group has established a system of internal controls to address the financial, operational and compliance risks of the Group. The Board recognizes the importance of sound internal controls and risk management practices to good corporate governance. The Board affirms its overall responsibility for the Group's overall internal control framework, and for reviewing the adequacy and integrity of those systems on an annual basis. The internal control and risk management functions are performed by the Group's key management personnel and the CEO and CFO have confirmed the adequacy and effectiveness of the internal controls and risk management systems and the financial records have been properly maintained and the financial statements give a true and fair view of the Group's business operations and finances. It should be noted, in the opinion of the Board, that no cost effective internal control system will preclude all errors and irregularities, as a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The AC selects and approves the appointment of the internal auditor ("IA"). The IA function of the Group is outsourced to BDO LLP ("BDO"). The IA reports to the AC. The AC had reviewed and approved the internal audit plan and reviewed the results of the internal audit. The AC is satisfied that the internal audit work is carried out in accordance with the International Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors.

The Group's IA conduct review in accordance with the audit plans of the Group and its key internal controls, including financial, operational and compliance controls. Any material non-compliance or failures in internal controls and recommendations for improvement are reported to Management and to the AC. The audit conducted by internal auditors will assist the AC in the assessment of and obtaining assurance on the adequacy, efficiency and effectiveness of the Group's internal control environment. The AC is satisfied that the internal audit function is adequately resourced and has appropriate standing within the Company. The AC conducted a review and concluded that the Internal Audit function is adequately resourced, effective and independent for FY2019 and is also satisfied that the IA is staffed by suitably qualified and experienced personnel.

During the financial year, Management had taken remedial actions recommended by the internal and external auditors in prior financial year so as to enhance certain internal control procedures. New areas of improvement were also recommended and implemented during the current financial year.

The Board also recognises the importance of establishing a risk management framework to facilitate the governance of risks and monitoring the effectiveness of internal controls. Accordingly, to facilitate the compliance of the Listing Manual, a Risk Advisory Committee comprising key senior management executives has been established to advise the Board of the various financial, operational and compliance risks affecting the Group. Weightage were assigned to these risks and appropriate actions were taken to mitigate or avoid these risks. In addition, the Board sets the appropriate risk tolerance limits for each risk by considering the relative importance of the objectives. The responsibility of overseeing the Company's risk management framework and policies is undertaken by the AC.

The Company has previously commissioned a big four auditing firm to perform a risk assessment review and subsequently established a risk identification and management framework. In the Company, risks are identified and addressed, with the Board and senior management personnel of the Group and its subsidiaries taking ownership of these risks. Action plans to manage the risks are continually being monitored by Management and the Board.

The internal auditors will review policies and procedures as well as key controls over the selected areas as approved by the Audit Committee, and will highlight any issues to the Directors and the AC. Additionally, in performing their audit of the financial statements, the external auditors perform tests over operating effectiveness of certain controls that the auditors intend to rely on that are relevant to the Group's preparation of its financial statements. The external auditors also report any significant deficiencies in such internal controls to the Directors and the AC.

CORPORATE GOVERNANCE REPORT

Based on the internal control framework established and maintained by Management, the reports from the internal and external auditors, and assurance reviewed from Management, the Board opines, with the concurrence of the AC, that the system of internal controls including financial, operational, compliance and information technology controls and risk management systems maintained by the Group's Management that was in place throughout the financial year up to the date of this report, is adequate to meet the needs of the Group in its current business environment. The Board, together with the AC and Management, will continue to enhance and improve the existing internal control framework to identify and mitigate these risks.

Audit Committee – Principle 10

The Audit Committee ("AC") comprises the following members:

Name	Role in AC	Role In Board
Mr Chay Yiowmin	Chairman	Independent Non-Executive Director
Ms Gn Jong Yuh Gwendolyn	Member	Independent Non-Executive Director
Datuk Phang Ah Tong	Member	Independent Non-Executive Director

The Audit Committee members have many years of experience in their respective fields of accounting, audit, financial management, law and business. The Board considers that the members of the Audit Committee are appropriately qualified to discharge the responsibilities of the Audit Committee.

The Audit Committee has the authority to investigate any matters within its terms of reference and the discretion to invite any Director to attend its meetings. The management shall grant full cooperation and resources to enable it to discharge its functions properly. The roles and responsibilities of the AC are to:

- Recommend to the Board, the external auditors to be appointed and the remuneration and terms of engagement letter therein;
- Review with the internal and external auditors, the audit plan, including the nature and scope of the audit and its cost effectiveness before the audit commences;
- Review with the internal auditors and external auditors, their evaluation of the adequacy and effectiveness of the system of internal accounting controls and compliance functions;
- Review the Group's audited annual report and other quarterly financial statements and related notes and formal announcements thereto; accounting principles adopted and the external auditors' report prior to recommending to the Board for approval;
- Review the nature, scope, extent and cost effectiveness of non-audit services provided by the external auditors and ensuring that these do not affect the independence and objectivity of the external auditors;
- Review any significant financial reporting issues, judgment and estimates made by the Management, so as to ensure the integrity of the financial statements of the Company;
- To review the cooperation given by the Management to the external auditor;
- Discuss problems and concerns, if any, arising from the interim and final audits, and any matters which the auditors may wish to discuss (in the absence of the Management where necessary);
- Review the adequacy and effectiveness of the Company's material internal controls, including financial, operational and compliance controls via reviews carried out by the internal auditors; and
- Review interested party transactions on a regular basis.

In respect of the overall audit process, the AC has:-

- Provided an open avenue of communication between the external auditors, internal auditors, the Management and the Board; and
- Kept under review the scope and results of the external audit, internal audit, and their effectiveness and reported to the Board on any significant findings.

CORPORATE GOVERNANCE REPORT

The AC is guided by its terms of reference which provides explicit authority to investigate any matters within its terms of reference, full access to and co-operation by the Management and full discretion to invite any Director and executive officer to attend its meetings, and reasonable resources to enable it to discharge its functions properly.

The AC has also put in place an anti fraud policy, whereby staff and business associates of the Group may raise concerns about possible improprieties in matters of financial reporting, fraudulent acts and other matters and ensure that arrangements are in place for independent investigations of such matters and appropriate follow up actions.

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

The AC has reviewed the key audit matters disclosed in the independent external auditors' report and is of the view that there is no material inconsistency between the audit procedures adopted by the independent external auditors and Management's assessment and is satisfied that the key audit matters have been appropriately dealt with.

The Company has appointed a suitable auditing firm to meet its audit obligations, having regard to the adequacy of the resources and experience of the auditing firm and the audit engagement partner assigned to the audit. Moore Stephens LLP was appointed as the Company's external auditors on 7 November 2007. Mr Neo Keng Jin was appointed with effect from financial year ended 31 December 2018 as the audit engagement partner in charge of the audit of the Company. The Company confirms that Rule 712 of the SGX-ST's Listing Manual is complied with.

The auditors of the Company's subsidiaries are disclosed in the notes to the financial statements in this annual report. The Company confirms that the Company and the Group has complied with Rule 715 of the SGX-ST's Listing Manual.

For FY2019, the total amount of fees in respect of statutory audit services provided by the external auditors for the Group amounted to approximately S\$216,500. No non-audit fee paid to external auditors in FY2019.

The AC is satisfied with the independence and objectivity of the external auditors during the financial year and has recommended to the Board the re-appointment of Moore Stephens LLP as external auditors at the forthcoming Annual General Meeting of the Company.

No former partner or Director of the Company's existing auditing firm or auditing corporation, within a period of 2 years from the date of his/her ceasing to be a partner of the auditing firm or Director of the auditing corporation, is appointed to the AC.

Shareholder Rights and Conduct of General Meetings– Principle 11

Engagement with Shareholders – Principle 12

Engagement with Stakeholders – Principle 13

Shareholder Rights

The Company is fully committed to treat all shareholders fairly and equitably. All shareholders enjoy specific rights under the Constitution and the relevant laws and regulations. The Company ensures that all material information is disclosed on a comprehensive, accurate and timely basis via SGXNet. The Company recognises that the release of timely, regular and relevant information regarding the Company's performance, progress and prospects aids shareholders in their investment decisions.

Shareholders are entitled to attend the general meetings and are accorded the opportunity to participate effectively in and vote at general meetings (including through the appointment of up to two proxies, if they are unable to attend in person or in the case of a corporate shareholder, through its appointed representative). Shareholders are also informed of the rules, including the voting procedures that govern the general meetings. Indirect investors who hold the Company's shares through a nominee company or custodian bank or through a CPF agent bank may attend and vote at the AGM.

CORPORATE GOVERNANCE REPORT

Conduct of General Meetings

Shareholders are informed of general meetings through notices sent to all shareholders or at the shareholder's election, made available electronically. Shareholders may download the Annual Report and Notice of AGM from the Company's IR Website. The general meeting procedures provide shareholders the opportunity to raise questions relating to each resolution tabled for approval. Opportunities are given to shareholders to participate, engage, and openly communicate their views on matters relating to the Company to the Directors.

Shareholders or their appointed proxies are given the opportunity to vote at the general meetings of shareholders. The Company has been conducting electronic poll voting for all the resolutions passed at the general meetings of shareholders for greater transparency in the voting process. An independent external consultant is also appointed as scrutineer for the electronic poll voting process. Prior to the commencement of the general meeting of shareholders, the scrutineer would review the proxies and the proxy process. A proxy verification process agreed upon with the scrutineer is also in place. Votes cast for, or against, each resolution will be tallied and displayed live-on-screen to shareholders or their appointed proxies immediately after each poll conducted at the meeting. The Company maintains an audit trail of all votes cast at the general meeting of shareholders. The outcome of the general meeting of shareholders (including total numbers and percentage of votes cast for or against the resolutions) are also promptly disclosed on SGXNet on the same day after the general meeting. Each share is entitled to 1 vote. The Company currently does not provide for voting in absentia.

All Directors, including the Chairman of each of the AC, NC and RC, external auditor, senior management and legal advisors (where necessary), are present at general meetings to address queries from the meeting attendees.

The Company provides for separate resolutions at general meetings of shareholders on each distinct issue. All the resolutions at the general meetings are single item resolutions. Detailed information on each resolution in the AGM agenda is in the explanatory notes to the AGM Notice in the Annual Report.

The Company Secretary prepare minutes of the general meetings, which capture the essence of the comments or queries from meeting attendees and responses from the Board and Management. These minutes will not be published on the Corporate website but will be made available to shareholders upon their requests.

Disclosure of Information on a Timely Basis

The Company is committed to disclosing to its shareholders as much relevant information as is possible, in a timely, accurate, fair and transparent manner.

In addition to comprehensive, accurate and timely disclosure of information that is material or that may influence the price of the Company shares on SGXNet in compliance with the requirements of the Listing Manual, the Company adopts the practice of regularly communicating major developments in its businesses and operations through the appropriate media. Such channels include news releases, annual reports, shareholder circulars, shareholders' meetings, and direct announcements.

The Company released its results for the first three quarters to shareholders no later than 45 days from the end of the quarter. Annual results are released within 60 days from the financial year-end.

Briefings to present quarterly and full-year results are held for the media and analysts.

Interaction with Shareholders

At each AGM, the Directors (including the Chairman of the respective Board committees), are in attendance to address queries and concerns about the Company. SGX's external auditor also attends to address shareholders' queries relating to the conduct of the audit and the preparation and content of the external auditor's report.

CORPORATE GOVERNANCE REPORT

Dividend Policy

The Company has adopted a dividend policy since 15 May 2012 to declare dividends on a quarterly basis. The form, frequency, the amount of any dividend will depend on the Group's earnings and financial position, results of operation, capital expenditure requirements, future expansion and investment plans, profit after tax position, other funding requirements, and other factors. The Directors will continually review the dividend policy and reserve the right to update, amend, modify or cancel this dividend policy.

Over the past five years, the Group has declared total annual dividends at the rate of approximately 56% to 114% of the net profit after tax based on the audited consolidated financial statements. Any dividend payments are clearly communicated to shareholders via announcements on SGXNET.

Corporate Website

The Group adopts transparent, accountable and effective communication practices as a key means to enhance standards of corporate governance. We aim to provide clear and continuous disclosure of our corporate governance practices through efficient use of technology. The following information is made available on SGX's corporate website:

- (a) Board of Directors profiles;
- (b) Notice of AGM and Proxy Forms;
- (c) Annual Report;
- (d) Letter/Circular to Shareholders;
- (e) Company announcements;
- (f) Press releases; and
- (g) Financial Results.

The latest Annual Report, financial and company announcements are posted on the website following their release to the market, to ensure fair dissemination to shareholders.

The Company's corporate website (www.umsgroup.com.sg) has a dedicated 'Investor Relations' link. The contact details of the Investor Relations team are available on the dedicated link to enable shareholders to contact the Company easily. Investor Relations has procedures in place for addressing investors' queries or complaints as soon as possible.

Managing Stakeholder Relationships

The Company has in place an Investor Relations Policy which sets out the process and mechanism to engage its stakeholders, including the channel of communication (as described above) for questions to be posed by shareholders and through which the Company may respond accordingly.

Through the Investor Relations team, the Company engages its shareholders, investors and analysts through investor roadshows, and participation in major investor conferences. The Company is committed to actively engaging the investment community to convey its investment proposition, as well as obtain feedback on its expectations.

Please refer to the section on "Stakeholder Engagement" in the sustainability report for more information on how the Company manages its stakeholder relationships.

CORPORATE GOVERNANCE REPORT

Dealing in Company's Securities

An internal Code on Dealings in Securities is also in place to prescribe the internal regulations pertaining to the securities of the Company and its listed subsidiaries. The code prohibits securities dealings by Directors and employees while in possession of unpublished price-sensitive information of the Group. All Directors and employees are also prohibited from dealing in the securities of the Company during the period beginning two weeks before the announcement of the Company's financial statements for each of the first three quarters of its financial year and one month before the announcement of the Company's full year financial statements and ending on the date of the announcement of the financial results. Directors and officers are also advised not to deal in the Company's securities for short term considerations and they are expected to observe insider-trading laws at all times. The Company issues regular internal memorandums to the Directors and officers of the Group to remind them of the aforementioned prohibitions.

Interested Person Transactions and Material Contracts

The Company has an internal policy to deal with interested person transactions. All interested person transactions will be documented and submitted to the AC on a quarterly basis for their review and approval to ensure that the transactions are carried out at arm's length.

During the current year, there were interested person transactions involving Mr Luong Andy and Sure Achieve Consultant Pte Ltd, a company in which Mr Luong's wife, Mrs. Sylvia SY Lee Luong is a shareholder and Director. There were also interested person transactions with Kalf Engineering Pte Ltd ("Kalf") in which both Mr Luong Andy and Mr Stanley Loh have an interest. All interested person transactions were conducted on arm's length basis and on normal commercial terms within the regulatory guidelines. The Company has established procedures to ensure that all transactions with interested persons are reported on a timely manner to the Audit Committee and the transactions are carried out on normal commercial terms and will not be prejudicial to the interest of the Company and its minority shareholders. Details of the interested person transactions are found on the supplementary financial information disclosures page of this Annual Report.

Except as disclosed in the interested person transactions note found on the supplementary financial information disclosures page of this Annual Report, there was no material contract or loan entered into between the Company and any of its subsidiaries involving interests of any of the CEO, Director or controlling shareholder, either still subsisting at the end of FY2019 or if not then subsisting, entered into since the end of the previous financial year.

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DIRECTORS' STATEMENT

For the financial year ended 31 December 2019

The directors present their statement to the members together with the audited consolidated financial statements of UMS Holdings Limited (the “Company”) and its subsidiaries (collectively the “Group”) for the financial year ended 31 December 2019, and the statement of financial position of the Company as at 31 December 2019.

In the opinion of the directors,

- (a) the consolidated financial statements of the Group and the statement of financial position of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2019 and the financial performance, changes in equity and cash flows of the Group for the financial year ended on that date; 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:

Mr Luong Andy	Executive Director
Mr Loh Meng Chong Stanley	Executive Director
Mr Chay Yiowmin	Independent Director
Ms Gn Jong Yuh Gwendolyn	Independent Director
Datuk Phang Ah Tong	Independent Director

Arrangements to Enable Directors to Acquire Shares or Debentures

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

Directors' Interests in Shares or Debentures

The directors of the Company holding office at the end of the financial year had no interests in the shares, share options, performance shares or debentures of the Company and related corporations (other than wholly-owned subsidiaries) as recorded in the register of directors' shareholdings kept by the Company under section 164 of the Singapore Companies Act, Chapter 50 (the “Act”), except as follows:

Name of Directors and the Company	Holdings registered in the name of director		Holdings in which a director is deemed to have an interest	
	as at 1.1.19	as at 31.12.19	as at 1.1.19	as at 31.12.19
UMS Holdings Limited (the Company)				
		No. of Ordinary shares		
Mr Luong Andy	3,056,800	3,556,800	107,323,750	107,323,750
Mr Loh Meng Chong Stanley	500,000	500,000	–	–

DIRECTORS' STATEMENT

For the financial year ended 31 December 2019

Directors' Interests in Shares or Debentures (cont'd)

By virtue of Section 7 of the Act, Mr Luong Andy is deemed to have an interest in the shares held by the Company in all its wholly-owned subsidiary companies.

There was no change in any of the above-mentioned interests between the end of the financial year and 21 January 2020.

Options to Take Up Unissued Shares

During the financial year, no option to take up unissued shares in the Company or any corporation in the Group was granted.

