



MSM INTERNATIONAL LIMITED
(Company Registration No.: 200918800R)



A N N U A L R E P O R T 2 0 2 3
THE GOLDEN TIME FOR BUSINESS TRANSFORMATION

The advent of digitalisation and new technologies brings about the promise of a new future. Driverless electric vehicles and other smart technology are no longer a fictional premise but are fast becoming reality. Over the years, we have learned the importance of nimble adaptability and readiness to seize opportunities. As a result, we have proactively equipped ourselves with both capability and capacity, and laid the groundwork for capturing this golden opportunity presented to us to chart a new path of growth.

At MSM, we are united by our common goal of achieving sustainable and long-term growth. Gold represents prosperity, excellence and a bright future. Likewise, our ambition to deliver quality, best-in-class offerings to our customers, will spur us on.

We are like a non-fungible token – we are unique, cannot be copied and cannot be substituted. We will stay flexible and adaptable as we hone our competitive advantage to create a positive impact within the industry and beyond.

Cover Rationale



This annual report has been prepared by MSM International Limited (the “**Company**”) and its contents have been reviewed by the Company’s sponsor, UOB Kay Hian Private Limited (the “**Sponsor**”) for compliance with the relevant rules of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Manual Section B: Rules of Catalist. This annual report has not been examined or approved by the SGX-ST and the SGX-ST assumes no responsibility for the contents of this annual report, including the accuracy, completeness or correctness of any of the information, statements or opinions made or reports contained in this annual report.

The contact person for the Sponsor is Mr Lance Tan, Senior Vice President, 8 Anthony Road, #01-01, Singapore 229957, telephone (65) 6590 6881.

Established since 1980s, MSM International Limited (“MSM”) is an integrated metal engineering company, offering a comprehensive suite of services spanning design, product development, prototyping, tool & die fabrication, production and assembly.

Through its 270,000 sq ft of specialised production space in Malaysia and Indonesia, MSM provides solutions to customers in Asia and Europe across the semiconductor, healthcare, food & beverage and hospitality industries.

MSM’s business activities are segmented as follows:

- OEM contract manufacturing
- Kitchen appliances, equipment and related services
- Cleanroom and laboratories

The Group operates a total of six showroom outlets occupying approximately 29,000 sq ft of floor space in Malaysia and Indonesia.

MSM was listed on the Singapore Exchange Catalist on 7 May 2010.

Our **BUSINESS**

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Shareholders

Letter to

Dear Shareholders,

The financial year ended 31 March 2023 (“**FY2023**”) delivered a mixed set for outcomes for us. Our Kitchen Appliances, Equipment and Related Services (“**F&B**”) segment enjoyed an increase in business activities after pandemic-related restrictions eased in Malaysia. Our Original Equipment Manufacturer (“**OEM**”) segment and Cleanroom and Laboratories segment, on the other hand, encountered challenges that weighed on their performances. Nevertheless, we remained steadfast in executing our strategy of enhancing our capabilities and product offerings to strengthen our value-add to our customers.

LETTER TO SHAREHOLDERS

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FINANCIAL REVIEW

We recorded a 3.3% improvement in revenue to RM81.5 million in FY2023, from RM78.9 million for the financial year ended 31 March 2022 ("FY2022"). The revenue was mainly lifted by higher revenue contribution from the F&B segment, although partially offset by a decrease in contribution from the OEM segment and Cleanroom and laboratories segment.

Revenue for the OEM segment declined 12.9% to RM32.4 million in FY2023, compared to RM37.2 million in FY2022. This was largely a result of lower demand from customers in the semiconductor industry, brought about by a global slowdown in the industry.

On the back of higher business activity, revenue for the F&B segment rose 29.0% to RM39.9 million in FY2023, from RM31.0 million in FY2022. This was mainly due to higher demand from our customers in the food and beverage sector, following the relaxation of Covid-19 operating procedures by the Malaysian government from May 2022.

The Cleanroom and Laboratories segment recorded lower revenue of RM9.2 million in FY2023, versus the RM10.7 million in FY2022, taking into account the postponement of several government projects secured in FY2023 to the subsequent financial year.

Our cost of sales in FY2023 remained stable at RM60.8 million, factoring in the cost control measures that we have undertaken and better absorption of overhead costs along with the general increase in business activity. This enabled us to achieve an increase in gross profit by 12.7% to RM20.7 million in FY2023, from RM18.4 million in FY2022. Gross profit margin has also improved to 25.4% in FY2023, compared to 23.3% in FY2022.

We recorded other losses of RM3.7 million in FY2023, compared to other gains of RM1.5 million in FY2022. The other losses in FY2023 took into account an increase in net allowance of doubtful

debts of RM6.5 million, partially offset by a RM3.2 million gain from the dilution of interest in our associated company, Cosmos Technology International Berhad ("COSMOS"), following its listing on the ACE market on 6 October 2022. In contrast, we yielded a RM1.8 million gain from the disposal of a subsidiary in FY2022.

Administrative expenses increased by 6.2% to RM13.4 million in FY2023, from RM12.6 million in FY2022, mainly due to a RM0.4 million increase in rental expenses and a RM0.4 million increase in staff costs as a result of higher headcount.

Finance expenses rose by 8.8% to RM3.5 million in FY2023, from RM3.2 million in FY2022, as a result of the increase in bills payable interests and term loans interests of RM0.2 million and RM0.2 million respectively, partially netted off against the decrease in lease liabilities interest of RM0.1 million.

Our share of profit of associated companies declined to RM1.1 million in FY2023, from RM2.1 million in FY2022, in view of the dilution of our interest in COSMOS.

Taking the above into consideration, we recorded a net profit attributable to equity holders of RM0.7 million in FY2023, compared to that of RM3.5 million in FY2022.

REVIEW OF OPERATIONS

Our OEM segment had registered an increase in business activity at the start of FY2023, on the back of stronger demand from our semiconductor customer. However, the general semiconductor industry slowdown in the latter half of 2022 weighed down on customer demand and consequently affected the overall performance of the OEM segment, as customers held back on their projects, which resulted in fewer projects that we could support them in.

Nevertheless, with semiconductor sentiments expected to improve in the near term, we have invested in new equipment that have helped to elevate our capabilities and capacity, in order to better support our customers. We are now able to manufacture products to a higher level of precision for our customers, and are able to handle the production or processes



LETTER TO SHAREHOLDERS

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of certain products internally, instead of outsourcing to third parties as we did previously. This will help to instil greater customer confidence in our ability to deliver on their requirements and also position us more favourably to compete effectively in the semiconductor industry, particularly in the area of electric vehicles.

Our F&B segment benefited from the recovery in economic activity in the food and beverage sector in FY2023, as Covid-19 control measures eased and consumers resumed dining out. The uplift in sector activity was further boosted by the opening of new shopping malls, such as Pavilion Bukit Jalil Mall and LaLaport Bukit Bintang City Centre, among others in Klang Valley. Additionally, many food and beverage operators resumed outlet expansion plans, or began reopening new outlets after having shut them down during the pandemic, which generated higher demand for our products and services. The higher revenue contribution from this segment was the successful key to our Group turning in a stronger year-on-year revenue.

To maintain our competitive edge, during the year, we introduced a line of kitchen equipment targeted at mass-market food and beverage operators. By offering customers a wider range of kitchen equipment and appliances comprising mass market and premium offerings from both local and international sources, we are strengthening our value-add to our customers as the service provider of choice.

Following the easing of Covid-19 operating procedures, we resumed work on projects in the Cleanroom and Laboratories segment that had been postponed in FY2022 and delivered these in the first half of FY2023. In the second half of FY2023, however, our activity in this segment was impacted by the postponement of several government projects that we secured during the year to the first half of the subsequent financial year.

LOOKING AHEAD

Amid persistent geopolitical tensions and macroeconomic uncertainties, we expect the overall operating environment to remain challenging in the year ahead. Inflationary headwinds are also expected to assert additional pressure on our operating and labour costs. We will forge ahead with our growth strategy as we look to capitalise on the post-pandemic opportunities that arise for continued business transformation. At the same time, we will continue to focus on improving operational efficiency and cost management.

Conditions within the semiconductor industry are likely to remain volatile going forward but we expect the global trends of digitalisation and technological innovation to support demand for semiconductors in the long run. We have begun receiving customer interest and enquiries relating to the electric vehicle sector, which point to the sector's growth potential. We are currently working closely with these customers to determine how best we can support them. At the same time, we will continue to enhance our capabilities in the precision metal technology, to better position ourselves competitively.

As Malaysia transitions to the Covid-19 endemic norm, we expect to see sustained demand from the food and beverage and the healthcare industries. We are seeing some activity in relation to the construction of laboratories at hospitals and healthcare facilities. As one of only a few Biosafety Level 3 (BSL-3) well-known contractors in Malaysia, we possess the expertise and track record that will enable us to compete effectively for a slice of the pie.

Going forward, we will continue to explore opportunities to expand our business in all segments both locally and abroad, via the development of new products, strategic investments and collaboration with potential business partners, to maintain our competitive advantage.

APPRECIATION

We would not have been able to navigate through FY2023 without the hard work and dedication of our dedicated team of employees, who have demonstrated excellence and a tireless commitment in their work. I am grateful to every one of our staff for always choosing to put their best foot forward for the Group.

My fellow Directors have been a reliable pillar of support for me. I am thankful for their invaluable counsel and advice, which have enabled us to make decisions that are aligned to the Group's growth direction.

I would also like to express my heartfelt gratitude to our shareholders, customers, suppliers and business associates, for their unwavering support and trust in us. We will continue to work closely as a team to drive the Group's growth and development. We look forward to be able to update you on our achievements.

Chan Kee Sieng
Executive Chairman

BOARD OF DIRECTORS

CHAN KEE SIENG

Executive Chairman

Age 71

Mr Chan is one of the co-founders of the MSM Group and has over four decades of experience in the OEM contract manufacturing and kitchen equipment industries. Throughout the years of his career, Mr Chan had garnered extensive industry knowledge and wide business contacts from working as an engineering technician to setting up family companies such as Ban Seng Trading Co. dealing in trading and supply of cooking oil and gas, and eventually Chan Brother Trading Co., a steel trading company, before setting up the flagship subsidiary of MSM Group.

He was appointed as Director of the Company on 30 October 2009 and was last re-elected on 29 July 2022. Mr Chan is presently responsible for charting the Group's business direction as well as corporate and strategic developments of the Group. Mr Chan also holds directorships in Triumphant Hope Sdn. Bhd., Widewin Strategy Sdn. Bhd. and Chan Strategy Sdn. Bhd..

Mr Chan is the father of the Executive Director and Chief Executive Officer, Mr Chan Wen Chau, and elder brother to the Executive Director, Mr Chan Kit Moi.

CHAN KIT MOI

Executive Director

Age 70

Mr Chan is one of the co-founders of the MSM Group and possesses over 40 years' experience in the OEM contract manufacturing and kitchen equipment industries. Prior to co-founding the Company, Mr Chan joined Ban Seng Trading Co. and Chan Brother Trading Co. as Director, where he was in-charge of strategic planning and controls, operations, inventory and administration. He was appointed as Director of the Company on 30 October 2009 and was last re-elected on 29 July 2022.

Mr Chan is presently involved in the corporate planning and business development of the Group. He holds directorships in Triumphant Hope Sdn. Bhd. and Chan Strategy Sdn. Bhd..

CHAN WEN CHAU

Executive Director & CEO

Age 48

Mr Chan has been spearheading the expansion and growth of the Group and is responsible for the overall business and strategic development, corporate planning, operations and management of the Group. He possesses over 10 years of extensive experience in the OEM contract manufacturing and kitchen equipment industries and has been closely involved in all levels of operation of the Group. Mr Chan was appointed as Director of the Company on 8 October 2009 and was last re-elected on 29 September 2020.

Mr Chan holds directorships in Triumphant Hope Sdn. Bhd. and Widewin Strategy Sdn. Bhd..

Mr Chan holds a Bachelor of Engineering (Mechanical Engineering) from the University of Portsmouth in the United Kingdom.

BOARD OF DIRECTORS

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**LEOW WEE KIA,
CLEMENT**

Lead Independent Director

Age 49

Mr Leow, who is not related to any family member of the directors and staff, was appointed as Independent Director of the Company on 30 October 2009 and was last re-elected on 29 September 2020. Mr Leow possesses over 20 years of corporate finance experience primarily in initial public offerings, mergers & acquisitions as well as advisory transactions. He was appointed as Lead Independent Director on 8 August 2014 and was last re-elected on 29 September 2020.

Mr Leow is presently the Managing Director and Head of Corporate Finance at Gsum Titanland Capital Pte Ltd. Prior to this, Mr Leow was the Chief Executive Officer and Executive Director of Allied Technologies Limited, a company listed on the Catalist Board of the Singapore Exchange, Chief Executive Officer and Head of Corporate Finance at Crowe Horwath Capital Pte. Ltd. and has also held senior positions in corporate finance and banking in Singapore. He is currently an Independent Director of Overseas Education Limited, Ellipsiz Ltd. and Lum Chang Holdings Limited, companies listed on the Mainboard of the Singapore Exchange. He also serves as an Executive Committee member of the Singapore Tennis Association, which oversees the promotion and development of tennis in Singapore.

Mr Leow holds a Bachelor of Science in Applied Economics from Cornell University as well as a Master of Business Administration and a Postgraduate Diploma in Financial Strategy from the University of Oxford. Mr Leow is also a member of the Singapore Institute of Directors and has completed the Governance as Leadership Program at Harvard University. He has also been awarded the Singapore Armed Forces Good Service Medal in 2007.

WONG KOK SEONG

Independent Director

Age 53

Mr Wong, who is not related to any family member of the directors and staff, was appointed as Independent Director of the Company on 24 November 2009 and was last re-elected on 28 July 2021. He has more than 33 years of experience in external and internal auditing, financial accounting, management consultancy, taxation, due diligence and project implementation.

Mr Wong is the Managing Partner of Hasnan THL Wong & Partners., an accounting firm in Malaysia. He is a Member of the Malaysian Institute of Accountants and a Fellow of the Association of Chartered Certified Accountants. He is currently serving on the boards of Bursa Malaysia-listed corporations, M N C Wireless Berhad as Independent Director and Chairman of the Board and PNE PCB Berhad, Fitters Diversified Berhad, PDZ Holdings Berhad and Computer Forms (Malaysia) Berhad as their Independent Director and Chairman of the Audit Committee. He is also the Independent Director and Chairman of Emergem Corp. which is listed on the Nasdaq. He is also a Director of T H Law Consultants Sdn. Bhd..

He holds a Master of Business Administration from the Open University, United Kingdom.

LEE KEAN CHEONG

Independent Director

Age 55

Mr Lee, who is not related to any family member of the directors and staff, was appointed as Independent Director of the Company on 15 November 2018 and was last re-elected on 28 July 2021. He has more than 26 years of experience in external and internal auditing, financial accounting, management consultancy and advisory.

Mr Lee is the Managing Partner of KCLee & Partners, an accounting firm in Malaysia and Director of Ideal Earnings Sdn. Bhd., a consulting firm in Malaysia. He is a Member of the Malaysian Institute of Accountants and a Member of CPA Australia. He is currently serving on the board of Bursa Malaysia listed corporations, SLP Resources Berhad, and Pentamaster Corporation Berhad as Independent Director. He holds a Master of Commerce from the University of New South Wales and Bachelor of Commerce of Murdoch University, Australia.

KEY MANAGEMENT

SOH YEOW SENG

Chief Financial Officer

Age 41

Mr Soh, who is not related to any director and staff, joined the Group in July 2011 as Group Finance Manager and was appointed as Group Financial Controller on 17 August 2011, then promoted to CFO on 17 May 2013. He is responsible for the management of the Group's financial accounts, cash flow, corporate finance, financial reporting, risk management evaluation, audit, tax compliance, human resource management and administration.

Possessing more than 15 years of professional experience specialising in accounting and audit services, Mr Soh has held various accounting and audit positions in the past. Prior to joining the Company, he has been involved in external audit and internal control assurance in public listed companies and small and medium enterprises in Singapore and abroad.

Mr Soh is a member of the Certified Public Accountant Australia. He holds a Bachelor's Degree in Accounting from Monash University in Melbourne Australia.

CHAN WEN YEE

General Manager

Age 39

Mr Chan Wen Yee is the son of Mr Chan Kit Moi (Executive Director and substantial shareholder), nephew of Mr Chan Kee Sieng (Executive Chairman and substantial shareholder) and cousin of Mr Chan Wen Chau (Executive Director and CEO). He joined the Group in 2006 and responsible for the sales and operations of OEM Contract Manufacturing segment. He has more than 15 years experience in mechanical and sheet metal manufacturing.

Mr Chan holds a Bachelor Degree in Mechanical & Manufacturing engineering from the Liverpool John Moores University, United Kingdom.

CHAN CHOI HAR

General Manager

Age 57

Ms Chan, who is not related to any director and staff, is the General Manager of MSM Kitchen Sdn. Bhd. (MSM Kitchen) and is responsible for the sales, marketing and securing of new customers and also the management of MSM Kitchen. She joined the Group in 1987 and has achieved more than 30 years of sales experience in kitchen equipment industries.

