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Chief Financial Officer / Company Secretary

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Please refer to the attached.

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Attachments

[TACorp-AnnualReport2020.pdf](#)

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TA CORPORATION LTD



ANNUAL
REPORT
2020



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CORPORATE PROFILE

OUR VISION

To be the preferred property developer and construction services provider through our pursuit of uncompromising quality and excellence

OUR MISSION

We are committed to delivering quality products and services with our hallmark excellence, growing with our greatest assets – our people, and delivering shareholder value.

ABOUT TA CORPORATION

With a history that can be traced back to 1972, TA Corporation is an established property and construction group, with a growing suite of businesses in distribution as well as the provision of workers training, manufacturing and accommodation in Singapore and across the region, including Thailand, Cambodia, Malaysia, China, and Myanmar.

REAL ESTATE DEVELOPMENT

Backed by its strong competencies in the construction business since the 1970s and in-depth experience in working with established real estate developers, the Group has established a reputation as a developer of quality well-located residential developments, targeting the middle to upper middle markets since more than 15 years ago. Some of its completed residential developments in Singapore include *Leonie Hill Residences*, *The Citrine*, *Parc Seabreeze*, *Auralis*, *Coralis*, *Starlight Suites*, *Gambir Ridge*, *The Cristallo*, *The Skywoods*, *Terra Villas and Ascent@456*, as well as a serviced apartment, *12 on Shan*. In 2019, the Group's 20%-owned associate FSKH Development Pte. Ltd., launched its 265-unit 99-year leasehold residential development – *The Antares* on Mattar Road which is on schedule for completion by the second quarter of 2022.

The Group has also successfully ventured overseas through joint ventures in property development projects in China, Thailand, and Cambodia. Its regional portfolio includes distinctive mixed-use developments such as *De Iyara*, *De Iyara Share* and *De Iyara Grande* in Thailand, and *The Gateway* – an iconic twin tower mixed-use development in Phnom Penh, Cambodia. The development is substantially completed in the first quarter of 2021. Construction for Phase one of the Group's freehold mixed development project in Khlong Sam District, Pathum Thani Province in Bangkok, which consists of 73 units of 2.5 storey shop houses, is expected to complete in the second quarter of 2021.

CONSTRUCTION

TA Corporation's main construction business is principally undertaken through its wholly-owned subsidiary, Tiong Aik Construction Pte Ltd, which has a track record of more than 40 years in Singapore. Over the years, the Group has built a solid reputation as a reliable building contractor with the ability to undertake a wide spectrum of projects for both public and private sector clients. Most of its past and existing customers are reputable names, including government bodies such as the URA, HDB and JTC Corporation as well as established real estate developers such as Allgreen Properties Limited, CapitaLand Residential Ltd, CapitaLand Commercial Ltd, The Ascott Limited, Keppel Land Realty Pte Ltd, Wheelock Properties (Singapore) Pte. Ltd., Wing Tai Holdings Limited, Keppel Corporation Limited, German European School Singapore as well as Logan Property (Singapore) Company Pte. Limited.

Leveraging on the property and construction business demand for pre-cast components to enhance productivity, the Group's pre-cast concrete components factory in Johor, Malaysia started operations in 2015. Our customers for concrete pre-cast components include companies engaged in the construction business in the residential, commercial, industrial and infrastructure segments in Singapore and Malaysia.

In 2017, its 80%-owned subsidiary, TK Modular Pte. Ltd, received in-principle acceptance for the use of its Steel Prefabricated Prefinished Volumetric Construction – ADD Modular (2016) ("PPVC System") for building projects in Singapore from the Building and Construction Authority and relevant government agencies.

Coupled with the existing pre-cast component manufacturing capabilities, this added PPVC System competency will enable the Group to further enhance its productivity in construction – both for its own property development and construction projects

as well as to fulfill the growing demand for solutions to improve labour productivity and operational efficiency in the construction industry.

The Group is also involved in the design, installation and maintenance of Air-Conditioning & Mechanical Ventilation ("ACMV") systems in Singapore and Cambodia.

REAL ESTATE INVESTMENT

The Group owns and operates over 10,000 dormitory beds, which cater to foreign workers working in Singapore. This dormitory business is part of the Group's strategy to grow its recurring income streams. The Group also owns warehouses and commercial space in Singapore, including 4,235 square metres of commercial units at New World Centre, 1 Jalan Berseh, and an industrial property at Sungei Kadut for the use of its construction support facilities and as sources of rental income.

DISTRIBUTION

TA Corporation has expanded its distribution of high performance motor oil and lubricants beyond Singapore to include Myanmar and Thailand. The Group, through its subsidiaries and 50%-owned joint ventures, holds distributorships for well-known brands, comprising of *Shell*, and *GS Caltex* in Myanmar, *BP Castrol* in Singapore, and *Repsol* in Thailand and Singapore. It also distributes passenger and light truck tyres under the *Continental* brand. In addition, the Group's joint ventures distribute construction equipment, heavy commercial vehicles, trucks, buses, passenger vehicles and automotive spare parts in Myanmar under the *CASE*, *IVECO*, and *ASTRA* brands.

TA Corporation was listed on the SGX Mainboard on November 21, 2011.

CHAIRMAN'S STATEMENT

DEAR SHAREHOLDERS,

On behalf of the Board of Directors, I present you TA Corporation's annual report for the financial year ended December 31, 2020 ("FY2020").

The year 2020 was unprecedented on many fronts, as the world grappled with widespread and pervasive disruption caused by the COVID-19 pandemic. The resurgence of COVID-19 outbreaks in many countries led to a reimposition of lockdowns, which resulted in lack of clear visibility concerning overall global economic recovery. Weak business sentiments continue to prevail across many industries and jurisdictions.

In Singapore, the escalation of the COVID-19 outbreak led to the government's implementation of the Circuit Breaker ("CB") period from April 7, 2020¹ to June 1, 2020² to curb the spread of the virus. This resulted in the suspension of non-essential services and closure of most workplaces, resulting in depressed domestic economic activities. While construction work and other economic activities gradually resumed at a slow pace after the CB, the situation remains very challenging for the Group's business. Coupled with much weakened external demand due to worldwide economic downturn, the Ministry of Trade and Industry ("MTI") announced that Singapore's GDP contracted by 5.4% in 2020³ – the country's worst-ever recession.

The construction sector was especially hard-hit by the suspension of construction activities during the CB period. While construction activities gradually resumed at a slow pace after the CB, the sector remained significantly impacted. As a result, the local construction sector shrank by 35.9% in 2020, a sharp retraction from the 1.6% growth in 2019, due to declines in both public sector and private sector construction works³.

The Group's core business segments have been impacted thus far as a result of the CB and movement control measures implemented in countries where the Group operates. The operating environment is expected to remain challenging hampered by shortage of labour, escalating material costs, additional costs and procedures to



comply with safe management measures, delay in construction progress and logistical disruptions.

Against the unprecedented headwinds and economic uncertainty, TA Corporation will closely monitor the evolving situation and practise prudent balance sheet management.

FINANCIAL REVIEW

The Group reported a revenue of \$162.0 million in FY2020, an 18.3% decrease compared to \$198.2 million in the previous corresponding year ("FY2019"). This is mainly due to the lower revenue recognition in the Construction segment, as a result of temporarily suspension of the Group's construction activities in compliance with the CB measures. The gradual resumption of construction activities at a slow pace after CB also impacted construction progress. Correspondingly, gross profit stood at \$8.1 million, compared to \$35.3 million in FY2019.

The Group's cash and bank balances stood at \$54.9 million as at December 31, 2020. The Group's gearing ratio as at December 31, 2020, stood at 4.2 times.

REAL ESTATE DEVELOPMENT

Amidst the pandemic-related headwinds in the real estate industry, the Group continued to monitor the situation closely and navigate its way through this challenging environment.

As the post-pandemic global economic recovery is expected to be gradual, the Group will adopt a cautious approach while adapting and aligning to market conditions that emerge from post-pandemic recovery going forward.

In Cambodia, the Group's iconic twin tower mixed-use development, *The Gateway*, located in the Central Business District of Phnom Penh, which consists of a 36-storey office tower with 2-storey retail and a 39-storey residential tower with sky terrace, has achieved substantial completion in the first quarter of 2021.

Development of the Group's 20%-owned 265-unit residential development in Singapore – *The Antares* on Mattar Road is on track for completion by the second quarter of 2022.

The Group's latest freehold multi-phased mixed development project totalling 89,580 square metres in the Khlong Sam District, Pathum Thani Province in Bangkok is undergoing development. The construction of Phase one of this development, which consists of 73 units of 2.5 storey shop houses, is completing in the second quarter of 2021. The Phase one project recorded encouraging soft launch sales due to its well accessible location.

CHAIRMAN'S STATEMENT

CONSTRUCTION

Given the Group's over 40 years of solid track record and established reputation in the construction industry, TA Corporation's wholly-owned construction arm, Tiong Aik Construction Pte Ltd ("TAC") remains the Group's key revenue contributor. TAC holds a BCA A1 grade, enabling the Group to undertake public sector construction projects of unlimited contract value. The Group counts amongst its customer base major blue-chip developers for residential projects as well as companies engaged in the construction businesses across residential, commercial, industrial and infrastructure segments in Singapore.

During the year under review, the Group's construction segment was severely affected by the CB measures, exacerbated by

the temporary cessation of construction activities for the Group's projects due to lockdown of foreign workers dormitories, leading to shortage of workers. Additional costs and procedures to comply with safe management measures, rising material and other costs, and supply chain disruptions also impacted the Group's construction segment.

As a result, a lower revenue of \$117.2 million for FY2020, compared to \$153.7 million for FY2019, was recognised for the construction segment, which accounted for 72.3% of the overall revenue in FY2020.

While the Group's construction activities have gradually resumed at a slow pace since end June 2020, the Group expects the outlook for its construction segment to remain very

challenging due to the continued shortage of manpower, higher material and other costs, as well as additional costs and procedures to comply with safe management measures. The Group's focus moving forth will be to manage costs by enhancing management and operational efficiencies. In addition, the Group maintains an active pipeline of construction projects, with an order book of \$373.8 million to be progressively delivered over the next two years.

At the same time, the Group will continue to focus and expand its order books for its pre-cast concrete manufacturing business moving forward. It will also harness the use of productive construction technologies such as the design, manufacture and supply of Steel Prefabricated Prefinished Volumetric Construction – ADD Modular (2016) ("PPVC System") in Singapore.

REAL ESTATE INVESTMENT

During the year under review, the Group's real estate investment segment, being the Group's key recurrent revenue contributor, registered \$21.9 million revenue in FY2020, compared to \$22.5 million in FY2019.

A major component of the Group's real estate investment segment comprises of foreign worker dormitories. While the COVID-19 outbreak has resulted in significant challenges for Singapore's foreign worker dormitories, the Group continues to work closely with the authorities to implement stringent measures in accordance to regulations introduced to curb the outbreak of COVID-19, while taking care of the residents' welfare. Moving forward, the Group's dormitory business is expected to remain challenging as the Singapore government's impending new safe management measures for dormitories are likely to be imposed in 2021.

DISTRIBUTION BUSINESS

In FY2020, the Group generated revenue of \$22.9 million for its distribution segment, an increase from \$21.4 million in FY2019, mainly attributable to higher contribution from its distribution business in Myanmar.

The Group's existing brand and product portfolio includes the distribution of high-performance motor oils and lubricants in Singapore, Myanmar and Thailand.



CHAIRMAN'S STATEMENT

The Group also distributes construction equipment, heavy commercial vehicles, trucks, buses, passenger vehicles, and automotive spare parts, as well as passenger and light truck tyres in Myanmar.

Due to the one-year state of emergency declared on February 1, 2021 in Myanmar following the military coup, business disruptions and economic slowdown are expected in the country. The Group is monitoring the situation and its impact on its Myanmar distribution business closely, while ensuring the utmost safety of our staff in Myanmar.

Additionally, the Group holds exclusive distributorship to the distribution of 'Repsol' brand of high performance lubricants and other related products in Thailand and sub-distributorship in Singapore. The Group was appointed as distributor under its 50%-owned Viva Energia Pte. Ltd. ("Viva Energia").

Viva Energia is also the sole licensee for Repsol Lubricantes Y Especialidades, S.A. ("RLESA")'s lubrication products covering Passenger Car Oils, Commercial Vehicle Oils, Hydraulic System Fluid, Transmission Oils, Gear Oils, Greases, Motorcycle Oils and other ancillary products in Thailand. This has enabled Viva Energia to blend a range of Repsol branded products locally in Thailand, allowing for effective product customisation for the Thailand market.

LOOKING AHEAD

Moving forward, TA Corporation will continue to prudently manage its finances, while monitoring the market situation to pursue strategic business opportunities in the construction, real estate and distribution segments. At the same time, the Group will continue to step up its precautionary measures to mitigate risks both locally and regionally, and rely on its strong foundation as a contractor of choice for quality residential, industrial, commercial and institutional development projects, backed by a solid track record of over 40 years.

In addition, the Building and Construction Authority expects construction demand to recover progressively and forecasts that \$23 billion to \$28 billion worth of construction contracts will be awarded in 2021⁴. In view of the above, the Group will continue to navigate this market landscape while keeping vigilant for positive growth



opportunities to strengthen our construction order book.

Regionally, countries where the Group operates in are seeing a resurgence of the COVID-19 cases and outlook remains cloudy.

Particularly in Myanmar, a one-year state of emergency was declared on February 1, 2021 following the military coup, and the political situation continues to evolve and remains unclear at this point in time. Business disruptions and economic slowdown are expected, compounding the challenges brought about by the COVID-19 pandemic.

The Company is closely monitoring the situation in Myanmar and will seek to provide updates via the SGXnet where applicable, and at the same time, ensure the utmost safety of our staff in Myanmar.

Moving forward, the Group will continue to stay agile and vigilant to navigate the very challenging outlook for its core businesses. At the same time, it will focus on cash conservation and cost control, exercising caution while exploring business opportunities locally and overseas.

WORDS OF APPRECIATION

In closing, I would like to extend my heartfelt appreciation to fellow Board colleagues for their guidance and wise advice. I would also like to express my sincere thanks to the Group's management and staff for their dedication and commitment. We will continue to work together as a united team to navigate these unprecedented times. And also, my heartfelt appreciation to our clients, business partners, associates, bankers, suppliers and you, our shareholders for your valued support.

LIONG KIAM TECK

Executive Chairman
May 3, 2021

¹ "Circuit Breaker to Minimise Further Spread of COVID-19" – Ministry of Health Singapore, April 3, 2020

² "PM Lee's address on the COVID-19 Situation in Singapore" – Gov.sg, April 21, 2020

³ "MTI Maintains 2021 GDP Growth Forecast at "4.0 to 6.0 Per Cent" – Ministry of Trade and Industry, February 15, 2021

⁴ Public Sector Construction Demand to Support the Sector's Recovery – Building and Construction Authority, January 18, 2021

OPERATIONS REVIEW

Singapore's trade-reliant economy was badly affected as countries worldwide imposed lockdown measures to contain the spread of COVID-19, resulting in the country's worst economic recession in 2020. Statistics from the Ministry of Trade and Industry ("MTI") showed that the Singapore economy contracted by 5.4% in 2020, a reversal from the 1.3% growth a year ago¹.

Against this poor economic backdrop and ambiguities, TA Corporation strives to position itself as a vigilant and nimble company in the face of challenges while fortifying the Group's solid stance in its core business segments.

CONSTRUCTION

Backed by the Group's established reputation as a contractor of choice and strong building competencies in the construction sector, its construction business continues to be the main revenue driver for FY2020, contributing a revenue of \$117.2 million. This accounts for approximately 72.3% of the Group's total revenue in FY2020.

Due to the impact of Singapore's Circuit Breaker measures and subsequent gradual resumption of the Group's construction activities at a slow pace, the Group's construction segment is expected to remain challenged due to the continued shortage of manpower, higher material costs, additional costs and procedures to comply with safe management measures and continued delays in construction progress.

Overall, the Group's FY2020 revenue decreased by \$36.2 million to \$162.0 million, compared to \$198.2 million in the previous year.

With the capability to take on a wide spectrum of projects including residential, industrial, commercial and institutional development projects, TA Corporation maintained a resilient orderbook of \$373.8 million as at December 31, 2020, to be delivered progressively over the next two years.

Additionally, the Group has extended its capabilities in the construction industry with a specialised suite of construction-related businesses.

The Group's 80%-owned subsidiary, TK Modular Pte. Ltd. ("TK Modular") was established to design, manufacture and supply Steel Prefabricated Prefinished Volumetric Construction – ADD Modular (2016) ("PPVC System"). Leveraging on the demand for concrete pre-cast components to enhance productivity, the Group's



manufacturing plant in Johor, Malaysia has been in operation since 2015. The Group has been growing its customer base and order book for this concrete pre-cast business both in Singapore and Malaysia.

In addition, the Group provides training and testing services for foreign construction workers and operates a test centre each in Chennai, India and in Singapore, both endorsed by the Building and Construction Authority ("BCA").

TA Corporation is also involved in the design, installation and maintenance of Air-Conditioning & Mechanical Ventilation ("ACMV") systems through its subsidiary, Aston Air Control Pte Ltd ("Aston"). Aston has serviced its residential, commercial and industrial customers in Singapore for more than 15 years and has since expanded its presence to the Cambodian market in 2014.

The Group also provides complementary services to its construction segment including

fabrication of metal works, erection of building structural steels and the management and maintenance of its construction machinery.

REAL ESTATE INVESTMENT

The Group's real estate investment segment continues to contribute the bulk of its recurrent income. It owns and operates more than 61,000 square metres of investment property space, comprising the Group's dormitory business with more than 10,000 beds for foreign workers in Singapore. In particular, the Group's 9,180 bedded *Tuas South Dormitory* which opened in mid-2016 is one of Singapore's largest purpose-built dormitories that had registered improved rental and occupancy rates over the years. In addition, the Group owns 4,235 square metres of commercial units at New World Centre, 1 Jalan Berseh and warehouses in Singapore for its business use and as sources of rental income.

OPERATIONS REVIEW



Despite the challenging market conditions and COVID-19 outbreak, the Group recorded a revenue of \$21.9 million in FY2020 for the real estate investment business.

REAL ESTATE DEVELOPMENT

In view of on-going property cooling measures and headwinds in Singapore's overall economy, the Group has reduced its activities for this business segment in recent years, except for *The Antares*, a joint venture development by the Group's 20%-owned associate FSKH Development Pte. Ltd. on Mattar Road.

In Cambodia, the Group's iconic twin tower mixed-use development, *The Gateway*, located in the Central Business District of Phnom Penh, Cambodia has been substantially completed in the first quarter of 2021. The development consists of a 36-storey office tower with 2-storey retail and a 39-storey residential tower with sky terrace.

In Thailand, the Group is currently developing its freehold multi-phased mixed development project totaling 89,580 square metres in the Khlong Sam District, Pathum Thani Province in Bangkok. The construction of Phase one of this development, which consists of 73 units of 2.5 storey shop houses, is completing in second quarter of 2021. The Phase one project recorded encouraging soft launch sales due to its well accessible location.

DISTRIBUTION BUSINESS

In FY2020, TA Corporation generated \$22.9 million in revenue for its distribution segment through its wholly-owned Sino Tac Resources Pte Ltd and 51%-owned subsidiary, Que Holdings Pte. Ltd, contributing 14.1% to the Group's FY2020 revenue. The increase of \$1.5 million compared to a year ago was mainly due to higher contribution from its distribution business in Myanmar.

The Group's subsidiaries for its distribution arm hold distributorships to BP's motor oil and lubricants in Singapore, B2B and B2C distributorships of Shell's automotive, aviation and industrial lubricants as well as distributorship for passenger and light truck tyres under the Continental brand in Myanmar.

Additionally in Myanmar, the Group's 50%-owned Eternal Synergy Pte. Ltd. ("Eternal Synergy"), distributes the 'GS Caltex' brand of lubricants and related products.

The Group's 50%-owned Synergy Truck Pte. Ltd. ("Synergy Truck") is one of Myanmar's leading commercial vehicles and construction equipment distributor. Synergy Truck distributes trucks, buses, vans and other commercial vehicles, as well as automotive spare parts under the 'Iveco', 'Astra', and 'Zhong Tong' brands, along with 'CASE' construction equipment and automotive spare parts.

In Thailand and Singapore, the Group's 50%-owned Viva Energia Pte. Ltd. ("Viva Energia") was awarded exclusive distributorship and sub-distributorship respectively, of the 'Repsol' brand of high performance lubricants and other related products.




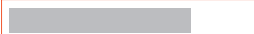

In May 2018, Viva Energia was also awarded the exclusive licensee with five-year distributor contract for Repsol Lubricantes Y Especialidades, S.A. ("RLESA")'s lubrication products covering Passenger Car Oils, Commercial Vehicle Oils, Hydraulic System Fluid, Transmission Oils, Gear Oils, Greases, Motorcycle Oils and other ancillary products in Thailand. This has enabled Viva Energia to blend a range of Repsol branded products locally in Thailand, allowing for effective product customisation for the Thailand market.

Due to the imposition of a one-year state of emergency in Myanmar on February 1, 2021 resulting from a military coup, the Group expects its distribution business in Myanmar to face severe headwinds going forward. As the situation in Myanmar is still evolving and its outcome remains uncertain, the Group will continue to monitor the situation closely.




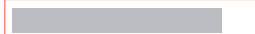

1 "MTI Maintains 2021 GDP Growth Forecast at "4.0 to 6.0 Per Cent" – Ministry of Trade and Industry Singapore, February 15, 2021

FINANCIAL HIGHLIGHTS




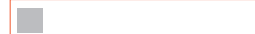

GROUP REVENUE (\$'MILLION)

FY2016		194.1
FY2017 (Restated)		218.7
FY2018		134.8
FY2019		198.2
FY2020		161.9






CONSTRUCTION (\$'MILLION)

FY2016		129.9
FY2017 (Restated)		149.5
FY2018		89.4
FY2019		153.7
FY2020		117.2




REAL ESTATE DEVELOPMENT (\$'MILLION)

FY2016		34.6
FY2017		28.1
FY2018		0.8
FY2019		0.6
FY2020		0.04






REAL ESTATE INVESTMENT (\$'MILLION)

FY2016		8.0
FY2017		15.7
FY2018		19.5
FY2019		22.5
FY2020		21.9






DISTRIBUTION (\$'MILLION)

FY2016		21.6
FY2017		25.4
FY2018		25.1
FY2019		21.4
FY2020		22.9





GROSS PROFIT (\$'MILLION)

FY2016		36.0
FY2017 (Restated)		39.6
FY2018		29.1
FY2019		35.3
FY2020		8.1






LOSS AFTER TAX (\$'MILLION)

FY2016		(14.6)
FY2017 (Restated)		(27.3)
FY2018		(13.1)
FY2019		(10.8)
FY2020		(57.7)






EQUITY ATTRIBUTABLE TO SHAREHOLDERS OF THE COMPANY (\$'MILLION)

FY2016		210.0
FY2017 (Restated)		189.7
FY2018		172.4
FY2019		162.3
FY2020		106.9






GEARING RATIO (TIMES)

FY2016		1.7
FY2017 (Restated)		2.1
FY2018		2.3
FY2019		2.5
FY2020		4.2

NET ASSET VALUE PER SHARE¹ (CENTS)

FY2016		43.5
FY2017 (Restated)		37.9
FY2018		33.3
FY2019		31.3
FY2020		20.6

LOSS PER SHARE² (CENTS)

FY2016		(1.4)
FY2017 (Restated)		(3.8)
FY2018		(2.9)
FY2019		(2.1)
FY2020		(10.8)

¹ Based on issued share capital of 518,068,220 shares for FY2020, FY2019 and FY2018, 499,983,810 shares for FY2017 and 482,270,359 shares for FY2016)

² Based on weighted average number of 518,068,220 shares for FY2020 and FY2019, 510,533,049 shares for FY2018, 492,603,205 shares for FY2017 and 475,074,376 shares for FY2016)
Restated – 2017 Comparative figures were restated on the adoption of Singapore Financial Reporting Standards (International) (SFRS (I)) with effect from January 1, 2018.

BOARD OF DIRECTORS

MR. LIONG KIAM TECK

Executive Chairman

He was appointed to the Board on March 7, 2011 and was last re-elected as a Director on April 27, 2018. As the Group's Executive Chairman, Mr. Liong is responsible for the overall development of our Group's corporate direction and policies and plays an active role in the development, maintenance and strengthening of client relations. His other responsibilities also include overall business development, strategic planning, and project management.

Mr. Liong is one of the founders of our Group and has over 44 years of management experience.

Over the years, he has established a network of relationships with developers, customers, consultants and architects within the construction industry. Mr. Liong completed his General Certificate of Education ("GCE") "O" level examination in 1967.

MR. NEO TIAM BOON, PBM

Chief Executive Officer and Executive Director

Mr. Neo Tiam Boon, PBM was appointed to the Board on March 7, 2011 and was last elected as a director on May 26, 2020. Mr. Neo is the Group's Chief Executive Officer and Executive Director of TA Corporation Ltd, an established property and construction group with a growing suite of businesses in distribution and real estate development and investment, listed on the Mainboard of the Singapore Exchange.

A management veteran, Mr. Neo has over 20 years of management experience. He helms overall business development, financial and strategic planning, as well as human resources at TA Corporation.

Mr. Neo joined TA Corporation in 1996 and spearheaded the Group's strategy and tactical diversification of its business model beyond construction, to expand its income streams for long term sustainable growth. Under his leadership, TA Corporation diversified into the real estate development, distribution and real estate investment businesses. Mr. Neo played an instrumental role in leading the Group's successful regionalization into fast-growing markets such as Thailand, Cambodia, India, Malaysia, China, and Myanmar.

In recent years, Mr. Neo was pivotal in leading the Group through its transformation from a traditional construction company to one that is based on technological advances and upstream production of precast components and PPVC.

Mr. Neo believes in giving back to society and championing causes for education. He currently sits on the Board of Governors for the UOB-SMU Asian Enterprise Institute, a partnership between United Overseas Bank, Singapore Management University and local enterprises. He plays a critical advisory role in providing strategic guidance and facilitating the exchange of knowledge and resources to support the growth and development of local enterprises and students. Mr. Neo is also involved in giving public seminar and talks at the Business Families Institute @ Singapore Management University on managing family business. He is also an active grassroots leader, having served in various capacities for more than 25 years.

Mr. Neo graduated with a Bachelor of Science in Business Administration from the University of Arkansas in 1986. He was conferred the Public Service Medal (Pingat Bakti Masyarakat) by the President of the Republic of Singapore in 2005 in recognition for his public service and community work.

MR. NEO THIAM AN

Alternate Director to Mr Neo Tiam Boon

Mr. Neo Thiam An was an Executive Director of the Company until his stepping down as Executive Director on April 25, 2019. He was then appointed to the Board as Alternate Director to Mr. Neo Tiam Boon on April 25, 2019. He is in charge of the management of the site operations of developments for external developers as well as our own in-house developments. Mr. Neo has been with the Group since 1977 and has over 40 years of management experience.

Over the years, he has established a network of relationships with developers, customers, consultants and architects within the construction industry. Mr. Neo completed his GCE "A" levels in 1976.

BOARD OF DIRECTORS

MR. NEO TIAM POON @ NEO THIAM POON

Alternate Director to Mr. Liong Kiam Teck

Mr. Neo Tiam Poon @ Neo Thiam Poon was an Executive Director of the Company until his stepping down as Executive Director on April 25, 2019. He was then appointed to the Board as an Alternate Director to Mr. Liong Kiam Teck on April 25, 2019. He is in charge of the overall project management of our various construction projects, conducts periodic quality and safety checks to ensure that quality and safety management systems are adhered to closely. He is also in-charge of the pre-cast concrete manufacturing business. Mr. Neo has been with us since 1976 and has over 44 years of management experience.

Over the years, he has established a network of relationships with developers, customers, consultants and architects within the construction industry. Mr. Neo completed his GCE "A" levels in 1973.

MR. FONG HENG BOO

Lead Independent Director

Mr. Fong Heng Boo was appointed as the Company's Lead Independent Director on December 1, 2017 and was last re-elected as a Director on April 27, 2018. He is also appointed as the Chairman of the Audit Committee and the Remuneration Committee and is a member of the Nominating Committee.

In 1975, Mr. Fong was with the Auditor-General's Office ("AGO"), Singapore and held the position of Assistant Auditor-General when he left AGO in 1993. Prior to his retirement in December 2014, Mr. Fong was the Director (Special Duties) at the Singapore Totalisator Board where he led the Finance and Investment functions.

Mr. Fong has over 47 years of experience in auditing, finance, business development and corporate governance. He graduated from the University of Singapore (now known as the National University of Singapore) with a Bachelor of Accountancy (Honours) in 1973.

Currently, Mr. Fong is also an Independent Director of three other companies listed on the Singapore Exchange Securities Trading Limited.

MR. MERVYN GOH BIN GUAN

Independent Director

Mr. Mervyn Goh Bin Guan was appointed as the Group's Independent Director on September 20, 2011 and was last re-elected as a Director on May 26, 2020. He serves as the Chairman of the Nominating Committee and is a member of the Audit Committee and the Remuneration Committee.

Mr. Goh is currently a consultant with Lawhub LLC. Prior to this, he was the Vice President (Legal) for The Great Eastern Life Assurance Company Limited from 2008 to 2010, a partner with Wee Woon Hong & Associates from 2006 to 2008, and a partner with Chui Sim Goh & Lim from 1994 to 2006. Mr. Goh graduated from the National University of Singapore with a Bachelor of Laws (Honours) in 1989 and was called to the Singapore Bar in 1990. Mr. Goh also previously served as a committee member in the Kampong Kembangan Community Club Management Committee from 2005 to 2010.

Mr. Goh has served on the Board as Independent Director for more than 9 years from the date of his first appointment, his continuation as Independent Director (supported by the Nominating Committee and Board as elaborated in Statement of Corporate Governance) would be subject to shareholders' approval under a 2-tier voting at the forthcoming annual general meeting in accordance with the listing rules of the Singapore Exchange Securities Trading Limited which take effect from January 1, 2022.

MR. PANG TENG TUAN

Independent Director

Mr. Pang Teng Tuan was appointed as the Company's Independent Director on December 3, 2018 and was last re-elected as a Director on April 25, 2019. He serves as a member of the Audit Committee and the Remuneration Committee.

Mr. Pang is a director of Serenade Capital Advisors, an advisory firm that provides corporate advisory services. He was vice president of private equity, investment management for The Great Eastern Life Assurance Company Limited from 2008 to 2013. From 2007 to 2008, he was head of strategic investments and investor relations for a SGX listed semi-conductor equipment manufacturer. From 2005 and 2006, he was vice president, business development for NatSteel Asia and from 2003 to 2005, he was with the investment banking department of Hong Leong Bank (Singapore). Mr. Pang started his career as a corporate advisory consultant with Ernst and Young. He graduated from Queensland University of Technology with a Bachelor of Business (Accountancy) degree and is a CPA with CPA Australia.

CORPORATE INFORMATION

BOARD OF DIRECTORS**Liong Kiam Teck***Executive Chairman***Neo Tiam Boon, PBM***Chief Executive Officer and Executive Director***Fong Heng Boo***Lead Independent Director***Mervyn Goh Bin Guan***Independent Director***Pang Teng Tuan***Independent Director***Neo Tiam Poon @ Neo Thiam Poon***Alternate Director to Mr. Liong Kiam Teck***Neo Thiam An***Alternate Director to Mr. Neo Tiam Boon***AUDIT COMMITTEE**

Fong Heng Boo (Chairman)

Mervyn Goh Bin Guan

Pang Teng Tuan

NOMINATING COMMITTEE

Mervyn Goh Bin Guan (Chairman)

Fong Heng Boo

Neo Tiam Boon, PBM

REMUNERATION COMMITTEE

Fong Heng Boo (Chairman)

Mervyn Goh Bin Guan

Pang Teng Tuan

COMPANY SECRETARIES

Foo Soon Soo

Yap Ming Choo

AUDITORS

Deloitte & Touche LLP

Chartered Accountants

6 Shenton Way

OUE Downtown 2 #33-00

Singapore 068809

Partner-in-charge: Tan Puay Boon

(Appointed since May 26, 2020)

PRINCIPAL BANKERS

United Overseas Bank Limited

Oversea-Chinese Banking Corporation Limited

Malayan Banking Berhad

SHARE REGISTRAR

B.A.C.S Private Limited

8 Robinson Road #03-00

ASO Building

Singapore 048544

REGISTERED OFFICE

1 Jalan Berseh #03-03

New World Centre

Singapore 209037

Website: www.tiongaik.com.sg**INVESTOR RELATIONS CONTACTS**

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STATEMENT OF CORPORATE GOVERNANCE

TA Corporation Ltd (the “Company”) and its subsidiaries (the “Group”) are committed to ensuring and maintaining high standard of corporate governance. This report sets out the Group’s corporate governance practices for the financial year ended December 31, 2020 (“FY2020”) with reference to the Code of Corporate Governance 2018 (the “Code”). The Company has complied in all material aspects with the principles and guidelines of the Code as well as compliance with the requirements of Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Manual. Where there are deviations from the Code, explanations have been provided.

BOARD’S CONDUCT OF AFFAIRS

Principle 1: The Company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the company.

The Board of Directors of the Company (the “Board”) provides leadership to the Group by setting the corporate policies and strategic directions. The Board oversees the Group’s affairs and is accountable to shareholders for the management of the Group business and its performance. The Board has in place a Code of Conduct and Ethics which sets the appropriate tone-from-the-top and desired organisational culture and ensures proper accountability within the Group. The Directors facing conflicts of interest are required to recuse themselves from discussions and decisions involving the issues of conflict. The Board has a Board Charter which sets out the responsibilities for it to oversee the business affairs of the Group and the matters that are specifically reserved to the Board for approval.

The Board Charter sets out the principal responsibilities of the Board as follows:

- (a) provide entrepreneurial leadership, set strategic directions, and ensure that the necessary financial and human resources are in place for the Company to meet its objectives;
- (b) establish a framework of prudent and effective controls which enables risks to be assessed and managed, including safeguarding of shareholders’ interests and the Group’s assets;
- (c) review management performance;
- (d) identify the key stakeholder groups and recognise that their perceptions affect the Group’s reputation;
- (e) set the Group’s values and standards, and ensure that obligations to shareholders and other stakeholders are understood and met; and
- (f) consider sustainability issues as part of its strategy.

