

## CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS FOR THE SIX MONTHS AND FULL YEAR ENDED 31 DECEMBER 2023

## CHOO CHIANG HOLDINGS LTD.

Incorporated in the Republic of Singapore Company Registration Number: 201426379D

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## Condensed Interim Consolidated Statement of Profit or Loss For the twelve months ended 31 December 2023

|  |      |                  |                  | The C       | Group             |                 |              |
|--|------|------------------|------------------|-------------|-------------------|-----------------|--------------|
|  |      | 6 m              | onths ended      |             | 12                | months ende     | d            |
|  | Note | 31.12.23         | 31.12.22         | Change      | 31.12.23          | 31.12.22        | Change       |
|  |      | \$'000           | \$'000           | %           | \$'000            | \$'000          | %            |
| Revenue  | 4    | 47,260           | 46,512           | 1.6         | 91,006            | 87,587          | 3.9          |
| Cost of sales  |      | (32,812)         | (32,335)         | 1.5         | (63,573)          | (62,256)        | 2.1          |
| Gross profit   |      | 14,448           | 14,177           | 1.9         | 27,433            | 25,331          | 8.3          |
| Other operating income<br>Administrative and selling<br>expenses   |      | 415<br>(7,400)   | 224<br>(7,308)   | 85.3<br>1.3 | 1,038<br>(13,774) | 439<br>(13,012) | 136.4<br>5.9 |
| Other operating expenses   |      | (7,400)<br>(803) | (7,300)<br>(919) | (12.6)      | (1,733)           | (13,012)        | (0.2)        |
| Finance costs  |      | (64)             | (58)             | 10.3        | (1,700)           | (1,737)         | 2.7          |
| Profit before income tax   | 5    | 6,596            | 6,116            | 7.8         | 12,848            | 10,908          | 17.8         |
| Income tax expense   | 6    | (1,229)          | (1,098)          | 11.9        | (2,307)           | (1,890)         | 22.1         |
| Profit for the year, representing<br>total comprehensive income<br>for the period attributable to<br>owners of the Company |      | 5,367            | 5,018            | 7.0         | 10,541            | 9,018           | 16.9         |
| Earnings per share attributable<br>to shareholders of the<br>Company:  | 7    |                  |                  |             |                   |                 |              |
| - Basic (Singapore cents)  |      | 2.58             | 2.42             | 6.6         | 5.08              | 4.34            | 17.1         |
| - Diluted (Singapore cents)  |      | 2.58             | 2.42             | 6.6         | 5.08              | 4.34            | 17.1         |





## **Condensed Interim Statement of Financial Position**

|                                |      | Group            |                  | Company<br>As at |          |  |
|--------------------------------|------|------------------|------------------|------------------|----------|--|
|                                | Note | As a<br>31.12.23 | 31.12.22         | AS 31.12.23      | 31.12.22 |  |
|                                |      | \$'000           | \$'000           | \$'000           | \$'000   |  |
| ASSETS                         |      | + • • • •        | <b>+ • • • •</b> | ••••             | <i> </i> |  |
| Current assets                 |      |                  |                  |                  |          |  |
| Cash and cash equivalents      |      | 30,563           | 23,270           | 414              | 999      |  |
| Trade receivables              |      | 6,169            | 5,959            | 6,166            | 2,173    |  |
| Other receivables and          |      |                  |                  |                  |          |  |
| prepayments                    |      | 525              | 732              | 15,262           | 16,153   |  |
| Financial assets at fair value | 15   |                  |                  |                  |          |  |
| through profit or loss         | 0    | 1,308            | 1,355            | -                | -        |  |
| Inventories                    | 8    | 20,816           | 21,591           | -                | -        |  |
| Total current assets           |      | 59,381           | 52,907           | 21,842           | 19,325   |  |
| Non-current assets             |      |                  |                  |                  |          |  |
| Property, plant and            | _    |                  |                  |                  |          |  |
| equipment                      | 9    | 6,827            | 7,124            | -                | -        |  |
| Investment properties          |      | 12,200           | 12,533           | -                | -        |  |
| Club membership                |      | 131              | 150              | -                | -        |  |
| Investments in subsidiaries    |      | -                | -                | 2,110            | 2,110    |  |
| Right-of-use assets            |      | 3,140            | 2,420            | -                | -        |  |
| Total non-current assets       |      | 22,298           | 22,227           | 2,110            | 2,110    |  |
| Total assets                   |      | 81,679           | 75,134           | 23,952           | 21,435   |  |
| LIABILITIES AND EQUITY         |      |                  |                  |                  |          |  |
| Current liabilities            |      |                  |                  |                  |          |  |
| Trade payables                 |      | 9,410            | 9,375            | -                | -        |  |
| Other payables and accruals    |      | 3,216            | 2,856            | 112              | 159      |  |
| Contract liabilities           | 10   | 72               | 217              | -                | -        |  |
| Lease liabilities              | 11   | 503              | 430              | -                | -        |  |
| Income tax payable             |      | 2,284            | 1,923            | 47               | 40       |  |
| Total current liabilities      |      | 15,485           | 14,801           | 159              | 199      |  |
| Non-current liabilities        |      |                  |                  |                  |          |  |
| Lease liabilities              | 11   | 2,811            | 2,699            | _                | _        |  |
| Deferred tax liabilities       |      | 75               | 2,099            |                  | -        |  |
| Total non-current liabilities  |      | 2,886            | 2,790            |                  |          |  |
| Total liabilities              |      | 18,371           | 17,591           | 159              | 199      |  |
| i otal habilities              |      | 10,571           | 17,551           | 139              | 133      |  |
| Capital and reserves           |      |                  |                  |                  |          |  |
| Share capital                  | 12   | 8,020            | 8,020            | 8,020            | 8,020    |  |
| Treasury shares                | 12   | (89)             | (89)             | (89)             | (89)     |  |
| Retained earnings              |      | 55,377           | 49,612           | 15,862           | 13,305   |  |
| Total equity                   |      | 63,308           | 57,543           | 23,793           | 21,236   |  |
|                                |      |                  |                  |                  |          |  |