Options Exercised

During the financial year, there were no shares of the Company or any corporation in the Group issued by virtue of the exercise of options to take up unissued shares.

Unissued Shares Under Option

At the end of the financial year, there were no unissued shares of the Company or any corporation in the Group under option.

Audit Committee

The Audit Committee ("AC") comprises all independent directors. The members of the AC at the date of this report are as follows:

Mr Chay Yiowmin (Chairman)
Ms Gn Jong Yuh Gwendolyn
Datuk Phang Ah Tong

The AC carried out its functions in accordance with Section 201B(5) of the Singapore Companies Act, Chapter 50, including the following:

- (a) Reviewed the audit plans of the internal and external auditors of the Group and the Company, and reviewed the internal auditor's evaluation of the adequacy of the Company's system of internal accounting controls and the assistance given by the Group and the Company's management to the external and internal auditors;
- (b) Reviewed the quarterly financial information and annual financial statements and the auditor's report on the annual financial statements of the Group and the Company before their submission to the board of directors;
- (c) Reviewed the effectiveness of the Group and the Company's material internal controls, including financial, operational and compliance controls and risk management via reviews carried out by the internal auditor;
- (d) Met with the internal and external auditors, other committees, and management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the AC;
- (e) Reviewed legal and regulatory matters that may have a material impact on the financial statements, related compliance policies and programmes and any reports received from regulators;

DIRECTORS' STATEMENT

For the financial year ended 31 December 2019

Audit Committee (cont'd)

- (f) Reviewed the cost effectiveness and the independence and objectivity of the external auditor; and the nature and extent of non-audit services provided by the external auditor;
- (g) Recommended to the board of directors the external auditor to be nominated, approved the compensation of the external auditor, and reviewed the scope and results of the audit;
- (h) Reported actions and minutes of the AC to the board of directors with such recommendations as the AC considered appropriate; and
- (i) Reviewed interested person transactions in accordance with the requirements of the Singapore Exchange Securities Trading Limited's Listing Manual.

The AC having reviewed the external auditors' non-audit services, was of the opinion that there were no non-audit services rendered that would affect the independence and objectivity of the external auditors.

The AC has held four meetings since the last directors' statement with full attendance from all members. In performing its functions, the AC has also met with the Company's internal and external auditors, without the presence of the Company's management, at least once a year.

The Company confirms that Rules 712 and 715 of the Singapore Exchange Securities Trading Limited's Listing Manual have been complied with.

Further information regarding the AC are detailed in the Corporate Governance Report set out in the Annual Report of the Company.

Independent Auditors

The auditors, Moore Stephens LLP, have expressed their willingness to accept re-appointment as auditors.

On behalf of the Board of Directors,

LUONG ANDY

LOH MENG CHONG STANLEY

Singapore
18 March 2020

INDEPENDENT **AUDITORS' REPORT**

To the Members of UMS Holdings Limited
(Incorporated in Singapore)

Report on the audit of the Financial Statements

Opinion

We have audited the financial statements of UMS Holdings Limited (the "Company") and its subsidiaries (collectively the "Group") which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2019, and the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position of the Company are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)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 2019 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.

Basis for Opinion

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

Key Audit Matters

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

INDEPENDENT AUDITORS' REPORT

To the Members of UMS Holdings Limited
(Incorporated in Singapore)

Key Audit Matters (cont'd)

Key Audit Matter	How our audit addressed the key audit matter
<p>Valuation of Inventories</p> <p>We refer to Note 3(h), Note 4(b) and Note 15 to the consolidated financial statements.</p> <p>The carrying value of inventories amounted to S\$51,746,000, which accounted for 18% of the Group's total assets as at 31 December 2019.</p> <p>Inventories are carried in the consolidated financial statements at the lower of cost and net realisable value. The Group writes down the cost of inventories whenever the net realisable value of inventories becomes lower than cost due to damage, physical deterioration, obsolescence, changes in price levels or other causes.</p>	<p>Our response</p> <p>We focused on this area because of the high degree of management judgement required in determining the allowance for inventory obsolescence and the net realisable value of the inventories.</p> <p>We designed and performed the following key procedures, among others:</p> <ul style="list-style-type: none"> - Evaluated the appropriateness of the Group's accounting policies on the valuation of its inventories. - Checked and analysed the ageing of the inventories. - Tested the unit cost of the inventories. - Evaluated and tested management's assessment of inventories to state them at the lower of cost and net realisable value. - Reviewed management's assessment of the allowance for inventory obsolescence, taking into consideration inventory ageing, physical condition of the inventories, past and expected future sales. <p>Our findings</p> <p>We found the Group's inventories are recorded in accordance with the Group's accounting policies and management's assessment of inventory obsolescence is reasonable.</p>

INDEPENDENT AUDITORS' REPORT

To the Members of UMS Holdings Limited
(Incorporated in Singapore)

Key Audit Matters (cont'd)

Key Audit Matter (cont'd)	How our audit addressed the key audit matter
<p>Impairment of Goodwill</p> <p>We refer to Note 3(b), Note 4(a) and Note 21 to the consolidated financial statements.</p> <p>As at 31 December 2019, the carrying amount of the Group's goodwill amounted to S\$81,211,000, after recognising an impairment loss of S\$990,000.</p> <p>The Group is required to perform an impairment test on goodwill of the cash generating unit ("CGU") by comparing its carrying amount with its recoverable amount as at the current year end. The recoverable amount is determined based on value in use calculations which includes discounted cash flow projections of the CGU to which the goodwill is allocated to.</p> <p>The impairment test involves significant judgement in determining the allocation of goodwill to the relevant CGU and in estimating the underlying assumptions to be applied in the discounted cash flow projections. The recoverable amounts are highly sensitive to key assumptions applied in respect of gross margin, the long term growth rate and discount rate. A small change in the assumptions can have a significant impact to the estimation of the recoverable amounts.</p> <p>Based on the impairment test performed by management, the Group recorded an impairment loss amounting to S\$990,000 during the current financial year ended 31 December 2019.</p>	<p>Our response</p> <p>We designed and performed the following key procedures, among others:</p> <ul style="list-style-type: none"> - Conducted a detailed discussion with the Group's key management and finance key personnel and reviewed the impairment assessment process over the determination of the relevant cash generating units and estimates for forecasted revenues, growth rates, profit margin, tax rates and discount rates. - Challenged management's estimates applied in the value-in-use models based on our knowledge of the Group's business activities and trends, and compared them against historical forecasts and performance, management plans and industry benchmarks. - Evaluated the Group's planned strategies around revenue growth and cost controls and the sensitivity analysis of the possible increase or decrease in the estimated growth rates and discount rates used in the value-in-use models. <p>Our findings</p> <p>We concluded that the identification of cash generating units was appropriate.</p> <p>Based on the procedures performed, we found the estimated future cash flows and the rates used to be reasonable.</p> <p>Based on our procedures, we noted that management's analysis and assessment, including sensitivity analysis, on the recoverability of goodwill can be supported.</p> <p>Furthermore, we evaluated the adequacy of the Group's disclosures regarding the impairment testing of goodwill. We found the disclosures included in Note 21 to the consolidated financial statements to be appropriate in describing the impairment assessment performed in relation to goodwill.</p>

INDEPENDENT AUDITORS' REPORT

To the Members of UMS Holdings Limited
(Incorporated in Singapore)

Other Information

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

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

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

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.

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.

INDEPENDENT AUDITORS' REPORT

To the Members of UMS Holdings Limited
(Incorporated in Singapore)

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

Report on Other Legal and Regulatory Requirements

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

The engagement partner on the audit resulting in this independent auditor's report is Mr Neo Keng Jin.

Moore Stephens LLP
Public Accountants and
Chartered Accountants

Singapore
18 March 2020

CONSOLIDATED INCOME STATEMENT

For the financial year ended 31 December 2019

	Note	Group	
		2019 S\$'000	2018 S\$'000
Revenue	5	131,912	127,939
Changes in inventories		(18,692)	20,805
Raw material purchases and subcontractor charges		(43,390)	(71,725)
Employee benefits expense	6	(15,905)	(16,304)
Depreciation expense	17,17(a),18	(6,874)	(5,671)
Other expenses	7	(10,884)	(12,019)
Other (charges)/income	8	(2,653)	2,357
Finance income	9	331	210
Finance expense	10	(964)	(611)
Share of profit of associate	19	2,574	525
Profit before income tax		35,455	45,506
Income tax	11	(2,241)	(2,853)
Net profit for the year		33,214	42,653
Profit/(loss) attributable to:			
Owners of the parent		33,556	43,071
Non-controlling interest		(342)	(418)
Total		33,214	42,653
Earnings per share			
- Basic	12	6.26 cents	8.03 cents
- Diluted	12	6.26 cents	8.03 cents

The accompanying notes form an integral part of the financial statements

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2019

Group

	2019 S\$'000	2018 S\$'000
Net profit for the year	33,214	42,653
Other comprehensive loss, net of income tax:		
<i>Items that may be classified subsequently to profit or loss:</i>		
Exchange differences on translation of foreign operations	(86)	(199)
Total comprehensive income for the year attributable to the owners of the Company	33,128	42,454
Total comprehensive income/(expense) attributable to:		
Owners of the parent	33,416	42,948
Non-controlling interest	(288)	(494)
	33,128	42,454

BALANCE SHEETS

As at 31 December 2019

	Note	Group		Company	
		2019 S\$'000	2018 S\$'000	2019 S\$'000	2018 S\$'000
ASSETS					
Current Assets					
Cash and bank balances	13	34,364	18,926	178	181
Trade receivables and other current assets	14	22,072	15,149	5,602	8,736
Loan to a subsidiary	14(a)	–	–	3,791	2,322
Inventories	15	51,746	70,438	–	–
Total Current Assets		108,182	104,513	9,571	11,239
Non-Current Assets					
Investments in subsidiaries	16	–	–	201,306	200,481
Property, plant and equipment	17	52,307	53,368	–	–
Right-of-use assets	17(a)	4,237	–	–	–
Investment property	18	1,832	2,100	–	–
Investments in associates	19	39,397	29,501	36,298	28,976
Loan to associate	20	–	3,345	–	3,345
Goodwill	21	81,211	82,201	–	–
Deferred tax assets	11	47	–	–	–
Total Non-Current Assets		179,031	170,515	237,604	232,802
Total Assets		287,213	275,028	247,175	244,041
LIABILITIES AND EQUITY					
Current Liabilities					
Bank borrowings	22	9,334	20,295	–	–
Trade and other payables	23	18,760	14,123	37,691	38,755
Loan from related parties	22	1,403	1,403	–	–
Lease liabilities	27	262	–	–	–
Income tax payable		2,754	2,316	58	14
Total Current Liabilities		32,513	38,137	37,749	38,769
Non-Current Liabilities					
Loan from related parties	22	3,626	3,419	–	–
Deferred tax liabilities	11	2,127	2,606	–	–
Long-term provision	24	405	405	–	–
Lease liabilities	27	3,656	–	–	–
Total Non-Current Liabilities		9,814	6,430	–	–
Total Liabilities		42,327	44,567	37,749	38,769
Capital and Reserves					
Share capital	25	136,623	136,623	136,623	136,623
Reserves	26	(10,823)	(10,683)	–	–
Retained earnings		117,465	102,612	72,803	68,649
		243,265	228,552	209,426	205,272
Non-controlling interest		1,621	1,909	–	–
Total Equity		244,886	230,461	209,426	205,272
Total Liabilities and Equity		287,213	275,028	247,175	244,041

The accompanying notes form an integral part of the financial statements

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 December 2019

← Attributable to owners of the Company →

	Share capital S\$'000	Foreign Exchange Translation Reserve S\$'000	Retained earnings S\$'000	Total S\$'000	Non- controlling interest S\$'000	Total S\$'000
Group						
2019						
Balance at 1 January 2019	136,623	(10,683)	102,612	228,552	1,909	230,461
Adoption of SFRS(I) 16	–	–	72	72	–	72
Adjusted balance as at 1 January 2019	136,623	(10,683)	102,684	228,624	1,909	230,533
Net profit for the year	–	–	33,556	33,556	(342)	33,214
Other comprehensive (loss)/income - Exchange differences on translation of foreign operations	–	(140)	–	(140)	54	(86)
Total comprehensive (loss)/income for the year	–	(140)	33,556	33,416	(288)	33,128
Dividends	–	–	(18,775)	(18,775)	–	(18,775)
Balance at 31 December 2019	136,623	(10,823)	117,465	243,265	1,621	244,886
2018						
Balance at 1 January 2018	136,623	(10,560)	89,045	215,108	(1,307)	213,801
Net profit for the year	–	–	43,071	43,071	(418)	42,653
Other comprehensive loss - Exchange differences on translation of foreign operations	–	(123)	–	(123)	(76)	(199)
Total comprehensive (loss)/income for the year	–	(123)	43,071	42,948	(494)	42,454
Dividends	–	–	(29,504)	(29,504)	–	(29,504)
Effect on non-controlling interest on acquisition of a subsidiary	–	–	–	–	3,710	3,710
Balance at 31 December 2018	136,623	(10,683)	102,612	228,552	1,909	230,461

The accompanying notes form an integral part of the financial statements

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2019

	Note	Group	
		2019 S\$'000	2018 S\$'000
Cash Flows from Operating Activities			
Profit before income tax		35,455	45,506
Adjustments for:			
Gain on acquisition of a subsidiary	8,16	–	(1,580)
Depreciation expense	17,17(a),18	6,874	5,671
Property, plant and equipment and investment property written off	8,18	32	4
Loss allowance for trade debts	8	–	90
Bad debts written off	8	8	–
Impairment of goodwill	8	990	–
Gain on disposal of property, plant and equipment	8	(264)	(10)
Inventories written off	8	–	61
Allowance for/(reversal of) inventories obsolescence	8	1,611	(34)
Interest income	9	(331)	(210)
Interest expense	10	964	611
Share of profit of associate	19	(2,574)	(525)
Unrealised foreign exchange loss		253	(132)
Operating cash flows before working capital changes		43,018	49,452
Changes in working capital:			
(Increase)/decrease in trade receivables and other current assets		(9,057)	11,133
Decrease/(increase) in inventories		17,104	(13,030)
Increase/(decrease) in trade and other payables		4,876	(5,609)
Cash generated from operations		55,941	41,946
Income tax paid		(2,339)	(3,566)
Net cash generated from operating activities		53,602	38,380
Cash Flows from Investing Activities			
Proceeds from disposal of property, plant and equipment		2,021	21
Purchase of property, plant and equipment	17	(2,207)	(15,685)
Improvement to investment property	18	(43)	(12)
Investment in associate	19	(7,322)	(28,976)
Interest received		331	210
Net cash inflow/(outflow) on acquisition of a subsidiary	16	28	(4,386)
Net cash used in investing activities		(7,192)	(48,828)
Cash Flows from Financing Activities			
Proceeds from bank borrowings		41,700	48,320
Repayment of bank borrowings		(52,639)	(47,254)
Interest paid	10	(480)	(321)
		(53,119)	(47,575)
Placement of fixed deposit – restricted		39,000	–
Withdrawal of fixed deposit – restricted		(39,000)	–
Repayment of loan from related parties		–	(1,403)
Repayment of lease liabilities		(463)	–
Dividends paid	28	(18,775)	(29,504)
Net cash used in financing activities		(30,657)	(30,162)
Net increase/(decrease) in cash and cash equivalents		15,753	(40,610)
Cash and cash equivalents at the beginning of the year		18,926	59,571
Net effect of exchange rate changes on the balances of cash and cash equivalents held in foreign currencies		(315)	(35)
Cash and cash equivalents at the end of the year (Note 13)		34,364	18,926

The accompanying notes form an integral part of the financial statements

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2019

The reconciliation of movements of liabilities to cash flows arising from financing activities is presented below:

	1 January 2019 S\$'000	Cash flow		Non-cash changes			31 December 2019 S\$'000
		S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	
		Proceeds	Repayment	Foreign currency exchange	Interest expenses	Long-term provision arising from right-of-use assets	
Bank borrowings	20,295	41,700	(53,119)	(22)	480	–	9,334
Lease liabilities (Current and Non-Current Liabilities)	4,575	–	(463)	–	211	(405)	3,918
Loan from related parties (Current Liabilities)	1,403	–	–	–	–	–	1,403
Loan from related parties (Non-Current Liabilities)	3,419	–	–	(66)	273	–	3,626
	29,692	41,700	(53,582)	(88)	964	(405)	18,281

	1 January 2018 S\$'000	Cash flow		Non-cash changes			31 December 2018 S\$'000
		S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	
		Proceeds	Repayment	Foreign currency exchange	Interest expenses	Acquisition of a subsidiary	
Bank borrowings	19,001	48,320	(47,575)	228	321	–	20,295
Loan from related parties (Current Liabilities)	–	–	(1,403)	–	–	2,806	1,403
Loan from related parties (Non-Current Liabilities)	3,158	–	–	(29)	290	–	3,419
	22,159	48,320	(48,978)	199	611	2,806	25,117

The accompanying notes form an integral part of the financial statements

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

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

1 General

UMS Holdings Limited (the “Company”) is a public limited company incorporated and domiciled in Singapore, and is listed on the Mainboard of the Singapore Exchange Securities Trading Limited (“SGX-ST”). The controlling shareholder of the Company is Mr Luong Andy.

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are disclosed in Note 16 to the consolidated financial statements.

The registered office address and principal place of business of the Company is at 23 Changi North Crescent, Singapore 499616.

