



Transformed for  
**EXCELLENCE**

Annual Report 2015

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## Vision

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To be recognised as the market leader in offering outsourced high quality turnkey printed circuit board (“PCB”) related services to the PCB manufacturing industry

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## Mission

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To provide technologically advanced high-quality one-stop PCB solutions to fulfill our customers’ evolving needs and create value for our stakeholders



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# Corporate Information

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## BOARD OF DIRECTORS

### EXECUTIVE DIRECTOR

Wen Yao-Long (Chairman & CEO)

### INDEPENDENT DIRECTORS

Ong Sim Ho (Lead Independent Director)

Seow Han Chiang, Winston

Er Kwong Wah

## AUDIT COMMITTEE

Ong Sim Ho (Chairman)

Seow Han Chiang, Winston

Er Kwong Wah

## NOMINATING COMMITTEE

Er Kwong Wah (Chairman)

Seow Han Chiang, Winston

Ong Sim Ho

## REMUNERATION COMMITTEE

Seow Han Chiang, Winston (Chairman)

Ong Sim Ho

Er Kwong Wah

## COMPANY SECRETARY

Tan Cheng Siew

## REGISTERED OFFICE/ PRINCIPAL PLACE OF BUSINESS

80 Marine Parade Road

#11-02 Parkway Parade

Singapore 449269

Tel: (65) 6345 6078

Fax: (65) 6345 6079

Website: [www.euconholding.com](http://www.euconholding.com)

## SHARE REGISTRAR

Boardroom Corporate & Advisory Services Pte Ltd

50 Raffles Place, #32-01

Singapore Land Tower, Singapore 048623

## AUDITORS

Deloitte & Touche LLP

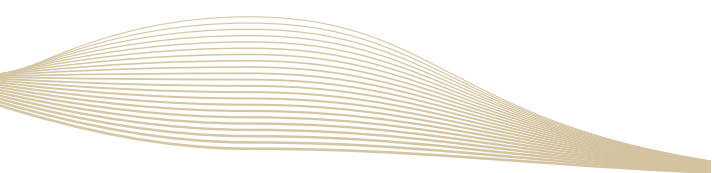
Public Accountants and Chartered Accountants

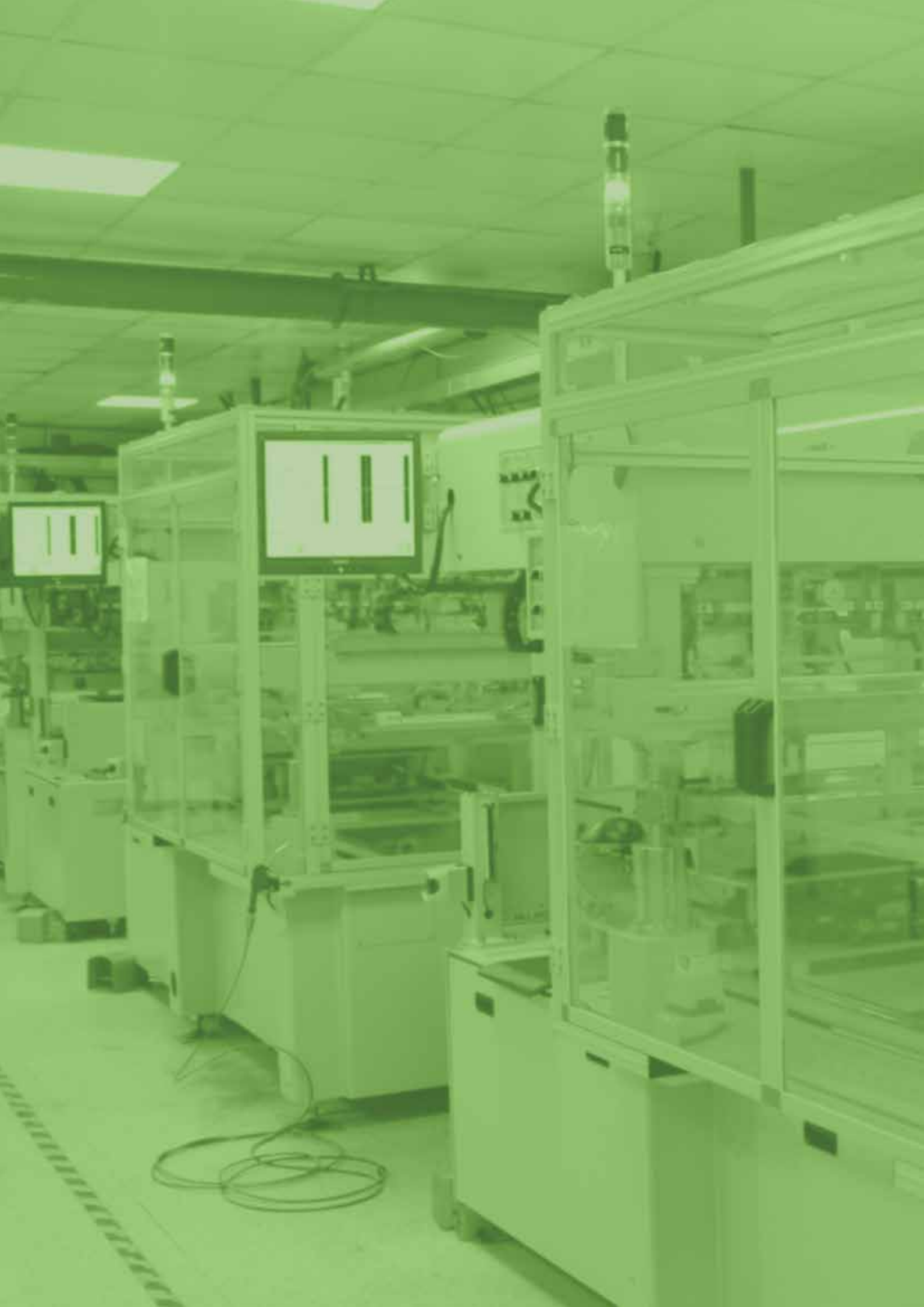
6 Shenton Way, OUE Downtown 2

#33-00, Singapore 068809

Partner-in-charge: Ang Poh Choo

Date of Appointment: 20 August 2013





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# Corporate Profile

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## ONE OF THE LARGEST INDEPENDENT PCB DRILLING SERVICE PROVIDERS IN CHINA



SGX Mainboard-listed Eucon Holding Limited (“Eucon” or “the Group”) is an integrated PCB service provider, with expertise in manufacturing via both traditional and embedded PCB technologies. Its suite of PCB solutions being mechanical drilling, routing and PCB manufacturing are provided through its six plants, 1 located in Taiwan and 5 in Shanghai, China.

In Taiwan, LGANG Optronics Technology Co., Ltd (“LGANG”) will be focusing on PCB manufacturing. In China, the Group has dedicated 2 of the plants in Shanghai to handle the entire process of PCB manufacturing. Shanghai Zhuo Kai Electronic Technology Co., Ltd (“Zhuo Kai”) handles outer-layer PCB manufacturing, while Shanghai Eu Ya Electronic Technology Co., Ltd (“Eu Ya”) focuses on mass lamination production. The rest of the Shanghai plants are equipped with mechanical drilling and routing machines to handle both in-house demand from PCB operations and external customers. They are Shanghai Zeng Kang Electronic Technology Co., Ltd, Shanghai Yaolong Electronic Technology Co., Ltd and Shanghai Lian Han Xin Electronic Technology Co., Ltd. To-date, LGANG and Zhuo Kai does employ embedded PCB technologies in PCB manufacturing.

In Singapore, a wholly owned subsidiary, Eucon Investment Holding Pte. Ltd. (formerly known as Emerging Technology Pte. Ltd.) which is a trading company was incorporated in August 2012.



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# Chairman's Message

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## DEAR SHAREHOLDERS,

For the financial year ended 31 December 2015 ("FY2015"), the global economy continued on a slow rate of recovery. Global economic activity remained subdued – growth for emerging markets and developing economies continued its decline for the fifth year running and recovery was modest at best in advanced economies. Weak global manufacturing activity and trade persisted, added to a dramatic decline in imports in several emerging markets and developing economies in distress, as a result, global trade was weighed down and business conditions continued to be challenging regionally and globally.

Eucon's business was affected in like, and this in turn resulted in a decline in our revenue, reporting a revenue of \$52.5 million for FY2015, a 9% decrease from \$57.8 million in the previous corresponding period in 2014 ("FY2014"). Sales performance fell across both business segments – PCB Operations and Mechanical drilling and Routing segment. PCB Operations remained the major contributor for the Group's revenue, accounting for about 90% of the total. Arising from reduced revenue and an increase in cost of sales, gross profit slid 51% from \$5.7 million in FY2014 to \$2.8 million for the year in review.

### BUSINESS OVERVIEW

Eucon has implemented cost-saving initiatives since FY2013. Following that, we focused on cost restructuring and undergone a restructuring exercise in FY2014 for its PCB Operations to maintain its customer base above a specific profit margin. As such, we enjoyed improved cost management with a better streamlined cost structure.

During the year in review, we continued to keep our focus on quality and cost control to maintain costs. For quality control,

we managed to reduce the rate of wastage and chargebacks for items below our quality standards to a large extent. For cost control, costs and expenses have also been managed within the ideal range.

Apart from quality and cost control, we also continued our focus on the sales and marketing of our products to increase revenue. However due to the weakened business environment, particularly sluggish markets in both the PRC and Taiwan for the PCB segment, the Group's performance was heavily impacted for FY2015, resulting in a continued decrease in sales reported.

### STRATEGY AND OUTLOOK

Global growth is projected to be at a slow rate with uneven paces between advanced and emerging and developing economies. China is experiencing a transition to a more balanced growth for its economy. Our strategy for FY2016 is to continue our focus on the sales and marketing of our products to boost our revenue and profits.

Consumer demand will be ever-increasing and ever-changing for the electronics and technology industry, thus it is essential that we stay abreast of the competition through further expanding our capabilities. One way was to branch out to a higher technology operations of embedded PCB manufacturing. Added to that, Eucon will channel our energies on differentiating ourselves in the market and boost sales.

Our streamlined cost structure enables us to better manage the upward pressure material and manpower costs, making prior estimations to materials as well as sending our employees for skills upgrading courses to enhance their productivity. Additionally, we changed our inventory

**“Consumer demand will be ever-increasing and ever-changing for the electronics and technology industry, thus it is essential that we stay abreast of the competition through further expanding our capabilities.”**

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management to keep our inventory at the minimum levels required. We will continue to keep a close eye to our costs and expenses with these measures while consolidating our efforts seeking to increase our revenue.

#### **APPRECIATION**

I would like to take the opportunity to thank all our valued shareholders on behalf of the Board and management for your continued trust and support through the years. To all

our customers, business associates and staff, I extend my gratitude and appreciation for your dedication and faith in the Group. I believe with the initiatives and strategies in place, we will grow and transform ourselves, working towards better years ahead.

**Wen Yao-Long**  
Executive Chairman and CEO



# Operations Review



## OVERVIEW

Sales performance fell across both our business segments – PCB Operations, and Mechanical Drilling and Routing. The Group reported revenue of \$52.5 million for FY2015 as compared to \$57.8 million in FY2014, a decrease of 9.2%. This was mainly due to a generally weaker business environment. PCB Operations remained the major contributor for the Group's revenue, accounting for about 89.6% of the total. Arising from reduced revenue and an increase in cost of sales, gross profit slid 50.9% from \$5.7 million in FY2014 to \$2.8 million for the year in review.

## PCB OPERATIONS

The majority of our Group revenue came from the PCB Operations segment, with it accounting for about 89.6% of the total. With the feeble general business environment of the PCB market, the revenue of our PCB Operations segment declined by about 8.6%, from \$51.4 million in FY2014 to \$47.0 million this year.

## MECHANICAL DRILLING AND ROUTING

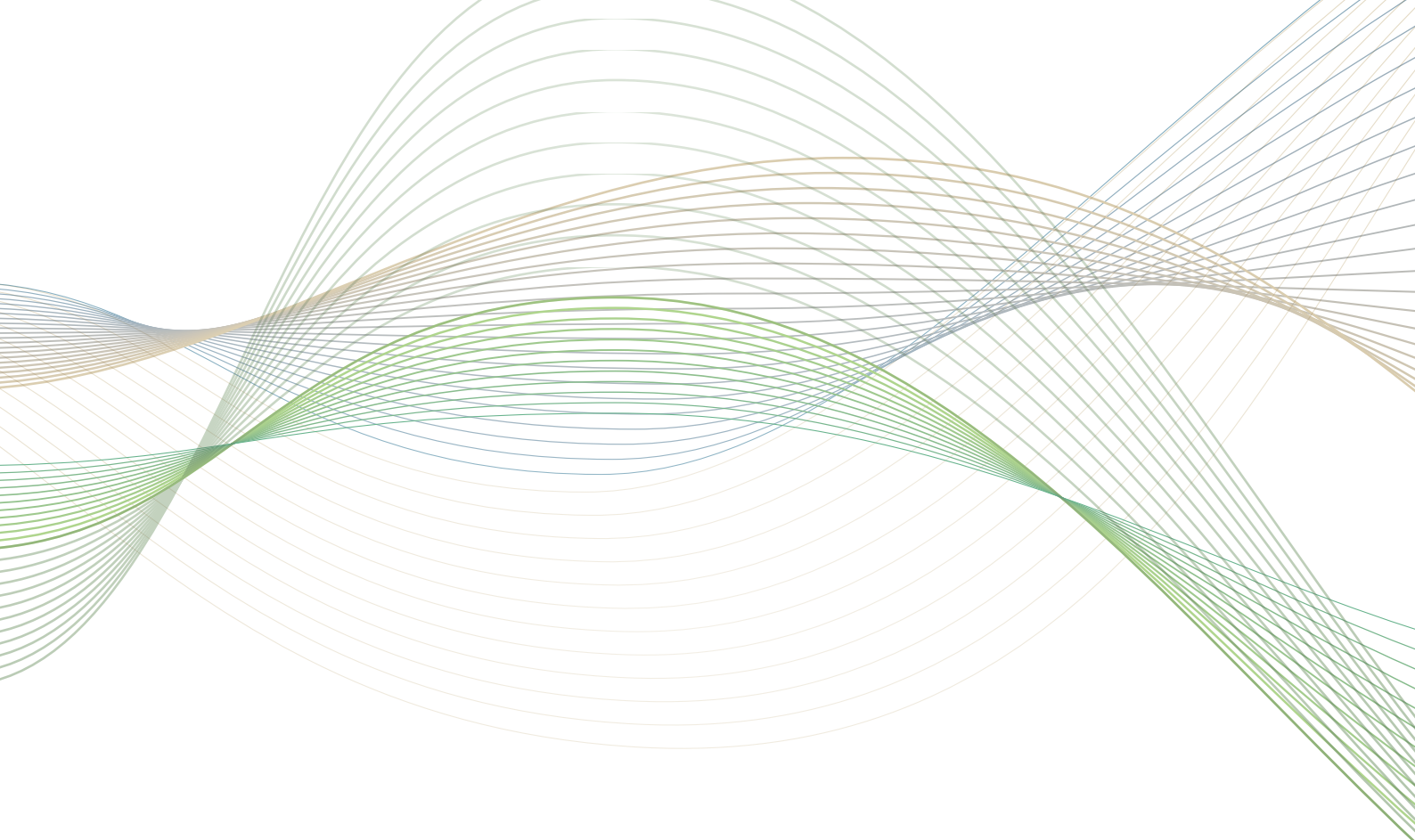
## SERVICES

Revenue from Mechanical drilling and routing segment fell 14.1% from \$6.4 million in FY2014 to \$5.5 million in FY2015. This segment is mainly made up of sub-contracted sales which are volatile to any fluctuations in market demands. Contribution from this segment to the Group's total sales remained constant at approximately 11.0%.

## GEOGRAPHICAL MARKETS

In terms of revenue contribution by geographical markets, the largest bulk continued to be from our China operations, contributing 78.8% to the Group's total revenue. This represents a 15.0% decrease from the past financial year 2014 of 93.8%.

Taiwan operations came in with a 21.2% revenue contribution for FY2015. Since our transformation of the plant to focus on the manufacture of traditional and embedded PCB in the previous financial year, it is now slowly getting on track. In addition to that we anticipate that 2016 would see our PCB Operations pick up and fare a better performance.



### **COST CONTROLS, GEARING UP OPERATIONS**

For the financial year in review, global economy activity was subdued and growth continued at a slow and uneven pace around advanced, emerging and developing markets. Global trade was heavily weighed down and business conditions in the global and regional continued to be challenging.

Eucon's business was also affected, resulting in a net loss for the current financial year standing at \$21.7 million compared to \$10.6 million in the previous financial year 2014.

With our Taiwan plant refurbished and gradually picking up sales orders, we believe it would help fulfil the sales orders on embedded PCB manufacturing, which we foresee to have a better performance in the upcoming financial year.

### **TRANSFORMED FOR EXCELLENCE**

Through our relentless efforts in cost restructuring and cost maintenance, we have seen improvements in our base line with lower rates of product inaccuracies, defects and wastages, and better cost containment within the ideal range.

We transformed our business focus, turning to cost management since FY2013, and in the second half of FY2014, channelled our energies to strengthen our sales and marketing aspects. We will adopt this strategy going forward to charge up sales volume and revenue and pull up our net profit.

Last but not least, we have entered into a \$94.0 million Subscription Agreement with a Subscriber in December 2015. Any further proceedings shall be duly announced and updated via the appropriate channels.

We will be striving hard towards our goal of improving our bottom line and towards sustainable growth for the Group.



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# Board of Directors

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**Wen Yao-Long**

Founder, Executive Chairman  
and Chief Executive Officer



**Ong Sim Ho**

Lead Independent Director

**Mr Wen** has been instrumental in charting out business directions and spearheading the Company's growth. He is responsible for the overall management of the Group. He started the Company in 1988 when he seized the opportunity to provide outsourced mechanical drilling services to PCB manufacturers in Taiwan. Since then, he has been expanding the Group's business by moving into PCB manufacturing in China, and establishing plants to provide a suite of services including PCB operations, routing and mass lamination. A high school graduate, Mr Wen has more than 25 years of experience in the PCB industry.

**Mr Ong** is an Independent Director of Eucon Holding Limited. He is a practising lawyer specializing in tax laws and is currently running his own law firm, Messrs Ong Sim Ho Advocates & Solicitors. He is the Non-Executive Chairman of Tokio Marine Life Insurance Singapore Ltd and a member of the Board of Bluefield Ventures Pte. Ltd., Emirates National Oil Company (Singapore) Pte Ltd, Bluefield Renewable Energy Pte. Ltd., Sunningdale Tech Ltd and Tokio Marine Insurance Singapore Ltd. Mr Ong also serves as an Alumni Advisory Board Member at the Nanyang Business School, NTU. He is an Advocate and Solicitor of the Supreme Court of Singapore, a Barrister-at-Law of Lincoln's Inn, a Fellow of the Institute of Singapore Chartered Accountants and a member of the Singapore Institute of Directors.



**Seow Han Chiang, Winston**

Independent Director

**Mr Seow** is a partner of KhattarWong LLP. He was called to the Singapore Bar in 1995 and has been a practising Advocate and Solicitor of the Supreme Court of Singapore since then. He holds a Bachelor of Law (Honours) degree from the National University of Singapore. Mr Seow is also an Independent Director of Sound Global Ltd.



**Er Kwong Wah**

Independent Director

**Mr Er** is an Executive Director of East Asia Institute of Management. He is also an Independent Director for several public listed companies including CFM Holdings Limited, China Essence Group Ltd., China Sky Chemical Fiber Co., Ltd., COSCO Corporation (Singapore) Limited, Success Dragon International Holdings Ltd., China Environment Ltd., and GKE Corporation Limited. A former Permanent Secretary in the Singapore Civil Service, he had served in various ministries before his retirement. A Colombo Plan and Bank of Tokyo Scholar, he obtained a first class honours degree in Electrical Engineering at the University of Toronto, Canada, in 1970 and an MBA from the Manchester Business School, University of Manchester in 1978.

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# Management Team

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## Chan Hui-Chung

Vice General Manager of Shanghai Zhuo Kai

Ms Chan is the spouse of our Chairman/Chief Executive Officer, Mr Wen Yao-Long. She is responsible for the financial function at Shanghai Zhuo Kai and assists in its operations. She also manages the financial functions for all China subsidiaries since November 2008. Before assuming her current responsibilities, she was the Finance Manager of LGANG from 1993 to 2000, and vice General Manager of LGANG from 2000 to 2003. Ms Chan is a high school graduate.

## Yang Te-Fa

Vice General Manager of LGANG

Mr Yang heads the overall operations of the Group. His responsibilities include sales and marketing, as well as production functions of LGANG. Prior to joining LGANG in 2014, he was the General Manager of Jia Hong Technology Co., Ltd. Mr Yang is a high school graduate.

## Wu Yun-Hai

Operation Manager of Shanghai Yaolong, Shanghai Zeng Kang and Shanghai Lian Han Xin

Mr Wu heads the operations of Shanghai Yaolong, Shanghai Zeng Kang and Shanghai Lian Han Xin. His responsibilities include sales and marketing, as well as production functions. He is one of the pioneers having joined Shanghai Yaolong in 2001 as the Assistant Operation Manager, and was involved in the setting up of Shanghai Yaolong. He was promoted to his current position in 2003. Since 2009, he is also the Operation Manager of Shanghai Zeng Kang and Shanghai Lian Han Xin. Mr Wu is a high school graduate.

## Chien Wan-Hsin

Chief Financial Officer

Mr Chien is responsible for the accounting, financial and taxation functions of the Group. Prior to joining LGANG as Finance Manager in June 2001, he was an audit partner with a public accounting firm in Taiwan. Mr Chien holds a Bachelor Degree in Business Administration from the National Taiwan University, Taiwan and is a member of Taipei Certified Public Accountants Association.