Ms Chan holds a Certificate in Human Resource Management from the Centre of Advanced Management Studies and Entrepreneurial Training (Amset), and a Certificate in Business Studies from Advance Tutorial Centre, Malaysia.

ONG SENG JOO

General Manager

Age 49

Mr Ong, who is not related to any director and staff, joined the Group as General Manager of OMS Technology Sdn. Bhd. (MSM OMS) in November 2008. He is responsible for the management of day-to-day operations, sales and marketing of MSM OMS.

He possesses extensive experience in the designing and building of cleanrooms, biotech facilities, animal research facilities, as well as strong expertise in project and site management, and sales and marketing.

Mr Ong holds a Certificate in Technology (Mechanical Engineering) from Tunku Abdul Rahman College, Malaysia.

KEY MANAGEMENT

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TUNG WAI LOON

General Manager

Age 45

Mr Tung, who is not related to any director and staff, joined the Group in 1998 and was appointed as Factory Manager since 2007, then promoted to General Manager on 1 March 2014. He is responsible for the sales, marketing and securing of new customers and also the management of FIC Kitchen Technology Sdn. Bhd. (FIC Kitchen). Mr Tung possesses more than 25 years of factory and general management experience in the OEM contract manufacturing industry and kitchen equipment industry.

Mr Tung holds a Diploma in Electrical and Electronic Engineering from Institute Teknologi Pertama, Malaysia, a Certificate in Programmable Logic Controller and a Certificate in Laser and Holography, both from Master Academy, Malaysia.



CORPORATE INFORMATION

BOARD OF DIRECTORS

CHAN KEE SIENG
Executive Chairman

CHAN KIT MOI
Executive Director

CHAN WEN CHAU
Executive Director and
Chief Executive Officer

LEOW WEE KIA, CLEMENT
Lead Independent Director

WONG KOK SEONG
Independent Director

LEE KEAN CHEONG
Independent Director

AUDIT COMMITTEE

Wong Kok Seong
Chairman

Leow Wee Kia Clement

Lee Kean Cheong

NOMINATING COMMITTEE

Leow Wee Kia Clement
Chairman

Wong Kok Seong

Lee Kean Cheong

REMUNERATION COMMITTEE

Leow Wee Kia Clement
Chairman

Wong Kok Seong

Lee Kean Cheong

COMPANY'S SPONSOR

UOB Kay Hian Private Limited
8 Anthony Road, #01-01
Singapore 229957

COMPANY SECRETARY

Nor Hafiza Alwi

REGISTERED OFFICE

77 Robinson Road, #06-03
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Singapore 068896

T +65 6538 0779

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INDEPENDENT AUDITOR

CLA Global TS Public Accounting Corporation
80 Robinson Road, #25-00
Singapore 068898

Director-in-charge: Lee Tze Shiong
(Appointment with effect from financial year
ended 31 March 2022)

SHARE REGISTRAR

B.A.C.S. Private Limited
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REPORT ON CORPORATE GOVERNANCE

The Board of Directors (“**Board**”) of MSM International Limited (the “**Company**”, together with its subsidiaries, the “**Group**”) recognises the importance of corporate governance in ensuring greater transparency, protecting the interests of its shareholders as well as strengthening investors’ confidence in its Management and financial reporting and is, accordingly, committed to maintaining a high standard of corporate governance within the Group. This Corporate Governance Report describes the Group’s corporate governance practices for the financial year ended 31 March 2023 (“**FY2023**”) with specific reference made to the Principles and Provisions of the Code of Corporate Governance 2018 (the “**Code**”) issued in August 2018, which forms part of the continuing obligations of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) Listing Manual Section B: Rules of Catalyst (the “**Catalist Rules**”).

The Board confirmed that for FY2023, the Company has adhered to the Principles of the Code, and the Provisions of the Code (except where otherwise explained). In areas where the Company’s practices vary from any Provisions of the Code, the Company has stated herein the Provision of the Code from which it has varied, and appropriate explanations are provided for the variation, and how the practices the Company had adopted are consistent with the intent of the relevant Principle of the Code. The Company will continue to assess its needs and implement appropriate practices accordingly.

BOARD MATTERS

THE BOARD'S CONDUCT OF AFFAIRS

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

The Company is headed by an effective Board to lead and control the Company. The Board has the overall responsibility for corporate governance, strategic direction and investments of the Company. Each individual Director is obliged to act in good faith and exercise independent judgment in the best interests of shareholders of the Company at all times and hold management accountable for performance.

The Board’s principal functions include:-

- Determining, reviewing and approving the annual budgets, major investments, divestments, funding proposals, corporate strategies and directions of the Group;
- Overseeing the business and affairs of the Group, establishing the strategies and financial objectives to be implemented by the Management, and monitoring the performance of the Management; and
- Reviewing the Group’s financial performance, risk management processes and systems, financial and human resource requirements and corporate governance practices.

The Board has put in place a code of conduct and ethics, which set out a code of conduct and ethical standards for Directors and staff to adhere to, and sets appropriate tone-from-the-top and desired organisational culture, and ensures proper accountability within the Company. Directors who face a conflict of interest recuse themselves from discussions and decisions involving the issues of conflict.

To assist the Board in the execution of its responsibilities, Board Committees, namely the Audit Committee (“**AC**”), Nominating Committee (“**NC**”) and Remuneration Committee (“**RC**”), have been constituted with clear written terms of reference. Matters which are delegated to the Board Committees are reported to and monitored by the Board. Further details of AC, NC and RC are set out in Principles 10, 4 and 6, respectively.

In FY2023, the Board conducted two regular scheduled meetings. Ad-hoc meetings are convened when circumstances require. Directors with multiple board representations have ensured that sufficient time and attention were given to the affairs of the Company in FY2023. Directors are free to discuss and voice their concerns on any matter raised at the Board and/or Board Committees meetings. Telephonic and videoconferencing meetings of the Board are allowed under the Company’s Constitution. All Directors are provided with the agenda and a set of the Board papers prior to the Board meetings. These are issued in advance to give the Directors sufficient time to better understand the matters to be discussed and to obtain further clarifications or explanations at the Board meeting where necessary. The Company and the Board acknowledge that an unimpeded flow of relevant information in a timely manner is crucial for the Board to be effective in discharging its duties and responsibilities.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

The attendance of the Directors at meetings of the Board and Board Committees held in FY2023 are as follows:-

Directors	Board		Audit Committee		Nominating Committee		Remuneration Committee	
	No. of meetings held	No. of meetings attended	No. of meetings held	No. of meetings attended	No. of meetings held	No. of meetings attended	No. of meetings held	No. of meetings attended
Chan Kee Sieng	2	2	2	2*	1	0	1	0
Chan Kit Moi	2	2	2	2*	1	0	1	0
Chan Wen Chau	2	2	2	2*	1	0	1	0
Leow Wee Kia Clement	2	2	2	2	1	1	1	1
Wong Kok Seong	2	2	2	2	1	1	1	1
Lee Kean Cheong	2	2	2	2	1	1	1	1

* Executive Directors were present at the Board Committees meetings by invitation.

The Board has identified, without limitation, the following matters that require its approval:-

- Declaration of dividends and other returns to shareholders of the Company;
- Major corporate policies on key areas of operation;
- Major funding proposals or bank borrowings;
- Corporate or financial restructuring and share issuances;
- Mergers and acquisitions;
- Material acquisitions and disposals;
- Interested person transactions; and
- Appointment of new Directors.

Directors understand the Company's business as well as their directorship duties, and have appropriate experience and expertise to manage the Group's business. All Directors are regularly updated on changes in the Company's policies and business. Newly appointed Directors will be given appropriate orientation/briefings by the Management on the business activities of the Group, its strategic directions and the Company's corporate governance policies and practices.

The Directors of the Company are provided with briefings from time to time and are kept updated on segmental business operation, strategic and business development of the Group as well as relevant new laws and regulations, including directors' duties and responsibilities, corporate governance matters and developing trends and financial reporting standards, so as to enable them to properly discharge their duties as members of the Board or Board Committees.

The Directors are encouraged to attend other trainings, conferences and seminars which may have a bearing on their duties and contributions to the Board, organised by the professional bodies, regulatory institutions and corporations at the Company's expense.

During FY2023, the Directors have received briefing and updates which include:

- Developments in the Singapore Financial Reporting Standards briefed by the external auditors, CLA Global TS Public Accounting Corporation;
- Updates on the business and strategic developments of the Group's businesses briefed by the Management; and
- Update on regulatory changes of the Companies Act and Catalyst Rules by the Company Sponsor and the Company Secretary.

In addition, every director participated in the LED - Environmental, Social and Governance Essentials (Core) training program organized by the Singapore Institute of Directors.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

The Directors are provided with updates and/or briefings from time to time by professional advisers, external and internal auditors, the management of the Company (“**Management**”), Continuing Sponsor and Company Secretary, as the case may be, in areas such as corporate governance practices, risk management matters, changes and updates in financial reporting standards and regulatory requirements and directors’ duties and responsibilities.

The Board is provided with complete, accurate, and adequate information in a timely manner to enable them to fulfill their responsibilities. Such information includes background or explanatory information relating to matters to be brought before the Board, copies of disclosure documents, and internal financial statements. Such information is provided to the Directors to enable them to keep abreast of the Group’s operational and financial performance and position, and to facilitate more-informed decision-making. Board members also have a separate and independent access to the Management and Company Secretary at all times. Board members may, at the Company’s expense, obtain independent professional advice as and when necessary in furtherance of their duties.

The Company Secretary will attend all Board meetings to ensure that Board procedures are followed and applicable rules and regulations, including the requirements of the Companies Act 1967 and the SGX-ST Catalist Rules are complied with. Under the direction of the Chairman, the Company Secretary’s other responsibilities include ensuring good information flows within the Board and its committees, and between Management and Non-Executive Directors and assisting with professional development as required. The appointment and the removal of the Company Secretary is a matter for the Board as a whole.

BOARD COMPOSITION AND GUIDANCE

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

The Board had the appropriate mix of expertise and experience and collectively possess the necessary core competencies for effective functioning and informed decision-making. Each Director has been appointed based on the strength of his calibre, experience, skillset and knowledge of corporate strategy which bring a valuable range of experience and expertise to contribute to the development of the Group’s strategies and the performance of its business. The profiles of the Directors are found in the “Board of Directors” section of this annual report.

The Board members as of the date of this report are:-

Chan Kee Sieng	Executive Chairman
Chan Kit Moi	Executive Director
Chan Wen Chau	Executive Director and Chief Executive Officer
Leow Wee Kia Clement	Lead Independent Director
Wong Kok Seong	Independent Director
Lee Kean Cheong	Independent Director

The Board provides diversity of expertise, experiences and knowledge in areas such as accounting, finance, strategic planning, business management, risk management and industry knowledge. This diversity facilitates constructive debate on the business activities of the Company and enables Management to benefit from a diverse and objective set of perspectives on issues that are brought before the Board.

The size, composition and diversity of the Board are reviewed by the NC. The NC annually reviews the skills and competencies of the Board members, to ensure that each member has the appropriate mix of expertise, skills and attributes to discharge his responsibilities effectively.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

The Board, in concurrence of the NC, is of the view that the current Directors possess the necessary competencies to provide the Management with a diverse and objective perspective on issues so as to lead and govern the Company effectively.

As at the date of this Report, the Company has formalised and adopted a Board Diversity Policy (“**Policy**”) that addresses diversity in terms of experience, skills, gender, age, tenure, and qualities, as well as any other relevant aspects of diversity. The Policy also sets out the approach which the Company takes towards diversity on its Board. The Company believes in diversity and values the benefits diversity can bring to the Board in its deliberations and the Board’s effectiveness – in particular, it believes that a balance and mix of skills, experiences and individual attributes of Board members which shape the composition and promote the effectiveness of the Board as a whole and that of the Board committees, will support the Company’s achievement of strategic objectives and long-term sustainable development and success.

The Board observes and applies the Policy to ensure that the Board will have an appropriate level of diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company. In this regard, the Board, supported by the NC, encourages the emergence of diverse candidates by ensuring that the Board is made up of a diversity of candidates (including consideration of a diversity of skills, knowledge, experience, gender, ethnicity and age). The Company continues to be receptive to achieving greater gender diversity and representation on the Board to complement the core competencies of the Board as a whole.

The Board has not set a specific target for board diversity. The Board will seek to incorporate diversity aspects as and when the opportunity arises, instead of adhering to a fixed timeline for diversity targets. The Board will ensure that it has the flexibility to improve its diversity without compromising board efficiency. The NC will deliberate and determine, from time to time, the results of its review and in its recommendation for the appointment of new directors and/or the re-appointment of incumbent directors, taking into account the need for progressive renewal of the Board composition and bearing in mind the salient factors set out under the Code and all other relevant provisions.

The Board is of the opinion that its current board size of six Directors is appropriate and provides sufficient diversity of expertise and knowledge, to lead and govern the Company effectively considering the scope and nature of its operations. The NC, having conducted its reviews, was satisfied that members of the Board possess the relevant core competencies in areas accounting, finance, strategic planning, business management, risk management and industry knowledge. In particular, the Executive Chairman and Executive Directors of the Company, possess good industry knowledge while the Independent Directors, who are mostly professionals in their own fields, are able to take a broader view of the Group’s activities, contribute their valuable experiences and provide independent judgment during Board deliberations.

Details of the Directors’ qualifications, background and working experience, principal commitments and shareholdings in related corporations are set out on page 16 of this annual report. As the Group’s activities continue to grow, the NC will continuously review the composition of the Board so that it will have the necessary competency to be effective.

The NC also determines and ensures the independence of each Director annually. The NC adopts the Catalist Rule 406(3)(d) and the Code’s definition of what constitutes an “independent” director in its review. The NC has reviewed and confirmed the independence of the Independent Directors in accordance with the Catalist Rules and the Code. The Independent Directors have also confirmed their independence in accordance with the Catalist Rules and the Code. The Independent Directors will assist to develop strategies and goals for the Group and regularly assess the performance of the Management.

Provision 2.2 of the Code recommends that independent directors make up a majority of the Board where the Chairman is not independent and Provision 2.3 of the Code recommends that non-executive directors make up a majority of the Board. In the case of the Company, the Chairman is not independent as he is part of the Management team and the Executive Chairman and the CEO are immediate family members. The Board currently comprises six Directors of whom three are Executive Directors and three are Independent Directors. The Independent Directors make up half of the Board and all members of the Board Committees, thus providing a strong independent element on the Board, and there are adequate safeguards and checks in place to ensure that decision making process by the Board is independent. Although the Independent and Non-Executive Directors are not in a majority, the Board has always discussed important issues robustly and has always been able to reach a consensus on the votes without having to rely on any majority votes to decide nor having an individual or small group of individuals dominate the Board’s decision-making process. The Board is of the view that the Board’s composition has an appropriate level of independence to enable it to make decisions in the best interests of the Company, consistent with the intent of Principle 2 of the Code.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

As at the date of this Report, the Company has two Independent Directors, namely Mr Leow Wee Kia Clement and Mr Wong Kok Seong, who have served on the Board for more than nine years. Under Rule 406(3)(d)(iv) of the Catalist Rules, Mr Leow Wee Kia Clement and Mr Wong Kok Seong may continue to be considered independent until the next annual general meeting of the Company in 2024. The Board and together with the NC, are currently in the process of reviewing the Board's renewal and composition, which will be carried out in stages. The Board will identify suitable candidate(s) and will make the appropriate announcement(s) to update the shareholders on the Board renewal and re-composition of the Board and Board Committees in due course.

Each of the NC members who is an Independent Director has abstained from participating in the assessment and review of his own independence status.

To date, none of the Independent Directors of the Company have been appointed as a Director of the Company's principal subsidiaries. The Board and the Management are of the view that the current board structures in the principal subsidiaries are well organised and constituted. The Board and Management will from time to time review the board structures of the principal subsidiaries and make an appropriate corporate decision of considering the appointment of an Independent Director into the principal subsidiaries.

The Independent Directors have confirmed that they do not have any relationship with the Company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Directors' independent business judgment with a view to the best interests of the Company.

When necessary, the Independent Directors will meet without the presence of other Non-Independent Directors to review any matters that must be raised privately before providing feedback to the Chairman of the Board. During FY2023, the Independent Directors had met during the Board Committees meetings without the presence of the non-Independent Directors and had presented a report on Board Committees' discussion and recommendations to the Chairman and the Board.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

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

The roles of the Chairman and Chief Executive Officer (the "CEO") are separate to ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision making.

Mr Chan Kee Sieng is the Executive Chairman of the Company and one of its co-founders. He leads the Board and is responsible for the Management of the Group. The Executive Chairman is in charge of charting the business direction as well as corporate planning and strategic developments of the Group. The Executive Chairman encourages Board's interaction with the Management, facilitates effective contribution of Non-Executive Directors, encourages constructive relationships among the Directors and promotes high standards of corporate governance. In addition, the Executive Chairman ensures that the Directors receive accurate, timely and clear information and there is effective communication with shareholders of the Company.