The financial statements for the financial year ended 31 December 2019 were approved and authorised for issue by the board of directors in accordance with a resolution of the directors on the date of the Directors’ Statement.

2 Basis of Preparation

The financial statements have been prepared in accordance with the provisions of the Singapore Companies Act, Chapter 50 and Singapore Financial Reporting Standards (International) (“SFRS(I”).

The financial statements, which are expressed in Singapore Dollar (“S\$”), are rounded to the nearest thousand dollar (S\$’000), except as otherwise indicated. The financial statements have been prepared on a historical cost basis, except as disclosed in the summary of accounting policies set out in Note 3 to the consolidated financial statements.

The preparation of financial statements in conformity with SFRS(I) 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 4 to the consolidated financial statements.

3 Summary of Significant Accounting Policies

- (a) Basis of Consolidation

Subsidiaries

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 over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(a) Basis of Consolidation (cont'd)

Subsidiaries (cont'd)

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give power, including:

- the size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Company, other vote holders or other parties;
- rights arising from other contractual agreements; and
- any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with SFRS(I) 9 Financial Instruments either in profit or loss or as a change to other comprehensive income. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

The excess 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 the fair value of the identifiable net assets acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss.

Inter-company transactions, balances and unrealised gains on transactions between the group companies are eliminated. Unrealised losses are also eliminated. When necessary, amounts reported by subsidiaries have been adjusted to conform with the Group's accounting policies.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(a) Basis of Consolidation (cont'd)

Subsidiaries (cont'd)

Change in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

Disposal of subsidiaries

When the Group ceases to have control, any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

(b) Goodwill on Consolidation

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 held equity interest in the acquiree over (ii) the fair value of the investee's identifiable net assets acquired. Goodwill on acquisitions of subsidiaries is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment loss.

Goodwill is reviewed for impairment annually or more frequently if events or changes in circumstances indicate that the carrying amount may be impaired.

For the purpose of impairment testing, goodwill acquired is allocated to each of the Group's cash-generating units that are expected to benefit from the synergies of the combination. The cash-generating unit ("CGU") to which goodwill has been allocated is tested for impairment annually and whenever there is an indication that the CGU may be impaired, by comparing the carrying amount of the CGU, including the allocated goodwill, with the recoverable amount of the CGU. Where the recoverable amount of the CGU is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses recognised for goodwill are not reversed in subsequent years.

When goodwill forms part of a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of, is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. In this circumstance, goodwill disposed of is measured based on the relative fair values of the operations disposed of, and the portion of the CGU retained.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(c) Investments in Subsidiaries

In the Company's separate financial statements, the investments in subsidiaries are stated at cost less any impairment losses. An assessment of the investments in subsidiaries is performed when there is an indication that the investments may have been impaired.

On disposal of the investments in subsidiaries, the difference between the net disposal proceeds and the carrying amount of the investments is recognised in the profit or loss.

(d) Investments in Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. If the Group holds, directly or indirectly, less than 20% of the voting rights, it is presumed that the Group does not have significant influence, unless such influence can be clearly demonstrated.

Goodwill on acquisition of associates represents the excess of the cost of acquisition over the Group's share of the fair value of the identifiable net assets acquired. Goodwill on associates is included in the carrying amount of the investments. Gains and losses on the disposal of associates include the carrying amounts of goodwill relating to the entity sold.

Investments in associates are accounted for using the equity method of accounting less impairment losses, if any. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition.

When the Group reduces its ownership interest in an associate, but the Group continues to apply the equity method, the Group reclassifies to profit or loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be required to be reclassified to profit or loss on the disposal of the related assets or liabilities.

The Group's share of post-acquisition profit or loss is recognised in the income statement, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in associate, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount in profit or loss.

Profits and losses resulting from upstream and downstream transactions between the Group and its associate are recognised in the Group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(e) Property, Plant and Equipment

Measurement

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment losses.

Depreciation

Depreciation is calculated on a straight-line method to write off the cost of the property, plant and equipment over their estimated useful lives. The estimated useful lives are as follows:

Freehold buildings	-	50 years
Leasehold property	-	60 years
Plant and equipment	-	3 to 10 years

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

The carrying amounts of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying amount may not be recoverable.

The estimated residual values, useful lives and depreciation method are reviewed annually, with the effect of any changes in estimate accounted for on a prospective basis. This ensures that the method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the item of property, plant and equipment.

Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised, is added to the carrying amount of the asset when it is probable that future economic benefits, in excess of the standard performance of the asset before the expenditure was made, will flow to the Group and the cost of the item can be reliably measured. Other subsequent expenditure is recognised as an expense during the year in which it is incurred.

Disposal

Property, plant and equipment are derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds (if any) and the carrying amount of the asset, and is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(f) Investment Property

Investment property comprises significant portions of leasehold property that is held for long-term rental yields and/or for capital appreciation.

Investment property is measured initially at cost, including transaction costs, and subsequently carried at cost less accumulated depreciation and any impairment loss. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met; and excludes the costs of day-to-day servicing of an investment property.

Depreciation is calculated on a straight-line basis over a period of 30 years.

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

Investment property is derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gain or loss on the retirement or disposal of an investment property is recognised in profit or loss in the year of retirement or disposal.

When the cost model is applied, the fair value of the investment property is disclosed at each reporting date.

(g) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand and deposits with financial institutions that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents consist of cash and cash equivalents (as defined above) less any restricted deposit balances that are pledged to secure banking facilities.

(h) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is determined on the weighted average method. 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) but excludes borrowing costs. Net realisable value represents the estimated selling price in the ordinary course of business less all estimated costs of completion and costs necessary to make the sale.

(i) Impairment of Non-financial Assets Excluding Goodwill

Non-financial assets excluding goodwill are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. If such indication exists, the recoverable amount (i.e. the higher of the fair value less cost to sell and value in use) of the asset is estimated to determine the amount of impairment loss.

For the purpose of impairment testing of these assets, recoverable amount is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the cash-generating unit ("CGU") to which the asset belongs.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(i) Impairment of Non-financial Assets Excluding Goodwill (cont'd)

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 impairment loss is recognised in profit or loss unless the asset is carried at revalued amount. In this case, such impairment loss of a revalued asset is treated as a revaluation decrease.

An impairment loss for an asset is reversed if, and only if, there has been a change in the estimates used to determine the assets' recoverable amount since the last impairment loss was recognised. The carrying amount of an 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 amortisation or depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss for an asset is recognised in profit or loss, unless the asset is carried at revalued amount, in which case, such reversal is treated as a revaluation increase. However, to the extent that an impairment loss on the same revalued asset was previously recognised in profit or loss, a reversal of that impairment is also recognised in profit or loss.

(j) Offsetting Financial Instruments

Financial assets and financial liabilities are offset and net amount reported in the balance sheets, when and only when, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the financial assets and settle the financial liabilities simultaneously.

(k) Financial Assets

(i) Classification and measurement

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

- Amortised cost;
- Fair value through other comprehensive income (FVOCI); and
- Fair value through profit or loss (FVPL).

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.

(ii) 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.

Financial assets measured at amortised costs are presented as "cash and bank balances", "trade receivables and other current assets (excluding prepayments)", "loan to a subsidiary" and "loan to associate" on the balance sheets.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(k) Financial Assets (cont'd)

(iii) *Subsequent Measurement*

The Group and the Company only have debt instruments in the balance sheets.

There are three subsequent measurement categories, depending on the Group's business model for managing the asset and the cash flow characteristics of the asset:

- Amortised cost: 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.
- FVOCI: Debt instruments that are held for collection of contractual cash flows and for sale, and where the assets' cash flows represent solely payments of principal and interest, are classified as FVOCI. Movements in fair values are recognised in Other Comprehensive Income (OCI) and accumulated in fair value reserve, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit and loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and presented in "other income / other expenses". Interest income from these financial assets is recognised using the effective interest rate method and presented in "interest income", if any.
- FVPL: Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVPL. Movement in fair values and interest income is recognised in profit or loss in the period in which it arises and presented in "other income / other expenses", if any.

Debt instruments mainly comprise cash and cash equivalents and trade and other receivables (including loan to a subsidiary and loan to associate) measured at amortised cost.

(iv) *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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(k) Financial Assets (cont'd)

(v) Impairment

The Group assesses on a forward looking basis the expected credit losses ("ECL") associated with its debt financial assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. ECL are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECL are discounted at the effective interest rate of the financial asset.

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

(vi) Credit-impaired financial assets

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

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

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or past due;
- the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower or a concession(s) that the lender(s) would not otherwise consider (e.g. the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise);
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

(vii) Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in income statement.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(l) Borrowing Costs

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

All other borrowing costs are recognised in profit or loss in the period using the effective interest method in which they are incurred.

(m) Financial Liabilities

An entity shall recognise a financial liability on its balance sheets when, and only when, the entity becomes a party to the contractual provisions of the instrument.

Financial liabilities, which include bank borrowings, trade and other payables, loans from related parties and lease liabilities are initially measured at fair value, plus transaction costs and are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integrated part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or, where appropriate, a shorter period to the net carrying amount on initial recognition.

Borrowings are presented as current liabilities unless the Group has an unconditional right to defer settlement for at least 12 months after the reporting period.

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expired. The difference between the carrying amount of the financial liabilities derecognised and the consideration paid and payable is recognised in profit or loss.

(n) Provisions

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(o) Employee Benefits

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund/Employees Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

Employee entitlements to annual leave are recognised as a liability when they accrue to the employees. The estimated liability for leave is recognised for services rendered by employees up to the balance sheet date.

(p) 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.

(q) Dividends to Company's Shareholders

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

(r) Revenue Recognition

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

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

(i) *Sale of goods and services*

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

Transaction price is the amount of consideration in the contract to which the Group expects to be entitled in exchange for transferring the promised goods or services. The transaction price is allocated to each PO in the contract on the basis of the relative stand-alone selling prices of the promised goods or services. The individual standalone selling price of a good or service that has not previously been sold on a stand-alone basis, or has a highly variable selling price, is determined based on the residual portion of the transaction price after allocating the transaction price to goods and/or services with observable stand-alone selling prices.

Revenue is recognised at a point in time upon satisfaction of the PO, which generally coincides with the delivery of goods and when services are rendered. The transaction price allocated is recognised as a contract liability at the time of the initial sales transaction and is released upon satisfaction of the PO.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(r) Revenue Recognition (cont'd)

(ii) *Rental income*

Rental income from operating leases (net of any incentives given to the lessees) is recognised on a straight-line basis over the lease term as set out in specific rental agreements.

(iii) *Interest income*

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

(s) Leases

(i) *When the Group is the lessor:*

Applicable to reporting periods before 1 January 2019

Leases of investment property 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.

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

Applicable to reporting periods from 1 January 2019

Leases of investment properties 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 income 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.

Sub-lease arrangements where the Group acts as an intermediate lessor are classified as finance or operating lease with reference to the right-of-use asset arising from the head lease, rather than the underlying asset. Where the Group has applied the short-term exemptions to the head lease, then the sub-lease will be classified as an operating lease.

(ii) *When the Group is the lessee:*

Applicable to reporting periods before 1 January 2019

Leases of office/factory premises where substantially all risks and rewards incidental to ownership are retained by the lessors are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessors) are recognised in profit or loss on a straight-line basis over the period of the lease.

Contingent rents are recognised as an expense in profit or loss when incurred.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(s) Leases (cont'd)

(ii) *When the Group is the lessee: (cont'd)*

Applicable to reporting periods from 1 January 2019 (cont'd)

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.

The Group recognises right-of-use assets and lease liabilities at the date which the underlying assets become 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 dates, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives 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.

Right-of-use assets are subsequently depreciated using the straight-line method from the commencement dates to the earlier of the end of the useful lives of the right-of-use assets or the end of the lease terms. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment with average tenure of between 2 and 39 years. In addition, the right-of-use assets are periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the corresponding lease liabilities. The Group presents its right-of-use assets as "Right-of-use assets" and lease liabilities in "Lease liabilities" in the balance sheets.

The initial measurement of lease liabilities 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 uses its incremental borrowing rate.

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

- Fixed payments (including in-substance fixed payments), less any lease incentives receivables;
- Variable lease payments that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under residual value guarantees
- 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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(s) Leases (cont'd)

(ii) *When the Group is the lessee: (cont'd)*

Applicable to reporting periods from 1 January 2019 (cont'd)

For contracts 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 components. The Group has elected not to separate lease and non-lease components for property leases; instead, these are accounted for as one single lease component.

Lease liabilities are measured at amortised cost, and are 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 lease extension and termination options;
- There is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee; or
- There is a modification to the lease term.

When lease liabilities are remeasured, corresponding adjustments are made against the right-of-use assets. If the carrying amounts of the right-of-use assets have been reduced to zero, the adjustments are recorded in profit or loss. 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, as well as leases of low value assets, except in the case of sub-lease arrangements. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

Variable lease payments that are based on an index or a rate are included in the measurement of the corresponding right-of-use assets and lease liabilities. Other variable lease payments are recognised in profit or loss when incurred.

Short-term lease and lease of low-value assets

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(t) Income Tax

Income tax expense represents the sum of the tax currently payable and deferred tax.

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the profit or loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised.

Such deferred tax assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

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

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its tax assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(t) Income Tax (cont'd)

Deferred tax (cont'd)

The Group will recognise a previously unrecognised deferred tax asset to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at the date, would be recognised subsequently if new information about facts and circumstances changed. The adjustment would either be treated as a reduction to goodwill (as long as it does not exceed goodwill) if it is incurred during the measurement period or in profit or loss.

Current and deferred tax for the year

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items that are recognised outside profit or loss (whether in other comprehensive income or directly in equity), in which case the tax is also recognised outside profit or loss, or where they arise from the initial accounting for a business combination. In the case of a business combination, the tax effect is taken into account in the accounting for the business combination.

(u) Foreign Currencies

Functional and presentation currency

The individual financial statements of each Group entity are presented in the currency of the primary economic environment in which the entity operates ("functional currency"). For the purpose of the consolidated financial statements, the results and financial position of each Group entity are expressed in Singapore Dollar ("S\$"), which is the functional currency of the Company and the presentation currency for the consolidated financial statements.

Transactions and balances

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions.

At the end of reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date.

Currency translation 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, unless they arise from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations.

Those currency translation differences are recognised in the foreign currency translation reserve in the consolidated financial statements and transferred to profit or loss as part of the gain or loss on disposal of the foreign operation.

Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(u) Foreign Currencies (cont'd)

Translation of Group entities' financial statements

The results and financial position of each group entity that has a functional currency different from the presentation currency is translated into the presentation currency as follows:

- Assets and liabilities are translated at the closing exchange rate at the balance sheet date;
- 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 transactions); and
- All resulting exchange differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve.

On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation), all of the accumulated exchange differences in respect of that operation attributable to the Group are reclassified to profit or loss.

In the case of a partial disposal (i.e. no loss of control) of a subsidiary that includes a foreign operation, the proportionate share of accumulated exchange differences is re-attributed to non-controlling interests and are not recognised in profit or loss.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate at the balance sheet date. Exchange differences arising are recognised in other comprehensive income.

(v) Segment Reporting

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

(w) Related Parties

A related party is defined as follows:

A related party is a person or entity that is related to the entity that is preparing its financial statements (referred to as the "reporting entity").

- a. A person or a close member of that person's family is related to a reporting entity if that person:
 - i. has control or joint control over the reporting entity;
 - ii. has significant influence over the reporting entity; or
 - iii. is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

3 Summary of Significant Accounting Policies (cont'd)

(w) Related Parties (cont'd)

- b. An entity is related to a reporting entity if any of the following conditions applies:
- i. the entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - iii. both entities are joint ventures of the same third party;
 - iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - v. the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity;
 - vi. the entity is controlled or jointly controlled by a person identified in (a);
 - vii. a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); or
 - viii. the entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

4 Critical Accounting Estimates and Judgements

In the application of the Group's accounting policies, which are described in Note 3 to the consolidated financial statements, management are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

4 Critical Accounting Estimates and Judgements (cont'd)

(a) Key Sources of Estimation Uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Useful lives of property, plant and equipment and investment property

The Group determines the estimated useful lives and related depreciation charges for its property, plant and equipment and investment property. This estimate is based on the historical experience of the actual useful lives of property, plant and equipment and investment property of a similar nature and function. It could change significantly as a result of technical innovations and competitor actions. Management will increase the depreciation charge where the useful lives are less than previously estimated, or it will write-off or write-down technically obsolete assets that have been abandoned or sold.

There is no change in the estimated useful lives of property, plant and equipment and investment property during the financial year. The carrying amounts of property, plant and equipment and investment property of the Group as at 31 December 2019 amounted to S\$52,307,000 (2018: S\$53,368,000) and S\$1,832,000 (2018: S\$2,100,000) respectively. A 5% difference in the expected useful lives of these assets from management's estimates would result in an approximate 1.0% (2018: 0.7%) change in the Group's net profit for the year. Further details are given in Notes 17 and 18 to the consolidated financial statements.

Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating unit to which goodwill has been allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

The Group recognised an impairment loss of S\$990,000 on its goodwill during the financial year ended 31 December 2019 (2018: Nil). The carrying amount of goodwill amounted to S\$81,211,000 (2018: S\$82,201,000) as at 31 December 2019. Further details are given in Note 21 to the consolidated financial statements.