Matters specifically reserved for the Board’s decision are set out in the Board Charter:

- (a) matters involving a conflict of interest for a substantial shareholder or a director;
- (b) strategic policies of the Group;
- (c) material acquisitions and disposal of assets;
- (d) corporate or financial restructuring;
- (e) share issuances, interim dividends and other returns to shareholders; and
- (f) any investment or expenditure not in the ordinary course of business and where the amount falls within Rule 1004(b) to (d) of the Listing Manual of the SGX-ST.

STATEMENT OF CORPORATE GOVERNANCE

The present Board comprises five members, three of whom are independent directors. The current members of the Board and their membership on the Board Committees of the Company are as follows:

Mr. Liong Kiam Teck (alternate: Mr Neo Tiam Poon @ Neo Thiam Poon)	Executive Chairman
Mr. Neo Tiam Boon (alternate: Mr Neo Thiam An)	Chief Executive Officer and Executive Director and member of Nominating Committee ("NC")
Mr. Fong Heng Boo	Lead Independent Director, Chairman of Audit Committee ("AC") and Remuneration Committee ("RC") and member of NC
Mr. Mervyn Goh Bin Guan	Independent Director, member of AC and RC and Chairman of NC
Mr. Pang Teng Tuan	Independent Director, member of AC and RC

The Board is accountable to the shareholders and the Directors are aware of their duties at law which requires them to act in good faith and the best interests of the Company and to comply with the Listing Rules of the SGX-ST. The Directors have each signed the respective undertaking in the form set out in Appendix 7.7 of the Listing Rules to undertake to use their best endeavours to comply with the Listing Rules and to procure that the Company shall so comply. The Directors have also procured a similar undertaking by the CFO in her capacity as Executive Officer.

In carrying out and discharging its duties and responsibilities efficiently and effectively, the Board is assisted by various Board Committees namely the AC, the NC and the RC without the Board abdicating its responsibilities.

These Committees function within clearly defined terms of references and operating procedures, including procedures for dealing with conflicts of interest, which are reviewed on a regular basis. A Board Committee member is required to disclose his interest and recuse himself from discussions and decisions involving a conflict of interest. The Board also constantly reviews the effectiveness of each committee

(Please refer to Principles 4 to 10 herein for further information on the activities of the NC, RC and AC respectively.)

The Board meets regularly and as warranted by particular circumstances or as deemed appropriate by the Board members. The Company's Constitution allows the Board meetings to be conducted by way of telephonic or video conference meetings.

Directors' attendance at Board and Board Committees meetings in FY2020 is disclosed below:

	Board	Audit	Remuneration	Nominating
Number of meetings held	4	3	1	1
Name of Directors	Number of meetings attended			
Mr. Liong Kiam Teck (alternate: Mr. Neo Tiam Poon @ Neo Thiam Poon)	4	3*	1*	1*
Mr. Neo Tiam Boon (alternate: Mr. Neo Thiam An)	4	3*	1*	1
Mr. Fong Heng Boo	4	3	1	1
Mr. Mervyn Goh Bin Guan	4	3	1	1
Mr. Pang Teng Tuan	4	3	1	N.A

N.A. – The Director is not a member of the Board Committee.

* Attended the meeting as invitee

STATEMENT OF CORPORATE GOVERNANCE

While the Board considers Directors' attendance at Board meetings to be important, it is not the only criterion to measure their contributions. The Board also takes into account the contributions by Board members in other forms including periodic reviews, provision of guidance and advice on various matters relating to the Group.

The Company has in place an orientation process. A new incoming director is issued a formal letter of appointment setting out his duties and obligations, and where appropriate, incorporating processes to deal with possible conflicts of interest that may arise.

Incoming Directors joining the Board will be briefed by the NC on their Directors' duties and obligations and be introduced to the Group's business and governance practice and arrangements, in particular the Company's policies relating to the disclosure of interests in securities, disclosure of conflicts of interest in transactions involving the Company, prohibition on dealings in the Company's securities and restrictions on the disclosure of price-sensitive and trade sensitive information. First-time Directors appointed to the Board will also receive briefings on areas such as accounting, legal and key developments in industries where the Group operates and will undergo training in the roles and responsibilities of a director of a listed issuer as prescribed by SGX-ST.

The incoming Directors will meet the senior management and the Company Secretaries to familiarize themselves with their roles, organization structure and business practices. This will enable them to get acquainted with senior management and the Company Secretaries thereby facilitating board interaction and independent access to senior management and the Company Secretaries.

All Directors are from time to time furnished with information concerning the Company to enable them to be fully cognisant of the decisions and actions of the Company's executive management. The management also provides the Board with regular management reports, whenever necessary and Board papers are sent to Directors before each Board and Board Committee meetings.

For the year under review, The Directors are continually and regularly updated on the Group's business and governance practices. On a quarterly basis, the Board is briefed on recent changes to the accounting standards and regulatory updates. Our Directors are also encouraged to be members of the Singapore Institute of Directors ("SID") and for them to receive updates and training from SID. Briefings and updates provided for Directors for FY2020 include the following:

- The external auditors briefed the AC members on respective updates on financial reporting standards relevant to the Group.
- The Board was briefed on relevant rules and regulations including requirements of the SGX-ST's listing rules, the provisions of the Companies Act and the Code by the Company Secretaries.
- The CEO updates the Board on the Group's business and strategic developments at each Board meeting.
- Management highlights salient issues as well as risk management considerations for industries where the Group operates.
- The Directors had also attended appropriate courses, conferences and seminars at the Company's expense as well as at their own expense. These include programmes run by the SID.

The Directors can request for further explanations, briefings or information on any aspect of the Group's operations or business issues from management.

The Board has unrestricted access to the Company's records and information. The Board has separate and independent access to the Company Secretaries and senior management of the Company and of the Group at all times in carrying out their duties. The Company Secretaries attend all Board meetings and meetings of the Committees of the Company where necessary and ensure that Board procedures are followed and that applicable laws, rules and regulations are complied with.

The appointment and the removal of the Company Secretaries are subject to the Board's approval.

The Board takes independent professional advice as and when necessary, at the Company's expense, concerning any aspect of the Group's operations or undertakings in order to discharge its responsibilities effectively.

STATEMENT OF CORPORATE GOVERNANCE

The Board recognises the importance of the Company's responsibility to achieve sustainable business growth in terms of corporate social responsibility ("CSR") and environment conservation for the communities in which the Group operates. The Group's CSR and various initiatives are set out in the Sustainability Report. In accordance with the Listing Rules of SGX-ST, the Group will issue its sustainability report in respect of FY2020 by May 31, 2021 and will upload the full sustainability report to SGX-ST via SGXNET and its Company's website mentioned below.

BOARD COMPOSITION AND GUIDANCE

Principle 2: The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the company.

The present Board comprises five members, three of whom forming a majority are Independent Directors, with one of them being a Lead Independent Director.

Under Provision 2.2 of the Code, the independent directors should make up at least a majority of the Board where the Chairman and the CEO are immediate family members; and where the Chairman is part of the management team or is not an Independent Director. The Company has complied with the Code.

The criterion for independence is based on the definition given in the Code and the Listing Rules of SGX-ST. The Code has defined an "Independent" Director as one who has no relationship with the Company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Director's independent business judgment in the best interest of the Company. Under the Listing Rules of SGX-ST, an independent director is not one who is or has been employed by the Company or any of its related corporations for the current or any of the past three financial years; or not one who has an immediate family member who is, or has been in any of the past three financial years, employed by the Company or any of its related corporations and whose remuneration is determined by the RC. The independence of each Director is reviewed annually by the NC, based on the definition of independence as stated in the Code.

For the purpose of determining Directors' independence, every Independent Director has provided declaration of his independence, confirming their independence in accordance with the criteria under the Code and the Listing Rules. Except for the Executive Directors, all the other Directors on the Board are considered by the NC and the Board to be Independent Directors. At all times, the Directors exercise due diligence and independent judgement and make decisions objectively in the best interests of the group.

Under the Listing Rules of SGX-ST which will take effect from January 1, 2022, an independent director will not be considered independent if he has served on the Board for more than nine years unless prior to January 1, 2022 he has obtained approval from shareholders to continue in office under a two-tier voting by (a) all shareholders; and (b) shareholders, excluding the directors and the chief executive officer and their associates.

Mr. Mervyn Goh Bin Guan has served on the Board as Independent Director for more than 9 years from the date of his first appointment. The NC is of the view that the length of service should not determine the independence of an Independent Director. The NC considers it more appropriate to have regard to the Director's contribution in terms of professionalism, integrity, objectivity and the actual display of objectivity and independence in his exercise of judgment in the interest of the Company. The NC has conducted an assessment of Mr. Goh and considers that he has demonstrated independence from the management of the Group during his term as Independent Director and has shown significant commitment to the Group and brought to the Board his experiences as Independent Director of the Company. The NC has examined and is satisfied that there is no significant relationship with the Group or the Group's management which would impair Mr. Goh's independent judgement. The NC recommends that shareholders' approval be sought for Mr. Goh to continue in office as an Independent Director. After taking into account the NC's assessment, the Board is of the view that Mr. Goh continues to be independent notwithstanding his tenure of service and accepts the NC's recommendation. Mr. Goh has abstained from the NC's and Board's assessment of his independence to continue as an Independent Director.

The current Board members comprise persons whose diverse skills, experience and attributes provide for effective direction for the Group. The composition of the Board is reviewed on an annual basis by the NC, taking into account the scope and nature of the operations of the Group and the requirements of the business, to ensure that the Board is of the appropriate size and to ensure that the Board has the appropriate mix of expertise and experience, and collectively possess the necessary core competencies for effective functioning and informed decision-making. Collectively as a team, the current Board provides core competencies such as accounting, legal, business

STATEMENT OF CORPORATE GOVERNANCE

and management experience as well as industry knowledge. As and when appropriate, the Board also considers gender as an important aspect of diversity alongside factors such as the age and educational background of its members, as it believes that diversity in the Board's composition contributes to the quality of its decision making. The Company will continue to consider the merits of the candidates in its Board renewal process to achieve diversity of perspectives as described above.

Details of the Directors' academic and professional qualification are set out in Board of Directors' section of this Annual Report.

The Company does not have any Non-Executive and Non-Independent Director. During the year, the Independent Directors led by the Lead Independent Director constructively challenge and help develop both the Group's short-term and long-term business strategies. Management's progress in implementing such agreed business strategies are monitored by the Independent Directors. They communicate among themselves without the presence of Management as and when the need arises. Management has ready access to its Directors (including the Independent Directors) for guidance and exchange of views both within and outside the formal environment of the Board and Board committee meetings.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Principle 3: There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.

The Chairman and the CEO are separate persons to ensure an appropriate balance and separation of power and authority, and clear division of responsibilities and accountability.

The Executive Chairman, Mr. Liong Kiam Teck, leads the Board and ensures its effectiveness by promoting a culture of openness and debate at the Board steering effective, productive and comprehensive discussions amongst Board members and the Management team on strategic, business and other key issues pertinent to the business and operations of the Group. His responsibilities also include making sure that Directors are provided with clear, complete and timely information in order to make sound and informed decisions.

The CEO and Executive Director, Mr. Neo Tiam Boon is responsible for executing the Group's strategies and policies and has overall responsibility of the Company's operations and organizational effectiveness. He is accountable to the Board for the conduct and performance of the respective business operations under his charge. The Executive Chairman works closely with the CEO on matters to be tabled at meetings as well as in ensuring that Board members receive accurate, timely and clear information. As such, the Board believes that there are adequate safeguards in place against having a concentration of power and authority in a single individual.

As Chairman, Mr. Liong's responsibilities include:

- leading the Board to ensure its effectiveness on all aspects of its role;
- setting the agenda and ensuring that adequate time is available for discussion of all agenda items, in particular strategic issues;
- scheduling of meetings (with assistance from the Company Secretaries) to enable the Board to perform its duties responsibly while not interfering with the flow of the Group's operations;
- reviewing most board papers before they are presented to the Board;
- ensuring effective communication with shareholders; and
- promoting corporate governance.

The Executive Chairman and the CEO are immediate family members and are part of the management team. Accordingly, in compliance with Provision 3.3 of the Code, the Company had appointed Mr. Fong Heng Boo as the Lead Independent Director. As Lead Independent Director, he is the principal liaison on Board issues between the Independent Directors and the Chairman. He is available to shareholders where they have concerns in which contact through the normal channels of the Executive Chairman and Executive Director has failed to resolve or is inappropriate. The company has posted the contact of the Lead Independent Director on its corporate website to facilitate shareholders and other stakeholders who wish to communicate with the Lead Independent Director.

STATEMENT OF CORPORATE GOVERNANCE

BOARD MEMBERSHIP

Principle 4: The Board has a formal and transparent process for the appointment and re-election of Directors, taking into account the need for progressive renewal of the Board.

The NC comprises three members, majority of whom including its Chairman are Independent Directors. The members of the NC are:

Mr. Mervyn Goh Bin Guan	Chairman	Independent Director
Mr. Fong Heng Boo	Member	Lead Independent Director
Mr. Neo Tiam Boon	Member	CEO and Executive Director

The NC has written terms of reference, under which the key functions of the NC are as follows:

- (a) review of Board succession plans for Directors, in particular, the Chairman, CEO and key management personnel;
- (b) develop a process for evaluation of the performance of the Board, its Board Committees and Directors, and undertake assessment of the effectiveness of the Board, Board Committees and individual Directors, including setting a limit on multiple board representations for Directors where applicable;
- (c) review the training and professional development programs for the Board;
- (d) recommend to the Board the appointment and re-election of Directors; and
- (e) assess the independence of Independent Directors.

The NC has in place a board succession plan for Directors, in particular, the Executive Chairman and CEO. The NC has reviewed contingency arrangements for any unexpected incapacity of the CEO or any of the top management personnel and is satisfied with procedures in place to ensure a transition to a full operational management team.

Each Independent Director completes a declaration to confirm his independence on an annual basis. The NC has reviewed the independence of the Independent Directors and considered them independent.

The NC annually reviews the composition of the Board to ensure that the Board has appropriate balance of expertise, skills, attributes and abilities. The NC has set guidelines on the maximum number of Board appointments in listed companies that a Board member can hold to ensure that the Directors are able to commit their time to effectively discharge their responsibilities. Based on the guidelines set by the NC, each Board member cannot have more than six listed Board representations including the Company. All the Directors currently do not sit on the boards of more than six listed companies.

The Company has in place policy and procedures for the appointment of new Directors to the Board, including a description on the search and nomination process. The NC will determine the criteria for identifying candidates. The potential candidates are sourced through a network of contacts including recommendations from the Directors and Management and identified based on the established criteria. The NC will review nominations for the appointment of Directors to the Board, ensuring that the process of Board appointments and re-nominations are transparent.

The NC will shortlist candidates and conduct formal interviews with each of them to assess their suitability and to verify that the candidates are aware of the expectations and level of commitment required. The NC will make recommendations on the appointment(s) to the Board for approval.

The Directors are required to submit themselves for re-election at regular intervals of at least once every three years in accordance with the Company's Constitution. Subject to the nomination by the NC, a retiring Director is eligible for re-election. Pursuant to the Company's Constitution, Mr. Liong Kiam Teck and Mr. Fong Heng Boo will retire by rotation pursuant to Regulation 89 of the Constitution of the Company at the forthcoming AGM. The NC has evaluated and is satisfied that Mr. Liong and Mr. Fong have committed their time to effectively discharge his duties as a Director. The NC has recommended their re-election, and both have consented to stand for re-election. Mr. Fong has abstained from the NC's evaluation of his performance and recommendation of his re-election.

STATEMENT OF CORPORATE GOVERNANCE

In accordance with Listing Rule 720(6), information as set out in Appendix 7.4.1 on Mr. Liong and Mr. Fong are provided in the Statement of Corporate Governance of this Annual Report.

Mr. Neo Tiam Poon @ Neo Thiam Poon is the Alternate Director to Mr. Liong Kiam Teck. Mr. Neo Thiam An is the Alternate Director to Mr. Neo Tiam Boon. Mr. Neo Tiam Poon is in charge of overall project management of the Group's various construction projects, conducts periodic quality and safety checks to ensure that quality and safety management systems are adhered to closely. He is also in charge of the pre-cast concrete manufacturing business. Mr. Neo Thiam An is in charge of the management of site operations of developments for external developers as well as our own in-house developments. In the absence of the principal Directors, the Alternate Directors are competent in their areas of responsibilities to facilitate reporting of the business developments and operations on behalf of the principal Directors and to take questions from the Board.

Key information on the Directors including directorships and chairmanships in other listed companies, other major appointments, academic/professional qualifications, membership/chairmanship in the Company's Board Committees, date of first appointment and last re-election, etc. is set out in Board of Directors' section of this Annual Report.

BOARD PERFORMANCE

Principle 5: The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its Board committees and individual Directors.

The NC will conduct a formal assessment of the effectiveness of the Board as a whole and its committees and the contribution by each Director to the effectiveness of the Board on an annual basis.

The NC has with the Board's approval, implemented a process for annually assessing the effectiveness of the Board and its Committees and the contribution by each individual Director to the effectiveness of the Board.

This process includes having the Directors complete a performance evaluation form seeking their evaluation on various aspects of Board performance, such as Board's level of governance, effective delegation to the Board Committees, leadership and accountability. The Company Secretaries compile the Directors' evaluation into a consolidated report. The report is discussed at the NC meeting and also shared with the entire Board.

The Directors will undertake evaluation based on factors such as knowledge of the Company's business and industry knowledge and contribution to Board discussion. The Directors' evaluations are consolidated by the Company Secretaries and are reviewed by the NC. The Chairman will act on the results of the performance evaluation, and, in consultation with the NC, propose, where appropriate, new members to be appointed to the Board or seek the resignation of Directors.

Where a Director has multiple board representations, the NC will evaluate whether or not the Director is able to carry out and has been adequately carrying out his duties as a Director of the Company. For the current year, the NC is satisfied that each Director has allocated sufficient time and resources to the affairs of the Company.

The NC has reviewed the performance evaluations of the Board, Board Committees and individual Directors and is satisfied that the Board has been effective in the conduct of its duties and the Directors have each contributed to the effectiveness of the Board.

The Company does not use any external professional facilitator for the assessments of the Board, Board Committees and individual Directors, and will consider the use of such facilitator as and when appropriate.

STATEMENT OF CORPORATE GOVERNANCE

REMUNERATION MATTERS

Principle 6: The Board has a formal and transparent procedure for developing policies on Director and executive remuneration, and for fixing the remuneration packages of individual Directors and key management personnel. No Director is involved in deciding his or her own remuneration.

The RC comprises the following three members, all of whom including the Chairman are independent.

Mr. Fong Heng Boo	Chairman	Lead Independent Director
Mr. Mervyn Goh Bin Guan	Member	Independent Director
Mr. Pang Teng Tuan	Member	Independent Director

The RC carried out their duties in accordance with the terms of reference which include the following:

- (a) review and recommend to the Board a framework for remuneration for the Directors and key management personnel of the Company;
- (b) review and recommend Directors' fee for Independent Directors for approval at the AGM;
- (c) determine specific remuneration packages for each Executive Director as well as key management personnel;
- (d) review the Group's obligations arising in the event of termination of the Executive Directors' and key management personnel's contracts of service, to ensure that such contracts of service contain fair and reasonable termination clauses which are not overly generous;
- (e) review the remuneration of employees who are immediate family members of Director or the CEO to ensure that the remuneration of each of such employee commensurate with his or her duties and responsibilities, and no preferential treatment is given to him or her; and
- (f) review and recommend the engagement of remuneration consultant at the request of management or as it deems appropriate for the Company.

During the year, the RC considered and approved the fee framework for Independent Directors and the remuneration packages of the Executive Directors and key management personnel which are submitted to and approved by the Board. No member of the RC was involved in deciding his own remuneration.

In setting remuneration packages, the Company takes into accounts all aspects of remuneration (including termination clauses) and considers the remuneration and employment conditions within the same industry and in comparable companies, as well as the Group's relative performance and the performance of the individuals. The RC also reviews the company's obligations arising in the event of termination of the Executive Directors' and key management personnels' contracts of service, to ensure that such contracts of service contain fair and reasonable termination clauses to both parties.

The RC is provided access to expert professional advice on remuneration matters as and when necessary. The expense of such services shall be borne by the Company. It is the RC's policy that any professional remuneration consultant if appointed would be independent of the Directors or any organisations they are associated with and the management of the Company so the consultant is objective and independent.

LEVEL AND MIX OF REMUNERATION

Principle 7: The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company.

In setting remuneration packages, the RC will take into consideration the pay and employment conditions within the industry and in comparable companies. The level and structure of remuneration is aligned with the long-term interest and risk policies of the Company, and should be appropriate to attract, retain and motivate (a) the Directors to provide good stewardship of the Company, and (b) key management personnel to successfully manage the Company. However, the Company should avoid paying more than is necessary for this purpose.

STATEMENT OF CORPORATE GOVERNANCE

Under the Company's remuneration policy and structure, the performance conditions are set out to link rewards to overall strategic and financial goals of the Company. An appropriate proportion of the remuneration of the Executive Directors and key management personnel are linked to the overall performance of the Group, contribution of the operating units to the Group performance and assessment of their individual performance to the contribution of the operating units that they are employed in. Each of the Executive Directors and key management personnel have a service agreement with the Company which can be terminated by either party giving notice of resignation/termination. Each appointment is on an ongoing basis and no onerous or over-generous removal clauses are contained in the letter of employment. The remuneration structure provides for basic salaries, annual wage supplement and incentive bonus, which is tied to the performance of the Group annually. Key management personnel are compensated on a fixed plus variable basis. The RC would periodically review the Group's remuneration framework to ensure compensation for Executive Directors and key management personnel remains linked to both short-term performance and the Group's strategy for long-term sustainability. Executive Directors do not receive directors' fees.

Currently, the Company has no long-term incentive scheme, such as share option or other share incentive schemes for its employees. The RC has reviewed and is satisfied that the existing remuneration structure for Executive Directors and key management personnel for their fixed and variable components would continue to be adequate in incentivising performance without being over-excessive.

The remuneration of Executive Directors and key management personnel comprises a variable component. The variable component is performance related and is linked to the Group's/Company's performance as well as individual's performance. The variable component takes into account industry conditions, comparative performance of players in the market, where appropriate and available, return to shareholders, and individual performance in terms of responsibilities, experience and achievements.

For the year under review, the RC has reviewed the remuneration of Executive Directors, key management personnel in accordance with their performance criteria and recommended them to the Board. The Board has approved the RC's recommendations.

For Independent Directors of the Company, the structure and level of Directors' fee are tied to their respective roles and responsibilities on the Board and Committees. Changes to the Group's business and corporate governance revisions and practices, assessment of Directors' contributions and attendance at meetings are taken into consideration in determining the Directors' fee structure.

The fee for Independent Directors comprise a basic retainer fee and additional fee for appointment to Board Committees.

The framework of Directors' fee for Independent Directors is as follows:

Basic Director's fee	\$37,500 per annum
AC Chairman	\$25,000 per annum
AC member	\$12,500 per annum
NC or RC Chairman	\$6,250 per annum
NC or RC member	\$3,750 per annum

The RC has reviewed and approved the above fee structure for Independent Directors as being reflective of their responsibilities and work commitments. In view of COVID-19 and the challenges faced by the Company, the Independent Directors have opted for a 15% reduction in their fees for FY2020 to show solidarity and support to the Company. Accordingly the RC has recommended and the Board approved the Directors' fees for FY2020 based on the above fee structure, a 15% reduction therefrom.

The Company does not have any contractual provisions in the employment contracts for the Company to reclaim incentive components of remuneration from Executive Directors and key management personnel. The Board is of the view that as the Group pays performance bonuses based on the actual performance of the operating unit (and not on forward-looking results) as well as individual performance, "claw-back" provisions in the service agreements may not be relevant or appropriate.

STATEMENT OF CORPORATE GOVERNANCE

DISCLOSURE ON REMUNERATION

Principle 8: The Company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

Remuneration of Directors, Alternate Directors and the CEO

The remuneration paid to or accrued to each individual Director, Alternate Directors and the CEO for FY2020 is as follows:

Remuneration Bands	Fee %	Fixed Remuneration %	Performance Related Variable Remuneration %	Allowances and Other Benefits-in-kind %	Total Compensation %
<u>\$500,001 to \$750,000</u>					
Mr. Liong Kiam Teck	–	96	–	4	100
<u>\$250,001 to \$500,000</u>					
Mr. Neo Tiam Boon	–	92	–	8	100
Mr. Neo Tiam Poon @ Neo Thiam Poon	–	93	–	7	100
Mr. Neo Thiam An	–	91	–	9	100
<u>Up to \$250,000</u>					
Mr. Fong Heng Boo	100	–	–	–	100
Mr. Mervyn Goh Bin Guan	100	–	–	–	100
Mr. Pang Teng Tuan	100	–	–	–	100

To maintain confidentiality of the remuneration policies of the Group, the Board is of the view that it is in the best interests of the Group not to fully disclose details of remuneration of each individual Director, Alternate Directors and the CEO.

Remuneration of top 5 key management personnel

The remuneration paid to or accrued to top five key management personnel (who are not Directors nor the CEO) for FY2020 is as follows:

Remuneration Bands	Fixed Remuneration %	Performance Related Variable Remuneration %	Allowances and Other Benefits-in-kind %	Total Compensation %
<u>\$250,001 to \$500,000</u>				
First Executive	95	–	5	100
<u>Up to \$250,000</u>				
Second Executive	93	–	7	100
Third Executive	87	–	13	100
Fourth Executive	86	–	14	100
Fifth Executive	82	–	18	100

STATEMENT OF CORPORATE GOVERNANCE

Due to highly competitive conditions in the local and foreign market place in which the Group operates in and the sensitive nature of such information, the Board believes that full detailed disclosure of each key executive as recommended by the Code would be prejudicial to the Group's interest and impedes its ability to retain and grow its talent pool in an industry with many competitors.

For FY2020, the aggregate remuneration (including employer CPF and benefits-in-kind) of the top five key management personnel was \$1,020,086.

Employees who are substantial shareholders, or immediate family members of a Director, the CEO or a substantial shareholder

Saved as disclosed in the following table, there is no other employee who is a substantial shareholder or an immediate family member of a Director, the CEO or a substantial shareholder whose remuneration exceeds \$100,000 for FY2020.

Remuneration Bands	Relationship to Directors or the CEO
<u>\$100,001 to \$200,000</u>	
Liong Cailin, Wendy	Daughter of Mr. Liong Kiam Teck, and niece of, Mr. Neo Tiam Boon, Mr. Neo Tiam Poon, @ Neo Thiam Poon and Mr. Neo Thiam An
Nelson Neo Tiam Chuan	Brother of Mr. Liong Kiam Teck, Mr. Neo Tiam Boon, Mr. Neo Tiam Poon @ Neo Thiam Poon and Mr. Neo Thiam An
Liong Chai Yin, Fiona	Daughter of Mr. Liong Kiam Teck and niece of Mr. Neo Tiam Boon, Mr. Neo Tiam Poon, @ Neo Thiam Poon and Mr. Neo Thiam An

In view of COVID-19 and the challenges faced by the Company, the Executive Directors, top 5 key management personnel, and employees who are substantial shareholders, or immediate family members of a Director, the CEO or a substantial shareholder have undergone significant salary reduction to show support to the Company and be a role model for all other employees under the Group.

RISK MANAGEMENT AND INTERNAL CONTROLS

Principle 9: The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the company and its shareholders.

The Board determines the Group's levels of risk tolerance and risk policies, and oversees the Management in the design, implementation and monitoring of the Group's risk management and internal control systems.

The Group recognised the importance of maintaining a sound system of risk management and internal controls to safeguard the shareholders' interest and the Group's assets. The Group maintains a system of internal controls for all companies within the Group. The controls are to provide reasonable assurance (but not absolute guarantee) that assets are adequately safeguarded, operational and information technology controls are in place, business risks are suitably addressed and proper accounting records are maintained.

The AC reviews and reports to the Board on the adequacy and effectiveness of the Group's internal control and risk management system. In assessing the adequacy and effectiveness of internal controls and risk management system, the AC ensures primarily that key objectives are met, material assets are properly safeguarded, fraud or errors in the accounting records are prevented or detected, accounting records are accurate and complete, and reliable financial information is prepared in compliance with applicable internal policies, laws and regulations.

The key risks of the Group are deliberated by management and reported to the AC regularly. The AC is assisted by a Risk Management Committee ("RMC") comprising of senior management personnel, including the CEO, CFO, General Manager (Business Development) and other senior personnel, has oversight of risk management in the Group to ensure that a robust risk management system is maintained. The AC reviews the adequacy and effectiveness of the internal controls and risk management system, which includes the documented policies and procedures, proper segregation of duties, approval procedures and authorities, as well as checks-and-balances built into the business processes. AC reviews with the internal and external auditors their audit report and findings on internal controls and key risks of the Group.

STATEMENT OF CORPORATE GOVERNANCE

For FY2020, the Board has received assurance from the CEO and CFO (also in her capacity as Risk Officer) in the execution of their respective duties as CEO and CFO and to the best of their knowledge and belief, the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances, and regarding the effectiveness of the Company's risk management and internal control system. The Board also received assurances from the key management personnel of the Group's subsidiaries who are responsible regarding the adequacy and effectiveness of the risk management and internal control systems of the respective Group's subsidiaries.

Based on the review of the key risks identified, and the internal controls established and maintained by the Group, work performed by the internal and external auditors, reviews performed by management, the RMC and the AC, and the aforesaid assurances from the CEO, CFO and other key management personnel, the Board, is of the opinion that the Group's internal controls, including financial, operational, compliance and information technology controls and risk management systems were adequate and effective for FY2020. The AC concurs with the Board.

The Board acknowledges that it is responsible for the overall internal control framework, but recognises 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.

AUDIT COMMITTEE

Principle 10: The Board has an Audit Committee ("AC") which discharges its duties objectively.

The AC comprises the following three members all of whom, including the Chairman, are independent.

Mr. Fong Heng Boo	Chairman	Lead Independent Director
Mr. Mervyn Goh Bin Guan	Member	Independent Director
Mr. Pang Teng Tuan	Member	Independent Director

The Chairman of the AC, Mr. Fong Heng Boo, has over 47 years of experience in auditing, finance, business development and corporate governance. Mr. Fong graduated from the University of Singapore (now known as the National University of Singapore) with a Bachelor of Accountancy (Honours) in 1973. Mr. Mervyn Goh graduated from the National University of Singapore with a Bachelor of Laws (Honours) in 1989 and was called to the Singapore Bar in 1990. Mr. Pang Teng Tuan graduated from the Queensland University of Technology with a Bachelor of Business (Accountancy) degree and is a CPA with CPA Australia. He had considerable experience in investment management. All the AC members are informed of changes in accounting standards and issues through updates from the external auditors. The Board is satisfied that the members of the AC including the Chairman have recent and relevant accounting or related financial management expertise or experience to discharge the AC's functions.

The AC functions under the terms of reference that sets out its key responsibilities are as follows:

- (a) To review the financial statements of the Company and the Group, in particular significant financial reporting issues and judgements so as to ensure the integrity of the financial statements and any announcements relating to the Group's financial performance before submission to the Board;
- (b) To review and report to the board annually on the adequacy and effectiveness of the Group's internal controls including financial, operational, compliance and information technology controls and risk management systems;
- (c) To review the assurance from the CEO and the CFO on the financial records and financial statements;
- (d) To review the audit plan of the internal and external auditors and its report including key audit matters included in the Auditors' Report;
- (e) To review the scope adequacy, effectiveness and independence of the external audit and internal audit functions;
- (f) To review the independence of the external auditors and make recommendations to the Board on the appointment, re-appointment and removal of the external auditors and internal auditors, and their remuneration;

STATEMENT OF CORPORATE GOVERNANCE

- (g) To review interested person transactions and potential conflicts of interest; and
- (h) To review arrangements by which the staff of the Company may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on.

The AC reviewed the key audit matters (“KAMs”) for FY2020. The AC considered the approach, methodology and key assumptions applied. The AC concluded that Management’s accounting treatment and estimates in the KAMs were appropriate. The KAMs are as set out in the independent auditor’s report section of this Annual Report.

The AC has explicit authority to investigate any matter within its terms of reference. The AC is authorised to obtain independent professional advice if it deems necessary in the discharge of its responsibilities. Such expenses are to be borne by the Company. The AC has full access to and co-operation of the management and has full discretion to invite any Director or executive officer to attend its meetings, and has been given reasonable resources to enable it to discharge its functions. No member of the AC or any Director is involved in the deliberations and voting on any resolutions in respect of matters he is interested in.

The AC meets with both the external and internal auditors without the presence of the management at least once a year. These meetings enable the external auditors and internal auditors to raise issues encountered in the course of their work directly to the AC.

No former partner or Director of the Company’s existing auditing firm or auditing corporation is a member of the AC.

The Company confirms compliance with Rule 712 and Rule 715 of the Listing Manual of the SGX-ST in engaging Deloitte & Touche LLP (“DT”) as the external auditors of the Company which is registered with the Accounting and Corporate Regulatory Authority (“ACRA”). DT are the external auditors of the Company and of its Singapore significant subsidiaries and most of the significant associated companies. The AC has reviewed the amount of non-audit services rendered to the Group by the external auditors. During the year, the fees paid to the external auditors of the Company for non-audit services amounted to \$8,000 or 3.2% of the audit fee which was below 10% of the total fees for audit and non-audit services. The AC is satisfied that the nature and extent of such services will not prejudice the independence and objectivity of the external auditors. The AC has recommended that DT be nominated for re-appointment as auditors at the forthcoming AGM.

The Company has engaged EisnerAmper PAC an accounting firm registered with ACRA as its internal auditor (“IA”). The IA reports directly to the Chairman of the AC on all internal audit matters. The IA identifies, evaluates significant risks and develop risk-based audit plan for approval by the AC and provides independent assessment and reasonable assurances on areas of operation reviewed, advise and recommend the best practices that will improve and add value to the Company. IA has unfettered access to all the Company’s documents, records, properties and personnel, including the AC. IA has confirmed their independence to the AC.

The internal audit follows the professional standards set by the Institute of Internal Auditors. The AC is satisfied that the internal audit function is independent, effective and adequately resourced to carry out its function.