Mr Chan Wen Chau, the CEO and Executive Director of the Company, is the son of Mr Chan Kee Sieng. He is responsible for the overall business and strategic development, corporate planning, operations and Management of the Group.

The Board has appointed Mr Leow Wee Kia Clement ("Mr Leow") as the Lead Independent Director ("Lead ID") since 8 August 2014 to provide leadership in situations including those where Executive Chairman may be conflicted. Mr Leow is available to address shareholders' concerns when contacted through the normal channels if the Executive Chairman, CEO or Chief Financial Officer ("CFO") has failed to provide a satisfactory resolution or when such contact is inappropriate.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

BOARD MEMBERSHIP

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

The NC's primary roles are to create a formal and transparent process for the appointments and re-nominations of members of the Board, to assess the effectiveness of the Board as a whole and the contribution of each individual Director to the effectiveness of the Board as well as to affirm annually the independence of the Directors.

The NC is regulated by a set of written terms of reference and the NC's members meet at least once a year. The NC comprises the following members, all of whom, including the Chairman who is also the Lead Independent Director, are independent:-

Leow Wee Kia Clement	Chairman
Wong Kok Seong	Member
Lee Kean Cheong	Member

The principal functions of the NC as stipulated in its terms of reference are as follows:-

- (a) Reviews and makes recommendations to the Board on all Board appointments and re-appointments (including alternate directors, if any);
- (b) Reviews the Board structure, size and composition and makes recommendations to the Board with regards to any adjustments that are deemed necessary;
- (c) Reviews the Board's succession plans for Directors, in particular, the Executive Chairman and CEO;
- (d) Determines on an annual basis, if a Director is independent;
- (e) Deciding the process and criteria for evaluation of the performance of the Board, its Board committees and Directors;
- (f) Assesses the effectiveness of the Board and the contribution of each Director; and
- (g) Reviews training and professional development programmes for the Board.

For new appointments to the Board, the NC will consider the current size, composition and diversity of the Board, and decide if the candidate's background, expertise and knowledge will complement the skills and competencies of the existing Directors on the Board. The candidate must be a person of integrity and able to commit sufficient time and attention to the affairs of the Company, especially if he is serving on multiple Boards.

If a vacancy arises under any circumstances, or where it is considered that the Board would benefit from the services of a new Director, the NC, in consultation with the Board, will determine the selection criteria and select the appropriate candidate for the position. The Board is also advised by the Sponsor on the appointment of Directors as required under Catalist Rule 226(2)(d).

In its search and nomination process for a new Director, other than through formal search via external search consultants, if required, the NC will also tap on to the resources of the Directors' personal contacts and their recommendations for potential candidates. The NC will shortlist and interview potential candidates with the appropriate profile to assess his/her suitability before nominating the most suitable candidate to the Board for approval and appointment as a Director. The NC will ensure that the new Directors are aware of their duties and obligations.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

The NC is charged with the responsibility of re-nomination having regard to the Director's contribution and performance (e.g. attendance, preparedness, participation and candour) including, if applicable, as an Independent Director. Subject to the NC's satisfactory assessment, the NC would recommend the proposed re-appointment of the Director to the Board for its consideration and approval. All Directors submit themselves for re-nomination and re-election at regular intervals at least once every 3 years. One-third of the Directors will retire at the Company's annual general meeting ("AGM") each year. In addition, newly appointed Directors are required to submit themselves for re-nomination and re-election at the next AGM following his appointment. Each member of the NC has abstained from voting on any resolutions in respect of the assessment of his performance or re-nomination as a Director.

At the forthcoming AGM, Mr Chan Wen Chau and Mr Leow Wee Kia Clement will be retiring pursuant to Article 107 of the Company's Constitution. Both of them, being eligible for re-election, have offered themselves for re-election. The Board of the Company and the NC have evaluated the overall contribution and performance of both Mr Chan Wen Chau and Mr Leow Wee Kia Clement and their participation at board meetings. The Board has accepted the NC's recommendation for their re-election to the Board.

Mr Chan Wen Chau will, upon re-election as a Director of the Company, remain as the Executive Director and Chief Executive Officer of the Company.

Mr Leow Wee Kia Clement will, upon re-election as Director of the Company, remain as the Lead Independent Director as well as the Chairman of the NC and RC and a member of the AC.

Each Director who is subject to retirement and re-election has abstained from deliberating and voting on any resolution in respect of his re-nomination as a Director.

The disclosure of information on the Directors seeking re-election can be found on pages 28-33 of the Annual Report.

Please refer to the Notice of AGM for the resolutions put forth for their proposed re-elections.

The following table sets out the dates of each Directors' initial appointment and last re-election as well as their directorships:-

Name of Director	Date of Initial Appointment	Date of Last Re-election	Present Directorship in Listed Companies	Past (preceding 3 years) Directorship in Listed Companies	Other Principal Commitments, if any
Chan Kee Sieng	30/10/2009	29/07/2022	Nil	Nil	Nil
Chan Kit Moi	30/10/2009	29/07/2022	Nil	Nil	Nil
Chan Wen Chau	08/10/2009	29/09/2020	Nil	Nil	Nil
Leow Wee Kia Clement	30/10/2009	29/09/2020	Overseas Education Limited Ellipsiz Ltd Lum Chang Holdings Limited	Allied Technologies Limited	Managing Director, Head of Corporate Finance of GSUM Titanland Capital Pte Ltd

REPORT ON CORPORATE GOVERNANCE

(cont'd)

Name of Director	Date of Initial Appointment	Date of Last Re-election	Present Directorship in Listed Companies	Past (preceding 3 years) Directorship in Listed Companies	Other Principal Commitments, if any
Wong Kok Seong	24/11/2009	28/07/2021	PNE PCB Berhad MNC Wireless Berhad Energem Corp. Fitters Diversified Berhad PDZ Holdings Berhad Computer Forms (Malaysia) Berhad	Nil	Managing Partner of Hasnan THL Wong & Partners, an accounting firm in Malaysia
Lee Kean Cheong	15/11/2018	28/07/2021	Pentamaster Corporation Berhad SLP Resources Berhad	Teo Guan Lee Corporation Berhad	Managing Partner of KCLee & Partners Director of Ideal Earnings Sdn Bhd

Please refer to the “Board of Directors” section in the Annual Report for the profile of the Directors.

The NC has taken cognizance of the Code with regard to the fixing of the maximum number of board representations a Director may hold on other listed companies. Having reviewed the attendance of the Directors, their contributions at meetings of the Board and Board Committees, and their time commitment to the affairs of the Company, the NC believes that it would not be necessary to put a maximum limit on the number of listed company board representations each Director may hold. However, the NC would continue to review from time to time, the Directors’ board representations and other principal commitments to ensure that Directors continue to meet the demands of the Group and are able to discharge their duties adequately.

The NC has reviewed the time spent and attention given by each of the Directors to the Company’s affairs, and is satisfied that all Directors have discharged their duties adequately for FY2023.

There are no Directors who are deemed independent by the Board, notwithstanding the existence of a relationship as stated in the 2018 Code or the Catalist Rules that would otherwise deem him not to be independent.

The Company does not have any alternate directors appointed on the Board.

BOARD PERFORMANCE

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

The Board and NC strive to ensure that Directors on the Board possess the experience, knowledge and skills critical to the Group’s business so as to enable the Board to make sound and well-considered decisions.

The NC has implemented a process for evaluating the performance and effectiveness of the Board as a whole and its Board Committees, as well as the performance and contribution of each individual Director to the effectiveness of the Board.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

Annually, the Directors will complete a board assessment checklist individually to facilitate the NC in its assessment of the performance and effectiveness of the Board as a whole as well as its Board Committees in its monitoring role and the attainment of the strategic objectives set by the Board. The performance is assessed based on criteria including the size, composition, processes of the Board, Board's access to information, strategic planning and accountability.

Each Director will also complete a self-assessment checklist individually to facilitate the NC in its assessment of the performance of the individual Directors based on factors which include their attendance, preparation and participation in the Board or Board Committees meetings, the quality of their intervention as well as their industry and business knowledge.

Each member of the NC has abstained from discussions and voting on any resolutions in respect of the assessment of his performance or re-nomination as a Director. Evaluations of individual Directors aim to assess whether that individual has contributed effectively and demonstrated commitment to the role (including commitment of time for the meetings of Board and Board Committees, and any other duties).

The Chairman of the NC evaluates the assessment and shares the results with the rest of the Board members. Areas where the performance and effectiveness of the Board could be enhanced and recommendations for improvement are then submitted to the Board for discussion and implementation.

The Chairman of the NC, in consultation with its members, also acts on the results of the performance evaluation, and where appropriate, propose new members to be appointed to the Board or seek the resignation of existing Directors.

The NC has performed the assessment for FY2023 and is of the view that the performance and effectiveness of the individual Directors, the Board Committees and the Board as a whole were satisfactory and the Board has met its performance objectives.

No external facilitator was used in the evaluation process.

REMUNERATION MATTERS PROCEDURES FOR DEVELOPING REMUNERATION POLICIES

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

The RC comprises the following members, all of whom, including the Chairman, are independent:-

Leow Wee Kia Clement	Chairman
Wong Kok Seong	Member
Lee Kean Cheong	Member

The principal functions of the RC as stipulated in its terms of reference are as follows:

- review and recommend to the Board a framework of remuneration for the Directors and key management personnel, and determine specific remuneration packages for each Executive Director and key management personnel, with the recommendations of the RC submitted for endorsement by the entire Board. All aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses, options and benefits-in-kind, shall be covered by the RC and the RC shall ensure all aspects of remuneration, including termination terms are fair; and
- perform an annual review of the remuneration of employees of the Group who are related to the Directors and CEO to ensure that their remuneration packages are in line with the staff remuneration guidelines and commensurate with their respective job scopes and level of responsibilities. They will also review and approve any bonuses, pay increases and/or promotions for these employees.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

If necessary, the RC will seek expert advice inside and/or outside the Company on remuneration of all Directors. Each member of the RC has abstained from voting on any resolutions in respect of his remuneration package or that of employees related to him.

No remuneration consultants were engaged by the Company in FY2023.

LEVEL AND MIX OF REMUNERATION

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

As part of its review, the RC ensures that remuneration packages of the Directors and key management personnel are comparable within the industry as well as with similar companies. The RC considers the Group's relative performance and the contributions and responsibilities of the individual Directors in its review and recommendation of the remuneration of the Directors and key management personnel and ensure the remuneration is appropriate to attract, retain and motivate the directors to provide good stewardship of the Group and for the long term success of the Group.

Policy in respect of Executive Directors and Key Management Personnel

Executive Directors do not receive directors' fees. Executive Directors are paid a basic salary pursuant to their respective service agreements which are reviewed and approved by the Board. The notice period of each Executive Director is fixed at a period of 6 months and each Executive Director may, in lieu of the 6 months' notice or part thereof, terminate the service agreement by paying an amount equivalent to 6 months' of his last drawn salary. The Executive Directors' service agreements do not contain onerous removal clauses.

The Group advocates a performance-based remuneration system that is highly flexible and responsive to the market and linked to the performance of the Group as well as the individual employee to ensure the interest of the shareholders and other stakeholders are aligned and promotes the long-term success of the Group. The total remuneration mix comprises annual fixed cash and annual performance incentive. The annual fixed cash component comprises the annual basic salary plus any other fixed allowances while the annual performance incentive is tied to the performance of the Group and the individual employee.

The Company has no share-based compensation scheme or long-term scheme involving the offer of shares or options.

The Company does not use contractual provisions to allow the Company to reclaim the incentive components of remuneration from Executive Directors and key management personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company. The Executive Directors owe a fiduciary duty to the Company. The Company should be able to avail itself to remedies against the Executive Directors in the event of such breach of fiduciary duties.

Policy in respect of Non-Executive Directors' remuneration

Non-Executive Directors do not have service agreements with the Company. They are compensated based on fixed directors' fees, which are determined by the Board based on their contribution, taking into consideration factors such as the effort, time spent and responsibilities of these Directors. The Chairman of each Board Committee is paid a higher fee as compared with members of the Board Committee in view of the higher responsibilities carried by that office. The directors' fees are subject to approval by the shareholders of the Company at each AGM. Non-Executive Directors do not receive any other remuneration from the Company.

DISCLOSURE ON REMUNERATION

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

REPORT ON CORPORATE GOVERNANCE

(cont'd)

The annual reviews of the compensation are carried out by the RC to ensure that the remuneration of the Executive Directors and key management personnel commensurate with their performance and that of the Company, giving due regard to the financial and commercial health and business needs of the Group. The performance of the CEO (together with other key management personnel) is reviewed periodically by the NC and the Board. In structuring the compensation framework, the RC also takes into account the risk policies of the Group, the need for the compensation to be symmetric with the risk outcomes and the time horizon of risks.

Executive Directors do not receive directors' fees but are remunerated as members of Management. The remuneration package of the Executive Directors and key 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. The RC takes into consideration the financial performance of the Group and criteria such as leadership, people development, commitment and teamwork in assessing the individual's performance. This is designed to align the remuneration package with the interests of shareholders and link rewards to corporate and individual performance so as to promote the long-term sustainability of the Group.

The RC has reviewed and is satisfied that the aforementioned performance conditions for the Executive Directors and key management personnel have been met in FY2023.

The level and mix of remuneration of the Directors and key management personnel of the Company for FY2023 are as follows:-

Name	Salary and Other Benefits	Bonus	Directors' Fees	Total
Executive Directors Below S\$250,000				
Chan Kee Sieng	94%	6%	–	100%
Chan Kit Moi	94%	6%	–	100%
Chan Wen Chau	94%	6%	–	100%
Non-Executive Directors Below S\$250,000				
Leow Wee Kia Clement	–	–	100%	100%
Wong Kok Seong	–	–	100%	100%
Lee Kean Cheong	–	–	100%	100%
Key Management Personnel Below S\$250,000				
Soh Yeow Seng	95%	5%	–	100%
Chan Choi Har	95%	5%	–	100%
Ong Seng Joo	93%	7%	–	100%
Chan Wen Yee	94%	6%	–	100%
Tung Wai Loon	91%	9%	–	100%

After reviewing the industry practice and analysing the advantages and disadvantages in relation to the disclosure of remuneration of each Director and key management personnel, the Company is of the view that such disclosure would be prejudicial to its business interest given the highly competitive environment. As such, the Company has not disclosed exact details of the remuneration of each individual Director and key management personnel but instead presented the information in bands of S\$250,000, and the respective breakdowns of their remuneration in percentages.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

The aggregate annual remuneration paid to all the above mentioned key management personnel of the Group for FY2023 was S\$441,000.

There are no termination, retirement and post-employment benefits that were granted to the Directors, CEO and key management personnel in FY2023.

Remuneration of Employees who are Substantial Shareholders or are Immediate Family Members of a Director, CEO or the Substantial Shareholder

Mr Chan Wen Yee is the son of Mr Chan Kit Moi (Executive Director and substantial shareholder), nephew of Mr Chan Kee Sieng (Executive Chairman and substantial shareholder) and cousin of Mr Chan Wen Chau (Executive Director and CEO). Mr Chan Wen Yee's remuneration was less than S\$100,000 during FY2023.

Save as disclosed above, there is no employee of the Group who is a substantial shareholder of the Company or an immediate family member of a Director, CEO or the substantial shareholder and was paid more than S\$100,000 during FY2023.

ACCOUNTABILITY AND AUDIT RISK MANAGEMENT AND INTERNAL CONTROLS

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

The Board is responsible for providing a balanced and understandable assessment of the Company's performance, position and prospects. Financial reports and other price sensitive information are disseminated to shareholders through announcements via SGXNET and press releases. The Group releases announcement of its financial results in accordance with the requirements of the SGX-ST Catalyst Rules. Management provides the Board with management accounts on a monthly basis. Such reports serve to keep the Board informed of, on a balanced and understandable basis, the performance, position and prospects of the Group and enable the Board to discharge its duties efficiently.

The Company does not have a Risk Management Committee. However, the Company regularly reviews and improves its business and operational activities to identify areas of significant business risks as well as appropriate measures to control and mitigate these risks. The Management reviews all control policies and procedures and highlights all significant matters to the AC as well as the Board.

The AC will review, at least annually, the reports submitted by the external and internal auditors relating to the adequacy and effectiveness of the Group's internal controls, including financial, operational, compliance and information technology controls, and risk management systems. Any material non-compliance or failures in internal controls and recommendation for improvement are reported to the AC. A copy of the report is also issued to the relevant department for its follow-up action. The timely and proper implementation of all required corrective, preventive or improvement measures are closely monitored.

The AC will also review the effectiveness of the actions taken by the Management on the recommendations made by the external and internal auditors in this respect.

For the financial year under review, the CEO and CFO have provided their confirmation and assurance to the Board on the integrity of the financial statements for the Group, that 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 the Company's risk management and internal controls systems are adequate and effective (the "Assurance").