Impairment of investments in subsidiaries and associate

The Group and the Company follow the guidance of SFRS(I) 1-36 in determining the recoverability of their investments in subsidiaries and associate. This requires assessment as to whether the carrying amount of their investments in subsidiaries and associate can be supported by the net present value of future cash flows derived from such investments using cash flow projections which have been discounted at an appropriate rate. This determination requires significant judgement and the Group and the Company determine forecasts of future cash flows based on its estimates of future revenues and operating expenses using historical and industry trends, general market conditions, forecasts and other available information. The Group and the Company have also considered the fair value of the investment in associate based on its market capitalisation as at 31 December 2019. No impairment has been recognised for investments in subsidiaries and associate during the financial year ended 31 December 2019 (2018: Nil).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

4 Critical Accounting Estimates and Judgements (cont'd)

(a) Key Sources of Estimation Uncertainty (cont'd)

Impairment of loan and receivables

As at 31 December 2019, the trade and other receivables (excluding prepayments and including loan to a subsidiary and loan to associate) of the Group and the Company as at 31 December 2019 amounting to S\$21,695,000 (2018: S\$17,285,000) and S\$9,384,000 (2018: S\$14,391,000) (Notes 14, 14(a) and 20) respectively.

The Group measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses ("ECLs"). The ECLs on trade receivables are estimated using a provision matrix which involves grouping receivables according to historical loss patterns (e.g. customer rating or product or by geographical location) and applying a historic provision rate which is based on days past due for groupings of various customer segments that have similar loss patterns. In devising such a provision matrix, the Group uses its historical credit loss experience with forward-looking information (adjusted as necessary to reflect current conditions and forecast economic conditions) to estimate the lifetime expected credit losses on the trade receivables and contract assets. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's and the Company's loan and receivables are disclosed in Note 14 to the consolidated financial statements.

Loss allowance for trade debts of S\$90,000 had been recognised during the financial year ended 31 December 2018 (Note 14).

Notwithstanding the above, the Group evaluates the expected credit loss on customers in financial difficulties separately. There is no customer in financial difficulties during the financial year.

The Group's and the Company's credit risk exposure for loan and receivables are set out in Note 33(a)(ii) to the consolidated financial statements.

(b) Critical Judgements in applying Accounting Policies

In the process of applying the Group's accounting policies, the application of judgements that are expected to have a significant effect on the amounts recognised in the financial statements are discussed below.

Allowance for inventories obsolescence

Reviews are made periodically by management on inventories for excess inventories, obsolescence and decline in net realisable value below cost. The Group writes down the cost of inventories whenever the net realisable value of inventories becomes lower than cost due to damage, physical deterioration, obsolescence, changes in price levels or other causes. Allowances are recorded against the inventories based on historical obsolescence of slow-moving inventories.

During the financial year ended 31 December 2019, the Group recognised an allowance for inventories obsolescence of S\$1,611,000 (2018: a net reversal of inventories obsolescence of S\$34,000) (Note 8).

During the financial year ended 31 December 2018, inventories amounting to S\$61,000 were written off.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

5 Revenue

	Group	
	2019 S\$'000	2018 S\$'000
Sale of goods and services	131,763	127,781
Rental income	149	158
	131,912	127,939

Disaggregation of revenue from contracts with customers

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

	Group	
	2019 S\$'000	2018 S\$'000
Singapore	84,368	70,230
USA	21,903	24,483
Taiwan	20,727	26,720
Malaysia	2,660	4,488
Others	2,254	2,018
Total	131,912	127,939

Contract liabilities

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
- Customised equipment contracts (Note 23)	1,973	267

Contract liabilities for the customised equipment contracts has increased due to more contracts in which the Group billed and received consideration ahead of the provision of services.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

5 Revenue (cont'd)

Contract liabilities (cont'd)

Significant change in the contract liabilities balance during the reporting period is disclosed as follows:

	Group	
	2019 S\$'000	2018 S\$'000
Revenue recognised in current year that was included in the contract liabilities balance at the beginning of the year	267	107
Billings/cash received, excluding amounts recognised as revenue during the year	1,973	267

No significant revenue is recognised during the financial year ended 31 December 2019 from performance obligations satisfied (or partially satisfied) in the previous periods, due to changes in transaction price.

Transaction price allocated to contracts that are partially or fully unsatisfied

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Aggregate amount of the transaction price allocated to contracts that are partially or fully unsatisfied as at 31 December	3,258	5,159

Management expects the transaction price of S\$3,258,000 allocated to the unsatisfied performance obligations as of 31 December 2019 to be recognised as revenue during the next financial year. The amount disclosed above does not include variable consideration which is subject to significant risk of reversal, if any.

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

6 Employee Benefits Expense

	Group	
	2019 S\$'000	2018 S\$'000
Salaries and wages	(11,858)	(11,867)
Expenses on executive bonus plan to key management personnel	(2,052)	(2,581)
Contributions to defined contribution plans	(1,995)	(1,856)
	(15,905)	(16,304)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

7 Other Expenses

	Group	
	2019 S\$'000	2018 S\$'000
The major components include the following:		
Utilities	(3,478)	(3,424)
Lease expense *	(9)	(489)
Upkeep of machinery	(1,802)	(1,945)
Freight charges	(551)	(697)
Legal and professional fees	(652)	(490)
Consultancy fees	(1,660)	(1,919)
Auditor's remuneration		
- Company's auditors	(206)	(212)
- Other auditors	(11)	(13)
Non-audit fees		
- Company's auditors	-	(60)
- Other auditors	(40)	(50)
Tax fees	(40)	(36)
Upkeep of properties	(439)	(568)
Insurance	(401)	(494)
Property tax	(314)	(211)
Others	(1,281)	(1,411)
	(10,884)	(12,019)

* short-term leases in FY2019

8 Other (Charges)/Credits

	Group	
	2019 S\$'000	2018 S\$'000
Gain on acquisition of a subsidiary	-	1,580
Loss allowance for trade debts (Note 14)	-	(90)
Property, plant and equipment written off	(32)	(4)
(Allowance for)/reversal of inventories obsolescence	(1,611)	34
Foreign exchange (losses)/gains – net	(349)	751
Inventories written off	-	(61)
Gain on disposal of property, plant and equipment	264	10
Bad debts written off	(8)	-
Impairment of goodwill (Note 21)	(990)	-
Others	73	137
	(2,653)	2,357

The allowance for inventories is mainly due to obsolescence of inventories.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

9 Finance Income

	Group	
	2019 S\$'000	2018 S\$'000
Interest income from cash and cash equivalents	331	181
Interest income from loan to associate	–	29
	331	210

10 Finance Expense

	Group	
	2019 S\$'000	2018 S\$'000
Interest expense		
- bank borrowings	(480)	(321)
- loans from related parties	(273)	(290)
- lease liabilities (Note 17(a))	(211)	–
	(964)	(611)

11 Income Tax

	Group	
	2019 S\$'000	2018 S\$'000
Current income tax:		
- current year	2,814	1,896
- (over)/under provision in respect of prior years	(47)	193
	2,767	2,089
Deferred taxation:		
- current year	(526)	998
- over provision in respect of prior years	–	(234)
	(526)	764
	2,241	2,853

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

11 Income Tax (cont'd)

A reconciliation of the applicable tax rate to the Group's effective tax rate applicable to profit before income tax for the financial year is as follows:

	Group	
	2019 S\$'000	2018 S\$'000
Profit before income tax	35,455	45,506
Share of profit of associate	(2,574)	(525)
	32,881	44,981
Tax at the applicable tax rate of 17%	5,590	7,647
Tax effect of non-deductible items*	594	1,449
Income not subject to taxation*	(307)	(265)
(Over)/under provision of income tax in respect of prior years	(47)	193
Over provision of deferred tax in respect of prior years	–	(234)
Deferred tax assets not recognised	309	218
Utilisation of deferred tax benefits previously not recognised	–	(24)
Tax exemption	(5,273)	(8,073)
Singapore statutory stepped exemption	(87)	(148)
Effect of different tax rates operating in other jurisdictions	1,462	2,090
	2,241	2,853

* Mainly relates to expenses of/income derived by those entities of the Group, whose principal activities are those of investment holding that do not qualify for deduction/are not taxable as they are capital in nature, in accordance with the relevant tax regulation.

The applicable tax rate used for the reconciliations above is the corporate tax rate of 17% (2018: 17%) payable by corporate entities in Singapore on taxable profits under tax law in that jurisdiction.

The tax exemption relates to subsidiaries in Malaysia which have been granted pioneer status by the Inland Revenue Board of Malaysia for a period of five years with an option to apply for another five-year extension and ten years, respectively. During this period, all trading income of the subsidiaries is exempted for income tax purposes.

The Malaysian statutory tax rate used remained at 24% in the current financial year ended 31 December 2019.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

11 Income Tax (cont'd)

The deferred tax assets and liabilities as at the end of reporting period are as follows:

	At the beginning of the year S\$'000	Credited to income statement S\$'000	At the end of the year S\$'000
Group			
31 Dec 2019			
Deferred tax liabilities:			
- Excess of net book value of property, plant and equipment	2,198	(402)	1,796
- Acquisition of subsidiary (Note 16)	415	(75)	340
Total deferred tax liabilities	2,613	(477)	2,136
Deferred tax assets:			
- Provisions	(7)	(2)	(9)
Net deferred tax liabilities	2,606	(479)	2,127
Deferred tax assets			
- Capital allowances	-	(47)	(47)

	At the beginning of the year S\$'000	Acquisition of subsidiary S\$'000	Charged to income statement S\$'000	At the end of the year S\$'000
Group				
31 Dec 2018				
Deferred tax liabilities:				
- Excess of net book value of property, plant and equipment	1,452	-	746	2,198
- Acquisition of subsidiary (Note 16)	-	415	-	415
Total deferred tax liabilities	1,452	415	746	2,613
Deferred tax assets:				
- Provisions	(25)	-	18	(7)
Net deferred tax liabilities	1,427	415	764	2,606

Deferred tax assets are to be recovered after one year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

11 Income Tax (cont'd)

	2019 S\$'000	2018 S\$'000
Deferred tax liabilities:		
- to be settled within one year	128	185
- to be settled after one year	2,008	2,428
	2,136	2,613

As at 31 December 2019, the Group has unutilised tax losses of approximately S\$6,890,000 (2018: S\$6,166,000) available for offset against future taxable income, subject to agreement with the tax authorities on the relevant tax regulations. The tax losses have no expiry date. The deferred tax assets arising from these unutilised tax losses totalling approximately S\$1,171,000 (2018: S\$1,048,000) have not been recognised in accordance with the accounting policy in Note 3(t).

As at 31 December 2019, no deferred tax liability (2018: Nil) has been recognised for taxes that would be payable on the undistributed earnings of the Group's overseas subsidiaries as:

- No withholding tax is imposed on dividends from Malaysia subsidiaries due to the double tax agreement between Malaysia and Singapore.
- The USA subsidiary has minimal undistributed earnings, thus the Group does not foresee any distribution of earnings.

12 Earnings Per Share

The earnings per share is calculated by dividing the Group's net profit for the year attributable to the owners of the Company by the weighted average number of ordinary shares outstanding in issue during the financial year:

	Group	
	2019 S\$'000	2018 S\$'000
Net profit attributable to the owners of the Group (S\$'000)	33,556	43,071
Number of ordinary shares:		
Weighted average number of ordinary shares for the purpose of computation of basic and diluted earnings per share	536,429,579	536,429,579
Basic earnings per share (Singapore cents)	6.26	8.03
Diluted earnings per share (Singapore cents)	6.26	8.03

Diluted earnings per share is the same as basic earnings per share as there were no dilutive potential ordinary shares outstanding as at 31 December 2019 and 2018.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

13 Cash and Bank Balances

	Group		Company	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Cash on hand and at banks, and short-term bank deposit (i)	29,778	16,038	178	181
Fixed deposits (i)	4,586	2,888	–	–
	34,364	18,926	178	181

- (i) The rates of interest for the interest earning bank accounts and the fixed deposits are between Nil and 3.20% (2018: Nil and 3.50%) per annum respectively, with maturity period within one year.

As at 31 December 2018, included in fixed deposits was a sum of S\$190,000 which was not freely remissible for use by the Group because of overseas withdrawal restrictions.

14 Trade Receivables and Other Current Assets

	Group		Company	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Trade receivables:				
Third parties	18,290	11,772	–	–
Less: Loss allowance for trade debts	(90)	(90)	–	–
	18,200	11,682	–	–
Other receivables and deposits:				
Subsidiaries	–	–	5,520	8,718
Third parties	1,003	667	73	6
Related parties	5	1,229	–	–
Advance to suppliers	2,137	7	–	–
Deposits	350	663	–	308
Less: Loss allowance	–	(308)	–	(308)
	3,495	2,258	5,593	8,724
Prepayments	377	1,209	9	12
Trade receivables and other current assets	22,072	15,149	5,602	8,736

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

14 Trade Receivables and Other Current Assets (cont'd)

The movement in credit loss allowance is as follows:

	Group	
	2019 S\$'000	2018 S\$'000
<u>Trade debts</u>		
At 1 January per SFRS(l) 9	(90)	–
Loss allowance recognised in income statement during the year on:		
Assets acquired/originated	–	(90)
At 31 December per SFRS(l) 9	(90)	(90)
<u>Deposits</u>		
At 1 January per SFRS(l) 9	(308)	(308)
Utilised during the year	308	–
At 31 December per SFRS(l) 9	–	(308)

The average credit period generally granted for trade receivables is between 30 and 90 days (2018: between 30 and 90 days).

Trade receivables

Loss allowance for impairment for trade receivables has always been measured at an amount equal to lifetime expected credit losses ("ECL") as disclosed in the accounting policy in Note 3(k). The Group regards as defaulted and recognises a loss allowance of 100% against certain receivables (credit-impaired) when historical experience has indicated that these receivables are generally not recoverable. There has been no change in the estimation techniques or significant assumptions made during the current reporting year. None of the trade receivables that have been written off is subject to recovery process.

The Group uses a provision matrix to measure the lifetime expected credit loss allowance for trade receivables. In measuring the expected credit losses, trade receivables are grouped based on shared credit risk characteristics and days past due.

In calculating the expected credit loss rates, the Group considers historical loss rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables.

The Group's credit risk in relation to trade receivables under SFRS(l) 9 as at 31 December 2019 are set out in the provision matrix as presented in Note 33(a)(ii). The Group's provision for loss allowance is determined based on the default rate by credit rating of customers, obtained from independent credit rating companies.

The Group's trade receivables due from third parties include an outstanding receivable which amounted to approximately S\$10.5 million (2018: S\$6.3 million) from a key customer which accounted for more than 50% (2018: more than 50%) of the Group's total revenue for the current financial year. Management have considered these facts and have assessed that the Group's exposure to this key customer would not have an impact on the Group's financial performance and its ability to continue as a going concern in the foreseeable future. Management has assessed this key customer as low credit risk.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

14 Trade Receivables and Other Current Assets (cont'd)

Other receivables

The non-trade receivables from subsidiaries (Company level) and related parties (Group level) are unsecured, interest-free and repayable in cash. Other receivables from third parties are considered to have low credit risk as they are not due for payment at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition.

For the purpose of impairment assessment, amounts due from subsidiaries and related parties are considered to have low credit risk as the timing of payment is controlled by the Company taking into account cash flow management within the Group and there has been no significant increase in risk of default on the amounts due from subsidiaries and related parties since initial recognition.

In determining the ECL, management has taken into account the historical default experience and the financial positions of the subsidiaries and related parties, adjusted for factors that are specific to the subsidiaries and related parties and general economic conditions of the industry in which the subsidiaries and related parties operate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for amounts due from subsidiaries and related parties. The above assessment is after taking into account the current financial positions of the entities.

Accordingly, for the purpose of impairment assessment for subsidiaries and related parties, including non-trade third parties receivables, the loss allowance is measured at an amount equal to 12-month expected credit losses ("ECL").

Please refer to Note 33(a)(ii) for ageing analysis of trade and other receivables of the Group.

Based on historical default rates, the Group believes that no impairment allowance is necessary in respect of trade and other receivables past due but not impaired. These receivables are mainly arising by customers that have a good credit record with the Group.

14(a) Loan to a subsidiary

The loan to a subsidiary is non-trade in nature, unsecured and repayable on demand. The loan is denominated in United States Dollar and bears interest at 2.4% (2018: 2.4%) per annum.

For the purpose of impairment assessment, loan to a subsidiary is considered to have low credit risk as the timing of payment is controlled by the Company taking into account cash flow management within the Group and there has been no significant increase in risk of default on the amount due from a subsidiary since initial recognition. Accordingly, for the purpose of impairment assessment for this receivable, the loss allowance is measured at an amount equal to 12-month expected credit losses ("ECL").