## **Condensed Interim Statement of Changes in Equity**

| The Group   | Share<br>capital | Treasury<br>shares | Accumulated<br>profits | Total   |
|---|------------------|--------------------|------------------------|---------|
|   | \$'000           | \$'000             | \$'000                 | \$'000  |
| Balance as at 1 January 2022  | 8,020            | (59)               | 45,372                 | 53,333  |
| Profit for the year, representing total comprehensive income for the period | -                | -                  | 9,018                  | 9,018   |
| Transactions with owners, recognised directly in equity                     |                  |                    |                        |         |
| Purchase of treasury shares   | -                | (30)               | -                      | (30)    |
| Dividends paid (Note 13)  | -                | -                  | (4,778)                | (4,778) |
| Balance as at 31 December 2022  | 8,020            | (89)               | 49,612                 | 57,543  |
| Balance as at 1 January 2023  | 8,020            | (89)               | 49,612                 | 57,543  |
| Profit for the year, representing total comprehensive income for the period | -                | -                  | 10,541                 | 10,541  |
| Transactions with owners, recognised directly in equity                     |                  |                    |                        |         |
| Dividends paid (Note 13)  | -                | -                  | (4,776)                | (4,776) |
| Balance as at 31 December 2023  | 8,020            | (89)               | 55,377                 | 63,308  |





## **Condensed Interim Statement of Changes in Equity (cont'd)**

| The Company  | Share             | Treasury<br>shares | Accumulated<br>profits | Total   |
|--|-------------------|--------------------|------------------------|---------|
|  | capital<br>\$'000 | \$'000             | \$'000                 | \$'000  |
| Balance as at 1 January 2022   | 8,020             | (59)               | 12,781                 | 20,742  |
| Profit for the period, representing total comprehensive income for the period    | -                 | -                  | 5,302                  | 5,302   |
| Transactions with owners, recognised directly in equity                          |                   |                    |                        |         |
| Purchase of treasury shares  | -                 | (30)               | -                      | (30)    |
| Dividends paid (Note 13)   | -                 | -                  | (4,778)                | (4,778) |
| Balance as at 31 December 2022   | 8,020             | (89)               | 13,305                 | 21,236  |
| Balance as at 1 January 2023   | 8,020             | (89)               | 13,305                 | 21,236  |
| Profit for the period, representing total comprehensive<br>income for the period | -                 | -                  | 7,333                  | 7,333   |
| Transactions with owners, recognised directly in equity                          |                   |                    |                        |         |
| Dividends paid (Note 13)   | -                 | -                  | (4,776)                | (4,776) |
| Balance as at 31 December 2023   | 8,020             | (89)               | 15,862                 | 23,793  |





## Condensed Interim Consolidated Statement of Cash Flows For the twelve months ended 31 December 2023

|  | The Group<br>12 months ended |          |
|--|------------------------------|----------|
|  | 31.12.23                     | 31.12.22 |
|  | \$'000                       | \$'000   |
| Operating activities:                                    | 40.040                       | 40.000   |
| Profit before income tax                                 | 12,848                       | 10,908   |
| Adjustments for:   |                              |          |
| Interest expenses of lease liabilities                   | 116                          | 113      |
| Interest income  | (682)                        | (100)    |
| Depreciation of property, plant and equipment            | 411                          | 496      |
| Depreciation of investment properties                    | 333                          | 332      |
| Depreciation of right-of-use assets                      | 622                          | 601      |
| Amortisation of club membership                          | 19                           | 17       |
| Loss allowance on trade receivables                      | 215                          | 42       |
| Bad debts recovered                                      | (6)                          | (5)      |
| Allowance for stock obsolescence                         | 313                          | -        |
| Dividend income from financial assets at fair value      |                              |          |
| through profit or loss                                   | (10)                         | (11)     |
| Fair value gain on financial assets at fair value        | ()                           | ()       |
| through profit or loss                                   | (23)                         | (28)     |
| Gain on disposal of financial assets at fair value       |                              |          |
| through profit or loss                                   | (12)                         | -        |
| Loss/(Gain) on disposal of property, plant and equipment | 1                            | (3)      |
| Gain on disposal of right-of-use asset                   | -                            | (121)    |
| Operating cash flows before changes in working capital   | 14,145                       | 12,241   |
| Trade receivables  | (419)                        | (713)    |
| Other receivables and prepayments                        | 207                          | 63       |
| Inventories  | 462                          | (2,680)  |
| Trade payables   | 35                           | 1,213    |
| Other payables and accruals                              | 360                          | 243      |
| Contract liabilities                                     | (145)                        | 57       |
| Cash flows generated from operations                     | 14,645                       | 10,424   |
| Income tax paid  | (1,962)                      | (1,860)  |
| Interest received  | 682                          | 100      |
| Net cash generated from operating activities             | 13,365                       | 8,664    |
| Investing activities:                                    |                              |          |
| Purchase of property, plant and equipment                | (115)                        | (491)    |
| Purchase of right-of-use assets (Note A)                 | (572)                        | -        |
| Dividend income from financial assets at fair value      | (0)                          |          |
| through profit or loss                                   | 75                           | 53       |
| Proceeds from disposal of property, plant and equipment  | -                            | 3        |
| Proceeds from disposal of financial assets at fair value |                              | -        |
| through profit or loss                                   | 114                          | 29       |
| Purchase of financial assets at fair value               |                              | _0       |
| through profit or loss                                   | (97)                         | (95)     |
| Net cash flows used in investing activities              | (595)                        | (501)    |
|  | (000)                        | (001)    |





## Condensed Interim Consolidated Statement of Cash Flows For the twelve months ended 31 December 2023 (cont'd)

|  | The Gi<br>12 months |          |
|--|---------------------|----------|
|  | 31.12.23            | 31.12.22 |
|  | \$'000              | \$'000   |
| Financing activities:                                |                     |          |
| Purchase of treasury shares                          | -                   | (30)     |
| Repayment of lease liabilities                       | (585)               | (574)    |
| Proceeds from disposal of right-of-use asset         | -                   | 208      |
| Dividends paid (Note 13)                             | (4,776)             | (4,778)  |
| Interest paid  | (116)               | (113)    |
| Net cash flows used in financing activities          | (5,477)             | (5,287)  |
|  |                     |          |
| Net increase in cash and cash equivalents            | 7,293               | 2,876    |
| Cash and cash equivalents at beginning of the period | 23,270              | 20,394   |
| Cash and cash equivalents at end of the period       | 30,563              | 23,270   |
|  |                     |          |
| Note A   |                     |          |
| Additions to right-of-use assets<br>Less:            | 1,341               | 317      |
| Acquired under lease                                 | (769)               | (317)    |
| Net cash outflow for purchase of right-of-use assets | 572                 |          |





## Notes to the Condensed Interim Consolidated Financial Statements

## 1. Corporation Information

Choo Chiang Holdings Ltd. (the "**Company**") is incorporated and domiciled in Singapore and whose shares are publicly traded on the Catalist Board of the Singapore Exchange. These condensed interim consolidated financial statements as at and for the six months ended 31 December 2023 comprise the Company and its subsidiaries (collectively, the "**Group**"). The Company is an investment holding company.