The AC reviews the adequacy of the internal audit function to ensure that internal audits are conducted effectively and that Management provides the necessary co-operation to enable the IA to perform its function. The AC also reviews the IA’s reports and remedial actions implemented by Management to address any internal control inadequacies identified.

The Company has a whistle-blowing policy by which staff of the Group and any other persons may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters to the Executive Chairman with a copy of such raised concerns to the AC Chairman. Such concerns raised are independently investigated and appropriate follow-up action is taken.

The Company will treat all information received confidentially and protect the identity and the interest of all whistle blowers. Following investigation and evaluation of a complaint, the Executive Chairman will decide whether the matter need to be referred to the relevant authorities. If the Executive Chairman decides not to proceed with the investigation, the decision must be explained as fully as possible to the person who raised the concern. It is then open to the person to make disclosure again to the AC Chairman. The AC Chairman shall report to the AC on recommended disciplinary or remedial action, if any. The AC will bring recommended actions to the other members of the Board for attention and after conclusion of deliberations, the agreed course of action will be dealt with by the executives.

The policy is communicated to all employees as part of the Group’s efforts to promote awareness of fraud control.

STATEMENT OF CORPORATE GOVERNANCE

SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

Principle 11: The Company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company. The Company gives shareholders a balanced and understandable assessment of its performance, position and prospects.

The Group supports and encourages active shareholders participation at general meetings. The Board believes that general meetings serve as an opportune forum for the shareholders to meet the Board and key management personnel, and to interact with them. All general meetings of the Company are held in Singapore which give shareholders the opportunity to participate effectively in and to vote thereat.

The Company's AGMs are the principal forums for dialogue with shareholders. Shareholders are encouraged to attend the AGMs and extraordinary general meetings ("EGMs") to ensure a high level of accountability and to stay apprised of the Group's strategy and goals. Every shareholder has the right to receive notice of general meetings and to vote thereat. Notice of a general meeting is sent out at least 14 days before the meeting so that sufficient notice of meeting is given to shareholders to attend the meeting or appoint proxies to attend and vote in their stead. Notices of the AGM and EGM will be announced on SGXNET and Company's website.

The Board welcomes questions from shareholders who have an opportunity to raise at the general meetings of shareholders. All the Directors normally attend the general meetings of shareholders. The Chairmen of the AC, RC and NC are normally available at the meeting to answer those questions relating to the work of these Committees. The Company's external auditors will also be present to assist the Directors in addressing queries by shareholders. In 2020, the Company held one general meeting which was attended by all the current Directors. In compliance with the Listing Rules of the SGX-ST, all resolutions tabled at the forthcoming AGM would be put to vote by poll, the procedures of which will be explained by the appointed scrutineer at the general meeting. This will allow greater transparency and more equitable participation by shareholders. The poll results will be read out to shareholders immediately after vote tabulations. The result of the resolutions will be announced after the general meetings via SGXNET and Company's website.

The Board supports the Code's provision regarding "non-bundling" of resolutions. In the event that there are resolutions which are interlinked, the Board will explain the reasons and material implications.

The Company's constitution allowing appointment of proxies for a shareholder who is absent from a general meeting to exercise his vote in absence through his proxy or proxies. The Company's Constitution allows a member (other than a relevant intermediary as defined in Section 181 of the Companies Act) to appoint one or two proxies to attend and vote at its general meetings. The Companies Act allows relevant intermediaries which include CPF Approved Nominees to appoint multiple proxies, and empower CPF investors to attend and vote at general meetings of the Company as their CPF Approved Nominees' proxies.

In view of the COVID-19 situation, the AGM in 2020 in respect of FY2019 was held and the forthcoming AGM in 2021 would be held by electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020. Alternative arrangements relating to attendance at the forthcoming AGM via electronic means (including arrangements by which the meeting can be electronically accessed via live audio-visual webcast or live audio only stream), submission of questions to the Chairman of the Meeting in advance of the AGM, addressing of substantial and relevant questions at, or prior to, the AGM and voting by appointing the Chairman of the Meeting as proxy at the AGM, will be put in place for the AGM.

The minutes of general meetings will be taken and published in the Company's website as soon as practicable at <http://www.tiongaik.com.sg> and SGXNET within 1 month.

The details of dividend payment to shareholders (if any) will be disclosed via the release of the announcements through SGXNET. The Company does not have a policy on payment of dividend. The Board will consider the Group's level of cash and retained earnings and projected capital expenditure and investments in proposing a dividend.

STATEMENT OF CORPORATE GOVERNANCE

ENGAGEMENT WITH SHAREHOLDERS

Principle 12: The Company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the Company.

In line with continuous obligations of the Company pursuant to the Listing Rules of the SGX-ST, the Board's policy is that all shareholders be informed of all major developments that impact the Group.

The Group is committed to providing shareholders with adequate, timely and sufficient information pertaining to changes in the Group's business which could have a material impact on the Company's share price. Information is disseminated to shareholders on a timely basis through:

- (a) SGXNET announcements;
- (b) Annual Report prepared and issued to all shareholders;
- (c) News releases on major developments of the Group;
- (d) Notices of and explanatory memoranda for AGM and EGM; and
- (e) Company's website at www.tiongaik.com.sg at which shareholders can access timely information on the Group.

In accordance with the Listing Rules of the SGX-ST, the Company does not practise selective disclosure and price-sensitive and trade-sensitive information is publicly released on an immediate basis where required under the Listing Rules.

The Company's investor relations policy is to communicate with its shareholders and the investment community through the timely release of announcements to the SGX-ST via SGXNET. Financial results of the Group are released within prescribed periods under the Listing Rules.

Price-sensitive and/or trade-sensitive information will be publicly released either before the Company meets with any group of investors or analysts or simultaneously with such meetings. Financial results and annual reports are announced or issued within legally prescribed periods. The Board also ensures timely, reliable and full disclosure of material corporate developments and material information to shareholders in compliance with statutory requirements and the Listing Manual of the SGX-ST.

The Company strives to reach out to shareholders and investors via its online investor relations site within its corporate website at <http://www.tiongaik.com.sg> where it updates shareholders and investors on the latest news and business developments of the Group. Shareholders and investors are also provided with an investor relations contact at tac@tiongaik.com.sg. Investors are able to raise their questions to the Company's person in charge of investor relation at tac@tiongaik.com.sg. The message will be forwarded to the relevant parties and the company will respond as soon as practicable.

The Company has also posted the contact of the Lead Independent Director on its corporate website to facilitate shareholders and other stakeholders who wish to communicate with the Lead Independent Director.

ENGAGEMENT WITH STAKEHOLDERS

Principle 13: The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.

The Group's material stakeholders are its employees, customers, contractors, suppliers, investors, government and regulatory agencies and engagement with them are set out in its Sustainability Report. In accordance with the Listing Rules of SGX-ST, the Group will issue its sustainability report in respect of FY2020 by May 31, 2021 and will upload the full sustainability report to SGX-ST via SGXNET and its Company's website.

STATEMENT OF CORPORATE GOVERNANCE

The Group maintains a corporate website at <http://www.tiongaik.com.sg> at which stakeholders can access information on the Group. The website provides, *inter alia*, corporate announcements, press releases and profiles of the Group. The Company has an online investor relations site within its corporate website as an outreach to shareholders and all other stakeholders. Shareholders and stakeholders are provided with an investor relations contact at tac@tiongaik.com.sg.

Interested Persons Transactions

When a potential conflict of interest arises, the Director concerned does not participate in discussions and is refrained from exercising any influence over other members of the Board.

The Company has established review and approval procedures to ensure that interested person transactions ("IPT") entered into by the Group are conducted on normal terms and are not prejudicial to the interest of the shareholders. For the year under review, the Board meets quarterly to review if the Company will be entering into any IPT.

The AC has reviewed the rationale and terms of the Group's IPT and is of the view that the IPT are on normal commercial terms and are not prejudicial to the interests of the shareholders.

Details of IPT for FY2020 are as follows:

Name of interested person and nature of transaction	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 Listing Manual of the SGX-ST)	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 of the Listing Manual of the SGX-ST (excluding transactions less than \$100,000)
		\$'000	\$'000
Prestige Resources Pte Ltd	Associate of Directors – Liong Kiam Teck ("LKT"), Neo Tiam Boon ("NTB"), Neo Tiam Poon @ Neo Thiam Poon ("NTP"), and Neo Thiam An ("NTA")	421	N.A.
Tac Alliance Pte. Ltd.	Associate of Directors – LKT, NTB, NTP and NTA	229	N.A.
<u>Neo Tiam Boon</u> Interest from subscription of 6% Series 3 Multicurrency Medium Term Notes	Director and his Spouse	165	N.A.
<u>Liong Kiam Teck</u> Interest from subscription of 6% Series 3 Multicurrency Medium Term Notes	Director	120	N.A.
<u>Sinotac Group Pte Ltd</u> Interest from subscription of 6% Series 3 Multicurrency Medium Term Notes	Associate of Directors – LKT, NTB, NTP and NTA	527	N.A.

STATEMENT OF CORPORATE GOVERNANCE

Dealing in Securities

The Company has issued an Internal Compliance Code (the “Internal Compliance Code”) to all employees of the Group setting out the implications of insider trading.

For the year under review, all Directors and employees of the Group are prohibited from dealing in the Company’s securities one month before and up to the release of the half year and full year financial statements. Circulars are issued to all Directors and employees of the Group to remind them of, inter alia, laws of insider trading and the importance of not dealing in the shares of the Company and within the Group on short-term consideration and during the prohibitive periods. Directors and employees are expected to observe the insider trading laws at all times even when dealing in securities within permitted trading period.

A new director or senior management staff will be briefed that the Company should comply with the best practice pursuant to Listing Rule 1207(19)(c) in not dealing in its securities during the restricted trading periods. The Company has complied with Listing Rule 1207(19)(c).

Material Contracts

Saved as mentioned above, there were no other material contracts entered into by the Company or its subsidiary companies involving the interest of the CEO, any Director, or controlling shareholder since the end of the previous financial year.

Table A

To provide the information as set out in appendix 7.4.1 relating to the candidates who are proposed to be appointed for the first time or re-elected to the board at a general meeting, in the notice of meeting, annual report or relevant circular distributed to shareholders prior to the general meeting.

Mr. Liong Kiam Teck and Mr. Fong Heng Boo are retiring and being eligible, offer themselves for re-election at the upcoming AGM pursuant to Regulation 89 of the Constitution of the Company.

Name of Director	Liong Kiam Teck	Fong Heng Boo
Date of appointment	March 7, 2011	December 1, 2017
Date of last re-appointment (if applicable)	April 27, 2018	April 27, 2018
Age	70	71
Country of principal residence	Singapore	Singapore
The Board’s comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Board of Directors of the Company is of the opinion that Mr. Liong can continue to contribute positively to the Company after reviewing the NC’s recommendation and Mr. Liong’s extensive experience.	After having considered the qualifications, working experiences and skills of Mr. Fong, the Board with the recommendation of the NC is of the view that he has requisite experience and capabilities to assume the responsibilities as lead independent director of the Company.
Job title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Chairman	Lead Independent Non-Executive Director (AC and RC Chairman, NC member)

STATEMENT OF CORPORATE GOVERNANCE

Name of Director	Liong Kiam Teck	Fong Heng Boo
Professional qualifications	General Certificate of Education	Bachelor of Accountancy (Honours), University of Singapore (now known as: National University of Singapore)
Working experience and occupation(s) during the past 10 years	Executive Chairman of TA Corporation Ltd	Director (special duties) at Singapore Totalisator Board (led the Finance and Investment Functions)
Shareholding interest in the listed issuer and its subsidiaries	Direct Interest in Shares – 174,187,102 Direct interest in Warrants – 39,931,204	None
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	Brother of Group CEO and Executive Director – Mr. Neo Tiam Boon, Alternate Director – Mr. Neo Tiam Poon @ Neo Thiam Poon and Alternate Director – Mr. Neo Thiam An.	None
Conflict of interest (including any competing business)	None	None
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other Principal Commitments* Including Directorships * “Principal Commitments” has the same meaning as defined in the Code # These fields are not applicable for announcements of appointments pursuant to Listing Rule 704(9)	Past (for the last 5 years): None	Past: 1. Pteries Global Limited (SGX) 2. Sapphire Corporation Limited (SGX) 3. Asian American Medical Group (ASX)

STATEMENT OF CORPORATE GOVERNANCE

Name of Director	Liong Kiam Teck	Fong Heng Boo
	Present: 1. Sinotac Group Pte. Ltd. – Director 2. Cadence Properties Pte. Ltd. – Director 3. Matsushita Greatwall Corporation Pte. Ltd. – Director 4. Tac Marketing Pte. Ltd. – Director 5. Sherwinn Investments Pte. Ltd. – Director	Present: 1. Colex Holdings Limited (Independent Director-SGX) 2. Capitaland China Trust Management Limited (Independent Director-SGX) 3. Shengye Capital Ltd (Independent Director-HKEx) 4. Livingstone Health Holdings Limited. (Independent Director-SGX) 5. Kwan Yong Holdings Limited (Independent Director-HKEx) 6. Capitaland Township Development Fund II Pte Ltd (Non-executive Director “NED”) 7. Capitaland Township Development Fund Pte Ltd (NED) 8. Surbana Jurong Private Limited (NED) 9. Singapore Health Services Pte Ltd (NED) 10. Agency for integrated Care Pte Ltd (NED)
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	NO	NO

STATEMENT OF CORPORATE GOVERNANCE

Name of Director	Liong Kiam Teck	Fong Heng Boo
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	NO	Yes. I was appointed as Non-Executive Director of China Foodzart International Pte Ltd ("China Foodzart") on March 18, 2011 in connection to the company's proposed listing and resigned on August 25, 2011. On September 20, 2012, various winding up applications were commenced against China Foodzart on the grounds China Foodzart was unable to pay its debts and it was wound up September 24, 2013. I confirm that there was no wrongful act on my part that led to the winding up proceedings brought against China Foodzart and the winding up proceedings had not resulted in any liability or obligations imposed against me.
(c) Whether there is any unsatisfied judgment against him?	NO	NO
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	NO	NO
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	NO	NO
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	NO	NO
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	NO	NO

STATEMENT OF CORPORATE GOVERNANCE

Name of Director	Liong Kiam Teck	Fong Heng Boo
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	NO	NO
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	NO	NO
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:–		
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	NO	Yes. I was an employee (General Manager, Corporate Affairs) of Amcol Holdings Ltd between January 1995 and May 1996. I was a prosecution witness in March 1998 in a court case involving three Directors of Amcol Holdings Ltd. The three directors were charged for failures to act honestly in their discharge of duties as Directors under section 157(1) and 157(3) of the Companies Act, cap 50. Save as aforesaid, I am not aware of any other information that will be relevant in relation to this section.
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	NO	NO
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	NO	NO
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere,	NO	NO
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	NO	NO

DIRECTORS' STATEMENT

The directors present their statement together with the audited consolidated financial statements of the Group and statement of financial position and statement of changes in equity of the Company for the financial year ended December 31, 2020.

In the opinion of the directors, the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company as set out on pages 42 to 115 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 December 31, 2020, and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the financial year then ended and at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts when they fall due.

1 DIRECTORS

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

Liong Kiam Teck
 Neo Tiam Boon
 Fong Heng Boo
 Mervyn Goh Bin Guan
 Pang Teng Tuan
 Neo Tiam Poon @ Neo Thiam Poon (Alternative director to Liong Kiam Teck)
 Neo Thiam An (Alternative director to Neo Tiam Boon)

2 ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement whose object is to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures in the Company or any other body corporate.

3 DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The directors of the Company holding office at the end of the financial year had no interests in the share capital and debentures of the Company and related corporations as recorded in the register of directors' shareholdings kept by the Company under Section 164 of the Singapore Companies Act, except as follows:

Name of directors, alternate directors and companies in which interests are held	Shareholdings/Debentures registered in name of directors and alternate directors		Shareholdings/Debentures in which directors and alternate directors are deemed to have an interest	
	At beginning of year	At end of year	At beginning of year	At end of year
<u>The Company</u> (Ordinary shares)				
Liong Kiam Teck	174,166,149	174,187,102	20,953	—
Neo Tiam Boon	87,857,147	87,857,147	—	—
Neo Tiam Poon @ Neo Thiam Poon	83,599,752	83,599,752	—	—
Neo Thiam An	41,412,840	41,412,840	—	—
<u>The Company</u> (Warrants)				
Liong Kiam Teck	39,893,204	39,931,204	38,000	—
Neo Tiam Boon	20,123,905	20,123,905	—	—
Neo Tiam Poon @ Neo Thiam Poon	19,148,738	19,148,738	—	—
Neo Thiam An	9,485,717	9,485,717	—	—

DIRECTORS' STATEMENT

Name of directors, alternate directors and companies in which interests are held	Shareholdings/Debentures registered in name of directors and alternate directors		Shareholdings/Debentures in which directors and alternate directors are deemed to have an interest	
	At beginning of year	At end of year	At beginning of year	At end of year
<u>The Company</u> (\$27 million 6.0% medium term notes due in July 2023 ⁽ⁱ⁾)				
Liong Kiam Teck	2,000,000	2,000,000	–	–
Neo Tiam Boon	2,500,000	2,500,000	250,000	250,000
Neo Tiam Poon @ Neo Thiam Poon	750,000	750,000	–	–
Neo Thiam An	–	–	250,000	250,000
Mervyn Goh Bin Guan	–	–	500,000	500,000

(i) The Company entered into a third supplemental trust deed on October 2, 2020 with its trustee. Accordingly, the maturity date of the notes has been extended from July 26, 2021 to July 26, 2023.

By virtue of Section 7 of the Singapore Companies Act, Liong Kiam Teck is deemed to have an interest in all the related corporations of the Company.

The directors' interests in the shares and debentures of the Company at January 21, 2021 were the same as at December 31, 2020.

4 SHARE OPTIONS

(a) Options to take up unissued shares

During the financial year, no options to take up unissued shares of the Company or any corporation in the Group were granted.

(b) 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 an option to take up unissued shares.

(c) Unissued shares under options

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

5 AUDIT COMMITTEE

The Audit Committee ("AC") comprises 3 members, all of whom are independent and non-executive. The Chairman of the AC is Fong Heng Boo and the other members of the AC are Mervyn Goh Bin Guan and Pang Teng Tuan.

The AC is authorised by the Board of Directors to investigate any matters within its terms of reference. It has unrestricted access to information pertaining to the Group, to both internal and external auditors, and to all employees of the Group. Reasonable resources have been made available to the AC to enable it to discharge its duties properly.

DIRECTORS' STATEMENT

The key responsibilities of the AC include the following:

- To review the external and internal audit plans and audit reports, the scope and results of the internal audit procedures and results of the internal auditors' examination and evaluation of the Group's systems of internal accounting controls;
- To review the half-year and annual financial statements and any formal announcements relating to our Group's financial performance before submission to our Board of Directors for approval, focusing in particular on changes in accounting policies and practices, major risk areas, significant adjustments resulting from the audit, compliance with accounting standards and compliance with the Listing Manual of the Singapore Exchange Securities Trading Limited ("SGX-ST") and any other relevant statutory or regulatory requirements;
- To review the independence of the external auditors and internal auditors and make recommendations to the Board on the appointment, re-appointment and removal of the external auditors and internal auditors;
- To review interested person transactions (if any) falling within the scope of Chapter 9 of the Listing Manual of the SGX-ST and potential conflicts of interest;
- To review arrangements by which the staff of the Company may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters;
- To review and discuss with investigators, any suspected fraud, irregularity or infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on our Group's operating results or financial position and our management's response thereto; and
- Generally undertake such other functions and duties as may be required by statute or the Listing Manual of the SGX-ST or by such amendments as may be made thereto from time to time.

The AC has full access to and has the co-operation of the management and has been given the resources required for it to discharge its functions properly. It also has full discretion to invite any Director and executive officer to attend its meetings. The external and internal auditors have unrestricted access to the AC.

The AC has recommended to the Directors the nomination of Deloitte & Touche LLP for re-appointment as the external auditors of the Company at its forthcoming Annual General Meeting.

6 AUDITORS

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

ON BEHALF OF THE DIRECTORS

.....
Liong Kiam Teck

.....
Neo Tiam Boon

May 3, 2021

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TA CORPORATION LTD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of TA Corporation Ltd (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at December 31, 2020, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group and the statement of changes in equity of the Company for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 42 to 115.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)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 December 31, 2020 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the changes in equity of the Company for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority *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 year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TA CORPORATION LTD

Key Audit Matters

Going Concern

(Refer to Note 4(b)(v) to the financial statements.)

The Group recorded a loss of \$57.7 million in 2020. As of December 31, 2020, the Group's current assets amounted to \$445.7 million and its current liabilities amounted to \$413.8 million. However, the Group's current assets include development properties of \$287.1 million that may not be realisable within one year.

In view of these circumstances, management has prepared a cash flow forecast reflecting major cash inflows and outflows of the Group up to June 30, 2022 from the date of authorisation of the accompanying financial statements. The key assumptions applied in the cash flow forecast are:

- (a) With regard to ongoing construction projects, the Group will be able to manage business disruptions and operational changes resulting from the COVID-19 pandemic;
- (b) The Group will be able to realise certain development properties at specified minimum values. The specified minimum values are primarily based on year end valuations by independent valuers or past transacted prices adjusted for market information available as of the date of authorisation of these financial statements;
- (c) Banks will not demand repayment for loans which are revolving or repayable on demand and the banks will continue to support the Group with banking facilities currently utilised by the Group; and
- (d) The Company and a subsidiary had obtained one-off waivers from the banks on non-compliance with certain financial covenants on bank loans amounting to \$12.5 million and \$15.6 million as at December 31, 2020, respectively. These waivers from the banks for non-compliance with covenants are subject to the rights of the banks being reserved and review of compliance by the banks is at least annually. Management is of the view that the banks will continue to support the Group for these loans.

Based on the cash flow forecast, the directors have concluded that the Group will be able to pay its debts when they fall due for at least the next twelve months from the date of authorisation of the accompanying financial statements, and there is no material uncertainty related to going concern.

Our audit performed and responses thereon

Our audit procedures focused on evaluating the judgements used by management in their going concern assessment. These procedures included:

- Obtaining an understanding of the Group's relevant controls in reviewing and assessing the reasonableness of the cash flow forecast, including historical accuracy of cash flow forecasts prepared by management;
- Obtaining the cash flow forecast prepared by management up to June 30, 2022 based on the latest available financial information and:
 - o Understanding the basis and challenging the underlying key assumptions applied, including the potential financial impact arising from COVID-19 and performing sensitivity analysis on those key assumptions; and
 - o Obtaining documentary support for assumptions applied in the cash flow forecast, where appropriate.
- Reviewing management's assessment of compliance with loan covenants;
- Reviewing the waiver letters provided by the banks to waive the non-compliance of financial covenants; and
- Assessing the adequacy and appropriateness of the related disclosures in the accompanying financial statements.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TA CORPORATION LTD

Key Audit Matters

Accounting for construction contracts

(Refer to Notes 3.2.1, 10, 23, 24 and 27 to the financial statements.)

Construction projects contributed \$105.0 million of the Group's revenue for the year ended December 31, 2020. For these projects, the Group recognises revenue over time using the input method (i.e. "cost-to-cost" method).

Consequently, estimates of total budgeted costs for each individual project affects revenue recognised, profit or loss and the carrying amounts of contract assets and contract liabilities in the statement of financial position.

The COVID-19 pandemic and resulting business disruptions and operational changes have increased the estimation uncertainties relating to total budgeted costs. To support business in built environment sector, the Singapore Government introduced various measures which have effects on revenue and cost recognition.

During the course of a project, the contract sum may be adjusted for variations, omissions and variable consideration. When approved variations are unpriced, management estimates the transaction price based on information available which will not result in highly probable significant reversal when the price is confirmed. Provisions for onerous contracts are recognised whenever total budgeted costs exceed the contract sum on an individual project basis.

Our audit performed and responses thereon

We obtained an understanding of the Group's process for estimating total budgeted costs. On an individual project basis, we also:

- Assessed the reasonableness of total budgeted costs, after factoring in business disruptions and operational changes resulting from COVID-19;
- Verified costs incurred against supporting documents on sampling basis;
- Evaluated the accounting for adjustments to the contract sum and for COVID-19 support measures provided by the Singapore Government;
- Recomputed revenue recognised for the current financial year based on application of the input method;
- Evaluated the adequacy of provisions of liquidated damages when projects are not likely to be completed on schedule; and
- Evaluated the adequacy of provisions for onerous contracts when total budgeted costs are likely to exceed the contract sum.

We have considered the adequacy of disclosures relating to construction contracts.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TA CORPORATION LTD

Key Audit Matters

Assessment of joint and several corporate guarantees given for bank loans of an associate and a joint venture performed in conjunction with assessment of recoverability of debts owing by the associate and joint venture to the Group (Refer to Notes 3.2.4 and 3.2.5 to the financial statements.)

As at December 31, 2020, the Company and a joint guarantor have given joint and several corporate guarantees to a bank for loans to an associate and a joint venture. Subsequent to year-end, the joint venture fully repaid the bank loan. The associate has a bank loan of \$10.0 million at the end of the reporting period.

The joint guarantor has equity interests in both the associate and joint venture.

The Group has fully impaired its equity investment in the associate, as well as all receivables from the associate as at December 31, 2020.

The Group has not impaired receivables of \$28.9 million from the joint venture as it is the expectation that these receivables are recoverable.

Assessments on exposure to payment obligations to the bank under the joint and several corporate guarantees; and the ability to recover the receivables are dependent on:

- (a) estimates of net cash flows from future sales of properties;
- (b) the assumption that no further funds are required from the Group for development of the undeveloped land held by the associate; and
- (c) the assumption that the joint guarantor will provide 50% of the required funds to match the amounts to be provided by the Group, for payment of bank loan instalments as and when required.

Management's estimates of future sales proceeds were based on valuation by an external professional valuer of the properties which have yet to be sold to third parties (the "Development"). The valuer highlighted in the valuation report that less certainty and higher degree of caution should be attached to the valuation than would normally be the case as a result of an unprecedented set of circumstances on which to base a judgement.

Our audit performed and responses thereon

We evaluated the expected credit loss estimated taking into consideration of historical and forward looking information, including subsequent collections.

In respect of valuation of the Development by the professional valuer, we performed the following:

- Evaluated the qualifications, competence and objectivity of the valuer;
- Considered the scope of their work;
- Held discussion with the valuer to understand the valuation methodology and assumptions applied, as well as impact of COVID-19 on valuation; and
- With the involvement of our internal valuation specialist, evaluated the appropriateness of the valuation methodology and the key assumptions and values used in parameters which affect the fair value estimates.

In respect of management's estimates of net cash flows, we reviewed the estimated proceeds from the future sales of properties and other basis of the assumptions used including the cost components.

We also considered the adequacy of the disclosures in Notes 3.2.4 and 3.2.5 regarding the significant accounting estimates and the assumptions.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TA CORPORATION LTD

Key Audit Matters

Valuation of development properties

(Refer to Notes 3.2.1 and 11 to the financial statements.)

The Group's development properties totalling \$287.1 million comprise both completed and uncompleted properties. These properties are stated at the lower of cost or net realisable values.

Estimates of net realisable values and components of cost are sensitive to market conditions, timing of sales and highly dependent on management's plans, judgement and estimates.

Within the Group's development properties is a service apartment which net realisable value is estimated based on an independent external valuation using capitalisation and discounted cash flow methods.

For the other development properties, management estimated net realisable value by using recent transacted prices within the same development or comparable properties or obtained professional valuations.

Total development costs and associated selling expenses are projected for each of these properties and compared with the estimated net realisable values to estimate the provision for foreseeable losses.

Valuation of investment properties

(Refer to Notes 3.2.2 and 13 to the financial statements.)

The Group's investment properties totalling \$213.6 million comprise a dormitory, various units in 2 commercial properties, an industrial property and a residential unit. The investment properties are stated at their fair values based on independent external valuations.

The valuations involve significant judgement with regards to determining appropriate valuation methods; making adjustments to prices per square metre of comparable properties to account for differences in age, size and lease period; determining the appropriate rates for capitalising projected annual income net of expenses and the terminal capitalisation rate.

The independent valuer for the dormitory has reported the valuation based on 'material valuation uncertainty' arising from the COVID-19 pandemic and a higher degree of caution should be exercised when relying on the valuation.

Our audit performed and responses thereon

We evaluated the reasonableness of the estimated selling prices provided by the valuers and management by comparing these with recently transacted prices for the same project, if available, adjusted for estimated changes in market conditions including impact from COVID-19; and with comparable properties in the vicinity, adjusted by valuers for qualitative differences. Refer to key audit matter, 'Valuation of investment properties' for procedures performed on independent valuers' valuation reports.

We evaluated management's estimates of total costs to completion which are based on contracted amounts and projections based on historical experience; and checked the computations of foreseeable losses.

We considered the adequacy of disclosures in describing the allowance for foreseeable losses made for development properties held for sale.

We evaluated the qualifications, competence and objectivity of the valuers and the scope of their work.

We had discussions with the valuers to understand their valuation methodologies and assumptions applied, including consideration of impact of COVID-19.

We considered the appropriateness of valuation methodologies used and the key assumptions and values used in parameters which affect the fair value estimates.

We also considered the adequacy of financial statement disclosures on valuation of investment properties.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TA CORPORATION LTD

Information Other than the Financial Statements and Auditor's Report Thereon

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 these 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:

- (a) 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.
- (b) 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.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TA CORPORATION LTD

- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (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.
- (e) 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.
- (f) 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 year 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 provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Tan Puay Boon.

Deloitte & Touche LLP
Public Accountants and
Chartered Accountants
Singapore

May 3, 2021

STATEMENTS OF FINANCIAL POSITION

AS AT DECEMBER 31, 2020

	Note	Group		Company	
		2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
ASSETS					
Current assets					
Cash and bank balances	6	54,911	32,859	32	118
Trade and other receivables	7	53,091	61,138	30,026	25,007
Deposits and prepayments	8	11,268	11,081	10	6
Inventories	9	6,646	8,122	—	—
Contract assets	10	32,697	48,980	—	—
Development properties	11	287,111	264,681	—	—
Total current assets		445,724	426,861	30,068	25,131
Non-current assets					
Property, plant and equipment	12	52,867	55,823	—	—
Investment properties	13	213,560	235,159	—	—
Goodwill	14	2,595	2,595	—	—
Subsidiaries	15	—	—	78,104	91,965
Associates and joint ventures	16	17,840	17,192	—	—
Other non-current assets	17	392	382	—	—
Trade and other receivables	7	47,607	55,216	97,497	107,597
Total non-current assets		334,861	366,367	175,601	199,562
Total assets		780,585	793,228	205,669	224,693
LIABILITIES AND EQUITY					
Current liabilities					
Borrowings	19	200,358	193,082	5,000	5,000
Trade and other payables	20	107,451	115,106	28,052	25,833
Lease liabilities	21	970	944	—	—
Contract liabilities	23	94,752	76,625	—	—
Provisions	24	6,852	—	—	—
Income tax payable		3,441	1,237	—	—
Total current liabilities		413,824	386,994	33,052	30,833
Non-current liabilities					
Borrowings	19	180,543	165,308	7,500	7,500
Trade and other payables	20	58,825	56,734	—	—
Lease liabilities	21	1,965	1,317	—	—
Term notes	22	26,724	26,929	26,724	26,929
Deferred tax liabilities	18	236	294	—	—
Total non-current liabilities		268,293	250,582	34,224	34,429
Capital, reserves and non-controlling interest					
Share capital	25	154,189	154,189	154,189	154,189
Reserves	26	675	675	31	31
Translation reserves		630	188	—	—
(Accumulated losses) Retained earnings		(48,572)	7,232	(15,827)	5,211
Equity attributable to owners of the Company		106,922	162,284	138,393	159,431
Non-controlling interests		(8,454)	(6,632)	—	—
Total equity		98,468	155,652	138,393	159,431
Total liabilities and equity		780,585	793,228	205,669	224,693

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

YEAR ENDED DECEMBER 31, 2020

	Note	Group	
		2020 \$'000	2019 \$'000
Revenue	27	161,984	198,221
Cost of sales		(153,843)	(162,947)
Gross profit		8,141	35,274
Other income	28	6,689	5,583
Impairment loss recognised on financial assets		(2,968)	(396)
Selling and distribution costs		(1,085)	(3,000)
General and administrative expenses		(21,012)	(21,483)
Other operating expenses	29	(33,639)	(10,777)
Share of profit of associates and joint ventures		1,026	678
Finance costs	30	(12,253)	(15,540)
Loss before income tax		(55,101)	(9,661)
Income tax expense	31	(2,566)	(1,120)
Loss for the year	32	(57,667)	(10,781)
Other comprehensive income (loss):			
<i>Item that may be reclassified subsequently to profit or loss</i>			
Exchange differences on translation of foreign operations		485	938
Share of other comprehensive income (loss) of associates and joint ventures		152	(1)
		637	937
Total comprehensive loss for the year		(57,030)	(9,844)
(Loss) Profit attributable to:			
Owners of the Company		(55,804)	(11,057)
Non-controlling interests		(1,863)	276
		(57,667)	(10,781)
Total comprehensive (loss) income attributable to:			
Owners of the Company		(55,362)	(10,099)
Non-controlling interests		(1,668)	255
		(57,030)	(9,844)
Loss per share (cents):			
Basic and diluted	33	(10.8)	(2.1)

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED DECEMBER 31, 2020

	Share capital \$'000	Reserves \$'000	Translation reserves \$'000	Retained earnings (Accumulated losses) \$'000	Equity attributable to owners of the Company \$'000	Non- controlling interests \$'000	Total \$'000
Group							
Balance at January 1, 2020	154,189	675	188	7,232	162,284	(6,632)	155,652
<i>Total comprehensive (loss) income for the year:</i>							
Loss for the year	–	–	–	(55,804)	(55,804)	(1,863)	(57,667)
Other comprehensive income for the year	–	–	442	–	442	195	637
Total	–	–	442	(55,804)	(55,362)	(1,668)	(57,030)
<i>Transactions with owners, recognised directly in equity:</i>							
Dividends paid to non- controlling shareholders	–	–	–	–	–	(154)	(154)
Total	–	–	–	–	–	(154)	(154)
Balance at December 31, 2020	154,189	675	630	(48,572)	106,922	(8,454)	98,468

STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED DECEMBER 31, 2020

	Share capital \$'000	Reserves \$'000	Translation reserves \$'000	Retained earnings \$'000	Equity attributable to owners of the Company \$'000	Non- controlling interests \$'000	Total \$'000
Group							
Balance at January 1, 2019	154,189	675	(770)	18,289	172,383	(6,808)	165,575
<i>Total comprehensive (loss) income for the year:</i>							
(Loss) Profit for the year	–	–	–	(11,057)	(11,057)	276	(10,781)
Other comprehensive income (loss) for the year	–	–	958	–	958	(21)	937
Total	–	–	958	(11,057)	(10,099)	255	(9,844)
<i>Transactions with owners, recognised directly in equity:</i>							
Proceeds from issues of shares to non-controlling shareholders	–	–	–	–	–	8	8
Dividends paid to non-controlling shareholders	–	–	–	–	–	(87)	(87)
Total	–	–	–	–	–	(79)	(79)
Balance at December 31, 2019	154,189	675	188	7,232	162,284	(6,632)	155,652

STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED DECEMBER 31, 2020

	Share capital \$'000	Reserves \$'000	Retained earnings (Accumulated losses) \$'000	Total \$'000
<u>Company</u>				
Balance at January 1, 2019	154,189	31	2,981	157,201
Profit for the year, representing total comprehensive income for the year	–	–	2,230	2,230
Balance at December 31, 2019	154,189	31	5,211	159,431
Loss for the year, representing total comprehensive loss for the year	–	–	(21,038)	(21,038)
Balance at December 31, 2020	154,189	31	(15,827)	138,393

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2020

	Group	
	2020	2019
	\$'000	\$'000
Operating activities		
Loss before income tax	(55,101)	(9,661)
Adjustments for:		
Depreciation expenses	8,831	7,365
Share of profit of associates and joint ventures	(1,026)	(678)
Impairment loss on property, plant and equipment	284	–
(Reversal of) Impairment loss on other non-current assets	(10)	14
Loss in fair value of investment properties	19,069	932
Loss on disposal of investment properties	580	–
Gain on disposal of property, plant and equipment	(12)	(29)
Property, plant and equipment written off	69	263
Finance costs	12,253	15,540
Interest income	(1,961)	(1,638)
Impairment loss recognised on financial assets	2,968	396
Provisions	6,852	–
Operating cash flows before movements in working capital	(7,204)	12,504
Trade and other receivables	15,788	(26,829)
Deposits and prepayments	(187)	(4,027)
Inventories	1,476	(1,082)
Contract assets	16,283	(22,072)
Development properties	(17,138)	(25,084)
Trade and other payables	(5,564)	41,085
Contract liabilities	14,686	26,673
Cash generated from operations	18,140	1,168
Income tax paid	(412)	(182)
Interest paid	(14,104)	(16,878)
Net cash from (used in) operating activities	3,624	(15,892)
Investing activities		
Interest received	1,961	1,638
Purchase of property, plant and equipment [Note 12(b)]	(4,047)	(5,270)
Proceeds from disposal of property, plant and equipment	14	34
Proceeds from disposal of investment properties	1,950	–
Advances to associates and joint ventures	(2,615)	(6,585)
Dividends received from joint ventures	530	323
Net cash used in investing activities	(2,207)	(9,860)

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2020

	Group	
	2020	2019
	\$'000	\$'000
Financing activities		
Advance from an associate	–	5,930
Proceeds from borrowings	140,964	91,264
Proceeds from issue of shares in subsidiaries to non-controlling shareholders	–	8
Repayment of borrowings	(117,940)	(79,172)
Repayment of principal portion of lease liabilities	(1,451)	(1,225)
Pledged fixed deposits	(2,166)	(98)
Dividends paid to non-controlling shareholders	(154)	(87)
Net cash from financing activities	19,253	16,620
Net increase (decrease) in cash and cash equivalents	20,670	(9,132)
Cash and cash equivalents at beginning of the year	24,611	33,781
Effect of exchange rate changes	(66)	(38)
Cash and cash equivalents at end of the year	45,215	24,611
Cash and cash equivalents at end of the year comprise the following:		
Cash and bank balances (Note 6)	46,345	26,569
Fixed deposits (Note 6)	8,566	6,290
	54,911	32,859
Less: Pledged fixed deposits (Note 6)	(9,696)	(7,530)
Less: Bank overdraft (Note 19)	–	(718)
Cash and cash equivalents at end of the year	45,215	24,611

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

1 GENERAL

The Company (Registration No. 201105512R) is incorporated in Singapore with its principal place of business and registered office at 1 Jalan Berseh, #03-03 New World Centre, Singapore 209037. The Company is listed on the Mainboard of the Singapore Exchange Securities Trading Limited. The financial statements are expressed in Singapore dollars.