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

15 Inventories

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Lower of cost and net realisable values:		
Finished goods and goods for resale	10,768	13,183
Work-in-progress	9,416	9,976
Raw materials	31,562	47,279
	51,746	70,438
Cost of inventories sold recognised as cost of sales in the consolidated income statement	62,082	50,920

16 Investments in Subsidiaries

	Company	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Unquoted equity shares, at cost	225,104	224,279
Less: Allowance for impairment loss	(23,798)	(23,798)
	201,306	200,481
Movements in the allowance for impairment loss of investments in subsidiaries:		
Balance at the beginning and the end of the year	23,798	23,798

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

16 Investments in Subsidiaries (cont'd)

The subsidiaries held by the Company and its subsidiaries as at the end of reporting period are listed below:

Name of subsidiaries, place of business and incorporation	Principal activities	Effective percentage of equity held by Group		Company's cost of investment	
		2019 %	2018 %	2019 S\$'000	2018 S\$'000
<i>Held by the Company</i>					
UMS Systems Pte Ltd (Singapore)	Assembly and integration of equipment and automated assembly lines	100	100	9,561	9,561
UMS International Pte Ltd (Singapore)	Investment holding	100	100	800	800
UMS Pte Ltd (Singapore)	Investment holding and precision machining of medical and wafer fabrication equipment parts manufacturers and providing electroplating and anodising services	100	100	127,081	127,081
UMS Aerospace Pte Ltd (Singapore)	Precision machining of machine parts for oilfield precision component manufacturers and other industries	100	100	20,000	20,000
Integrated Manufacturing Technologies Pte Ltd (Singapore)	Stainless steel gaslines and weldment manufacturing and assembly	100	100	19,803	19,803
Integrated Manufacturing Technologies Inc (United States) ¹	Stainless steel gaslines and weldment manufacturing and assembly	100	100	8,196	8,196
Ultimate Machining Solutions (M) Sdn. Bhd. (Malaysia) ²	Manufacture of precision machining components, assembly and integration of equipment and automated assembly lines	100	100	30,772	30,772
Kalf Engineering Pte. Ltd. (Singapore)	Manufacturing and repairing of waste water treatment equipment and supply of environmentally- friendly, electrolyte water disinfection system and other related products	51	51	990	990

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

16 Investments in Subsidiaries (cont'd)

Name of subsidiaries, place of business and incorporation	Principal activities	Effective percentage of equity held by Group		Company's cost of investment	
		2019 %	2018 %	2019 S\$'000	2018 S\$'000
<i>Held by the Company (cont'd)</i>					
Starke Singapore Pte Ltd (Singapore)	Trading of non-ferrous metal alloys	70	70	7,076	7,076
Ultimate Mechanical System Sdn. Bhd. (Malaysia) ⁴	Inactive	100	–	825	–
				225,104	224,279
<i>Held through UMS International Pte Ltd</i>					
Ultimate Manufacturing Solutions (M) Sdn. Bhd. (Malaysia) ²	Manufacture of precision machining components, assembly and integration of equipment and automated assembly lines	100	100	–	–
<i>Held through UMS Pte Ltd</i>					
UMS Solutions Pte Ltd (Singapore)	Holder of investment property	100	100	–	–
<i>Held through Kalf Engineering Pte. Ltd.</i>					
浙江凯富环境治理工程有限公司 (People's Republic of China) ³	Inactive	100	100	–	–
<i>Held through Starke Singapore Pte. Ltd.</i>					
Starke Asia Sdn. Bhd. (Malaysia) ²	Trading of metal products	100	100	–	–
<i>Held through Ultimate Machining Solutions (M) Sdn. Bhd.</i>					
Allstar Manufacturing Sdn. Bhd. (Malaysia) ²	Inactive	100	10	–	–

All the above subsidiaries are audited by Moore Stephens LLP, Singapore except the following:

- 1 Statutory audit is not required in the country of incorporation but audited by Moore Stephens LLP for consolidation purposes.
- 2 Audited by Moore Stephens Associates PLT, Malaysia.
- 3 No paid-up share capital contributed as at 31 December 2019.
- 4 Incorporated on 28 May 2019. The first set of audited financial statements for Ultimate Mechanical System Sdn. Bhd. is prepared in FY2019. Audited by Moore Stephens Associates PLT, Malaysia.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

16 Investments in Subsidiaries (cont'd)

The Group has four non wholly-owned subsidiaries of which the non-controlling interest of Kalf Engineering Pte Ltd is considered material.

Interest in subsidiary with material non-controlling interest:

Name of subsidiary	Country of incorporation/ principal place of business	Proportion of ownership and voting rights held by non-controlling interests		Total comprehensive (expense)/income allocated to non-controlling interests		Accumulated non-controlling interests	
		2019	2018	2019	2018	2019	2018
				S\$'000	S\$'000	S\$'000	S\$'000
Kalf Engineering Pte Ltd	Singapore	49%	49%	(358)	(699)	(2,363)	(2,006)
Individual subsidiaries with non-material non-controlling interests				70	205	3,984	3,915
Total				(288)	(494)	1,621	1,909

Kalf Engineering Pte Ltd was established under the laws of Singapore on 12 December 2008 with an approved registered capital of S\$1,739,500. Kalf Engineering Pte Ltd is principally engaged in manufacturing and repairing of waste water treatment equipment and supply of environmentally, friendly, electrolyte water disinfection system and other related products. Kalf Engineering Pte Ltd was owned by UMS Holdings Limited (51%), Full City Investments Limited (21.5%), Mr Luong Andy (20%), Mr Teo Kim Ann (6%) and Mr Loh Meng Chong Stanley (1.5%).

The summarised financial information for Kalf Engineering Pte Ltd is set out below. The summarised financial information below represents amounts before intragroup eliminations.

Summarised statement of financial position

	Kalf Engineering Pte Ltd	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Current		
Assets	7,906	5,512
Liabilities	(9,218)	(6,244)
Net current liabilities	(1,312)	(732)
Non-current		
Assets	75	63
Liabilities	(3,626)	(3,419)
Net non-current liabilities	(3,551)	(3,356)
Net liabilities	(4,863)	(4,088)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

16 Investments in Subsidiaries (cont'd)

The summarised financial information for the Kalf Engineering Pte Ltd is set out below. The summarised financial information below represents amounts before intragroup eliminations (cont'd).

Summarised statement of comprehensive income

	Kalf Engineering Pte Ltd	
	2019	2018
	S\$'000	S\$'000
Revenue	2,732	2,172
Loss before income tax	(885)	(1,168)
Income tax	–	–
Loss after tax and total comprehensive expense	(885)	(1,168)
<u>Other summarised information</u>		
Cash flow used in operating activities	(798)	(2,440)
Cash flow used in investing activities	(39)	(7)
Cash flow generated from financing activities	1,505	2,139

Acquisition of a subsidiary, Allstar Manufacturing Sdn. Bhd. ("Allstar")

As at 31 December 2018, the Group held 10% equity interest in Allstar. On 13 August 2019, the Group acquired 2,470,000 ordinary shares representing the remaining 90% equity interest in Allstar from the existing shareholders at a purchase consideration of S\$5,240,000. The amount was settled by way of a contra against the amount owing to the Company and its subsidiary, Ultimate Machining Solutions (M) Sdn Bhd by Allstar of S\$3,345,000 (Note 20) and S\$1,895,000 respectively. After the acquisition and as at 31 December 2019, the Group holds 100% equity interest in Allstar.

Assets acquired and liabilities assumed at the date of acquisition were as follows:

	2019
	S\$'000
Property, plant and equipment	5,190
Trade and other receivables	408
Cash and bank deposits	28
Trade and other payables	(386)
Total identifiable net assets at fair value	5,240
Less: Consideration settled by way of a contra against amount owing to UMS Group	(5,240)
Gain on acquisition of a subsidiary	–

The Group accounted for the acquisition of Allstar as an asset acquisition.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

16 Investments in Subsidiaries (cont'd)

Acquisition of a subsidiary, Allstar Manufacturing Sdn. Bhd. ("Allstar") (cont'd)

The impact on acquisition of Allstar on the cash flows of the Group is as follows:

	13 August 2019 S\$'000
Impact on acquisition on the cash flows of the Group	
Purchase consideration in cash	–
Less:	
Cash and bank balances	28
Net cash inflow on acquisition	28

Impact of acquisition on the results of the Group

From the date of acquisition on 13 August 2019 to the financial year ended 31 December 2019, Allstar has contributed a net loss for the year of approximately S\$16,000 to the Group's results. There was no revenue recorded for the current year as Allstar is inactive.

Had this business combination been effected at 1 January 2019, the contribution by Allstar to the Group would not be significant.

Acquisition of a subsidiary, Starke Singapore Pte. Ltd. ("Starke Singapore")

During the financial year ended 31 December 2018, the Company completed the acquisition of a 70% equity interest in Starke Singapore for a cash consideration of S\$7,076,000.

The Group has elected to measure the non-controlling interest at the non-controlling interest's proportionate share of the acquired subsidiary's identifiable net assets.

Assets acquired and liabilities assumed at the date of acquisition were as follows:

	2018 S\$'000
Property, plant and equipment	4,591
Inventories	7,960
Trade and other receivables	2,110
Cash and bank deposits	2,690
Trade and other payables	(1,285)
Tax payable	(479)
Deferred tax	(415)
Amount due to directors	(2,806)
Total identifiable net assets at fair value	12,366
Add: Non-controlling interests	(3,710)
	8,656
Less: Consideration paid in cash	(7,076)
Gain on acquisition of a subsidiary	1,580

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

16 Investments in Subsidiaries (cont'd)

Acquisition of a subsidiary, Starke Singapore Pte. Ltd. ("Starke Singapore") (cont'd)

The impact on acquisition of Starke Singapore on the cash flows of the Group is as follows:

	13 August 2018 S\$'000
<hr/>	
<u>Impact on acquisition on the cash flows of the Group</u>	
Purchase consideration in cash	7,076
Less:	
Cash and bank balances	(2,690)
Net cash outflow on acquisition	<u>4,386</u>

Gain on acquisition of a subsidiary

A gain of S\$1,580,000 was recognised in the consolidated income statement arising from the acquisition of Starke Singapore because the consideration paid was lower than the fair value of the net identifiable net assets.

Impact of acquisition on the results of the Group

From the date of acquisition on 13 August 2018 to the financial year ended 31 December 2018, Starke Singapore has contributed a total revenue of approximately S\$2,751,000 and a net gain for the year of approximately S\$683,000 to the Group's results.

Had this business combination been effected at 1 January 2018, the consolidated revenue of the Group would have been approximately S\$132,742,000 and the profit for the year would have been S\$42,977,000. The directors of the Group consider these "pro-forma" numbers to represent an approximate measure of the performance of the Group on an annualised basis and to provide a reference point for comparison in future periods.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

17 Property, Plant and Equipment

	Freehold land S\$'000	Freehold buildings S\$'000	Leasehold property S\$'000	Plant and equipment S\$'000	Total S\$'000
Group					
31 Dec 2019					
<u>Cost</u>					
At the beginning of the year	4,340	15,774	11,349	150,417	181,880
Adoption of SFRS(I) 16	–	–	(261)	–	(261)
Effect of foreign currency exchange differences	(8)	(47)	–	(134)	(189)
Additions	–	70	–	2,137	2,207
Acquisition of a subsidiary (Note 16)	–	–	–	5,190	5,190
Disposals/Write-off	–	–	–	(2,584)	(2,584)
At the end of the year	4,332	15,797	11,088	155,026	186,243
<u>Accumulated depreciation</u>					
At the beginning of the year	–	2,423	2,622	123,467	128,512
Adoption of SFRS(I) 16	–	–	(73)	–	(73)
Effect of foreign currency exchange differences	–	(7)	–	(72)	(79)
Depreciation for the year	–	311	509	5,561	6,381
Disposals/Write-off	–	–	–	(805)	(805)
At the end of the year	–	2,727	3,058	128,151	133,936
<u>Net book value</u>					
At the end of the year	4,332	13,070	8,030	26,875	52,307
31 Dec 2018					
<u>Cost</u>					
At the beginning of the year	4,346	15,804	7,082	136,767	163,999
Effect of foreign currency exchange differences	(6)	(30)	–	(198)	(234)
Additions	–	–	10	15,675	15,685
Acquisition of a subsidiary (Note 16)	–	–	4,257	334	4,591
Disposals/Write-off	–	–	–	(2,161)	(2,161)
At the end of the year	4,340	15,774	11,349	150,417	181,880
<u>Accumulated depreciation</u>					
At the beginning of the year	–	2,116	2,349	120,752	125,217
Effect of foreign currency exchange differences	–	(9)	–	(69)	(78)
Depreciation for the year	–	316	273	4,930	5,519
Disposals/Write-off	–	–	–	(2,146)	(2,146)
At the end of the year	–	2,423	2,622	123,467	128,512
<u>Net book value</u>					
At the end of the year	4,340	13,351	8,727	26,950	53,368

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

17 Property, Plant and Equipment (cont'd)

The details of the freehold buildings and leasehold property held by the Group are as follows:

Description and location	Tenure
1058, Jalan Kebun Baru, Juru and Lot 20020, Pecahan Lot 702 Mukim 13 14100 Simpang Ampat Seberang Perai Tengah Pulau Pinang, Malaysia	Freehold
23 Changi North Crescent Singapore 499616	30 years lease from 16 August 1997, with an option to extend for a further 30 years
34 Gul Lane Singapore 629428	30 years lease from 1 October 2000 and ending 30 September 2030
1 Tuas South Tuas South Ave 6 #06-15, The Westcom Singapore 637021	60 years lease from 9 July 1996 and ending 8 July 2056

17(a) Right-of-use assets

The Group as a lessee

Nature of the Group's leasing activities

Leasehold land and buildings

The Group entered into leases and makes annual lease payments for the leasehold land and buildings in respect of its office and factory. There are no externally imposed covenant on these lease arrangements. Right-of-use assets acquired under leasing arrangements comprise of leasehold land of S\$3,887,000 and buildings of S\$350,000 as at 31 December 2019.

	S\$'000
Group	
2019	
<u>Cost</u>	
At the beginning of the financial year (Note 34)	4,575
Effect of foreign currency exchange differences	(4)
At the end of the financial year	4,571
<u>Accumulated depreciation</u>	
At the beginning of the financial year	–
Effect of foreign currency exchange differences	(3)
Depreciation for the year	337
At the end of the financial year	334
<u>Net book value</u>	
At the end of the financial year	4,237

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

17 Property, Plant and Equipment (cont'd)

17(a) Right-of-use assets (cont'd)

The Group as a lessee (cont'd)

Nature of the Group's leasing activities (cont'd)

The Group has lease contracts for leasehold land and buildings with average tenure of between 2 and 39 years. The leasing arrangement of the leasehold land at 23 Changi North Crescent, Singapore 499616 has an option to extend for a further 30 years till 16 August 2057. The Group is reasonably certain to exercise this option. The right-of-use assets are depreciated over the period of the lease terms. Depreciation starts at the commencement date of the leases.

Amount recognised in profit or loss:

	2019 S\$'000	2018 S\$'000
Depreciation expense on right-of-use assets	337	–
Interest expense on lease liabilities (Note 10)	211	–
Total cash outflow for leases	462	–

18 Investment Property

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
<u>Cost</u>		
At the beginning of the year	5,057	5,045
Adoption of SFRS(I) 16	(303)	–
Additions	43	12
Disposal/written-off	(11)	–
At the end of the year	4,786	5,057
<u>Accumulated depreciation</u>		
At the beginning of the year	2,957	2,805
Adoption of SFRS(I) 16	(158)	–
Depreciation for the year	156	152
Disposal/written-off	(1)	–
At the end of the year	2,954	2,957
<u>Net book value</u>		
At the end of the year	1,832	2,100

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

18 Investment Property (cont'd)

Investment property relates to the leasehold property at 25 Changi North Crescent, Singapore 499617 held by a subsidiary under an operating lease to earn rental income. Rental income and direct operating expenses related to the investment property amounted to Nil (2018: Nil) and S\$104,975 (2018: S\$230,576) respectively, for the financial year ended 31 December 2019.

The tenure of the leasehold property is a 30-year lease from 1 February 2003.

The Group did not generate rental income for the financial year ended 31 December 2019 in relation to the above property as the previous tenant has vacated the space and management is seeking for new business opportunities.

The estimated fair value of the leasehold property amounted to S\$12,000,000 (2018: S\$12,000,000), classified under Level 2 of the fair value hierarchy (as defined in Note 33(b)(i)), as determined on the basis of management's review of similar properties in the market as at 31 December 2019. The key input applied in the estimation of the investment property is unit price per square foot. There has been no change to the valuation technique during the current financial year.

Details of the Group's investment property and information about the fair value hierarchy as at 31 December 2019 and 31 December 2018 are as follows:

	Level 1 S\$'000	Level 2 S\$'000	Level 3 S\$'000	Total S\$'000
<u>31 Dec 2019</u>				
Leasehold property	–	12,000	–	12,000
<u>31 Dec 2018</u>				
Leasehold property	–	12,000	–	12,000

19 Investments in Associate

	Group		Company	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Unquoted equity shares, at cost	–	90	–	–
Impairment loss on investment in associate	–	(90)	–	–
	–	–	–	–
Quoted equity shares, at cost	36,298	28,976	36,298	28,976
Share of profit of associate	3,099	525	–	–
	39,397	29,501	36,298	28,976
	39,397	29,501	36,298	28,976

During the financial year ended 31 December 2019, the Group and the Company acquired additional equity stake in JEP Holdings Limited ("JEP"), a company incorporated in Singapore and listed on the Singapore Exchange Securities Trading Limited, for S\$7,322,000.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

19 Investments in Associate (cont'd)

The details of the investments in associates as at 31 December 2019 are as follows:

Name of associate, place of business and incorporation	Principal activities	Effective percentage of equity interest held by the Group		Cost of investment	
		2019 %	2018 %	2019 S\$'000	2018 S\$'000
<i>Held by Ultimate Machining Solutions (M) Sdn. Bhd.</i>					
Allstar Manufacturing Sdn. Bhd. Malaysia	Inactive	–	10	–	90
<i>Held by UMS Holdings Limited</i>					
JEP Holdings Limited Singapore	Investment holding and the provision of management services to its subsidiaries	38.69	28.13	36,298	28,976
				36,298	29,066

As at 31 December 2019, the fair value of the Group's interest in JEP Holdings Limited, which is listed on the Singapore Exchange Securities Trading Limited, was S\$36.83 million (2018: S\$16.16 million). The fair value is classified within Level 1 of the fair value hierarchy. The carrying amount of the Group's interest was S\$39.40 million (2018: S\$29.50 million). Based on management's assessment in determining the recoverable amount to be the higher of its fair value less costs of disposal and its value in use, no impairment was recognised during the financial year ended 31 December 2019.