## Tay Ai Li

Finance Manager

Ms Tay's responsibilities include assisting the Chief Financial Officer on Group financial matters as well as managing Eucon's investor relations. She joined the Group in July 2009 and had over 4 years of auditing experiences in one of the Big 4 accounting firms. She is a Chartered Accountant with the Institute of Singapore Chartered Accountants and holds a Bachelor Degree in Accountancy from Nanyang Technological University, Singapore.



# Subsidiaries

**SHANGHAI ZENG KANG ELECTRONIC CO., LTD**

Offers mechanical drilling



**SHANGHAI ZHUO KAI ELECTRONIC TECHNOLOGY CO., LTD**

Manufacturing of PCB boards and provision of related processing services on outsourced PCBs to PCB manufacturers



**SHANGHAI EU YA ELECTRONIC TECHNOLOGY CO., LTD**

Provides lamination services on PCB boards



**SHANGHAI LIAN HAN XIN ELECTRONIC TECHNOLOGY CO., LTD**

Offers mechanical drilling services

**SHANGHAI YAOLONG ELECTRONIC TECHNOLOGY CO., LTD**

Offers routing services



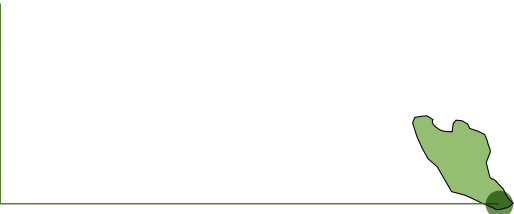
**LGANG OPTRONICS TECHNOLOGY CO., LTD**

Manufacturing of PCB boards



**EUCON INVESTMENT HOLDING PTE. LTD.**

Trading and investment holding company



**SINGAPORE**



# 5 Year Financial Highlights

## CONSOLIDATED PROFIT & LOSS (\$'M) (for the year ended December 31)

	2015	2014	2013	2012	2011
Revenue	52.5	57.8	69.3	78.5	97.1
Gross Profit	2.8	5.7	3.9	2.9	12.3
(Loss) / Profit before tax	(21.7)	(10.1)	(7.8)	(25.0)	(3.8)
(Loss) / Profit attributable to shareholders	(21.7)	(10.6)	(7.9)	(23.8)	(4.2)

## CONSOLIDATED FINANCIAL POSITION (\$'M) (for the year ended December 31)

Property, plant and equipment	19.9	33.7	43.3	57.3	75.9
Cash and cash equivalents	6.4	6.9	19.0	17.5	18.4
Other assets	40.6	53.9	39.7	45.6	48.4
<b>TOTAL ASSETS</b>	<b>66.9</b>	<b>94.5</b>	<b>102.0</b>	<b>120.4</b>	<b>142.7</b>
Equity attributable to owners of the company	2.5	20.6	31.6	38.3	64.3
Total borrowings	17.8	19.8	16.9	24.9	28.8
Other liabilities	42.0	47.1	46.2	50.1	40.5
Non-controlling interests	4.6	7.0	7.3	7.1	9.1
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>66.9</b>	<b>94.5</b>	<b>102.0</b>	<b>120.4</b>	<b>142.7</b>

## FINANCIAL RATIOS

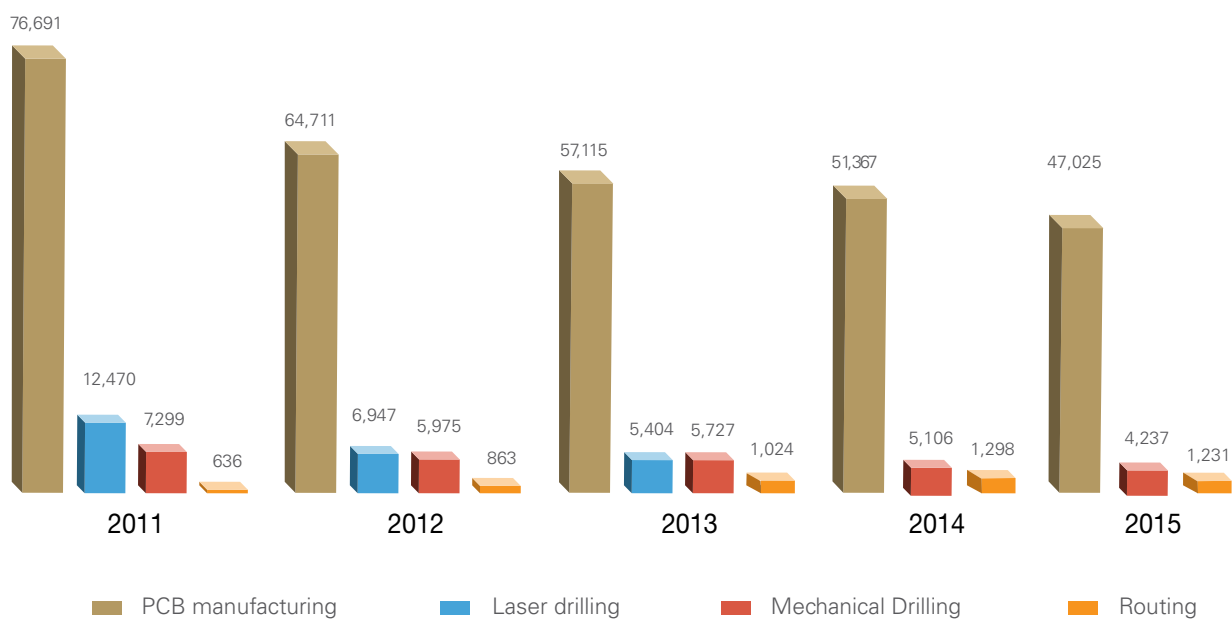
Return on shareholders' equity (%)	(868)	(51.5)	(25.0)	(62.1)	(6.5)
Return on assets (%)	(32.4)	(10.7)	(7.6)	(20.8)	(2.7)
Net gearing ratio	(2.28)	(0.1)	(0.1)	0.2	0.2
Working capital ratio	1.0	1.1	1.1	1.0	0.9

## PER SHARE DATA (CENTS)

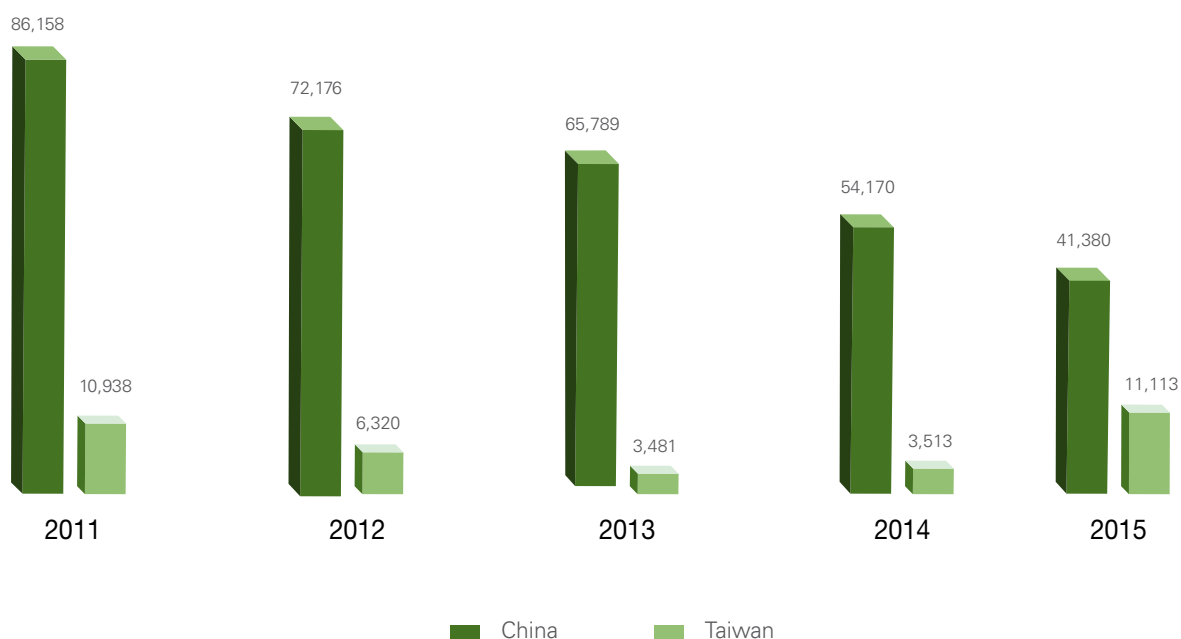
Earnings after tax	(3.34)	(1.77)	(1.39)	(4.17)	(0.73)
Net assets	0.4	3.6	5.54	6.33	10.88

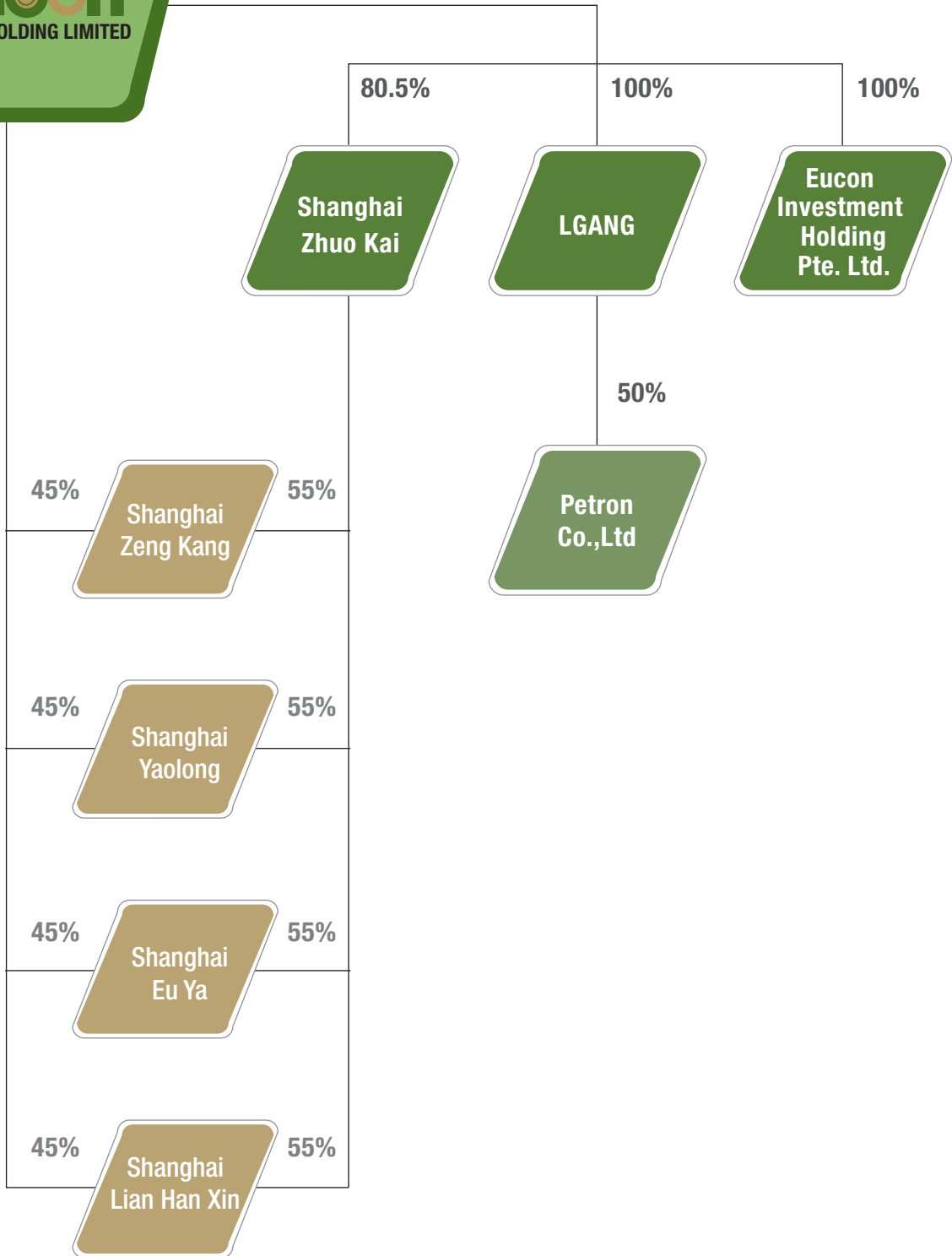
# Financial Charts

## REVENUE MIX BY SEGMENTS



## REVENUE MIX BY GEOGRAPHICAL



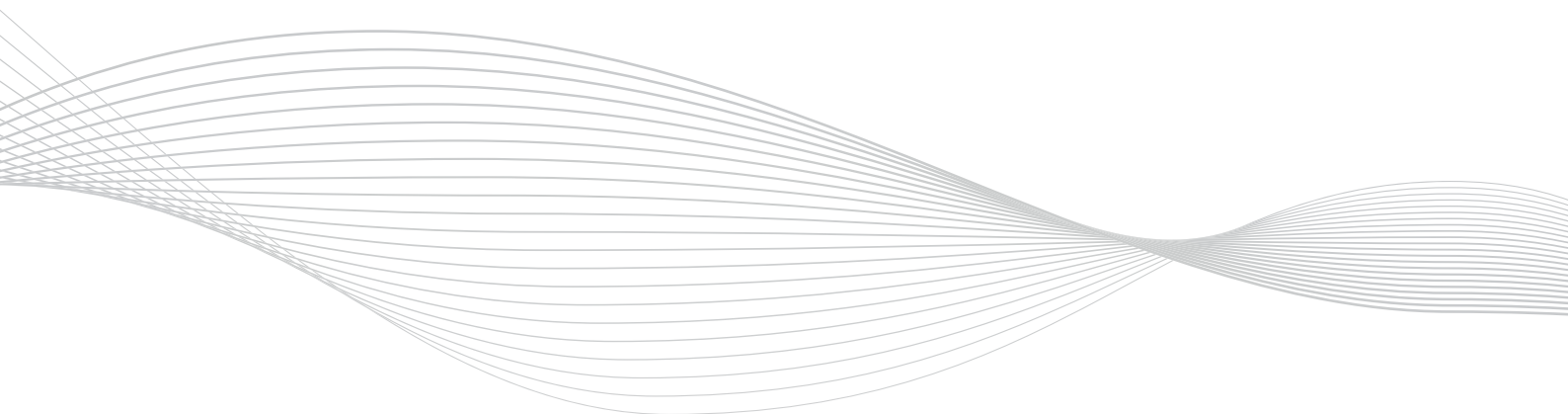


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# Corporate Governance Report

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The Company recognises the importance of and is committed to setting and maintaining high standards of corporate governance to protect shareholders' interest and enhance shareholders' value and corporate transparency. This report outlines the Company's corporate governance processes and activities during the financial year, with specific reference to the Code of Corporate Governance (the "Code").

## BOARD MATTERS

### Principle 1: The Board's Conduct of Affairs

The Board of Directors is entrusted with the responsibility for the overall management of the business and affairs of the Company and its subsidiaries (the "Group"). It delegates day-to-day operations to management, while reserving certain key matters for its approval.

Key functions of the Board include providing entrepreneurial leadership, setting of strategic aims, and ensuring that the necessary financial and human resources are in place for the Group to meet its objectives; establishing a framework of prudent and effective controls which enables risk to be assessed and managed; reviewing management performance; setting the Group's values and standards, and ensuring that obligations to shareholders and others are understood and met. The Board regularly reviews the business plans and the financial performance of the Group.

The directors together with the company secretary are responsible for ensuring that the Board procedures are followed and that applicable rules and regulations are complied with. The company secretary administers, attends and prepares minutes of all Board and specialised committee meetings. She assists the Chairman in ensuring that the Board procedures are followed and regularly reviewed to ensure effective functioning of the Board, and that the Company's Constitution and relevant rules and regulations, including requirements of the Companies Act and the Singapore Exchange, are complied with. She also assists the Chairman and the Board in implementing and strengthening corporate governance practices and processes with a view to enhance long-term shareholder value. She is also the primary channel of communication between the Company and the Singapore Exchange.

To facilitate effective management, the Board delegates certain functions to the various Board Committees (Nominating Committee, Remuneration Committee and Audit Committee), each of which is subject to the Board's approved terms of reference and whose actions are reported to and monitored by the Board.

The Board's approval is required for matters such as corporate strategy, mergers and acquisitions, announcements, approval of the Group's quarterly results, annual results and accounts, interested person transactions of a material nature, authorisation of major transactions, declaration of interim dividends and proposal of final dividends, appointment or removal of company secretary and auditors, and convening of shareholders' meetings.

The Company has adopted a set of Approval Authority Limits, setting out the level of authorisation required for specified transactions, including those that require Board's approval.

All new directors appointed to the Board will have the opportunity to visit the Group's factories and facilities and will be briefed on the Group's business activities and its strategic direction. They will also be given all relevant corporate materials and documents such as latest Annual Report and Summary Financial Statements to assist them to better understand the structure and operations of the Group.

Directors and senior management are encouraged to attend training programmes organised by Singapore Exchange Limited, Singapore Institute of Directors and other external professional organisations to update them on relevant new laws and regulations relating to their duties and responsibilities as directors.

The Board meets at least 4 times a year regularly on a quarterly basis and as warranted. Ad hoc meetings are also convened to deliberate on urgent substantive matters. The Company's Constitution allows a board meeting to be conducted by way of telephone conference or videoconference. Details of the number of board meetings held in a year as well as the attendance of each board member at those meetings and meetings of the various Board Committees are disclosed below.

# Corporate Governance Report

## DIRECTORS' ATTENDANCE AT BOARD AND BOARD COMMITTEE MEETINGS

Period covering January to December 2015

Name of Director	Board		Audit Committee		Nominating Committee		Remuneration Committee	
	No.Held	Attended	No.Held	Attended	No.Held	Attended	No.Held	Attended
Wen Yao-Long	6	6	–	–	–	–	–	–
Ong Sim Ho	6	6	4	4	1	1	1	1
Seow Han Chiang, Winston	6	6	4	4	1	1	1	1
Er Kwong Wah	6	6	4	4	1	1	1	1

### Principle 2: Board Composition and Guidance

Currently, the Board has four directors comprising one executive director and three independent non-executive directors. They are Wen Yao-Long (Executive Chairman and CEO), Ong Sim Ho, Seow Han Chiang, Winston and Er Kwong Wah respectively.

The independence of each director is reviewed annually by the Nominating Committee (“NC”). The NC is satisfied that more than one-third of the Board comprises independent directors.

The NC has assessed the independence of the independent directors, Mr Ong Sim Ho, Mr Seow Han Chiang, Winston and Mr Er Kwong Wah after considering the recommendations set out in the Code. Notwithstanding that Mr Ong Sim Ho, Mr Seow Han Chiang, Winston and Mr Er Kwong Wah have served the Board since July 2004, July 2005 and September 2006 respectively, the Board is fully satisfied that they have demonstrated complete independence, robustness of character and judgement as Board members. Despite the 9 years’ time frame, Mr Ong Sim Ho, Mr Seow Han Chiang, Winston and Mr Er Kwong Wah had continued to be and are deemed to be independent and have the requisite qualifications, experience and integrity as independent directors. The Board believes that Mr Ong Sim Ho, Mr Seow Han Chiang, Winston and Mr Er Kwong Wah who have been discharging their duties and responsibilities with the utmost commitment in upholding the interest of the non-controlling shareholders, are able to serve the present needs of the Group.

The NC is of the view that the current Board size is appropriate, taking into account the nature and scope of the business and operations of the Group. The Board consists of high caliber members with a wealth of knowledge, expertise and experience. They contribute valuable direction and insight, drawing from their vast experience in matters relating to accounting, finance, law, business and general corporate matters.

The Board has determined that no director who is fully employed may serve on the Board of more than 5 public listed companies and no director who is not fully employed may serve on the Board of more than 10 public listed companies.

The non-executive directors constructively challenge and help develop proposals on strategy and also review the performance of management in meeting agreed goals and objectives, and monitor the reporting of performance.

### Principle 3: Chairman and Chief Executive Officer (“CEO”)

Currently, Mr Wen Yao-Long serves as the Group’s Executive Chairman and CEO. In the opinion of the Board, the scale of the business does not warrant a division of these positions. Further, the Company had appointed Mr Ong Sim Ho, an independent non-executive director, as lead independent director. The lead independent director is available to shareholders in circumstances where shareholders’ concerns raised through normal channels to the Chairman and CEO or Chief Financial Officer has failed to resolve or where such contact is inappropriate.

The Chairman’s principal role is to manage the business of the Board; lead the Board to ensure its effectiveness on all aspects of its role and set its agenda; ensure that the directors receive accurate, timely and clear information; ensure effective communication with shareholders; encourage constructive relations between the Board and management; facilitate the effective contribution of non-executive directors in particular; encourage constructive relations between executive directors and non-executive directors; and promote high standard of corporate governance. The Chairman also advises on the Group’s business strategy.



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# Corporate Governance Report

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The CEO bears executive responsibility for the day-to-day operations of the Group.

**Principle 4: Board Membership**

**Principle 5: Board Performance**

## **Nominating Committee (“NC”)**

Currently, the members of the NC are Er Kwong Wah (Committee Chairman), Seow Han Chiang, Winston and Ong Sim Ho, all of whom are independent non-executive directors. Mr Er Kwong Wah is not, nor directly associated with, a substantial shareholder.

The Terms of Reference of the NC include:-

- making recommendations to the Board on all Board appointments and re-appointments,
- reviewing and determining the independence of each director and ensure that at least one-third of the Board comprises independent directors,
- reviewing and evaluating whether or not a director is able to and has been adequately carrying out his duties as director of the Company, when he has multiple board representations,
- reviewing the skills required by the Board, and the size of the Board annually,
- determining how the Board’s performance may be evaluated, and proposing performance criteria to assess effectiveness of the Board as a whole and contribution of each director,
- formal assessment of the effectiveness of the Board as a whole and individual director, and
- formulating succession plan.