The primary activities of the Group and the Company are those relating to sales and retail of electrical products and accessories, as well as rental income derived from its property investment.

## 2. Basis of preparation

The condensed interim financial statements for the six months and full year ended 31 December 2023 have been prepared in accordance with SFRS(I) 1-34 *Interim Financial Reporting* issued by the Accounting Standards Council Singapore. The condensed interim financial statements do not include all the information required for a complete set of financial statements. However, explanatory notes are included to explain events and transactions that are significant to an understanding of the changes in the Group's financial position and performance of the Group since the last interim financial statements for the period ended 30 June 2023.

The accounting policies adopted are consistent with those of the previous financial year which were prepared in accordance with SFRS(I)s, except for the adoption of new and amended standards as set out in Note 2.1.

The condensed interim financial statements are presented in Singapore dollar which is the Company's functional currency, and all values presented are rounded to the nearest thousand ("\$'000"), unless otherwise indicated.

## 2.1 New and amended standards adopted by the Group

During the current financial period, the Group and the Company have adopted the following amendments to SFRS(I)s which took effect from financial year beginning 1 January 2023:

- Amendments to SFRS(I) 1-8: *Definition of Accounting Estimates* 

- Amendments to SFRS(I) 1-12: Deferred Tax Related to Assets and Liabilities Arising from a Single Transaction

- Amendments to SFRS(I) 1-1 and SFRS(I) Practice Statement 2: Disclosure of Accounting Policies

The adoption of the above amendments to SFRS(I)s is assessed to have no material financial effect on the results and financial position of the Group and of the Company for the year ending 31 December 2023. Accordingly, it has no material impact on the earnings per share of the Group and of the Company.





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

## 2.2 Use of judgments and estimates

In preparing the condensed interim financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

The significant judgements made by management in applying the Group's accounting policies and the key sources of estimation uncertainty were the same as those that applied to the consolidated financial statements as at and for the year ended 31 December 2022.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

## 3. Seasonal operations

The Group's businesses are not affected significantly by seasonal or cyclical factors during the financial period.

## 4. Segment and revenue information

The Group derives its revenue from the transfer of goods and services over time and at a point in time in the following major product lines. This is consistent with the revenue information that is disclosed for each reportable segment under SFRS(I) 8.

## 4.1 Disaggregation of Revenue

|                               | The Group |          |           |          |  |
|-------------------------------|-----------|----------|-----------|----------|--|
|                               | 6 months  | ended    | 12 months | ended    |  |
|                               | 31.12.23  | 31.12.22 | 31.12.23  | 31.12.22 |  |
|                               | \$'000    | \$'000   | \$'000    | \$'000   |  |
| Segment revenue               |           |          |           |          |  |
| Sales of goods                | 46,973    | 46,250   | 90,452    | 87,067   |  |
| Rental income                 | 287       | 262      | 554       | 520      |  |
|                               | 47,260    | 46,512   | 91,006    | 87,587   |  |
| Timing of revenue recognition |           |          |           |          |  |
| At a point in time:           |           |          |           |          |  |
| Sales of goods                | 46,973    | 46,250   | 90,452    | 87,067   |  |
| Over time:                    |           |          |           |          |  |
| Rental income                 | 287       | 262      | 554       | 520      |  |
|                               | 47,260    | 46,512   | 91,006    | 87,587   |  |





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

## 4. Segment and revenue information (cont'd)

A breakdown of sales as follows:-

|  | The G     | roup     |             |
|--|-----------|----------|-------------|
|  | 12 months | s ended  | Change      |
|  | 31.12.23  | 31.12.22 | <b>-</b> 5- |
|  | \$'000    | \$'000   | %           |
| (a) Sales reported for first half year   | 43,746    | 41,075   | 6.5         |
| (b) Operating profit after income tax before<br>deducting non-controlling interests reported |           |          |             |
| for first half year  | 5,174     | 4,000    | 29.4        |
| (c) Sales reported for second half year  | 47,260    | 46,512   | 1.6         |
| (d) Operating profit after income tax before<br>deducting non-controlling interests reported |           |          |             |
| for second half year   | 5,367     | 5,018    | 7.0         |

## 4.2 Reportable segment

The Group is currently organised into two main business activities. The two main business activities are Distribution Business and Property Investment Business.

The principal assets employed by the Group are located in Singapore. Accordingly, no other segmental information by geographical segment is presented.





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

| 4.2 | Reportable segment (cont'd)  |                          |                                    |            |
|-----|--|--------------------------|------------------------------------|------------|
|     | Business segment information   | Distribution<br>business | Property<br>investment<br>business | Total      |
|     |  | \$'000                   | \$'000                             | \$'000     |
|     | 6 months ended 31 December 2023  |                          |                                    |            |
|     | Revenue  |                          |                                    |            |
|     | External sales of goods  | 46,973                   | -                                  | 46,973     |
|     | Rental income  | -                        | 287                                | 287        |
|     | Segment revenue  | 46,973                   | 287                                | 47,260     |
|     | Cost of sales  |                          |                                    |            |
|     | External purchases   | (32,591)                 | -                                  | (32,591)   |
|     | Cost of property maintenance   | -                        | (221)                              | (221)      |
|     | Segment cost of sales  | (32,591)                 | (221)                              | (32,812)   |
|     | Results  |                          |                                    |            |
|     | Segment result   | 14,382                   | 66                                 | 14,448     |
|     | Other operating income   | 415                      | -                                  | 415        |
|     | Administrative and selling expenses  | (7,376)                  | (24)                               | (7,400)    |
|     | Other operating expenses   | (803)                    | -                                  | (803)      |
|     | Finance costs  | (64)                     | -                                  | (64)       |
|     | Profit before income tax   | 6,554                    | 42                                 | 6,596      |
|     | Income tax expense   |                          |                                    | (1,229)    |
|     | Profit after income tax  |                          | —                                  | 5,367      |
|     | Assets   |                          |                                    |            |
|     | Segment assets   | 68,933                   | 12,305                             | 81,238     |
|     | Unallocated assets<br>Combined total assets  |                          |                                    | <u> </u>   |
|     | Compined total assets  |                          | _                                  | 81,679     |
|     | Liabilities  |                          |                                    |            |
|     | Segment liabilities  | 17,936                   | 280                                | 18,216     |
|     | Unallocated liabilities<br>Combined total liabilities                                |                          |                                    | <u> </u>   |
|     | Compined total habilities  |                          | —                                  | 10,371     |
|     | Other information  |                          |                                    |            |
|     | Purchase of property, plant and equipment  | 11                       | -                                  | 11         |
|     | Addition of right-of-use assets  | 1,159                    | -                                  | 1,159      |
|     | Depreciation of property, plant and equipment<br>Depreciation of right-of-use assets | 197<br>323               | -                                  | 197<br>323 |
|     | Depreciation of investment properties  | JZJ<br>-                 | -<br>166                           | 323<br>166 |
|     | Amortisation of club membership  | 10                       | -                                  | 10         |
|     |  |                          |                                    |            |