The summarised financial information of the significant associates, not adjusted for the proportion of ownership interest held by the Group, is as follows:

	2019 S\$'000	2018 S\$'000
<u>JEP Holdings Limited</u>		
Current assets	47,930	42,995
Non-current assets	71,695	69,145
Current liabilities	(24,594)	(28,595)
Non-current liabilities	(34,971)	(31,418)
Net assets	60,060	52,127
Revenue	88,962	85,865
Profit for the year	6,518	2,295

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

19 Investments in Associate (cont'd)

	2018 S\$'000
<u>Allstar Manufacturing Sdn. Bhd.</u>	
Current assets	606
Non-current assets	4,455
Current liabilities	(5,331)
Non-current liabilities	(434)
Net liabilities	<u>(704)</u>
Revenue	<u>723</u>
Profit for the year	<u>840</u>

As at 31 December 2018, the Group held 10% equity interest in Allstar. On 13 August 2019, the Group acquired 2,470,000 ordinary shares representing the remaining 90% equity interest in Allstar from the existing shareholders at a purchase consideration of S\$5,240,000. The amount was settled by way of a contra against the amount owing to the Company and its subsidiary, Ultimate Machining Solutions (M) Sdn Bhd by Allstar of S\$3,345,000 (Note 20) and S\$1,895,000 respectively. After the acquisition and as at 31 December 2019, the Group holds 100% equity interest in Allstar. Please see Note 16 for more information.

The Group had not recognised its share of profit of the associate (Allstar Manufacturing Sdn. Bhd.) amounting to S\$84,000 for the financial year ended 31 December 2018 because the Group's cumulative share of losses exceeded its interest in that entity and the Group had no obligation in respect of those losses. As at 31 December 2018, the cumulative unrecognised losses amounted to S\$98,000.

Reconciliation of the summarised financial information presented, to the carrying amount of the Group's interest in associate, is as follows:

	JEP Holdings Limited	
	31 Dec	
	2019 S\$'000	2018 S\$'000
Net assets	60,060	52,127
Group's equity interest (%)	38.69	28.13
Group's share of net assets	23,237	14,663
Goodwill	16,160	14,838
Carrying value	39,397	29,501

The Group has recognised the share of profits of the associate (JEP Holdings Limited) amounting to S\$2,574,000 (2018: S\$525,000) during the financial year ended 31 December 2019.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

20 Loan to Associate

	Group		Company	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Loan to associate	–	3,345	–	3,345

The loan to the associate was non-trade in nature, interest-bearing at between 3% and 5% per annum and with a repayment term of 5 years and expected to be repaid in 2021.

The loan to the associate was secured by the following:

- a specific debenture by way of a fixed and floating charge over all present and future equipment/machineries of the Associate;
- a power of attorney in relation to the debenture;
- a subscription option agreement in respect of the shares of the Associate;
- joint and several guarantees given by the other shareholders of the Associate, which included the pledge of the other shareholders' shareholding interests in other business entities; and
- a specific debenture and power of attorney by a related party of the Associate over certain equipment and machineries.

During the financial year ended 31 December 2019, the loan was settled by way of a contra against the purchase consideration of the acquisition of the 90% equity interest in Allstar (Note 19).

21 Goodwill

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Goodwill arising on consolidation	82,201	82,201
Less: Impairment of goodwill	(990)	–
	81,211	82,201
The movement in goodwill impairment loss is as follows:		
At the beginning of the year	–	–
Impairment loss recognised in income statement during the year	(990)	–
At the end of the year	(990)	–

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

21 Goodwill (cont'd)

(a) Allocation of goodwill to cash-generating units

Goodwill acquired through business combinations has been allocated for impairment testing purposes to the following cash-generating units ("CGUs"):

- Welding – United States of America (Welding-USA)
- Welding – Singapore (Welding-SG)
- Semiconductor
- Water treatment system

The goodwill arising on consolidation relates to the excess of the Group's share of net identifiable assets acquired in the following CGUs as set out below:

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Welding - USA	1,586	1,586
Welding - SG	17,795	17,795
Semiconductor	60,702	60,702
Water treatment system	1,128	2,118
	81,211	82,201

There was no significant exchange differences on translation of goodwill at the end of reporting period.

(b) Impairment testing of goodwill

The recoverable amounts of the CGUs have been determined based on value in use calculations using cash flow projections from financial budgets approved by management covering a five-year period. The post-tax discount rate applied to the cash flow projections, budgeted gross margins, and the forecasted growth rates used to extrapolate cash flow projections beyond the five-year period are as follows:

	31 Dec 2019	31 Dec 2018
Gross margin	22% - 56%	22% - 62%
Long term growth rate used for terminal value	–	–
Discount rates	9.34% - 13.4%	12.9% - 14.8%

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

21 Goodwill (cont'd)

(b) Impairment testing of goodwill (cont'd)

Further information on the significant CGUs are as follows:

	Semiconductor		Welding - SG	
	31 Dec 2019	31 Dec 2018	31 Dec 2019	31 Dec 2018
Gross margin	53%	59%	44%	41%
Long term growth rate used for terminal value	–	–	–	–
Discount rate	13.4%	14.8%	13.4%	14.8%

	Water treatment system	
	31 Dec 2019	31 Dec 2018
Gross margin	22%	22%
Long term growth rate used for terminal value	–	–
Discount rates	9.34%	12.9%

The budgeted gross margin is based on past performance and expectations of market developments. The discount rates reflect specific risks relating to the relevant segments.

These assumptions were used for the analysis of the CGU. Management recognises the speed of technological change and the possibility of new entrants that can have a significant impact on the growth rate assumptions. The effect of new entrants is not expected to have a significant adverse impact on the forecasts included in the budget.

Impairment loss recognised in the CGU of water treatment system

During the financial year ended 31 December 2019, the Group recorded an impairment loss of S\$990,000 (2018: Nil) in relation to goodwill attributable to the CGU of water treatment system. The recoverable amount of the CGU has been determined based on value in use calculations using cash flow projections from financial budgets approved by management covering a five-year period.

The main factors contributing to the impairment of the CGU of water treatment system were due to significant pressure on selling prices and a decrease in demand in both local and overseas markets. No write-down of the carrying amounts of other assets in the CGU of water treatment system was necessary.

The impairment loss has been included in the "other (charges)/credits" line item in the consolidated income statement.

(c) Sensitivity analysis

Management considered that any reasonable possible changes in the above key assumptions applied are not likely to materially cause the recoverable amounts of the CGUs to be lower than their respective carrying amounts, except as mentioned above.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

22 Borrowings and Loan from Related Parties

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Unsecured		
Short term bank loan - current (a)	9,334	20,295
Loans from related parties		
- Current (b)	1,403	1,403
- Non-current (c)	3,626	3,419
	5,029	4,822
	14,363	25,117

- (a) The unsecured bank loan bears fixed interest at 0.95% - 2.50% (2018: 0.95% - 2.40%) per annum and with a maturity period of less than 35 days.
- (b) The loans from related parties bear interest at 2.50% (2018: 2.50%) per annum and relates to an amount owing by a subsidiary to a director and a former director and repayable in the next 12 months.
- (c) The loans from related parties bear interest at 10% per annum (2018: 10%) and relates to an amount owing by a subsidiary to entities controlled by Mr Luong Andy and is classified as non-current liabilities as it is repayable only when the below conditions are met:
- (i) The subsidiary becomes profitable and is in a positive net asset position;
 - (ii) The board of directors of the Company approves the repayment after ascertaining the working capital sufficiency of the subsidiary at the time of repayment; and
 - (iii) Subject to points (i) and (ii) above being met, up to 50% of annual profits generated or cash generated from operations, whichever is lower, can be used to pay down the loan from related parties.

The undiscounted contractual cash flows of the loan from related parties amounted to S\$7,243,000 (2018: S\$6,909,000).

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For the financial year ended 31 December 2019

23 Trade and Other Payables

	Group		Company	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Trade payables:				
Third parties	8,220	4,440	–	–
Related parties	79	–	–	–
	8,299	4,440	–	–
Other payables:				
A subsidiary	–	–	34,117	34,559
A director of the Company	463	559	–	–
Third parties	996	863	382	431
Accrued operating expenses	6,908	7,855	3,192	3,765
Employees and rental deposits	121	139	–	–
Contract liabilities (Note 5)	1,973	267	–	–
	10,461	9,683	37,691	38,755
Trade and other payables	18,760	14,123	37,691	38,755

The average credit period generally taken to settle trade payables is approximately 60 days (2018: 60 days).

The amounts payable to a subsidiary and a director of the Company are non-trade, unsecured, interest-free and repayable on demand.

Contract liabilities mainly represent amounts of consideration received for the customised equipment billed in advance to the Group's customers.

24 Long-Term Provision

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Provision for dismantling and removing the item and restoring the site relating to leasehold and investment properties	405	405
Balance at the beginning and end of the year	405	405

The long-term provision is recognised as part of the initial cost of the right-of-use assets.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

24 Long-Term Provision (cont'd)

The Group makes full provision for the future cost of dismantling and removing the items and restoring the site relating to leasehold and investment properties on a discounted basis. The long-term provision represents the present value of the restoration costs relating to the two office/factory premises held by the Group.

As per the lease agreements, the Group is required to bear the cost of dismantling and removing the items and restoring the factory premises to its original state at the end of the lease period in year 2057 for 23 Changi North Crescent and 2033 for 25 Changi North Crescent.

25 Share Capital

	2019		2018	
	No. of ordinary shares	S\$'000	No. of ordinary shares	S\$'000
Group and Company				
Issued and fully paid:				
At the beginning and end of the year	536,429,579	136,623	536,429,579	136,623

26 Reserves

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Foreign exchange translation reserve	10,823	10,683

Movement in reserves for the Group is set out in the consolidated statement of changes in equity.

The foreign exchange translation reserve is used to record foreign exchange differences arising from the translation of the financial statements of foreign subsidiaries whose functional currencies are different from that of the Group's presentation currency.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

27 Lease Liabilities

Extension option

The lease of the leasehold land at 23 Changi North Crescent includes a term extension option for 30 years till 2057 of which the Group has the rights and expects to exercise this option. Accordingly, lease payments in the extension period have been capitalised in the Group's right-of-use assets and lease liabilities. The Group is restricted from assigning and subleasing the leased asset.

	Group		Company	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Minimum lease payments due:				
- Not later than 1 year	470	—	—	—
- Later than 1 year but within 5 years	1,198	—	—	—
- Later than 5 years	5,957	—	—	—
	7,625	—	—	—
Less:				
Future finance charges	(3,707)	—	—	—
Present value of financial lease liabilities	3,918	—	—	—

The present value of lease liabilities is analysed as follows:

	Group		Company	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Not later than 1 year	262	—	—	—
Later than 1 year but within 5 years	461	—	—	—
Later than 5 years	3,195	—	—	—
	3,918	—	—	—

The effective interest rate is 5.25% (2018: Nil) per annum as at the end of the financial year. The Group has total cash outflows for leases of S\$462,000 for the financial year ended 31 December 2019.

The amount of lease expenditure charged to the profit and loss during the current financial year is disclosed in Note 7. The Group applies the "short-term lease" recognition exemption for such leases.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

28 Dividends

	Group	
	2019 S\$'000	2018 S\$'000
<u>Declared and paid during the financial year</u>		
Dividends on ordinary shares:		
- Special exempt (one-tier) dividend for 2018: Nil (for 2017: 1 cent) per share	–	5,364
- Final exempt (one-tier) dividend for 2018: 2 cents (for 2017: 2 cents) per share	10,728	10,728
- Interim exempt (one-tier) dividend for 2019: 1.5 cents (for 2018: 2.5 cents) per share	8,047	13,412
	18,775	29,504
<u>Proposed but not recognised as a liability as at 31 December</u>		
Dividends on ordinary shares, subject to shareholders' approval at the Company's Annual General Meeting:		
- Special exempt (one-tier) dividend for 2019: 0.5 cent (for 2018: Nil) per share	2,682	–
- Final exempt (one-tier) dividend for 2019: 2 cents (for 2018: 2 cents) per share	10,729	10,728
	13,411	10,728

Tax consequences of proposed dividends

The above-mentioned proposed dividends to the shareholders by the Company have no income tax consequences (2018: Nil).

29 Related Party Transactions

A related party is an entity or person that directly or indirectly through one or more intermediaries controls, is controlled by, or is under common or joint control with, the entity in governing the financial and operating policies, or that has an interest in the entity that gives it significant influence over the entity in financial and operating decisions. It also includes members of the key management personnel or close members of the family of any individual referred to herein and others who have the ability to control, jointly control or significantly influence by or for which significant voting power in such entity resides with, directly or indirectly, any such individual.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

29 Related Party Transactions (cont'd)

There are transactions and arrangements between the Group and related parties and the effects of these on the basis determined between the parties are reflected in these financial statements. In addition to the transactions and balances disclosed elsewhere in the consolidated financial statements, related party transactions include the following (income)/expenses:

	Group	
	2019 S\$'000	2018 S\$'000
<i>Transactions with related parties</i>		
Sale of goods	(2,499)	(145)
Services rendered	(51)	–
Purchase of goods	759	693
Rental income	(151)	(158)
Interest income	–	(29)
Sale of machinery	(1,942)	–
Progress payment for plant and equipment	3	6
Gain on disposal of plant and equipment	(200)	–
Interest expenses	273	290
Consultancy fees	1,660	1,919

Related parties comprise mainly companies which are controlled by the Group's key management personnel and their close family members.

Key Management Compensation

Key management personnel are directors and those persons having authority and responsibility for planning, directing and controlling the activities of the company, directly or indirectly. The below amounts for key management compensation are for all directors and five other key management personnel. Included in the above amounts are the following items:

	Group	
	2019 S\$'000	2018 S\$'000
Salaries, bonuses and related benefits	4,839	5,612
Defined contribution plans	88	89
Fees to directors	221	235
	5,148	5,936
Comprised amounts paid to:		
Directors of the Company*	4,192	4,969
Other key management personnel*	956	967
	5,148	5,936

* The amounts disclosed represent actual compensation received by key management personnel during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

30 Capital Commitments

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

	Group	
	2019 S\$'000	2018 S\$'000
Authorised and contracted but not provided for	1,913	125

31 Operating Lease Commitments

Where the Group is a lessee

At the end of reporting period, the future minimum lease payments under non-cancellable operating leases for office/factory premises with terms of more than one year of the Group were as follows:

	Group 2018 S\$'000
Within 1 year	918
Within 2 to 5 years	1,481
After 5 years	1,827
	<u>4,226</u>

For lease term that ends within 12 months of the date of initial application of SFRS(I) 16, the Group has elected to account for the lease in the same way as short-term lease and included the cost associated with the lease within the disclosure of short-term lease expense in the reporting period that includes the date of initial application.

As disclosed in Note 17(a) and Note 27, the Group has adopted SFRS(I) 16 on 1 January 2019. These lease payments have been recognised as right-of-use assets and lease liabilities on the balance sheets as at 31 December 2019, except for short-term leases.

32 Financial Information by Segments

The Group's businesses are organised into two main business segments, namely semiconductor and others. The semiconductor segment provides precision machining components and equipment modules for semiconductor equipment manufacturers. The others segment mainly provides shipment of water disinfection systems, supplies base components to oil and gas original manufacturers and trading of non-ferrous metal alloys.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 3 to the consolidated financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

32 Financial Information by Segments (cont'd)

Intersegment sales and results include transfers between business segments. Such transfers are accounted for at competitive prices charged to external parties for similar goods. Those transfers are eliminated on consolidation. The revenue from external parties is measured in a manner consistent with that in the consolidated statement of comprehensive income.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Segment assets consist principally of receivables and inventories. Segment liabilities include trade payables and accrued liabilities.