The NC has adopted internal guidelines to address competing time commitments faced by directors serving on multiple boards.

In the nomination and selection process for new directors, the NC will identify the key attributes that an incoming director should have based on the attributes of the existing Board and the requirement of the Group. Then, the NC will tap on the resources of the Board’s personal contacts and recommendations of potential candidates, and goes through a shortlisting process. Interviews will be conducted with potential candidates to assist NC members to make their recommendation to the Board.

The role of the NC also includes the responsibility of reviewing the re-nomination of directors who retire by rotation, taking into consideration the director’s integrity, independence mindedness, contribution and performance (such as attendance, participation, preparedness and candour) and any other factors as may be determined by the NC.

Regulation 89 of the Company’s Constitution requires at least one-third of the directors to retire from office at the Company’s Annual General Meeting (the “AGM”). In addition, Regulation 88 of the Company’s Constitution provides that a newly appointed director must submit himself for re-election at the AGM following his appointment.

# Corporate Governance Report

The dates of initial appointment and last re-election of each director are set out as follows:-

Name of Director	Current appointment	Date of initial appointment	Date of last re-election	Due for re-election at next AGM
Wen Yao-Long	Executive	2 January 2003	25 April 2013	Retirement by Rotation (Regulation 89)
Ong Sim Ho	Non-Executive / Independent	19 July 2004	23 April 2015	NA
Seow Han Chiang, Winston	Non-Executive / Independent	7 July 2005	24 April 2014	Retirement by Rotation (Regulation 89)
Er Kwong Wah	Non-Executive / Independent	8 September 2006	23 April 2015	NA

Other key information on the individual directors of the Company is set out in the “Board of Directors” section of this Annual Report. Their shareholdings in the Company are also disclosed in the Report of the Directors.

The NC has adopted a process for assessing the effectiveness of the Board as a whole and for assessing the contribution by each director. The performance criteria for the Board evaluation includes an evaluation of the size and composition of the Board, the Board’s access to information, accountability, Board processes, top management and standard of conduct. For individual director evaluation, the NC assessed whether the directors continue to contribute effectively and demonstrate commitment to their roles, including attendance at the Board and committee meetings, their industrial knowledge and/or functional expertise and any other duties. The NC has adopted an open discussion approach which has facilitated their cohesive approach towards a common goal and contributed well towards better performance of the Company.

## Principle 6: Access to Information

Management provides adequate and timely information to the Board on the Group’s affairs and business issues which require the Board’s decisions. Quarterly reports, as well as ongoing reports of the Group’s financial and operational performances are also provided to the Board.

Prior to each board meeting, the management will prepare and send board papers to the Board so that the board members can better understand the matters before the board meeting. This also assists the Board to focus on relevant issues and concerns during the board meeting.

Where a physical board meeting is not possible, timely communication with members of the Board is effected through other means, such as electronic mail and teleconferencing.

The directors have separate and independent access to the Company’s senior management and the company secretary at all times. The Company adopts a policy which welcomes directors to request for explanations and briefings from or informal discussions with management on any aspects of the Group’s operations or business issues. The Chairman and CEO will make the necessary arrangements to accede to these requests.

The Board takes independent professional advice as and when necessary to enable it to discharge its responsibilities effectively. Subject to the approval of the Chairman and CEO, directors, whether as a Group or individually, may seek and obtain independent professional advice to assist them in their duties, at the expense of the Company.

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# Corporate Governance Report

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## REMUNERATION MATTERS

**Principle 7: Procedures for Developing Remuneration Policies**

**Principle 8: Level and Mix of Remuneration**

**Principle 9: Disclosure on Remuneration**

### Remuneration Committee (“RC”)

Currently, the members of the RC are Seow Han Chiang, Winston (Committee Chairman), Ong Sim Ho and Er Kwong Wah, all of whom are independent non-executive directors.

The RC has access to expert advice, inside and/or outside the Company, in the field of executive compensation where required.

The RC meets at least once a year and when necessary. The Terms of Reference of the RC include:-

- recommending to the Board a framework of remuneration for the Board and the CEO with a goal to retain and motivate them through competitive compensation and progressive policies, and determining specific remuneration packages and terms of employment for each of the directors and the CEO, taking into consideration all aspects of remuneration (including but not limited to director’s fees, salaries, allowances, bonuses, options, and benefits in kind) and remuneration packages within the industry and comparable companies,
- ensuring that remuneration packages for employees related to directors, CEO or substantial shareholders of the Company is in line with the Group’s staff remuneration guidelines and commensurate with their respective job scopes, levels of responsibilities and levels of performance,
- reviewing the remuneration of senior management, and
- recommending executives’ and employees’ share option scheme or any other long term incentive schemes which may be set up from time to time.

No director is involved in deciding his own remuneration. Directors’ fees are recommended to the Board for approval at the Company’s AGM.

The independent directors and non-executive director receive a basic fee and an additional fee for serving on any of the committees in accordance with their contributions, taking into account factors such as effort and time spent, responsibilities of the directors and the need to pay competitive fees to attract, retain and motivate the directors. The total amount of directors’ fees is subject to the approval of the shareholders at the AGM.

The executive director does not receive director’s fees. The executive director’s service contract was renewed on 6 August 2013 based on its current terms. The executive director’s remuneration comprises a basic salary component and incentive bonus based on the consolidated profit before tax of the Group, if it equals or exceeds S\$10 million. The remuneration for the management personnel comprises a basic salary component and a variable component which is the annual bonus, based on the performance of the Group as a whole and their individual performance.

# Corporate Governance Report

A breakdown, showing the level and mix of each individual director's remuneration payable for the financial year ended 31 December 2015, is as follows:-

Remuneration	Directors' Fees (\$\$)	Salary (\$\$)	Other Benefits (\$\$)	Total (\$\$)
<b>Directors</b>				
Wen Yao-Long	–	763,000	107,000	870,000
Ong Sim Ho	50,000	–	–	50,000
Seow Han Chiang, Winston	40,000	–	–	40,000
Er Kwong Wah	40,000	–	–	40,000

The remuneration of the management personnel of the Group (who are not directors) for the financial year ended 31 December 2015 is shown in the following bands:-

Remuneration	Salary (%)	Bonus (%)	Other Benefits (%)	Total (%)
<b>Management Personnel</b>				
<b>S\$250,000 to S\$499,999</b>				
Chien Wan-Hsin	95	–	5	100
<b>Below S\$250,000</b>				
Chan Hui-Chung <sup>(1)</sup>	100	–	–	100
Yang Te-Fa	97	–	3	100

The 4 deemed key managements are Ms Chan Hui-Chung, Mr Yang Te-Fa and Mr Chien Wan Hsin. Under page 12 of the Annual Report, the management team comprises of Ms Chan Hui-Chung, Mr Yang Te-Fa, Mr Chien Wan Hsin, Mr Wu Yun-Hai and Ms Tay Ai Li. However, the management does not consider Mr Wu Yun-Hai and Ms Tay Ai Li as key management while they hold the position of operation manager and finance manager respectively.

The aggregate amount of the total remuneration paid to the management personnel (who are not directors or the CEO) is approximately S\$602,000.

(1) Chan Hui-Chung is the wife of Wen Yao-Long, who is the Executive Chairman and CEO, and substantial shareholder of the Company.

Other than Ms Chan Hui-Chung whose remuneration is in the S\$150,000 to S\$200,000 range, there are no other staff who are immediate family members of a director or the CEO, and whose remuneration exceeds S\$50,000 during the year.

The RC also administers the Eucon Employee Share Option Scheme (the "ESOS"). Details of the ESOS are set out in the Report of the Directors. No options have been granted under the ESOS since listing. In evaluating long-term incentive schemes, the RC takes into consideration the costs and benefits of such schemes.

## ACCOUNTABILITY AND AUDIT

### Principle 10: Accountability

The Company has adopted quarterly results reporting since its listing. The Company may hold media and analyst briefing of its quarterly and full-year results, when deemed fit. The press releases and the quarterly and full-year results will be published through the SGX-NET for the public and shareholders' information.

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# Corporate Governance Report

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## Principle 11: Internal Controls

The Company's internal auditors have conducted an annual review in accordance with their audit plans, of the effectiveness and adequacy of the Company's material internal controls, including financial, operational and compliance controls, and risk management policies and procedures. Any material non-compliance or failures in internal controls and recommendations for improvements are reported to the AC. The AC has also reviewed the effectiveness of the actions taken by the management on the recommendations made by the external auditors in this respect.

The Board has also received assurance from the CEO and the Chief Financial Controller that (i) 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 (ii) the Company's risk management and internal control systems in place are effective.

## Risk Management

The Company regularly reviews and improves its business and operational activities to identify areas of significant business risks as well as take appropriate measures to control and mitigate these risks. The Company reviews all significant control policies and procedures, and highlights all significant matters to the AC and Board.

## Principle 12: Audit Committee ("AC")

Currently, the members of the AC are Ong Sim Ho (Committee Chairman), Seow Han Chiang, Winston and Er Kwong Wah, all of whom are independent non-executive directors.

All members bring with them invaluable experience in the finance, legal and business management spheres. The Board is of the opinion that they have sufficient financial expertise to discharge the AC's functions.

The AC meets at least once every quarter and when necessary. The AC also meets with the external auditors and the respective internal assessment personnel, without the presence of the Company's management.

The AC is guided by the Terms of Reference, which include, amongst other responsibilities: reviewing quarterly and full year financial statements, audit plans of internal and external auditors, effectiveness of the internal audit function, adequacy of the internal controls and risk management policies and systems established by management, effectiveness and independence of external auditors, interested person transactions, potential conflict of interest; investigating suspected fraud or irregularity; and making recommendations to the Board on the appointment, re-appointment and removal of the external auditors. The AC reviews the significant financial reporting issues and judgments so as to ensure the integrity of the financial statements of the Company and any formal announcements relating to the Company's financial performance.

The AC has explicit authority to investigate any matters within its Terms of Reference and has full access to and co-operation from management, full discretion to invite any director or executive officer to attend its meetings, direct access to internal and external auditors and reasonable resources to enable it to discharge its functions.

The AC conducted an annual review of the scope and results of the audit and its cost effectiveness, as well as the independence and objectivity of the external auditors and had also undertaken a review of the volume of non-audit services provided by the external auditors. The AC assessed whether the nature and extent of those services might prejudice the independence and objectivity of the external auditors before confirming its re-nomination. The AC was satisfied that such services did not affect the independence of the external auditors. The Board confirms that the Company has complied with Rules 712 and 715 of the SGX-ST Listing Manual in relation to the appointment of auditing firms.

The AC has put in place a whistle-blowing policy and procedures by which staff of the Group may, in confidence, raise concerns about possible improprieties in financial reporting or other matters.

The AC keeps abreast of changes to the accounting standards and issues which have a direct impact on the financial statements by regular communication with the management, the external auditors and the internal auditors.

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# Corporate Governance Report

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## **Principle 13: Internal Audit**

The Board recognises that it is responsible for maintaining a system of internal control processes to safeguard shareholders' investments and the Group's business and assets. The effectiveness of the internal financial control systems and procedures are monitored by the management and the internal audit function is out-sourced to an international public accounting firm. The internal audit function reports primarily to the Chairman of the AC.

The internal auditors plan its internal audit schedules in consultation with the AC. The audit plan will be submitted to the AC for approval prior to the commencement of the internal audit. The AC reviews the activities of the internal auditors on a regular basis, including overseeing and monitoring the implementation of improvements required on identified internal control weaknesses. The AC will ensure that the internal audit function is adequately resourced and has appropriate standing within the Company, and will review the effectiveness of the internal audit function annually. The AC ensures that the internal auditors meet or exceed the standards set by nationally or internationally recognised professional bodies including the Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors.

The AC has reviewed the Company's risk assessment and based on the internal audit reports and management controls in place, it is satisfied that there are adequate internal controls in the Group, including financial, operational and compliance controls, and risk management policies and systems.

The Board believes that, in the absence of any evidence to the contrary, the system of internal control maintained by the company's management that was in place throughout the financial year and up to the date of this report, provides reasonable, but not absolute, assurance against material financial misstatements or loss, and include the safeguarding of assets, the maintenance of proper accounting records, the reliability of financial information, compliance with appropriate legislation, regulation and practice, and the identification and containment of business risk. The Board notes that no system of internal control could provide absolute assurance against the occurrence of material errors, poor judgement in decision-making, human error, losses, fraud or other irregularities.

## **Principle 14: Shareholder Rights**

### **Principle 15: Communication with Shareholder**

### **Principle 16: Conduct of Shareholder Meetings**

Pursuant to SGX-ST's Listing Rules and the Companies Act, and in line with continuous disclosure obligations of the Company, the Board's policy is that shareholders should be informed promptly of all major developments that impact the Group.

Information is communicated to shareholders on a timely basis, through annual reports that are issued to all shareholders within the mandatory period, quarterly and full-year financial statements, notice of and explanatory memorandums for Annual General Meetings and Extraordinary General Meetings, press releases and disclosures through SGXNET. The Company takes all reasonable efforts to ensure that it does not practice selective disclosure of material information. Material information is excluded from any briefing or is first publicly released, either before the Company meets with investors or analysts or simultaneously with such meetings. Results and annual reports are announced or issued within the mandatory period and are available on the Company's website at [www.euconholding.com](http://www.euconholding.com).

The Board welcomes shareholders to raise issues at the shareholders' meetings or on an ad hoc basis. The Chairman of the AC, NC and RC will be present and available at the general meetings to address queries raised by shareholders. The external auditors will also be present to address shareholders' queries relating to the conduct of the audit and the preparation and content of their auditors' report.

The Constitution of the Company allow a shareholder to appoint one or two proxies to attend and vote on his/her behalf.

The company secretary prepares minutes or notes of general meetings which include the comments and queries from shareholders and responses from the Board and management, and these minutes or notes are available to shareholders upon their request. Separate resolutions are passed at general meetings on each substantial issue.



# Corporate Governance Report

The Group has no specific dividend policy at present. The form, frequency and amount of dividends declared each year will take into consideration the Group's profit growth, cash position, positive cash flow generated from operations, projected capital requirements for business growth and other factors as the Board may deem appropriate.

The Company is not declaring any dividend for the financial year ended 31 December 2015 as the Group is in a loss making position.

## DEALING IN SECURITIES

The Company adopted an internal Code of Best Practices on Securities Dealings on 10 September 2004 which is modeled on the Listing Rule 1207(19) of the Listing Manual of the SGX-ST (formerly known as "The Best Practices Guide").

The Company implemented a policy prohibiting its officers and company from dealing in the Company's shares while in possession of unpublished material price sensitive information; on short-term considerations; and during the period commencing 2 weeks before the announcement of the Company's quarterly results and one month before the announcement of the full-year results, and ending on the date of the announcement of the results.

## INTERESTED PERSON TRANSACTIONS

The Company has an internal policy in respect of interested person transactions of the Company ("IPT Policy"). All division heads are required to familiarise themselves with IPT Policy, and highlight any such transactions to the Company's finance department. The finance department is in charge of keeping a register of the Company's interested person transactions. The IPT Policy also sets out the levels and procedures to obtain approval for such transactions.

The aggregate value of all interested person transactions entered into during the financial year ended 31 December 2015 are tabulated hereunder pursuant to Rule 907 of the SGX-ST Listing Manual:

Name of interested person	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than \$100,000 and transactions conducted under Shareholders' mandate pursuant to Rule 920)	Aggregate value of all interested person transactions conducted under Shareholders' mandate pursuant to Rule 920 (excluding transactions less than \$100,000)
* Loan guarantees provided by Mr Wen Yao-Long and Ms Chan Hui-Chung to various financial institutions to secure credit facilities for the Group	Total facilities granted as at 31.12.2015: S\$15.2 million  Amount outstanding as at 31.12.2015: S\$13.9 million	—
Loan from Sunny Worldwide Int'l Ltd (Amount outstanding as at 31.12.2015 is S\$11.1 million)	Interest for the 12 months ended 31.12.2015: S\$0.38 million	—
Loan from Mr Wen Yao-Long (Amount outstanding as at 31.12.2015 is S\$2.3 million)	Interest-free loan	—

\* Mr Wen Yao-Long and Ms Chan Hui-Chung do not charge the Group for the loan guarantees provided by them to various financial institutions to secure credit facilities for the Group.

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# Corporate Governance Report

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## OTHER INFORMATION

### Material Contract

No material contract to which the Company or any related company is a party which involve the interest of the Chief Executive Officer, each director or controlling shareholder subsisted at, or have been entered into since the end of the previous financial year.

# 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, 2015.

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 34 to 91 are drawn up so as to give a true and fair view of the statement of financial position of the group and of the company as at December 31, 2015, 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 report are:

Wen Yao-Long  
Ong Sim Ho  
Seow Han Chiang, Winston  
Er Kwong Wah

## 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 and companies in which interests are held	Shareholdings registered in the name of the directors		Shareholdings in which the directors are deemed to have interests	
	At January 1, 2015	At December 31, 2015	At January 1, 2015	At December 31, 2015
<u>The company</u> Ordinary shares				
Wen Yao-Long	31,447,747	41,147,747	108,362,000	108,362,000
Ong Sim Ho	1,220,000	1,220,000	–	–

By virtue of Section 7 of the Singapore Companies Act, Wen Yao-Long is deemed to have an interest in all the related corporations of the company.

The directors' interests in the shares of the company as at January 21, 2016 were the same at December 31, 2015.

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# Directors' Statement

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## 4 SHARE OPTIONS

- a) At the Extraordinary Meeting held on July 14, 2004, the shareholders approved the adoption of the Eucon Employee Share Option Scheme (the "ESOS"). The ESOS is administered by the Remuneration Committee, comprising the following independent directors:

Seow Han Chiang, Winston (Chairman)  
Ong Sim Ho  
Er Kwong Wah

- b) Under the ESOS, an option entitles the option holder to subscribe for a specific number of new ordinary shares of the company comprised in the option at a subscription price per share determined with reference to the market price of the share at the time of grant of the option. The Remuneration Committee may at its discretion, fix the subscription price at a discount up to 20% off market price but not lower than \$0.05. The consideration for the grant of an option is \$1.00.

Options granted with the subscription price set at the market price shall only be exercised after the first anniversary but before the tenth anniversary (fifth anniversary for non-executive directors) of the date of grant of that option, subject to the following:

- i) up to 50% only of the shares in respect of which that option is granted may be exercised after the first anniversary of the date of grant of that option; and
- ii) the remaining 50% of the shares in respect of which that option is granted may be exercised after the second anniversary of the date of grant of that option.

Options granted with the market price set at a discount to the market price shall only be exercised after the second anniversary but before the tenth anniversary (fifth anniversary for non-executive directors) of the date of grant of that option, subject to the following:

- i) up to 50% only of the shares in respect of which that option is granted may be exercised after the second anniversary of the date of grant of that option; and
- ii) the remaining 50% of the shares in respect of which that option is granted may be exercised after the third anniversary of the date of grant of that option.

The shares under option may be exercised in whole or in part on the payment of the relevant subscription price. Options granted will lapse when the option holder ceases to be a full-time employee of the company or any company of the group subject to certain exceptions at the discretion of the company.

As at the date of this report, no options have been granted under the ESOS.

- c) During the financial year, no option to take up unissued shares of the company or any subsidiaries was granted and there were no shares of the company or any subsidiaries issued by virtue of the exercise of an option to take up unissued shares.
- d) At the end of the financial year, there were no unissued shares of the company or any subsidiaries under option.

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# Directors' Statement

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## 5 AUDIT COMMITTEE

The Audit Committee of the company comprises three members, all of whom are non-executive independent directors. The members of the Audit Committee at the date of this report are:

Ong Sim Ho (Chairman)  
Seow Han Chiang, Winston  
Er Kwong Wah

The Audit Committee has met three times since the last Annual General Meeting ("AGM") and has reviewed the following, where relevant, with the executive directors and external and internal auditors of the company:

- i. the audit (external and internal) plans and results of the internal auditors' examination of the group's system of internal accounting controls;
- ii. the group's financial and operating results and accounting policies;
- iii. the statement of financial position and statement of changes in equity of the company and the consolidated financial statements of the group before their submission to the directors of the company and the external auditors' report on those financial statements;
- iv. the quarterly, half-yearly and annual announcements as well as the related press releases on the results and financial position of the company and the group;
- v. the cooperation and assistance given by the management to the group's external auditors; and
- vi. the re-appointment of the external auditors of the group and the company.

The Audit Committee has full access to and has the co-operation of the management and has been given the resources required for it to discharge its function 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 Audit Committee.

The Audit Committee has recommended to the Board of Directors the nomination of Deloitte & Touche LLP for re-appointment as external auditors of the group and the company at the forthcoming Annual General Meeting of the company.

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# Directors' Statement

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## 6 AUDITORS

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

ON BEHALF OF THE DIRECTORS

Wen Yao-Long

Ong Sim Ho

March 31, 2016

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# Independent Auditor's Report

To the Members of Eucon Holding Limited

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## Report on the Financial Statements

We have audited the accompanying financial statements of Eucon Holding Limited (the "company") and its subsidiaries (the "group"), which comprise the consolidated statement of financial position of the group and the statement of financial position of the company as at December 31, 2015, and the consolidated statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows of the group and the statement of changes in equity of the company for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 34 to 91.

## Management's Responsibility for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Singapore Companies Act (the "Act") and Singapore Financial Reporting Standards, 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.

## Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts, and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the 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 Act and Singapore Financial Reporting Standards so as to give a true and fair view of the financial position of the group and of the company as at December 31, 2015 and the financial performance, changes in equity and cash flows of the group, and changes in equity of the company for the year ended on that date.