The principal activity of the Company is that of investment holding.

The principal activities of its significant subsidiaries, associates and joint ventures are disclosed in Notes 15 and 16 respectively.

The consolidated financial statements of the Group and statement of financial position and statement of changes in equity of the Company for the year ended December 31, 2020 were authorised for issue by the Board of Directors on May 3, 2021.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

BASIS OF ACCOUNTING – The financial statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Singapore Companies Act and Singapore Financial Reporting Standards International (“SFRS(I)s”).

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on the above basis, except for share-based payment transactions that are within the scope of SFRS(I) 2 *Share-based Payment*, leasing transactions that are within the scope of SFRS(I) 16 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in SFRS(I) 1-2 *Inventories* or value in use in SFRS(I) 1-36 *Impairment of Assets*.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

ADOPTION OF NEW AND REVISED STANDARDS – On January 1, 2020, the Group and the Company adopted all the new and revised SFRS(I) pronouncements that are relevant to its operations. The adoption of these new/revised SFRS(I) pronouncements does not result in changes to the Group’s and the Company’s accounting policies and has no material effect on the amounts reported for the current or prior years.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Early adoption of pronouncements

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

The Group has early adopted the amendment to SFRS(I) 16: *COVID-19-Related Rent Concessions* that is effective for annual period beginning on or after June 1, 2020.

In May 2020, the Accounting Standards Council Singapore (ASC) issued Covid-19-Related Rent Concessions (Amendment to SFRS(I) 16) that provides practical relief to lessees in accounting for rent concessions occurring as a direct consequence of COVID-19, by introducing a practical expedient to SFRS(I) 16. The practical expedient permits a lessee to elect not to assess whether a COVID-19-related rent concession is a lease modification. A lessee that makes this election shall account for any change in lease payments resulting from the COVID-19-related rent concession the same way it would account for the change applying SFRS(I) 16 if the change were not a lease modification.

The practical expedient applies only to rent concessions occurring as a direct consequence of COVID-19 and only if all of the following conditions are met:

- (a) The change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
- (b) Any reduction in lease payments affects only payments originally due in on or before June 30, 2021 (a rent concession meets this condition if it results in reduced lease payments on or before June 30, 2021 and increased lease payments that extend beyond June 30, 2021); and
- (c) There is no substantive change to other terms and conditions of the lease.

Impact of accounting for changes in lease payments applying the exemption

The Group has applied the practical expedient retrospectively to all rent concessions that meet the conditions in SFRS(I) 16:46B, and has not restated prior period figures. There is no material impact to the financial statements arising from adoption of the amendment.

(ii) SFRS(I) 1-37: Onerous Contracts-Cost of Fulfilling a Contract

The Group has early adopted the amendments to SFRS(I) 1-37: *Onerous Contracts-Cost of Fulfilling a Contract* that is effective for annual period beginning on or after January 1, 2022.

The amendments specify that the 'cost of fulfilling' a contract comprises the 'costs that relate directly to the contract'. Costs that relate directly to a contract consist of both the incremental costs of fulfilling that contract (examples would be direct labour or materials) and an allocation of other costs that relate directly to fulfilling contracts (an example would be the allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract).

The amendments apply to contracts for which the entity has not yet fulfilled all its obligations at the beginning of the annual reporting period in which the entity first applies the amendments. Comparatives are not restated. Instead, the entity shall recognise the cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained earnings or other component of equity, as appropriate, at the date of initial application.

The Group has taken into consideration costs that relate directly to a contract when determining the provision (Note 24) required as at December 31, 2020. There is no impact to the opening retained earnings or other components of equity.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

BASIS OF CONSOLIDATION – The consolidated financial statements incorporate the financial statements of the Company and entities (including structured entities) controlled by the Company and its subsidiaries. Control is achieved when the Company:

- Has power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its returns.

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.

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 it 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 arrangements; 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.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

Changes in the Group's ownership interests in existing subsidiaries

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

When the Group loses control of a subsidiary, a gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable SFRS(I)s). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under SFRS(I) 9 or the cost on initial recognition of an investment in an associate or a joint venture, whichever is applicable.

In the Company's separate financial statements, investments in subsidiaries, associates and joint ventures are carried at cost less any impairment in net recoverable value that has been recognised in profit or loss.

BUSINESS COMBINATIONS – Acquisitions of subsidiaries and businesses are accounted for using the acquisition method. The consideration for each acquisition is measured at the aggregate of the fair values of assets given by the Group to the former owners of the acquiree, liabilities incurred by the Group and equity interests issued by the Group in exchange for control of the acquiree. The fair values are those prevailing at the acquisition date. Acquisition-related costs are recognised in profit or loss as incurred.

Where applicable, the consideration for the acquisition includes any asset or liability resulting from a contingent consideration arrangement, measured at their fair values prevailing at the acquisition date. Subsequent changes in such fair values are adjusted against the cost of acquisition if they qualify as measurement period adjustments. Accounting for subsequent changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Contingent consideration that is classified as an asset or a liability is remeasured at subsequent reporting dates at fair value, with changes in fair value recognised in profit or loss.

Where a business combination is achieved in stages, the Group's previously held interests in the acquired entity are remeasured to fair value at the acquisition date (i.e. the date the Group attains control) and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss, where such treatment would be appropriate if that interest were disposed of.

The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under the SFRS(I) are recognised at their fair value at the acquisition date, except that:

- Deferred tax assets or liabilities and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with SFRS(I) 1-12 *Income Taxes* and SFRS(I) 1-19 *Employee Benefits* respectively;
- Liabilities or equity instruments related to share-based payment transactions of the acquiree or the replacement of an acquiree's share-based payment awards transactions with share-based payment awards transactions of the acquirer in accordance with the method in SFRS(I) 2 *Share-based Payment* at the acquisition date; and
- Assets (or disposal groups) that are classified as held for sale in accordance with SFRS(I) 5 *Non-current Assets Held for Sale and Discontinued Operations* are measured in accordance with that standard.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured either at fair value or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at fair value or, when applicable, on the basis specified in another SFRS(I).

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

The measurement period is the period from the date of acquisition to the date the Group obtains complete information about facts and circumstances that existed as of the acquisition date, subject to a maximum of one year from acquisition date.

FINANCIAL INSTRUMENT – Financial assets and financial liabilities are recognised on the statement of financial position when the Group becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Financial assets

All financial assets are recognised and de-recognised on a trade date basis where the purchase or sale of financial assets is under a contract whose terms require delivery of the assets within the timeframe established by the market concerned.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are subsequently measured at fair value through other comprehensive income (“FVTOCI”):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are subsequently measured at fair value through profit or loss (“FVTPL”).

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Despite the foregoing, the Group may make the following irrevocable election/designation at initial recognition of a financial asset:

- the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met; and
- the Group may irrevocably designate a debt investment that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at FVTOCI.

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ("ECL") on investments in debt instruments that are measured at amortised cost or at FVTOCI and contract assets, as well as on financial guarantee contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group always recognises lifetime ECL for trade receivables and contract assets. The expected credit losses on these financial assets 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.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations, namely the properties construction industry, real estate investment and development and the distribution business.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor; and
- breach of settlement contract or default in contractual obligations.

The Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. 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 also considers a financial asset to have low credit risk when it has an internal or external credit rating of "investment grade" as per globally understood definition.

For loan commitments and financial guarantee contracts, the date that the Group becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of a financial guarantee contract, the Group considers the changes in the risk that the specified debtor will default on the contract. For loan commitment, the Group considers changes in the risk of a default occurring on the loan to which a loan commitment relates.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet either of the following criteria are generally not recoverable.

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full without recourse by the Group to actions such as realising security held (if any).

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

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

- (a) significant financial difficulty of the issuer or the borrower; or
- (b) a breach of contract, such as a default or past due event; or
- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider; or
- (d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.

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 profit or loss.

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for loan financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

Where lifetime ECL is measured on a collective basis to cater for cases where evidence of significant increases in credit risk at the individual instrument level may not yet be available, the financial instruments are grouped on the following basis:

- Nature of financial instruments (i.e. the Group's trade and other receivables and amounts due from customers are each assessed as a separate group. Loans to related parties are assessed for expected credit losses on an individual basis);
- Past-due status;
- Nature, size and industry of debtors;
- Nature of collaterals for finance lease receivables; and
- Nature of business practice and legal framework certain geographic region.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI.

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

Financial liabilities

Classification as debt or equity

Financial liabilities and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Financial liabilities

Trade and other payables are subsequently measured at amortised cost, using the effective interest method, with interest expense recognised on an effective yield basis.

Interest-bearing bank loans and term notes are subsequently measured at amortised cost, using the effective interest method. Interest expense calculated using the effective interest method is recognised over the term of the borrowings in accordance with the Group's accounting policy for borrowing costs.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contracts issued by a group entity are initially measured at their fair values and, if not designated as at FVTPL and do not arise from a transfer of a financial asset, are subsequently measured at the higher of:

- the amount of the loss allowance determined in accordance with SFRS(I) 9; and
- the amount initially recognised less, where appropriate, cumulative amount of income recognised in accordance with the revenue recognition policies.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

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

The Group as lessor

The Group enters into lease agreements as a lessor with respect to its investment property.

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

When the Group is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

When a contract includes lease and non-lease components, the Group applies SFRS(I) 15 to allocate the consideration under the contract to each component.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

The Group as lessee

The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate specific to the lessee.

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

- Fixed lease payments (including in-substance fixed payments), less any lease incentives;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under SFRS(I) 1-37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented within property, plant and equipment. Right-of-use asset which meets the definition of an investment property is presented within "investment properties" and accounted for in accordance with the accounting policy for investment properties.

The Group applies SFRS(I) 1-36 to determine whether a right-of-use asset (except when it meets the definition of an investment property) is impaired and accounts for any identified impairment loss as described in below.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line 'Other operating expenses' in the statement of profit or loss.

INVENTORIES – Inventories are stated at the lower of cost and net realisable value. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the first-in, first-out method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

PROPERTY, PLANT AND EQUIPMENT – Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is charged so as to write off the cost of assets over the estimated useful lives of the assets using the straight-line method, on the following bases:

Leasehold properties	–	Over remaining lease periods
Plant and equipment	–	3 to 7 years
Motor vehicles	–	5 years

Depreciation is not provided on properties under construction and freehold land. Building on freehold land is depreciated over 30 years.

The estimated useful lives, residual values and depreciation method are reviewed at each financial year end, with the effect of any changes in estimates accounted for on a prospective basis.

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in profit or loss.

INVESTMENT PROPERTY – Investment property, which is property held to earn rentals and/or for capital appreciation, including property under construction for such purposes, is measured initially at its cost, including transaction costs. Subsequent to initial recognition, investment property is measured at fair value. Gains or losses arising from changes in the fair value of investment property are included in profit or loss for the period in which they arise.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Transfers are made to or from investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefit is expected from the property. Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognised.

DEVELOPMENT PROPERTIES – Development properties are properties held for development and sale in the ordinary course of business. They include completed properties and properties in the course of development. Unsold properties are stated at the lower of cost and estimated net realisable value. Net realisable value represents the estimated selling price net of selling expenses. For incomplete properties, all estimated cost to complete the properties are deducted when estimating net realisable value.

CONTRACT ASSETS AND LIABILITIES – A contract asset is recognised when the Group has performed under the contract but has not yet billed the customer. Conversely, a contract liability is recognised when the Group has not yet performed under the contract but has received advanced payments from the customer. Contract assets are transferred to receivables when the rights to consideration become unconditional. Contract liabilities are recognised as revenue as the Group performs under the contract.

GOODWILL – Goodwill arising in a business combination is recognised as an asset at the date that control is acquired (the acquisition date). Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously held equity interest (if any) in the entity over net amounts of the identifiable assets acquired and the liabilities assumed at the acquisition date.

If, after reassessment, the Group's interest in the fair value of the acquiree's identifiable net assets exceeds the sum of (i) the consideration transferred; (ii) the amount of any non-controlling interest in the acquiree; and (iii) the fair value of the acquirer's previously held equity interest in the acquiree, the excess is recognised immediately in profit or loss as a bargain purchase gain.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the business combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

On disposal of a subsidiary or the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

OTHER NON-CURRENT ASSETS – Club memberships are stated at cost less any impairment loss.

ASSOCIATES AND JOINT VENTURES (Equity accounted investees) – An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating decisions of the investee but is not control or joint control over those policies.

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

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

The results and assets and liabilities of associates or joint ventures are incorporated in these consolidated financial statements using the equity method of accounting, except when the investment, or a portion thereof, is classified as held for sale, in which case it is accounted for in accordance with SFRS(I) 5 *Non-current Assets Held for Sale and Discontinued Operations*.

Under the equity method, an investment in an associate or a joint venture is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associates or joint ventures. When the Group's share of losses of an associate or a joint venture exceeds the Group's interest in that associate or joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate or joint venture), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associates or joint ventures.

An investment in an associate or a joint venture is accounted for using the equity method from the date on which the investee becomes an associate or a joint venture. Any goodwill representing the excess of the cost of acquisition over the Group's share of the net fair value of the identifiable assets and liabilities of the investee at date of acquisition is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

The requirements of SFRS(I) 9 *Financial Instruments* are applied to determine whether it is necessary to recognise any impairment loss with respect to the Group's investment in an associate or a joint venture. When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with SFRS(I) 1-36 *Impairment of Assets* as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount. The carrying amount of the investment is reduced by the amount of impairment loss. Impairment loss is reversed to the extent that the recoverable amount of the investment subsequently increases.

The Group discontinues the use of the equity method from the date when the investment ceases to be an associate or a joint venture, or when the investment is classified as held for sale. When the Group retains an interest in the former associate or joint venture and the retained interest is a financial asset, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition in accordance with SFRS(I) 9. The difference between the carrying amount of the associate or joint venture at the date the equity method was discontinued, and the sum of fair value of any retained interest and any proceeds from disposing of a part interest in the associate or joint venture, is included in the determination of the gain or loss on disposal of the associate or joint venture. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate or joint venture on the same basis as would be required if that associate or joint venture had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate or joint venture would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) when the equity method is discontinued.

The Group continues to use the equity method when an investment in an associate becomes an investment in a joint venture or an investment in a joint venture becomes an investment in an associate. There is no remeasurement to fair value upon such changes in ownership interests.

When the Group reduces its ownership interest in an associate or a joint venture but the Group continues to use 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 reclassified to profit or loss on the disposal of the related assets or liabilities.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Where a group entity transacts with an associate or joint venture of the Group, profits and losses resulting from the transactions with the associate or joint venture are recognised in the Group's consolidated financial statements only to the extent of interests in the associate or joint venture that are not related to the Group.

IMPAIRMENT OF NON-FINANCIAL ASSETS (EXCLUDING GOODWILL) – At the end of each reporting period, the Group reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

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.

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

Onerous contracts

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

GOVERNMENT GRANTS – Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable.

REVENUE RECOGNITION – The Group recognises revenue from the following major sources:

- construction contracts;
- sale of development properties;
- sale of goods;
- worker training and other services; and
- rental income.

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

Revenue from construction contracts

(i) Main contractor for properties construction

The Group constructs residential, industrial and commercial properties with customers under its provision of services as a main contractor. Contracts are entered into before construction of the properties begins.

(ii) Air conditioning and mechanical ventilation systems (“ACMV”)

The Group is involved in ACMV business through supplying and installation of air conditioning ventilation systems.

(iii) General builders and general engineering

The Group carries out fabrication and repair of metal formworks, erection of building structural steels and provision of general engineering services.

(iv) Manufacturing of precast components

The Group manufactures concrete precast components for the building industry.

Under the terms of the contracts for (i) to (iii) above, the Group’s performance does not create an asset with alternative use to the Group and the Group has an enforceable right to payment for work done. Revenue from construction contracts is therefore recognised over time on a cost-to-cost method, i.e. based on the proportion of contract costs incurred for work performed to date relative to the estimated total contract costs. Management considers that this input method is an appropriate measure of the progress towards complete satisfaction of these performance obligations under SFRS(I) 15 *Revenue from Contracts with Customers*.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

The Group becomes entitled to invoice customers for construction projects based on achieving a series of performance-related milestones. When a particular milestone is reached, the customer is sent a relevant statement of work signed by a third party assessor and an invoice for the related milestone payment.

For construction contracts, the period between the recognition of revenue under the cost-to-cost method and the milestone payment is always less than one year.

Revenue from precast components is recognised when goods are delivered to the customer and all criteria for acceptance have been satisfied which is the point when control of goods has transferred to the customer.

Sale of development properties

The Group develops and sells residential and commercial properties before completion of construction of the properties. Revenue is recognised when control over the property has been transferred to the customer, either over time or at a point in time, depending on the contractual terms.

For development properties whereby the Group is restricted contractually from directing the properties for another use as they are being developed and has an enforceable right to payment for performance completed to date, revenue is recognised over time, based on the construction and other related costs incurred to date as a proportion of the estimated total construction and other related costs to be incurred.

Progress billings to the customer are based on a payment schedule in the contract and are typically triggered upon achievement of specified construction milestones. When the period between the recognition of revenue and payment by the customer exceeds one year, an adjustment is made to the transaction price for the time value of money. The Group has elected to apply the practical expedient not to adjust the transaction price for the existence of significant financing component when the period between the transfer of control of good or service to a customer and the payment date is one year or less.

Incremental costs of obtaining a contract are capitalised if these costs are recoverable. Costs to fulfil a contract are capitalised if the costs relate directly to the contract, generate or enhance resources used in satisfying the contract and are expected to be recovered. Other contract costs are expensed as incurred.

Capitalised contract costs are subsequently amortised on a systematic basis as the Group recognises the related revenue. An impairment loss is recognised in profit or loss to the extent that the carrying amount of the capitalised contract costs exceeds the remaining amount of consideration that the Group expects to receive in exchange for the goods or services to which the contract costs relates less the costs that relate directly to providing the goods and that have not been recognised as expenses.

For development properties whereby the Group has no enforceable right to payment until legal title has passed to the customer, revenue is recognised when the legal title has been transferred to the customer. The revenue is measured at the transaction price agreed under the contract.

Revenue from sale of goods

The Group sells lubricants, petroleum and related products. Revenue is recognised when the goods are delivered to the customer and all criteria for acceptance have been satisfied, which is the point when control of goods has transferred to the customer. When consideration is variable, the estimated amount is included in the transaction price to the extent that it is highly probable that a significant reversal of the cumulative revenue will not occur when the uncertainty associated with the variable consideration is resolved.

Under the Group's standard contract terms, customers do not have a right of return.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Worker training and other services

The Group offers construction related training courses and other services. Revenue is recognised as and when the service is rendered, which is the point when control of service has transferred to the customer.

Rental income

Rental income from investment properties is recognised on a straight-line basis over the term of the relevant lease.

Interest income

Interest income is accrued on a time apportionment basis, by reference to the principal outstanding and the applicable effective interest rate.

Dividend income

Dividend income from investments is recognised when the shareholder's right to receive the dividend is legally established.

BORROWING COSTS – Borrowing costs directly attributable to the construction of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended sale, are added to the cost of those assets, until such time when the assets are substantially ready for their intended sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for inclusion as cost of the assets.

Borrowing costs relating to borrowings taken up specifically to finance development properties for which associated revenue is not recognised over time, development of investment properties or properties are added to the cost of the projects or assets.

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

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

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

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

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the consolidated statement of profit or loss and other comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are not taxable or tax deductible. The Group's liability for current tax is calculated using tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on 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 and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Deferred tax liabilities are recognised on taxable temporary differences arising on investments in subsidiaries and associates, and interests in joint ventures, 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 end of each reporting period 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 is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised based on the tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period. Except for investment properties measured using the fair value model, 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 assets and liabilities.

For the purposes of measuring deferred tax liabilities and deferred tax assets for investment properties that are measured using the fair value model the carrying amounts of such properties are presumed to be recovered through sale, unless the presumption is rebutted. The presumption is rebutted when the investment property is depreciable and is held within a business model of the Group whose business objective is to consume substantially all of the economic benefits embodied in the investment property over time, rather than through sale. The Group has not rebutted the presumption that the carrying amount of the investment properties will be recovered entirely through sale.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities; 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.

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items credited or debited outside profit or loss (either in other comprehensive income or directly in equity), in which case the tax is also recognised outside profit or loss (either in other comprehensive income or directly in equity, respectively), 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 calculating goodwill or determining the excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over cost.

FOREIGN CURRENCY TRANSACTIONS AND TRANSLATION – The individual financial statements of each entity within the Group are measured and presented in the currency of the primary economic environment in which the respective entities operate (its functional currency). The consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are presented in Singapore dollars, which is the functional currency of the Company and the presentation currency for the consolidated financial statements.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency are recorded at the rate of exchange prevailing on the date of the transaction. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at the end of the reporting period. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on 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 FINANCIAL STATEMENTS

DECEMBER 31, 2020

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in profit or loss for the period. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the period except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income. For such non-monetary items, any exchange component of that gain or loss is also recognised in other comprehensive income.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations (including comparatives) are expressed in Singapore dollars using exchange rates prevailing at the end of the reporting period. Income and expense items (including comparatives) are translated at the average exchange rates for the relevant period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used.

On consolidation, exchange differences arising from the translation of income and expenses of foreign operations, the translation of the net investment in foreign entities (including monetary items that, in substance, form part of the net investment in foreign entities), and the translation of borrowings and other currency instruments designated as hedges of such investments, are recognised in other comprehensive income and accumulated in foreign currency translation reserve, a component of the Group's equity.

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 exchange rate prevailing at the end of the reporting period.

On the disposal of a foreign operation, accumulated foreign currency translation reserve related to that foreign operation is transferred from equity to profit or loss when the gain or loss on disposal is recognised.

CASH AND CASH EQUIVALENTS – Cash and cash equivalents comprise cash on hand, cash at bank, fixed deposits and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 2, management is 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.

3.1 Critical judgements in applying the Group's accounting policies

The following are the critical judgements, apart from those involving estimates (as described in Note 3.2) that management has made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

3.1 Critical judgements in applying the Group's accounting policies (Continued)

3.1.1 Going concern assumption

The judgements relating to the going concern assumption are set out in Note 4(b)(v).

3.1.2 Sale of development properties

As described in Note 2, the Group develops and sells residential and commercial properties before completion of construction of the properties. Revenue is recognised when control over the property has been transferred to the customer, either over time or at a point in time, depending on the contractual terms.

In determining the point of transfer of control, management reviews the legally binding terms and arrangement of the sales contracts. Judgement is exercised in concluding the timing of revenue recognition, particularly in jurisdictions where terms in sale and purchase agreements are not standardised. Accordingly, timing of revenue recognition for properties in the same jurisdiction may vary depending on the contractual terms and arrangement.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the 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, are discussed below.

3.2.1 Construction contracts and development properties

The Group recognises revenue from construction of residential, industrial and commercial properties using the percentage of completion method. The stage of completion is measured by reference to proportion of contract costs incurred for work performed to date relative to the estimated total contract costs.

For development properties whereby revenue is recognised over time, the percentage of completion is measured by reference to the construction and other related costs (excluding land cost) incurred to date as a proportion of the estimated total construction and other related costs (excluding land cost) to be incurred.

Significant assumptions and judgements are involved in estimating costs to completion for both construction contracts and development of properties; and in the case of contract work, the recoverable amounts for any variation work. Estimates of cost to completion which have yet to be contracted for are based on past experience, prevailing market conditions, and factors specific to the construction or development property, taking into consideration impact arising from COVID-19 pandemic. The COVID-19 pandemic has resulted in business disruptions and operational changes, which have increased the estimation uncertainty relating to budgeted time and costs needed to complete ongoing projects.

Management has reviewed costs incurred during the period which construction activities were suspended and determined costs which do not represent additional progress towards satisfaction of the Group's performance obligation and accordingly, presented them as part of 'General and administrative expenses' instead of contract costs incurred.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

3.2 Key sources of estimation uncertainty (Continued)

The Singapore Government has introduced various support measures including Jobs Support Scheme, foreign worker levy waivers and rebates and co-sharing of prolongation costs amongst others. Management has assessed their eligibility on the conditions precedent for such measures, if applicable before recognising them as a reduction of cost or contract modifications. Significant estimates and judgments are involved in determining the adjustments to costs and contract sums.

During the course of a project, the contract sum may also be adjusted for variations, omissions and variable consideration (including liquidated damages). Variations could relate to unpriced change orders approved by customers for which management has to estimate the transaction price.

Management similarly reviews construction contracts for foreseeable losses whenever there is indication that the sum of fixed price contract and any variation sums may be lower than the total expected construction cost.

Management reviews the net realisable values of development properties whenever there is indication that the estimated potential sales proceeds less cost to sell, may be lower than the total expected development cost. The estimated selling prices are based on selling prices for comparable developments and takes into consideration prevailing market conditions.

In assessing the recoverable amounts of properties for sale and the related costs, management considers the specific courses of action that it has taken or plans to take and expectations regarding the results of these actions. Provision is made for incremental cost relating to these conditions and are charged to profit or loss (included in cost of sales).

The above judgements and estimates affect the amount of revenue recognised (Note 27), the cost included in cost of sales; the recognised profits included; contract assets (Note 10), contract liabilities (Note 23), provisions (Note 24) and development properties (Note 11). Management's estimates take into account known significant events and information available when the financial statements are prepared. They are subject to periodic reassessment. Current estimates may be subject to material change in future depending on market conditions and the results of actions to be taken in future.

3.2.2 Fair value of investment properties

Investment properties (Note 13) are stated at fair value, as determined by independent valuers. The valuations take into consideration prices per square metre of comparable properties and adjustment for differences such as age, size and tenure, as well as estimated annual gross market rental adjusted for outgoing expenses and allowance for vacancy. These estimated market values may differ from the prices at which the Group's assets can be sold at a particular time, since actual selling prices are negotiated between willing buyers and sellers.

The independent valuation report for the dormitory contains a 'material uncertainty' clause due to the market disruption by the COVID-19 pandemic. This clause does not invalidate the valuation but implies that there is substantially more uncertainty than under normal market conditions. Accordingly, the valuer cannot attach as much weight as usual to previous market evidence for comparison purposes, and there is an increased risk that the price realised in an actual transaction would differ from the value determined.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

3.2 Key sources of estimation uncertainty (Continued)

Sensitivity analysis

Significant judgement is required when evaluating the inputs into the fair value determination of the investment property. Reasonably possible changes at the reporting date to one of the relevant assumptions, holding other assumptions constant, would have affected the fair value of the investment property by the amounts shown below. The effect of the COVID-19 pandemic has meant that the range of reasonably possible changes is wider for the 2020 figures than for the comparative year.

	2020		2019	
	Increase \$'000	Decrease \$'000	Increase \$'000	Decrease \$'000
Adjusted price per square metre (2020: 15% movement; 2019: 10% movement) ⁽ⁱ⁾	13,494	(13,494)	10,104	(10,104)
Projected revenue from property (2020: 10% movement; 2019: 5% movement) ⁽ⁱⁱ⁾	8,120	(8,120)	4,480	(4,440)
Capitalisation rate (2020: 250 basis points movement; 2019: 150 basis points movement) ⁽ⁱⁱⁱ⁾	(7,920)	9,840	(5,840)	6,720

(i) For direct comparison method (Note 13)

(ii) For income capitalisation method (Note 13)

3.2.3 Expected credit losses of trade and other receivables and contract assets

When measuring ECL, the Group uses reasonable and supportable forward-looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the Group would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

The carrying amounts of trade and other receivables and contract assets are disclosed in Notes 7 and 10 respectively in the financial statements.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

3.2 Key sources of estimation uncertainty (Continued)

3.2.4 Recoverable amount of receivables from associates/joint ventures and investment in associates

(a) Dalian Shicheng Property Development (S) Pte. Ltd. ("DSPDS")

The Group has 25.37% equity stake in the associate, DSPDS. The ability to recover receivables from and the carrying amount of investment in DSPDS is dependent on the ability to sell the properties of Dalian Shicheng Property Development Co., Ltd. ("DSPDC"), a subsidiary of DSPDS in Dalian, PRC, at the values estimated by management with the assistance of an independent valuer. The properties named "Singapore Garden" is a multi-phased mixed development in Dalian, PRC.

The investment in DSPDS remained fully impaired as at December 31, 2020 and 2019 based on management's assessment, which takes into consideration the market value of unsold units and undeveloped land.

In addition to the full impairment of the investment in DSPDS, the Group has made an allowance of \$28,192,000 (2019: \$26,542,000) for impairment of receivables from DSPDS which represents all receivables from DSPDS as at December 31, 2020.

(b) Soon Zhou Investments Pte. Ltd. ("SZI") group, comprising SZI and its subsidiaries

The Group has 50% equity stake in the joint venture, SZI. At December 31, 2020, non-current receivables of the Group include \$28,900,000 (2019: \$27,562,000) owing by SZI.

In 2015, SZI and its wholly-owned subsidiary Dalian Blue Oasis Properties Co., Ltd. ("DBOP") entered into agreements to purchase completed and partially completed property units and rights of usage of basement and carparks in DSPDS's multi-phase mixed development in PRC (Singapore Garden, the "Development") for amounts totalling RMB201.14 million (equivalent to \$42.2 million).

In August 2018, DBOP issued a notification letter to DSPDC on its intent to cancel the sale and purchase agreements ("SPAs") for the sale of residential units from DSPDC to DBOP due to non-delivery of the fully paid purchased residential units within the contracted period under the SPAs by DSPDC. In September 2018, a cancellation agreement was entered into between both parties whereby DSPDC had to refund RMB148,414,985 (approximately \$29.4 million) due to DBOP and as at December 31, 2020, DBOP has receivables (including interest income receivable) amounting to RMB47.4 million (equivalent to \$9.6 million) (2019: RMB47.2 million (equivalent to \$9.1 million)) from DSPDC relating to the refund. This receivable is determined to be recoverable. Management has assessed that there are tax liabilities associated with the above sales and purchase transactions and has assessed the tax obligation based on probability-weighted approach and determined the tax obligation to be \$2.9 million for DSPDC and \$0.3 million for DBOP. Due to the uncertainty associated with such tax items, it is possible that on conclusion of such tax matters at a future date, the final outcome may differ significantly and this may have an impact on the recoverability of the advances from SZI.