Based on the internal controls established and maintained by the Company, the Assurance provided by the CEO and CFO, the work performed by the internal and external auditors and reviews performed by the Management and the various Board Committees, the Board, with the concurrence of the AC, is of the opinion that the Group's risk management and internal controls in place are adequate and effective in addressing the financial, operational, compliance and information technology risks as at 31 March 2023.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

The system of internal controls and risk management established by the Company provides reasonable, but not absolute, assurance that the Company will not be adversely affected by any event that can be reasonably foreseen as it strives to achieve its business objectives. The Company is also consistently seeking to improve its internal controls and to adopt the recommendations which were highlighted by the internal and external auditors to further safeguard the Company's assets.

AUDIT COMMITTEE**Principle 10: The Board has an Audit Committee which discharges its duties objectively.**

The AC currently comprises the following members, all of whom are Independent Non-Executive Directors:-

Wong Kok Seong	Chairman
Leow Wee Kia Clement	Member
Lee Kean Cheong	Member

All members of the AC have accounting and related financial management expertise and experience.

The AC has explicit authority to investigate any matter within its terms of reference, full access to and cooperation of the Management, full discretion to invite any persons including a Director or an employee of the Group to attend its meeting, and reasonable resources to enable it to discharge its functions properly. None of the AC members were previous partners or directors of the Company's existing auditing firm or auditing corporation of the Company: (a) within the previous 2 years commencing on the date of their ceasing to be a partner or director of the auditing firm or corporation, and in any case, (b) for as long as they have any financial interest in the auditing firm or auditing corporation.

The AC assists the Board in discharging its responsibility to safeguard the assets of the Company, maintain adequate accounting records, and develop and maintain effective systems of internal control, with the overall objective of ensuring that the Management creates and maintains an effective control environment in the Group. The AC will provide a channel of communication between the Board, the Management and the external auditor on matters relating to audit.

The principal functions of the AC as stipulated in its terms of reference are as follows:-

- Review the scope and results of the audit and its cost effectiveness;
- Review the significant financial reporting issues and judgments so as to ensure the integrity of the financial statements of the Group and any formal announcements relating to the Group's financial performance;
- Make recommendations to the Board on the appointment, re-appointment and removal of the external auditor, and approving the remuneration and terms of engagement of the external auditor;
- Review with the external auditor on the audit plan, audit report and their evaluation of the system of internal accounting controls, letter to Management and the Management's response;
- Review the half yearly and annual, and quarterly, if applicable, financial statements and results announcements before submission to the Board for approval, focusing in particular on changes in accounting policies and practices, major risk areas, significant adjustments resulting from the audit, compliance with accounting standards, the SGX-ST Catalist Rules and any other relevant statutory or regulatory requirements;
- Review the internal control procedures and ensure co-ordination between the external auditor and the Management, and review the assistance given by the Management to the external auditor, and discuss problems and concerns, if any, arising from audits, and any matters which the external auditor may wish to discuss (in the absence of the Management, where necessary);
- Review and discuss with the external auditor any suspected fraud or irregularities, or suspected infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on the Group's operating results or financial position, and the Management's response;

REPORT ON CORPORATE GOVERNANCE

(cont'd)

- Review the adequacy and effectiveness of the Company's internal controls, operational, compliance and information technology controls and risk management policies and systems established by the Management;
- Review interested person transactions (if any) falling within the scope of Chapter 9 of the SGX-ST Catalist Rules;
- Review potential conflicts of interest (if any);
- Review with the internal auditors on the internal audit plans and their evaluation of the adequacy of the internal controls and accounting system before submission of the results of such review to the Board for approval prior to the incorporation of such results in the annual report;
- Review and establish procedures for receipt, retention and treatment of complaints received by the Group regarding, inter alia, criminal offences involving the Group or its employees, questionable accounting, auditing, business, safety or other matters that impact negatively on the Group;
- Review key financial risk areas, with a view to providing an independent oversight on the Group's financial reporting, the outcome of such review to be disclosed in the annual reports or, where the findings are material, announced immediately via SGXNET;
- Review the assurance from the CEO and CFO on the financial records and financial statements;
- Review the adequacy, effectiveness, independence, scope and results of the external audit and the Company's internal audit function;
- Undertake such other reviews and projects as may be requested by the Board, and report to the Board its findings from time to time on matters arising and requiring the attention of the AC; and
- Generally to undertake such other functions and duties, as may be required by statute or the SGX-ST Catalist Rules, or by such amendments as may be made thereto from time to time.

The AC is guided by the terms of reference which stipulate its principal functions. The AC meets regularly with the Management and the external auditors to review auditing and risk management matters and discuss accounting implications of any major transactions including significant financial reporting issues. It also reviews the internal audit functions to ensure that an effective system of control is maintained in the Group.

On a half-yearly basis, the AC also reviews the interested person transactions and the financial results announcements before their submission to the Board for approval.

The AC is kept abreast by the Management, the Company Secretary, the Sponsor and the external auditors of changes to accounting standards, Catalist Rules and other regulations (as the case may be) which could have an impact on the Group's business and financial statements.

The external auditors present to the AC the audit plan and updates relating to any change of accounting standards which have a direct impact on financial statements during the AC meetings.

The AC meets with the external auditors and internal auditors, at least once annually, and more frequently, when required, with at least one of the meetings conducted without the presence of Management. The AC had in FY2023 met the external and internal auditors once without the presence of Management.

The AC reviews the independence and objectivity of external auditor annually. During the financial year under review, the AC has reviewed the independence of CLA Global TS Public Accounting Corporation ("CLA") including the volume of all non-audit services provided to the Group, and is satisfied that the nature and extent of such services will not prejudice the independence and objectivity of the external auditors.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

The AC constantly bears in mind the need to maintain a balance between the independence and objectivity of the external auditors and the work carried out by the external auditors based on value for money consideration. During the financial year under review, the aggregate amount of fees paid to the external auditors for the audit and non-audit services amounted to RM351,000 (80% of the total fees) and RM85,000 (20% of the total fees) respectively. The non-audit services rendered by the external auditors to the Group in FY2023 were not substantial.

The Group has appointed different auditors for its overseas subsidiaries. The Board and AC have reviewed that the appointment of different auditors for its overseas subsidiaries and were satisfied that the appointment of different auditors would not comprise the standard and effectiveness of the audit of the Group. The Company is in compliance with Rules 712, 715 and 716 of the SGX-ST Catalist Rules with regard to the appointment of the external auditors for the Company and its subsidiaries.

The AC has recommended, and the Board has approved the nomination for the re-appointment of CLA as external auditors of the Company at the forthcoming AGM.

The Group has outsourced its internal audit function to Wensen Consulting Asia (S) Pte. Ltd., a qualified professional firm which meets the standards set by internationally recognised professional bodies including the International Professional Practices Framework issued by The Institute of Internal Auditors. The outsourced internal audit function is headed by the Executive Director, who is assisted by an audit team comprising of the Engagement Director, Managers and Consultants. The Executive Director is a Practising Member of the Institute of Singapore Chartered Accountants (ICSA), a member of the Malaysian Institute of Accountants (MIA) and a Fellow Member of the Association of Chartered Certified Accountants (FCCA), with more than 20 years of experience in auditing while other team members are accounting graduates with a minimum qualification of a degree obtained from overseas and/or local universities. The AC is responsible for the hiring, removal and evaluation of the accounting or auditing firm or corporation which the internal audit function of the Company is outsourced to.

The main objective of the internal audit function is to assist the Group in evaluating and assessing the effectiveness of internal controls and consequently to highlight the areas where control weaknesses exist, if any, and thus improvements could be made. The internal audit function is independent and it reports directly to the AC on audit matters and to the CEO on administrative matters. The internal auditor assists the Board in monitoring and managing risks and internal controls of the Group.

The AC also reviews and approves the internal auditor's plan of each financial year to ensure that the scope of the plan is adequate and covers the review of the system of internal controls of the Group, including financial, operational, compliance and information technology controls. The internal audit function has unfettered access to all the Company's documents, records, properties and personnel, including access to the AC, and has appropriate standing within the Company. The internal auditor will report their audit findings and recommendations to the AC.

The Management together with the Board will review all audit reports and findings from internal auditors and external auditors during the AC meetings.

During FY2023, the internal auditors had reviewed and carried out the audit on areas pertaining to production management and procurement to payment management.

The AC had reviewed the adequacy of the internal audit function and is satisfied that the team is independent, effective and adequately resourced.

The Company has put in place a whistleblowing policy which sets out the procedures for a whistleblower to make a report on misconduct or wrongdoing relating to the Company and its officers. The AC has reviewed the whistleblowing policy that the Group has established. The Company publicly discloses through its website at <https://www.msmmgroup.com/pdf/Whistleblower-policy-for-MSMIL.pdf> and clearly communicates with employees, the existence of the whistleblowing policy, which contains:

- (a) procedures for raising such concerns;
- (b) clear channels through which staff and other persons may, in confidence, raise their concerns about possible improprieties, fraudulent activities or malpractices within the Company in a responsible and effective manner;
- (c) the arrangements and processes to facilitate independent investigation of such concerns and for appropriate follow-up action;

REPORT ON CORPORATE GOVERNANCE

(cont'd)

- (d) confidentiality clauses that protect identification of the whistleblower; and
- (e) protection to whistleblower against any detrimental and unfair treatment.

In compliance with Rule 1204(18B), the Company:

- (a) has designated the AC Chairman and AC members to investigate whistleblowing reports made in good faith;
- (b) ensures that the identity of the whistleblower is kept confidential;
- (c) discloses its commitment to ensure protection of the whistleblower against detrimental or unfair treatment in the Company's whistleblowing policy which is available on the Company's website; and
- (d) has designated the AC to be responsible for the oversight and monitoring of whistleblowing.

The AC is satisfied that arrangements are in place to ensure independent investigation of such matters and for appropriate follow-up actions to be taken.

For FY2023, there were no complaints, concerns or issues received by the AC.

SHAREHOLDER RIGHTS AND ENGAGEMENT

SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

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

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

The Board believes in regular, timely and effective communication with shareholders. The Company does not practice selective disclosure. In line with continuous obligations of the Company pursuant to the SGX-ST Catalist Rules, it is the Board's policy that shareholders are kept informed of all important developments concerning the Group that will or expect to have an impact on the Company or the Group through timely dissemination of information via SGXNET announcements, press releases, annual reports and various other announcements made whenever necessary. The Company also maintains a website at <http://www.msmmgroup.com> through which the shareholders can access to information about the Group. The website provides the business profile, corporate announcements, press releases, annual reports and other information of the Group.

Shareholders are encouraged to attend the AGM and/or general meetings to stay informed of the Company's goals and strategies and to ensure a high level of accountability by the Management. They are also given the opportunity and time to air their views and ask the Directors or Management questions regarding the Company.

The Company's Constitution allows all shareholders to appoint proxy(ies) to attend general meetings and vote on their behalf. Voting in absentia and by mail, electronic mail or facsimile may be possible at the Directors' discretion to approve or implement, subject to the security measures as may be deemed necessary or expedient to ensure that the integrity of the information and authentication of the identity of shareholder(s) is not compromised. Separate resolutions are tabled on each substantially separate issue at general meetings unless the issues are interdependent and linked so as to form one significant proposal and if such, the explanatory notes are set out in the notices of general meetings to explain the reasons and its material implications.

Printed copy of the notice of AGM (the "Notice") will be sent to the members but printed copy of the Company's annual report ("AR") will not be sent to members, instead, it will be sent to members by electronic means via publication on the Company's website at the URL <http://www.msmmgroup.com/> and made available on the SGXNet at the URL <https://www.sgx.com/securities/company-announcements> at least 14 calendar days before the meeting (excluding the date of notice and the date of meeting). Members have the right to elect whether to receive the AR in physical copy by completing the requisition form which is sent together with the Notice ("Requisition Form"). Please refer to and read the instructions set out in the Requisition Form carefully.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

The Board welcomes questions from shareholders either informally or formally before or at the AGM. The Chairman of the respective AC, RC and NC are available at the meeting to answer those questions relating to the work of the respective Board Committees. The Company's external auditors are also present to assist the Directors in addressing any relevant queries by shareholders. All Directors, Management, Company Secretary, external auditors and the Company's sponsor attended the Company's AGM via live webcast in respect of FY2022 held on 29 July 2022.

In addition, if the need arises, the Company may organise media/analyst briefings to enable a better appreciation of the Group's performance and developments, which will also act as platforms to solicit and understand the view of Shareholders and investors.

The Company's external auditors are also present to assist the Directors in addressing any relevant queries by shareholders. While there is no limit imposed on the number of proxy votes for nominee companies, the Constitution of the Company allow each shareholder to appoint up to two (2) proxies to attend general meetings. The Board will review the Company's Constitution from time to time, and where an amendment to the Company's Constitution is required to align the relevant provisions with the requirements of the SGX-ST Catalist Rules, shareholders' approval will be obtained.

All resolutions put forth at the general meetings of the Company are put to vote by way of poll, and their detailed results including the total number and the respective percentage of votes cast for and against each resolution will be announced via the SGXNET.

The Company Secretary prepares minutes of the general meetings which include substantial and relevant comments or queries from shareholders relating to the agenda of the meetings, and responses from the Board and the Management. These minutes are subsequently approved by the Board. On receipt of any request from shareholders, the minutes will also be made available to them at the registered office of the Company during office hours. The minutes of the AGM in respect of FY2023 will be published to the SGXNET and on the corporate website of the Company within one month from the AGM date.

The Group does not have a fixed dividend policy at present. The form, frequency and amount of dividends declared each year will take into consideration the Group's profitability, cash position, cash flow in relation to operating activities, projected capital requirements for business growth and other factors as the Board may deem appropriate. The Board has not declared dividends for the FY2023 as the Company has deemed it more appropriate to retain the cash in the Group for its future growth plans.

The Company does not have a dedicated investor relations team. The CFO is responsible for the Company's communication with shareholders. The public can provide feedback to the CFO via electronic mail at msm.agm@msmmgroup.com or the Company's registered address at 77 Robinson Road #06-03 Robinson 77 Singapore 068896.

MANAGING STAKEHOLDERS RELATIONSHIPS ENGAGEMENT WITH STAKEHOLDERS

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

The Company's engagement with all stakeholders will be set out in detail in the Sustainability Report to be published annually on the Company's corporate website and SGXNET. The Company takes a strategic and pragmatic approach in managing stakeholders' expectations to support its long-term strategy. Its key stakeholders include shareholders, investors, suppliers, customers, employees, government and regulators and the community. To understand stakeholders' expectations, the Company engages and fosters trusted relationships through listening to their views and responding to their concerns.

Additionally, the Company maintains a corporate website at <http://www.msmmgroup.com> to communicate and engage with stakeholders through the contact information of the Company which can be found on the website. The Company's announcements, financial results and annual reports are also made available on the Company's website.

The forthcoming AGM in respect of FY2023 ("**2023 AGM**") will be convened and held physically at 77 Robinson Road #06-03 Robinson 77 Singapore 068896 on 28 July 2023. Shareholders will be able to raise questions and vote in person at the 2023 AGM. Arrangements relating to the attendance and voting at the 2023 AGM by shareholders or their duly appointed proxy(ies), are set out in the Notice of AGM and Proxy Form.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

OTHER CORPORATE GOVERNANCE MATTERS

Dealings in Securities

The Company has adopted an internal code on dealings in securities. The Company and the Group's Directors and officers who have access to price-sensitive, financial or confidential information, or unpublished price-sensitive information on the Group, are not permitted to deal in the Company's securities during the periods commencing one month before the announcement of the Group's half year and full year financial results and ending on the date of announcement of such results. In addition, the Company, its Directors and officers are advised not to deal in the Company's securities for a short term considerations and are expected to observe the insider trading laws at all times even when dealing in the Company's securities within the permitted trading periods. Directors and officers are to consult with the CFO/company secretary before trading in Company's securities and to confirm annually that they have complied with and not in breach of the internal code on dealings in securities. The Board is kept informed when a Director trades in the Company's securities.

Interested Person Transactions

The Company has established procedures to ensure that all transactions with interested persons are reported on in a timely manner to the AC and that the transactions are carried out on normal commercial terms and shall not be prejudicial to the interests of the Company and its minority shareholders. When a potential conflict of interest arises, the Director concerned neither takes part in discussions nor exercises any influence over other Board members.

The Company does not have a general mandate for interested person transactions ("IPT"). There were no discloseable IPTs in FY2023.

Material Contracts

There were no material contracts entered into by the Company or any of its subsidiaries involving the interest of the CEO, any Director or controlling shareholder of the Company, either still subsisting at the end of the financial year, or if not then subsisting, which were entered into since the end of the previous financial year.

Non-Sponsorship Fees

In FY2023, no fees relating to non-sponsorship activities or services were paid to UOB Kay Hian Private Limited.