Segment information about these businesses is presented below:

Business Segments

Group	Semiconductor		Others		Total	
	31 Dec 2019	31 Dec 2018	31 Dec 2019	31 Dec 2018	31 Dec 2019	31 Dec 2018
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
Sales to external parties	120,696	123,015	11,216	4,924	131,912	127,939
Segment results	37,070	44,670	(1,615)	836	35,455	45,506
Material non-cash items include:						
Depreciation expense	6,492	5,385	382	286	6,874	5,671
Gain on acquisition of a subsidiary	–	–	–	(1,580)	–	(1,580)
Inventories written off	–	61	–	–	–	61
Allowances for/(reversal of) inventories obsolescence - net	1,611	(38)	–	4	1,611	(34)
Impairment of goodwill	–	–	990	–	990	–
Bad debts written off (non-trade)	–	–	8	–	8	–
Total assets	484,348	480,166	23,772	20,250	508,120	500,416
Total assets include:						
Additions to property, plant and equipment	2,113	15,646	94	39	2,207	15,685
Improvement to investment property	43	12	–	–	43	12
Total liabilities	111,129	119,046	17,131	13,165	128,260	132,211

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

32 Financial Information by Segments (cont'd)

Business Segments (cont'd)

A reconciliation of total assets for reportable segments to total assets is as follows:

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Total assets for reportable segments	508,120	500,416
Elimination of inter-segment assets	(220,907)	(225,388)
Total assets	287,213	275,028

A reconciliation of total liabilities for reportable segments to total liabilities is as follows:

	Group	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Total liabilities for reportable segments	128,260	132,211
Elimination of inter-segment liabilities	(85,933)	(87,644)
Total liabilities	42,327	44,567

The adoption of the new leasing standard resulted in the recognition of right-of-use assets and lease liabilities, which increased segment assets and segment liabilities as at 31 December 2019 as follows:

	Segment assets S\$'000	Segment liabilities S\$'000
Semiconductor	4,038	3,717
Others	199	201
	4,237	3,918

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

32 Financial Information by Segments (cont'd)

Business Segments (cont'd)

The recognition of right-of-use assets and lease liabilities on the balance sheets resulted in an increase in depreciation and interest expenses in the consolidated income statement in the current year as follows:

	Depreciation	Interest
	S\$'000	expenses
	S\$'000	S\$'000
Semiconductor	306	199
Others	31	12
	337	211

Comparative segment information has not been restated. As a consequence, the segment information disclosed for the items above is not entirely comparable to the information disclosed for the prior year.

Geographical Segments

The Group operates in four principal geographical areas - Singapore (country of domicile), Malaysia, Taiwan and the United States of America ("USA"). Other key geographical areas include People's Republic of China and South Korea. Sales to external parties in the individual country grouped under "others" has not contributed more than 5% of the total sales of the Group.

In presenting information on the basis of geographical segments, segment revenue is based on the countries of domicile of the customers. Segment assets are based on the geographical location of the assets.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

32 Financial Information by Segments (cont'd)

Geographical Segments (cont'd)

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Singapore		USA		Taiwan		Malaysia		Others		Total	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000										
Group												
Total sales to external parties	84,368	70,230	21,903	24,483	20,727	26,720	2,660	4,488	2,254	2,018	131,912	127,939
Other geographical information:												
Non-current assets:												
Property, plant and equipment	15,276	18,319	64	98	-	-	36,967	34,951	-	-	52,307	53,368
Investment property	1,832	2,100	-	-	-	-	-	-	-	-	1,832	2,100
Investments in associates	39,397	29,501	-	-	-	-	-	-	-	-	39,397	29,501
Goodwill	79,625	80,615	1,586	1,586	-	-	-	-	-	-	81,211	82,201
	136,130	130,535	1,650	1,684	-	-	36,967	34,951	-	-	174,747	167,170

Information about major customers

Included in revenue arising from semiconductor segment of S\$120.7 million (2018: S\$123.0 million) is revenue of more than 50% (2018: more than 50%) which arose from sales to the Group's largest customer.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments

(a) Financial Risk Management Policies and Objectives

The Group and the Company are exposed to financial risks arising from its operation and the use of financial instruments. The main risks include capital risk, credit risk, interest rate risk, liquidity risk and foreign currency risk. Management reviews and monitors policies for managing each of these risks.

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

(i) Capital risk

When managing capital, the objectives of the Group and the Company are: (a) to safeguard the Group's and the Company's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders, and (b) to provide an adequate return to shareholders by pricing products and services commensurate with the level of risk. The Group's and Company's overall strategy remains unchanged from 2018.

The Group and the Company set the amount of capital in proportion to risk. The Group and the Company manage the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group and the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

The Group and the Company monitor capital on the basis of net debt-to-adjusted capital ratio. This ratio is calculated as net debt divided by adjusted capital. Net debt is calculated as total liabilities (exclude income tax payable, deferred tax liabilities and long-term provision) less cash and bank balances. The capital comprises all components of equity (i.e. share capital, reserves and retained earnings).

	Group		Company	
	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000	31 Dec 2019 S\$'000	31 Dec 2018 S\$'000
Net debt	2,677	20,314	37,513	38,574
Total equity	244,886	230,461	209,426	205,272
Debt-to-adjusted capital ratio	0.011	0.088	0.179	0.188

The Group and the Company do not have to comply with any externally imposed capital requirements for the financial years ended 31 December 2019 and 2018.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(ii) *Credit risk*

Credit risk is the risk of financial loss to the Group and the Company should there be a counterparty default on its contractual obligations. The Group's and the Company's exposure to credit risk arises primarily from trade and other receivables. For other financial assets, the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties and/or obtain sufficient security where appropriate to mitigate credit risk. The Group mainly transacts with high credit quality counterparties of at least an "A" rating by external credit rating companies, where the counterparties have AAA or AA credit ratings, are considered to have low credit risk for the purpose of impairment assessment. The credit rating information is supplied by independent rating agencies where available and, if not available, the Group uses other publicly available financial information and its own trading records to rate its major customers. The Group's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by counterparty limits that are reviewed and approved by management annually.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subjected to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis. An ongoing credit evaluation is performed of the receivables' financial conditions.

The carrying amount of cash and bank balances, trade receivables and other current assets, loan to a subsidiary and loan to associate represents the Group's maximum exposure to credit risk. Cash and bank balances are placed with banks of good standing. The Group performs ongoing credit evaluation of its customers' financial conditions and maintains a loss allowance where necessary.

As disclosed in Note 14 to the consolidated financial statements, the Group uses a provision matrix to measure the lifetime expected credit loss allowance for trade receivables. In measuring the expected credit losses, trade receivables are grouped based on their shared credit risk characteristics and numbers of days past due. The expected credit losses on trade receivables are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money, where appropriate.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(ii) *Credit risk (cont'd)*

Credit risk grading guideline

Management has established the Group's internal credit risk grading to the different exposures according to their degree of default risk. The internal credit risk grading which are used to report the Group's credit risk exposure to key management personnel for credit risk management purposes are as follows:

Internal rating grades	Definition	Basis of recognition of expected credit loss (ECL)
i. Performing	The counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
ii. Under-performing	There has been a significant increase in credit risk since initial recognition (i.e. interest and/or principal repayment are more than 30 days past due).	Lifetime ECL
iii. Non-performing	There is evidence indicating that the asset is credit-impaired (i.e. interest and/or principal repayments are more than 90 days past due).	Lifetime ECL
iv. Write-off	There is evidence indicating that there is no reasonable expectation of recovery as the debtor is in severe financial difficulty.	Asset is written off

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(ii) Credit risk (cont'd)

The Group's provision for loss allowance is based on past due as the Group's historical credit loss experience does not show significantly different loss patterns for different customer segments. The Group's credit risk exposure in relation to trade receivables under SFRS(I) 9 as at 31 December 2019 and 31 December 2018 are set out in the provision matrix as follows:

Group	← Past due →					Total S\$'000
	Current* S\$'000	Within 30 days* S\$'000	30 to 60 days** S\$'000	60 to 90 days** S\$'000	More than 90 days^^ S\$'000	
31 December 2019						
<u>Semiconductor</u>						
Expected loss rate	0.06%	0.06%	0.25%	0.25%	0.62%	
Trade receivables	13,369	419	86	18	445#	14,337
Allowance for impairment	—^	—^	—^	—^	—^	—
<u>Other segments</u>						
Expected loss rate	0.45%	0.45%	0.74%	0.74%	36%	
Trade receivables	1,447	698	222#	1,335#	251	3,953
Allowance for impairment	—^	—^	—^	—^	(90)	(90)
31 December 2018						
<u>Semiconductor</u>						
Expected loss rate	0.06%	0.06%	0.25%	0.25%	0.62%	
Trade receivables	9,092	141	83	33	133	9,482
Allowance for impairment	—^	—^	—^	—^	—^	—
<u>Other segments</u>						
Expected loss rate	0.45%	0.45%	0.74%	0.74%	83%	
Trade receivables	1,266	841	73	2	108	2,290
Allowance for impairment	—^	—^	—^	—^	(90)	(90)

* rated as performing

** rated as under-performing

^^ rated as non-performing

Management has assessed these amounts to be low credit risk as these trade receivables have high credit ratings obtained from external credit rating companies.

^ The expected credit loss is not material.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(ii) Credit risk (cont'd)

Management has applied the expected loss rates of between 0.06% and 0.62% to the trade receivables for assessment of lifetime expected credit losses. The expected credit loss is not material.

The Group's credit risk exposure in relation to other receivables (including loan to associate) under SFRS(I) 9 as at 31 December 2019 are set out in the credit risk rating grades as follows:

	Internal Credit rating	ECL	Gross Carrying Amount S\$'000	Loss Allowance S\$'000	Net Carrying Amount S\$'000
Group					
<u>31 Dec 2019</u>					
Other receivables and deposits	Performing	12-month ECL	1,358	–	1,358
<u>31 Dec 2018</u>					
Loan to associate	Non-Performing	Lifetime ECL	3,345	–	3,345
Other receivables and deposits	Performing	12-month ECL	2,559	(308)	2,251

Management has assessed other receivables and deposits to have low credit risk as they are not due for payment yet. Management has periodically assessed for any significant increase in the risk of default on the receivables since initial recognition, with a rebuttable presumption that credit risk has increased for debts more than 30 days past due. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. The Group considers a financial asset to have low credit risk when it has an internal or external credit rating that is typically equivalent to the investment grade market convention. Accordingly, the 12-month expected credit loss is not material.

Loan to associate was assessed by management to be non-performing financial asset due to the financial position of the associate as at 31 December 2018. However, the loan to associate was secured. Please refer to Note 20 for more information. As such, the lifetime expected credit loss was not material.

Cash and bank balances, including fixed deposits, are subject to immaterial credit loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(ii) Credit risk (cont'd)

The Company's credit risk exposure in relation to other receivables under SFRS(I) 9 as at 31 December 2019 are set out in the credit risk rating grades as follows:

	Internal Credit rating	ECL	Gross Carrying Amount S\$'000	Loss Allowance S\$'000	Net Carrying Amount S\$'000
Company					
<u>31 Dec 2019</u>					
Loan to a subsidiary	Performing	12-month ECL	3,791	–	3,791
Subsidiaries	Performing	12-month ECL	5,520	–	5,520
Other receivables and deposits	Performing	12-month ECL	73	–	73
<u>31 Dec 2018</u>					
Loan to associate	Non-Performing	Lifetime ECL	3,345	–	3,345
Loan to a subsidiary	Performing	12-month ECL	2,322	–	2,322
Subsidiaries	Performing	12-month ECL	8,718	–	8,718
Other receivables and deposits	Performing	12-month ECL	314	(308)	6

In determining the ECL, management has taken into account the historical default experience and the financial positions of the subsidiaries and related parties, adjusted for factors that are specific to the subsidiaries and related parties and general economic conditions of the industry in which the subsidiaries and related parties operate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for amounts due from subsidiaries and related parties. The above assessment is after taking into account the current financial positions of the entities.

(iii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rate. The Group's exposure to interest rates arises primarily from interest-earning financial assets and interest-bearing financial liabilities.

The Group is not exposed to any significant interest-bearing financial liabilities as at year end except for bank borrowings, lease liabilities and loan from related parties.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(iii) Interest rate risk (cont'd)

The tables below set out the Group's and the Company's exposure to interest rate risk. Included in the tables are the financial assets and financial liabilities at carrying amounts, categorised by the earlier of contractual repricing or maturity dates.

	Interest bearing S\$'000	Non- Interest bearing S\$'000	Total S\$'000
Group			
31 Dec 2019			
<u>Financial assets</u>			
Trade receivables and other current assets (excluding prepayments and advance to suppliers)	–	19,558	19,558
Cash and bank balances	30,337	4,027	34,364
	30,337	23,585	53,922
<u>Financial liabilities</u>			
Bank borrowings	9,334	–	9,334
Loans from related parties	5,029	–	5,029
Trade and other payables (excluding contract liabilities)	–	16,787	16,787
Lease liabilities	3,918	–	3,918
	18,281	16,787	35,068
31 Dec 2018			
<u>Financial assets</u>			
Loan to associate	3,345	–	3,345
Trade receivables and other current assets (excluding prepayments and advance to suppliers)	–	13,933	13,933
Cash and bank balances	17,410	1,516	18,926
	20,755	15,449	36,204
<u>Financial liabilities</u>			
Bank borrowings	20,295	–	20,295
Loans from related parties	4,822	–	4,822
Trade and other payables (excluding contract liabilities)	–	13,856	13,856
	25,117	13,856	38,973

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(iii) Interest rate risk (cont'd)

	Interest bearing S\$'000	Non- Interest bearing S\$'000	Total S\$'000
Company			
31 Dec 2019			
<u>Financial assets</u>			
Loan to subsidiary	3,791	–	3,791
Trade receivables and other current assets (excluding prepayments)	–	5,593	5,593
Cash and bank balances	165	13	178
	3,956	5,606	9,562
<u>Financial liabilities</u>			
Trade and other payables	–	37,691	37,691
31 Dec 2018			
<u>Financial assets</u>			
Loan to associate	3,345	–	3,345
Loan to subsidiary	2,322	–	2,322
Trade receivables and other current assets (excluding prepayments)	–	8,724	8,724
Cash and bank balances	179	2	181
	5,846	8,726	14,572
<u>Financial liabilities</u>			
Trade and other payables	–	38,755	38,755

A 3% (2018: 3%) increase/(decrease) in the interest rates as at the end of reporting period, with all variables including tax rate being held constant, would not result in a significant impact in the Group's profit after tax.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(iv) Liquidity risk

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

The table below analyses the maturity profile of the Group's and the Company's financial liabilities based on contractual undiscounted cash flows.

	Carrying amount S\$'000	Contractual cash flows S\$'000	Within 1 year S\$'000	Within 2 to 5 years S\$'000
Group				
<u>31 Dec 2019</u>				
Bank borrowings	9,334	9,334	9,334	–
Loans from related parties	5,029	7,243	1,403	5,840
Trade and other payables	16,787	16,787	16,787	–
Lease liabilities	3,918	7,625	470	7,155
	35,068	40,989	27,994	12,995
<u>31 Dec 2018</u>				
Bank borrowings	20,295	20,295	20,295	–
Loans from related parties	4,822	6,909	1,403	5,506
Trade and other payables	13,856	13,856	13,856	–
	38,973	41,060	35,554	5,506
Company				
<u>31 Dec 2019</u>				
Trade and other payables	37,691	37,691	37,691	–
<u>31 Dec 2018</u>				
Trade and other payables	38,755	38,755	38,755	–

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(v) Foreign currency risk

The Group is exposed to foreign currency risk on sales and purchases that are denominated in a currency other than the respective functional currencies of the entities of the Group. The currency giving rise to this risk is primarily the United States Dollar ("USD").

To manage the aforesaid foreign currency risk, the Group maintains a natural hedge, whenever possible, by depositing foreign currency proceeds from sales into foreign currency bank accounts which are primarily used for payments of purchases in the same currency denomination.