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

#### 4.2 Reportable segment (cont'd) **Business segment information** Property Distribution investment business business Total \$'000 \$'000 \$'000 6 months ended 31 December 2022 Revenue External sales of goods 46,250 46,250 262 Rental income 262 46,250 262 Segment revenue 46,512 Cost of sales External purchases (32, 118)(32, 118)\_ Cost of property maintenance (217)(217) Segment cost of sales (32, 118)(217)(32, 335)Results 45 Segment result 14,132 14,177 Other operating income 224 224 (10) Administrative and selling expenses (7,298)(7,308)Other operating expenses (919)(919) **Finance costs** (58)(58) 35 Profit before income tax 6,081 6,116 Income tax expense (1,098)Profit after income tax 5,018 Assets 12,858 Segment assets 61,177 74,035 Unallocated assets 1,099 Combined total assets 75,134 Liabilities Segment liabilities 17,171 226 17,397 Unallocated liabilities 194 Combined total liabilities 17,591 Other information Purchase of property, plant and equipment 390 390 Addition of right-of-use assets 69 69 Depreciation of property, plant and equipment 246 246 \_ Depreciation of right-of-use assets 298 298 Depreciation of investment properties 165 165 Amortisation of club membership 9 -9





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

#### 4.2 Reportable segment (cont'd) **Business segment information** Property Distribution investment business business Total \$'000 \$'000 \$'000 12 months ended 31 December 2023 Revenue External sales of goods 90,452 90,452 554 Rental income 554 90,452 554 91,006 Segment revenue Cost of sales External purchases (63, 135)(63, 135)Cost of property maintenance (438)(438) Segment cost of sales (63, 135)(438) (63, 573)Results Segment result 27,317 116 27,433 Other operating income 1,038 1,038 Administrative and selling expenses (13,724)(50) (13,774)Other operating expenses (1,733)(1,733)**Finance costs** (116)(116)12,782 66 12,848 Profit before income tax <u>(2,</u>307) Income tax expense Profit after income tax 10,541 Assets 12,305 Segment assets 68,933 81,238 Unallocated assets 441 81,679 Combined total assets Liabilities Segment liabilities 17,936 280 18,216 Unallocated liabilities 155 Combined total liabilities 18,371 Other information Purchase of property, plant and equipment 115 115 Addition of right-of-use assets 1.341 1,341 Depreciation of property, plant and equipment 411 411 \_ Depreciation of right-of-use assets 622 622 Depreciation of investment properties 333 333 Amortisation of club membership 19 -19





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

| 4.2 | Reportable segment (cont'd)                   |                          |                                    |          |
|-----|---|--------------------------|------------------------------------|----------|
|     | Business segment information                  | Distribution<br>business | Property<br>investment<br>business | Total    |
|     |   | \$'000                   | \$'000                             | \$'000   |
|     | 12 months ended 31 December 2022              |                          |                                    |          |
|     | Revenue                                       |                          |                                    |          |
|     | External sales of goods                       | 87,067                   | -                                  | 87,067   |
|     | Rental income                                 | -                        | 520                                | 520      |
|     | Segment revenue                               | 87,067                   | 520                                | 87,587   |
|     | Cost of sales                                 |                          |                                    |          |
|     | External purchases                            | (61,821)                 | -                                  | (61,821) |
|     | Cost of property maintenance                  | -                        | (435)                              | (435)    |
|     | Segment cost of sales                         | (61,821)                 | (435)                              | (62,256) |
|     | Results                                       |                          |                                    |          |
|     | Segment result                                | 25,246                   | 85                                 | 25,331   |
|     | Other operating income                        | 439                      | -                                  | 439      |
|     | Administrative and selling expenses           | (12,981)                 | (31)                               | (13,012) |
|     | Other operating expenses                      | (1,737)                  | -                                  | (1,737)  |
|     | Finance costs                                 | (113)                    | -                                  | (113)    |
|     | Profit before income tax                      | 10,854                   | 54                                 | 10,908   |
|     | Income tax expense                            |                          |                                    | (1,890)  |
|     | Profit after income tax                       |                          |                                    | 9,018    |
|     | Assets  |                          |                                    |          |
|     | Segment assets                                | 61,177                   | 12,858                             | 74,035   |
|     | Unallocated assets                            |                          |                                    | 1,099    |
|     | Combined total assets                         |                          | —                                  | 75,134   |
|     | Liabilities                                   |                          |                                    |          |
|     | Segment liabilities                           | 17,171                   | 226                                | 17,397   |
|     | Unallocated liabilities                       |                          |                                    | 194      |
|     | Combined total liabilities                    |                          |                                    | 17,591   |
|     | Other information                             |                          |                                    |          |
|     | Purchase of property, plant and equipment     | 491                      | -                                  | 491      |
|     | Addition of right-of-use assets               | 317                      | -                                  | 317      |
|     | Depreciation of property, plant and equipment | 496                      | -                                  | 496      |
|     | Depreciation of right-of-use assets           | 601                      | -                                  | 601      |
|     | Depreciation of investment properties         | -<br>4 <del>- 7</del>    | 332                                | 332      |
|     | Amortisation of club membership               | 17                       | -                                  | 17       |