## Emphasis of Matter

We draw attention to Note 1 to the financial statements which indicates that the group incurred a net loss, and the group's and the company's current liabilities exceed its current assets for the year ended December 31, 2015. These conditions indicate the existence of a material uncertainty which may cast significant doubt on the group's and company's ability to continue as a going concern based on the key management assumptions of (a) the group's and company's ability to generate sufficient cash flows from its future operations with an improvement in economic conditions (b) the availability of continued credit facilities from the group's lenders over the next twelve months or as and when required, and (c) the ability of the group to dispose of its leasehold property in Singapore to raise funds when required. Our opinion is not modified in respect of these matters.



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# Independent Auditor's Report

To the Members of Eucon Holding Limited

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## 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 the subsidiary corporation incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

Deloitte & Touche LLP  
Public Accountants and  
Chartered Accountants  
Singapore

March 31, 2016

# Statements of Financial Position

December 31, 2015

	Note	Group		Company	
		2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	6	6,355	6,916	1,197	404
Restricted cash	7	1,919	363	–	–
Structured deposits	8	17,105	20,220	–	–
Trade receivables	9	12,071	20,925	–	–
Other receivables and prepayments	10	1,307	2,652	19	4,816
Inventories	11	4,295	4,668	–	–
Land use rights	12	100	98	–	–
<b>Total current assets</b>		<b>43,152</b>	<b>55,842</b>	<b>1,216</b>	<b>5,220</b>
<b>Non-current assets</b>					
Other receivables	10	746	794	–	–
Land use rights	12	3,061	4,012	–	–
Investment in subsidiaries	13	–	–	32,669	45,339
Investment in associate	14	–	–	–	–
Property, plant and equipment	15	19,940	33,719	750	751
Goodwill	16	–	82	–	–
Deferred tax assets	17	33	33	–	–
<b>Total non-current assets</b>		<b>23,780</b>	<b>38,640</b>	<b>33,419</b>	<b>46,090</b>
<b>Total assets</b>		<b>66,932</b>	<b>94,482</b>	<b>34,635</b>	<b>51,310</b>
<b>LIABILITIES AND EQUITY</b>					
<b>Current liabilities</b>					
Trade and other payables	18	17,881	24,554	11,000	13,489
Provision	19	12,747	11,193	12,747	11,193
Derivative financial instruments	32	252	88	–	–
Borrowings	20	12,977	11,299	–	–
Finance leases	21	–	21	–	–
<b>Total current liabilities</b>		<b>43,857</b>	<b>47,155</b>	<b>23,747</b>	<b>24,682</b>
<b>Non-current liabilities</b>					
Other payables	18	11,060	10,684	11,060	10,684
Borrowings	20	4,808	8,447	–	–
Retirement benefit obligation	22	54	589	–	–
<b>Total non-current liabilities</b>		<b>15,922</b>	<b>19,720</b>	<b>11,060</b>	<b>10,684</b>
<b>Capital, reserves and Non-controlling interests</b>					
Share capital	23	56,127	56,127	56,127	56,127
Reserves		(53,628)	(35,504)	(56,299)	(40,183)
Equity attributable to owners of the company		2,499	20,623	(172)	15,944
Non-controlling interests		4,654	6,984	–	–
<b>Total equity</b>		<b>7,153</b>	<b>27,607</b>	<b>(172)</b>	<b>15,944</b>
<b>Total liabilities and equity</b>		<b>66,932</b>	<b>94,482</b>	<b>34,635</b>	<b>51,310</b>

See accompanying notes to financial statements

# Consolidated Statement of Profit or Loss and Other Comprehensive Income

Year ended December 31, 2015

	Note	Group	
		2015 \$'000	2014 \$'000
<b>Revenue</b>	26	52,493	57,771
Cost of service and sales		(49,687)	(52,108)
<b>Gross profit</b>		2,806	5,663
Other income	27	3,088	2,356
Distribution costs		(1,770)	(1,616)
Administrative expenses		(9,982)	(11,603)
Other expenses	30	(14,518)	(3,673)
Share of loss of associate	14	–	(20)
Finance costs	28	(1,296)	(1,158)
<b>Loss before income tax</b>		(21,672)	(10,051)
Income tax expense	29	–	(595)
<b>Loss for the year</b>	30	(21,672)	(10,646)
<b>Other comprehensive income (loss):</b>			
<i>Items that will not be reclassified subsequently to profit or loss:</i>			
Remeasurement of defined benefits obligations	22	377	77
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Foreign currency translation		841	(744)
Other comprehensive income (loss) for the year, net of tax		1,218	(667)
<b>Total comprehensive loss for the year</b>		(20,454)	(11,313)
<b>Loss attributable to:</b>			
Owners of the company		(19,049)	(10,101)
Non-controlling interests		(2,623)	(545)
		(21,672)	(10,646)
<b>Total comprehensive loss attributable to:</b>			
Owners of the company		(18,124)	(10,990)
Non-controlling interests		(2,330)	(323)
		(20,454)	(11,313)
<b>Loss per share (cents):</b>			
- Basic	31	(3.34)	(1.77)
- Diluted	31	(3.34)	(1.77)

See accompanying notes to financial statements

# Statements of Changes in Equity

Year ended December 31, 2015

	Share capital \$'000	Currency translation reserves \$'000	Statutory reserves \$'000 (Note 24)	Other reserves \$'000 (Note 25)	Accumulated profits (losses) \$'000	Total attributable to equity holders of the company \$'000	Minority interests \$'000	Total \$'000
<u>Group</u>								
<b>Balance at January 1, 2014</b>	56,127	(7,585)	7,781	(2,993)	(21,717)	31,613	7,307	38,920
Total comprehensive loss for the year:								
Loss for the year	–	–	–	–	(10,101)	(10,101)	(545)	(10,646)
Other comprehensive (loss) income for the year	–	(1,091)	–	–	202	(889)	222	(667)
<b>Total</b>	<b>–</b>	<b>(1,091)</b>	<b>–</b>	<b>–</b>	<b>(9,899)</b>	<b>(10,990)</b>	<b>(323)</b>	<b>(11,313)</b>
Transfer to statutory reserves	–	–	131	–	(131)	–	–	–
<b>Balance at December 31, 2014</b>	<b>56,127</b>	<b>(8,676)</b>	<b>7,912</b>	<b>(2,993)</b>	<b>(31,747)</b>	<b>20,623</b>	<b>6,984</b>	<b>27,607</b>
Total comprehensive loss for the year:								
Loss for the year	–	–	–	–	(19,049)	(19,049)	(2,623)	(21,672)
Other comprehensive income for the year	–	548	–	–	377	925	293	1,218
<b>Total</b>	<b>–</b>	<b>548</b>	<b>–</b>	<b>–</b>	<b>(18,672)</b>	<b>(18,124)</b>	<b>(2,330)</b>	<b>(20,454)</b>
<b>Balance at December 31, 2015</b>	<b>56,127</b>	<b>(8,128)</b>	<b>7,912</b>	<b>(2,993)</b>	<b>(50,419)</b>	<b>2,499</b>	<b>4,654</b>	<b>7,153</b>

See accompanying notes to financial statements

# Statements of Changes in Equity

Year ended December 31, 2015

	Share capital	Currency translation reserves	Accumulated profits (losses)	Total
	\$'000	\$'000	\$'000	\$'000
<u>Company</u>				
<b>Balance at January 1, 2014</b>	56,127	1,603	(12,393)	45,337
Total comprehensive loss for the year:				
Loss for the year	–	–	(29,174)	(29,174)
Other comprehensive loss for the year	–	(219)	–	(219)
<b>Total</b>	<b>–</b>	<b>(219)</b>	<b>(29,174)</b>	<b>(29,393)</b>
<b>Balance at December 31, 2014</b>	<b>56,127</b>	<b>1,384</b>	<b>(41,567)</b>	<b>15,944</b>
Total comprehensive loss for the year:				
Loss for the year	–	–	(16,546)	(16,546)
Other comprehensive loss for the year	–	430	–	430
<b>Total</b>	<b>–</b>	<b>430</b>	<b>(16,546)</b>	<b>(16,116)</b>
<b>Balance at December 31, 2015</b>	<b>56,127</b>	<b>1,814</b>	<b>(58,113)</b>	<b>(172)</b>

See accompanying notes to financial statements

# Consolidated Statement of Cash Flows

Year ended December 31, 2015

	Group	
	2015	2014
	\$'000	\$'000
<b>Operating activities</b>		
Loss before income tax	(21,672)	(10,051)
Adjustments for:		
Depreciation expense	6,149	9,024
Impairment of land use rights	939	–
Impairment of property, plant and equipment	10,024	1,197
Impairment loss on goodwill	82	–
Impairment of investment in associate	–	185
Share of loss of associate	–	20
Allowance for (Reversal of) doubtful debts - net	2	(42)
(Reversal of) Allowance for inventories	(425)	588
Defined benefits obligations	(157)	234
Loss on fair value of financial derivatives	162	555
Amortisation of land use rights	96	96
Provision for loss on share buy-back	1,554	714
Interest income	(865)	(58)
Interest expense	1,296	1,158
Net foreign exchange gain	(1,488)	(1,928)
Property, plant and equipment written off	759	4
Loss on disposal of property, plant and equipment	1,416	1,329
Operating (loss) profit before working capital changes	(2,128)	3,025
Trade receivables	8,852	1,677
Other receivables and prepayments	1,393	(361)
Inventories	798	(621)
Trade payables and other payables	(3,658)	(1,750)
Cash generated from operations	5,257	1,970
Interest received	865	58
Interest paid	(1,296)	(1,158)
Contribution to defined benefit plan	(16)	(24)
Income tax paid	–	(15)
Net cash from operating activities	4,810	831

See accompanying notes to financial statements

# Consolidated Statement of Cash Flows

Year ended December 31, 2015

	Group	
	2015	2014
	\$'000	\$'000
<b>Investing activities</b>		
Investment in structured deposits	3,196	(20,220)
Purchase of property, plant and equipment	(3,803)	(3,170)
Proceeds on disposal of property, plant and equipment	62	4,799
Net cash used in investing activities	(545)	(18,591)
<b>Financing activities</b>		
(Increase) Decrease in restricted cash	(1,556)	246
New bank loans raised	15,655	20,588
Repayment of bank loans	(15,955)	(17,575)
Repayment of finance lease obligations	(21)	(21)
New loans/advances from shareholders	717	3,561
Repayment to shareholders	(3,712)	(1,182)
Net cash (used in) from financing activities	(4,872)	5,617
Net decrease in cash and cash equivalents	(607)	(12,143)
Cash and cash equivalents at beginning of year	6,916	18,997
Effect of exchange rate changes on the balances of cash held in foreign currencies	46	62
<b>Cash and cash equivalents at end of year</b>	<b>6,355</b>	<b>6,916</b>

See accompanying notes to financial statements



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# Notes to Financial Statements

December 31, 2015

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## 1 GENERAL

The company (Registration No. 200107762R) is incorporated in Republic of Singapore with its principal place of business and registered office at 80 Marine Parade Road, #11-02 Parkway Parade, Singapore 449269. The company is listed on the Singapore Exchange Securities Trading Limited. The financial statements are expressed in Singapore dollars and all values are rounded to the nearest thousand (\$'000) except when otherwise indicated.

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

The principal activities of the subsidiaries are disclosed in Note 13 to the financial statements.

The group incurred a net loss of \$21,672,000 and \$10,646,000 for the years ended December 31, 2015 and 2014 respectively and, as of that date, the group's and the company's current liabilities exceed its current assets by \$705,000 (2014 : current assets exceed its current liabilities by \$8,687,000) and \$22,531,000 (2014 : \$19,462,000) respectively. These conditions indicate the existence of a material uncertainty which may cast significant doubt on the group's and company's ability to continue as a going concern.

Management is of the view that the going concern assumption continues to be appropriate based on the management financial forecast and projections prepared using the following key assumptions:

- Ability of the group to continue to generate sufficient cash flows from its future operations with an improvement in economic conditions in order to meet its day-to-day expenditure;
- Continued credit facilities from the group's lenders to be available over the next twelve months or as and when is required; and
- Disposal of the group's leasehold property in Singapore to raise funds when required.

Should the group and company be unable to continue in operational existence in the foreseeable future, the group and the company may be required to realise its assets and extinguish its liabilities other than in the normal course of business and at amounts other than in the amounts which they are currently recorded in the statements of financial position. In addition, the group and company may have to provide for further liabilities that may arise and to reclassify non-current assets and liabilities to current. No adjustments have been made in the financial statements in respect of this.

The consolidated financial statements of the group and the statement of financial position and statement of changes in equity of the company for the year ended December 31, 2015 were authorised for issue by the Board of Directors on March 31, 2016.

## 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 ("FRS").

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

# Notes to Financial Statements

December 31, 2015

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

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 such a basis, except for share-based payment transactions that are within the scope of FRS 102 *Share-based Payment*, leasing transactions that are within the scope of FRS 17 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in FRS 2 *Inventories* or value in use in FRS 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 FINANCIAL REPORTING STANDARDS** - On January 1, 2015, the group adopted all the new and revised FRSs and Interpretations of FRS ("INT FRS") that are effective from that date and are relevant to its operations. The adoption of these new/revised FRSs and INT FRSs does not result in changes to the group's and company's accounting policies and has no material effect on the amounts reported for the current or prior years.

At the date of authorisation of these financial statements, the following FRSs and amendments to FRS that are relevant to the group and company were issued but not effective:

- FRS 109 *Financial Instruments* <sup>(1)</sup>
- FRS 115 *Revenue from Contracts with Customers* <sup>(1)</sup>
- Amendments to FRS 1 *Presentation of financial statements: Disclosure initiative* <sup>(2)</sup>
- Improvements to Financial Reporting Standards (November 2014) <sup>(2)</sup>

(1) *Applies to annual periods beginning on or after January 1, 2018, with early application permitted.*

(2) *Applies to annual periods beginning on or after January 1, 2016, with early application permitted.*

Consequential amendments were also made to various standards as a result of these new/revised standards.

The management anticipates that the adoption of the above amendments to FRS in future periods will not have a material impact on the financial statements of the group and of the company in the period of their initial adoption except for the following:

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### *FRS 109 Financial Instruments*

FRS 109 was issued in December 2014 to replace FRS 39 *Financial Instruments: Recognition and Measurement* and introduced new requirements for (i) the classification and measurement of financial assets and financial liabilities (ii) derecognition (iii) general hedge accounting (iv) impairment requirements for financial assets.

Key requirements of FRS 109 include:

- All recognised financial assets that are within the scope of FRS 39 are now required to be subsequently measured at amortised cost or fair value through profit or loss (FVTPL). Specifically, debt investments that are held within a business model whose objective is to collect the contractual cash flows, and that have contractual cash flows that are solely payments of principal and interest on the principal outstanding are generally measured at amortised cost at the end of subsequent accounting periods. Debt instruments that are held within a business model whose objective is achieved both by collecting contractual cash flows and selling financial assets, and that have contractual terms that give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding, are measured at fair value through other comprehensive income (FVTOCI). All other debt investments and equity investments are measured at FVTPL at the end of subsequent accounting periods. In addition, under FRS 109, entities may make an irrevocable election, at initial recognition, to measure an equity investment (that is not held for trading) at FVTOCI, with only dividend income generally recognised in profit or loss.
- With some exceptions, financial liabilities are generally subsequently measured at amortised cost. With regard to the measurement of financial liabilities designated as at FVTPL, FRS 109 requires that the amount of change in fair value of the financial liability that is attributable to changes in the credit risk of that liability is presented in other comprehensive income, unless the recognition of the effects of changes in the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch to profit or loss. Changes in fair value attributable to a financial liability's credit risk are not subsequently reclassified to profit or loss. Under FRS 39, the entire amount of the change in the fair value of the financial liability designated as at FVTPL is presented in profit or loss.
- In relation to the impairment of financial assets, FRS 109 requires an expected credit loss model, as opposed to an incurred credit loss model under FRS 39. The expected credit loss model requires an entity to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition. In other words, it is no longer necessary for a credit event to have occurred before credit losses are recognised.
- The new general hedge accounting requirements retain the three types of hedge accounting mechanisms currently available in FRS 39. Under FRS 109, greater flexibility has been introduced to the types of transactions eligible for hedge accounting, specifically broadening the types of instruments that qualify for hedging instruments and the types of risk components of non-financial items that are eligible for hedge accounting. In addition, the effectiveness test has been overhauled and replaced with the principle of an 'economic relationship'. Retrospective assessment of hedge effectiveness is also no longer required. Enhanced disclosure requirements about an entity's risk management activities have also been introduced.

The group is currently evaluating the impact of the changes in the period of their initial adoption.

### *FRS 115 Revenue from Contracts with Customers*

In November 2014, FRS 115 was issued which establishes a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers. FRS 115 will supersede the current revenue recognition guidance including FRS 18 *Revenue*, FRS 11 *Construction Contracts* and the related Interpretations when it becomes effective.

# Notes to Financial Statements

December 31, 2015

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### *FRS 115 Revenue from Contracts with Customers (cont'd)*

The core principle of FRS 115 is that an entity should recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Specifically, the Standard introduces a 5-step approach to revenue recognition:

- Step 1: Identify the contract(s) with a customer.
- Step 2: Identify the performance obligations in the contract.
- Step 3: Determine the transaction price.
- Step 4: Allocate the transaction price to the performance obligations in the contract.
- Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation.

Under FRS 115, an entity recognises revenue when (or as) a performance obligation is satisfied, i.e. when “control” of the goods or services underlying the particular performance obligation is transferred to the customer. Far more prescriptive guidance has been added in FRS 115 to deal with specific scenarios. Furthermore, extensive disclosures are required by FRS 115.

Consequential amendments were also made to various standards as a result of these new/revised standards.

The group is currently evaluating the impact of the changes in the period of their initial adoption.

### *Improvements to Financial Reporting Standards (November 2014)*

Standard	Topic	Key amendment
<i>FRS 19 Employee Benefits</i>	Discount rate: Regional market issue	<p>The amendments to FRS 19 classify that the high quality corporate bonds used to estimate the discount rate for post-employment benefits should be issued in the same currency as the benefits to be paid. These amendments would result in the depth of the market for high quality corporate bonds being assessed at currency level.</p> <p>The amendments apply from the beginning of the earliest comparative period presented in the financial statements in which the amendments are first applied. Any initial adjustment arising should be recognised in retained earnings at the beginning of that period.</p>

The group is currently evaluating the impact of the above Improvements to Financial Reporting Standards in the period of their initial adoption.

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

**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:

- Have 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 interest in a subsidiary that do not result in the group losing control 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 subsidiary. 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, 2015

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### Changes in the group's ownership interests in existing subsidiaries (cont'd)

When the group loses control of a subsidiary, the profit or loss on disposal 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. Amounts previously recognised in other comprehensive income in relation to the subsidiary are accounted for (i.e. reclassified to profit or loss or transferred directly to retained earnings) in the same manner as would be required if the relevant assets or liabilities were disposed of. 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 FRS 39 *Financial Instruments: Recognition and Measurement* or, when applicable, the cost on initial recognition of an investment in an associate or jointly controlled entity.

In the company's financial statements, investments in subsidiaries 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 acquisition date fair values of assets given, liabilities incurred by the group to the former owners of the acquiree, and equity interests issued by the group in exchange for control of the acquiree. 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 its acquisition-date fair value. Subsequent changes in such fair values are adjusted against the cost of acquisition where they qualify as measurement period adjustments (see below). The subsequent accounting for 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 FRS 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 FRS 12 *Income Taxes* and FRS 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 FRS 102 *Share-based Payment* at the acquisition date; and
- assets (or disposal groups) that are classified as held for sale in accordance with FRS 105 *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 FRS.

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### Changes in the group's ownership interests in existing subsidiaries (cont'd)

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 (see below), 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 and is subject to a maximum of one year from acquisition date.

**FINANCIAL INSTRUMENTS** - Financial assets and financial liabilities are recognised on the group's and company's statements of financial position when the group and the company becomes a party to the contractual provisions of the instrument.

### Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments through the expected life of the financial instrument, or where appropriate, a shorter period. Income and expense is recognised on an effective interest basis for debt instruments other than those financial instruments "at fair value through profit or loss".

### **Financial assets**

All financial assets are recognised and de-recognised on a trade date where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value, plus transaction costs except for those financial assets classified as at fair value through profit or loss which are initially measured at fair value.

Financial assets are classified into the following specified categories: financial assets "at fair value through profit or loss", "held-to-maturity investments", "available-for-sale" financial assets and "loans and receivables". The classification depends on the nature and purpose of financial assets and is determined at the time of initial recognition.

### Financial assets at fair value through profit or loss ("FVTPL")

Financial assets are classified as at FVTPL where the financial asset is either held for trading or it is designated as at FVTPL.

A financial asset is classified as held for trading if:

- it has been acquired principally for the purpose of selling in the near future; or
- it is a part of an identified portfolio of financial instruments that the group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative that is not designated and effective as a hedging instrument.



# Notes to Financial Statements

December 31, 2015

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### Financial assets at fair value through profit or loss ("FVTPL") (cont'd)

A financial asset other than a financial asset held for trading may be designated as at FVTPL upon initial recognition if:

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the financial asset forms part of a group of financial assets or financial liabilities or both, which is managed and its performance is evaluated on a fair value basis, in accordance with the group's documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and FRS 39 *Financial Instruments: Recognition and Measurement* permits the entire combined contract (asset or liability) to be designated as at FVTPL.

Financial assets at fair value through profit or loss are stated at fair value, with any resultant gain or loss recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any dividend or interest earned on the financial asset and is included in 'other gains and losses' line in the consolidated statement of profit or loss and other comprehensive income. Fair value is determined in the manner described in Note 4.

### Loans and receivables

Trade and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as "loans and receivables". Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest method, except for short-term receivables when the effect of discounting is immaterial.

### Structured deposits

Structured deposits are recorded at amortised cost.

### Impairment of financial assets

Financial assets, other than those at fair value through profit or loss, are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the financial asset have been impacted.

Objective evidence of impairment could include:

- Significant financial difficulty of the issuer or counterparty; or
- Default or delinquency in interest or principal payments; or
- It becoming probable that the borrower will enter bankruptcy or financial re-organisation.