Sustainability Management

The Sustainability Report will be prepared in accordance with the sustainability reporting requirements of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rule 711A and in line with the Global Reporting Initiatives ("GRI"). We are also guided by the recommendations of the Taskforce on Climate-related Financial Disclosures ("TCFD") in our climate-related disclosures. The report will highlight the key economic, environmental, social and governance (ESG) factors such as economic performance, environmental compliance and occupational health and safety. More details and information will be available in the full report that will be published by 31 July 2023.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

ADDITIONAL INFORMATION ON DIRECTORS NOMINATED FOR RE-ELECTION – APPENDIX 7F TO THE SGX-ST CATALIST RULES

Pursuant to Rule 720(5) of the SGX-ST Catalist Rules, the information as set out in Appendix 7F to the SGX-ST Catalist Rules relating to Mr Chan Wen Chau and Mr Leow Wee Kia Clement, being the Directors who are retiring in accordance with the Company's Constitution at the forthcoming AGM, is set out below:

	Mr Chan Wen Chau	Mr Leow Wee Kia Clement
Date of Appointment	8/10/2009	30/10/2009
Date of last re-appointment	29/09/2020	29/09/2020
Age	48	49
Country of principal residence	Malaysia	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	The re-election of Mr Chan Wen Chau as the Executive Director of the Company was recommended by the NC and the Board has accepted the recommendation, after taking into consideration his expertise, performance, overall contributions, and competencies in fulfilling his responsibilities.	The re-election of Mr Leow Wee Kia Clement as the Independent Director of the Company was recommended by the NC and the Board has accepted the recommendation, after taking into consideration his expertise, performance, overall contributions, and competencies in fulfilling his responsibilities.
Whether appointment is executive, and if so, the area of responsibility	Executive role. Responsible for the overall business and strategic development, corporate planning, operations and management of the Group.	Non-Executive role
Job Title (e.g. Lead ID, AC Chairman, AC Member, etc)	Executive Director and CEO	Lead Independent Director, Chairman of the Nominating and Remuneration Committees and a member of the Audit Committee
Professional qualifications	Bachelor of Engineering (Mechanical Engineering) from the University of Portsmouth in the United Kingdom	<p>Master in Business Administration from University of Oxford, United Kingdom</p> <p>Postgraduate Diploma in Financial Strategy from University of Oxford, United Kingdom</p> <p>Bachelor of Science in Applied Economics from Cornell University, United States of America</p> <p>Governance as Leadership Program from Harvard Kennedy School, United States of America</p> <p>Member of Singapore Institute of Directors</p>

REPORT ON CORPORATE GOVERNANCE

(cont'd)

	Mr Chan Wen Chau	Mr Leow Wee Kia Clement
Working experience and occupation(s) during the past 10 years	Director and CEO of MSM International Limited	Independent Director of Ellipsiz Ltd (present) Independent Director of Overseas Education Limited (present) Independent Director of Lum Chang Holdings Limited (present) Managing Director, Head of Corporate Finance of GSUM Titanland Capital Pte Ltd (present) Non-Executive Director of Grand Team Technologies Pte. Ltd. (present) Executive Director and Chief Executive Officer of Allied Technologies Limited from 03/2019 to 07/2022 Executive Director, Chief Executive Officer and Head of Corporate Finance at Crowe Horwath Capital Pte Ltd from 03/2017 to 02/2019 Partner, Head of Corporate Finance Partners Capital (Singapore) Pte Ltd from 06/2009 to 03/2017 Independent Director of JB Foods Limited from 05/2012 to 04/2015
Shareholding interest in the listed issuer and its subsidiaries	Direct interest of 2,785,186 ordinary shares.	Nil
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries.	Mr Chan Wen Chau is the son of the Executive Chairman, Mr Chan Kee Sieng, and nephew to the Executive Director, Mr Chan Kit Moi.	Yes. Mr Leow Wee Kia Clement is the Independent Director of MSM International Limited.
Conflict of Interests (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other Principal Commitments* Including Directorships#		
Past (for the last 5 years)	Marc16 Equipment Manufacturing Sdn Bhd	Executive Director, Chief Executive Officer and Head of Corporate Finance at Crowe Horwath Capital Pte Ltd Executive Director and Chief Executive Officer of Allied Technologies Limited

REPORT ON CORPORATE GOVERNANCE

(cont'd)

	Mr Chan Wen Chau	Mr Leow Wee Kia Clement
Present	<p>MSM Metal Industries Sdn Bhd</p> <p>MSM Equipment Manufacturer Sdn Bhd</p> <p>MSM Kitchen Sdn Bhd</p> <p>OMS Technology Sdn Bhd</p> <p>Marc Conleth Industries Sdn Bhd</p> <p>Triumphant Hope Sdn Bhd</p> <p>Widewin Strategy Sdn Bhd</p> <p>MSM Metal (S) Pte Ltd</p> <p>Flexacon Automation System Sdn Bhd</p> <p>MSM R Kitchen Sdn Bhd</p>	<p>Independent Director of Overseas Education Limited</p> <p>Independent Director of Ellipsiz Ltd</p> <p>Independent Director of Lum Chang Holdings Limited</p> <p>Managing Director, Head of Corporate Finance of GSUM Titanland Capital Pte Ltd</p> <p>Non-Executive Director of Grand Team Technologies Pte Ltd.</p>
<p>Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given.</p>		
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No

REPORT ON CORPORATE GOVERNANCE

(cont'd)

	Mr Chan Wen Chau	Mr Leow Wee Kia Clement
(c) Whether there is any unsatisfied judgment against him?	No	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No

REPORT ON CORPORATE GOVERNANCE

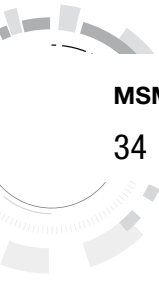
(cont'd)

	Mr Chan Wen Chau	Mr Leow Wee Kia Clement
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:- (i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or (ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or (iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or (iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	Save for any investigation relating to historical Special Audit matters of Allied Technologies Limited which took place prior to my appointment, no.

REPORT ON CORPORATE GOVERNANCE

(cont'd)

	Mr Chan Wen Chau	Mr Leow Wee Kia Clement
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No
Disclosure applicable to the appointment of Director only		
Any prior experience as a director of a listed company? If yes, please provide details of prior experience. If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange. Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).	Not applicable	Not applicable



FINANCIAL STATEMENTS

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DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

The directors present their statement to the members together with the audited financial statements of MSM International Limited (the "Company") and its subsidiary corporations (the "Group") for the financial year ended 31 March 2023 and the balance sheet of the Company as at 31 March 2023.

In the opinion of the directors,

- (a) the balance sheet of the Company and the consolidated financial statements of the Group as set out on pages 43 to 107 are drawn up so as to give a true and fair view of the financial position of the Company and of the Group as at 31 March 2023 and the financial performance, changes in equity and cash flows of the Group for the financial year covered by the consolidated financial statements; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

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

Chan Kee Sieng
Chan Kit Moi
Chan Wen Chau
Leow Wee Kia Clement
Lee Kean Cheong
Wong Kok Seong

Arrangements to enable directors to acquire shares and debentures

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

Directors' interests in shares or debentures

According to the register of directors' shareholdings, none of the directors holding office at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations, except as follows:

	Holdings registered in name of director		Holdings in which director is deemed to have an interest	
	At 31.3.2023	At 1.4.2022	At 31.3.2023	At 1.4.2022
Company (No. of ordinary shares)				
Chan Kee Sieng	187,000	187,000	76,955,933	76,955,933
Chan Kit Moi	130,000	130,000	76,955,933	76,955,933
Chan Wen Chau	2,785,186	2,785,186	–	–

The deemed interests of Chan Kee Sieng and Chan Kit Moi arise from their shareholdings in the holding corporation, Triumphant Hope Sdn. Bhd..

DIRECTORS' STATEMENT

(cont'd)

Directors' interests in shares or debentures (cont'd)

	Holdings registered in name of director		Holdings in which director is deemed to have an interest	
	At	At	At	At
	31.3.2023	1.4.2022	31.3.2023	1.4.2022
Holding Corporation				
- Triumphant Hope Sdn. Bhd.				
<i>(No. of ordinary shares)</i>				
Chan Kee Sieng	150	150	-	-
Chan Kit Moi	150	150	-	-

By virtue of Section 7 of the Singapore Companies Act 1967 (the "Act"), Chan Kee Sieng and Chan Kit Moi are deemed to have interests in the shares of all the subsidiary corporations, at the beginning and at the end of the financial year.

The directors' interests in the ordinary shares of the Company as at 21 April 2023 were the same as those as at 31 March 2023.

Share options

There were no options granted during the financial year to subscribe for unissued shares of the Company or its subsidiary corporations.

No shares have been issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company or its subsidiary corporations.

There were no unissued shares of the Company or its subsidiary corporations under option at the end of the financial year.

Audit committee

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

Wong Kok Seong (Chairman)
Leow Wee Kia Clement
Lee Kean Cheong

All members of the Audit Committee were independent and non-executive directors.

The Audit Committee carried out its functions in accordance with Section 201B(5) of the Singapore Companies Act 1967 and the Code of Corporate Governance. In performing those functions, the Audit Committee carried out the following:

- Review the scope and results of internal audit procedures with the internal auditor;
- Review the audit plan of the Company's independent auditor and any recommendations on internal accounting controls arising from the statutory audit;
- Review the assistance given by the Company's management to the independent auditor;
- Review the balance sheet of the Company and the consolidated financial statements of the Group for the financial year ended 31 March 2023 before their submission to the Board of Directors, as well as the independent auditor's report on the balance sheet of the Company and the consolidated financial statements of the Group;
- Review transactions falling within the scope of Chapter 9 of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Manual Section B: Rules of Catalyst ("Catalist Rules");

Audit committee (cont'd)

- Review the half yearly and annual financial statements and results announcement before submission to the Board of Directors for approval, focusing in particular on changes in accounting policies and practices, major risk areas, significant adjustments resulting from the audit, compliance with accounting standards and compliance with the Catalist Rules and any other relevant statutory or regulatory requirements;
- Review the independence and objectivity of the independent auditor; and
- Make recommendations to the Board of Directors on the appointment, re-appointment and removal of independent auditor, and approve the remuneration and terms of engagement of the independent auditor.

The Audit Committee has recommended to the Board of Directors that the independent auditor, CLA Global TS Public Accounting Corporation be nominated for re-appointment at the forthcoming Annual General Meeting of the Company.

Independent auditor

The independent auditor, CLA Global TS Public Accounting Corporation has expressed its willingness to accept re-appointment.

On behalf of the directors

.....
Chan Kee Sieng
Director

.....
Chan Kit Moi
Director

5 July 2023

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MSM INTERNATIONAL LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of MSM International Limited (the “Company”) and its subsidiary corporations (the “Group”), which comprise the consolidated balance sheet of the Group and the balance sheet of the Company as at 31 March 2023, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 43 to 107.

In our opinion, the accompanying consolidated financial statements of the Group and the balance sheet of the Company are properly drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the “Act”) and Singapore Financial Reporting Standards (International) (“SFRS(I)s”) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 March 2023 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the financial year ended on that date.

Basis for Opinion

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

Key Audit Matters

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

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF MSM INTERNATIONAL LIMITED

(cont'd)

Key Audit Matters (cont'd)

Key audit matter	How our audit addressed the matter
<p>Valuation of trade and other receivables (Refer to notes 2.10, 3.1(a), 13 and 31(b) to the financial statements)</p> <p>As at 31 March 2023, the carrying amount of trade and other receivables was RM25,055,000 (2022: RM35,417,000), which accounted for 49% (2022: 56%) of the Group's total current assets.</p> <p>With reference to SFRS(I) 9 <i>Financial Instruments</i>, an entity shall measure expected credit losses ("ECL") in a way that reflects a range of possible outcomes, considering past events, current conditions and future economic conditions.</p> <p>In determining the ECL allowance for trade receivables, management conducted debtor specific assessment for credit impaired debtors. Management considers historical loss experience of the respective customers, their transactions, and receipts with the Group during the financial year, and estimates of the collectability amount and timing for each customer.</p> <p>Trade receivables are categorised for potential write-off when the counterparty fails to make contractual payments for past due more than 365 days and it is expected the outstanding balances will be uncollectible.</p> <p>Other receivables are generally measured at an amount equal to 12-month ECL as there is low risk of default and strong capability to meet contractual cash flows. However, if the credit quality deteriorates and resulting credit risk of other receivables significantly increases since their initial recognition, the 12-month ECL is replaced by lifetime ECL.</p> <p>The loss allowance on trade receivables and other receivables recognised by the Group in the profit and loss during the financial year ended 31 March 2023 amounted to RM892,000 and RM5,949,000 respectively.</p> <p>We focused on this area due to the significant degree of management judgement involved in estimating the ECL and in consideration of the significance of trade and other receivables to the Group.</p>	<p>In obtaining sufficient audit evidence, the following procedures were carried out:</p> <ul style="list-style-type: none"> • Assessed the reliability of the trade receivables aging report by reviewing the aging of trade receivables on a sampling basis. • Assessed the recoverability of long outstanding trade receivables by comparing management's assumptions used in estimating the amounts and timing of the collection of outstanding debts to (1) historical patterns of receipts for the respective trade debtors, including review of historical default rate of debtors to assess the reasonableness and appropriateness of loss rate applied by the management; (2) subsequent receipts and any other evidence to support the recoverability of trade receivables; and (3) considerations of impact of uncertainty of market condition on the collectability of outstanding balances from trade debtors. • Evaluated management's assessment of any significant increase in credit risk since initial recognition for other receivables by (1) reviewing the financial position and historical repayment trend of other debtors; (2) checking to receipts of outstanding balances subsequent to financial year end; and (3) considerations of impact of uncertainty of market condition on the collectability of outstanding balances from other debtors. • Reviewed the adequacy of the disclosures made in the consolidated financial statements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MSM INTERNATIONAL LIMITED

(cont'd)

Key Audit Matters (cont'd)

Key audit matter	How our audit addressed the matter
<p>Net realisable value of inventories (Refer to notes 2.17, 3.1(b) and 14 to the financial statements)</p> <p>The Group's inventories as at 31 March 2023 amounting to RM10,042,000 (2022: RM9,723,000) represented approximately 20% (2022: 16%) of the Group's total current assets.</p> <p>Inventories are measured at lower of cost and net realisable value. Management applied judgements in determining the net realisable value of inventories on an item-by-item basis by considering the following factors:</p> <ul style="list-style-type: none"> - slow-moving and obsolete as a result of a reduction in customer's demand; - destroyed or damaged inventories; - prevailing market conditions that would affect future demand and anticipated selling prices; and - possibility to have alternative use of the slow moving and obsolete inventories and the cost efficiency in conversion of these inventories into other products. <p>The management assessed that no inventories is required to be written down/ written off during the financial year ended 31 March 2023.</p> <p>We focused on this area due to the significant degree of judgements involved in the assessment of the process, methods and assumptions used by management to determine the net realisable value of inventories.</p>	<p>In obtaining sufficient audit evidence, the following procedures were carried out:</p> <ul style="list-style-type: none"> • Evaluated management's process and reviewed the reasonableness of management's assessment on the net realisable value of the inventories. • Enquired with management any obsolete or slow-moving inventories and inspected the condition of the inventories during the observation of physical inventories count. • Discussed the basis of written down/ written off of the inventories with management and assessed the reasonableness of the assumptions used by management. • On sampling basis, checked and tested the net realisable value of inventories to subsequent selling price of the inventories or to the available latest selling prices.

Other Information

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

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

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

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF MSM INTERNATIONAL LIMITED
(cont'd)

Responsibility of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF MSM INTERNATIONAL LIMITED

(cont'd)

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

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

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

Report on Other Legal and Regulatory Requirements

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

The engagement director on the audit resulting in this independent auditor's report is Lee Tze Shiong.