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

- 5. Profit before income tax
- 5.1 Significant items

|  | The Group |          |          |          |  |
|--|-----------|----------|----------|----------|--|
|  | 6 month   | s ended  | 12 month | ns ended |  |
|  | 31.12.23  | 31.12.22 | 31.12.23 | 31.12.22 |  |
| Profit before income tax is arrived after charging/(crediting):                    | \$'000    | \$'000   | \$'000   | \$'000   |  |
| Government grant   | (10)      | (19)     | (103)    | (69)     |  |
| Interest income  | (400)     | (81)     | (682)    | (100)    |  |
| Bad debt recovered<br>Dividend income from financial assets at fair                | (6)       | -        | (6)      | (5)      |  |
| value through profit or loss (" <b>FVTPL</b> ")                                    | (4)       | (48)     | (10)     | (53)     |  |
| Cost of inventories included in expenses   | 32,591    | 32,118   | 63,135   | 61,821   |  |
| Loss allowance on stock obsolescence   | 104       | -        | 313      | -        |  |
| Loss allowance on trade receivables<br>Depreciation of property, plant and         | 63        | 42       | 215      | 42       |  |
| equipment  | 197       | 246      | 411      | 496      |  |
| Depreciation of investment properties  | 166       | 165      | 333      | 332      |  |
| Depreciation of right-of-use assets  | 323       | 298      | 622      | 601      |  |
| Amortisation of club membership  | 10        | 9        | 19       | 17       |  |
| Net foreign exchange loss/(gain)<br>Net fair value loss/(gain) on financial assets | 29        | 121      | (25)     | 138      |  |
| at FVTPL<br>Net gain on disposal of financial assets                               | (12)      | (20)     | (23)     | (28)     |  |
| at FVTPL   | -         | -        | (12)     | -        |  |
| Interest expenses of lease liabilities   | 64        | 58       | 116      | 113      |  |





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

## 5.2 Related party transactions

There are no material related party transactions apart those disclosed elsewhere in the condensed interim financial statements and other information required under listing manual.

#### 6. Income tax expense

|   | The Group |          |          |          |
|---|-----------|----------|----------|----------|
|   | 6 month   | s ended  | 12 mont  | hs ended |
|   | 31.12.23  | 31.12.22 | 31.12.23 | 31.12.22 |
|   | \$'000    | \$'000   | \$'000   | \$'000   |
| Current tax expense   |           |          |          |          |
| Current year  | 1,205     | 1,131    | 2,283    | 1,923    |
| Under provision in prior year   | 40        | 7        | 40       | 7        |
|   | 1,245     | 1,138    | 2,323    | 1,930    |
| <b>Deferred tax expense</b><br>Origination and reversal of<br>temporary differences | (16)      | (41)     | (16)     | (41)     |
| Under provision in prior year   | -         | 1        | -        | 1        |
|   | (16)      | (40)     | (16)     | (40)     |
| Total   | 1,229     | 1,098    | 2,307    | 1,890    |

## 7. Earnings per share

|  | The Group |          |          |          |
|--|-----------|----------|----------|----------|
|  | 6 month   | is ended | 12 mont  | hs ended |
| Earnings per ordinary share ("EPS")  | 31.12.23  | 31.12.22 | 31.12.23 | 31.12.22 |
| Profit attributable to owners of the Company (\$'000)                            | 5,367     | 5,018    | 10,541   | 9,018    |
| Weighted average number of ordinary<br>shares / Number of ordinary shares ('000) | 207,657   | 207,657  | 207,657  | 207,695  |
| Basic and diluted EPS (Singapore cents)  | 2.58      | 2.42     | 5.08     | 4.34     |

The weighted average number of shares takes into account the changes as a result from share buy-backs transacted during the respective financial period. Fully diluted EPS and the basic EPS for the financial periods presented in the table above are the same as the Company did not have any outstanding instruments convertible into rights to subscribe for, and options in respect of its shares during these financial periods.





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

#### 8. Inventories

|   | The Group<br>As at |          |  |
|---|--------------------|----------|--|
|   | 31.12.23           | 31.12.22 |  |
|   | \$'000             | \$'000   |  |
| At cost:  |                    |          |  |
| - Finished goods                                  | 22,435             | 22,552   |  |
| - Goods in transit                                | 76                 | 421      |  |
|   | 22,511             | 22,973   |  |
| Less: Allowance for stock obsolescence            | (1,695)            | (1,382)  |  |
|   | 20,816             | 21,591   |  |
| Movement in the allowance for stock obsolescence: |                    |          |  |
| Balance as at 1 January                           | 1,382              | 2,161    |  |
| Written off                                       | -                  | (779)    |  |
| Charged to profit or loss                         | 313                |          |  |
| Balance as at 31 December                         | 1,695              | 1,382    |  |

## 9. Property, plant and equipment

During the financial year ended 31 December 2023, the Group acquired assets amounting to \$115,000 (31 December 2022: \$491,000) and disposed of assets with the carrying amount of \$1,000 (31 December 2022: Nil).

## 10. Contract liabilities

Contract liabilities relate to advanced payment from a customer. Revenue relating to sale of goods is recognised when control of the goods has transferred to the customer, being at the point the goods are delivered to the customer.





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

## 11. Lease liabilities

|  | As at 31 | 1.12.23   | As at 31.12.22 |           |  |
|--|----------|-----------|----------------|-----------|--|
|  | Secured  | Unsecured | Secured        | Unsecured |  |
|  | \$'000   | \$'000    | \$'000         | \$'000    |  |
| <u>Amount repayable in one year</u><br>or less, or on demand |          |           |                |           |  |
| Lease liabilities  | 80       | 423       | 37             | 393       |  |
| <u>Amount repayable after one year</u>                       |          |           |                |           |  |
| Lease liabilities  | 132      | 2,679     | 171            | 2,528     |  |

#### **Details of any collaterals**

#### As at 31.12.23 and 31.12.22

Lease liabilities are secured by the lessors' title to the leased assets.