For certain categories of financial assets, such as trade receivables, assets that are assessed not to be impaired individually are, in addition, assessed for impairment on a collective basis. Objective evidence of impairment for a portfolio of receivables could include the group's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period, as well as observable changes in national or local economic conditions that correlate with default on receivables.

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade and other receivables where the carrying amount is reduced through the use of an allowance account. When a receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance amount. Changes in the carrying amount of the allowance account are recognised in profit or loss.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed through profit or loss to the extent the carrying amount of the investment at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

### 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 assets 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.

### **Financial liabilities and equity instruments**

#### 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 initially measured at fair value, net of transaction costs, and 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 overdrafts are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the group's accounting policy for borrowing cost (see below).

#### Derecognition of financial liabilities

The group derecognises financial liabilities when, and only when, the group's obligations are discharged, cancelled or they expire.

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### Derivative financial instruments

The group enters into a variety of derivative financial instruments to manage its exposure to foreign exchange rate risk, including foreign exchange forward contracts. Further details of derivative financial instruments are disclosed in Note 32 to the financial statements.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in the profit or loss immediately, except for those designated as hedging instruments.

**LEASES** - Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

### The group as lessee

Assets held under finance leases are recognised as assets of the group at their fair value at the inception of the lease or, if lower, at the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly to profit or loss, unless they are directly attributable to qualifying assets, in which case they are capitalised in accordance with the group's general policy on borrowing costs (see below). Contingent rentals are recognised as expenses in the periods in which they are incurred.

Rentals payable under operating leases are charged to profit or loss on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

**INVENTORIES** - Inventories are measured at the lower of cost and net realisable value. Costs comprise 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 weighted average 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 carried at cost less accumulated depreciation and any accumulated impairment loss where the recoverable amount of the asset is estimated to be lower than its carrying amount.

Freehold land is carried at cost less any impairment loss.

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Depreciation is charged so as to write off the cost of assets, other than property, plant and equipment under construction, over their estimated useful lives, using the straight-line method, on the following bases:

Leasehold buildings and improvement	-	over the terms of lease which are from 5 to 74 years
Fixtures and equipment	-	5 years
Plant and machinery	-	5 to 10 years
Motor vehicles	-	10 years

Depreciation is not provided on freehold land.

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

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, where shorter, the term of the relevant leases.

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.

Fully depreciated assets still in use are retained in the financial statements.

**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 of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed.

If, after reassessment, the group's interest in the fair value of the acquiree's identifiable net assets exceeds 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 in the acquiree (if any), 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 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 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.

**LAND USE RIGHTS** - Leasehold land premiums are up-front payments to acquire long term interest in lessee-occupied properties. The premiums are stated at cost and are amortised over the period of the lease of 50 years on a straight-line basis to the profit or loss.

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

**IMPAIRMENT OF ASSETS (EXCLUDING GOODWILL)** - At the end of each reporting period, the group reviews the carrying amounts of its 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.

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.

**ASSOCIATE** - An associate is an entity over which the group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results and assets and liabilities of associates are incorporated in these consolidated financial statements using the equity method of accounting, except when the investment is classified as held for sale, in which case it is accounted for under FRS 105 *Non-current Assets Held for Sale and Discontinued Operations*. Under the equity method, an investment in an associate 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 associate. When the group's share of losses of an associate exceeds the group's interest in that associate (which includes any long-term interests that, in substance, form part of the group's net investment in the associate), 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 associate.

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which 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 the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

The requirements of FRS 39 are applied to determine whether it is necessary to recognise any impairment loss with respect to the group's investment in an associate. When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with FRS 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, any impairment loss recognised forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with FRS 36 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 when the investment is classified as held for sale. When the group retains an interest in the former associate 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 FRS 39. The difference between the carrying amount of the associate at the date the equity method was discontinued, and the fair value of any retained interest and any proceeds from disposing of a part interest in the associate is included in the determination of the gain or loss on disposal of the associate. In addition, the group accounts for all amounts previously recognised in other comprehensive income in relation to that associate 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 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 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.

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

**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.

**REVENUE RECOGNITION** - Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer rebates and other similar allowances.

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

### Sale of goods

Revenue from the sale of goods is recognised when all the following conditions are satisfied:

- The group has transferred to the buyer the significant risks and rewards of ownership of the goods;
- The group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits associated with the transaction will flow to the entity; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

### Dividend income

Dividend income from investments is recognised when the shareholders' rights to receive payment have been established.

### Interest income

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

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

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

**RETIREMENT BENEFIT COSTS** - Payments to defined contribution retirement benefit plans are charged 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.

For defined benefit retirement benefit plans, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at the end of each reporting period. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding interest), is reflected immediately in the statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur. Remeasurement recognised in other comprehensive income is reflected immediately in retained earnings and will not be reclassified to profit or loss. Past service cost is recognised in profit or loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. Defined benefit costs are categorised as follows:

- Service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements);
- Net interest expense or income; and
- Remeasurement.



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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

The group presents the first two components of defined benefit costs in profit or loss in the line item administrative expenses. Curtailment gains and losses are accounted for as past service costs.

The retirement benefit obligation recognised in the statement of financial position represents the actual deficit or surplus in the group's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plan.

A liability for a termination benefit is recognised at the earlier of when the entity can no longer withdraw the offer of the termination benefit and when the entity recognises any related restructuring costs.

**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 profit or loss 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 in countries where the company and subsidiaries operate by the end of the reporting period.

Deferred tax is recognised on the 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, and are accounted for using the balance sheet liability method. 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. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and associate, 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.

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. Deferred tax is charged or credited to profit or loss, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity.

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

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 group entity are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The functional currency of the company is Chinese Renminbi.

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

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 dollar. The choice of presentation currency is to present the consolidated financial statements in a currency that is more relevant and useful to its stakeholders, the majority who are based in Singapore.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency are recorded at the rates 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 on 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.

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 period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in a separate component of equity under the header of currency translation reserve.

On consolidation, exchange differences arising from 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 of borrowings and other currency instruments designated as hedges of such investments, are recognised in other comprehensive income and accumulated in a separate component of equity under the header of currency translation reserve.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

**STATUTORY RESERVES** - A subsidiary in Taiwan is required by established laws to set aside a certain percentage of its annual net profit after tax less prior years' losses, if any, as legal and special reserves until the accumulated reserves have reached an amount equal to the subsidiary's paid up capital. These reserves can be used to offset accumulated losses. They may be transferred to capital when these reserves have reached a level equivalent to a certain percentage of the subsidiary's paid-up capital.

Before distributing a dividend or making any other distribution to stockholders, the subsidiary must pay all outstanding taxes, offset deficits in prior years and set aside a legal reserve equal to 10% of its net income, except when the accumulated amount of such legal reserve equals to the subsidiary's total authorised capital, and depending on its business needs or requirements, may also set aside or reverse special reserves. The appropriation for legal reserve shall be made until the accumulated reserve equals the aggregate par value of the outstanding capital stock of the subsidiary. This reserve can only be used to offset a deficit, or, when the legal reserve has exceeded 25% of the subsidiary's paid-in capital, the excess may be transferred to capital or distributed in cash.

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# Notes to Financial Statements

December 31, 2015

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## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Pursuant to relevant laws and regulations in the PRC applicable to foreign investment enterprises and the Articles of Association of the PRC subsidiaries, the subsidiaries are required to maintain two statutory reserves, being a statutory surplus reserve fund and a staff welfare and bonus fund. Appropriations to such reserves are made out of profit after taxation of the statutory financial statements of the subsidiary. The subsidiaries are required to transfer 10% of its profit after taxation as reported in its PRC statutory financial statements to the statutory surplus reserve fund until the balance reach 50% of its registered capital. The statutory surplus reserve fund can be used to make up prior year losses incurred and, with approval from relevant government authority, to increase capital.

CASH AND CASH EQUIVALENTS - Cash and cash equivalents comprise cash and bank balances and bank deposits, 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 to the financial statements, 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.

### *Critical judgements in applying the entity's accounting policies*

In the application of the group's accounting policies, which are described in Note 2, the following are the critical judgements, apart from those involving estimations (see below), that management has made that have a significant effect on the amounts recognised in the consolidated financial statements.

#### a) Going concern assumption

As highlighted in Note 1 to the financial statements, management has prepared the financial statements on a going concern basis as management is of the view that the group will be able to generate operating cash flows from the production and manufacturing of traditional Printed Circuit Board ("PCB") products from future operations with expected improvements in economic conditions, the group will be able to obtain continued financing from lenders over the next twelve months or as and when required, and the group is able to dispose of its leasehold property in Singapore to raise funds when required in order to be able to meet its liabilities.

#### b) Accounting for right granted under Sale and Purchase agreement

As highlighted in Note 19 to the financial statements, as part of the company's divestment of 19.5% equity interest of a subsidiary group, the company has granted a third party ("Hongta") the option to require the company to purchase back its investment at the end of the 5-year period ending October 2015 if this subsidiary group did not achieve a certain stipulated milestone. As at December 31, 2014, the consideration payable at the end of the vesting period if the milestone is not met was estimated to be RMB102.5 million (\$20.1 million).

Management had exercised its judgment in assessing the probability of Hongta exercising the option to require the company to buy back the 19.5% equity interest of a subsidiary and had estimated a provision of \$11.2 million for loss on share buy-back as at December 31, 2014. The amount represents the shortfall between the consideration payable and the 19.5% net asset value of the subsidiary group.

# Notes to Financial Statements

December 31, 2015

## 3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (cont'd)

### b) Accounting for right granted under Sale and Purchase agreement (cont'd)

In July 2015, the company entered into a supplementary agreement with Hongta to buy back the 19.5% equity shares of a subsidiary for a consideration of RMB108.5 million (\$23.7 million) in August 2016. Accordingly, a provision for loss on share buy-back amounting to \$12.7 million was recognised by the group and company as at December 31, 2015.

### *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:

### a) Allowance for doubtful receivables

The policy for allowance of doubtful receivables of the group is based on the evaluation of collectability and aging analysis of accounts and on management's judgement based on past experience. A considerable amount of estimation is required in assessing the ultimate realisation of these receivables, including the current creditworthiness and the past collection history of each customer. The carrying amount of trade receivables at the end of the reporting period is disclosed in Note 9 to the financial statements.

### b) Allowance for inventories

In determining the net realisable value of the group's inventories, an estimation of the recoverable amount of inventories on hand is performed based on the most reliable evidence available at the time the estimates are made. These estimates made by management take into consideration the fluctuations of price or cost, or any inventories on hand that may not be realised, directly relating to events occurring after the end of the period to the extent that such events confirm conditions existing at the end of the period. The carrying amount of inventories at the end of the reporting period is disclosed in Note 11 to the financial statements.

### c) Impairment of land use rights and property, plant and equipment

The group assesses annually whether land use rights and property, plant and equipment have any indication of impairment in accordance with the accounting policy.

In 2015, the recoverable amount of the land use rights and property, plant and equipment have been determined based on fair value less costs to sell. The basis of the fair value less costs to sell is disclosed in Note 16.

In 2014, the recoverable amount of land use rights and property, plant and equipment have been determined based on value-in-use calculations. The basis of the value-in-use calculations are disclosed in Note 16. These calculations require the use of judgement and estimates on the future cash flows expected to arise from the cash-generating units and a suitable discount rate in order to calculate present value. The management has estimated future cash flows based on the assumption that the group is able to generate positive cash flow and meet its revenue target from the existing business. Actual revenue generated may be lower than management projection.

Based on the recoverable amount determined, management concluded that there is an additional impairment charge required in respect of land use rights and property, plant and equipment amounting to \$939,000 and \$10,024,000 (2014 : \$Nil and \$1,197,000) respectively. The carrying amounts of land use rights and property, plant and equipment at the end of the reporting period are disclosed in Notes 12 and 15 to the financial statements.

# Notes to Financial Statements

December 31, 2015

## 3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (cont'd)

### d) Impairment for investments in subsidiaries and associate

Determining whether investments in subsidiaries and associate are impaired requires an estimation of the recoverable amount of the investment in subsidiaries and associate as at end of the reporting period.

In 2015, the recoverable amount of the investments in subsidiaries and associate have been determined based on the fair value less costs to sell as disclosed in Note 16.

In 2014, management has estimated the recoverable amount based on the same value-in-use calculations as disclosed in Note 16. These calculations require the use of judgement and estimates on the future cash flows expected to arise from the cash-generating units and a suitable discount rate in order to calculate present value. The management has estimated future cash flows based on the assumption that the group is able to generate positive cash flow and meet its revenue target from the existing business. Actual revenue generated may be lower than management projection. The carrying amounts of the company's investments in subsidiaries and the group's investment in associate are disclosed in Notes 13 and 14 to the financial statements respectively.

### e) Recognition and measurement of defined benefit plans

Accrued pension liabilities and the resulting pension expense under defined benefit pension plans are calculated using the Projected Unit Credit Method. Actuarial assumptions comprise the discount rate, expected return on plan assets and expected rate of salary increase. Changes in economic circumstances and market conditions will affect these assumptions and may have a material impact on the amount of expense and the liability.

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT

### (a) Categories of financial instruments

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

	Group		Company	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>				
Loans and receivables (including cash and bank balances)	21,023	30,388	1,197	5,212
Structured deposits	17,105	20,220	–	–
<b>Financial liabilities</b>				
Payables and borrowings at amortised cost	59,473	66,198	34,807	35,366
Derivative financial instruments	252	88	–	–

### (b) Financial instruments subject to offsetting, enforceable master netting arrangements and similar arrangement

The group and the company do not have any financial instruments which are subject to enforceable master netting arrangements or similar netting arrangements.

# Notes to Financial Statements

December 31, 2015

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (cont'd)

### (c) Financial risk management policies and objectives

The management of the group monitors and manages the financial risks relating to the operations of the group to ensure appropriate measures are implemented in a timely and effective manner. These risks include market risk (including currency risk and interest rate risk), credit risk and liquidity risk.

#### Market risk

The group's activities are exposed primarily to the financial risks of changes in foreign currency exchange rates and interest rates. Management monitors risks associated with changes in foreign currency exchange rates and interest rates and will consider appropriate measures should the need arise.

There has been no significant change to the group's exposure to market risk or the manner in which it manages and measures the risk.

#### Foreign currency risk management

The group transacts business in various foreign currencies, including the United States dollar and Singapore dollar and therefore is exposed to foreign exchange risk.

The carrying amounts of monetary assets and monetary liabilities denominated in currencies other than the respective group entities' functional currencies at the end of the reporting period are as follows:

	Liabilities		Assets	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
<b>Group</b>				
United States dollar	2,336	1,533	8,320	12,693
Singapore dollar	19,291	26,677	136	407
<b>Company</b>				
United States dollar	2,288	1,353	4	5
Singapore dollar	19,291	26,264	136	407

The group manages its foreign exchange exposure by matching revenue and costs in the relevant currencies to create a natural hedge and also through active currency management using derivatives such as forward currency exchange contracts where necessary. Further details on the forward foreign currency exchange contracts are disclosed in Note 32 to the financial statements.

The company has a number of investments in foreign subsidiaries, whose net assets are exposed to currency translation risk. No hedge has been taken up to mitigate this exposure as it does not impact cash flows.

# Notes to Financial Statements

December 31, 2015

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (cont'd)

### (c) Financial risk management policies and objectives (cont'd)

#### Foreign currency sensitivity (cont'd)

The following table details the sensitivity to a 5% fluctuation in foreign currencies against the functional currencies of the respective entities. 5% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the end of the reporting period end for a 5% change in foreign currency rates. The sensitivity analysis includes external loans as well as loans to foreign operations within the group where the denomination of the loan is in a currency other than the currency of the lender or the borrower.

If the relevant foreign currency strengthens against functional currencies of the respective entities by 5% (2014 : 5%) with all other variables held constant, loss will decrease (increase) by:

	United States dollar		Singapore dollar	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
<b>Group</b>				
Gain (Loss) for the year	299	558	(958)	(1,314)
<b>Company</b>				
Loss for the year	(114)	(67)	(958)	(1,293)

There will be a similar and corresponding opposite impact if the relevant foreign currency weakens against functional currencies of the respective entities by 5% (2014 : 5%).

This is mainly attributable to the exposure outstanding on receivables and payables at the end of the reporting period in the group.

In management's opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk as the year end exposure does not reflect the exposure during the year. The foreign currency denominated sales and purchases are seasonal and can vary over time subject to the demands of the market.

#### Interest rate risk management

Summary quantitative data of the group's interest-bearing financial instruments can be found in the liquidity and interest risk analyses below. The group's policy is to maintain cash and cash equivalents with reputable financial institutions.

The group has borrowings at variable rates totalling \$3,883,000 (2014 : \$3,952,000) and is therefore exposed to interest rate risks arising from the variability of cash flows.

#### Interest rate sensitivity

The sensitivity analyses below have been determined based on the exposure to interest rates for both derivatives and non-derivative instruments at the end of the reporting period and the stipulated change taking place at the beginning of the financial year and held constant throughout the reporting period in the case of instruments that have floating rates. A 100 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the possible change in interest rates.

If interest rates had been 100 basis points higher or lower and all other variables were held constant, the group's loss for the year ended December 31, 2015 would increase/decrease by \$39,000 (2014 : \$40,000). This is mainly attributable to the group's exposure to interest rates on its variable rate borrowings.



# Notes to Financial Statements

December 31, 2015

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (cont'd)

### (c) Financial risk management policies and objectives (cont'd)

#### Credit risk management

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the group. The group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. The group's exposure and the creditworthiness of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by the counterparty limits that are reviewed and approved by management annually.

The top 3 customers of the group accounted for approximately 45% (2014 : 55%) of the total revenue of the group in 2015. Ongoing credit evaluation is performed on the financial condition of accounts receivables.

Other than the top 3 customers, the group does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are reputable financial institutions.

The company's other receivables are mainly due from subsidiaries. In 2015, the company recognised an allowance for doubtful other receivables of \$41,000 (2014 : \$Nil) on the amount due from an inactive subsidiary. The company has not recognised any other allowance as management is of the view that these receivables are recoverable.

The carrying amount of financial assets recorded in the financial statements, grossed up for any allowances for losses, represents the group's maximum exposure to credit risk without taking account of the value of any collateral obtained.

Further details of credit risks on trade and other receivables are disclosed in Notes 9 and 10 to the financial statements respectively.

#### Liquidity risk management

The group is in a net current liability position of \$705,000 (2014 : net current asset position of \$8,687,000) and the company is in a net current liability position of \$22,531,000 (2014 : \$19,462,000) respectively as at December 31, 2015. Liquidity risk is managed by matching the payment and receipt cycle and by obtaining continual credit facilities from financial institutions (Note 20) to fund its working capital requirements as and when is required.

Based on the lines of funding available, management is satisfied that the group and company are able to meet its existing and prospective funding requirements and continue to operate as a going concern.

Undrawn credit facilities are disclosed in Note 20 to the financial statements.

#### Derivatives financial instruments

The group's derivative financial instruments comprise of foreign exchange forward contracts gross inflow amounting to \$13,443,000 (2014 : \$29,223,000) and gross outflow amounting \$13,605,000 (2014 : \$29,778,000) with contracted gross cash flows due within 1 year (2014 : due within 1 year).



# Notes to Financial Statements

December 31, 2015

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (cont'd)

### (c) Financial risk management policies and objectives (cont'd)

#### *Liquidity and interest risk analyses*

#### *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 and company can be required to pay. The table includes both interest and principal cash flows. The adjustment column represents the possible future cash flows attributable to the instrument included in the maturity analysis which is not included in the carrying amount of the financial liabilities on the statements of financial position.

	Effective interest rate	On demand or within 1 year	Within 2 to 5 years	After 5 years	Adjustment	Total
	%	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Group</b>						
<b>2015</b>						
Non-interest bearing	–	30,628	–	–	–	30,628
Variable interest rate instruments	2.6 – 2.8	2,998	995	112	(222)	3,883
Fixed interest rate instruments	4.5 – 6.2	10,379	16,648	–	(2,065)	24,962
		44,005	17,643	112	(2,287)	59,473
<b>2014</b>						
Non-interest bearing	–	35,747	–	–	–	35,747
Variable interest rate instruments	2.7	2,723	–	1,467	(238)	3,952
Fixed interest rate instruments	3.3 – 6.2	8,833	18,767	–	(1,122)	26,478
Finance lease liability (fixed rate)	8.0	21	–	–	–	21
		47,324	18,767	1,467	(1,360)	66,198
<b>Company</b>						
<b>2015</b>						
Non-interest bearing	–	23,747	–	–	–	23,747
Fixed interest rate instruments	4.5	–	11,810	–	(750)	11,060
		23,747	11,810	–	(750)	34,807
<b>2014</b>						
Non-interest bearing	–	24,682	–	–	–	24,682
Fixed interest rate instruments	4.5	–	11,165	–	(481)	10,684
		24,682	11,165	–	(481)	35,366

# Notes to Financial Statements

December 31, 2015

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (cont'd)

### (c) Financial risk management policies and objectives (cont'd)

#### Non-derivative financial assets

Other than the other receivables of the group amounting to \$746,000 (2014 : \$794,000) due within 2 to 5 years which are non-interest bearing, the non-derivative financial assets of the group and company are all repayable on demand or due within 1 year.

#### Derivative financial instruments

The derivative financial instruments are all due within 12 months and the maturity analysis is disclosed in Note 32 to the financial statements.

#### Fair value of financial assets and financial liabilities

The group and company determine fair values of various financial assets and financial liabilities in the following manner:

#### **Fair value of the financial assets and financial liabilities that are measured at fair value on a recurring basis**

Some of the group and company's financial assets and financial liabilities are measured at fair value at the end of each reporting period. The following table gives information about how the values of these financial assets and financial liabilities are determined (in particular, the valuation technique(s) and input(s) used).