**CLA Global TS Public Accounting Corporation
Public Accountants and Chartered Accountants**

**Singapore
5 July 2023**

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

	Note	2023 RM'000	2022 RM'000
Revenue	4	81,530	78,903
Cost of sales		(60,810)	(60,516)
Gross profit		20,720	18,387
Other income			
- Interest from bank deposits		24	20
- Others	5	3,558	1,491
Other gains and losses, net			
- Loss allowance on financial assets	31(b)	(6,841)	(377)
- Others	6	3,159	1,887
Expenses			
- Selling and distribution		(4,045)	(3,620)
- Administrative		(13,378)	(12,599)
- Finance	9	(3,525)	(3,239)
		(328)	1,950
Share of profit of associated companies	20	1,059	2,084
Profit before income tax		731	4,034
Income tax expense	10	(99)	(265)
Net profit for the financial year		632	3,769
Other comprehensive income:			
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Exchange (loss)/gain arising from translation of foreign operations		(87)	26
Other comprehensive (loss)/income for the financial year, net of tax		(87)	26
Total comprehensive income for the financial year		545	3,795
Net profit/(loss) attributable to:			
Equity holders of the Company		666	3,533
Non-controlling interests		(34)	236
		632	3,769
Total comprehensive income/(loss) attributable to:			
Equity holders of the Company		579	3,559
Non-controlling interests		(34)	236
		545	3,795
Profit per share for profit attributable to equity holders of the Company (RM cents per share)			
- Basic and diluted	11	0.63	3.35

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

BALANCE SHEETS

AS AT 31 MARCH 2023

	Note	Group		Company	
		2023	2022	2023	2022
		RM'000	RM'000	RM'000	RM'000
ASSETS					
Current Assets					
Cash and bank balances	12	9,234	11,323	409	8
Trade and other receivables	13	25,055	35,417	13,366	18,154
Inventories	14	10,042	9,723	–	–
Other current assets	15	5,183	5,045	–	–
Income tax recoverable		1,190	1,188	–	–
		50,704	62,696	13,775	18,162
Non-Current Assets					
Property, plant and equipment	16	42,839	41,988	–	–
Investment properties	18	3,504	3,563	–	–
Investments in subsidiary corporations	19	–	–	19,654	19,654
Investments in associated companies	20	13,822	9,905	5,056	5,056
		60,165	55,456	24,710	24,710
Total Assets		110,869	118,152	38,485	42,872
LIABILITIES					
Current Liabilities					
Trade and other payables	21	16,642	16,628	5,302	5,716
Borrowings	22	29,647	34,766	–	–
Lease liabilities	23	2,829	3,531	–	–
		49,118	54,925	5,302	5,716
Non-Current Liabilities					
Borrowings	22	23,578	26,024	–	–
Lease liabilities	23	5,311	4,933	–	–
Deferred income tax liabilities	24	143	96	–	–
		29,032	31,053	–	–
Total Liabilities		78,150	85,978	5,302	5,716
NET ASSETS		32,719	32,174	33,183	37,156
EQUITY					
Capital and reserves attributable to equity holders of the Company					
Share capital	25	30,158	30,158	30,158	30,158
Currency translation reserve		(122)	(35)	–	–
Retained earnings		1,708	1,042	3,025	6,998
		31,744	31,165	33,183	37,156
Non-controlling interests	19	975	1,009	–	–
Total Equity		32,719	32,174	33,183	37,156

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

	← Attributable to equity holders of the Company →					
	Share capital RM'000	Currency translation reserve RM'000	Retained earnings*/ (accumulated losses) RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
31 March 2023						
Beginning of financial year	30,158	(35)	1,042	31,165	1,009	32,174
Net profit/(loss) for the financial year	-	-	666	666	(34)	632
Other comprehensive loss for the financial year	-	(87)	-	(87)	-	(87)
Total comprehensive (loss)/income for the financial year	-	(87)	666	579	(34)	545
End of financial year	30,158	(122)	1,708	31,744	975	32,719
31 March 2022						
Beginning of financial year	30,158	(61)	(2,491)	27,606	822	28,428
Net profit for the financial year	-	-	3,533	3,533	236	3,769
Other comprehensive income for the financial year	-	26	-	26	-	26
Total comprehensive income for the financial year	-	26	3,533	3,559	236	3,795
Dividend paid to non-controlling interests	-	-	-	-	(49)	(49)
End of financial year	30,158	(35)	1,042	31,165	1,009	32,174

* Retained earnings of the Group are distributable, except for accumulated retained earnings of associated companies amounting to RM5,712,000 (2022: RM4,999,000).

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

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

	Note	2023 RM'000	2022 RM'000
Cash flows from operating activities			
Net profit		632	3,769
Adjustments for:			
- Income tax expense	10	99	265
- Depreciation of property, plant and equipment	7	4,060	4,353
- Depreciation of investment properties	7	59	59
- Gain on disposal of property, plant and equipment	6	(54)	(50)
- Gain on disposal of a subsidiary corporation	6	-	(1,838)
- Gain on lease modification	6	-	(32)
- Gain on dilution of interest in associated companies	6	(3,204)	-
- Rent concessions	6	-	(69)
- Share of profit of associated companies	20	(1,059)	(2,084)
- Interest income		(24)	(20)
- Interest expense	9	3,525	3,239
- Unrealised currency translation (gain)/loss		(87)	26
		3,947	7,618
Changes in working capital, net of effects from disposal of a subsidiary corporation:			
- Trade and other receivables		10,362	(6,806)
- Inventories		(319)	457
- Other current assets		(138)	(1,148)
- Trade and other payables		265	10,676
- Bills payable		(2,866)	(2,287)
Cash generated from operations		11,251	8,510
Interest paid		(1,643)	(1,428)
Interest received		24	20
Income tax paid		(54)	(399)
Net cash provided by operating activities		9,578	6,703
Cash flows from investing activities			
Additions to property, plant and equipment		(3,154)	(420)
Proceeds from disposal of property, plant and equipment		2,070	170
Disposal of a subsidiary corporation, net of cash disposed of		-	138
Dividends received from associated companies		346	-
Net cash used in investing activities		(738)	(112)
Cash flows from financing activities			
Increase in short-term bank deposits pledged		(24)	(20)
Dividend paid to non-controlling interest		-	(49)
Repayment of bank borrowings		(2,037)	(471)
Repayment of lease liabilities		(4,348)	(4,153)
Interest paid		(1,882)	(1,811)
Net cash used in financing activities		(8,291)	(6,504)
Net increase in cash and cash equivalents		549	87
Cash and cash equivalents			
Beginning of financial year		(857)	(944)
End of financial year	12	(308)	(857)

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

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

	Beginning of financial year RM'000	Principal and interest payments RM'000	Non-cash changes					End of financial year RM'000
			SFRS(I) 16 Lease Disposals RM'000	SFRS(I) 16 Lease modification RM'000	Rent concessions RM'000	Additions RM'000	Interest expense RM'000	
2023								
Borrowings	28,260	(3,464)	-	-	-	-	-	26,223
Lease liabilities	8,464	(4,803)	-	-	-	4,024	455	8,140
2022								
Borrowings	32,965	(1,700)	(4,234)	-	-	-	1,229	28,260
Lease liabilities	11,495	(4,735)	(544)	(447)	(69)	2,182	582	8,464

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

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

1. GENERAL INFORMATION

MSM International Limited (the “Company”) is listed on the Catalist, the sponsor-supervised listing platform of Singapore Exchange Securities Trading Limited (“SGX-ST”), which is incorporated and domiciled in Singapore. The address of its registered office is 77 Robinson Road, #06-03 Robinson 77, Singapore 068896. The principal place of business of the subsidiary corporations is located at Lot 1909, Jalan KPB 5, Kawasan Perindustrian Kampung Baru Balakong, 43300 Seri Kembangan, Selangor Darul Ehsan, Malaysia.

The principal activity of the Company is that of investment holding. The principal activities of the subsidiary corporations and associated companies are disclosed in Notes 19 and 20 to the financial statements.

The Company’s holding corporation is Triumphant Hope Sdn. Bhd., incorporated in Malaysia.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

These financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) (“SFRS(I)”) under the historical cost convention, except as disclosed in the accounting policies below. The financial statements are presented in Malaysian Ringgit (“RM”) and all values are rounded up to the nearest thousand (“RM’000”) except as otherwise indicated.

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

Interpretations and amendments to published standards effective in 2023

On 1 April 2022, the Group has adopted the new or amended SFRS(I) and Interpretations of SFRS(I) (“INT SFRS(I)”) that are mandatory for application for the financial year. Changes to the Group’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

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

2.2 Group accounting

(a) *Subsidiary corporations*

(i) *Consolidation*

Subsidiary corporations are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiary corporations are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**2.2 Group accounting (cont'd)***(a) Subsidiary corporations (cont'd)**(i) Consolidation (cont'd)*

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

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

(ii) Acquisitions

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

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

Acquisition-related costs are expensed as incurred.

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

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

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

(iii) Disposals

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.2 Group accounting (cont'd)

(a) *Subsidiary corporations (cont'd)*

(iii) *Disposals (cont'd)*

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

Please refer to the paragraph "Investments in subsidiary corporations and associated companies" for the accounting policy on investments in subsidiary corporations in the separate financial statements of the Company.

(b) *Transactions with non-controlling interests*

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

(c) *Associated companies*

Associated companies are entities over which the Group has significant influence, but not control, generally accompanied by a shareholding giving rise to voting rights of 20% and above but not exceeding 50%.

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

(i) *Acquisitions*

Investments in associated companies are initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition.

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

(ii) *Equity method of accounting*

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise Group's share of its associated companies' post-acquisition profits or losses of the investee in profit or loss and its share of movements in other comprehensive income of the investee's other comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**2.2 Group accounting (cont'd)***(c) Associated companies (cont'd)**(ii) Equity method of accounting (cont'd)*

Dividends received or receivable from the associated companies are recognised as a reduction of the carrying amount of the investments. When the Group's share of losses in an associated company equals to or exceeds its interest in the associated company, the Group does not recognise further losses, unless it has legal or constructive obligations to make, or has made, payments on behalf of the associated company. If the associated company subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised. Interest in an associated company includes any long-term loans for which settlement is never planned nor likely to occur in the foreseeable future.

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

(iii) Disposals

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

Please refer to the paragraph "Investments in subsidiary corporations and associated companies" for the accounting policy on investments in associated companies in the separate financial statements of the Company.

2.3 Investments in subsidiary corporations and associated companies

Investments in subsidiary corporations and associated companies are carried at cost less accumulated impairment losses in the Company's balance sheet. On disposal of such investments, the difference between the disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.4 Revenue recognition

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

(a) Sale of goods

Revenue from sale of goods is recognised when the Group has delivered the products to its customers and the customers have obtained control of the products.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.4 Revenue recognition (cont'd)

(b) *Revenue from services*

Revenue from services are satisfied over a period of time as the customer simultaneously receives and consumes the benefits over the duration of the contract. The Group's performance of the service does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Revenue is recognised over time by reference to the Group's progress towards completing the contract. The measure of progress is determined by referring to milestone reached. The customer is invoiced on a milestone payment schedule for fixed-price contracts. If the value of the service transferred by the Group exceed the payments, a contract asset is recognised. If the payments exceed the value of the goods or service transferred, a contract liability is recognised.

Costs incurred in fulfilling a contract with a customer, are recognise only if (a) these costs relate directly to a contract or to an anticipated contract which the Group can specifically identify; (b) these costs generate or enhance resources of the Group that will be used in satisfying performance obligations in the future; and (c) the costs are expected to be recovered. Otherwise, such costs are recognised as an expense immediately.

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

(c) *Interest income*

Interest income is recognised using the effective interest method.

(d) *Rental income*

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

2.5 Property, plant and equipment

(a) *Measurement*

(i) *Land and buildings*

Land and buildings are initially recognised at cost. Freehold land is subsequently carried at cost less accumulated impairment losses. Buildings and leasehold land are subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(ii) *Other property, plant and equipment*

All other items of property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.5 Property, plant and equipment (cont'd)

(b) Depreciation

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

	<u>Useful lives</u>
Leasehold land and buildings	over the leased term ranged from 60 to 99 years/50 years
Plant and machinery	5 to 10 years
Renovation and signboard	10 years
Motor vehicles	5 years
Computer, office equipment, fixtures, furniture and fittings	5 to 10 years
Showroom equipment	3 years

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

Fully depreciated assets are retained in the financial statements until they are no longer in use.

(c) Subsequent expenditure

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

(d) Disposal

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

2.6 Intangible assets

Goodwill on acquisitions

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

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

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.7 Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method.

2.8 Investment properties

Investment properties comprise those portions of leasehold land and office buildings that are held for long term rental yields and/or for capital appreciation.

Investment properties are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is calculated using a straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	<u>Useful lives</u>
Leasehold land	58 years
Leasehold land and buildings	87/50 years

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

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are recognised in profit or loss. The cost of maintenance, repairs and minor improvements is recognised in profit or loss when incurred.

On disposal of an investment property, the difference between the disposal proceeds and the carrying amount is recognised in profit or loss.

2.9 Impairment of non-financial assets

(a) Goodwill

Goodwill recognised separately as intangible asset is tested for impairment annually and whenever there is indication that the goodwill may be impaired.

For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group's cash-generating units ("CGU") expected to benefit from synergies arising from the business combination.

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

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**2.9 Impairment of non-financial assets (cont'd)**

- (b) *Property, plant and equipment*
Right-of-use assets
Investment properties
Investments in subsidiary corporations and associated companies

Property, plant and equipment, right-of-use assets, investment properties and investments in subsidiary corporations and associated companies are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

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

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

An impairment loss for an asset other than goodwill is reversed only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss.

2.10 Financial assets

- (a) *Classification and measurement*

The Group classifies its financial assets at amortised cost.

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

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

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

At initial recognition

At initial recognition, the Group measures a financial asset at its fair value plus transaction costs that are directly attributable to the acquisition of the financial asset.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.10 Financial assets (cont'd)

(a) *Classification and measurement (cont'd)*

At subsequent measurement

Debt instruments

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

Subsequent measurement for debt instruments classified as amortised cost:

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

(b) *Impairment*

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

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

For other financial assets at amortised cost, the general 3 stage approach is applied. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

(c) *Recognition and derecognition*

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

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

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

2.11 Offsetting of financial instruments

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**2.12 Financial guarantee**

The Company has issued corporate guarantees to banks for bank borrowings of its subsidiary corporations and associated company. These guarantees are financial guarantees as they require the Company to reimburse the banks if the subsidiary corporations and associated company fail to make principal or interest payments when due in accordance with the terms of their borrowings. Intra-Group transactions are eliminated on consolidation.

Financial guarantee contracts are initially measured at fair value plus transaction costs and subsequently measured at the higher of:

- (a) premium received on initial recognition less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15; and
- (b) the amount of expected loss computed using the impairment methodology under SFRS(I) 9.

2.13 Borrowings

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

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

2.14 Trade and other payables

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

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

2.15 Fair value estimation of financial assets and liabilities

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

2.16 Leases

- (a) *When the Group is the lessee*

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identifiable asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.16 Leases (cont'd)

(a) *When the Group is the lessee (cont'd)*

(i) *Right-of-use assets*

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

These right-of-use assets is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use assets or the end of the lease term.

Right-of-use assets are presented within "Property, plant and equipment".

(ii) *Lease liabilities*

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

Lease payments include the following:

- Fixed payment (including in-substance fixed payments, less any lease incentives receivables;
- Variable lease payment that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amount expected to be payable under residual value guarantees;
- The exercise price of a purchase option if is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

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

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

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

Lease liability is remeasured with a corresponding adjustment to the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**2.16 Leases (cont'd)**

(a) *When the Group is the lessee (cont'd)*

(iii) *Short term and low value leases*

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

(iv) *Variable lease payments*

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group shall recognise those lease payments in profit or loss in the periods that triggered those lease payments.

(b) *When the Group is the lessor*

Lessor – Operating leases

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

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

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

2.17 Inventories

Inventories are carried at the lower of cost and net realisable value. Cost is determined using the first-in, first-out method. The cost of finished goods and work-in-progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity) but exclude borrowing costs.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated cost of completion and applicable variable selling expenses.

2.18 Income taxes

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

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.18 Income taxes (cont'd)

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

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

Deferred income tax is measured:

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

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

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

2.19 Provisions

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

2.20 Employee compensation

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

(a) *Defined contribution plans*

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

(b) *Short-term compensated absences*

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**2.21 Currency translation***(a) Functional and presentation currency*

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

(b) Transactions and balances

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

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

Foreign exchange gains and losses that relate to borrowings are presented in the statement of comprehensive income within "finance expense". All other foreign exchange gains and losses impacting profit or loss are presented in profit or loss within "Other gains and losses, net – Others".

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

(c) Translation of Group entities' financial statements

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

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

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.22 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Board of Directors who are responsible for allocating resources and assessing performance of the operating segments.

2.23 Cash and cash equivalents

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

2.24 Share capital

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

2.25 Government grant

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

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

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

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

3.1 Critical accounting estimates and assumptions

(a) *Expected credit losses on trade and other receivables*

The Group's trade receivables arises from its different revenue segments – sale of OEM contract manufacturing products, kitchen appliances, equipment and related services and cleanroom and laboratories products.

The Group determines ECL of trade receivables by making debtor specific assessment for credit impaired debtors. The Group considers historical loss experience for the respective customers, its transactions, and receipts with the Group during the financial year and estimates of the amount and timing of the collectability of respective customers. Trade receivables have been categorised for potential write-off when the counterparty fails to make contractual payments more than 365 days past due and expected the outstanding balances to be uncollectible. A loss allowance of RM2,461,000 (2022: RM3,046,000) (Note 13) for trade receivables have been recognised as at 31 March 2023.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (CONT'D)**3.1 Critical accounting estimates and assumptions (Cont'd)***(a) Expected credit losses on trade and other receivables (Cont'd)*

The Group generally measured the loss allowance of other receivables at an amount equal to 12-month ECL by taking into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the receivables in estimating the probability of default. When the credit quality deteriorates and the resulting credit risk of other receivables increase significantly since its initial recognition, the 12-month ECL would be replaced by lifetime ECL. A loss allowance of RM5,949,000 (2022: nil) (Note 13) for other receivables have been recognised as at 31 March 2023.

The Group's credit risk exposure for trade and other receivables are set out in Note 31(b).

(b) Valuation of inventories

Inventories are measured at lower of cost and net realisable value. A review is made periodically and management applied judgement in determining the net realisable value of inventories by considering the following factors:

- slow-moving or obsolete as a result of a reduction in customer's demand
- destroyed or damaged inventories
- prevailing market conditions that would affect future demand and anticipated selling prices
- alternative use of the slow moving and obsolete inventories and the cost efficiency in conversion of these inventories to other products

The Group has assessed that no inventories is required to be written down or written off during the financial years ended 31 March 2023 and 2022.