## 12. Share capital and treasury shares

|                           | The Group and the Company |             |          |          |  |  |
|---------------------------|---------------------------|-------------|----------|----------|--|--|
|                           | 31.12.23                  | 31.12.22    | 31.12.23 | 31.12.22 |  |  |
|                           | Number of issued shares   |             | \$'000   | \$'000   |  |  |
| Balance as at 1 January   | 208,000,000               | 208,000,000 | 8,020    | 8,020    |  |  |
| Less: Treasury shares     | (343,300)                 | (343,300)   | (89)     | (89)     |  |  |
| Balance as at 31 December | 207,656,700               | 207,656,700 | 7,931    | 7,931    |  |  |

## Treasury shares

The Company did not conduct any share buy-back in the financial year ended 31 December 2023.

During the financial year 31 December 2022, the Company has bought back 85,700 shares by way of market acquisition and all shares acquired are held as treasury shares. The latest share buyback for the financial period was purchased and announced on 30 June 2022. Following the purchase, the Company has 343,300 treasury shares and equivalent to 0.17% of the total number of outstanding issued shares as at 31 December 2022 and 31 December 2023.





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

## 12. Share capital and treasury shares (cont'd)

The Company had adopted the Choo Chiang Performance Share Plan prior to its listing on the Catalist in July 2015. As at 31 December 2022 and 31 December 2023, no share awards were granted under this performance share plan. As at 31 December 2022 and 31 December 2023, the Company did not have any outstanding options, warrants or other instrument convertible into securities of the Company.

The total number of issued shares excluding treasury shares as at 31 December 2023 and 31 December 2022 was 207,656,700 shares.

There were no sales, transfers, disposals, cancellation and/or use of treasury shares as at 31 December 2023 and 31 December 2022.

The Company's subsidiaries do not hold any shares in the Company as at 31 December 2023 and 31 December 2022.

#### 13. Dividends paid

|  | The Gr<br>Financia | •      |
|--|--------------------|--------|
|  | 2023               | 2022   |
|  | \$'000             | \$'000 |
| Dividends paid on ordinary shares:           |                    |        |
| Final exempt (one tier) dividend for 2022:   |                    |        |
| 1.2 (2021: 1.3) cents per share              | 2,492              | 2,701  |
| Interim exempt (one tier) dividend for 2023: |                    |        |
| 1.1 (2022: 1.0) cents per share              | 2,284              | 2,077  |
|  | 4,776              | 4,778  |

## 14. Net Asset Value

|   | The Group<br>As at |          | The Company<br>As at |          |  |
|---|--------------------|----------|----------------------|----------|--|
|   | 31.12.23           | 31.12.22 | 31.12.23             | 31.12.22 |  |
| Net Asset Value ("NAV")   |                    |          |                      |          |  |
| Net assets (\$'000)<br>Number of issued shares<br>excluding treasury shares | 63,308             | 57,543   | 23,793               | 21,236   |  |
| ('000)  | 207,657            | 207,657  | 207,657              | 207,657  |  |
| NAV per ordinary share (Singapore cents)                                    | 30.49              | 27.71    | 11.46                | 10.23    |  |





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

## 15. Financial assets and financial liabilities

Set out below is an overview of the financial assets and financial liabilities of the Group as at 31 December 2023 and 31 December 2022.

|  | Note | The Group |          | The Company |          |
|--|------|-----------|----------|-------------|----------|
|  |      | As        | at       | As at       |          |
|  |      | 31.12.23  | 31.12.22 | 31.12.23    | 31.12.22 |
|  |      | \$'000    | \$'000   | \$'000      | \$'000   |
| Financial assets at fair<br>value through profit or loss |      |           |          |             |          |
| Quoted equity instruments                                |      | 278       | 321      | -           | -        |
| Unquoted equity instruments                              |      | 1,030     | 1,034    |             |          |
|  |      | 1,308     | 1,355    |             |          |
| Financial assets at<br>amortised cost                    |      |           |          |             |          |
| Cash and cash equivalents                                |      | 30,563    | 23,270   | 414         | 999      |
| Trade receivables  |      | 6,169     | 5,959    | 6,166       | 2,173    |
| Other receivables  |      | 159       | 362      | 15,237      | 16,086   |
|  |      | 36,891    | 29,591   | 21,817      | 19,258   |
| Financial liabilities at<br>amortised cost               |      |           |          |             |          |
| Trade payables   |      | 8,903     | 8,928    | -           | -        |
| Other payables and accruals                              |      | 3,046     | 2,732    | 112         | 159      |
| Lease liabilities  | 11   | 3,314     | 3,129    |             |          |
|  |      | 15,263    | 14,789   | 112         | 159      |

#### Fair value measurement

The Group classifies financial assets measured at fair value using a fair value hierarchy which reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

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





## Notes to the Condensed Interim Consolidated Financial Statements (cont'd)

## 15. Financial assets and financial liabilities (cont'd)

The following table presented the assets measured at fair value:

|  | Level 1<br>\$'000 | Level 2<br>\$'000 | Level 3<br>\$'000 | Total<br>\$'000 |
|--|-------------------|-------------------|-------------------|-----------------|
| Group as at 31 December 2023<br>Financial assets at FVTPL        |                   |                   |                   |                 |
| - Quoted equity instruments <sup>(1)</sup>                       | 278               | -                 | -                 | 278             |
| - Unquoted equity instruments <sup>(2)</sup>                     |                   | 1,030             | -                 | 1,030           |
|  | 278               | 1,030             | -                 | 1,308           |
| <b>Group as at 31 December 2022</b><br>Financial assets at FVTPL | 224               |                   |                   | 004             |
| - Quoted equity instruments <sup>(1)</sup>                       | 321               | -                 | -                 | 321             |
| <ul> <li>Unquoted equity instruments<sup>(2)</sup></li> </ul>    | -                 | 1,034             | -                 | 1,034           |
|  | 321               | 1,034             | -                 | 1,355           |

- <sup>(1)</sup> The quoted equity instruments classified at FVTPL have no fixed maturity date or coupon rate and are denominated in Singapore dollar. The fair values of these instruments are based on closing quoted market prices on the last market day of the financial year. These investments classified as Level 1 fair value hierarchy.
- (2) The unquoted equity instruments are investments in unquoted equity instruments classified at FVTPL relates to investment in one private fund in Singapore and have no fixed maturity date or coupon rate and are denominated in Singapore dollars. The fair value of the unquoted equity shares was determined by reference to (i) the initial value thereof being the amount expended in the acquisition thereof; (ii) the price of the relevant investment as quoted by a person, firm or institution making a market in that investment; and the sale prices of recent transactions in the same or similar investments, valuations of comparable investments. These investments classified as Level 2 fair value hierarchy.