#### Group

Financial assets/ financial liabilities	Fair value as at (\$'000)				Fair value hierarchy	Valuation technique(s) and key input(s)	Significant unobservable input(s)	Relationship of unobservable inputs to fair value
	2015		2014					
	Assets	Liabilities	Assets	Liabilities				
<u>Derivative financial instruments (see Note 32)</u>								
1) Foreign currency forward contracts	-	252	-	88	Level 2	Discounted cash flow. Future cash flows are estimated based on forward exchange rates (from observable forward exchange rates at the end of the reporting period) and contract forward rates, discounted at a rate that reflects the credit risk of various counterparties.	N/A	N/A

#### Company

The company had no financial assets or liabilities carried at fair value in 2014 and 2015.

There were no significant transfers between Level 1 and Level 2 of the fair value hierarchy in the period.

# Notes to Financial Statements

December 31, 2015

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (cont'd)

### (d) Capital risk management policies and objectives

The group manages its capital to ensure that entities in the group will be able to continue as going concerns while maximising the return to stakeholders through the optimisation of the debt and equity balance. The capital structure of the group consists of equity attributable to owners of the company, comprising issued capital and reserves.

The group monitors capital via the net gearing ratio which is calculated as the total bank borrowings less cash and cash equivalents divided by equity. Equity is the "equity attributable to owners of the company" as shown in the consolidated statement of financial position.

The group's management reviews the capital structure on an on-going basis. As a part of this review, the management considers the cost of capital and the risks associated with each class of capital. Based on recommendations of the management, the group will balance its overall capital structure through the payment of dividends, new share issues and share buy-backs as well as the issue of new debt or the redemption of existing debt.

The group's overall strategy remains unchanged from 2014.

## 5 RELATED PARTY TRANSACTIONS

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

During the year, the group entered into the following trading activities with a related party:

	Sales	
	2015	2014
	\$'000	\$'000
Entity with a common shareholder	–	88

Sales to a related party was made at the group's usual listing price. The amount outstanding was unsecured and settled in cash. No expense had been recognised in the period for bad or doubtful debts in respect of the amount owed by related parties.

The compensation of directors and key management personnel is disclosed in Note 30 to the financial statements.

## 6 CASH AND CASH EQUIVALENTS

	Group		Company	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Cash and bank balances	6,355	6,916	1,197	404

# Notes to Financial Statements

December 31, 2015

## 7 RESTRICTED CASH

Restricted cash pertains to bank deposits pledged to financial institutions for banker's guarantee as well as bank deposits held by a financial institution not available for use by the group. The deposits carry fixed interest rate at 0.35% (2014 : 2.8%) per annum with an original maturity of twelve months or less.

## 8 STRUCTURED DEPOSITS

	Group	
	2015	2014
	\$'000	\$'000
Structured deposits	17,105	20,220

Short-term structured deposits with banks bear interest at rates ranging from 0% to 4.7% (2014 : 0% to 5.2%) per annum and typically have a maturity period of 30 to 365 days.

## 9 TRADE RECEIVABLES

	Group	
	2015	2014
	\$'000	\$'000
Outside parties	12,418	21,270
Less: Allowance for doubtful debts	(347)	(345)
Net	12,071	20,925
Movement in the allowance for doubtful debts:		
Balance at beginning of the year	345	387
Increase in allowance recognised in profit or loss - net	2	-
Reversal of allowance recognised in profit or loss - net	-	(42)
Balance at end of the year	347	345

The credit period on rendering of services ranges from 45 to 150 days (2014 : 45 to 150 days). No interest is charged on overdue trade receivables.

There is no significant change in credit quality of trade receivables that are neither past due nor impaired and the amounts are considered recoverable.

The allowance for doubtful debts has been determined by reference to past default experience.

Included in the group's trade receivable balance are debtors with a carrying amount of \$1,573,000 (2014 : \$2,884,000) which are past due at the reporting date for which the group has not provided as there has not been a significant change in credit quality and the amounts are still considered recoverable. The group does not hold any collateral over these balances.

In determining the recoverability of a trade receivable, the group considers any change in the credit quality of the trade receivable from the date credit was initially granted up to the reporting date. The concentration of credit risk is limited due to the customer base being large and unrelated. Accordingly, management believes that there is no further credit provision required in excess of the allowance for doubtful debts.

# Notes to Financial Statements

December 31, 2015

## 9 TRADE RECEIVABLES (cont'd)

The table below is an analysis of trade receivables as at December 31:

	Group	
	2015	2014
	\$'000	\$'000
Not past due and not impaired	10,498	18,041
Past due but not impaired <sup>(i)</sup>	1,573	2,884
	<u>12,071</u>	<u>20,925</u>
Impaired receivables - collectively assessed <sup>(ii)</sup>	347	345
Less: Allowance for impairment	(347)	(345)
	<u>-</u>	<u>-</u>
Total trade receivables - net	<u><u>12,071</u></u>	<u><u>20,925</u></u>

(i) Ageing of trade receivables that are past due but not impaired:

	Group	
	2015	2014
	\$'000	\$'000
45 to 90 days	1,486	2,797
91 to 149 days	87	50
>150 days	-	37
Total	<u><u>1,573</u></u>	<u><u>2,884</u></u>

(ii) These amounts are stated before any deduction for impairment losses. These receivables are not secured by any collateral or credit enhancements.

## 10 OTHER RECEIVABLES AND PREPAYMENTS

	Group		Company	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Deposits for acquisition of property, plant and equipment	177	113	-	-
Prepayments	573	460	19	8
Subsidiaries (Note 13)	-	-	41	4,808
Deferred expenditure	625	689	-	-
Other receivables	678	2,184	-	-
Gross	<u>2,053</u>	<u>3,446</u>	<u>60</u>	<u>4,816</u>
Less:				
Allowance for doubtful other receivables	-	-	(41)	-
Net	<u><u>2,053</u></u>	<u><u>3,446</u></u>	<u><u>19</u></u>	<u><u>4,816</u></u>

# Notes to Financial Statements

December 31, 2015

## 10 OTHER RECEIVABLES AND PREPAYMENTS (cont'd)

Movement in the allowance for doubtful other receivables:

	Group		Company	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the year	–	–	–	–
Increase of allowance recognised in profit or loss	–	–	41	–
Balance at end of the year	–	–	41	–

Presentation in statements of financial position:

	Group		Company	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Current assets	1,307	2,652	19	4,816
Non-current assets	746	794	–	–
Total	2,053	3,446	19	4,816

The amounts due from subsidiaries are unsecured, interest-free and repayable on demand. No allowance for the amounts due from subsidiaries was made, reflecting the net recoverable amount from subsidiaries.

Non-current other receivables include deferred expenditure and deposits.

Included in the allowance for doubtful other receivables of the company is an amount of \$41,000 (2014: \$Nil) due from a subsidiary which is inactive. No other allowance has been provided for other receivables of the group and company as there has not been a significant change in credit quality and the amounts are still considered recoverable.

## 11 INVENTORIES

	Group	
	2015	2014
	\$'000	\$'000
Finished goods	1,374	944
Work in process	1,686	2,362
Raw materials and consumable supplies	1,235	1,362
Total	4,295	4,668

Movement in the allowance for inventories:

Balance at beginning of the year	1,532	944
(Decrease) Increase in allowance	(425)	588
Balance at end of the year	1,107	1,532

In 2015, cost of inventories has increased by \$425,000 in respect of the reversal of allowance of inventories due to subsequent sale of inventories. In 2014, the cost of inventories recognised has been reduced by \$588,000 in respect of the allowance of inventories to net realisable value. The allowance for inventories as at December 31, 2015 is \$1,107,000 (2014 : \$1,532,000).

# Notes to Financial Statements

December 31, 2015

## 12 LAND USE RIGHTS

	Group	
	2015	2014
	\$'000	\$'000
Cost:		
At January 1	4,885	4,796
Exchange difference	108	89
At December 31	4,993	4,885
Accumulated amortisation:		
At January 1	775	666
Amortisation	96	96
Exchange difference	22	13
At December 31	893	775
Impairment:		
Impairment loss recognised during the year and balance at December 31	939	–
Carrying amount	3,161	4,110
Presentation in statement of financial position:		
Current assets	100	98
Non-current assets	3,061	4,012
Total	3,161	4,110

The land use rights are amortised over 50 years. The amortisation periods are in line with the business licence of each of the subsidiaries.

Land use rights with carrying amount of \$2,753,000 (2014 : \$4,110,000) are pledged to secure bank loans (Note 20).

During the year, the group carried out a review of the recoverable amount of its land use rights. The recoverable amount has been determined based on fair value less costs to sell (Note 16). The review led to the recognition of an impairment loss of \$939,000 (2014 : \$Nil).

## 13 INVESTMENT IN SUBSIDIARIES

	Company	
	2015	2014
	\$'000	\$'000
Unquoted equity shares, at cost	79,869	79,869
Impairment loss	(47,200)	(34,530)
Net	32,669	45,339
Movement in the impairment loss:		
Balance at beginning of the year	34,530	7,920
Exchange difference	(1,000)	(1,340)
Increase in impairment loss	13,670	27,950
Balance at end of the year	47,200	34,530

# Notes to Financial Statements

December 31, 2015

## 13 INVESTMENT IN SUBSIDIARIES (cont'd)

Details of the company's subsidiaries are as follows:

Name of subsidiary	Proportion of ownership interest and voting power held by Group		Cost of investment		Principal activities/ Country of incorporation and operation
	2015	2014	2015	2014	
	%	%	\$'000	\$'000	
LGANG Optronics Technology Co., Ltd <sup>(1)</sup>	100	100	11,008	11,008	Manufacturing of PCB boards/ Taiwan
Shanghai Zeng Kang Electronic Co., Ltd <sup>(1)</sup>	89.275	89.275	8,302	8,302	Provision of drilling and routing services to PCB manufacturers/ People's Republic of China
Shanghai Yaolong Electronic Technology Co., Ltd <sup>(1)</sup>	89.275	89.275	6,009	6,009	Provision of drilling and routing services to PCB manufacturers/ People's Republic of China
Shanghai Zhuo Kai Electronic Technology Co., Ltd <sup>(1)</sup>	80.5	80.5	36,991	36,991	Manufacturing of PCB boards and provision of related processing services on outsourced PCBs to PCB manufacturers/ People's Republic of China
Shanghai Eu Ya Electronic Technology Co., Ltd <sup>(1)</sup>	89.275	89.275	10,080	10,080	Provision of laminating services on PCB boards/ People's Republic of China
Shanghai Lian Han Xin Electronic Technology Co., Ltd <sup>(1)</sup>	89.275	89.275	7,478	7,478	Provision of drilling and routing services to PCB manufacturers/ People's Republic of China
Eucon Investment Holding Pte Ltd <sup>(2)</sup> (Formerly known as Emerging Technology Pte Ltd)	100	100	1	1	Inactive/Singapore
			79,869	79,869	

(1) Audited by an overseas member firm of Deloitte Touche Tohmatsu Limited for consolidation purposes.

(2) Audited by Deloitte & Touche LLP, Singapore.



# Notes to Financial Statements

December 31, 2015

## 13 INVESTMENT IN SUBSIDIARIES (cont'd)

The table below shows details of non-wholly owned subsidiaries of the group that have material non-controlling interests:

Name of subsidiary	Place of incorporation/ operation	Proportion of ownership interests and voting rights held by non-controlling interests		Profit (Loss) allocated to non-controlling interests		Accumulated non-controlling interests	
		2015	2014	2015	2014	2015	2014
		%	%	\$'000	\$'000	\$'000	\$'000
Shanghai Zeng Kang Electronic Co., Ltd	People's Republic of China	10.725	10.725	37	(150)	(836)	(880)
Shanghai Yaolong Electronic Technology Co., Ltd	People's Republic of China	10.725	10.725	(9)	(198)	(839)	(836)
Shanghai Zhuo Kai Electronic Technology Co., Ltd	People's Republic of China	19.5	19.5	(1,748)	(220)	7,750	9,296
Shanghai Eu Ya Electronic Technology Co., Ltd	People's Republic of China	10.725	10.725	(349)	193	(268)	34
Shanghai Lian Han Xin . Electronic Technology Co., Ltd	People's Republic of China	10.725	10.725	(554)	(170)	(1,153)	(630)
Total				(2,623)	(545)	4,654	6,984

# Notes to Financial Statements

December 31, 2015

## 13 SUBSIDIARIES (cont'd)

Summarised financial information in respect of each of the group's subsidiaries that has material non-controlling interests is set out below. The summarised financial information below represents amounts before intragroup eliminations.

	Shanghai Zeng Kang Electronic Co., Ltd		Shanghai Yaolong Electronic Technology Co., Ltd		Shanghai Zhuo Kai Electronic Technology Co., Ltd		Shanghai Eu Ya Electronic Technology Co., Ltd		Shanghai Lian Han Xin Electronic Technology Co., Ltd	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Current assets	3,131	4,217	2,840	4,407	19,513	35,298	14,775	13,931	5,304	4,825
Non-current assets	1,133	520	528	278	44,144	48,114	4,607	10,043	2,802	8,218
Current liabilities	(689)	(1,574)	(953)	(2,239)	(22,860)	(31,409)	(2,804)	(4,584)	(1,404)	(1,455)
Non-current liabilities	-	-	-	-	(3,922)	(7,206)	-	-	-	-
Equity attributable to owners of the company	4,411	4,043	3,254	3,282	29,125	35,501	16,846	19,356	7,855	12,218
Non-controlling interests	(836)	(880)	(839)	(836)	7,750	9,296	(268)	34	(1,153)	(630)
Revenue	1,915	3,862	2,631	2,203	35,913	47,872	11,290	16,284	5,817	5,089
Expenses	(1,572)	(5,258)	(2,718)	(4,049)	(44,863)	(48,999)	(14,545)	(14,483)	(10,982)	(6,676)
Profit (Loss) for the year	343	(1,396)	(87)	(1,846)	(8,950)	(1,127)	(3,255)	1,801	(5,165)	(1,587)
Profit (Loss) attributable to owners of the company	306	(1,246)	(78)	(1,648)	(7,202)	(907)	(2,906)	1,608	(4,611)	(1,417)
Profit (Loss) attributable to non-controlling interests	37	(150)	(9)	(198)	(1,748)	(220)	(349)	193	(554)	(170)
Profit (Loss) for the year	343	(1,396)	(87)	(1,846)	(8,950)	(1,127)	(3,255)	1,801	(5,165)	(1,587)
Other comprehensive income attributable to owners of the company	62	30	50	11	828	653	391	345	258	163
Other comprehensive income attributable to non-controlling interests	8	4	6	1	201	156	47	41	31	20
Other comprehensive income for the year	70	34	56	12	1,029	809	438	386	289	183
Total comprehensive income attributable to owners of the company	368	(1,216)	(28)	1,637	(6,374)	(254)	(2,515)	1,953	(4,353)	(1,254)
Total comprehensive income attributable to non-controlling interests	45	(146)	(3)	(197)	(1,547)	(64)	(302)	234	(523)	(150)
Total comprehensive income for the year	413	(1,362)	(31)	(1,834)	(7,921)	(318)	(2,817)	2,187	(4,876)	(1,404)
Net cash inflow (outflow) from operating activities	763	(1,038)	(1,242)	(2,241)	(2,170)	2,111	2,831	5,359	1,447	394
Net cash inflow (outflow) from investing activities	848	(808)	694	(983)	2,450	(8,170)	(3,515)	(6,058)	(996)	(885)
Net cash inflow (outflow) from financing activities	-	-	-	-	(2,746)	821	-	-	-	-
Net cash inflow (outflow)	1,611	(1,846)	(548)	(3,224)	(2,466)	(5,238)	(684)	(699)	451	(491)

# Notes to Financial Statements

December 31, 2015

## 14 INVESTMENT IN ASSOCIATE

	Group	
	2015	2014
	\$'000	\$'000
Cost of investment in associate	205	205
Share of post-acquisition results and reserve, net of dividend received	(20)	(20)
Impairment of investment in associate	(185)	(185)
	<u>–</u>	<u>–</u>

Details of the group's associate at December 31, 2015 are as follows:

Name of associate	Place of incorporation and operation	Proportion of ownership interest		Proportion of voting power held		Principal activity
		2015	2014	2015	2014	
		%	%	%	%	
Petron Co., Ltd*	Taiwan	50	50	50	50	Provision of services for machinery

\* Not audited as deemed not material to the group.

Summarised financial information in respect of the group's associates is set out below:

	Group	
	2015	2014
	\$'000	\$'000
Total assets	<u>289</u>	<u>369</u>
Total liabilities	<u>6</u>	<u>6</u>
Net assets	<u>283</u>	<u>363</u>
Group's share of associate's net assets	<u>141</u>	<u>181</u>
Revenue	<u>26</u>	<u>–</u>
Group's share of associate's results for the year	<u>–</u>	<u>(20)</u>

# Notes to Financial Statements

December 31, 2015

## 15 PROPERTY, PLANT AND EQUIPMENT

	Freehold land \$'000	Leasehold buildings and improvement \$'000	Fixtures and equipment \$'000	Plant and machinery \$'000	Motor vehicles \$'000	Construction -in-progress \$'000	Total \$'000
<b>Group</b>							
Cost:							
At January 1, 2014	2,671	27,532	2,332	113,579	72	848	147,034
Additions	–	18	156	2,532	–	464	3,170
Transfer	–	13	39	1,040	–	(1,092)	–
Disposals	–	–	(206)	(31,087)	–	–	(31,293)
Write-off	–	–	(6)	(12)	–	–	(18)
Exchange differences	(38)	430	31	11,857	1	(8)	12,273
At December 31, 2014	2,633	27,993	2,346	97,909	73	212	131,166
Additions	–	294	13	304	–	3,192	3,803
Transfer	–	–	(8)	2,920	(36)	(2,876)	–
Disposals	–	–	(63)	(12,814)	(5)	–	(12,882)
Write-off	–	(2,107)	(6)	–	–	–	(2,113)
Exchange differences	83	648	187	2,189	2	4	3,113
At December 31, 2015	2,716	26,828	2,469	90,508	34	532	123,087
Accumulated depreciation:							
At January 1, 2014	–	14,017	1,669	84,847	8	–	100,541
Depreciation	–	1,654	155	7,207	8	–	9,024
Disposals	–	–	(184)	(24,981)	–	–	(25,165)
Write-off	–	–	(6)	(8)	–	–	(14)
Exchange differences	–	355	36	8,188	–	–	8,579
At December 31, 2014	–	16,026	1,670	75,253	16	–	92,965
Depreciation	–	859	151	5,133	6	–	6,149
Disposals	–	–	(54)	(11,346)	(4)	–	(11,404)
Write-off	–	(1,349)	(5)	–	–	–	(1,354)
Exchange differences	–	372	38	1,759	2	–	2,171
At December 31, 2015	–	15,908	1,800	70,799	20	–	88,527
Accumulated impairment:							
At January 1, 2014	–	–	–	3,228	–	–	3,228
Reversal of impairment due to disposal	–	–	–	(832)	–	–	(832)
Impairment during the year	–	–	–	2,029	–	–	2,029
Exchange differences	–	–	–	57	–	–	57
At December 31, 2014	–	–	–	4,482	–	–	4,482
Impairment during the year	–	–	–	10,024	–	–	10,024
Exchange differences	–	–	–	114	–	–	114
At December 31, 2015	–	–	–	14,620	–	–	14,620
Carrying amount:							
At December 31, 2015	2,716	10,920	669	5,089	14	532	19,940
At December 31, 2014	2,633	11,967	676	18,174	57	212	33,719

During the year, the group carried out a review of the recoverable amount of its property, plant and equipment, having regard the decline in revenue in the highly competitive market. The recoverable amount has been determined based on fair value less costs to sell (Note 16). The review led to the recognition of an impairment loss of \$10,024,000 (2014 : \$1,197,000) for plant and machinery.

# Notes to Financial Statements

December 31, 2015

## 15 PROPERTY, PLANT AND EQUIPMENT (cont'd)

	Leasehold buildings and improvement	Fixtures and equipment	Total
	\$'000	\$'000	\$'000
<b>Company</b>			
Cost:			
At January 1, 2014	870	120	990
Additions	–	14	14
Disposal	–	(4)	(4)
Exchange differences	16	6	22
At December 31, 2014	886	136	1,022
Exchange differences	17	3	20
At December 31, 2015	903	139	1,042
Accumulated depreciation:			
At January 1, 2014	130	120	250
Depreciation	13	2	15
Exchange differences	6	–	6
At December 31, 2014	149	122	271
Depreciation	15	2	17
Exchange differences	3	1	4
At December 31, 2015	167	125	292
Carrying amount:			
At December 31, 2015	736	14	750
At December 31, 2014	737	14	751

For the group, property, plant and equipment with carrying amount of \$6,550,000 (2014 : \$5,535,000) are pledged to secure bank loans (Note 20).

# Notes to Financial Statements

December 31, 2015

## 16 GOODWILL

	Group	
	2015	2014
	\$'000	\$'000
Cost:		
At beginning and end of year	2,226	2,226
Impairment:		
At beginning of year	(2,144)	(2,144)
Impairment loss recognised during the year	(82)	–
At end of year	(2,226)	(2,144)
Carrying amount:		
At end of year	–	82

Goodwill acquired in a business combination is allocated, at acquisition, to the cash generating units (CGU) that are expected to benefit from that business combination. Before recognition of impairment losses, the carrying amount of goodwill had been allocated as follows:

	Group	
	2015	2014
	\$'000	\$'000
Drilling and routing services (comprise several CGUs)	2,144	2,144
Printed circuit board production (single CGU)	82	82
Total	2,226	2,226

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

In 2015, the recoverable amount of the CGUs were determined based on fair value less costs to sell. The fair value less costs to sell as at December 31, 2015 has been estimated based on the valuations carried out by independent professional valuers having appropriate recognised professional qualification. The valuations were determined based on the market comparable approach that reflects recent transaction prices for similar assets, and/or the cost approach that reflects the cost to a market participant to construct assets of comparable utility and age, and/or capitalisation of net income method, where the market rentals of the properties are assessed by reference to the rentals achieved by other similar lettings of similar properties in the area.