The carrying amounts of inventories at the balance sheet date is disclosed in Note 14.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (CONT'D)

3.1 Critical accounting estimates and assumptions (cont'd)

(c) *Useful lives of plant and machinery*

The cost of plant and machinery are depreciated on a straight-line basis over their estimated useful lives which management estimates the useful lives of these assets to be within 5 to 10 years.

Changes in the expected level of usage and technological development could impact the economic useful lives of these assets; therefore, future depreciation charges could be revised. Management reviews the residual values and useful lives of plant and machinery at each balance sheet date in accordance with the accounting policies in Note 2.5. The estimation of the residual values and useful lives involves significant judgements.

The carrying amounts of the Group's plant and machinery at the balance sheet date is disclosed in Note 16.

(d) *Impairment of investment in subsidiary corporations*

Investments in subsidiary corporations are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired. In determining the recoverable value, an estimate of expected future cash flows from each investment or CGU and an appropriate discount rate is required to be made. An impairment exists when the carrying amount of an investment or CGU exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value-in-use.

Estimating the value-in-use requires the Group to make an estimate of the expected future cash flows from the investment or CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

Actual results may ultimately differ from the estimates and key assumptions utilised in the calculations. Accordingly, there may be material adjustments to the carrying amounts.

The carrying amount of the Company's investments in subsidiary corporations at balance sheet date is disclosed in Note 19.

3.2 Critical judgements in applying the entity's accounting policies

Deferred income taxes

The Group recognises deferred income tax assets on carried forward capital allowances and reinvestment allowances to the extent there are sufficient estimated future taxable profits and/or taxable temporary differences against which these allowances can be utilised and that the Group is able to satisfy the continuing ownership test. Significant management judgement is required in determining the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

The total carrying amount of recognised capital allowances, reinvestment allowances and other temporary differences of the Group amounted to RM596,000 (2022: RM400,000) and the unrecognised tax losses, capital allowances and reinvestment allowances of the Group was RM34,873,000 (2022: RM35,704,000). If the tax authority regards the group entities is not satisfying and/or meeting certain statutory requirements in their respective countries of incorporation, the deferred income tax asset will have to be written off as income tax expense and unrecognised tax losses will be forfeited.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

4. REVENUE

The Group derives revenue from the transfer of goods and services at a point in time and over time in the following revenue streams:

	At a point in time RM'000	Overtime RM'000	Total RM'000
2023			
OEM contract manufacturing products	28,340	4,091	32,431
Kitchen appliances, equipment and related services	39,945	–	39,945
Cleanroom and laboratories products	2,375	6,779	9,154
	70,660	10,870	81,530
2022			
OEM contract manufacturing products	31,852	5,389	37,241
Kitchen appliances, equipment and related services	30,959	–	30,959
Cleanroom and laboratories products	4,784	5,919	10,703
	67,595	11,308	78,903

The Group has recognised an asset in relation to costs to fulfil contracts. This is presented within trade and other receivables (Note 13) in the balance sheet.

Costs to fulfil contracts for OEM contract manufacturing products and cleanroom and laboratories products relate to costs incurred for purchases of material/goods used to fulfil contracts. These costs are amortised to profit or loss as cost of sales on a basis consistent with the pattern of recognition of the associated revenue.

5. OTHER INCOME - OTHERS

	Group	
	2023 RM'000	2022 RM'000
Rental income		
- Investment properties (Note 18)	90	89
- Factory, hostel and office	548	712
- Motor vehicles	3	24
Insurance claim ^(a)	2,777	516
Others	140	150
	3,558	1,491

^(a) The Group has received insurance claim payout of RM2,440,000 for a fire incident that occurred at one of the Group's factory buildings located at Kawasan Perindustrian Kampung Baru Balakong, Seri Kembangan, Selangor Darul Ehsan on 2 May 2022.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

6. OTHER GAINS AND LOSSES, NET – OTHERS

	Group	
	2023 RM'000	2022 RM'000
Bad debts written off on trade receivables	(27)	–
Currency exchange loss – net	(72)	(102)
Gain on disposal of property, plant and equipment	54	50
Gain on disposal of a subsidiary corporation (Note 12)	–	1,838
Gain on lease modification	–	32
Gain on dilution of interest in associated companies (Note 20)	3,204	–
Rent concessions	–	69
	3,159	1,887

7. EXPENSES BY NATURE

	Group	
	2023 RM'000	2022 RM'000
Changes in inventories	257	457
Commission	208	170
Depreciation of property, plant and equipment (Note 16)	4,060	4,353
Depreciation of investment properties (Note 18)	59	59
Directors' fees	212	167
Employee compensation (Note 8)	14,375	12,929
Exhibitions	1	–
Fees on audit services paid/payable to:		
- Auditor of the Company	203	153
- Other auditors	207	198
Fees on non-audit services paid/payable to:		
- Other auditors	269	55
Freight and forwarding	350	638
Fuel and gas	787	677
Insurance	635	598
Professional fees	756	857
Purchases of inventories	42,864	44,503
Rental expense	555	128
Subcontractors' cost	6,464	5,814
Travelling and transportation	1,179	1,063
Upkeep, repair and maintenance	1,974	1,450
Utilities	1,204	1,105
Others	1,614	1,361
	78,233	76,735

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

8. EMPLOYEE COMPENSATION

	Group	
	2023 RM'000	2022 RM'000
Salaries, wages and bonuses	12,969	11,719
Employer's contribution to defined contribution plans	702	717
Other short-term benefits	704	493
	14,375	12,929

During the financial year ended 31 March 2022, the Group received wage subsidy from the Government of Malaysia under the Short-Term Economic Recovery Plan ("PENJANA") scheme of RM247,000 which is offset against the salary and wages expense. The wage subsidy programme was introduced to promote employee retention and reduce layoffs and eligible employers received cash grants for certain employees, up to a maximum of 200 employees per company.

9. FINANCE EXPENSES

	Group	
	2023 RM'000	2022 RM'000
Interest expense		
- Bank overdraft	730	726
- Bank loans	1,427	1,229
- Bills payable	913	702
- Lease liabilities (Note 17(c))	455	582
	3,525	3,239

10. INCOME TAX EXPENSE

	Group	
	2023 RM'000	2022 RM'000
Tax expense attributable to profit is made up of:		
Profit for the financial year:		
- Current income tax - Malaysia	144	268
- Deferred income tax (Note 24)	47	-
	191	268
Overprovision in prior financial years:		
- Current income tax	(92)	(3)
	99	265

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

10. INCOME TAX EXPENSE (CONT'D)

The income tax expense on the Group's profit before income tax differs from the theoretical amount that would arise using the Malaysia standard rate of income tax is as follows:

	Group	
	2023 RM'000	2022 RM'000
Profit before income tax	731	4,034
Share of profit of associated companies, net of tax	(1,059)	(2,084)
Profit before income tax and share of profit of associated companies	(328)	1,950
Tax calculated at Malaysia income tax rate of 24% (2022: 24%)	(79)	468
Effects of:		
- Different tax rates in other countries	290	201
- Expenses not deductible for tax purposes	1,890	805
- Income not subject to tax	(1,711)	(577)
- Utilisation of previously unrecognised tax losses and allowances	(843)	(247)
- Effect of temporary differences in relation to unrecognised tax losses and capital allowances of subsidiary corporation disposed off	-	(721)
- Deferred tax assets not recognised	644	339
- Overprovision of tax in prior financial years	(92)	(3)
Tax expense	99	265

11. PROFIT PER SHARE

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

For the purpose of calculating diluted profit per share, profit attributable to equity holders of the Company and the weighted average number of ordinary shares outstanding are adjusted for the effects of all dilutive potential ordinary shares. There were no dilutive potential ordinary shares during the current and prior financial year.

	2023	2022
Net profit attributable to equity holders of the Company (RM'000)	666	3,533
Weighted average number of ordinary shares outstanding for basic profit per share ('000)	105,391	105,391
Basic and diluted profit per share (RM cents per share)	0.63	3.35

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

12. CASH AND BANK BALANCES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cash at bank and on hand	8,103	10,216	409	8
Short-term bank deposits	1,131	1,107	–	–
	9,234	11,323	409	8

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

	Group	
	2023 RM'000	2022 RM'000
Cash and bank balances (as above)	9,234	11,323
Less: Short-term bank deposits pledged	(1,131)	(1,107)
Bank overdrafts (Note 22)	(8,411)	(11,073)
Cash and cash equivalents per consolidated statement of cash flows	(308)	(857)

Short-term bank deposits are pledged in relation to the security granted for certain borrowings (Note 22(a)).

Disposal of subsidiary corporations

On 9 September 2021, the Company disposed its entire equity interests in its wholly-owned subsidiary corporation, Marc16 Equipment Manufacturing Sdn. Bhd. ("Marc16") to a non-related party for a cash consideration of RM1,000,000. The effect of the disposal on the cash flows of the Group is as follow:

	Group At 9 September 2021 RM'000
<u>Carrying amounts of assets and liabilities as at the date of disposal</u>	
Cash and cash equivalents	862
Trade and other receivables	834
Inventories	819
Other current assets	320
Income tax recoverable	12
Property, plant and equipment	10,230
Total assets	13,077
Trade and other payables	8,837
Borrowings	4,534
Lease liabilities	544
Total liabilities	13,915
Net liabilities disposed of	(838)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

12. CASH AND BANK BALANCES (CONT'D)

Disposal of subsidiary corporations (cont'd)

On 9 September 2021, the Company disposed its entire equity interests in its wholly-owned subsidiary corporation, Marc16 Equipment Manufacturing Sdn. Bhd. ("Marc16") to a non-related party for a cash consideration of RM1,000,000. The effect of the disposal on the cash flows of the Group is as follow: (cont'd)

	Group At 9 September 2021 RM'000
Cash inflows arising from disposal:	
Net liabilities disposed of (as above)	(838)
Gain on disposal (Note 6)	1,838
Cash proceeds on disposal	1,000
(Less): Cash and cash equivalents in the subsidiary corporation disposed of	(862)
Net cash inflow on disposal	138

13. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Trade receivables				
- Non-related parties	22,829	26,946	-	-
- Associated company	-	42	-	-
- Related party	-	33	-	-
	22,829	27,021	-	-
Less: Loss allowance - non-related parties (Note 31(b))	(2,461)	(3,046)	-	-
Trade receivables - net	20,368	23,975	-	-
Cost incurred to fulfil contracts	1,160	2,184	-	-
Other receivables				
- Non-related parties	9,289	8,862	5,949	6,649
- Associated company	187	396	-	-
- Subsidiary corporations	-	-	13,366	11,505
	9,476	9,258	19,315	18,154
Less: Loss allowance - non-related parties (Note 31(b))	(5,949)	-	(5,949)	-
Other receivables - net	3,527	9,258	13,366	18,154
	25,055	35,417	13,366	18,154

The non-trade amounts due from associated company and subsidiary corporations are unsecured, interest-free and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

14. INVENTORIES

	Group	
	2023 RM'000	2022 RM'000
Raw materials	2,171	2,622
Work-in-progress	2,840	2,830
Finished goods	5,031	4,271
	10,042	9,723

The cost of inventories recognised as an expense and included in “cost of sales” amounted to RM43,121,000 (2022: RM44,960,000).

15. OTHER CURRENT ASSETS

	Group	
	2023 RM'000	2022 RM'000
Deposits	2,024	1,999
Prepayments	3,159	3,046
	5,183	5,045

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

16. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land RM'000	Leasehold land and buildings RM'000	Plant and machinery RM'000	Renovation and signboard RM'000	Motor vehicles RM'000	Computer, office equipment, fixtures, furniture and fittings RM'000	Showroom equipment RM'000	Total RM'000
31 March 2023								
Cost								
Beginning of financial year	7,414	25,257	32,930	5,503	2,682	2,650	456	76,892
Additions	-	107	5,385	10	1,302	123	-	6,927
Written off	-	-	-	-	-	-	(456)	(456)
Disposals	-	-	(7,738)	-	(213)	(10)	-	(7,961)
End of financial year	7,414	25,364	30,577	5,513	3,771	2,763	-	75,402
Accumulated depreciation								
Beginning of financial year	-	4,381	22,922	2,776	2,413	1,956	456	34,904
Depreciation charge (Note 7)	-	1,330	1,793	489	229	219	-	4,060
Written off	-	-	-	-	-	-	(456)	(456)
Disposals	-	-	(5,722)	-	(213)	(10)	-	(5,945)
End of financial year	-	5,711	18,993	3,265	2,429	2,165	-	32,563
Net book value								
End of financial year	7,414	19,653	11,584	2,248	1,342	598	-	42,839

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

16. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Freehold land RM'000	Leasehold land and buildings RM'000	Plant and machinery RM'000	Renovation and signboard RM'000	Motor vehicles RM'000	Computer, office equipment, fixtures, furniture and fittings RM'000	Showroom equipment RM'000	Total RM'000
Group								
31 March 2022								
Cost								
Beginning of financial year	7,414	36,956	35,114	6,797	3,387	3,441	456	93,565
Additions	-	1,185	408	635	-	374	-	2,602
Lease modification	-	(1,103)	-	-	-	-	-	(1,103)
Written off	-	(1,971)	(280)	(1,712)	(126)	(935)	-	(5,024)
Disposals	-	-	(1,464)	-	-	-	-	(1,464)
Disposal of a subsidiary corporation	-	(9,810)	(848)	(217)	(579)	(230)	-	(11,684)
End of financial year	7,414	25,257	32,930	5,503	2,682	2,650	456	76,892
Accumulated depreciation								
Beginning of financial year	-	5,882	22,980	4,025	2,808	2,910	456	39,061
Depreciation charge (Note 7)	-	1,448	2,001	496	231	177	-	4,353
Lease modification	-	(688)	-	-	-	-	-	(688)
Written off	-	(1,971)	(280)	(1,712)	(126)	(935)	-	(5,024)
Disposals	-	-	(1,344)	-	-	-	-	(1,344)
Disposal of a subsidiary corporation	-	(290)	(435)	(33)	(500)	(196)	-	(1,454)
End of financial year	-	4,381	22,922	2,776	2,413	1,956	456	34,904
Net book value								
End of financial year	7,414	20,876	10,008	2,727	269	694	-	41,988

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

16. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

- (a) Right-of-use of assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 17(a).

During the financial year ended 31 March 2022, the Group has negotiated with its lessor and managed to reduce the lease period of its lease contracts for an office building and hostel. This constitutes a lease modification and a remeasurement of the Group's right-of-use assets and lease liabilities is required.

The impact of the remeasurement on the right-of-use assets and lease liabilities arising from lease modification is disclosed in Note 6 to the financial statements.

- (b) Certain property, plant and equipment of the Group with carrying amounts of RM38,455,000 (2022: RM38,368,000), are provided as security for bank borrowings and bills payable (Note 22(a)) and lease liabilities (Note 23).

17. LEASES

Leases – The Group as a lessee

Nature of the Group's leasing activities

Leasehold land, buildings and renovation

The Group leases warehouse for storage and distribution needs.

Plant and machinery

The Group leases plant and machinery for manufacturing process and activities, which includes tools and implements used or installed with existing machineries due to wear and tear or improvements purposes and forklift used to carry inventories within the factory.

Motor vehicles

The Group leases commercial vehicles to deliver goods or products to customer or collect raw materials from supplier while non-commercial vehicles for staff are to carry out installation or servicing services on site or travel around to meet customer and supplier.

Computer and office equipment

The Group leases computer and equipment for back office or factory area to conduct a daily operation.

These leasehold land, buildings and renovation, plant and machinery, motor vehicles and computer and office equipment are recognised within Property, plant and equipment (Note 16).

The Group make monthly lease payments for the assets above. There is no externally imposed covenant on these lease arrangements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

17. LEASES (CONT'D)

Leases – The Group as a lessee (cont'd)

(a) Carrying amounts

Right-of-use assets (“ROU assets”) classified within Property, plant and equipment

	2023 RM'000	Group 2022 RM'000
Leasehold land and buildings	284	954
Plant and machinery	8,270	8,688
Motor vehicles	1,340	260
Computer and office equipment	261	111
	10,155	10,013

(b) Depreciation charge during the financial year

	2023 RM'000	Group 2022 RM'000
Leasehold land and buildings	777	949
Plant and machinery	1,307	1,360
Motor vehicles	222	203
Computer and office equipment	101	47
	2,407	2,559

(c) Interest expense

	2023 RM'000	Group 2022 RM'000
Interest expense on lease liabilities (Note 9)	455	582

(d) Lease expense not capitalised in lease liabilities

	2023 RM'000	Group 2022 RM'000
Lease expense – short-term leases	555	128

(e) Total cash outflow for all the leases during the financial year ended 31 March 2023 for the Group was RM5,358,000 (2022: RM4,852,000).

(f) Additions of ROU assets during the financial year ended 31 March 2023 for the Group were RM4,203,000 (2022: RM2,084,000).

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

17. LEASES (CONT'D)

Leases – The Group as a lessor

Nature of the Group's leasing activities

The Group has leased out their owned investment properties, freehold land and leasehold land and buildings to related and non-related parties for monthly lease payments. This lease is classified as an operating lease because the risk and rewards incidental to ownership of the assets are not substantially transferred.