Rights of usage of carparks bought by DBOP have not been transferred as at December 31, 2020. After considering the financial position of SZI group and the valuation of the properties in the Development at December 31, 2020 by an independent valuer, management expects the amount of \$28,900,000 (2019: \$27,562,000) to be recoverable from SZI. The fair values of the properties are determined using direct comparison method (2019: Direct comparison method) which has considered potential impact of the COVID-19 pandemic on real estate valuations.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

3.2 Key sources of estimation uncertainty (Continued)

3.2.5 Assessment of corporate guarantees given in connection with bank loans of DSPDS and SZI (entities described in Note 3.2.4)

- (i) The Company together with another shareholder (the "Joint Guarantor") of the associate, DSPDS, provided joint and several corporate guarantees to a bank for credit facilities utilised by DSPDS to lend to its subsidiary, DSPDC for development of Singapore Garden (the "Development"). At December 31, 2020, the outstanding bank loan of DSPDS was \$10.0 million (2019: \$11.4 million).
- (ii) The Company and the Joint Guarantor provided joint and several corporate guarantees to a bank for loan taken by SZI to fund part of the acquisition of properties from DSPDC (Note 3.2.4 (b)). At December 31, 2020, the outstanding bank loan of SZI was \$3.0 million (2019: \$5.0 million).

The outstanding bank loans of DSPDS and SZI which are covered by joint and several corporate guarantees from the Company and a Joint Guarantor amounted to \$13.0 million at December 31, 2020 (2019: \$16.4 million).

In assessing whether the Group needs to record any liability in respect of the above joint and several corporate guarantees, management engaged an independent professional valuer to estimate the market value of unsold units and remaining land in respect of which there are no development plans as at December 31, 2020.

Based on these estimates, management projects that DSPDC will be able to realise sufficient proceeds to repay its loan from DSPDS and in turn for DSPDS to pay the bank loan referred to in paragraph (i) above.

Subsequent to the year end, SZI fully repaid the bank loan referred to above.

It is anticipated that the Group together with the Joint Guarantor will be required to fund instalment payments due on DSPDS's bank loan. However, such payments are expected to be recovered subsequently from the eventual sale of properties in the Development.

Based on the above assessment, management has made the judgement that (a) as of December 31, 2020, no provision for loss needs to be made in connection with the bank guarantees (2019: \$Nil); and (b) with the full impairment since 2015 of the Group's investment in DSPDS, the Group discontinues recognition of any share of losses of DSPDS group.

The above assessment is based on the best estimates of net cash flows which may be realised from sale of properties of DSPDC, the ability to sell the properties for the estimated amounts, the timing of sale relative to timing of repayment of bank loans and the assumption that the Joint Guarantor will fund 50% of any cash required for instalment payments due on the bank loans.

Management monitors the above projections, reassess the judgements and accounting estimates periodically.

3.2.6 Useful life of property, plant and equipment

As described in Note 2, the management reviews the estimated useful lives of property, plant and equipment at the end of each reporting period. These estimates have been made based on past experience relating to useful lives of equipment and are also subject to assumptions about future deployment of assets.

The carrying amount of property, plant and equipment is disclosed in Note 12 to the financial statements.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT

(a) Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Financial assets				
Financial assets at amortised cost	156,614	151,040	127,555	132,722
Financial liabilities				
Financial liabilities at amortised cost	575,372	559,420	67,276	65,262

The Group and Company do not have any significant financial instruments which are subject to enforceable master netting arrangements or similar netting agreements.

(b) Financial risk management policies and objectives

The Group's overall financial risk management program seeks to minimise potential adverse effects of financial performance of the Group arising from foreign exchange risk, interest rate risk, credit risk and liquidity risk.

The Group does not hold or issue derivative financial instruments for speculative purposes.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risk. Market risk exposures are measured using sensitivity analysis indicated below.

(i) Foreign exchange risk management

The Group's exposure to foreign currency risk is minimal as the Group transacts primarily in Singapore dollars. The Group has some investments in foreign subsidiaries and associates, whose net assets are exposed to currency translation risk. As far as possible, the Group relies on natural hedges of matching foreign currency denominated assets and liabilities of the same currency. The Group does not have any derivative financial instruments relating to foreign currency risk.

(ii) Interest rate risk management

The Group's exposure to interest rate risk relates primarily to debt obligations. The interest rates for borrowings are stated in Note 19 to the financial statements.

The Group may from time to time enter into derivative financial instruments to manage its exposures to interest rate risk.

Interest rate sensitivity analysis

The sensitivity analysis below have been determined based on the exposure to interest rates for non-derivative instruments at the end of the reporting period and on the assumption that the change took place at the beginning of a financial year and is held constant throughout the reporting period.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

(b) Financial risk management policies and objectives (Continued)

(ii) Interest rate risk management (Continued)

Interest rate sensitivity analysis (Continued)

Had interest rates been 50 basis points higher or lower and all other variables were held constant, the amount of interest capitalised as part of the Group's development properties as at December 31, 2020 would have increased/decreased by \$234,000 (2019: \$153,000); and the Group's loss before tax for the financial year ended December 31, 2020 would have increased/decreased by \$1,636,000 (2019: \$1,639,000).

(iii) Overview of the Group's exposure to credit risk

Credit risk refers to the risk that counterparties may default on their contractual obligations resulting in financial loss to the Group.

The carrying amounts of financial assets and contract assets as stated in the statements of financial position and the exposure to calls on corporate guarantees below, represents the Group's and Company's maximum exposure to credit risk without taking into account the value of any collateral which can reduce the exposure.

To measure the exposures to credit risk, trade receivables and contract assets have been grouped based on characteristics and the days past due derived from the Group's own trading records. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group uses its trading records to rate its major customers and other debtors.

The tables below detail the credit quality of the Group's and Company's financial assets and contract assets as well as maximum exposure to credit risk:

Group	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount \$'000	Loss allowance \$'000	Net carrying amount \$'000
2020						
Trade receivables	7	(i)	Lifetime ECL (simplified approach)	41,387	(4,414)	36,973
Other receivables	7	(ii)	12-month ECL	62,600	–	62,600
Other receivables	7	(iii)	Lifetime ECL credit impaired	29,404	(29,404)	–
Contract assets	10	(i)	Lifetime ECL (simplified approach)	32,697	–	32,697
				166,088	(33,818)	132,270
2019						
Trade receivables	7	(i)	Lifetime ECL (simplified approach)	54,436	(4,528)	49,908
Other receivables	7	(ii)	12-month ECL	65,578	–	65,578
Other receivables	7	(iii)	Lifetime ECL credit impaired	27,904	(27,079)	825
Contract assets	10	(i)	Lifetime ECL (simplified approach)	48,980	–	48,980
				196,898	(31,607)	165,291

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

(b) Financial risk management policies and objectives (Continued)

(iii) Overview of the Group's exposure to credit risk (Continued)

Company	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount \$'000	Loss allowance \$'000	Net carrying amount \$'000
2020						
Other receivables	7	(ii)	12-month ECL	132,713	(5,190)	127,523
2019						
Other receivables	7	(ii)	12-month ECL	132,604	–	132,604

(i) The Group determines the expected credit losses on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions.

(ii) The Group determines that these receivables are not past due and have low risk of default.

(iii) Loss allowance has been determined after taking into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate.

Cash and cash equivalents are subject to immaterial credit loss.

(iv) Credit risk management

Before accepting any new customer, management assesses the potential customer's credit quality and defines credit limits by customer. Limits granted to customers are reviewed periodically. The Group's exposure to credit risks and the credit limits to counterparties are continuously monitored. The Group monitors collections due and follow up with debtors as part of the credit management process. In response to the COVID-19 pandemic, management has also performed more frequent reviews of sales limits for customers in regions and industries that are severely impacted.

Trade receivables consist of a number of customers from the construction and real estate industry. The Group does not have any significant credit risk exposure to any single counterparty or any group of related counterparties.

The credit risk on liquid funds is limited because the counterparties are banks with good credit-ratings.

The Group carries out construction work for the public and private sectors. Credit risks are taken into consideration in the decision to participate in tenders for construction contracts.

Rental deposits are received as security from tenants of its investment properties.

At December 31, 2020, the maximum aggregate amount the Group can be liable under all the guarantees in Note 35 is approximately \$31.5 million (2019: \$21.3 million).

The maximum amount the Company could be liable to settle under the corporate guarantees given to banks in connection with facilities utilised by the subsidiaries is stated in Note 35.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

(b) Financial risk management policies and objectives (Continued)

(iv) Credit risk management (Continued)

Management monitors the financial performance of the parties in respect of which the Group or the Company has provided guarantees to third parties.

(v) Liquidity risk management

Going concern assessment

The Group recorded a loss of \$57.7 million (2019: \$10.8 million) for the year ended December 31, 2020.

As of December 31, 2020, the Group's current assets amounted to \$445.7 million (2019: \$426.9 million) and its current liabilities amounted to \$413.8 million (2019: \$387.0 million). However, the Group's current assets include development properties amounting to \$287.1 million (2019: \$264.7 million) that may not be realisable within one year as the normal operating cycle for property development exceeds one year.

In view of these circumstances, the directors and management of the Group have given careful consideration of the future liquidity and cash flows of the Group in assessing whether the Group will have sufficient financial resources to continue its operations on a going concern basis for the next 12 months from the date of authorisation of these financial statements. For this purpose, management has prepared a cash flow forecast up to June 30, 2022 based on the latest available financial information and applied the following judgements and assumptions:

- (i) With regard to ongoing construction projects, the Group will be able to manage business disruptions and operational changes resulting from the COVID-19 pandemic. Border restrictions may be imposed, resulting in labour shortage. With support from the Singapore Government, management is of the view that foreign workers will be sourced from other non-affected countries to supplement any such shortage. Based on management's review of the progress of the ongoing construction projects at the date of authorisation of these financial statements, there has not been any significant delays and escalation of costs which have not been factored in the year-end project budgets and the cash flow forecast up to June 2022.
- (ii) The Group will be able to realise certain development properties at specified minimum values. The specified minimum values are primarily based on year end valuations by independent valuers or past transacted prices adjusted for market information available as of the date of authorisation of these financial statements;
- (iii) Banks will not demand repayment for loans consisting of construction and non-construction related loans which are revolving or repayable on demand and the banks will continue to support the Group with banking facilities currently utilised by the Group. The banking facilities currently being utilised have been rolled over in the past and most recently in April 2021. Non-construction related loans are secured by properties for which fair values are higher than the bank loans as at December 31, 2020 while settlement of construction related loans are expected to coincide with the timing of receipts from the projects; and
- (iv) The Company and a subsidiary had obtained one-off waivers from the banks on non-compliance with certain financial covenants on bank loans amounting to \$12.5 million and \$15.6 million as at December 31, 2020, respectively. These waivers from the banks for non-compliance with covenants are subject to the rights of the banks being reserved and review of compliance by the banks is at least annually. Management is of the view that the banks will continue to support the Group for these loans. Additionally, approximately 70% of these bank loans are due within the next 12 months and the repayments have been included in management's cash flow forecast.

Based on the above, the directors and management are of the view that the Group will be able to generate adequate cash flows and obtain sufficient funding so as to discharge liabilities in the normal course of business. Consequently, the accompanying financial statements for the year ended December 31, 2020 have been prepared on a going concern basis and there is no material uncertainty related to going concern.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

(b) Financial risk management policies and objectives (Continued)

(v) Liquidity risk management (Continued)Non-derivative financial liabilities

The following tables detail the remaining contractual maturity for non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows. The adjustment column represents future interest which are not included in the carrying amount of the financial liability on the statements of financial position.

Group	Weighted average effective interest rate %	On demand or within 1 year \$'000	Within 2 to 5 years \$'000	After 5 years \$'000	Adjustment \$'000	Total \$'000
2020						
Non-interest bearing	–	113,213	–	–	–	113,213
Lease liabilities (fixed rate)	4.1	1,071	2,113	16	(265)	2,935
Fixed interest rate instruments	3.9	54,186	37,305	–	(6,168)	85,323
Variable interest rate instruments	3.3	205,278	127,250	52,875	(11,502)	373,901
		373,748	166,668	52,891	(17,935)	575,372
2019						
Non-interest bearing	–	115,394	–	–	–	115,394
Finance leases (fixed rate)	5.5	1,019	1,331	110	(199)	2,261
Fixed interest rate instruments	5.0	56,446	31,089	–	(4,159)	83,376
Variable interest rate instruments	2.7	207,316	103,431	57,429	(9,787)	358,389
		380,175	135,851	57,539	(14,145)	559,420

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DECEMBER 31, 2020

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

(b) Financial risk management policies and objectives (Continued)

(v) Liquidity risk management (Continued)Non-derivative financial liabilities (Continued)

Company	Weighted average effective interest rate %	On demand or within 1 year \$'000	Within 2 to 5 years \$'000	After 5 years \$'000	Adjustment \$'000	Total \$'000
2020						
Non-interest bearing	–	2,477	–	–	–	2,477
Fixed interest rate instruments	4.3	26,214	30,909	–	(4,824)	52,299
Variable interest rate instruments	3.8	12,929	–	–	(429)	12,500
		41,620	30,909	–	(5,253)	67,276
2019						
Non-interest bearing	–	53	–	–	–	53
Fixed interest rate instruments	6.2	26,489	29,472	–	(3,252)	52,709
Variable interest rate instruments	3.4	13,075	–	–	(575)	12,500
		39,617	29,472	–	(3,827)	65,262

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DECEMBER 31, 2020

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

(b) Financial risk management policies and objectives (Continued)

(v) Liquidity risk management (Continued)Non-derivative financial assets

The following table details the expected maturity for non-derivative financial assets based on the undiscounted contractual maturities of the financial assets including interest that will be earned on those assets. The adjustment column represents the future interest which is not included in the carrying amount of the financial asset on the statements of financial position.

Group	Weighted average effective interest rate %	On demand or within 1 year \$'000	Within 2 to 5 years \$'000	After 5 years \$'000	Adjustment \$'000	Total \$'000
2020						
Non-interest bearing	–	97,252	–	–	–	97,252
Fixed interest rate instruments	0.3	8,394	–	–	(28)	8,366
Variable interest rate instruments	2.4	52,232	–	–	(1,236)	50,996
		157,878	–	–	(1,264)	156,614
2019						
Non-interest bearing	–	94,827	–	–	–	94,827
Fixed interest rate instruments	0.6	6,329	–	–	(39)	6,290
Variable interest rate instruments	2.5	51,170	–	–	(1,247)	49,923
		152,326	–	–	(1,286)	151,040

NOTES TO FINANCIAL STATEMENTS

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4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

(b) Financial risk management policies and objectives (Continued)

(v) Liquidity risk management (Continued)Non-derivative financial assets (Continued)

Company	Weighted average effective interest rate %	On demand or within 1 year \$'000	Within 2 to 5 years \$'000	After 5 years \$'000	Adjustment \$'000	Total \$'000
2020						
Non-interest bearing	–	19,136	–	–	–	19,136
Variable interest rate instruments	3.4	112,134	–	–	(3,715)	108,419
		131,270	–	–	(3,715)	127,555
2019						
Non-interest bearing	–	23,853	–	–	–	23,853
Variable interest rate instruments	3.4	112,571	–	–	(3,702)	108,869
		136,424	–	–	(3,702)	132,722

(vi) Fair value of financial assets and financial liabilities

The carrying amounts of cash and bank balances, trade and other current receivables and payables, and other current liabilities approximate their respective fair values due to relatively short-term maturity of these financial instruments.

The fair values of other classes of financial assets and liabilities are disclosed in the respective notes to the financial statements.

(c) **Capital management policies and objectives**

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while optimising the return to stakeholders through a mix of equity balance and debts which comprise bank borrowings (Note 19), lease liabilities (Note 21) and term notes (Note 22).

Management reviews the capital structure on an annual basis. As a part of this review, management considers the cost of capital; and the tenures and risks associated with each class of capital. Management also reviews compliance with financial covenants associated with borrowings. During the year ended December 31, 2020, the Group sought a consent solicitation to (i) suspend compliance with the financial covenant requirements for its term notes (Note 22) from June 30, 2020 to July 26, 2023 and (ii) extend the maturity date of the term notes to July 26, 2023. Both suspension of compliance with the relevant financial covenants and extension of maturity date were approved in October 2020.

NOTES TO FINANCIAL STATEMENTS

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4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

(c) Capital management policies and objectives (Continued)

As at December 31, 2020, the required financial ratio covenants for bank loans of the Company and a subsidiary amounting to \$12.5 million and \$15.6 million respectively were not met, but the Group had obtained one-off waivers from the lenders in December 2020.

The Group balances its overall capital structure through issuance of new debt or the redemption of existing debt, issuance of new shares or payment of dividends. The Group's overall strategy for capital management remains unchanged from the prior year.

5 RELATED COMPANY AND RELATED PARTY TRANSACTIONS

Some of the transactions and arrangements are between members of the Group and with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

Transactions between members of the Group have been eliminated on consolidation and are not disclosed.

Transactions with related parties during the year other than disclosed elsewhere in the financial statements were as follows:

	Group	
	2020	2019
	\$'000	\$'000
<u>Income from associates</u>		
Construction revenue	41	51
Accounting and administrative services	72	72
<u>Income from joint ventures</u>		
Interest income	1,237	1,204
Sale of goods	3,214	5,893
<u>Income from/(Expenses charged by) companies in which certain directors have control</u>		
Sales and service of air-conditioners	41	19
Maintenance income	11	5
Management fee income	384	470
Rental income	61	76
Worker management services	(88)	(80)
Medical fee expense	(52)	(75)
Miscellaneous expenses	(64)	(238)
Dormitory rental expense	(314)	(289)
Purchase of furniture and fittings	-	(449)
Interest expense	(527)	(525)

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

5 RELATED COMPANY AND RELATED PARTY TRANSACTIONS (CONTINUED)

	Group	
	2020	2019
	\$'000	\$'000
<u>Directors</u>		
Interest expense	(375)	(375)
<u>Key management personnel</u>		
Interest expense	(15)	(15)

Compensation of directors and key management personnel

The remuneration of directors and other key management personnel during the year was as follows:

	Group	
	2020	2019
	\$'000	\$'000
Short-term benefits	2,675	3,917

The remuneration of directors and other key management personnel is determined by the Remuneration Committee having regard to the financial performance of the Group, the performance of individuals and market trends.

6 CASH AND BANK BALANCES

	Group		Company	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Cash at bank and in hand	46,345	26,569	32	118
Fixed deposits	8,566	6,290	–	–
	54,911	32,859	32	118
Less: Pledged fixed deposits	(9,696)	(7,530)	–	–
Less: Bank overdraft (Note 19)	–	(718)	–	–
Cash and cash equivalents in the consolidated statement of cash flows	45,215	24,611	32	118

Fixed deposits earn interest ranging from 0.05% to 1.12% (2019: 0.15% to 1.95%) per annum. Tenure for pledged fixed deposits range from 1 to 12 months (2019: 6 to 12 months).

Included in the cash and bank balances of the Group is an amount of \$1,130,000 (2019: \$1,324,000) held under the Housing Developers (Project Account) Rules or terms set by the bank, withdrawals from which are restricted to payments for expenditure incurred on the respective development properties.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

7 TRADE AND OTHER RECEIVABLES

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Trade receivables from:				
Sale of goods and services	10,313	8,651	–	–
Property development customers	6,999	7,560	–	–
Construction contract customers	22,851	36,998	–	–
Associates (Note 5)	156	112	–	–
Joint ventures (Note 5)	937	1,063	–	–
Companies in which certain directors have control (Note 5)	131	52	–	–
Less: Loss allowance				
– Associates (Note 5)	(57)	(57)	–	–
– Third parties	(4,357)	(4,471)	–	–
	36,973	49,908	–	–
Other receivables due from:				
Third parties	638	1,010	–	14
Associates (Note 5)	54,764	55,715	–	–
Joint ventures (Note 5)	36,546	36,746	–	–
Subsidiaries (Note 5)	–	–	132,713	132,590
Less: Loss allowance				
– Third parties	(266)	(237)	–	–
– Associates (Note 5)	(28,470)	(26,842)	–	–
– Joint ventures (Note 5)	(668)	–	–	–
– Subsidiaries (Note 5)	–	–	(5,190)	–
Companies in which certain directors have control (Note 5)	36	11	–	–
	62,580	66,403	127,523	132,604
Staff loans	20	43	–	–
Grant receivables ⁽¹⁾	1,125	–	–	–
Total trade and other receivables	100,698	116,354	127,523	132,604
Current	53,091	61,138	30,026	25,007
Non-current	47,607	55,216	97,497	107,597
	100,698	116,354	127,523	132,604

(1) Arises from Jobs Support Scheme (“JSS”) announced by the Singapore Government to provide wage support to employers to help them retain their local employees during this period of economic uncertainty. Further details are disclosed in Note 32.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

7 TRADE AND OTHER RECEIVABLES (CONTINUED)

7.1 Trade receivables

Credit periods generally range from 30 to 120 days (2019: 30 to 120 days). No interest is charged on overdue trade receivables. Loss allowance for trade receivables is measured at an amount equal to lifetime expected credit losses ("ECL"). The ECL on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

A trade receivable is written off when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery. None of the trade receivables that have been written off is subject to enforcement activities.

The following table details the risk profile of trade receivables from contracts with customers based on the Group's provision matrix.

	Expected weighted credit loss rate %	Estimated total gross carrying amount at default \$'000	Lifetime ECL \$'000	Total \$'000
2020				
Current (not past due)	*	9,623	–	9,623
1 to 90 days past due	*	16,202	–	16,202
91 to 180 days past due	4.8	817	(39)	778
181 to 360 days past due	0.3	1,106	(3)	1,103
More than 360 days past due	32.0	13,639	(4,372)	9,267
		41,387	(4,414)	36,973
2019				
Current (not past due)	*	4,386	–	4,386
1 to 90 days past due	*	33,038	–	33,038
91 to 180 days past due	1.5	2,442	(37)	2,405
181 to 360 days past due	4.9	1,212	(60)	1,152
More than 360 days past due	33.2	13,358	(4,431)	8,927
		54,436	(4,528)	49,908

* The weighted credit loss rate is assessed as negligible. Included in amount past due from 1 to 180 days is \$2,390,000 (2019: \$1,208,000) from which deposits were received and included in "Trade and other payables" (Note 20).

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

7 TRADE AND OTHER RECEIVABLES (CONTINUED)**7.1 Trade receivables (Continued)**

The table below shows the movement in lifetime ECL that has been recognised for trade receivables in accordance with the simplified approach set out in SFRS(I) 9:

Group	\$'000
Balance as at January 1, 2019	4,132
Loss allowance recognised in profit or loss during the year	396
Balance as at December 31, 2019	4,528
Amounts written off against allowance	(757)
Loss allowance recognised in profit or loss during the year	643
Balance as at December 31, 2020	4,414

7.2 Other receivables

Interest is charged at 2.0% to 6.8% (2019: 2.5% to 6.8%) per annum by the Group and Company on other receivables due from certain associates, joint ventures and subsidiaries.

The Company's other receivables due from subsidiaries are repayable on demand.

For purpose of impairment assessment, other receivables are considered to have low risk of default 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 apart for those which loss allowance has been recognised. Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month expected credit losses.

In determining the ECL, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors 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.

The following table shows the movement in ECL that has been recognised for credit impaired other receivables.

Group	\$'000
Balance as at January 1, 2019	26,144
Loss allowance recognised in profit or loss during the year	935
Balance as at December 31, 2019	27,079
Loss allowance recognised in profit or loss during the year	2,325
Balance as at December 31, 2020	29,404

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

8 DEPOSITS AND PREPAYMENTS

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Deposits placed with third parties	2,130	1,827	–	–
Prepayments	9,138	9,254	10	6
	11,268	11,081	10	6

9 INVENTORIES

	Group	
	2020 \$'000	2019 \$'000
Finished goods	5,801	6,925
Raw materials	845	1,197
	6,646	8,122

The cost of inventories recognised as an expense for the financial year amounted to \$28,505,000 (2019: \$26,519,000).

10 CONTRACT ASSETS

	Group	
	2020 \$'000	2019 \$'000
Retention monies on contract work:		
– Third parties	17,114	12,552
Accrued income:		
– Construction contract customers	15,583	36,420
– Others	–	8
	32,697	48,980

Amounts relating to construction contracts are balances due from customers under construction contracts that arise when the Group receives payments from customers in line with a series of performance – related milestones. The Group had previously recognised a contract asset for any work performed. Any amount previously recognised as a contract asset is reclassified to trade receivables at the point at which it is invoiced to the customer. Retention sums are classified as current as they are expected to be received within the Group's normal operating cycle.

Significant changes in contract assets in the current and prior year are due to changes in measurement of progress contract asset which have not been billed as at year end.

Management always estimates the loss allowance on amounts due from customers at an amount equal to lifetime ECL, taking into account the historical default experience and the future prospects of the construction industry. None of the amounts due from customers at the end of the reporting period is past due and no loss allowance is recognised as the credit loss rate is assessed as negligible.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

11 DEVELOPMENT PROPERTIES

	Group	
	2020 \$'000	2019 \$'000
Completed properties held for sale	123,882	124,083
Properties under development:		
Unsold units	158,086	135,361
Contract costs [Note (i)]	5,143	5,237
	163,229	140,598
	287,111	264,681

Development properties are classified as current assets in accordance with SFRS(I) 1-1 *Presentation of Financial Statements* as they are expected to be realised in the normal operating cycle.

The carrying amount of development properties which are mortgaged to banks as security for credit facilities obtained by the Group (Note 19) amounted to \$283,403,000 (2019: \$260,881,000).

The cost of development properties includes the following items which have been charged during the year:

	Group	
	2020 \$'000	2019 \$'000
Property tax capitalised	–	98
Interest expense capitalised (Note 30)	5,292	5,552

Note (i) Capitalised commission

Management expects the incremental commission fees paid to property agents as a result of securing sale contracts to be recoverable. The Group has therefore capitalised the commission fees and amortised these commission fees when the related revenue is recognised.

	Group	
	2020 \$'000	2019 \$'000
Balance at beginning of the year	5,237	4,802
Additions	–	435
Exchange differences	(94)	–
Balance at end of the year	5,143	5,237

The weighted average rate of capitalisation of the interest expenses for the financial year ended December 31, 2020 is 4.20% (2019: 5.38%) per annum.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

11 DEVELOPMENT PROPERTIES (CONTINUED)

Particulars of the development properties as at December 31, 2020 are as follows:

Description	Location	Approximate saleable area (Sq Metres)	Completed/ Estimated date of completion	Tenure	Site area (Sq. Metres)
<u>Properties in Singapore</u>					
Ascent @ 456 (Commercial)	456 Balestier Road	899*	Completed	Freehold	1,084
12 on Shan (Serviced apartment)	12 Shan Road	5,310*	Completed	Freehold	2,058
<u>Properties in Thailand</u>					
De lyara Grande (Commercial and residential)	Khlong Luang District Pathum Thani, Thailand	1,349*	Completed	Freehold	16,000
iResidence (Serviced apartment)	Khlong Luang District Pathum Thani, Thailand	3,399*	Completed	Freehold	1,586
Commercial and residential	Khlong Sam District Pathum Thani, Thailand	48,335**	2Q2021**	Freehold	89,580
<u>Property in Cambodia</u>					
The Gateway (Commercial and residential)	Russian Boulevard, Phnom Penh, Cambodia	70,600	2Q2021	Freehold	6,072

* Area of completed units yet to be sold.

** Except for Phase 1, the remaining phases' development plans have not been finalised. Phase 1 is expected to be completed in 2Q2021.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

12 PROPERTY, PLANT AND EQUIPMENT

Group	Freehold properties \$'000	Leasehold properties \$'000	Properties under construction \$'000	Plant and equipment \$'000	Motor vehicles \$'000	Total \$'000
Cost:						
At January 1, 2019	9,450	50,808	1,609	35,261	7,866	104,994
Additions	659	28	–	4,466	456	5,609
Transfer from properties under construction	1,058	43	(1,101)	–	–	–
Exchange differences	(81)	47	–	23	44	33
Written off	–	–	–	(592)	–	(592)
Disposals	–	–	–	(2)	(107)	(109)
At December 31, 2019	11,086	50,926	508	39,156	8,259	109,935
Additions	464	812	–	3,248	1,649	6,173
Transfer from properties under construction	508	–	(508)	–	–	–
Exchange differences	(185)	183	–	–	79	77
Written off	–	–	–	(103)	–	(103)
Disposals	–	(54)	–	–	(205)	(259)
At December 31, 2020	11,873	51,867	–	42,301	9,782	115,823
Accumulated depreciation:						
At January 1, 2019	1,285	12,437	–	28,133	5,301	47,156
Depreciation	292	2,491	–	3,499	1,083	7,365
Exchange differences	–	31	–	(34)	27	24
Written off	–	–	–	(329)	–	(329)
Disposals	–	–	–	(2)	(102)	(104)
At December 31, 2019	1,577	14,959	–	31,267	6,309	54,112
Depreciation	286	2,858	–	4,686	1,001	8,831
Exchange differences	(24)	18	–	(26)	52	20
Written off	–	–	–	(34)	–	(34)
Disposals	–	(54)	–	–	(203)	(257)
At December 31, 2020	1,839	17,781	–	35,893	7,159	62,672
Impairment:						
Impairment loss recognised during the year ended December 31, 2020	–	284	–	–	–	284
Carrying amount:						
At December 31, 2020	10,034	33,802	–	6,408	2,623	52,867
At December 31, 2019	9,509	35,967	508	7,889	1,950	55,823

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

12 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

(a) The carrying amount of the Group's property, plant and equipment includes the following right-of-use ("ROU") assets:

	2020 \$'000	2019 \$'000
Plant and equipment	64	406
Motor vehicles	1,491	1,001
Leasehold properties	33,802	35,967
Total	35,357	37,374

The depreciation arising from ROU assets charged during the year is as follows:

	2020 \$'000	2019 \$'000
Plant and equipment	352	448
Motor vehicles	548	427
Leasehold properties	2,858	2,491
Total	3,758	3,366

Additions to ROU assets amounted to \$1,856,000 (2019: \$460,000) for the year ended December 31, 2020.

(b) Cash payments of \$4,047,000 (2019: \$5,270,000) were made to purchase property, plant and equipment during the year.

(c) Certain leasehold properties were mortgaged to banks as security for credit facilities obtained by the Group (Note 19).

(d) Details of properties are as follows:

Location	Description	Title	Gross area (Sq. Metres)
1 Jalan Berseh, #03-01 to #03-05, #03-07 to #03-10, #03-13 and #03-16 New World Centre, Singapore 209037	Commercial	Leasehold (99 years from March 31, 1994)	1,225
53 Sungei Kadut Loop Singapore 729502	Warehouse/Dormitory	Leasehold (30 years from March 16, 1995)	4,211
67/67A Sungei Kadut Drive Singapore 729567	Premises for provision of engineering services/Dormitory	Leasehold (30 years from December 16, 1990)	6,168
Tuas South Street 11 Singapore	Warehouse	Leasehold (20 years and 10 months from October 21, 2014)	10,000
No. 224, 232/1-7 & 232/9 Okkiam Thoraippakkam Industrial Estate Chennai 600096 India	Vacant, previously used as test centre	Freehold	8,986
No. 23 Vengadamangalam Village Chengalpet Taluk Kancheepura District Chennai 600048 India	Test centre	Freehold	15,378*
Lot 3712, Batu 28 Jalan Johor Mukim Rimba Terjun Pontian 82001 Johor	Factory for manufacturing of pre-cast concrete components	Freehold	37,484

* Subject to survey.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

13 INVESTMENT PROPERTIES

	Group	
	2020 \$'000	2019 \$'000
<u>At fair value</u>		
Balance at beginning of the year	235,159	235,943
Adoption of SFRS(I) 16	–	148
Adjusted balance at beginning of the year	235,159	236,091
Disposal during the year	(2,530)	–
Changes in fair value included in profit or loss	(19,069)	(932)
Balance at end of the year	213,560	235,159

Details of the investment properties are as follows:

Location	Description	Title	Gross area (Sq. Metres)
1 Jalan Berseh, #B1-02 to #B1-22, #01-03, #01-15, #01-16, #02-02 to #02-28, #03-11, #03-12, #03-14, #03-15 New World Centre, Singapore 209037	Commercial	Leasehold (99 years from March 31, 1994)	4,235
83 Sungei Kadut Drive Singapore 729566	Industrial	Leasehold (29 years from October 16, 1991)*	4,701
1 Tuas South Street 12 Singapore 636946	Dormitory	Leasehold (20 years from July 7, 2014)	52,038
1 Leonie Hill Road, #28-01 Leonie Hill Residences, Singapore 239191	Residential	Freehold	260
150 Orchard Road, #02-19/20 Orchard Plaza, Singapore 238841	Commercial	Leasehold (99 years from June 2, 1977)	325

* The lease period expired on October 2020, however a short-term extension of 9 months was granted from October 2020 to July 2021.

The fair values of the Group's investment properties have been determined on the basis of valuations carried out at or close to the respective year end dates by independent qualified valuers experienced in the location and category of the properties being valued. The valuations were arrived at (i) by reference to market evidence of transacted prices per square metre in the open market for comparable properties, adjusted for differences such as location, age and size; and (ii) income capitalisation method.

The Group classified fair value measurement using a fair value hierarchy that reflects the nature and complexity of the significant inputs used in making the measurement. Fair value measurements of the Group's investment properties at December 31, 2020 and 2019 are classified as Level 3 in the fair value hierarchy, as defined in Note 2 to the financial statements.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

13 INVESTMENT PROPERTIES (CONTINUED)

The following table shows the significant unobservable inputs used in the valuation models for the investment properties classified as Level 3 in the fair value hierarchy:

Valuation technique	Significant unobservable input(s)	Commercial	Residential	Industrial	Dormitory
Direct comparison method	Comparable price (Adjusted price per square metre) ⁽¹⁾	\$10,000 to \$24,600 (2019: \$10,700 to \$26,200)	Average of \$19,700 (2019: \$9,700 to \$20,000)	\$Nil (2019: \$78)	Average of \$2,900 (2019: average of \$3,200)
Income capitalisation method	Capitalisation rate ⁽²⁾	NA	NA	NA	7.5% (2019: 7.5%)

NA: Not applicable.