## 16. Subsequent events

There is no known subsequent event which have led to adjustments to this set of interim financial statements.





## Other Information Required by Appendix 7C of the Listing Rule

## 1. Review

The condensed consolidated statement of financial position of the Company and its subsidiaries as at 31 December 2023 and the related condensed consolidated profit or loss and other comprehensive income, condensed consolidated statement of changes in equity and condensed consolidated statement of cash flows for the twelve-month period then ended and certain explanatory notes have not been audited or reviewed. There is no auditors' report issued (including any qualifications or emphasis of a matter).

The Company has an unqualified opinion for its most recently audited financial statements for the financial year ended 31 December 2022.

## 2. Review of performance of the Group

## **Review of financial performance**

## Revenue

The Group's revenue is derived from sales and retail of electrical products and accessories in Singapore ("**Distribution Business**") and rental income from its investment properties in Singapore ("**Property Investment**").

Total revenue increased by \$3,419,000 or 3.9%, from \$87,587,000 for the financial year ended 31 December 2022 ("**FY2022**") to \$91,006,000 for the financial year ended 31 December 2023 ("**FY2023**"), mainly due to an increase in the revenue from the Distribution Business segment.

Distribution Business

Revenue from Distribution Business segment increased by \$3,385,000 or 3.9%, from \$87,067,000 in FY2022 to \$90,452,000 in FY2023. The increase was mainly due to the (i) the growth in construction industry which brought strong demand for electrical products and accessories; and (ii) upward adjustment of selling prices for certain electrical products and accessories in FY2023.

## Property Investment

Rental income from the Property Investment segment increased by \$34,000 or 6.5%, from \$520,000 in FY2022 to \$554,000 in FY2023. All properties were fully leased out in FY2023 and FY2022.





## Cost of sales

Cost of sales increased by \$1,317,000 or 2.1%, from \$62,256,000 in FY2022 to \$63,573,000 in FY2023, which is in line with the increase in revenue.

<u>Distribution Business</u>

Cost of sales of the Distribution Business segment increased by \$1,314,000 or 2.1%, from \$61,821,000 in FY2022 to \$63,135,000 in FY2023, which is generally in line with the increase in revenue for this segment. In FY2023, allowance for stock obsolescence arising from phased-out of certain electrical products.

Property Investment

Cost of sales of the Property Investment segment increased marginally by \$3,000 or 0.7%, from \$435,000 in FY2022 to \$438,000 in FY2023, which is generally in line with the increase in revenue for this segment.

## Gross profit and gross profit margin

Gross profit increased by \$2,102,000 or 8.3% from \$25,331,000 in FY2022 to \$27,433,000 in FY2023. Gross profit margin has been stable and there was a marginal increase of 1.2% from 28.9% in FY2022 to 30.1% in FY2023.

The gross profit margin of the Distribution Business segment increased marginally by 1.2% from approximately 29.0% in FY2022 to 30.2% in FY2023.

The gross profit margin of the Property Investment segment increased marginally by 4.6% from 16.3% in FY2022 to 20.9% in FY2023.

## Other operating income

Other operating income increased by \$599,000 or 136.4%, from \$439,000 in FY2022 to \$1,038,000 in FY2023. The increase in other operating income mainly due to increase in (i) interest income; (ii) government grant, such as Productivity Solutions Grant and Wage Credit Scheme; and (iii) gain on foreign exchange from strengthening of Singapore dollar against United States dollar.

## Administrative and selling expenses

Administrative and selling expenses increased by \$762,000 or 5.9%, from \$13,012,000 in FY2022 to \$13,774,000 in FY2023. The increase in administrative and selling expenses was mainly due to an increase in (i) staff cost and staff welfare; (ii) transportation expenses; and (iii) repairs and maintenance of fire protection system.





#### Other operating expenses

Other operating expenses decreased marginally by \$4,000 or 0.2%, from \$1,737,000 in FY2022 to \$1,733,000 in FY2023.

#### Finance costs

Finance costs in relation to interest expense on lease liabilities increased marginally by \$3,000 or 2.7% from \$113,000 in FY2022 to \$116,000 in FY2023.

#### Profit before income tax

As a result of the reasons mentioned above, the Group's profit before income tax increased by \$1,940,000 or 17.8% from \$10,908,000 in FY2022 to \$12,848,000 in FY2023.

#### **Review of financial position**

#### Current assets

Current assets increased by \$6,474,000 from \$52,907,000 as at 31 December 2022 to \$59,381,000 as at 31 December 2023. The increase in current assets was mainly due to an increase in cash and bank balances of \$7,293,000 and trade receivables of \$210,000. These increases were partially offset by the decrease in inventories of \$775,000, other receivables and prepayments of \$207,000 and investment in financial assets at FVTPL of \$47,000.

#### Non-current assets

Non-current assets increased by \$71,000 from \$22,227,000 as at 31 December 2022 to \$22,298,000 as at 31 December 2023. The increase in non-current assets was mainly due to the increase of right-of-use assets of \$720,000 mainly arising from renewed of leases and acquired of motor vehicle. The increase was partially offset by the decrease in investment properties of \$333,000, property, plant and equipment of \$297,000 and club membership of \$19,000.

#### Current liabilities

Current liabilities increased by \$684,000 from \$14,801,000 as at 31 December 2022 to \$15,485,000 as at 31 December 2023. The increase in current liabilities was mainly due to an increase in other payables and accruals of \$360,000, provision for taxation of \$361,000, trade payables of \$35,000, and current portion of lease liabilities of \$73,000. The increases were partially offset by the decrease in contract liabilities of \$145,000.

#### Non-current liabilities

Non-current liabilities increased by \$96,000 from \$2,790,000 as at 31 December 2022 to \$2,886,000 as at 31 December 2023. The increase in non-current liabilities is mainly due to the increase in the non-current portion of lease liabilities of \$112,000. The increase was partially offset by the decrease in deferred tax liability of \$16,000.





## Review of cash flow management

#### Net cash generated from operating activities

In FY2023, the Group generated net cash inflow from operating activities of approximately \$13,365,000, which was a result of operating cash flows before changes in working capital of approximately \$14,145,000, net working capital inflows of approximately \$500,000, income tax paid of approximately \$1,962,000 and interest received of approximately \$682,000.