# Notes to Financial Statements

December 31, 2015

## 16 GOODWILL (cont'd)

The valuations are categorised into Level 3 of the fair value hierarchy as defined under FRS 113. The valuation techniques and key assumptions used are as follows:

CGU	Description	Valuation techniques	Key assumptions
Printed circuit board production	Plant and machinery located in China	Cost approach and market comparable approach	The fair value of the assets were estimated on the assumption of continued use in its current location, and the highest and best use of the assets is their current use.
Printed circuit board production	Plant and machinery located in Taiwan	Market comparable approach	The fair value of the assets were estimated on the assumption of continued use in its current location, and the highest and best use of the assets is their current use.
Printed circuit board production	Leasehold buildings and improvement (including land use rights) in China	Cost approach	The fair value of the assets were estimated on the assumption of continued use in its current location, and the highest and best use of the assets is their current use.
Printed circuit board production	Freehold land in Taiwan	Income capitalisation approach and market comparable approach	The fair value of the assets were estimated on the assumption of continued use in its current location, and the highest and best use of the assets is their current use.
Printed circuit board production	Leasehold buildings and improvement in Taiwan	Cost approach	The fair value of the assets were estimated on the assumption of continued use in its current location, and the highest and best use of the assets is their current use.
Drilling and routing services	Plant and machinery located in China	Cost approach and market comparable approach	The fair value of the assets were estimated on the assumption of continued use in its current location, and the highest and best use of the assets is their current use.
Drilling and routing services	Leasehold buildings and improvement (including land use rights) in China	Cost approach	The fair value of the assets were estimated on the assumption of continued use in its current location, and the highest and best use of the assets is their current use.

In 2014, the recoverable amount of the CGUs were determined from value in use calculations. The key assumptions for the value in use calculations were those regarding the discount rates, growth rates and expected changes to selling prices and direct costs during the period. Changes in selling prices and direct costs were based on past practices and expectations of future changes in the market. The group prepared cash flow forecasts derived from the most recent financial budget approved by management for financial year ending December 31, 2015, derived from past financial years result. The forecast was then projected at zero growth rate up to the expected end of lives of the key assets of each CGU. Management estimated discount rates using pre-tax rates that reflect current market assessments of the time value of money and the risks specific to the CGUs. The rates used to discount the respective cash flows ranged from 9.64% to 10.21% per annum.

In 2015, based on the recoverable amount of the CGUs, an impairment loss of \$82,000 (2014 : \$Nil) on the goodwill allocated to the Printed Circuit Board production CGU was recognised.

# Notes to Financial Statements

December 31, 2015

## 17 DEFERRED TAX ASSETS

	Group	
	2015	2014
	\$'000	\$'000
Deferred tax assets	33	33

The following are the major deferred tax assets recognised by the group and movements thereon, during the current and prior reporting periods:

	Tax Losses \$'000
At January 1, 2014	619
Charge to profit or loss (Note 29)	(580)
Exchange difference	(6)
At December 31, 2014 and December 31, 2015	33

The tax losses will expire between 2017 to 2022.

At the reporting date, temporary differences associated with the undistributed earnings of one subsidiary for which deferred tax liabilities have not been recognised is \$Nil (2014 : \$Nil).

## 18 TRADE AND OTHER PAYABLES

	Group		Company	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Trade payables	11,355	14,108	–	–
Non-trade:				
Due to shareholders (Note 5)	13,356	15,995	13,356	15,995
Accruals	3,140	3,666	502	320
Other payables	1,090	1,469	109	109
Subsidiaries (Note 13)	–	–	8,093	7,749
Total	28,941	35,238	22,060	24,173

Presentation in statements of financial position:

	Group		Company	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Current liabilities	17,881	24,554	11,000	13,489
Non-current liabilities	11,060	10,684	11,060	10,684
Total	28,941	35,238	22,060	24,173



# Notes to Financial Statements

December 31, 2015

## 18 TRADE AND OTHER PAYABLES (cont'd)

The balance due to a shareholder, Sunny Worldwide International Limited, amounting to \$11,060,000 (2014 : \$10,684,000) as at December 31, 2015, is unsecured, bears fixed interest at 4.5% (2014 : 4.5%) per annum and repayable after 12 months (2014 : repayable after 12 months).

The balance due to two shareholders, Wen Yao-Long and Wen Yao-Chou, amounting to \$2,296,000 and \$Nil (2014 : \$5,206,000 and \$105,000) respectively as at December 31, 2015, is unsecured, interest-free and repayable on demand.

## 19 PROVISION

	Group and Company	
	2015	2014
	\$'000	\$'000
At beginning of year	11,193	10,479
Provision made during the year	1,554	714
At end of year	12,747	11,193

In 2007, the company entered into an agreement with a third party ("Hongta") for the divestment of 12.5% equity interest of Shanghai Zhuo Kai Electronic Technology Co., Ltd ("Zhuo Kai") which also holds 55% shareholdings of other subsidiaries in the People's Republic of China ("subsidiary group"). Pursuant to the sale, the company had also granted Hongta the option to require the company to purchase back its investment during the 3 years period ended October 2011 if this subsidiary group did not achieve certain stipulated milestone and profit targets.

In September 2010, the company entered into a supplementary agreement with Hongta which amends the buy-back option clause in the initial agreement. Under the supplementary agreement, the company will transfer an additional 7% of its shareholding in Zhuo Kai to Hongta. In addition, Hongta has the option to require the company to purchase back its investment if Zhuo Kai fails to meet the milestone by the end of a 5-year period ending October 2015.

As at December 31, 2014, the consideration payable at the end of the vesting period if the milestone is not met is estimated to be RMB102.5 million (\$20.1 million).

Management has exercised its judgment in assessing the probability of Hongta exercising the option to require the company to buy back the 19.5% equity interest of a subsidiary and had estimated a provision of \$11.2 million for loss on share buy-back as at December 31, 2014. The amount represents the shortfall between the consideration payable and the 19.5% net asset value of the subsidiary group.

In July 2015, the company entered into a supplementary agreement with Hongta to buy back the 19.5% equity shares of a subsidiary for a consideration of RMB108.5 million (\$23.7 million) in August 2016. Accordingly, a provision for loss on share buy-back amounting to \$12.7 million was recognised by the group and company as at December 31, 2015.

# Notes to Financial Statements

December 31, 2015

## 20 BORROWINGS

	Effective interest rate		Group	
	2015	2014	2015	2014
			\$'000	\$'000
<u>Bank loans</u>				
Current (Secured): <sup>(i)</sup>				
Fixed rate	4.5% to 6.2 %	3.3% to 6.2%	9,980	8,588
Floating rate	2.6% to 2.8%	2.7%	2,997	2,711
			<u>12,977</u>	<u>11,299</u>
Non-current (Secured): <sup>(i)</sup>				
Fixed rate	4.5% to 6.2 %	3.3% to 6.2%	3,922	7,206
Floating rate	2.6% to 2.8%	2.7%	886	1,241
			<u>4,808</u>	<u>8,447</u>
Total bank loans			<u>17,785</u>	<u>19,746</u>

The borrowings are repayable as follows:

	Group	
	2015	2014
	\$'000	\$'000
Within one year	12,977	11,299
After one but within five years	4,733	7,206
After five years	75	1,241
Total	<u>17,785</u>	<u>19,746</u>
Presentation in statements of financial position:		
Current liabilities	12,977	11,299
Non-current liabilities	4,808	8,447
Total	<u>17,785</u>	<u>19,746</u>

(i) The group's borrowings are primarily secured by personal guarantees from directors, property, plant and equipment and land use rights. The company's borrowings are secured by property, plant and equipment.

The interest rates of the bank loans are reviewed and re-priced at the discretion of the financial institutions. Management is of the view that the fair values of bank loans approximate their carrying amounts.

# Notes to Financial Statements

December 31, 2015

## 20 BORROWINGS (cont'd)

### Pledged assets

The following assets have been pledged for the facilities obtained from financial institutions:

	Group	
	2015	2014
	\$'000	\$'000
Land use rights (Note 12)	2,753	4,110
Carrying amount of property, plant and equipment (Note 15)	6,550	5,535

The bank loans amounting to \$13.9 million (2014 : \$13.9 million) are also secured by personal guarantees from the directors.

At December 31, 2015, the group has approximately available \$1,301,000 (2014 : \$640,000) of undrawn credit facilities which are secured by personal guarantees from the directors.

## 21 FINANCE LEASES

	Minimum lease payments		Fair value of minimum lease payments	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
<b>Group</b>				
Within one year	–	21	–	21
In the second to fifth year inclusive	–	–	–	–
Total	–	21	–	21
Less: Future finance charges	–	–	–	–
Present value of lease obligations	–	21	–	21
Less: Amount due within 12 months			–	(21)
Amount due after 12 months			–	–

(a) The average lease term was 3 years. The average effective borrowing rate was 7% (2014 : 8%) per annum for the group. Interest rates were fixed at the contract date, and thus exposed the group and the company to fair value interest rate risk. All leases were on a fixed repayment basis, secured by machineries and no arrangements were entered into for contingent rental payments.

(b) In 2014, the finance leases of the subsidiaries amounting to \$21,000 were guaranteed by two directors of the company and another director of a subsidiary.

(c) In 2014, the fair value of the group's lease obligations approximated their carrying amounts.

# Notes to Financial Statements

December 31, 2015

## 22 RETIREMENT BENEFIT OBLIGATIONS

### Defined benefit plan

The group operates a defined benefit plan for qualifying employees of its subsidiary in the Republic of China under the Labor Standards Law that provides benefits based on an employee's length of service and average one-month salary prior to retirement. The group contribute an amount no more than 2% of salaries paid to their respective pension funds, which are administered by the Labor Pension and Supervisory Committee ("the Committee") and deposited in the name of the Committee in the Bank of Taiwan. Under the plan, the employees are entitled to retirement benefits varying between 2% to 45% of the final monthly average salary on attainment of a retirement age of 65. No other post-retirement benefits are provided.

The plan assets are invested in domestic and foreign equity and debt securities, bank deposits, etc. The investment is conducted at the discretion of Bureau of Labor Funds, Ministry of Labor or under the mandated management. However, in accordance with Enforcement Rules of the Labor Pension Act, the return generated by employees' pension contribution should not be below the interest rate for a 2-year time deposit published by the local banks.

The plan in the Republic of China typically exposes the group to actuarial risks such as:

**Investment risk** - The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to high quality corporate bond yields; if the return on plan asset is below this rate, it will create a plan deficit. Currently the plan has a relatively balanced investment in equity securities, debt instruments and others. Due to the long-term nature of the plan liabilities, the board of pension fund considers it appropriate that a reasonable portion of the plan assets should be invested in equity securities to leverage the return generated by the fund.

**Interest risk** - A decrease in the bond interest rate will increase the plan liability, however, this will be partially offset by an increase in the return on the plan's debt investments.

**Longevity risk** - The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

**Salary risk** - The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in salary of the plan participants will increase the plan's liability.

The risk relating to benefits to be paid to the dependents of the plan members (widow and orphan benefits) is re-insured by an external insurance company.

The actuarial valuation of the plan assets and the present value of the defined benefit obligation were carried out at December 31, 2015 by Zong Qing International Consultant Co Ltd (2014 : Zong Qing International Consultant Co Ltd). The present value of the defined benefit obligation, and the related current service cost and past service cost, were measured using the projected unit credit method.

The principal assumptions used for the purpose of the actuarial valuation were as follows:

	Valuation at	
	2015	2014
Discount rate	1.25%	1.75%
Expected return on plan assets	1.75%	2%
Expected rate of salary increase	2%	2%
Mortality rate	In accordance with Taiwan Standard Ordinary 2011 mortality table	In accordance with Taiwan Standard Ordinary 2011 mortality table

# Notes to Financial Statements

December 31, 2015

## 22 RETIREMENT BENEFIT OBLIGATIONS (cont'd)

The amount recognised in the statement of financial position in respect of the group's defined benefit retirement benefit plan is as follows:

	Group	
	2015	2014
	\$'000	\$'000
Present value of funded obligations	414	994
Fair value of plan assets	(360)	(405)
Net liability recognised in the statement of financial position	54	589

Amounts recognised in comprehensive income in respect of these defined benefit plans are as follows:

	Group	
	2015	2014
	\$'000	\$'000
Service cost		
Current service cost	7	261
Past service cost and gain from settlements	(176)	(42)
Net interest expense	12	15
Components of defined benefit costs recognised in profit or loss	(157)	234
Remeasurement on the net defined benefit liability:		
Return on plan assets (excluding amounts included in net interest expense)	(2)	(1)
Actuarial gains and losses arising from changes in demographic assumptions	–	2
Actuarial gains and losses arising from changes in financial assumptions	58	–
Actuarial gains and losses arising from changes in experience adjustments	(433)	(78)
Components of defined benefit costs recognised in other comprehensive income	(377)	(77)
Total	(534)	157

In 2015, the credit for the year of \$157,000 (2014 : charge for the year of \$234,000) is included in profit or loss in administrative expenses.

Changes in the present value of the defined benefit obligation are as follows:

	Group	
	2015	2014
	\$'000	\$'000
Opening defined benefit obligation	994	829
Current service cost	7	261
Interest cost	20	22
Remeasurement (gains) losses: Actuarial gains and losses		
from changes in demographic assumptions	–	2
from changes in financial assumptions	58	–
from experience adjustments	(433)	(78)
Settlement payments from plan	(80)	–
Past service cost, including gains on curtailments	(176)	(42)
Exchange difference	24	–
Closing defined benefit obligation	414	994

# Notes to Financial Statements

December 31, 2015

## 22 RETIREMENT BENEFIT OBLIGATIONS (cont'd)

	Group	
	2015	2014
	\$'000	\$'000
Changes in the fair value of plan assets are as follows:		
Opening fair value of plan assets	405	373
Interest income	8	7
Remeasurement gain:		
Return on plan assets (excluding amounts included in net interest expense)	2	1
Contributions by employer	16	24
Settlement payments from plan	(80)	–
Exchange difference	9	–
Closing fair value of plan assets	360	405

The percentage of major categories of plan assets at the end of the reporting period were disclosed based on the information announced by Labor Pension Fund Supervisory Committee:

	Group	
	2015	2014
	%	%
Deposits with financial institution	17.81	18.82
Equity instruments	9.44	10.78
Short-term investment	1.52	2.5
Debt instruments	12.34	11.53
Overseas investments	38.97	36.87
Others	19.92	19.5

In 2015, the actual return on plan assets was \$2,422 (2014 : \$1,157).

The plan assets do not include any of the group's own financial instruments, nor any property occupied by, or other assets used by, the group.

Significant actuarial assumptions for the determination of the defined obligation are discount rate, expected return on plan assets and expected salary increase. The sensitivity analyses below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

- If the discount rate is 0.25% higher (lower), the defined benefit obligation would decrease by \$14,773 (increase by \$15,478) (2014 : decrease by \$30,345 (increase by \$31,725)).
- If the expected salary growth increases (decreases) by 0.25%, the defined benefit obligation would increase by \$15,324 (decrease by \$14,702) (2014 : increase by \$31,646 (decrease by \$30,418)).
- If the attrition rate increases (decreases) by 10%, the defined benefit obligation would decrease by \$878 (increase by \$881) (2014 : decrease by \$1,688 (increase by \$1,693)).

# Notes to Financial Statements

December 31, 2015

## 22 RETIREMENT BENEFIT OBLIGATIONS (cont'd)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the statement of financial position.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

There has been no change in the process used by the group to manage its risks from prior periods.

The group's subsidiaries fund the cost of the entitlements expected to be earned on a yearly basis. Employees pay a fixed 2% percentage of pensionable salary. The funding requirements are based on the local actuarial measurement framework. In this framework the discount rate is set on a risk free rate. Furthermore, premiums are determined on a current salary base.

The average duration of the benefit obligation at December 31, 2015 is 14 years (2014 : 14 years).

The group expects to contribute approximately \$7,493 (2014 : \$15,000) to its defined benefit plan in the subsequent financial year.

## 23 SHARE CAPITAL

	Group and Company			
	2015	2014	2015	2014
	Number of ordinary shares		\$'000	\$'000
	'000	'000		
Issued and paid up:				
At beginning and end of year	570,000	570,000	56,127	56,127

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

## 24 STATUTORY RESERVES

	Legal and special reserves	Reserve fund	Total
	\$'000	\$'000	\$'000
<b>Group</b>			
Balance at January 1, 2014	2,616	5,165	7,781
Transfer from accumulated profits	131	–	131
Balance at December 31, 2014 and December 31, 2015	2,747	5,165	7,912

# Notes to Financial Statements

December 31, 2015

## 25 OTHER RESERVE

The other reserve comprises equity reserve that represents the effects of changes in ownership interests in subsidiaries when there is no change in control (see Note 19).

## 26 REVENUE

	Group	
	2015	2014
	\$'000	\$'000
Sale of goods	52,493	57,771

## 27 OTHER INCOME

	Group	
	2015	2014
	\$'000	\$'000
Foreign exchange gain	1,016	1,119
Interest income	865	58
Other income	1,207	1,179
Total	3,088	2,356

## 28 FINANCE COSTS

	Group	
	2015	2014
	\$'000	\$'000
Interest expense on:		
Bank loans	920	826
Finance leases	1	4
Amount due to a shareholder	375	328
Total	1,296	1,158

## 29 INCOME TAX EXPENSE

	Group	
	2015	2014
	\$'000	\$'000
Current tax expense	–	15
Deferred tax expense	–	580
Total	–	595

Domestic income tax is calculated at 17% (2014 : 17%) of the estimated assessable loss for the year. Taxation for other jurisdictions is calculated at the rates prevailing in the relevant jurisdictions.



# Notes to Financial Statements

December 31, 2015

## 29 INCOME TAX EXPENSE (cont'd)

The total charge for the year can be reconciled to the accounting loss as follows:

	Group	
	2015	2014
	\$'000	\$'000
Loss before income tax	(21,672)	(10,051)
Tax at statutory rate of 17% (2014 : 17%)	(3,684)	(1,709)
Non-deductible expenses	5,053	2,604
Deferred expense	–	28
Effect of different tax rates of subsidiaries operating in other jurisdictions	(1,369)	(328)
Income tax expense	–	595

(a) The corporate tax rate of subsidiaries in the Republic of China (“PRC”) is 25% (2014 : 25%).

(b) The corporate tax rate of the Taiwanese subsidiary is 17% (2014 : 17%).

## 30 LOSS FOR THE YEAR

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

	Group	
	2015	2014
	\$'000	\$'000
Depreciation and amortisation:		
Depreciation of property, plant and equipment	6,149	9,024
Amortisation of land use rights	96	96
Total depreciation and amortisation	6,245	9,120
Directors' remuneration	870	1,801
Directors' fees	130	130
Total directors' expense	1,000	1,931
Employee benefits expense (including directors' remuneration):		
Defined contribution plans	139	160
Other staff costs	11,972	13,895
Total employee benefits expense	12,111	14,055
Allowance for (Reversal of allowance for) doubtful debts	2	(42)
(Reversal of allowance for) Allowance for inventories	(425)	588
Total allowance	(423)	546

# Notes to Financial Statements

December 31, 2015

## 30 LOSS FOR THE YEAR (cont'd)

	Group	
	2015	2014
	\$'000	\$'000
Audit fees:		
- paid to auditors of the company	95	92
- paid to other auditors	111	106
Total audit fees	206	198
Non-audit fees paid to auditors of the company	2	2
Loss on disposal of property, plant and equipment	1,416	1,329
Property, plant and equipment written off	759	4
Net foreign currency exchange gain	(1,016)	(1,119)
Cost of inventories recognised as expense in cost of sales	25,970	32,927
Provision for loss on share buy-back	1,554	714

Other expenses include provision for loss on share buy-back of \$1,554,000 (2014 : \$714,000), impairment of land use rights of \$939,000 (2014 : \$Nil), and impairment loss on property, plant and equipment of \$10,024,000 (2014 : \$1,197,000).

### *Compensation of directors and key management personnel*

The remuneration of directors and other members of key management during the year were as follows:

	Group	
	2015	2014
	\$'000	\$'000
Short-term benefits	1,586	2,573
Post-employment benefits	16	121
	1,602	2,694

The remuneration of directors and key management is determined by the remuneration committee having regard to the performance of individuals and market trends.

## 31 LOSS PER SHARE

	Group	
	2015	2014
	\$'000	\$'000
Loss attributable to owners of the company (\$'000)	(19,049)	(10,101)
Number of ordinary shares ('000)	570,000	570,000
Earnings per share (cents)	(3.34)	(1.77)

There is no dilution of earnings per share as no share options were granted.

# Notes to Financial Statements

December 31, 2015

## 32 DERIVATIVE FINANCIAL INSTRUMENTS

### Forward foreign exchange contracts

The group utilises currency derivatives to hedge significant future transactions and cash flows. The instruments purchased are primarily denominated in the currencies of the group's principal markets.

At the reporting date, the total notional amount of outstanding forward foreign exchange contracts to which the group is committed are as follows:

	Group	
	2015	2014
	\$'000	\$'000
Forward foreign exchange contracts		
- sell US\$ (within one year)	13,443	28,500
- buy US\$ (within one year)	-	723

The fair value of the forward foreign exchange contracts is estimated to be a liability of \$252,000 (2014 : liability of \$88,000) based on quoted forward exchange matching maturity of the contracts. Changes in the fair value of currency derivatives amounting to a loss of \$162,000 (2014 : loss of \$555,000) have been charged to other income in the profit or loss. The forward foreign exchange contracts are settled on a gross basis.