(1) Any significant isolated increase (decrease) in these inputs would result in a significantly higher (lower) fair value measurement.

(2) Any significant isolated increase (decrease) in these inputs would result in a significantly lower (higher) fair value measurement.

Certain investment properties are mortgaged to banks as security for credit facilities obtained by the Group (Note 19).

Rental income from the Group's investment properties amounted to \$21,902,000 (2019: \$22,527,000). Direct operating expenses (including repairs and maintenance) incurred for these investment properties amounted to \$3,050,000 (2019: \$4,428,000).

14 GOODWILL

	Group	
	2020	2019
	\$'000	\$'000
At cost	2,595	2,595

Goodwill acquired in a business combination is allocated, at acquisition, to the following cash-generating units ("CGUs") that are expected to benefit from that business combination:

	Group	
	2020	2019
	\$'000	\$'000
<u>Cash-generating units</u>		
Tiong Aik Resources (S) Pte Ltd and its subsidiary	1,728	1,728
Sino Tac Resources Pte Ltd	835	835
Others	32	32
	2,595	2,595

The Group tests goodwill annually for impairment, or more frequently if there are indications that goodwill might be impaired.

Management expects Tiong Aik Resources (S) Pte Ltd and Sino Tac Resources Pte Ltd to be profitable. The recoverable amounts of these cash generating units are in excess of their respective carrying amounts as at December 31, 2020 and 2019.

Goodwill of other CGUs are immaterial.

NOTES TO FINANCIAL STATEMENTS

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15 SUBSIDIARIES

	Company	
	2020 \$'000	2019 \$'000
Unquoted equity shares at cost	116,965	116,965
Less: Allowance for impairment	(38,861)	(25,000)
	78,104	91,965

The Company carried out a review of the recoverable amounts of the investments in subsidiaries based on fair value less costs to sell. Based on the review performed, additional impairment loss of \$13,861,000 (2019: \$Nil) was recognised for the financial year ended December 31, 2020.

Details of the Company's significant subsidiaries are as follows:

Name of significant subsidiaries	Principal activities/Country of incorporation and operations	Group's proportion of ownership interest and voting power held	
		2020 %	2019 %
Aston Air Control Pte Ltd	Installation and contractor for servicing of air conditioning systems/Singapore	90	90
Sino Holdings (S'pore) Pte Ltd	Investment holding/Singapore	100	100
TA Builders Pte. Ltd.	Building construction/Singapore	100	100
Tiong Aik Construction Pte Ltd	Building construction/Singapore	100	100
<u>Held by Sino Holdings (S'pore) Pte Ltd</u>			
TA Realty Pte. Ltd.	Real estate development/Singapore	100	100
Nexus Point Investments Pte. Ltd.	Dormitory operator/Singapore	62	62
Sireerin Signature Co., Ltd ⁽¹⁾	Real estate development/Thailand	70	70
Prime Industries Pre-cast Pte. Ltd.	Structural works, specialised construction and related activities/Singapore	100	100
Pure Genesis Sdn. Bhd. ⁽²⁾	Manufacturer in pre-cast, pre-stressed reinforced concrete products/Malaysia	100	100
Que Holdings Pte. Ltd.	Trading in lubricants/Singapore	51	51

NOTES TO FINANCIAL STATEMENTS

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15 SUBSIDIARIES (CONTINUED)

Name of significant subsidiaries	Principal activities/Country of incorporation and operations	Group's proportion of ownership interest and voting power held	
		2020 %	2019 %
<u>Held by Invest (CR) Pte. Ltd.</u>			
TACC (C.R) Ltd. ⁽³⁾	Real estate development/Cambodia	72.25	72.25
<u>Held by TA Builders Pte. Ltd.</u>			
Quest Homes Pte. Ltd.	Real estate development/Singapore	100	100
<u>Held by Que Holdings Pte. Ltd.</u>			
TA Resources Myanmar Company Limited ⁽⁴⁾	Trading in lubricants/Myanmar	51	51

(1) Audited by Sasikrig Audit & Legal Consulting.

(2) Audited by P.S.Yap, Isma & Associates.

(3) No statutory audit requirement. The entity is audited by Deloitte & Touche LLP, Singapore for consolidation purposes.

(4) No statutory audit requirement. The entity is audited by an overseas practice of Deloitte Touche Tohmatsu Limited for consolidation purpose.

All other subsidiaries listed above are audited by Deloitte & Touche LLP, Singapore.

16 ASSOCIATES AND JOINT VENTURES

	Group	
	2020 \$'000	2019 \$'000
<u>Associates</u>		
Cost of investment in associates	10,674	10,674
Allowance for impairment in an associate	(4,811)	(4,811)
Share of post-acquisition losses, net of dividend received	(1,421)	(1,582)
	<u>4,442</u>	<u>4,281</u>
<u>Joint ventures</u>		
Cost of investment in joint ventures	12,189	12,189
Share of post-acquisition losses, net of dividend received	(1,007)	(1,494)
	<u>11,182</u>	<u>10,695</u>
Interest in an unincorporated joint venture	2,216	2,216
Total of associates and joint ventures	<u>17,840</u>	<u>17,192</u>

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16 ASSOCIATES AND JOINT VENTURES (CONTINUED)

(a) Details of the Group's significant associates and joint ventures are as follows:

Name of significant associates and joint ventures	Principal activities/ Country of incorporation and operations	Effective equity interest		Proportion of ownership and voting power held	
		2020 %	2019 %	2020 %	2019 %
<u>Associates</u>					
<u>Held by Sino Holdings (S'pore) Pte Ltd (Note 15)</u>					
Meadows Bright Development Pte Ltd ⁽¹⁾	Real estate development/ Singapore	50	50	50	50
Dalian Shicheng Property Development (S) Pte. Ltd. ⁽²⁾	Investment holding/ Singapore	25.37	25.37	25.37	25.37
FSKH Development Pte. Ltd. ⁽³⁾	Real estate development/ Singapore	20	20	20	20
<u>Held by Dalian Shicheng Property Development (S) Pte. Ltd.</u>					
Dalian Shicheng Property Development Co., Ltd. ⁽⁴⁾⁽⁵⁾	Development of properties/ People's Republic of China	25.37	25.37	Refer to footnote (5)	
<u>Joint ventures</u>					
<u>Held by Sino Holdings (S'pore) Pte Ltd (Note 15)</u>					
Soon Zhou Investments Pte. Ltd. ⁽²⁾	Investment holding/ Singapore	50	50	50	50
Eternal Synergy Pte. Ltd. ⁽⁶⁾	Trading/Singapore	50	50	50	50
Synergy Truck Pte. Ltd. ⁽⁶⁾	Trading/Singapore	50	50	50	50
<u>Held by Soon Zhou Investments Pte. Ltd.</u>					
Blue Oasis Investments Pte. Ltd. ⁽²⁾	Investment holding/ Singapore	50	50	50	50
Dalian Blue Oasis Properties Co., Ltd. ⁽⁴⁾	Investment holding/ People's Republic of China	50	50	50	50
<u>Held by Synergy Truck Pte. Ltd.</u>					
Myanmar Synergy Company Limited ⁽⁷⁾	Trading/Myanmar	50	50	50	50
<u>Held by Eternal Synergy Pte. Ltd.</u>					
Eternal Company Limited ⁽⁸⁾	Trading/Myanmar	50	50	50	50

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16 ASSOCIATES AND JOINT VENTURES (CONTINUED)

- (a) Details of the Group's significant associates and joint ventures are as follows (Continued):

All of the above associates and joint ventures are accounted for using the equity method in these consolidated financial statements.

- (1) Audited by FIRST Assurance Public Accounting Firm, Singapore (2019: Deloitte & Touche LLP, Singapore).
 - (2) Audited by BDO LLP, Singapore (2019: Deloitte & Touche LLP, Singapore).
 - (3) Audited by Ernst & Young LLP, Singapore.
 - (4) Audited by BDO China Shu Lan Pan CPAs LLP, China.
 - (5) Dalian Shicheng Property Development (S) Pte. Ltd., a 25.37% (2019: 25.37%) held associate, holds 100% (2019: 100%) of the equity interest in Dalian Shicheng Property Development Co., Ltd.
 - (6) Audited by Chan Leng Leng & Co, Singapore.
 - (7) The entity is audited by an overseas practice of Deloitte Touche Tohmatsu Limited for consolidation purposes.
 - (8) No statutory audit requirement.
- (b) Summarised financial information in respect of each of the Group's material associates is set out below.

Meadows Bright Development Pte Ltd and its subsidiaries

	2020 \$'000	2019 \$'000
Current assets	22,348	25,177
Non-current assets	–	506
Current liabilities	(13,464)	(17,122)
Equity	<u>8,884</u>	<u>8,561</u>
Other income	368	450
Profit for the year, representing total comprehensive income for the year	<u>323</u>	<u>372</u>

Reconciliation of the above summarised financial information to the carrying amount of the interest in Meadows Bright Development Pte Ltd recognised in the consolidated financial statements:

	2020 \$'000	2019 \$'000
Net assets of the associate	8,884	8,561
Proportion of the Group's ownership in the associate	<u>50%</u>	<u>50%</u>
Carrying amount of the Group's interest in the associate	<u>4,442</u>	<u>4,281</u>

NOTES TO FINANCIAL STATEMENTS

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16 ASSOCIATES AND JOINT VENTURES (CONTINUED)

(b) Summarised financial information in respect of each of the Group's material associates is set out below. (Continued)

Dalian Shicheng Property Development (S) Pte. Ltd. ("DSPDS") and its subsidiary, Dalian Shicheng Property Development Co., Ltd. ("DSPDC")

	2020 \$'000	2019 \$'000
Current assets	31,871	32,278
Non-current assets	19	33
Current liabilities	(118,040)	(110,367)
Capital deficiency	(86,150)	(78,056)
Revenue	529	3,306
Loss for the year	(8,194)	(3,827)
Other comprehensive income (loss) for the year	100	(1,056)
Total comprehensive loss for the year	(8,094)	(4,883)

Reconciliation of the above summarised financial information to the carrying amount of the interest in Dalian Shicheng Property Development (S) Pte. Ltd. recognised in the consolidated financial statements:

	2020 \$'000	2019 \$'000
Net liabilities of the associate	(86,268)	(78,056)
Proportion of the Group's ownership in the associate	25.37%	25.37%
	(21,886)	(19,803)
Pre-acquisition losses not recorded by the Group	8,007	8,007
	(13,879)	(11,796)
Carrying amount of the Group's interest in the associate comprising cost plus share of post-acquisition results of the associate	-	-
Cumulative share of losses not recognised	(13,879)	(11,796)

At December 31, 2020 and 2019, management considers the amount of investment in DSPDS to be fully impaired as explained in Note 3.2.4 (a). The ability to recover the advances from the associate in the future is dependent on the ability of the associates' PRC wholly owned subsidiary to generate profits from its operations and remit the funds from the PRC into Singapore, which is subject to the PRC exchange control regulations.

FSKH Development Pte Ltd

	2020 \$'000	2019 \$'000
Current assets	267,493	262,548
Non-current assets	32	82
Current liabilities	(109,157)	(97,561)
Non-current liabilities	(167,263)	(168,263)
Capital deficiency	(8,895)	(3,194)
Revenue	11,624	2,212
Loss for the year, representing total comprehensive loss for the year	(5,701)	(6,148)

NOTES TO FINANCIAL STATEMENTS

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16 ASSOCIATES AND JOINT VENTURES (CONTINUED)

- (b) Summarised financial information in respect of each of the Group's material associates is set out below. (Continued)

Reconciliation of the above summarised financial information to the carrying amount of the interest in FSKH Development Pte Ltd recognised in the consolidated financial statements:

	2020 \$'000	2019 \$'000
Net liabilities of the joint venture	(8,895)	(3,194)
Proportion of the Group's ownership in the associate	20%	20%
	(1,779)	(639)
Carrying amount of the Group's interest in the associate comprising cost plus share of post-acquisition results of the associate	–	–
Cumulative share of losses not recognised	(1,779)	(639)

Aggregate information of other associates that are not individually material

	2020 \$'000	2019 \$'000
Aggregate carrying amount of the Group's interests in these associates	–	–
Aggregate cumulative share of losses not recognised	(192)	(176)

- (c) Summarised financial information in respect of each of the Group's material joint ventures are set out below.

Soon Zhou Investments Pte. Ltd. ("SZI") and its subsidiaries

	2020 \$'000	2019 \$'000
Current assets	36,207	35,182
Non-current assets	23,694	23,179
Current liabilities	(62,574)	(61,595)
Non-current liabilities	(716)	(675)
Capital deficiency	(3,389)	(3,909)
Revenue	37	–
Loss for the year	(93)	(5,922)
Other comprehensive income for the year	613	1,458
Total comprehensive income (loss) for the year	520	(4,464)

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16 ASSOCIATES AND JOINT VENTURES (CONTINUED)

(c) Summarised financial information in respect of each of the Group's material joint ventures are set out below. (Continued)

Reconciliation of the above summarised financial information to the carrying amount of the interest in Soon Zhou Investments Pte. Ltd. recognised in the consolidated financial statements:

	2020	2019
	\$'000	\$'000
Net liabilities of the joint venture	(3,389)	(3,909)
Proportion of the Group's ownership in the joint venture	50%	50%
	(1,695)	(1,955)
Carrying amount of the Group's interest in the joint venture	–	–
Cumulative share of losses not recognised	(1,695)	(1,955)

Synergy Truck Pte. Ltd. and its subsidiary

	2020	2019
	\$'000	\$'000
Current assets	33,893	29,722
Non-current assets	5,170	5,067
Current liabilities	(25,439)	(25,113)
Non-current liabilities	(4,521)	–
Equity	9,103	9,676
Revenue	15,751	18,057
(Loss) Profit for the year	(386)	793
Other comprehensive loss for the year	(187)	(111)
Total comprehensive (loss) income for the year	(573)	682

Reconciliation of the above summarised financial information to the carrying amount of the interest in Synergy Truck Pte. Ltd. recognised in the consolidated financial statements:

	2020	2019
	\$'000	\$'000
Net assets of the joint venture	9,103	9,676
Proportion of the Group's ownership in the joint venture	50%	50%
	4,552	4,838
Premium paid on acquisition	426	426
Carrying amount of the Group's interest in the joint venture	4,978	5,264

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16 ASSOCIATES AND JOINT VENTURES (CONTINUED)

(c) Summarised financial information in respect of each of the Group's material joint ventures are set out below. (Continued)

Eternal Synergy Pte. Ltd. and its subsidiary

	2020 \$'000	2019 \$'000
Current assets	12,795	12,511
Non-current assets	103	185
Current liabilities	(5,259)	(7,876)
Non-current liabilities	(875)	–
Equity	6,764	4,820
Revenue	13,283	13,424
Profit for the year	1,711	464
Other comprehensive income for the year	247	54
Total comprehensive income for the year	1,958	518
Dividends received from the joint venture during the year	7	7

Reconciliation of the above summarised financial information to the carrying amount of the interest in Eternal Synergy Pte. Ltd. recognised in the consolidated financial statements:

	2020 \$'000	2019 \$'000
Net assets of the joint venture	6,764	4,820
Proportion of the Group's ownership in the joint venture	50%	50%
Premium paid on acquisition	3,382	2,410
Carrying amount of the Group's interest in the joint venture	2,073	2,073
	5,455	4,483

Aggregate information of joint ventures that are not individually material

	2020 \$'000	2019 \$'000
The Group's share of profit for the year	202	732
The Group's share of other comprehensive income	122	28
The Group's share of total comprehensive income	324	760
Dividends received from the joint venture during the year	523	316
Aggregate carrying amount of the Group's interests in these joint ventures	749	948
Cumulative share of losses not recognised	(1,603)	(1,056)

(d) The Group's 49% interest in an unincorporated joint venture is recorded at cost contributed towards acquisition of land. The joint venture has no operating results.

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17 OTHER NON-CURRENT ASSETS

	Group	
	2020 \$'000	2019 \$'000
Club memberships, at cost	416	416
Less: Allowance for impairment loss	(24)	(34)
	392	382

18 DEFERRED TAX LIABILITIES

The following are the major deferred tax liabilities recognised by the Group and the movements thereon, during the current and prior reporting period:

	Accelerated tax depreciation \$'000
At January 1, 2019	280
Charge to profit or loss (Note 31)	14
At December 31, 2019	294
Credit to profit or loss (Note 31)	(58)
At December 31, 2020	236

19 BORROWINGS

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
<u>Unsecured</u>				
Bank loans	8,500	1,600	–	–
Invoice financing	947	1,415	–	–
<u>Secured</u>				
Invoice financing	23,462	4,738	–	–
Bank overdraft (Note 6)	–	718	–	–
Bank loans	347,992	349,919	12,500	12,500
	380,901	358,390	12,500	12,500
Less: Amount due for settlement within 12 months (shown under current liabilities)	(200,358)	(193,082)	(5,000)	(5,000)
Amount due for settlement after 12 months	180,543	165,308	7,500	7,500

The borrowings bear variable interest at margins above the banks' cost of funds. The interest rates are adjusted for periods ranging from 1 month to 1 year.

Management estimates that the carrying amounts of the bank loans approximate their fair values as variable market interest rates are charged on the bank loans.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

19 BORROWINGS (CONTINUED)

The Group has the following secured bank loans:

- (a) Loans of \$146,408,000 (2019: \$152,440,000) are secured by mortgages over the Group's investment properties (Note 13) and certain fixed deposits.
- (b) Loans of \$149,065,000 (2019: \$133,026,000) are secured by mortgages over the Group's development properties (Note 11).
- (c) Loans of \$27,452,000 (2019: \$25,416,000) are secured by mortgages over the Group's properties (Note 12).
- (d) Loans of \$15,567,000 (2019: \$13,417,000) are secured by the Group's corporate guarantees and all proceeds in the operating bank accounts.
- (e) Loans of \$9,500,000 (2019: \$25,620,000) are secured by mortgages over the Group's property, legal assignment of rental proceeds from the rental income of the property, legal assignment of contracts and contracts proceeds over projects, and debentures incorporating a first floating charge over the receivables of the borrower in respect of their project.

Notwithstanding the above, the Company's bank loans are secured by legal assignment of sales proceeds from the development property of a subsidiary and corporate guarantees from two of its subsidiaries. All other bank loans are secured by the corporate guarantees of the Company. Certain loans are also secured by guarantees from certain non-controlling shareholders of partially-owned subsidiaries. The fair value of these corporate guarantees is assessed by the management to be insignificant as the primary securities are the mortgaged properties.

Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	January 1, 2020 \$'000	Financing cash flows ⁽ⁱ⁾ \$'000	New lease liabilities \$'000	Other changes ⁽ⁱⁱ⁾ \$'000	December 31, 2020 \$'000
Bank loans (Note 19)	351,519	5,486	–	(513)	356,492
Bank overdraft (Note 19)	718	(718)	–	–	–
Invoice financing (Note 19)	6,153	18,256	–	–	24,409
Lease liabilities (Note 21)	2,261	(1,451)	1,856	269	2,935
Term notes (Note 22)	26,929	–	–	(205)	26,724
Advance from associates (Note 20)	14,360	–	–	(2,942)	11,418
	401,940	21,573	1,856	(3,391)	421,978

NOTES TO FINANCIAL STATEMENTS

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19 BORROWINGS (CONTINUED)

	January 1, 2019 \$'000	Adoption of SFRS(I) 16 \$'000	Financing cash flows ⁽ⁱ⁾ \$'000	New lease liabilities \$'000	Other changes ⁽ⁱⁱ⁾ \$'000	December 31, 2019 \$'000
Bank loans (Note 19)	338,762	–	12,084	–	673	351,519
Bank overdraft (Note 19)	–	–	718	–	–	718
Invoice financing (Note 19)	6,863	–	(710)	–	–	6,153
Lease liabilities (Note 21)	–	3,147	(1,225)	460	(121)	2,261
Finance leases (Note 21)	623	(623)	–	–	–	–
Term notes (Note 22)	26,884	–	–	–	45	26,929
Advance from associates (Note 20)	8,158	–	5,930	–	272	14,360
	381,290	2,524	16,797	460	869	401,940

(i) The cash flows make up the net amount of proceeds from borrowings and repayments of borrowings in the consolidated statement of cash flows.

(ii) Other changes include interest accruals and payments, and advance from associate offsetting with other receivables.

20 TRADE AND OTHER PAYABLES

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Trade payables:				
Third parties	52,522	59,232	–	–
Companies in which certain directors have control (Note 5)	45	13	–	–
Other payables:				
Third parties	5,163	4,102	20	1
Subsidiaries (Note 5)	–	–	15,678	13,721
Associates (Note 5)	11,418	14,360	11,386	11,117
Joint ventures (Note 5)	167	–	–	–
Companies in which certain directors have control (Note 5)	351	146	–	–
Non-controlling shareholders of subsidiaries	65,136	62,835	–	–
Accrued operating expenses	5,062	7,003	968	994
Accrued contract cost	239	417	–	–
Retention payables	18,771	17,881	–	–
Deposits received	5,938	5,851	–	–
Deferred grant ⁽¹⁾	1,464	–	–	–
Total trade and other payables	166,276	171,840	28,052	25,833
Current	107,451	115,106	28,052	25,833
Non-current	58,825	56,734	–	–
	166,276	171,840	28,052	25,833

⁽¹⁾ Arises from JSS (Note 32).

NOTES TO FINANCIAL STATEMENTS

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20 TRADE AND OTHER PAYABLES (CONTINUED)

The balances owing to related parties are unsecured and repayable on demand. Included in other payables due to non-controlling shareholders of subsidiaries is \$40,869,000 (2019: \$40,900,000) which bears average interest at 3.2% (2019: 3.2%) per annum. The Company's other payables to subsidiaries and associates bear interest of 2.5% per annum (2019: 2.5%). Retention payables are classified as current as they are expected to be repaid within the Group's normal operating cycle.

21 LEASE LIABILITIES

	Group	
	2020 \$'000	2019 \$'000
Maturity analysis:		
Within 1 year	1,071	1,019
Within 2 to 5 years	2,113	1,331
Year 6 onwards	16	110
	3,200	2,460
Less: Unearned interest	(265)	(199)
	2,935	2,261
Current	970	944
Non-current	1,965	1,317
	2,935	2,261

The average effective interest rate approximates 4.1% (2019: 5.5%) per annum. Interest rates are fixed at the contract rates.

The Group's obligations amounting to \$1,339,000 (2019: \$417,000) were secured by the lessor's title to the leased assets.

22 TERM NOTES

	Group and Company	
	2020 \$'000	2019 \$'000
Multi-currency term notes, net of issuance cost	26,724	26,929

The term notes bear interest at the fixed rate of 6.0% per annum. As disclosed in Note 4(c), the maturity date of the term notes has been extended to July 26, 2023 (2019: July 26, 2021). Interest is payable on a half-yearly basis.

23 CONTRACT LIABILITIES

	Group	
	2020 \$'000	2019 \$'000
Construction contracts	33,870	19,216
Amounts received in advance for development properties	60,882	57,409
	94,752	76,625

Contract liabilities represent the progress billings exceed costs incurred plus recognised profits. The amount is recognised as revenue when the Group performs under the contract.

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23 CONTRACT LIABILITIES (CONTINUED)

Significant changes in the contract liabilities balances during the period are as follows.

	2020 \$'000	2019 \$'000
Progress billing of construction contracts	14,654	18,861
Increases due to cash received, excluding amounts recognised as revenue during the year	32	7,812
Increases due to significant financing component (Note 30)	3,441	3,763
	18,127	30,436

24 PROVISIONS

	2020 \$'000
Additions during the year and balance at end of the year	6,852

At the end of the reporting period, the Group recognised \$6,852,000 (2019: \$Nil) provisions for unavoidable costs of fulfilling certain construction contract obligations with customers, that were in excess of the economic benefits expected to be received under the contracts.

25 SHARE CAPITAL

	Group and Company			
	2020	2019	2020	2019
	Number of ordinary shares		\$'000	\$'000
Issued and paid up:				
At beginning and end of the year	518,068,220	518,068,220	154,189	154,189

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

26 RESERVES

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Capital reserve	644	644	–	–
Warrants reserve	31	31	31	31
	675	675	31	31

The capital reserve arose from the gift of shares in the Company previously owned by the executive directors to certain employees of the Group.

The warrants reserve represents the gross proceeds from the issuance of warrants, net of direct issuance costs. In 2017, the Company had issued and allotted 120,567,589 warrants, with each warrant carrying the right to subscribe for one new ordinary share in the capital of the Company at an exercise price of \$0.28 for each new share.

NOTES TO FINANCIAL STATEMENTS

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27 REVENUE

The Group derives its revenue from the transfer of goods and services over time and at a point in time in the following major product and service lines. This is consistent with the revenue information that is disclosed for each reportable segment under SFRS(I) 8 (Note 34).

A disaggregation of the Group's revenue for the year is as follows:

	Group	
	2020	2019
	\$'000	\$'000
Revenue from:		
Construction		
– Construction contracts	105,024	138,775
– Sale of goods	10,498	11,445
– Worker training and other services	1,655	3,465
	<u>117,177</u>	153,685
Real estate investment		
– Rental of properties	21,850	22,459
Real estate development		
– Rendering of service	41	52
– Sale of development properties	–	591
Distribution		
– Sale of goods	22,916	21,434
	<u>161,984</u>	<u>198,221</u>
Timing of revenue recognition *		
At a point in time	35,110	36,987
Over time	112,472	145,328

Transaction price allocated to the remaining performance obligations *

The following table shows the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied (or partially unsatisfied) as at the end of the reporting period.

	2020	2019
	\$'000	\$'000
Construction contracts	<u>373,800</u>	461,030

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

The Group applies the practical expedient in paragraph 121 of SFRS(I) 15 and does not disclose information about its remaining performance obligations if the performance obligation is part of a contract that has an original expected duration of one year or less.

Management expects that the transaction price allocated to the unsatisfied contracts as of December 31, 2020 will be recognised as revenue over the next 2 years (2019: 4 years).

* These disclosures under SFRS(I) 15 are not applicable to revenue from lease contracts amounting to \$14,402,000 (2019: \$15,906,000).

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28 OTHER INCOME

	Group	
	2020 \$'000	2019 \$'000
Rental income	1,886	2,701
Management fee income from companies in which certain directors have control (Note 5)	384	470
Project management and administrative fee	72	72
Interest income	129	434
Interest income from joint ventures (Note 5)	1,237	1,204
Deemed interest income on retention amounts	595	–
Gain on disposal of property, plant and equipment	12	29
Reversal of impairment loss on other non-current assets	10	–
Other sundry income	2,364	673
	6,689	5,583

29 OTHER OPERATING EXPENSES

	Group	
	2020 \$'000	2019 \$'000
Depreciation expenses (Note 32)	6,747	6,426
Property tax and repair and maintenance (Note 32)	1,218	1,329
Rental expenses	494	695
Net loss in fair value of investment properties	19,069	932
Impairment loss on other non-current assets	–	14
Impairment loss on property, plant and equipment	284	–
Loss on disposal of investment property	580	–
Legal and professional fees	1,132	628
Net foreign exchange losses	1,255	16
Fines and penalties	2,371	–
Property, plant and equipment written off	69	263
Trainers' fee	66	53
Others	354	421
	33,639	10,777

30 FINANCE COSTS

	Group	
	2020 \$'000	2019 \$'000
Interest on borrowings	12,349	15,297
Interest from a non-controlling interest	1,638	1,461
Interest on lease liabilities	117	120
Deemed interest arising from significant financing component	3,441	3,763
Other finance cost	–	451
Total borrowing costs	17,545	21,092
Less: Amounts included as cost of development properties (Note 11)	(5,292)	(5,552)
	12,253	15,540

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31 INCOME TAX EXPENSE

	Group	
	2020 \$'000	2019 \$'000
Current tax:		
– for the year	2,452	1,234
– under (over) provision in prior years	172	(128)
Deferred tax (Note 18)	(58)	14
	2,566	1,120

Income tax in Singapore is calculated at 17% (2019: 17%) of the estimated assessable loss for the financial year. Taxation for other jurisdictions are calculated at the rates prevailing in the relevant jurisdictions. The total charge for the financial year can be reconciled to the accounting loss as follows:

	Group	
	2020 \$'000	2019 \$'000
Loss before income tax	(55,101)	(9,661)
Tax credit at Singapore statutory rate of 17% (2019: 17%)	(9,367)	(1,642)
Tax effect of expenses that are not deductible in determining taxable profit	5,183	1,428
Effect of differences in tax rate in other jurisdictions	(56)	33
Deferred tax benefits not recognised	6,772	1,882
Under (Over) provision in prior years	172	(128)
Tax exempt income	(61)	(117)
Utilisation of deferred tax benefits previously not recognised	(72)	(339)
Others	(5)	3
	2,566	1,120

Subject to the agreement by the tax authorities, at the end of the reporting period, the Group has the following unutilised tax losses available for offset against future profits.

	Group	
	2020 \$'000	2019 \$'000
Balance at beginning of the year	23,428	16,940
Adjustment in respect of prior year	(8,684)	(2,589)
Addition during the year	39,834	11,071
Utilisation during the year	(426)	(1,994)
Balance at end of the year	54,152	23,428
Deferred tax benefit on above unrecorded	9,206	3,983

No deferred tax asset has been recognised on unutilised tax losses due to the unpredictability of future profit against which the tax losses can be utilised.

NOTES TO FINANCIAL STATEMENTS

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32 LOSS FOR THE YEAR

This has been arrived at after charging (crediting):

	Group	
	2020 \$'000	2019 \$'000
Depreciation expenses (Note 12)	8,831	7,365
Depreciation allocated to construction projects in progress	(2,065)	(939)
Rental relief ⁽¹⁾	(19)	–
Depreciation charged as other operating expense (Note 29)	6,747	6,426
Cost of development properties recognised as cost of sales	–	556
Directors' remuneration:		
– of the Company	1,675	2,438
– of the subsidiaries	177	1,096
Employee benefits (excluding directors' remuneration) (As below)	26,490	31,399
Audit fees paid/payable to:		
– auditors of the Company	252	320
– other auditors	38	22
Non-audit fees paid/payable to auditors of the Company	10	8

Government grant

Grant income is deducted against the related expenses to the effect as disclosed below:

	Group 2020 \$'000
Depreciation expenses ⁽¹⁾	19
Employee benefits ⁽²⁾	3,114
Property tax expenses ⁽³⁾	299
Cost of sales ⁽⁴⁾	4,226

(1) Depreciation expenses are reduced by \$19,000 from rental relief received from a lessor as a result of the support given by the Singapore Government under the Rental Relief Framework.

(2) Includes wage support received under the Jobs Support Scheme ("JSS") and foreign worker levy waiver and rebate under the Foreign Worker Levy Waiver amounting to \$3,114,000.

In 2020, the Group received wage support for local employees under JSS from the Singapore Government as part of the Government's measures to support businesses during the period of economic uncertainty impacted by COVID-19. The Group assessed that there is reasonable assurance that it will comply with the conditions attached to the grants and the grants will be received. Grant income is recognised in profit or loss on a systematic basis, over 17 months commencing from April 2020 in which the related salary costs is recognised as expenses.

(3) Property tax expenses is reduced by property tax rebate amounting to \$299,000 for the Group's properties which are not tenanted.

(4) Cost of sales is deductible by grant income amounting to \$4,226,000 which represents support given by the Singapore Government under the Construction Support Package, wage support, foreign worker levy waiver and rebate and property tax expenses (refer to (2) and (3) above).

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

33 LOSS PER SHARE

Loss per share of 10.8 cents per share for 2020 has been calculated based on the loss attributable to the owners of the Company of \$55,804,000 and the weighted average number of 518,068,220 shares after allotment of new shares to eligible shareholders who have elected to participate in the Scrip Dividend Scheme (Note 25).

Loss per share of 2.1 cents per share for 2019 has been calculated based on the loss attributable to the owners of the Company of \$11,057,000 and the weighted average number of 518,068,220 shares after allotment of new shares to eligible shareholders who have elected to participate in the Scrip Dividend Scheme (Note 25).

There is no dilution of loss per share.

34 SEGMENT INFORMATION

For the purpose of resource allocation and assessment of segment performance, the Group's operating decision makers have determined the business segments as follows:

Construction

General builders and construction contractors, training of workers, general engineering, sale of construction materials and design, installation and maintenance of air conditioning and mechanical ventilation systems.

Real estate investment

Investment in real estate.

Real estate development

Development of residential and commercial projects and project management services.

Distribution

Sale and distribution of petroleum based lubricant products, automotive tyres and commercial vehicles.

Others

This comprises management and administration services.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 2.

All assets are allocated to reportable segments except for club memberships (Note 17). Assets used jointly by reportable segments are allocated on the basis of the revenues earned by individual reportable segments.