The Group's and the Company's exposures to foreign currency risk are as follows:

	Singapore Dollar S\$'000	Japanese Yen S\$'000	Euro S\$'000	Malaysian Ringgit S\$'000	United States Dollar S\$'000	Chinese Renminbi S\$'000	Total S\$'000
Group							
31 Dec 2019							
<u>Financial assets</u>							
Cash and bank balances	5,760	2	1,447	6,000	21,086	69	34,364
Trade receivables and other current assets (excluding prepayments and advance to suppliers)	2,142	–	10	1,070	16,336	–	19,558
	7,902	2	1,457	7,070	37,422	69	53,922
<u>Financial liabilities</u>							
Bank borrowings	(2,700)	(6,634)	–	–	–	–	(9,334)
Loans from related parties	(3,560)	–	–	–	(1,469)	–	(5,029)
Trade and other payables	(7,444)	–	(2)	(2,454)	(6,887)	–	(16,787)
Lease liabilities	(3,757)	–	–	(11)	(150)	–	(3,918)
	(17,461)	(6,634)	(2)	(2,465)	(8,506)	–	(35,068)
Net financial (liabilities)/ assets	(9,559)	(6,632)	1,455	4,605	28,916	69	18,854
Less: Net financial liabilities/ (assets) denominated in the respective entities' functional currencies	7,499	–	–	(4,608)	(963)	–	1,928
Currency exposure	(2,060)	(6,632)	1,455	(3)	27,953	69	20,782

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(v) Foreign currency risk (cont'd)

	Singapore Dollar S\$'000	Japanese Yen S\$'000	Euro S\$'000	Malaysian Ringgit S\$'000	United States Dollar S\$'000	Chinese Renminbi S\$'000	Total S\$'000
Group (cont'd)							
31 Dec 2018							
<u>Financial assets</u>							
Cash and bank balances	2,638	3	8	3,407	12,735	135	18,926
Loan to associate	–	–	–	2,101	1,244	–	3,345
Trade receivables and other current assets (excluding prepayments and advance to suppliers)	2,090	–	265	1,673	9,905	–	13,933
	4,728	3	273	7,181	23,884	135	36,204
<u>Financial liabilities</u>							
Bank borrowings	(11,500)	(8,795)	–	–	–	–	(20,295)
Loans from related parties	(3,429)	–	–	–	(1,393)	–	(4,822)
Trade and other payables	(8,938)	–	–	(1,495)	(3,423)	–	(13,856)
	(23,867)	(8,795)	–	(1,495)	(4,816)	–	(38,973)
Net financial (liabilities)/ assets	(19,139)	(8,792)	273	5,686	19,068	135	(2,769)
Less: Net financial liabilities/ (assets) denominated in the respective entities' functional currencies	17,560	–	–	(3,574)	2	–	13,988
Currency exposure	(1,579)	(8,792)	273	2,112	19,070	135	11,219

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(v) *Foreign currency risk (cont'd)*

	Singapore Dollar S\$'000	United States Dollar S\$'000	Malaysia Ringgit S\$'000	Total S\$'000
Company				
31 Dec 2019				
<u>Financial assets</u>				
Cash and bank balances	111	67	–	178
Loan to a subsidiary	1,001	2,790	–	3,791
Trade receivables and other current assets (excluding prepayments)	5,146	447	–	5,593
	6,258	3,304	–	9,562
<u>Financial liabilities</u>				
Trade and other payables	(36,346)	(1,345)	–	(37,691)
Net financial (liabilities)/assets	(30,088)	1,959	–	(28,129)
Less: Net financial liabilities denominated in the Company's functional currency	30,088	–	–	30,088
Currency exposure	–	1,959	–	1,959
31 Dec 2018				
<u>Financial assets</u>				
Cash and bank balances	122	59	–	181
Loan to associate	–	1,244	2,101	3,345
Loan to a subsidiary	–	2,322	–	2,322
Trade receivables and other current assets (excluding prepayments)	5,186	3,538	–	8,724
	5,308	7,163	2,101	14,572
<u>Financial liabilities</u>				
Trade and other payables	(38,755)	–	–	(38,755)
Net financial (liabilities)/assets	(33,447)	7,163	2,101	(24,183)
Less: Net financial liabilities denominated in the Company's functional currency	33,447	–	–	33,447
Currency exposure	–	7,163	2,101	9,264

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(a) Financial Risk Management Policies and Objectives (cont'd)

(v) Foreign currency risk (cont'd)

If the following currency strengthen by 10% (2018: 10%) against S\$ as at the end of reporting period, with all other variables including tax rate being held constant, the effect arising from the net financial assets position will be as follows:

	Group Increase/(Decrease) profit after tax S\$'000	Company Increase/(Decrease) profit after tax S\$'000
<hr/>		
31 Dec 2019		
United States dollar	2,320	163
<hr/>		
31 Dec 2018		
United States dollar	1,583	595
<hr/>		

A 10% weakening of the above currency against the S\$ as at the end of reporting period would have had the equal but opposite effect on the amounts shown above, on the basis that all other variables remain constant.

(b) Financial Instruments

(i) Fair value of financial instruments

Fair value is defined as the amount at which the financial instruments could be exchanged in a current transaction between knowledgeable willing parties in an arm's length transaction, other than in a forced or liquidation sale. Fair values are obtained from quoted prices, discounted cash flow models and option pricing models as appropriate.

The Group presents financial assets measured at fair value and classified by level of the following fair value measurement hierarchy:

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

33 Financial Instruments (cont'd)

(b) Financial Instruments (cont'd)

(ii) *Fair Value of the Group's financial assets and financial liabilities that are not measured at fair value on a recurring basis*

The carrying amounts of financial assets and financial liabilities with a maturity of less than one year (including cash and bank balances, trade and other receivables, loan to a subsidiary, bank borrowings, trade and other payables and loan from related parties) approximate their fair values due to the relatively short-term maturity of these financial instruments.

The carrying amounts of loan to associate, loan from related parties and lease liabilities approximate their fair values as they are subject to interest rates close to market rates of interest for similar arrangement with financial institutions.

34 Adoption of New Standards

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 January 2019.

- SFRS(I) 16 *Leases*;
- SFRS(I) INT 23 *Uncertainty over Income Tax Treatments*;
- *Long-term Interests in Associates and Joint Ventures (Amendments to SFRS(I) 1-28)*;
- *Prepayment Features with Negative Compensation (Amendments to SFRS(I) 9)*;
- *Previously Held Interest in a Joint Operation (Amendments to SFRS(I) 3 and 11)*;
- *Income Tax Consequences of Payments on Financial Instruments Classified as Equity (Amendments to SFRS(I) 1-12)*;
- *Borrowing Costs Eligible for Capitalisation (Amendments to SFRS(I) 1-23)*;
- *Plan Amendment, Curtailment or Settlement (Amendments to SFRS(I) 1-19)*.

Except for the adoption of SFRS(I) 16 *Leases*, the application of the above standards and interpretations do not have a material effect on the consolidated financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

34 Adoption of New Standards (cont'd)

Adoption of New Standards

SFRS(I) 16

Prior to the adoption of SFRS(I) 16, non-cancellable operating lease payments were not recognised as liabilities in the statement of financial position. These payments were recognised as rental expenses over the lease term on a straight-line basis.

SFRS(I) 16 sets out a revised framework for the recognition, measurement, presentation and disclosure of leases, and replaces SFRS(I) 1-17 Leases, SFRS(I) INT 4 Determining whether an Arrangement contains a Lease, SFRS(I) INT 1-15 Operating Leases – Incentives; and SFRS(I) INT 1-27 Evaluating the Substance of Transactions Involving the Legal Form of a Lease. SFRS(I) 16 requires lessees to recognise right-of-use assets and lease liabilities for all leases with a term of more than 12 months, except where the underlying asset is of low value. The right-of-use asset is depreciated and interest expense is recognised on the lease liability. Lease incentives (e.g. rent-free period) are recognised as part of the measurement of the right-of-use assets and lease liabilities. Right-of-use assets are tested for impairment in accordance with SFRS(I) 1-36 Impairment of Assets.

- a) For all contracts entered into before 1 January 2019 and that were previously identified as leases under SFRS(I) 1-17 and SFRS(I) INT 4, the Group is exempted from having to reassess whether pre-existing contracts contain a lease. Accordingly, the definition of a lease in accordance with SFRS(I) 1-17 and SFRS(I) INT 4 will continue to be applied to leases entered or modified before 1 January 2019.
- b) The Group has, on a lease-by-lease basis:
 - applied a single discount rate to a portfolio of leases with reasonably similar characteristics;
 - relied on previous assessments on whether leases are onerous as an alternative to performing an impairment review;
 - excluded initial direct costs in the measurement of the right-of-use asset at the date of initial application; and
 - used hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

There were no onerous contracts as at 1 January 2019.

- c) For leases previously classified as operating leases on 1 January 2019, the Group has applied the following transition provisions:
 - (i) On a lease-by-lease basis, the Group chose to measure its right-of-use assets at a carrying amount as if SFRS(I) 16 had been applied since the commencement of the lease but discounted using the incremental borrowing rate at 1 January 2019;
 - (ii) Recognised its lease liabilities by discounting the remaining lease payments as at 1 January 2019 using the incremental borrowing rate for each individual lease; and
 - (iii) The difference between the carrying amounts of the right-of-use assets and lease liabilities as at 1 January 2019 is adjusted directly to opening retained profits. Comparative information is not restated.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

34 Adoption of New Standards (cont'd)

Adoption of New Standards (cont'd)

SFRS(I) 16 (cont'd)

- d) The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Impact on lessee accounting

On 1 January 2019, the Group has applied a modified retrospective approach that does not restate comparative information. The Group recognised right-of-use assets and lease liabilities for those leases previously classified as operating leases, except for short-term leases and leases of low-value assets. The right-of-use assets and lease liabilities for the leases were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

For leases previously classified as finance leases, if any, the carrying amount of the leased asset and finance lease liability as at 1 January 2019 are determined as the carrying amount of the right-of-use assets and lease liabilities.

Impact on lessor accounting

There are no significant changes to the accounting by the Group as a lessor.

Financial impact of adoption of SFRS(I) 16

On 1 January 2019, the Group:

- (i) recognised right-of-use assets and lease liabilities of S\$4,575,000 respectively.

When measuring lease liabilities, the Group discounted lease payments using its incremental borrowing rate at 1 January 2019. The weighted-average rate applied is 5.25%.

The lease liabilities as at 1 January 2019 can be reconciled to the operating lease commitments as of 31 December 2018, as follows:

	S\$'000
Operating lease commitment disclosed as at 31 December 2018	4,226
Less:	
Discounting effect using the incremental borrowing rate of 5.25% at 1 January 2019	(1,644)
Short-term leases	(212)
Add:	
Extension option which is reasonably certain to be exercised	2,201
Effect of foreign exchange differences	4
Lease liabilities recognised as at 1 January 2019	<u>4,575</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2019

35 New Standards and Interpretations not yet adopted

A number of new standards and interpretations and amendments to standards are effective for annual periods beginning after 1 January 2020 and earlier application is permitted; however, the Group has not early adopted the new or amended standards and interpretations in preparing these financial statements.

The following new SFRS(I)s, interpretations and amendments to SFRS(I)s are effective for annual periods beginning after 1 January 2020:

Applicable to 2020 financial statements:

- *Business Combinations* (Amendments to SFRS(I) 3)
- *Definition of material* (Amendments to SFRS(I) 1-8)

Applicable to 2021 financial statements:

- SFRS(I) 17 *Insurance Contracts*

Mandatory effective date deferred:

- *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture* (Amendments to SFRS(I) 10 and SFRS(I) 1-28).

36 Subsequent events

Purchase of factory

Subsequent to year end, a subsidiary of the Company signed an option to purchase with a third party for the purchase of factory at No. 32 Gul Lane Singapore 629426 for a consideration of S\$3,330,000. Upon completion of the purchase, the subsidiary will lease a section of the factory to the said third party for a period of 10 years.

Share buy-back

Subsequent to year end, the Company has completed a share buy-back by way of market acquisition of 2 million shares at S\$0.67318 per share and amounting to S\$1,348,376.86.

SUPPLEMENTARY FINANCIAL

Information Disclosures Required by SGX-ST Listing Manual

1. Interested Person Transactions

The transactions entered into with interested person during the financial year which fall under Rule 907 of the Listing Manual of the SGX-ST are:-

Name of interested person	Nature of Relationship	Aggregate value of all interested person transactions during the financial period under review (excluding transactions less than \$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920 of the SGX Listing Manual)	
		2019 S\$'000	2018 S\$'000
Kalf Engineering Pte Ltd			
Interest expenses from Shareholders loan	<p>Kalf Engineering Pte Ltd ("Kalf") is a company in which both executive directors Mr. Luong Andy and Mr. Stanley Loh Meng Chong have an interest.</p> <p>Transaction above is with Full City Investments Ltd in which Mr. Luong Andy is a director and shareholder. The aggregate value of Interested person transactions entered into between Kalf and Full City Investments Ltd for the year ended 31 December 2019 amounted to S\$238,000 which represents approximately 0.16% of the Group's latest audited net tangible assets as at 31 December 2018.</p>	238	235
Sure Achieve Consultant Pte Ltd			
Consultancy Services charges and commission	<p>Transaction above is with Sure Achieve Consultant Pte Ltd in which Mrs. Sylvia SY Lee Luong is a director and shareholder. She is the wife of the CEO of the Group, Mr. Luong Andy.</p> <p>The aggregate value of IPT entered into between the Group and Sure Achieve Consultant Pte Ltd for the year ended 31 December 2019 amounted to S\$1,660,000 which represents approximately 1.13% of the Group's latest audited net tangible assets as at 31 December 2018.</p>	1,660	1,919

SUPPLEMENTARY FINANCIAL

Information Disclosures Required by SGX-ST Listing Manual

2. Properties

As required by Rule 1207 (10) of the SGX-ST Listing Manual, the description of properties held by the group are as follows:

Location	Description	Tenure	Net Book Value	
			2019 S\$'000	2018 S\$'000
23 Changi North Crescent Changi North Industrial Estate Singapore 499616	Office cum factory building	30 + 30 years lease commencing 16 August 1997 and ending 16 August 2057	4,293	4,607
25 Changi North Crescent Changi North Industrial Estate Singapore 499617	Leased	30 years lease commencing 1 February 2003 and ending 31 January 2033	1,832	2,100
1058, Jalan Kebun Baru, Juru and Lot 20020, Pecahan Lot 702 Mukim 13 14100 Simpang Ampat Seberang Perai Tengah Pulau Pinang, Malaysia	Office cum factory building	Freehold	17,402	17,691
34 Gul Lane Singapore 629428	Office cum factory building	30 years lease commencing 1 October 2000 and ending 30 September 2030	2,718	3,008
1 Tuas South Avenue 6, #06-15 Singapore 637021	Logistic	60 years lease commencing 9 July 1996 and ending 8 July 2056	1,019	1,112

STATISTICS OF SHAREHOLDINGS

As at 25 March 2020

Number of Issued Shares (excluding treasury shares and subsidiary holdings)	:	533,429,579
Number/Percentage of treasury shares and subsidiary holdings	:	3,000,000
Voting Rights	:	One vote per share
Class of Shares	:	Ordinary Shares

Distribution of Shareholdings

Size of Shareholdings	Number of Shareholders	%	Number of Shares	%
1 - 99	212	3.13	10,306	0.00
100 - 1,000	287	4.24	158,170	0.03
1,001 - 10,000	2,599	38.40	16,248,254	3.05
10,001 - 1,000,000	3,640	53.78	195,932,143	36.73
1,000,001 and above	30	0.45	321,080,706	60.19
Total	6,768	100.00	533,429,579	100.00

Based on the information provided to the Company as at 25 March 2020, approximately 79.12 % of the issued ordinary shares of the Company is held by the public, and therefore, Rule 723 of the Listing Manual is complied with.

Twenty Largest Shareholders

No.	Name of Shareholders	Number of Shares	%
1	UOB KAY HIAN PRIVATE LIMITED	111,829,037	20.96
2	DBS NOMINEES (PRIVATE) LIMITED	68,091,661	12.76
3	CITIBANK NOMINEES SINGAPORE PTE LTD	26,088,951	4.89
4	MORGAN STANLEY ASIA (SINGAPORE) SECURITIES PTE LTD	16,157,253	3.03
5	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	14,713,049	2.76
6	RAFFLES NOMINEES (PTE.) LIMITED	13,538,246	2.54
7	PHILLIP SECURITIES PTE LTD	9,963,362	1.87
8	HSBC (SINGAPORE) NOMINEES PTE LTD	7,339,812	1.38
9	OCBC NOMINEES SINGAPORE PRIVATE LIMITED	4,642,938	0.87
10	OCBC SECURITIES PRIVATE LIMITED	4,021,635	0.75
11	TAN BOON KHAK HOLDINGS PTE LTD	3,750,000	0.70
12	MAYBANK KIM ENG SECURITIES PTE. LTD.	3,709,425	0.70
13	LUONG ANDY	3,556,800	0.67
14	TAN ENG YAM @TAN ENG ANN	3,386,000	0.63
15	YO PENG SIA OR YO YANG LENG	2,858,100	0.54
16	TAN POH GHEE	2,503,112	0.47
17	DB NOMINEES (SINGAPORE) PTE LTD	2,389,250	0.45
18	YIM WING CHEONG	2,209,000	0.41
19	BPSS NOMINEES SINGAPORE (PTE.) LTD.	2,208,400	0.41
20	CGS-CIMB SECURITIES (SINGAPORE) PTE. LTD.	2,071,750	0.39
Total		305,027,781	57.18

STATISTICS OF SHAREHOLDINGS

As at 25 March 2020

Substantial Shareholders

(As recorded in the Register of Substantial Shareholders)

Name of substantial shareholder	Number of shares registered in the name of substantial shareholder	Number of shares in which substantial shareholder is deemed to have an interest	Total	Percentage (%)
Luong Andy	3,556,800	107,323,750	110,880,550	20.79

Notes:

- (1) Based on the total issued and paid-up ordinary share capital (excluding treasury shares and subsidiary holdings) of the Company comprising 533,429,579 Shares.
- (2) Luong Andy is deemed to be interested in 107,323,750 shares registered in the name of UOB Kay Hian Private Limited.

FURTHER INFORMATION ON **DIRECTORS**

Name of Director	Date of Initial Appointment in UMS Holdings Limited	Date of Last Re-election in UMS Holdings Limited	Present and Past Directorship in other Listed Companies	Other Major Appointments
Luong Andy	1 April 2004	25 April 2019	JEP Holdings Limited (appointed on 22 February 2018)	–
Loh Meng Chong, Stanley	30 June 2010	28 April 2017	–	–
Chay Yowmin	28 June 2013	26 April 2018	–	Chief Executive Officer of Chay Corporate Advisory Pte. Ltd.
			8I Holdings Limited	–
			Metech International Limited (appointed on 3 April 2019)	
			Libra Group Limited (appointed on 12 June 2019)	
Gn Jong Yuh, Gwendolyn	5 May 2016	25 April 2019	–	Partner of Shook Lin & Bok LLP
			Darco Water Technologies Ltd (appointed on 2 May 2019)	–
Datuk Phang Ah Tong	1 October 2017	26 April 2018	–	Non-executive Chairman of Malaysia Automotive Institute (appointed on 1 August 2017)
			JF Technology Bhd (appointed on 1 January 2018)	–
			Inari Amerton Bhd (appointed on 8 February 2018)	–
			Apex Healthcare Berhad (appointed on 24 May 2018)	–
			Jerasia Capital Berhad (Appointed on 29 November 2018)	–



UMS Holdings Limited

Company Registration No : 200100340R

23, Changi North Crescent,
Changi North Industrial Estate,
Singapore 499616

Tel: 6543 2272 Fax: 6542 9979

www.umsgroup.com.sg