## 33 OPERATING LEASE ARRANGEMENTS

	Group	
	2015	2014
	\$'000	\$'000
Minimum lease payments under operating leases recognised as an expense during the year	265	298

At the end of the reporting period, the group has outstanding commitments under non-cancellable operating leases, which fall due as follows:

	Group	
	2015	2014
	\$'000	\$'000
Within one year	162	106
In the second to fifth years inclusive	103	43
Total	265	149

Operating lease payments represent rental payable by the group for certain of its office premises, land use rights and plant and equipment. Leases are negotiated for an average term of seven years.

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# Notes to Financial Statements

December 31, 2015

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## 34 SEGMENT INFORMATION

For management purposes, the group is organised into two major reportable segments - mechanical drilling and routing services and printed circuit boards production and related processing services ("PCB operations"). The segments are the basis on which the group reports to its chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

### (a) Analysis by Reportable Segment

Segment revenue and expense are revenue and expense reported in the group's profit or loss that are either directly attributable to a segment or can be allocated on a reasonable basis to a segment.

Segment assets are all operating assets that are employed by a segment in its operating activities and that either are directly attributable to the segment or can be allocated to the segment on a reasonable basis.

Segment liabilities are all operating liabilities of a segment and that either are directly attributable to the segment or can be allocated to the segment on a reasonable basis.

# Notes to Financial Statements

December 31, 2015

## 34 SEGMENT INFORMATION (cont'd)

### (a) Analysis by Reportable Segment (cont'd)

Information regarding the group's reportable segments prepared based on measurement principles of FRS is presented below.

Revenue and expenses (by business segments)	Mechanical drilling and routing services				PCB operations		Total	
	2015		2014		2015		2014	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Segment revenue to external parties</b>	5,468	6,404	47,025	51,367	52,493	57,771		
<b>Segment results</b>	(8,989)	(3,708)	(11,365)	(5,503)	(20,354)	(9,211)		
Other income					3,088	2,356		
Unallocated corporate expenses					(3,110)	(2,038)		
Finance costs					(1,296)	(1,158)		
Loss before income tax					(21,672)	(10,051)		
Income tax expense					–	(595)		
Net loss attributable to the group					(21,672)	(10,646)		
<b>Assets and liabilities</b>								
Segment assets	25,989	34,355	38,949	58,914	64,938	93,269		
Unallocated corporate assets					1,994	1,213		
Consolidated total assets					66,932	94,482		
Segment liabilities	4,246	8,107	42,175	42,842	46,421	50,949		
Unallocated corporate liabilities					13,358	15,926		
Consolidated total liabilities					59,779	66,875		
<b>Additions to non-current assets:</b>								
- Property, plant and equipment	458	2,485	3,345	671	3,803	3,156		
Property, plant and equipment written off	–	4	759	–	759	4		
Loss on disposal of property, plant and equipment	–	–	1,416	1,329	1,416	1,329		
Depreciation	4,121	5,768	2,011	3,240	6,132	9,008		
Amortisation of land use rights	44	44	52	52	96	96		
Impairment of land use rights	939	–	–	–	939	–		
(Reversal of) Allowance for inventories	(52)	23	(373)	565	(425)	588		
(Reversal of) Allowance for doubtful debts	(17)	(63)	19	21	2	(42)		
Impairment loss on property, plant and equipment (net)	5,649	(102)	4,375	1,299	10,024	1,197		
Impairment of goodwill	–	–	82	–	82	–		
<b>Unallocated corporate expenditure:</b>								
Capital expenditure					–	14		
Depreciation					17	16		

The accounting policies of the reportable segments are the same as the group's accounting policies described in Note 2. Segment profit represents the profit earned by each segment without allocation of central administration costs and directors' remuneration, finance costs, and income tax expense. This is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

# Notes to Financial Statements

December 31, 2015

## 34 SEGMENT INFORMATION (cont'd)

### (b) Analysis by Geographical Information

Segment revenue is analysed based on the location of customers.

Total revenue and non-current assets (excluding investment in associates, other financial assets, deferred tax assets and goodwill) are analysed based on the location of those assets.

#### Revenue and non-current assets

(by geographical segments)	People's Republic of China		Taiwan		Singapore		Total	
	2015	2014	2015	2014	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Segment revenue	41,380	54,170	11,113	3,513	–	88	52,493	57,771
Segment non-current tangible assets	19,005	33,569	3,246	3,411	750	751	23,001	37,731

#### Information about major customers

Included in revenues of the PCB operations are revenues of approximately \$9,079,000 and \$8,002,000 (2014 : \$24,281,000 and \$4,017,000) which arose from sales to the group's two largest customers. One of the major customer is owned by a shareholder of the company.

# Summary of Properties

Held by	Location and description	Tenure	Usage of property
Eucon Holding Limited	80 Marine Parade Road #11-02 Parkway Parade Singapore 449269	Leasehold 99 years commencing from August 1979	Office
LGANG Optronics Technology Co., Ltd	19 Her-Jun North Road Chung-Li Industrial Park Chung-Li City Taoyuan County Taiwan	Freehold	Manufacturing Plant
Shanghai Zeng Kang Electronic Co., Ltd	1150 Caoxin Road Xuhang Town Jiading District Shanghai 201809.PRC.	Leasehold 50 years commencing from December 2006	Manufacturing Plant
Shanghai Zhuo Kai Electronic Technology Co., Ltd	399 Baoqian Road Xuhang Industrial Park Jiading District Shanghai 201809.PRC.	Leasehold 50 years commencing from December 2006	Manufacturing Plant
Shanghai Eu Ya Electronic Technology Co., Ltd	419 Baoqian Road Xuhang Industrial Park Jiading District Shanghai 201809.PRC.	Leasehold 50 years commencing from December 2006	Manufacturing Plant

# Statistics of Shareholdings

As at March 22, 2016

Issued share capital	:	SGD56,127,017/-
Number of shares	:	570,000,000
Number/percentage of treasury shares	:	Nil
Class of shares	:	ordinary shares
Voting rights	:	one vote per share

## DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	1	0.04	88	0.00
100 - 1,000	257	9.34	142,778	0.03
1,001 - 10,000	1,075	39.06	5,212,461	0.91
10,001 - 1,000,000	1,370	49.78	139,291,783	24.44
1,000,001 AND ABOVE	49	1.78	425,352,890	74.62
<b>TOTAL</b>	<b>2,752</b>	<b>100.00</b>	<b>570,000,000</b>	<b>100.00</b>

## TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	UOB KAY HIAN PRIVATE LIMITED	117,276,600	20.57
2	SUNNY WORLDWIDE INTERNATIONAL LTD	108,362,000	19.01
3	WEN YAO LONG	41,147,747	7.22
4	MAYBANK KIM ENG SECURITIES PTE. LTD.	11,487,900	2.02
5	CHEN WEN CHIN	9,762,000	1.71
6	CITIBANK NOMINEES SINGAPORE PTE LTD	8,281,000	1.45
7	CHEN CHENG HSIUNG	8,136,800	1.43
8	LEE YING-CHI	7,140,000	1.25
9	CHEN CHU-TSU	7,066,500	1.24
10	KWA CHING TZE	6,500,000	1.14
11	JENG HUANG FONG MAAN	6,188,800	1.09
12	CHIEN WAN HSIN	5,857,800	1.03
13	WANG JUNG HSIN	5,000,000	0.88
14	WEN YAO-CHOU	4,794,643	0.84
15	DBS NOMINEES (PRIVATE) LIMITED	4,652,600	0.82
16	LINSI	4,392,000	0.77
17	LAI YU CHUNG	4,243,600	0.74
18	LIN JIA LUH	4,243,600	0.74
19	WEN SHU FEN	3,850,000	0.68
20	PHILLIP SECURITIES PTE LTD	3,749,800	0.66
	<b>TOTAL</b>	<b>372,133,390</b>	<b>65.29</b>



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# Statistics of Shareholdings

As at March 22, 2016

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## SUBSTANTIAL SHAREHOLDERS

As shown in the Register of Substantial Shareholders

Name of Shareholders	No. of Shares	
	Direct Interest	Deemed Interest
Sunny Worldwide Int'l Ltd	108,362,000	–
Wen Yao-Long <sup>(1)</sup>	41,147,747	108,362,000

Note:-

- (1) Sunny Worldwide Int'l Ltd ("Sunny Worldwide") is an investment holding company incorporated in Mauritius. It is beneficially owned by Mr Wen Yao-Long. Mr Wen Yao-Long is deemed to have an interest in the shares held by Sunny Worldwide by virtue of his 100% direct interest in Sunny Worldwide. Mr Wen Yao-Long is the only director of Sunny Worldwide.

## PERCENTAGE OF SHAREHOLDING IN PUBLIC'S HAND

Based on information available to the Company as at 22 March 2016, 71.90% of the issued ordinary shares of the Company is held by the public and, therefore, Rule 723 of the Listing Manual issued by the Singapore Exchange Securities Trading Limited is complied with.

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# Notice of Annual General Meeting

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NOTICE IS HEREBY GIVEN that the Fourteenth Annual General Meeting of Eucon Holding Limited (the “Company”) will be held at Grand Mercure Roxy Hotel, Amber Room, Level 3, 50 East Coast Road, Roxy Square, Singapore 428769 on Tuesday, 26 April 2016 at 10.00 a.m. to transact the following business:

## AS ORDINARY BUSINESS

1. To receive and adopt the Report of the Directors and Audited Financial Statements of the Company for the financial year ended 31 December 2015 together with the Auditors’ Report thereon. **[Resolution 1]**
2. To approve the Directors’ Fees of S\$130,000/- for the financial year ended 31 December 2015 (2014: S\$130,000/-). **[Resolution 2]**
3. To re-elect the following Directors retiring pursuant to the Company’s Constitution:-
  - (a) Mr Wen Yao Long {retiring pursuant to Regulation 89} **[Resolution 3(a)]**
  - (b) Mr Seow Han Chiang, Winston {retiring pursuant to Regulation 89} **[Resolution 3(b)]**

*Mr Seow Han Chiang, Winston will, upon re-election as a Director of the Company, remain as the Chairman of the Remuneration Committee and a Member of the Audit Committee and Nominating Committee, and will be considered independent for the purposes of Rule 704(8) of the Listing Manual of the Singapore Exchange Securities Trading Limited.*
4. To re-appoint Messrs Deloitte & Touche LLP as the Company’s Auditors and to authorise the Directors to fix their remuneration. **[Resolution 4]**
5. To transact any other ordinary business which may properly be transacted at an Annual General Meeting.

## AS SPECIAL BUSINESS

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

6. “That pursuant to Section 161 of the Companies Act, Cap. 50 and the Listing Manual of the Singapore Exchange Securities Trading Limited, the Directors of the Company be and they are hereby authorised to issue shares and convertible securities in the Company (whether by way of rights, bonus or otherwise) at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion, deem fit provided that the aggregate number of shares to be issued pursuant to this Resolution does not exceed 50 per centum of the total number of issued shares excluding treasury shares, in the capital of the Company at the time of the passing of this Resolution, of which the aggregate number of shares and convertible securities to be issued other than on a pro rata basis to existing shareholders shall not exceed 20 per centum of the total number of issued shares excluding treasury shares, in the capital of the Company at the time of the passing of this Resolution and that such authority shall continue in force until the date that the next annual general meeting of the Company is held or is required by law to be held, whichever is the earlier, unless revoked or varied at a general meeting of the Company.” **[See Explanatory Note]** **[Resolution 5]**

## BY ORDER OF THE BOARD

Tan Cheng Siew  
Company Secretary  
Singapore, 11 April 2016

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# Notice of Annual General Meeting

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## EXPLANATORY NOTE ON SPECIAL BUSINESS TO BE TRANSACTED:

The proposed Resolution 5, if passed, will empower the Directors of the Company to issue shares in the Company up to an amount not exceeding in total 50 per centum of the total number of issued shares excluding treasury shares in the capital of the Company for such purposes as they consider would be in the interests of the Company. This authority will, unless previously revoked or varied at a general meeting, expire at the date the next Annual General Meeting of the Company is held or is required by law to be held, whichever is earlier.

The percentage of the issued share capital is based on the total number of issued shares excluding treasury shares in the capital of the Company at the time of the passing of this Resolution after adjusting for:

- (a) new shares arising from the conversion or exercise of convertible securities;
- (b) new shares arising from exercising share options or vesting of share awards which are outstanding or subsisting at the time of the passing of this Resolution; and
- (c) any subsequent bonus issue, consolidation or subdivision of shares.

## Notes:

A Member is entitled to appoint up to two proxies to attend and vote in his place. A proxy need not be a Member of the Company. Members wishing to vote by proxy at the meeting may use the proxy form enclosed. The completed proxy form must be lodged at the Registered Office of the Company at 80 Marine Parade Road, #11-02 Parkway Parade, Singapore 449269 not less than 48 hours before the time appointed for the Meeting.

Pursuant to Section 181 of the Companies Act, Chapter 50 of Singapore, any member who is a relevant intermediary is entitled to appoint one or more proxies to attend and vote at the Annual General Meeting. Relevant intermediary is either:

- (a) a banking corporation licensed under the Banking Act (Cap. 19) or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;
- (b) a capital markets services license holder which provides custodial services for securities under the Securities and Futures Act (Cap. 289) and holds shares in that capacity; or
- (c) the Central Provident Fund ("CPF") Board established by the Central Provident Fund Act (Cap. 36), in respect of shares purchased on behalf of CPF investors.

## PERSONAL DATA PRIVACY

Where a member of the Company submits an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, proxy lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"); (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes.

# EUCON HOLDING LIMITED

(Company Registration No.: 200107762R)  
(Incorporated in the Republic of Singapore with Limited Liability)

## Important

1. A relevant intermediary may appoint more than two proxies to attend the Annual General Meeting and vote (please see Note 2 for the definition of "relevant intermediary").
2. For investors who have used their CPF monies to buy shares in the Company, this Proxy Form is not valid for use and shall be ineffective for all intents and purposes if used or is purported to be used by them.
3. Please read the notes to the Proxy Form.

## PROXY FORM

I/We \_\_\_\_\_

of \_\_\_\_\_

being a \*member/members of Eucon Holding Limited, hereby appoint

Name	Address	NRIC / Passport No.	Proportion of Shareholdings (%)

and/or (delete as appropriate)

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as my/our proxy/proxies to vote for me/us on my/our behalf at the Fourteenth Annual General Meeting of the Company to be held at the Grand Mercure Roxy Hotel, Amber Room, Level 3, 50 East Coast Road, Roxy Square, Singapore 428769 on Tuesday, 26 April 2016 at 10.00 a.m. and at any adjournment thereof.

The proxy is required to vote as indicated with an "X" on the resolutions set out in the Notice of Meeting and summarised below. If no specific direction as to voting is given, the proxy/proxies may vote or abstain at his discretion.

No.	Resolution	For	Against
1.	To receive and adopt the Report of the Directors and Audited Financial Statements for the financial year ended 31 December 2015 together with the Auditors' Report thereon.		
2.	To approve payment of Directors' Fees.		
3.	(a) To re-elect Mr Wen Yao Long as a Director.		
	(b) To re-elect Mr Seow Han Chiang, Winston as a Director.		
4.	To re-appoint Messrs Deloitte & Touche LLP as the Company's Auditors and to authorise the Directors to fix their remuneration.		
5.	To authorise the Directors to issue/allot shares in the Company.		

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2016

Total No. of Shares in:	No. of Shares
(a) CDP Register	
(b) Register of Members	

\_\_\_\_\_  
Signature(s) of Member(s)  
or Common Seal of Corporate Shareholder

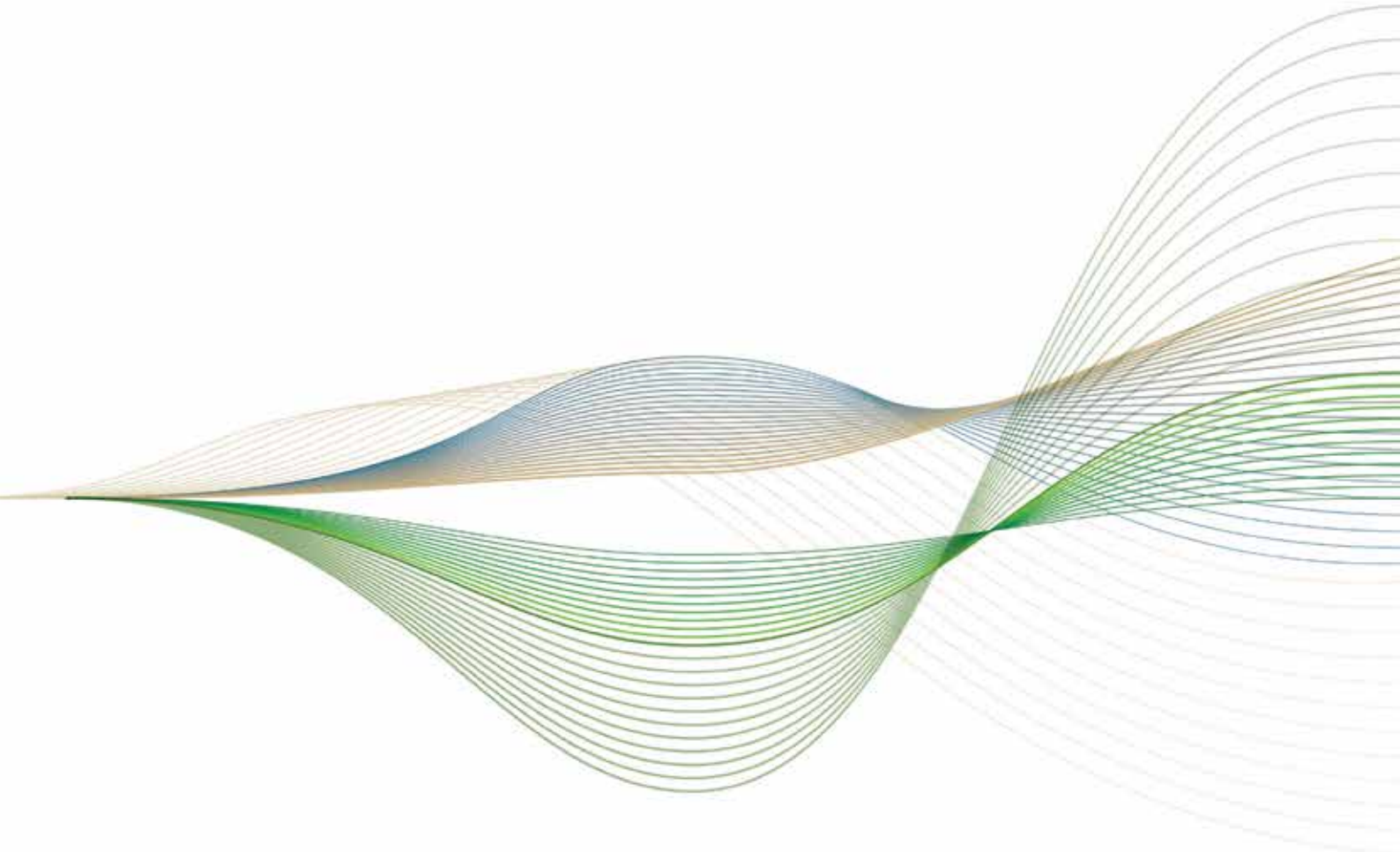


**Notes:**

1. A member of the Company who is not a relevant intermediary entitled to attend and vote at a meeting of the Company is entitled to appoint one or two proxies to attend and vote in his stead. Such proxy need not be a member of the Company. Where a member appoints two proxies, he must specify the proportion of his shareholding to be represented by each proxy, failing which the nomination shall be deemed to be alternative.
2. Pursuant to Section 181 of the Companies Act, Chapter 50 of Singapore, any member who is a relevant intermediary is entitled to appoint one or more proxies to attend and vote at the meeting. Relevant intermediary is either:
  - (a) a banking corporation licensed under the Banking Act (Cap. 19) or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;
  - (b) a capital markets services license holder which provides custodial services for securities under the Securities and Futures Act (Cap. 289) and holds shares in that capacity; or
  - (c) the Central Provident Fund ("CPF") Board established by the Central Provident Fund Act (Cap. 36), in respect of shares purchased on behalf of CPF investors.
3. The instrument appointing a proxy must be signed by the appointor or his duly authorised attorney or if the appointor is a corporation, it must be executed either under its common seal or signed by its attorney or a duly authorised officer of the corporation.
4. A corporation which is a member may also appoint by resolution of its Directors or other governing body an authorised representative or representatives in accordance with its Constitution and Section 179 of the Companies Act, Chapter 50 of Singapore, to attend and vote on its behalf.
5. The instrument appointing a proxy or proxies (together with the power of attorney, if any, under which it is signed or a certified copy thereof), must be deposited at the registered office of the Company, 80 Marine Parade Road, #11-02 Parkway Parade, Singapore 449269 at least 48 hours before the time fixed for holding the Annual General Meeting.
6. A member should insert the total number of Ordinary Shares held. If the member has Ordinary Shares entered against his name in the Depository Register, he should insert that number of Ordinary Shares. If the member has Ordinary Shares registered in his name in the Register of Members, he should insert that number of Ordinary Shares. If the member has Ordinary Shares entered against his name in the Depository Register as well as Ordinary Shares registered in his name in the Register of Members, he should insert the numbers of Ordinary Shares in the respective boxes provided in the instrument of proxy. If no number is inserted, this form of proxy will be deemed to relate to all the Ordinary Shares held by the member.
7. The Company shall be entitled to reject this instrument of proxy if it is incomplete or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in this instrument of proxy. In addition, in the case of a member whose Ordinary Shares are entered in the Depository Register, the Company shall be entitled to reject this instrument of proxy which has been lodged if such member is not shown to have Ordinary Shares entered his name in the Depository Register as at 72 hours before the time fixed for holding the Annual General Meeting as certified by The Central Depository (Pte) Limited to the Company.

**PERSONAL DATA PRIVACY**

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 11 April 2016.



**Eucon**  
**EUCON HOLDING LIMITED**

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