All liabilities are allocated to reportable segments. Liabilities incurred jointly by reportable segments are allocated on the basis of the revenues earned by individual reportable segments.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

34 SEGMENT INFORMATION (CONTINUED)

	Construction \$'000	Real estate investment \$'000	Real estate development \$'000	Distribution \$'000	Others \$'000	Elimination \$'000	Total \$'000
2020							
REVENUE							
External revenue	117,177	21,850	41	22,916	–	–	161,984
Inter-segment revenue	25,322	1,271	704	8,433	–	(35,730)	–
	142,499	23,121	745	31,349	–	(35,730)	161,984
RESULT							
Segment result	(38,819)	(4,141)	(4,411)	3,369	(807)	–	(44,809)
Interest income	619	1,277	8	57	–	–	1,961
Finance costs	(1,546)	(5,266)	(2,865)	(399)	(2,177)	–	(12,253)
(Loss) Profit before income tax	(39,746)	(8,130)	(7,268)	3,027	(2,984)	–	(55,101)
Income tax expense (credit)	53	(2,168)	40	(491)	–	–	(2,566)
(Loss) Profit for the year	(39,693)	(10,298)	(7,228)	2,536	(2,984)	–	(57,667)
STATEMENT OF FINANCIAL POSITION							
Segment assets	128,849	321,540	308,195	20,732	877	–	780,193
Unallocated corporate assets	392	–	–	–	–	–	392
Total assets	129,241	321,540	308,195	20,732	877	–	780,585
Segment liabilities	175,891	200,576	244,515	9,537	51,598	–	682,117
OTHER INFORMATION							
Additions to non-current assets	4,674	140	123	1,236	–	–	6,173
Associates and joint ventures	–	6,658	–	11,182	–	–	17,840
Depreciation expenses	6,318	457	1,255	801	–	–	8,831
Loss in fair value of investment properties	429	18,640	–	–	–	–	19,069
Impairment loss recognised on financial assets	439	2,319	12	198	–	–	2,968
Reversal of impairment loss on other non-current assets	(10)	–	–	–	–	–	(10)

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

34 SEGMENT INFORMATION (CONTINUED)

	Real estate Construction \$'000	Real estate investment \$'000	Real estate development \$'000	Distribution \$'000	Others \$'000	Elimination \$'000	Total \$'000
2019							
REVENUE							
External revenue	153,685	22,459	643	21,434	–	–	198,221
Inter-segment revenue	20,022	361	300	7,136	–	(27,819)	–
	173,707	22,820	943	28,570	–	(27,819)	198,221
RESULT							
Segment result	(6,239)	13,300	(4,328)	2,056	(548)	–	4,241
Interest income	307	1,290	6	35	–	–	1,638
Interest expense	(1,873)	(7,273)	(3,546)	(366)	(2,482)	–	(15,540)
(Loss) Profit before income tax	(7,805)	7,317	(7,868)	1,725	(3,030)	–	(9,661)
Income tax expense (credit)	(24)	(1,049)	(35)	(12)	–	–	(1,120)
(Loss) Profit for the year	(7,829)	6,268	(7,903)	1,713	(3,030)	–	(10,781)
STATEMENT OF FINANCIAL POSITION							
Segment assets	149,475	334,510	290,519	17,368	974	–	792,846
Unallocated corporate assets	382	–	–	–	–	–	382
Total assets	149,857	334,510	290,519	17,368	974	–	793,228
Segment liabilities	152,652	205,661	218,785	8,936	51,542	–	637,576
OTHER INFORMATION							
Additions to non-current assets	4,248	83	1,102	176	–	–	5,609
Associates and joint ventures	–	6,496	–	10,696	–	–	17,192
Depreciation expenses	5,156	474	1,329	406	–	–	7,365
Loss in fair value of investment properties	502	430	–	–	–	–	932
Impairment loss recognised on financial assets	204	67	–	125	–	–	396
Impairment loss on other non-current assets	14	–	–	–	–	–	14

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

34 SEGMENT INFORMATION (CONTINUED)

Geographical segments

	Singapore \$'000	Myanmar \$'000	Cambodia \$'000	Other countries ⁽ⁱ⁾ \$'000	Total \$'000
2020					
Revenue	148,108	11,625	2,109	142	161,984
Non-current assets	317,144	3,340	199	14,178	334,861
2019					
Revenue	184,046	11,181	1,784	1,210	198,221
Non-current assets	347,466	3,234	1,087	14,580	366,367

(i) Includes Malaysia, Thailand and India.

35 CONTINGENT LIABILITIES AND GUARANTEES

- The Company together with a joint guarantor provided joint and several corporate guarantees to a bank in respect of bank loans of an associate and a joint venture entity. The total bank loans outstanding at December 31, 2020 was \$13.0 million (2019: \$16.4 million). Further information are provided in Note 3.2.5.
- The Company provided joint and several corporate guarantees to banks in respect of bank facilities provided to its other joint venture entities. The total bank borrowings outstanding at December 31, 2020 was \$18.5 million (2019: \$4.9 million).
- The Company provided corporate guarantees to banks in respect of bank facilities provided to its subsidiaries. The total bank borrowings outstanding at December 31, 2020 was \$368.4 million (2019: \$345.9 million). The fair values of the corporate guarantees were assessed by management to be insignificant at the inception of the guarantees as the primary securities were mortgaged properties.
- Corporate guarantees have been given by the Group to financial institutions in respect of bankers' guarantees amounting to \$19.4 million (2019: \$28.0 million), performance bonds/guarantees amounting to \$37.4 million (2019: \$35.1 million) and standby letter of credit amounting to \$2.8 million (2019: \$nil).

36 OPERATING LEASE ARRANGEMENTS

The Group as lessee

At December 31, 2020, the Group is committed to \$136,000 (2019: \$78,000) for short-term leases.

The Group as lessor

Operating leases, in which the Group is the lessor, arise from the Group's investment properties with lease terms of between 1 to 3 years. Certain operating lease contracts contain one year extension option and market review clauses in the event that the lessee exercises its option to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2020

36 OPERATING LEASE ARRANGEMENTS (CONTINUED)

Maturity analysis of operating lease payments:

	Group	
	2020 \$'000	2019 \$'000
Year 1	9,836	20,086
Year 2	553	3,221
Year 3	7	195
Total	10,396	23,502

37 STANDARDS ISSUED BUT NOT EFFECTIVE

At the date of authorisation of these financial statements, the following SFRS(I) pronouncements were issued but not effective and expected to have an impact to the Group and the Company in the periods of their initial application:

Effective for annual periods beginning on or after January 1, 2021

- Amendments to SFRS(I) 9, SFRS(I) 1-39, SFRS(I) 7, SFRS(I) 4, SFRS(I) 16: *Interest Rate Benchmark Reform – Phase 2*

Effective for annual period beginning on or after April 1, 2021

- Amendment to SFRS (I) 16: *COVID-19 Related Rent Concession beyond June 30, 2021*

Effective for annual periods beginning on or after January 1, 2022

- Amendments to SFRS(I) 3: *Reference to the Conceptual Framework*
- Amendments to SFRS(I) 1-16: *Property, Plant and Equipment – Proceeds before Intended Use*
- Annual Improvements to SFRS(I)s 2018-2020

Effective for annual periods beginning on or after January 1, 2023

- Amendments to SFRS(I) 1-1: *Classification of Liabilities as Current or Non-current*

Effective date is deferred indefinitely

- Amendments to SFRS(I) 10 *Consolidated Financial Statements* and SFRS(I) 1-28 *Investments in Associates and Joint Ventures: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture.*

Management anticipates that the adoption of the above amendments to SFRS(I) in future periods will not have a material impact on the financial statements of the Group and Company in the period of their initial adoption.

38 EVENT AFTER THE REPORTING PERIOD

On February 1, 2021, a year-long state of emergency was declared in Myanmar following a sudden change of government. Consequently, there were limitations on communication networks, travel bans and curfews imposed. Civil protests and boycotts have occurred and economic sanctions affecting trade, operations, asset movements and investments have been implemented. As such, disruptions to businesses in Myanmar are to be expected, which may lead to an economic slowdown and compound the challenges brought about by the COVID-19 pandemic in the country.

The Group is continuously monitoring the situation. As the situation is still evolving and outcomes are uncertain, the quantitative impact cannot be reasonably estimated at this point in time.

SHAREHOLDERS' INFORMATION

AS AT APRIL 15, 2021

Share Capital

Issued and fully paid capital	:	\$154,188,832
Total number of shares in issue	:	518,068,220
Class of shares	:	Ordinary shares
Voting rights	:	1 vote per share

STATISTICS OF SHAREHOLDINGS

Size of Shareholding	Number of Shareholders	%	Number of Shares	%
1 – 99	7	1.04	158	0.00
100 – 1,000	99	14.78	63,691	0.01
1,001 – 10,000	235	35.07	1,056,955	0.20
10,001 – 1,000,000	313	46.72	26,088,107	5.04
1,000,001 and above	16	2.39	490,859,309	94.75
	670	100.00	518,068,220	100.00

SUBSTANTIAL SHAREHOLDERS

Name	Direct Interest	Number of shares fully paid		
		%	Deemed Interest	%
Liong Kiam Teck	174,187,102	33.62	–	–
Neo Tiam Boon	87,857,147	16.96	–	–
Neo Tiam Poon @ Neo Thiam Poon	83,599,752	16.14	–	–
Neo Thiam An	41,412,840	7.99	–	–
Koh Wee Seng ⁽¹⁾	47,910,000	9.25	–	–

Note:

(1) The number of shares is based on the last notification from Mr Koh Wee Seng to the Company.

SHAREHOLDERS' INFORMATION

AS AT APRIL 15, 2021

TWENTY LARGEST SHAREHOLDERS

No.	Name of Shareholders	Number of Shares	%
1.	Liong Kiam Teck	174,166,149	33.62
2.	Neo Tiam Boon	87,857,147	16.96
3.	Neo Tiam Poon @ Neo Thiam Poon	83,599,752	16.14
4.	Neo Thiam An	41,412,840	7.99
5.	Sing Investments & Finance Nominees (Pte) Ltd	23,686,000	4.57
6.	Maybank Kim Eng Securities Pte. Ltd	19,303,009	3.73
7.	Phillip Securities Pte Ltd	15,982,834	3.09
8.	UOB Kay Hian Pte Ltd	12,892,372	2.49
9.	United Overseas Bank Nominees Pte Ltd	10,117,680	1.95
10.	DBS Nominees Pte Ltd	9,480,990	1.83
11.	HSBC (Singapore) Nominees Pte Ltd	3,130,435	0.60
12.	Lim & Tan Securities Pte Ltd	3,047,143	0.59
13.	Lim Seng Kuan	2,581,500	0.50
14.	Singamina Investment Pte Ltd	1,400,000	0.27
15.	Yap Bau Tan	1,148,600	0.22
16.	Lee Chee Hong	1,052,858	0.20
17.	Ko Lee Meng	965,000	0.19
18.	King Wan Construction Pte Ltd	930,000	0.18
19.	Ng Han Kim	900,000	0.17
20.	Tan Lee Hua	890,600	0.17
		494,544,909	95.46

PERCENTAGE OF SHAREHOLDING IN PUBLIC'S HANDS

Based on information available to the Company as at April 15, 2021, approximately 15.83% of the issued ordinary shares of the Company are held in the hands of public. Accordingly, the Company has complied with Rule 723 of the Listing Manual of the SGX-ST.

TREASURY SHARES – RULE 1207(9)(F)

The Company does not hold any Treasury Shares.

SHAREHOLDERS' INFORMATION

AS AT APRIL 15, 2021

DISTRIBUTION OF WARRANT HOLDINGS

Size of Warrant holding	Number of Warrant holders	%	Number of Warrants	%
1 – 99	–	–	–	–
100 – 1,000	8	4.73	7,000	0.01
1,001 – 10,000	50	29.59	270,958	0.22
10,001 – 1,000,000	99	58.58	9,258,778	7.68
1,000,001 and above	12	7.10	111,030,853	92.09
	169	100.00	120,567,589	100.00

TWENTY LARGEST WARRANT HOLDERS

No.	Name of Warrant holders	Number of Warrants	%
1.	Liong Kiam Teck	39,893,204	33.09
2.	Neo Tiam Boon	20,123,905	16.69
3.	Neo Tiam Poon @ Neo Thiam Poon	19,148,738	15.88
4.	Neo Thiam An	9,485,717	7.87
5.	CGS-CIMB Securities (Singapore) Pte Ltd	4,561,743	3.78
6.	Phillip Securities Pte Ltd	4,367,924	3.62
7.	UOB Kay Hian Pte Ltd	2,591,500	2.15
8.	Ramesh s/o Pritamdas Chandiramani	2,550,000	2.12
9.	Koh Wee Seng	2,500,000	2.07
10.	Maybank Kim Eng Securities Pte. Ltd	2,436,022	2.02
11.	Lee Kunfeng Daniel	2,271,100	1.88
12.	Tan Su Lan @ Tan Soo Lung	1,101,000	0.91
13.	HSBC (Singapore) Nominees Pte Ltd	782,608	0.65
14.	Lim & Tan Securities Pte Ltd	763,500	0.63
15.	Goh Guan Siong (Wu Yuanxiang)	680,000	0.56
16.	Lim Seng Kuan	647,250	0.54
17.	Ghosh Animesh	500,000	0.42
18.	Raffles Nominees (Pte) Limited	394,789	0.33
19.	Tan Weiren Vincent (Chen Weiren Vincent)	370,000	0.31
20.	Yap Bau Tan	321,000	0.27
	Total	115,490,000	95.79

NOTICE OF THE ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting (“AGM”) of TA Corporation Ltd (the “Company”) will be held by electronic means on Tuesday, May 25, 2021 at 10.00 a.m. (of which there will be a live Audio and Video webcast) for the following purposes:–

AS ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and Audited Financial Statements for the year ended December 31, 2020 and the Auditors’ Report thereon. **(Resolution 1)**
2. To approve Directors’ fees of \$158,313 for the financial year ended December 31, 2020 (2019 \$197,962). **(Resolution 2)**
3. To re-elect Mr. Liong Kiam Teck, a Director retiring under Regulation 89 of the Constitution of the Company. **(Resolution 3)**
(See Explanatory Note 1)
4. To re-elect Mr. Fong Heng Boo, a Director retiring under Regulation 89 of the Constitution of the Company. **(Resolution 4)**
(See Explanatory Note 1)

Mr. Fong Heng Boo will, upon being re-elected as a Director of the Company, remain as Chairman of the Audit Committee and Remuneration Committees. He will be considered independent for the purposes of Rule 704(8) of the Listing Manual of the Singapore Exchange Securities Trading Limited (“SGX-ST”) and will remain as a member of the Nominating Committees.

5. To re-appoint Deloitte & Touche LLP as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 5)**

AS SPECIAL BUSINESS

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

6. Approval to continue as an Independent Director of the Company
 - (A) That subject to and contingent upon the passing of Resolution 6B by shareholders of the Company excluding the Directors and the chief executive officer of the Company and their respective associates (as defined in the Listing Manual of the Singapore Exchange Securities Trading Limited (“SGX-ST”) and for purposes of Rule 210(5)(d)(iii)(A) of the Listing Manual of the SGX-ST which will take effect on January 1, 2022, approval be and is hereby given for Mr. Mervyn Goh Bin Guan to continue as an Independent Non-Executive Director of the Company; and authority conferred by this Resolution shall continue in force until the earlier of (i) his retirement or resignation as a Director; or (ii) the conclusion of the third AGM of the Company following the passing of this Resolution. **(Resolution 6A-Tier 1)**
 - (B) That subject to and contingent upon the passing of Resolution 6A and for purposes of Rule 210(5)(d)(iii)(B) of the Listing Manual of the SGX-ST which will take effect on January 1, 2022, approval be and is hereby given for Mr. Mervyn Goh Bin Guan to continue to act as an Independent Non-Executive Director of the Company; and authority conferred by this Resolution shall continue in force until the earlier of (i) his retirement or resignation as a Director; or (ii) the conclusion of the third AGM of the Company following the passing of this Resolution. **(Resolution 6B-Tier 2)**
(See Explanatory Note 2)

NOTICE OF THE ANNUAL GENERAL MEETING

7. Authority to allot and issue shares

"That pursuant to Section 161 of the Companies Act, Cap. 50 (the "Companies Act"), and the listing rules of the Singapore Exchange Securities Trading Limited ("SGX-ST") approval be and is hereby given to the Directors of the Company at any time to such persons and upon such terms and for such purposes as the Directors may in their absolute discretion deem fit, to:

- (a) (i) issue shares in the capital of the Company whether by way of rights, bonus or otherwise;
 - (ii) make or grant offers, agreements or options that might or would require shares to be issued or other transferable rights to subscribe for or purchase shares (collectively, "Instruments") including but not limited to the creation and issue of warrants, debentures or other instruments convertible into shares;
 - (iii) issue additional Instruments arising from adjustments made to the number of Instruments previously issued in the event of rights, bonus or capitalisation issues; and
- (b) (notwithstanding the authority conferred by the shareholders may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while the authority was in force; provided always that:
- (i) the aggregate number of shares to be issued pursuant to this resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this resolution) does not exceed fifty per cent (50%) of the total number of issued shares (excluding treasury shares and subsidiary holdings), of which the aggregate number of shares (including shares to be issued in pursuance of Instruments made or granted pursuant to this resolution) to be issued other than on a pro rata basis to shareholders of the Company does not exceed twenty per cent (20%) of the total number of issued shares (excluding treasury shares and subsidiary holdings), and for the purpose of this resolution, the total number of issued shares (excluding treasury shares and subsidiary holdings) shall be the Company's total number of issued shares (excluding treasury shares and subsidiary holdings) at the time this resolution is passed, after adjusting for:
 - (a) new shares arising from exercising share options or vesting of share awards provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual of the SGX-ST, and
 - (b) any subsequent bonus issue, consolidation or subdivision of the Company's shares,

whereby adjustments in accordance with (a) or (b) are only to be made in respect of new shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this resolution, and

- (ii) such authority shall, unless revoked or varied by the Company at a general meeting, continue in force until the conclusion of the next annual general meeting or the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier."

(Resolution 7)

(See Explanatory Note 3)

NOTICE OF THE ANNUAL GENERAL MEETING

8. Renewal of the Share Buy-Back Mandate

“(a) That for the purposes of the Companies Act and the Listing Manual, the Directors of the Company be hereby authorised to exercise all the powers of the Company to purchase or otherwise acquire issued shares in the capital of the Company (“**Shares**”) each fully paid up not exceeding in aggregate the Maximum Limit (as hereafter defined), at such price or prices as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereafter defined), whether by way of:

- (i) on-market purchases (“**Market Purchase**”), transacted on the Singapore Exchange Securities Trading Limited (“SGX-ST”) through the ready market or, as the case may be, any other stock exchange on which the Shares may for the time being be listed and quoted, for the purpose; and/or
- (ii) off-market purchases (“**Off-Market Purchase**”) in accordance with any equal access scheme as may be determined or formulated by the Directors as they may consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act and Listing Manual.

(the “**Share Buy Back Mandate**”)

(b) Unless varied or revoked by the members of the Company in general meeting, the authority conferred on the Directors pursuant to the Share Buy-Back Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of this Resolution and expiring on the earliest of:

- (i) the conclusion of the next AGM of the Company or the date by which such AGM is required by law or the Constitution to be held;
- (ii) the date on which the authority contained in the Share Buy Back Mandate is varied or revoked by the Shareholders in a general meeting; or
- (iii) the date on which the Share Buy Back is carried out to the full extent mandated.

(c) In this Resolution:

“**Maximum Limit**” means that number of issued Shares representing 10 per cent (10%) of the issued ordinary shares of the Company as at the date of the passing of this Resolution (excluding treasury shares and subsidiary holdings held by the Company as at the date of the passing of this Resolution) unless the Company has effected a reduction of its share capital in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period in which event the issued ordinary share capital of the Company shall be taken to be the amount of the issued ordinary share capital of the Company as altered (excluding treasury shares and subsidiary holdings);

“**Relevant Period**” means the period commencing from the date of the AGM when the resolution relating to the Share Buy Back Mandate is passed expiring on the date the next AGM is held or is required by law to be held, whichever is the earlier; and

“**Maximum Price**” means the purchase price (excluding brokerage, stamp duties, applicable goods and services tax and other related expenses) to be paid for a Share in the event of any Share Buy-Back determined by the Directors, but in any event, not exceeding the maximum price, which:

- (i) in the case of a Market Purchase, one hundred and five per cent. (105%) of the Average Closing Price (as defined hereinafter); and
- (ii) in the case of an Off-Market Purchase pursuant to an equal access scheme, one hundred and twenty per cent. (120%) of the Average Closing Price (as defined hereinafter),

NOTICE OF THE ANNUAL GENERAL MEETING

For the above purposes:

“Average Closing Price” means the average of the closing market prices of the Shares over the last five (5) Market Days on the SGX-ST, on which transactions in the Shares were recorded, immediately preceding the day of the Market Purchase or, as the case may be, the date of the making of the offer pursuant to the Off-Market Purchase on an equal access scheme, and deemed to be adjusted for any corporate action that occurs during the relevant 5-day period and the day on which a Market Purchase was made, or as the case may be, the date of the offer pursuant to an Off-Market Purchase on an equal access scheme; and

“day of the making of the offer” means the day on which the Company announces its intention to make an offer for the purchase of Shares from Shareholders, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off- Market Purchase.

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

(Resolution 8)

(See Explanatory Note 4)

ANY OTHER BUSINESS

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

BY ORDER OF THE BOARD

Foo Soon Soo
Yap Ming Choo
Company Secretaries

Singapore, May 7, 2021

NOTICE OF THE ANNUAL GENERAL MEETING

Explanatory Notes:

1. Detailed information on Mr. Liong Kiam Teck and Mr. Fong Heng Boo as set out in Appendix 7.4.1 of the listing manual are found in the Statement of Corporate Governance of the Company's Annual Report 2020.
2. Pursuant to Rule 210(5)(d)(iii) of the Listing Manual of SGX-ST, which will come into effect on January 1, 2022 the retention of a Director who has been appointed for more than nine years from the date of his first appointment as an independent Director will require shareholders' approval in separate resolutions through a Two-Tiered Voting process for voting by all shareholders under Tier 1 voting and voting by all shareholders excluding the Directors or the chief executive officer of the Company and their associates under Tier 2 voting.

Resolutions 6A and 6B if passed, will allow Mr. Mervyn Goh Bin Guan who has served as Independent Director for an aggregate period of 9 years from the date of his first appointment, to continue in office as an Independent Director with effect from January 1, 2022 until the conclusion of the third AGM following the passing of these resolutions. The Nominating Committee having assessed the independence of Mr. Mervyn Goh has recommended that he continues to act as Independent Director. The Board approves the NC's recommendation. Accordingly, it is proposed that Resolution 6A and Resolution 6B be voted upon in the following manner:

Resolution 6A – Tier 1: Voting by all shareholders; and

Resolution 6B – Tier 2: Voting by all shareholders, excluding shareholders who also serve as the Directors or the chief executive officer of the company, and associates of such Directors and chief executive officer.

Mr. Liong Kiam Teck, Mr. Neo Tiam Boon, Mr. Neo Tiam Poon @ Mr. Neo Thiam Poon, Mr. Neo Thiam An, Directors and their associates will abstain from voting on Resolution 6B.

Detailed information on Mr. Goh are provided in the Board of Directors' section of this Annual Report.

3. Resolution 7, if passed, will empower the Directors of the Company from the date of the above Meeting until the next Annual General Meeting to issue shares and convertible securities in the Company up to an amount not exceeding in aggregate fifty per cent (50%) of the total number of issued shares excluding (treasury shares and subsidiary holdings) of the Company of which the total number of shares and convertible securities issued other than on a pro rata basis to existing shareholders shall not exceed 20% of the total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company at the time the resolution is passed, for such purposes as they consider would be in the interests of the Company. The total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company for this purpose shall be the total number of issued shares (excluding treasury shares and subsidiary holdings) at the time this resolution is passed (after adjusting for new shares arising from the conversion of convertible securities or share options on issue at the time this resolution is passed and any subsequent bonus issues consolidation or subdivision of the Company's shares). This authority will, unless revoked or varied at a general meeting, expire at the next Annual General Meeting of the Company.
4. Resolution 8, if passed, will renew the Share Buy-Back Mandate and will authorise the Directors to purchase or otherwise acquire Shares on the terms and subject to the conditions of the Resolution. The rationale for, the authority and limitation on, the sources of funds to be used and the illustrative financial effects of the purchase or acquisition of Shares by the Company pursuant to the Share Buy-Back Mandate based on the audited accounts of the Company and the Group for the financial year ended December 31, 2020 and certain assumptions are set out in greater detail in the Appendix enclosed together with the Annual Report.

IMPORTANT NOTICE ON AGM ARRANGEMENTS IN LIGHT OF COVID-19

The Notice of AGM has been published on SGXNET and the Company's website at <http://www.tiongaik.com.sg/> and can be downloaded from SGXNET. A printed copy of this Notice, the proxy form and other documents related to the AGM will NOT be despatched to members.

This notice sets out the Company's arrangements relating to, among others, attendance at the AGM via electronic means (including arrangements by which the AGM can be electronically accessed via live audio-visual webcast or live audio-only stream), submission of questions to the Chairman of the AGM in advance of the AGM, addressing of substantial and relevant questions prior to or at the AGM and/or voting by appointing the Chairman of the AGM as proxy for the AGM.

NOTICE OF THE ANNUAL GENERAL MEETING

NOTES ABOUT THE CONDUCT OF THE AGM:

1. **The AGM will be held, by electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020. Shareholders will not be able to attend the AGM in person. Shareholders will also not be able to vote online on the resolutions to be tabled for approval at the AGM. The Company has made arrangements to conduct the AGM as set out below.**

2. Alternative arrangements for participation at the AGM

Alternative arrangements have been made by the Company to allow shareholders to participate at the AGM by:

- (a) observing and/or listening to the AGM proceedings via live audio-visual webcast or live audio-only stream;
- (b) submitting questions in advance in relation to any resolution set out in the Notice of AGM, if any; and/or
- (c) appointing the Chairman of the AGM as proxy to vote on their behalf at the AGM.

Details of the steps and deadlines for pre-registration, submission of questions in advance and voting at the AGM by shareholders, including CPF and SRS investors, are set out below.

3. Key dates and deadlines

The key dates and deadlines which shareholders should take note of are summarised in the table below and to be read in conjunction with the notes herein:

Key dates	Actions
May 7, 2021	Shareholders (including investors holding shares through Central Provident Fund ("CPF") and Supplementary Retirement Scheme ("SRS") who wish to access the live audio-visual webcast or live audio-only stream of the AGM proceedings may begin to pre-register at the URL https://forms.gle/hoqkqrpv3M67HEXe8 .
10:00 a.m. on May 12, 2021	Deadline for CPF or SRS investors who wish to appoint the Chairman of the AGM as proxy to approach their respective CPF Agent Banks or SRS Operators to appoint the Chairman of the AGM to vote on their behalf.
5:00 p.m. on May 17, 2021	Deadline for shareholders to submit questions in advance.
10:00 a.m. on May 22, 2021	Deadline for shareholders to pre-register for the live audio-visual webcast or live audio-only stream of the AGM proceedings.
10:00 a.m. on May 22, 2021	Deadline for shareholders to submit proxy forms.
3:00 p.m. on May 24, 2021	Authenticated shareholders will receive an email by 3:00 p.m. on May 24, 2021 containing a link to access the live audio-visual webcast of the AGM proceedings as well as a toll-free telephone number to access the live audio-only stream of the AGM proceedings. Shareholders who register by the registration deadline but do not receive an email response by 3:00 p.m. on May 24, 2021 may contact the Company by email to tacorpagmfy2020@tiongaik.com.sg .

4. Persons who hold shares through relevant intermediaries

Persons who hold shares of the Company through relevant intermediaries (as defined in section 181 of the Companies Act, Chapter 50), other than CPF and SRS investors, and who wish to participate in the AGM by:

- (a) observing and/or listening to the AGM proceedings via live audio-visual webcast or live audio-only stream;
- (b) submitting questions in advance in relation to any resolution set out in the Notice of AGM, if any; and/or
- (c) appointing the Chairman of the AGM as proxy to vote on their behalf at the AGM,

should contact the relevant intermediaries through which they hold such shares as soon as possible in order for the necessary arrangements to be made for their participation in the AGM.

NOTICE OF THE ANNUAL GENERAL MEETING

5. SUBMISSION OF PROXY FORM TO VOTE

- (i) Shareholders who wish to vote at the AGM may submit your proxy form to appoint the Chairman of the AGM to cast votes on your behalf.
- (ii) The proxy form (a copy of which is also attached hereto), duly completed and signed, must be submitted by:
 - (a) Mail to the Company's registered office at 1 Jalan Berseh #03-03, New World Centre, Singapore 209037
 - (b) Electronic mail to tacorpagmfy2020@tiongaik.com.sg (a clear scanned signed form in PDF)

To be received by the Company no later than 10.00 am. on May 22, 2021 being 72 hours before the time fixed for the AGM.

1. CPF or SRS investors who wish to vote should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. by 10:00 a.m. on May 12, 2021) in order to allow sufficient time for their respective relevant intermediaries to in turn submit a proxy form to appoint the Chairman of the AGM to vote on their behalf by the cut-off date.
2. Please note that shareholders will not be able to vote through the live webcast and can only vote with their proxy forms which are required to be submitted in accordance with the procedure above.

6. SUBMISSION OF QUESTIONS:

No questions from Shareholders can be taken during the Live AGM Webcast. Shareholders will not be able to ask questions during the Live AGM Webcast. Shareholders who wish to submit their questions in relation to the business of the AGM can do so via email to the following address: tacorpagmfy2020@tiongaik.com.sg by 5:00 p.m. on May 17, 2021.

The Company will endeavour to address the substantial and relevant questions at or before the AGM.

7. DOCUMENTS

All documents (including the Annual Report 2020, the proxy Form and this Notice of AGM and the Appendix to this Notice of AGM or information relating to the business of the Annual General Meeting have been, or will be, published on SGXNet and the Company's website. Printed copies of the documents will not be despatched to shareholders. Shareholders and investors are advised to check SGXNet and/or the Company's website regularly for updates.

8. MINUTES OF AGM

The minutes of the AGM, will be posted on the SGXNet and the Company's website within one month after the date of the AGM.

PERSONAL DATA PRIVACY:

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

FURTHER UPDATES

Under the current COVID-19 situation, we seek shareholders' understanding that the Company reserves the right to take such further precautionary measures as may be appropriate up to the date of the AGM, including any precautionary measures required or recommended by government agencies, in order to curb the spread of COVID-19. We will post updates on our corporate website at www.tiongaik.com.sg and via SGXNET announcements.

Your safety and well-being are our top priority. Thank you for your kind understanding and continued support.

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TA CORPORATION LTD

Co. Registration No. 201105512R

(Incorporated in the Republic of Singapore)

PROXY FORM

IMPORTANT

1. This Proxy Form is not valid for use by investors who hold shares in the Company ("Shares") through relevant intermediaries (as defined in Section 181 of the Companies Act (Chapter 50 of Singapore)), including CPF/SRS investors, and shall be ineffective for all intents and purposes if used or purported to be used by them. Such investors (including CPF/SRS investors), if they wish to vote, should contact their respective relevant intermediaries as soon as possible to specify voting instructions. CPF/SRS investors should approach their respective CPF Agent Banks or SRS Operators at least seven working days before the AGM to specify voting instructions.

Personal Data Privacy

By submitting an instrument appointing a proxy, the shareholder accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated May 7, 2021.

I/We, _____ (Name)

of _____ (Address)

being a member/members of TA CORPORATION LTD (the "Company"), hereby appoint Chairman of the AGM (as defined below) as my/our proxy to vote for me/us on my/our behalf at the Annual General Meeting (the "AGM") of the Company to be held by way of electronic means on Tuesday, May 25, 2021 at 10.00 a.m. and at any adjournment thereof. I/We direct my/our proxy/proxies to vote for or against or abstain from voting on the resolutions to be proposed at the AGM as indicated with a tick (✓) or an "X" in the spaces provided hereunder.

In the absence of specific directions in respect of a resolution, the appointment of the Chairman of the AGM as your proxy for that resolution will be treated as invalid.

Please indicate your vote "For" or "Against" or "Abstain" with a tick [✓] or cross (x) within the box provided.

No	Ordinary Resolutions	No. of votes or indicate with a tick (✓) or cross (x)*		
		For	Against	Abstain
	Ordinary Business			
1.	To receive and adopt the Directors' Statement and Audited Financial Statements for the year ended December 31, 2020 and the Auditors' Report thereon.			
2.	To approve Directors' fees of \$158,313 for the financial year ended December 31, 2020.			
3.	To re-elect Mr Liong Kiam Teck as Director.			
4.	To re-elect Mr Fong Heng Boo as Director.			
5.	To re-appoint Deloitte & Touche LLP as Auditors of the Company and to authorise the Directors to fix their remuneration.			
	Special Business			
6A.	Approval for Mr Mervyn Goh Bin Guan to continue as Independent Director (Tier 1). [#]			
6B.	Approval for Mr Mervyn Goh Bin Guan to continue as Independent Director (Tier 2). ^{##}			
7.	To authorize Directors to issue shares pursuant to Section 161 of the Companies Act, Chapter 50.			
8.	To renew the Share Buy-Back Mandate.			

[#] Tier 1: Voting by all shareholders

^{##} Tier 2: Voting by all shareholders, excluding shareholders who also serve as the Directors or the chief executive officer of the Company, and associates of such Directors and chief executive officer.

* All resolutions would be put to vote by poll in accordance with listing rule of Singapore Exchange Securities Trading Limited. If you wish to exercise all your votes "For" or "Against" or "Abstain", please tick (✓) or cross "X" within the box provided. Alternatively, please indicate the number of votes as appropriate.

Dated this _____ day of _____ 2021

Total Number of Shares Held

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

IMPORTANT: PLEASE READ NOTES BEFORE COMPLETING THIS PROXY FORM



Notes:

1. In accordance with the alternative arrangements under the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020, members of the Company who wish to have their votes cast at the AGM must appoint the Chairman of the AGM as their proxy to do so.
2. This Proxy Form is not valid for use by investors who hold Shares through relevant intermediaries (as defined in Section 181 of the Companies Act (Chapter 50 of Singapore)), including CPF/SRS investors, and shall be ineffective for all intents and purposes if used or purported to be used by them. Such investors (including CPF/SRS investors), if they wish to vote, should contact their respective relevant intermediaries as soon as possible to specify voting instructions. CPF/SRS investors should approach their respective CPF Agent Banks or SRS Operators at least seven working days before the AGM to specify voting instructions.
3. A member should insert the total number of shares held. If the member has shares entered against his name in the Depository Register (maintained by The Central Depository (Pte) Limited) he should insert that number of shares. If the member has shares registered in his name in the Register of Members (maintained by or on behalf of the Company), he should insert that number of shares. If the member has shares entered against his name in the Depository Register and shares registered in his name in the Register of Members of the Company, he should insert the aggregate number of shares. If no number of shares is inserted, this form of proxy will be deemed to relate to all the shares held by the member of the Company.
4. This Proxy Form together with the power of attorney or other authority (if any) under which it is signed, or notarially certified copy thereof, must either be (a) deposited at the registered office of the Company at 1 Jalan Berseh #03-03, New World Centre, Singapore 209037; or (b) submitted by email to tacorpagmfy2020@tiongaik.com.sg (e.g. a clear scanned signed form in PDF) and received by the Company not later than 72 hours before the time set for the AGM.
5. This Proxy Form must be under the hand of the appointor or of his attorney duly authorised in writing. Where the instrument appointing a proxy is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where an instrument appointing a proxy is signed on behalf of the appointor by an attorney, the power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.
6. The Company shall be entitled to reject this Proxy Form if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of members of the Company whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if such members are not shown to have shares entered against their names in the Depository Register 72 hours before the time appointed for holding the AGM as certified by The Central Depository (Pte) Limited to the Company.
7. Personal data privacy: By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM.