#### Net cash used in investing activities

In FY2023, the Group's net cash outflow for investing activities amounted to approximately \$595,000, mainly due (i) purchases of property, plant and equipment of \$115,000; (ii) purchases of financial assets at FVTPL of \$97,000; and (iii) purchase of right-of-use assets of \$572,000. These were partially offset by (i) proceeds from disposal of financial assets at FVTPL of \$114,000; and (ii) dividend income from financial assets at FVTPL of \$75,000.

#### Net cash used in financing activities

In FY2023, the Group's net cash outflow for financing activities amounted to approximately \$5,477,000, mainly due to (i) dividends payment of \$4,776,000; and (ii) lease liabilities and interest payments of \$701,000.

# 3. Where a forecast, or a prospect statement, has been previously disclosed to shareholders, any variance between it and the actual results.

There has not been any forecast or prospect statement in relation to the Group's results for FY2023 previously disclosed to shareholders.

# 4. A commentary at the date of the announcement of the significant trends and competitive conditions of the industry in which the group operates and any known factors or events that may affect the group in the next reporting period and the next 12 months.

Subject to, *inter alia*, market conditions, availability of good location and other relevant business considerations, it is the Group's current intention to continue to expand its retail network in Singapore and extend its services in providing direct electrical and lighting solutions for developments and projects within Singapore via the CCM brand. On the product level, the Group also intends to reinforce and strengthen its market position in Singapore by widening the range of products sold under its "CCM" and "CRM" brands.

We remain committed to bring good value to our customers and explore business opportunities so as to increase our revenue and profit.





## 5. Dividend information

## (a) Whether an interim (final) ordinary dividend has been declared (recommended)

#### Current financial period reported on

The Directors are pleased to recommend a final dividend of 1.5 Singapore cents per share. The final dividend is subjected to the approval of the Company's shareholders at the forthcoming annual general meeting of the Company to be held in April 2024.

Together with the interim dividend of 1.1 Singapore cents per share that was paid on 30 August 2023, the total dividends declared by the Group for FY2023 are as follows:

| Name of dividend            | Interim dividend      | Final dividend        |
|-----------------------------|-----------------------|-----------------------|
| Dividend type               | Cash                  | Cash                  |
| Dividend per ordinary share | 1.1 Singapore cents   | 1.5 Singapore cents   |
| Total annual dividend       | \$2,284,224           | \$3,114,851           |
| Tax rate                    | Tax exempt (one-tier) | Tax exempt (one-tier) |

Previous corresponding period of the Immediately Preceding Financial Year

| Name of dividend            | Interim dividend      | Final dividend        |
|-----------------------------|-----------------------|-----------------------|
| Dividend type               | Cash                  | Cash                  |
| Dividend per ordinary share | 1.0 Singapore cents   | 1.2 Singapore cents   |
| Total annual dividend       | \$2,077,333           | \$2,491,880           |
| Tax rate                    | Tax exempt (one-tier) | Tax exempt (one-tier) |

## (b) The date the dividend is payable

Subject to shareholders' approval of the final dividend for FY2023 at the AGM, the payment date will be announced at a later date.

# (c) The date on which Registrable Transfers received by the company (up to 5.00 p.m.) will be registered before entitlements to the dividend are determined

Subject to shareholders' approval of the final dividend for FY2023 at the AGM, the record date and the books closure date for determining shareholders' entitlement to the final dividend will be announced at a later date.





## 6. Interested person transactions

The Group did not obtain any general mandate from the Company's shareholders in respect of interested person transactions.

The Company's Executive Chairman and CEO, Lim Teck Chuan, had provided personal guarantees to the Singapore Housing & Development Board in order that the Group may secure certain lease agreements. Lim Teck Chuan did not receive any benefit in kind, commission or interest from the Group for providing these personal guarantees.

# 7. Confirmation that the issuer has procured undertakings from all its directors and executive officers (in the format set out in Appendix 7H) under Rule 720(1)

The Company hereby confirms that it has already procured undertakings from all of its Directors and executive officers in the format as set out in Appendix 7H of the Catalist Rules in accordance with Rule 720(1) of the Catalist Rules.

## 8. Disclosure on Acquisitions and Realisation of Shares pursuant to Catalist Rule 706(A)

There were no acquisition or realisation of shares in any of the Group's subsidiary or associated company nor incorporation of any new subsidiary or associated company by the Company or any of the Group's entities during the full financial year ended 31 December 2023.





9. Disclosure of person occupying a managerial position in the issuer or any of its principal subsidiaries who is a relative of a director or chief executive officer or substantial shareholder of the issuer pursuant to Rule 704(13) in the format below. If there are no such persons, the issuer must make an appropriate negative statement.

| Name             | Age | Family<br>relationship<br>with any<br>director<br>and/or<br>substantial<br>shareholder   | Current position and duties<br>and the year the position<br>was first held  | Details of changes in<br>duties and positions<br>held, if any, during the<br>year |
|------------------|-----|--|---|---|
| Wilson Foo       | 52  | Nephew of Lim<br>Teck Chuan<br>(Executive<br>Chairman and<br>Chief<br>Executive<br>Officer) and<br>Lim Teck Seng<br>(Executive<br>Director).                 | Chief Operating Officer since<br>March 2022.<br>Responsible for the overall<br>management of the<br>business.   | Nil   |
| Josephine<br>Tay | 54  | Spouse of Lim<br>Teck Seng<br>(Executive<br>Director).   | Administrative Manager<br>since 1991.<br>Responsible for all aspects<br>of human resources and<br>administrative function of the<br>Group.                | Nil   |
| Andy Tay         | 51  | Brother-in-law<br>of Lim Teck<br>Seng<br>(Executive<br>Director).  | Head of Sales (Retail) since<br>February 2020.<br>Responsible for developing<br>and implementing retail<br>sales strategies of the<br>Group.              | Nil   |
| Ann Lim          | 38  | Daughter of<br>Lim Teck<br>Chuan<br>(Executive<br>Chairman and<br>Chief<br>Executive<br>Officer) and<br>niece of Lim<br>Teck Seng<br>(Executive<br>Director) | Marketing and<br>Communications Manager<br>since February 2020.<br>Responsible for marketing<br>and business development<br>related matters of the Group. | Nil   |





## BY ORDER OF THE BOARD

Lim Teck Chuan Executive Chairman and Chief Executive Officer

Singapore

27 February 2024