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TA CORPORATION LTD

1 Jalan Berseh #03-03 | New World Centre | Singapore 209037

Tel: (65) 6392 2988 | Fax: (65) 6392 0988

www.tiongaik.com.sg



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

This Appendix is circulated to the Shareholders of TA Corporation Ltd (the “**Company**”) together with the Company’s Annual Report 2020 (as defined herein). Its purpose is to explain to the Shareholders the rationale and to provide information pertaining to the proposed renewal of the Share Buy Back Mandate (as defined herein), and to seek Shareholders’ approval of the same at the Annual General Meeting to be held on **25 May 2021 by electronic means**.

The Notice of Annual General Meeting and a Proxy Form are enclosed with the Annual Report 2020.

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

If you have sold or transferred all your shares in the capital of the Company, you should immediately forward the Annual Report 2020 (including the Notice of Annual General Meeting and the Proxy Form) and this Appendix to the purchaser or transferee or to the bank, stockbroker or other agent through whom the sale or transfer was effected for onward transmission to the purchaser or transferee.

For investors who have used their Central Provident Fund (“CPF”) monies to buy shares in the capital of the Company, this Appendix is forwarded to them at the request of their CPF approved nominees and is sent solely for information only.

The SGX-ST (as defined herein) assumes no responsibility for the contents of this document including the correctness of any of the statements or opinions made or reports contained in this document.



TA CORPORATION LTD

(Incorporated in the Republic of Singapore)
(Company Registration Number: 201105512R)

APPENDIX

TO THE NOTICE OF ANNUAL GENERAL MEETING DATED 7 MAY 2021

IN RELATION TO

THE PROPOSED RENEWAL OF THE SHARE BUY BACK MANDATE

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DEFINITIONS

In this Appendix, the following definitions apply throughout unless otherwise stated:

- “ACRA”** : Accounting and Corporate Regulatory Authority of Singapore
- “AGM”** : Annual general meeting of the Company. Unless the context otherwise requires, “AGM” shall refer to the annual general meeting to be held on 25 May 2021
- “Annual Report 2020”** : The Company’s annual report for the financial year ended 31 December 2020
- “Appendix”** : This appendix to the Notice
- “Associate”** : (a) In relation to any director, chief executive officer, substantial shareholder or controlling shareholder (being an individual) means:
- (i) his immediate family;
 - (ii) the trustees of any trust of which he or his immediate family is a beneficiary or, in the case of a discretionary trust, is a discretionary object; and
 - (iii) any company in which he and his immediate family together (directly or indirectly) have an interest of 30% or more,
- (b) in relation to a substantial shareholder or a controlling shareholder (being a company) means any other company which is its subsidiary or holding company or is a subsidiary of such holding company or one in the equity of which it and/or such other company or companies taken together (directly or indirectly) have an interest of 30% or more
- “Associated Company”** : A company in which at least 20% but not more than 50% of its shares are held by the Company or the Group
- “Board”** : The board of Directors of the Company
- “CDP”** : The Central Depository (Pte) Limited
- “Company”** : TA Corporation Ltd
- “Companies Act”** : The Companies Act, Chapter 50 of Singapore, as amended, modified or supplemented from time to time

“Constitution”	:	The Constitution of the Company, as amended, supplemented or modified from time to time
“Controlling Shareholder”	:	A person who: <ul style="list-style-type: none"> (a) holds directly or indirectly 15% or more of the total number of issued shares excluding treasury shares in the company. The Exchange may determine that a person who satisfies this paragraph is not a controlling shareholder; or (b) in fact exercises control over a company
“Directors”	:	The directors of the Company as at the date of this Appendix
“EPS”	:	Earnings per Share
“FY”	:	Financial year ended 31 December
“Group”	:	The Company and its subsidiaries
“Latest Practicable Date”	:	15 April 2021
“Listing Manual”	:	The rules of the listing manual of the SGX-ST applicable to an entity listed on the SGX-Mainboard, as amended or modified from time to time
“Market Day”	:	A day on which the SGX-ST is open for trading in securities
“Notice”	:	The Notice of AGM
“NTA”	:	Net tangible assets
“Relevant Period”	:	The period commencing from the date of the AGM when the resolution relating to the renewal of the Share Buy Back Mandate is passed expiring on the date the next annual general meeting of the Company is held or is required by law to be held, whichever is the earlier.
“Renewal”	:	Refers to this proposed renewal of the Share Buy Back Mandate
“SGX-Mainboard”	:	The Mainboard of the SGX-ST
“SGX-ST” or “the Exchange”	:	Singapore Exchange Securities Trading Limited
“Share Buy Back”	:	Buy back of Shares by the Company pursuant to the Share Buy Back Mandate

“Share Buy Back Mandate”	:	A general mandate given by Shareholders to authorise the Directors to purchase, on behalf of the Company, Shares in accordance with the terms set out in this Appendix as well as the rules and regulations set out in the Companies Act and the Listing Manual
“Shareholders”	:	Registered holders of Shares, except that where the registered holder is CDP, the term “Shareholders” shall, where the context admits, mean the Depositors in the Depository Register
“Shares”	:	Issued and paid up ordinary shares in the share capital of the Company
“Take-over Code”	:	The Singapore Code on Take-overs and Mergers, as amended or modified from time to time
“S\$” and “cents”	:	Dollars and cents respectively of the currency of Singapore
“%” or “per cent”	:	Per centum or percentage

The terms “Depositors”, “Depository Agent” and “Depository Register” shall have the meanings ascribed to them, respectively, in Section 81SF of the Securities and Futures Act, Chapter 289 of Singapore.

The terms “treasury share”, “subsidiary” and “substantial shareholder” shall have the meanings ascribed to them respectively in Section 4, Section 5 and Section 81 of the Companies Act.

The term “subsidiary holdings” shall have the meaning ascribed to it in the Listing Manual.

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

Any reference in this Appendix to any enactment is a reference to that enactment as for the time being amended or re-enacted.

Any reference to a time of day in this Appendix shall be a reference to Singapore time unless otherwise stated.

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

LETTER TO SHAREHOLDERS

TA CORPORATION LTD

(Incorporated in the Republic of Singapore)
(Company Registration Number: 201105512R)

Directors:

Liong Kiam Teck (*Executive Chairman*)
Neo Tiam Boon (*Chief Executive Officer and Executive Director*)
Fong Heng Boo (*Lead Independent Director*)
Mervyn Goh Bin Guan (*Independent Director*)
Pang Teng Tuan (*Independent Director*)
Neo Tiam Poon @ Neo Thiam Poon (*Alternate Director to Mr Liong Kiam Teck*)
Neo Tiam An (*Alternate Director to Mr Neo Tiam Boon*)

Registered Office:

No. 1 Jalan Berseh
#03-03 New World Centre
Singapore 209037

7 May 2021

To: The Shareholders of TA Corporation Ltd

Dear Sir/Madam

THE PROPOSED RENEWAL OF THE SHARE BUY BACK MANDATE

1. INTRODUCTION

1.1. Annual General Meeting

Reference is made to the Notice of Annual General Meeting of TA Corporation Ltd (the “**Company**”) dated 7 May 2021, accompanying the Annual Report 2020, convening the AGM which is scheduled to be held on 25 May 2021 and the Ordinary Resolution 8 in relation to the Renewal of the Share Buy Back Mandate respectively, under the heading “Special Business” set out in the Notice.

1.2. Purpose of this Appendix

The purpose of this Appendix is to provide the Shareholders with details in respect of the proposed renewal of the Share Buy Back Mandate (the “**Renewal**”).

2. THE PROPOSED RENEWAL OF THE SHARE BUY BACK MANDATE

2.1. Rationale for the proposed renewal of the Share Buy Back Mandate

The Directors constantly seek to increase Shareholders’ value and to improve, *inter alia*, the return on equity of the Group. The Renewal of the Share Buy Back Mandate would give the Company the flexibility to undertake buy backs of the Shares at any time, subject to market conditions, during the period when the Share Buy Back Mandate is in force. A Share Buy Back at the appropriate price level is one of the ways through which the return on equity of the Group may be enhanced. Further, amongst others, a Share Buy Back provides the Company with a mechanism to facilitate the return of surplus cash over and above its ordinary capital requirements in an expedient and cost-efficient manner. The Directors also expect that Share Buy Backs may also help mitigate against short term volatility of share price, offset the effects of short term speculation and bolster Shareholders’ confidence. Share Buy Backs will also allow the Directors greater control over the Company’s share capital structure, dividend payout and cash reserves.

The buy back of Shares may, depending on market conditions and funding arrangements at the time, lead to an enhancement of the EPS and/or NTA per Share of the Company and the Group, and will only be made when the Directors believe that such buy back would benefit the Company and its Shareholders.

Shareholders should note that purchases or acquisitions of Shares pursuant to the Share Buy Back Mandate via market purchases or off-market purchases will only be made when the Directors believe that such purchases or acquisitions would be made in circumstances which would not have a material adverse effect on the financial position of the Company or the Group. The Directors will use their best efforts to ensure that after a purchase or acquisition of Shares pursuant to the Share Buy Back Mandate, the number of Shares remaining in the hands of the public will not fall to such a level as to adversely affect the listing status of the Company.

2.2. Mandate

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

It is also a requirement that a company which wishes to purchase or acquire its own shares should obtain approval of its shareholders to do so at a general meeting. Accordingly, approval is being sought from Shareholders at the AGM for the renewal of the Share Buy Back Mandate for the purchase or acquisition by the Company of its issued Shares. If approved, the renewed Share Buy Back Mandate will take effect from the date of the AGM and continue in force until the date of the next AGM of the Company or such date as the next AGM is required by law or by the Constitution to be held, unless prior thereto, Share Buy Backs are carried out to the full extent mandated or the Share Buy Back Mandate is revoked or varied by the Company in a general meeting.

2.3. The terms of the Share Buy Back Mandate

The authority for and limitations placed on purchases of Shares by the Company under the Share Buy Back Mandate, are summarized below:

(a) Maximum number of Shares

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

The total number of Shares that may be purchased or acquired is limited to that number of Shares representing not more than 10% of the issued share capital (excluding treasury shares and subsidiary holdings) of the Company, ascertained as at the date of the AGM at which the Share Buy Back Mandate is approved (the “**Approval Date**”), unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period, in which event the total number of Shares of the Company shall be taken to be the total number of Shares of the Company as altered (excluding treasury shares and subsidiary holdings). Any Shares which are held as treasury shares will be disregarded for the purposes of computing the 10% limit.

For illustrative purposes only, based on the existing issued and paid-up share capital of the Company Shares of 518,068,220 as at the Latest Practicable Date (with no Shares held as treasury shares and subsidiary holdings as at that date), and assuming that no further Shares are issued on or prior to the AGM, not more than 51,806,822 Shares (representing 10% of the Shares in issue as at that date) may be purchased or acquired by the Company pursuant to the proposed Share Buy Back Mandate.

(b) Duration of authority

- (i) Purchases or acquisitions of Shares may be made, at any time and from time to time, from the Approval Date up to the earlier of: the date on which the next AGM of the Company is held or required by law or the Constitution to be held;
- (ii) the date on which the authority contained in the Share Buy Back Mandate is varied or revoked by the Shareholders in a general meeting; or
- (iii) the date on which the Share Buy Back is carried out to the full extent mandated.

The Share Buy Back Mandate may be renewed at each AGM or other general meeting of the Company.

(c) Manner of purchase of Shares

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

- (i) on-market purchases (“**Market Purchase**”), transacted through the SGX-ST’s trading system; and/or
- (ii) off-market purchases (“**Off-Market Purchase**”) in accordance with any equal access scheme.

The Directors may impose such terms and conditions, which are consistent with the Share Buy Back Mandate, the Listing Manual and the Companies Act, as they consider fit in the interests of the Company in connection with or in relation to an equal access scheme. Under the Companies Act, an equal access scheme must satisfy all the following conditions:

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

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

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

(d) Maximum purchase price

The purchase price (excluding brokerage, commission, stamp duties, applicable goods and services tax and other related expenses) to be paid for the Shares will be determined by the Directors.

However, the purchase price to be paid for a Share as determined by the Directors must not exceed:

- (i) in the case of a Market Purchase, one hundred and five per cent (105%) of the Average Closing Price (as defined hereinafter); and
- (ii) in the case of an Off-Market Purchase pursuant to an equal access scheme, one hundred and twenty per cent (120%) of the Average Closing Price,

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

For the above purposes:

“**Average Closing Price**” means the average of the closing market prices of the Shares over the last five (5) Market Days on the SGX-ST, on which transactions in the Shares were recorded, immediately preceding the day of the Market Purchase or, as the case may be, the date of the making of the offer pursuant to the Off-Market Purchase on an equal access scheme, and deemed to be adjusted for any corporate action that occurs during the relevant 5-day period and the day on which a Market Purchase was made, or as the case may be, the date of the offer pursuant to an Off-Market Purchase on an equal access scheme; and

“**day of the making of the offer**” means the day on which the Company announces its intention to make an offer for the purchase of Shares from Shareholders, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase.

2.4. Status of purchased Shares under the Share Buy Back Mandate

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

Any Shares purchased or acquired by the Company (other than treasury shares held by the Company to the extent permitted by the Companies Act) and cancelled will be automatically de-listed by the SGX-ST and (where applicable) all certificates in respect thereof will be cancelled and destroyed by the Company as soon as reasonably practicable following the settlement of any such purchase.

2.5. Treasury Shares

Some of the provisions on treasury shares under the Companies Act are summarised below:

(a) Maximum Holdings

The number of Shares held as treasury and subsidiary holdings shares cannot at any time exceed 10% of the total number of issued Shares.

(b) Voting and Other Rights

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

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

(c) Disposal and Cancellation

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

- (i) sell the treasury shares (or any of them) for cash;
- (ii) transfer the treasury shares (or any of them) for the purposes of or pursuant to an employee's share scheme;
- (iii) transfer the treasury shares (or any of them) as consideration for the acquisition of shares in or assets of another company or assets of a person;
- (iv) cancel the treasury shares (or any of them); or
- (v) sell, transfer or otherwise use the treasury shares for such other purposes as may be prescribed by the Minister for Finance.

2.6. Source of Funds for Share Buy Back

In buying back Shares, the Company may only apply funds legally available for such purchase in accordance with its Constitution, and the applicable laws in Singapore. The Company may not buy Shares on the SGX-ST for a consideration other than cash or in the case of Market Purchase, for settlement otherwise than in accordance with the trading rules of the **SGX-ST**. The buy back of Shares by the Company may be made out of the Company's profits or capital so long as the Company is solvent.

For this purpose, a company is "insolvent" if:

- (a) it is unable to pay its debts. The Companies Act further requires the company to be able to pay its debts in full as they fall due not only at the time of the purchase or acquisition but also during the period of 12 months immediately after the purchase or acquisition. If it is intended to commence winding up of the company within the period of 12 months immediately after the purchase or acquisition, the Companies Act requires the company to be able to pay its debts in full within the period of 12 months after the date of commencement of the winding up; and
- (b) the value of its assets is less than the value of its liabilities (including contingent liabilities), having regard to the most recent financial statements of the company and all other circumstances that the directors or managers of the company know or ought to know affect or may affect such values. The Companies Act further requires that the value of the company's assets will not be less than the value of its liabilities (including contingent liabilities) not only at the time of the purchase or acquisition but also after such purchase or acquisition.

When Shares are purchased or acquired, and cancelled:

- (a) if the Shares are purchased or acquired entirely out of the capital of the Company, the Company shall reduce the amount of its share capital by the total amount of the purchase price paid by the Company for the Shares (including brokerage, commission, stamp duties, applicable goods and services tax, clearance fees and other related expenses) (the “**Purchase Price**”);
- (b) if the Shares are purchased or acquired entirely out of profits of the Company, the Company shall reduce the amount of its profits available for the distribution of cash dividends by the total amount of the Purchase Price (including related brokerage, commission, stamp duties, applicable goods and service taxes, clearance fees and related expenses); or
- (c) where the Shares are purchased or acquired out of both the capital and the profits of the Company, the Company shall reduce the amount of its share capital and profits available for the distribution of cash dividends proportionately by the total amount of the Purchase Price (including related brokerage, commission, stamp duties, applicable goods and service taxes, clearance fees and related expenses).

The Company may use internal resources and/or external borrowings to fund purchases of Shares pursuant to the Share Buy Back Mandate.

The Directors do not propose to exercise the Share Buy Back Mandate in a manner and to such extent that the liquidity and capital adequacy position of the Group would be materially adversely affected.

2.7. Financial effects of the Share Buy Back Mandate

Shareholders should note that the financial effects illustrated below are for illustration purposes only. In particular, it is important to note that the financial analysis set out below are based on the audited consolidated financial statements for FY2020 and are not necessarily representative of future financial performance of the Group. Although the proposed Share Buy Back Mandate would authorise the Company to buy back up to 10% of the Company’s issued Shares (excluding treasury shares and subsidiary holdings), the Company may not necessarily buy back or be able to buy back 10% of the issued Shares (excluding treasury shares and subsidiary holdings) in full.

It is not possible for the Company to realistically calculate or quantify the impact of purchases that may be made pursuant to the Share Buy Back Mandate on the financial effects as it would depend on factors such as the aggregate number of Shares purchased or acquired, the purchase prices paid at the relevant time, the amount (if any) borrowed by the Company to fund the purchases, whether the purchase or acquisition is made out of profits or capital, and whether the Shares purchased are held in treasury or cancelled.

The purchase price paid by the Company for the Shares (excluding brokerage, commission, stamp duties, applicable goods and services tax and other related expenses) will correspondingly reduce the amount available for the distribution of cash dividends by the Company. The Directors do not propose to exercise the Share Buy Back Mandate to such an extent that it would have a material adverse effect on the working capital requirements of the Group. The purchase of the Shares will only be effected after considering relevant factors such as the working capital requirement, availability of financial resources, the expansion and investment plans of the Group, and the prevailing market conditions. The

proposed Share Buy Back Mandate will be exercised with a view to enhance the EPS and/or NTA per Share of the Group. The financial effects presented in this section of the Appendix are based on the assumptions set out below:

(a) Information as at the Latest Practicable Date

As at the Latest Practicable Date, the issued share capital of the Company comprised 518,068,220 Shares (with no Shares held as treasury shares and subsidiary holdings as at that date).

Illustrative Financial Effects

Purely for illustrative purposes, on the basis of 518,068,220 Shares in issue as at the Latest Practicable Date and assuming no further Shares are issued and no Shares are held by the Company as treasury shares and subsidiary holdings on or prior to the AGM, the purchase by the Company of 10% of its issued Shares to hold as treasury shares will result in the purchase of 51,806,822 Shares.

In the case of Market Purchases by the Company and assuming that the Company purchases or acquires 51,806,822 Shares at the Maximum Price of S\$0.0830 for each Share (being the price equivalent to 105% of the Average Closing Price of the Shares for the five (5) consecutive Market Days on which the Shares were traded on the SGX-ST immediately preceding the Latest Practicable Date), the maximum amount of funds required for the purchase or acquisition of 51,806,822 Shares is approximately S\$4.297 million (excluding related brokerage, commission, stamp duties, applicable goods and service taxes, clearance fees and related expenses).

In the case of Off-Market Purchases by the Company and assuming that the Company purchases or acquires 51,806,822 Shares at the Maximum Price of S\$0.0948 for each Share (being the price equivalent to 120% of the Average Closing Price of the Shares for the five (5) consecutive Market Days on which the Shares were traded on the SGX-ST immediately preceding the Latest Practicable Date), the maximum amount of funds required for the purchase or acquisition of 51,806,822 Shares is approximately S\$4.911 million (excluding related brokerage, commission, stamp duties, applicable goods and service taxes, clearance fees and related expenses).

For illustrative purposes only, and on the basis of the assumptions set out above as well as the following:

- (i) the Share Buy Back Mandate had been effective on 1 January 2020; and
- (ii) such Share purchases are funded solely by internal resources,

the financial effects on the audited consolidated financial results of the Group and the Company for FY2020, are set out below:

	Group			
	Market Purchase Before Share Purchase S\$'000	After share Purchase S\$'000	Off-Market Purchase Before Share Purchase S\$'000	After share Purchase S\$'000
As at 31 December 2020				
Loss attributable to owners of the Company	(55,804)	(55,804)	(55,804)	(55,804)
Share Capital	154,189	154,189	154,189	154,189
Accumulated Losses	(48,572)	(48,572)	(48,572)	(48,572)
Reserves	675	675	675	675
Translation and Other Reserves	630	630	630	630
Treasury Shares	–	(4,297)	–	(4,911)
Shareholders' Equity	106,922	102,625	106,922	102,011
Total Equity ⁽¹⁾	98,468	94,171	98,468	93,557
Net Tangible Assets (NTA) ⁽²⁾	96,109	91,812	96,109	91,198
Current Assets	445,724	441,427	445,724	440,813
Current Liabilities	413,824	413,824	413,824	413,824
Working Capital	31,900	27,603	31,900	26,989
Total Borrowings	410,560	410,560	410,560	410,560
Cash and cash equivalents	54,911	50,614	54,911	50,000
Net Debt ⁽³⁾	355,649	359,946	355,649	360,560
Number of Shares as at 31 December 2020 ('000)	518,068	466,261	518,068	466,261
Weighted average number of Shares as at 31 December 2020 ('000)	518,068	466,261	518,068	466,261
Financial Ratios				
NTA per Share (cents) ⁽²⁾	18.55	19.69	18.55	19.56
Gearing Ratio (times) ⁽⁴⁾	4.17	4.36	4.17	4.39
Current Ratio (times) ⁽⁵⁾	1.08	1.07	1.08	1.07
Basic LPS (cents) ⁽⁶⁾	(10.8)	(12.0)	(10.8)	(12.0)

Notes:

- (1) Total Equity equals Shareholders' Equity plus non-controlling interests.
- (2) NTA equals Total Equity less intangible assets. NTA per Share equals NTA divided by the number of shares as at 31 December 2020.
- (3) Net Debt means Total Borrowings less Cash and cash equivalents.
- (4) Gearing Ratio equals Total Borrowings divided by Total Equity.
- (5) Current Ratio equals Current Assets divided by Current Liabilities.
- (6) Basic EPS equals Loss attributable to owners of the Company divided by the weighted average number of shares as at 31 December 2020.

	Company			
	Market Purchase Before Share Purchase S\$'000	After Share Purchase S\$'000	Off-Market Before Share Purchase S\$'000	After Share Purchase S\$'000
As at 31 December 2020				
Loss attributable to owners of the Company	(21,038)	(21,038)	(21,038)	(21,038)
Share Capital	154,189	154,189	154,189	154,189
Reserve	31	31	31	31
Accumulated Losses	(15,827)	(15,827)	(15,827)	(15,827)
Treasury Shares	–	(4,297)	–	(4,911)
Shareholders' Equity	138,393	134,096	138,393	133,482
Total Equity ⁽¹⁾	138,393	134,096	138,393	133,482
Net Tangible Assets (NTA) ⁽²⁾	138,393	134,096	138,393	133,482
Current Assets	30,068	30,068	30,068	30,068
Current Liabilities	33,052	37,349	33,052	37,963
Capital deficiency	(2,984)	(7,281)	(2,984)	(7,895)
Total borrowings	39,224	39,224	39,224	39,224
Cash and cash equivalents	32	32	32	32
Net Debt ⁽³⁾	39,192	39,192	39,192	39,192
Number of Shares as at 31 December 2020 ('000)	518,068	466,261	518,068	466,261
Weighted average number of Shares as at 31 December 2020 ('000)	518,068	466,261	518,068	466,261
Financial Ratios				
NTA per Share (cents) ⁽²⁾	26.71	28.76	26.71	28.63
Gearing Ratio (times) ⁽⁴⁾	0.28	0.29	0.28	0.29
Current Ratio (times) ⁽⁵⁾	0.91	0.81	0.91	0.79
Basic LPS (cents) ⁽⁶⁾	(4.1)	(4.5)	(4.1)	(4.5)

Notes:

- (1) Total Equity equals Shareholders' Equity plus non-controlling interests.
- (2) NTA equals Total Equity less intangible assets. NTA per Share equals NTA divided by the number of shares as at 31 December 2020.
- (3) Net Debt means Total Borrowings less Cash and cash equivalents.
- (4) Gearing Ratio equals Total Borrowings divided by Total Equity.
- (5) Current Ratio equals Current Assets divided by Current Liabilities.
- (6) Basic EPS equals Profit attributable to owners of the Company divided by the weighted average number of shares as at 31 December 2020.

The financial effects set out above are **for illustrative purposes only**. Although the Share Buy Back Mandate would authorise the Company to purchase up to 10% of the issued Shares (excluding treasury shares and subsidiary holdings), the Company may not necessarily purchase or be able to purchase the entire 10% of the issued Shares (excluding treasury shares and subsidiary holdings). In addition, the Company may cancel all or part of the Shares repurchased or hold all or part of the Shares repurchased in treasury.

2.8. Tax Implications

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

2.9. Listing Manual

The Listing Manual requires a listed company to ensure that at least 10% of the total number of issued shares excluding treasury shares in a class that is listed is at all times held by the public. As at the Latest Practicable Date, approximately 15.83% of the issued share capital of the Company (with no Shares held as treasury shares or subsidiary holdings) are held in the hands of the public. “**Public**” means persons other than the directors, chief executive officer, substantial shareholders or Controlling shareholders of the Company and its subsidiaries, as well as the associates of such persons. Assuming that the Company repurchased the maximum of 10% of its issued share capital as at the Latest Practicable Date from members of the public by way of a Market Purchase, the percentage of Shares held by the public would be approximately 6.47%. Therefore, as at the Latest Practicable Date, the Company would not be able to undertake buyback of its Shares up to the full 10% limit, and the Company would not exercise the full 10% limit, to ensure that the public shall hold not less than 10% of the issued share capital of the Company.

The Directors will use their best efforts to ensure that the Company does not effect buy back of Shares if the buy back of Shares would result in the number of Shares remaining in the hands of the public falling to such a level as to cause market illiquidity, adversely affect the orderly trading of the Shares or adversely affect the listing status of the Company.

Under the Listing Manual, a listed company may only purchase shares by way of a market acquisition at a price which is not more than 5% above the average closing market price. The term average closing market price is defined as the average of the closing market prices of shares over the last five (5) market days, on which transactions in the shares were recorded, before the day on which purchases are made. The Maximum Price for a Share in relation to Market Purchases by the Company, referred to in Section 2.3(d) of this Appendix, conforms to this restriction.

Additionally, the Listing Manual also specifies that a listed company shall report all purchases or acquisitions of its shares to the SGX-ST not later than 9.00 a.m.:

- (a) in the case of a Market Purchase, on the Market Day following the day of purchase of any of its shares; and
- (b) in the case of an Off-Market Purchase under an equal access scheme, on the second Market Day after the close of acceptances of the offer.

While the Listing Manual does not expressly prohibit any purchase of shares by a listed company during any particular time, because the listed company would be regarded as an “insider” in relation to any proposed purchase or acquisition of its issued shares, the Company will not undertake any purchase or acquisition of Shares pursuant to the Share Buy Back Mandate at any time after any matter or development of a price-sensitive or trade-sensitive nature has occurred or has been the subject of consideration and/or a decision of the Board until such price-sensitive or trade-sensitive information has been publicly announced. Further, in conformity with the best practices on dealing with securities under the Listing Manual, the Company will not purchase or acquire any Shares through Market Purchases during the period commencing one month before the announcement of the Company’s half year and full year financial statements.

2.10. Take-over Obligations

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

Obligation to make a Take-over Offer

Pursuant to the Take-over Code, an increase of a shareholder's proportionate interest in the voting rights of the Company resulting from a share buy back by the Company will be treated as an acquisition for the purposes of Rule 14 of the Take-over Code ("**Rule 14**").

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

Persons Acting in Concert

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

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

- (a) A company with any of its directors (together with their close relatives, related trusts as well as companies controlled by any of the directors, their close relatives and related trusts);
- (b) A company with its parent company, subsidiaries, its fellow subsidiaries, any associated companies of the above companies, and any company whose associated companies include any of the above companies. For this purpose, a company is an associated company of another company if the second company owns or controls at least 20% but not more than 50% of the voting rights of the first-mentioned company;
- (c) A company with any of its pension funds and employee share schemes;
- (d) A person with any investment company, unit trust or other fund in respect of the investment account which such person manages on a discretionary basis;
- (e) A financial or other professional adviser, with its clients in respect of the shareholdings of the adviser and the persons controlling, controlled by or under the same control as the adviser and all the funds which the adviser manages on a discretionary basis, where the shareholding of the adviser and any of those funds in the client total 10% or more of the client's equity share capital;
- (f) Directors of a company, together with their close relatives, related trusts and companies controlled by any of them, which is subject to an offer where they have reason to believe a bona fide offer for their company may be imminent;
- (g) Partners; and

- (h) An individual, his close relatives, his related trusts, and any person who is accustomed to act according to the instructions and companies controlled by any of the above.

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

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

In general terms, the effect of Rule 14 and Appendix 2 is that, unless exempted, Directors of the Company and persons acting in concert with them will incur an obligation to make a take-over offer for the Company under Rule 14 if, as a result of the Company purchasing or acquiring its Shares, the voting rights of such Directors and their concert parties would increase to 30% or more, or if the voting rights of such Directors and their concert parties fall between 30% and 50% of the Company's voting rights, the voting rights of such Directors and their concert parties would increase by more than 1% in any period of six (6) months.

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

As Liong Kiam Teck, Neo Tiam Boon, Neo Tiam Poon @ Neo Thiam Poon, Neo Thiam An and persons presumed to be acting in concert with them under the Take-over Code have an aggregate shareholding interest of more than 50% in the Company as at the Latest Practicable Date, the increase in the shareholding, in the event the Company purchases the maximum number of Shares permissible under the Share Buy Back Mandate, will not require a general offer to be made under Rule 14.

Save as disclosed above, the Directors have confirmed that they are not aware of any facts or factors which suggest or imply that any particular person(s) and/or Shareholders are, or may be regarded as parties acting in concert such that their respective interests in voting shares in the capital of the Company should or ought to be consolidated, and consequences under the Take-over Code would ensue as a result of a Share Buy Back.

The statements in this Appendix do not purport to be a comprehensive or exhaustive description of all implications that may arise under the Take-over Code. Shareholders are advised to consult their professional advisers and/or the Securities Industry Council and/or other relevant authorities at the earliest opportunity as to whether an obligation to make a take-over offer would arise by reason of any share purchases or acquisitions by the Company.

2.11. Shares purchased by the Company

No purchases of Shares have been made by the Company in the 12 months preceding the Latest Practicable Date.

2.12. Reporting Requirements under the Companies Act

Within 30 days of the passing of a Shareholders' resolution to approve the purchases of Shares by the Company, the Company shall lodge a copy of such resolution with ACRA. Within 30 days of a purchase of Shares solvent, the Company shall lodge with ACRA the notice of the purchase in the prescribed form, such notification including inter alia, details of the purchase, the total number of Shares purchased by the Company, the total number of Shares cancelled, the number of Shares held as treasury shares, the Company's issued ordinary share capital before the purchase and after the purchase of Shares, the amount of consideration paid by the Company for the purchase, and whether the Shares were purchased out of the profits or the capital of the Company, and such other information as required by the Companies Act.

3. DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTERESTS

As at the Latest Practicable Date, the interests of the Directors and Substantial Shareholders in the Shares, based on the registers of Directors' interests in Shares and Substantial Shareholders' interests in Shares, respectively, are as follows:

Directors	Number of Shares				Number of Warrants		
	Direct Interest	%	Deemed Interest	%	Direct Interest	Deemed Interest	Total
Liong Kiam Teck	174,187,102	33.624	–	–	39,931,204	–	39,931,204
Neo Tiam Boon	87,857,147	16.96	–	–	20,123,905	–	20,123,905
Fong Heng Boo	–	–	–	–	–	–	–
Mervyn Goh Bin Guan	–	–	–	–	–	–	–
Pang Teng Tuan	–	–	–	–	–	–	–
Alternate Directors							
Neo Tiam Poon @ Neo Thiam Poon (Alternate Director to Mr Liong Kiam Teck)	83,599,752	16.14	–	–	19,148,738	–	19,148,738
Neo Thiam An (Alternate Director to Mr Neo Tiam Boon)	41,412,840	7.99	–	–	9,485,717	–	9,485,717
Substantial Shareholders							
Koh Wee Seng ⁽¹⁾	47,910,000	9.25	–	–	–	–	–

Note:

⁽¹⁾ The number of shares is based on the last notification from Mr Koh Wee Seng to the Company.

4. DIRECTORS' RECOMMENDATIONS

The Directors, having carefully considered the terms and rationale of the proposed renewal of the Share Buy Back Mandate, are of the opinion that the proposed Share Buy Back Mandate is in the best interests of the Company and accordingly recommend that Shareholders vote in favour of Ordinary Resolution 8, being the Ordinary Resolution relating to the proposed Share Buy Back Mandate, at the AGM.

5. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors collectively and individually accept full responsibility for the accuracy of the information given in this Appendix and confirm after making all reasonable enquiries that, to the best of their knowledge and belief, this Appendix constitutes full and true disclosure of all material facts about the proposed Share Buy Back Mandate, the Company and its subsidiaries, and the Directors are not aware of any facts the omission of which would make any statement in this Appendix misleading.

Where information in this Appendix has been extracted from published or otherwise publicly available sources or obtained from a named source, the sole responsibility of the Directors has been to ensure that such information has been accurately and correctly extracted from those sources and/or reproduced in this Appendix in its proper form and context.

6. DOCUMENTS FOR INSPECTION

Copies of the following documents are available for inspection at the registered office of the Company at No. 1 Jalan Berseh, #03-03 New World Centre, Singapore 209037, during normal business hours from the date of this Appendix up to the date of the forthcoming AGM scheduled to be held on 25 May 2021:

- (a) the Constitution of the Company; and
- (b) the annual report of the Company for FY2020.

Yours faithfully
For and on behalf of the Board of Directors
TA Corporation Ltd

Liong Kiam Teck
Executive Chairman