Rental income from investment properties are disclosed in Note 18.

Undiscounted lease payments from the operating leases to be received after the balance sheet date are as follows:

	Group	
	2023 RM'000	2022 RM'000
Not later than one year	321	733
Between one and five years	5	201
	326	934

18. INVESTMENT PROPERTIES

	Leasehold land RM'000	Leasehold land and buildings RM'000	Total RM'000
Group			
31 March 2023			
Cost			
Beginning and end of financial year	3,690	903	4,593
Accumulated depreciation			
Beginning of financial year	703	327	1,030
Depreciation charge (Note 7)	46	13	59
End of financial year	749	340	1,089
Net book value			
End of financial year	2,941	563	3,504
31 March 2022			
Cost			
Beginning and end of financial year	3,690	903	4,593
Accumulated depreciation			
Beginning of financial year	657	314	971
Depreciation charge (Note 7)	46	13	59
End of financial year	703	327	1,030
Net book value			
End of financial year	2,987	576	3,563

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

18. INVESTMENT PROPERTIES (CONT'D)

Investment properties are leased to related and non-related parties under operating leases (Note 17).

All investment properties are mortgaged to secure bank loans (Note 22(a)).

The following amounts are recognised in profit or loss:

	2023 RM'000	Group 2022 RM'000
Rental income (Note 5)	90	89
Direct operating expenses arising from:		
- Investment property that generated rental income	(22)	(20)
- Investment property that did not generate rental income	(53)	(47)

At the balance sheet date, the details of the Group's investment properties are as follows:

Location	Description	Existing use	Tenure	Unexpired term of lease
Lot 1861 Mukim Cheras, Daerah Hulu Langat, Selangor Darul Ehsan	Vacant land	Industrial	Leasehold land	49
No. 14 Jalan Kencana 30 Taman Kencana, 56100 Kuala Lumpur	Factory with 3-storey office	Commercial	Leasehold land and building	60

Fair value hierarchy

	Fair value measurement using		
	Quoted prices in active markets for identical assets (Level 1) RM'000	Significant other observable inputs (Level 2) RM'000	Significant unobservable inputs (Level 3) RM'000
31 March 2023			
- Industrial land	-	12,000	-
- Factory building	-	2,700	-
31 March 2022			
- Industrial land	-	12,000	-
- Factory building	-	2,700	-

Valuation techniques used to derive Level 2 fair values

Level 2 fair values of the Group's investment properties have been generally derived using the sales comparison approach. Sales prices of comparable properties in close proximity are adjusted for differences in key attributes such as property size and location. The most significant input in this valuation approach is the selling price per square meter.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

18. INVESTMENT PROPERTIES (CONT'D)

Valuation process of the Group

The finance department of the Group performs the valuation of the investment properties required for financial reporting purposes, including Level 2 fair values. Discussion of valuation processes and results are held between the board of directors based on market transacted data available on a yearly basis.

19. INVESTMENTS IN SUBSIDIARY CORPORATIONS

	Company	
	2023 RM'000	2022 RM'000
Equity investment at cost:		
Beginning of financial year	19,654	20,823
Less: Disposal of a subsidiary corporation ⁽¹⁾	–	(1,169)
Less: Allowance for impairment loss of investment in a subsidiary corporation	–	–
End of financial year	19,654	19,654

⁽¹⁾ On 9 September 2021, the Company disposed 100% of the issued share capital in Marc16 Equipment Manufacturing Sdn. Bhd. ("Marc16"), for a cash consideration of RM1,000,000.

The movement for allowance for impairment loss are as follows:

	Company	
	2023 RM'000	2022 RM'000
Beginning of financial year	–	269
Less: Disposal of a subsidiary corporation	–	(269)
End of financial year	–	–

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

19. INVESTMENTS IN SUBSIDIARY CORPORATIONS (CONT'D)

The Group had the following subsidiary corporations as at 31 March 2023 and 2022:

Name of subsidiary corporations	Principal activities	Country of business/ incorporation	Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2023 %	2022 %	2023 %	2022 %
<u>Held by the Company</u>						
MSM Metal Industries Sdn. Bhd. ⁽¹⁾	Contract manufacturing of all metal products	Malaysia	100	100	–	–
MSM Equipment Manufacturer Sdn. Bhd. ⁽¹⁾	Contract manufacturing of kitchen equipment and sale of standard kitchen equipment	Malaysia	100	100	–	–
MSM Kitchen Sdn. Bhd. ⁽¹⁾	Sale and servicing of standard kitchen equipment products	Malaysia	100	100	–	–
Toyomi Engineering Sdn. Bhd. ⁽¹⁾	Sale and servicing of metal parts and kitchen equipment, and design consultancy and installation works	Malaysia	100	100	–	–
FIC Kitchen Technology Sdn. Bhd. ⁽¹⁾	Manufacturing, sale and servicing of refrigeration appliances	Malaysia	100	100	–	–
OMS Technology Sdn. Bhd. ⁽¹⁾	Design, consultancy and installation works for cleanrooms and laboratories	Malaysia	100	100	–	–
Marc16 Equipment Manufacturing Sdn. Bhd. ⁽⁴⁾	Trading, design and supply of machine	Malaysia	–	–	–	–
Flexacon Automation System Sdn. Bhd. ⁽¹⁾	Trading, design and supply of machine, conveyor system	Malaysia	51	51	49	49
MSM Metal (S) Pte. Ltd. ⁽²⁾	Trading and servicing of metal parts and kitchen equipment	Singapore	100	100	–	–

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

19. INVESTMENTS IN SUBSIDIARY CORPORATIONS (CONT'D)

Name of subsidiary corporations	Principal activities	Country of business/ incorporation	Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2023 %	2022 %	2023 %	2022 %
<u>Held by MSM Equipment Manufacturer Sdn. Bhd.</u>						
PT. Mulia Sinergi Metalindo ⁽³⁾	Sale and service of metal parts, kitchen equipment	Indonesia	100	100	-	-
MSM R Kitchen Sdn. Bhd. ⁽¹⁾	Trading and servicing of metal parts and kitchen equipment	Malaysia	100	100	-	-

⁽¹⁾ Audited by Nexia SSY PLT, Malaysia, a member firm of Nexia International

⁽²⁾ Audited by CLA Global TS Public Accounting Corporation, Singapore, a member firm of CLA Global

⁽³⁾ Audited by KAP Kanaka Puradiredja, Indonesia, a member firm of Nexia International

⁽⁴⁾ On 9 September 2021, the Company disposed 100% of the issued share capital in Marc16.

⁽⁵⁾ In accordance to Rule 716 of The Singapore Exchange Securities Trading Limited – Listing Rules, the Audit Committee and Board of Directors of the Company confirmed that they are satisfied that the appointment of different auditors for its subsidiary corporations and significant associated companies would not compromise the standard and effectiveness of the audit of the Company.

Carrying value of non-controlling interests

	Group	
	2023 RM'000	2022 RM'000
Flexacon Automation System Sdn. Bhd.	975	1,009

Summarised financial information of subsidiary corporation with material non-controlling interests

Set out below are the summarised financial information for subsidiary corporation that has non-controlling interests that are material to the Group. These are presented before the intercompany elimination.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

19. INVESTMENTS IN SUBSIDIARY CORPORATIONS (CONT'D)

Summarised balance sheet

	Flexacon Automation System Sdn. Bhd.	
	2023 RM'000	2022 RM'000
<i>Current</i>		
Assets	1,905	2,400
Liabilities	(713)	(1,207)
Total current net assets	1,192	1,193
<i>Non-current</i>		
Assets	3,992	4,108
Liabilities	(3,196)	(3,245)
Total non-current net assets	796	863
Net assets	1,988	2,056

Summarised statement of comprehensive income

	Flexacon Automation System Sdn. Bhd.	
	2023 RM'000	2022 RM'000
Revenue	4,835	6,713
(Loss)/Profit before income tax	(17)	584
Income tax expense	(51)	(104)
Net (loss)/profit	(68)	480
Other comprehensive income	-	-
Total comprehensive (loss)/income	(68)	480
Total comprehensive (loss)/income allocated to non-controlling interests	(34)	236
Dividends paid to non-controlling interests	-	49

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

19. INVESTMENTS IN SUBSIDIARY CORPORATIONS (CONT'D)

Summarised cash flows

	Flexacon Automation System Sdn. Bhd.	
	2023	2022
	RM'000	RM'000
Cash flows from operating activities		
Cash (used in)/generated from operations	(350)	1,102
Income tax refunded/(paid)	117	(99)
Net cash (used in)/provided by operating activities	(233)	1,003
Net cash provided by/(used in) investing activities	34	(59)
Net cash used in financing activities	(370)	(267)
Net (decrease)/increase in cash and cash equivalents	(569)	677
Cash and cash equivalents at beginning of financial year	1,418	741
Cash and cash equivalents at end of financial year	849	1,418

20. INVESTMENTS IN ASSOCIATED COMPANIES

	Group	
	2023	2022
	RM'000	RM'000
Beginning of financial year	9,905	7,821
Add: Share of profit of associated companies	1,059	2,084
Add: Gain on dilution of interest in associated companies	3,204	-
Less: Dividends received	(346)	-
End of financial year	13,822	9,905
	Company	
	2023	2022
	RM'000	RM'000
<i>Equity investment at cost:</i>		
Beginning and end of financial year	5,056	5,056

On 10 November 2021, Cosmos Technology International Berhad ("CTIB"), was delisted from the LEAP Market pursuant to the withdrawal of the listing from the LEAP Market to facilitate the listing on the ACE Market.

CTIB was subsequently listed on the ACE Market on 6 October 2022 with initial public offering of 64,125,300 new ordinary shares for the entire enlarged total number of 256,501,300 shares. Following the listing of CTIB, the Company's shareholding interest in CTIB has been diluted from 36% to 27% of the total number of issued ordinary shares in CTIB. Consequently, a gain on dilution of interest in associated companies of RM3,204,000 (Note 6) is recognised during the financial year ended 31 March 2023.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

20. INVESTMENTS IN ASSOCIATED COMPANIES (CONT'D)

Set out below are the associated companies which are material to the Group:

Name of associated company	Principal activities	Country of business/ incorporation	% of ownership interest	
			2023	2022
			%	%
<u>Held by the Company</u>				
Cosmos Technology International Berhad ⁽¹⁾⁽²⁾	Investment holding	Malaysia	27	36
<u>Held by Cosmos Technology International Berhad</u>				
Cosmos Instruments Sdn. Bhd. ⁽¹⁾⁽²⁾	Supply of industrial automation and control instruments	Malaysia	100	100
Marc Conleth Industries Sdn. Bhd. ⁽¹⁾⁽²⁾	Metal engineering work for oil and gas and environmental related industries	Malaysia	100	100

⁽¹⁾ The financial year end of the associated company is 30 April

⁽²⁾ Audited by Nexia SSY PLT, Malaysia, a member firm of Nexia International

The contingent liabilities relating to the Group's interest in the associated companies are as disclosed in Note 27.

*Summarised financial information for associated companies**Summarised balance sheet*

	Cosmos Technology International Berhad and its subsidiary corporations	
	2023	2022
	RM'000	RM'000
<i>Current</i>		
Assets	53,386	41,242
Liabilities	(18,522)	(16,596)
Total current net assets	34,864	24,646
<i>Non-current</i>		
Assets	19,981	4,248
Liabilities	(4,281)	(2,340)
Total non-current net assets	15,700	1,908
Net assets	50,564	26,554

NOTES TO THE FINANCIAL STATEMENTS
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(cont'd)

20. INVESTMENTS IN ASSOCIATED COMPANIES (CONT'D)

Summarised statement of comprehensive income

	Cosmos Technology International Berhad and its subsidiary corporations	
	2023	2022
	RM'000	RM'000
Revenue	58,273	49,120
Profit before income tax	4,887	8,211
Income tax expense	(1,407)	(2,421)
Net profit	3,480	5,790
Total comprehensive income	3,480	5,790
Share of profit of associated companies	1,059	2,084

Reconciliation of summarised financial information

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

	Cosmos Technology International Berhad and its subsidiary corporations	
	2023	2022
	RM'000	RM'000
Net assets as at 30 April	50,564	26,554
Carrying amount as at 31 March		
Beginning of financial year	9,905	7,821
Add: Share of profit of associated companies	1,059	2,084
Add: Gain on dilution of interest in associated companies (Note 6)	3,204	–
Less: Dividends received	(346)	–
End of financial year	13,822	9,905
Group's equity interest	27%	36%

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

21. TRADE AND OTHER PAYABLES

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Trade payables				
- Non-related parties	11,412	11,397	-	-
Other payables				
- Non-related parties	1,194	1,165	156	48
- Subsidiary corporations	-	-	4,964	5,492
- Associated company	129	67	-	-
Accruals for operating expenses	3,190	2,549	182	176
Payment in advance received from customers	717	1,450	-	-
	16,642	16,628	5,302	5,716

The non-trade amounts due to subsidiary corporations and associated company are unsecured, interest-free and repayable on demand.

22. BORROWINGS

	Group	
	2023	2022
	RM'000	RM'000
<i>Current</i>		
Bank overdrafts (Note 12)	8,411	11,073
Bank loans	2,645	2,236
Bills payable	18,591	21,457
	29,647	34,766
<i>Non-current</i>		
Bank loans	23,578	26,024
Total borrowings	53,225	60,790

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

22. BORROWINGS (CONT'D)

The exposure of the borrowings of the Group to interest rate changes and the contractual repricing dates at the balance sheet dates are as follows:

	Group	
	2023	2022
	RM'000	RM'000
6 months or less	51,704	58,834

(a) *Security granted*

Bank overdrafts, bank loans and bills payable are secured by a legal mortgage over the Group's freehold land, leasehold land and buildings (Note 16), investment properties (Note 18), short-term bank deposits of the Group (Note 12), corporate guarantee of the Company and certain personal guarantees of the directors.

(b) *Fair value of non-current borrowings*

	Group	
	2023	2022
	RM'000	RM'000
Bank loans	23,664	26,361

The fair values above are determined from the cash flow analyses, discounted at market borrowing rates of an equivalent instrument at the balance sheet date which the directors expect to be available to the Group as follows:

	Group	
	2023	2022
	%	%
Bank loans	4.5	3.7

The fair values are within Level 2 of the fair values hierarchy.

There are 22 (2022: 22) secured term loans held by the Group. The terms of repayments are as follows:

	Maturity date	2023	2022
		RM'000	RM'000
Group			
Floating rate	July 2027, April 2028, May 2028, Jun 2028, March 2032, May 2035, December 2036, January 2037, December 2037, August 2039, February 2041 and March 2041	24,701	26,304
Fixed rate	March 2026, April 2026, December 2028	1,522	1,956
		26,223	28,260

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FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

23. LEASE LIABILITIES

	Group	
	2023 RM'000	2022 RM'000
Current	2,829	3,531
Non-current	5,311	4,933
	8,140	8,464

Security granted

Lease liabilities of RM7,850,000 (2022: RM7,504,000) of the Group are effectively secured over the leased plant and machinery, motor vehicles and computer and office equipment, as the legal title is retained by the lessor and will be transferred to the Group upon full settlement of the lease liabilities.

24. DEFERRED INCOME TAXES

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

	Group	
	2023 RM'000	2022 RM'000
<i>Deferred income tax liabilities - net</i>		
- to be settled after one year	143	96

Movement in deferred income tax account is as follows:

	Group	
	2023 RM'000	2022 RM'000
Beginning of financial year	96	96
Tax charged to profit or loss (Note 10)	47	-
End of financial year	143	96

Deferred income tax assets are recognised for tax losses, capital allowances and reinvestment allowances carried forward to the extent that realisation of the related tax benefits through future taxable profits is probable. The Group has unrecognised tax losses of RM17,981,000 (2022: RM19,070,000), capital allowances of RM2,775,000 (2022: RM5,198,000) and reinvestment allowances of RM14,117,000 (2022: RM11,436,000) at the balance sheet date which can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements by those companies with unrecognised tax losses, capital allowances and reinvestment allowances in their respective countries of incorporation. The tax losses and reinvestment allowances will expire between 2026 to 2032 and 2026 to 2030 respectively while the capital allowances have no expiry date.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

24. DEFERRED INCOME TAXES (CONT'D)

The movement in deferred income tax assets and liabilities (prior to offsetting of balances within the same tax jurisdiction) is as follows:

Deferred income tax liabilities

	Accelerated tax depreciation RM'000
2023	
Beginning of financial year	96
Charged to profit or loss	47
<hr/>	
End of financial year	143
<hr/>	
2022	
Beginning of financial year	96
Charged to profit or loss	-
<hr/>	
End of financial year	96
<hr/>	

No deferred tax liabilities have been recognised for withholding taxes that would be payable on unremitted earnings of the Group's subsidiary corporations (established in Malaysia and Indonesia) as the Group is in the position to control the timing of the remittance of earning and it is not probable that these subsidiary corporations will distribute such earnings in the foreseeable future.

25. SHARE CAPITAL

	Group and Company			
	No. of ordinary shares			
	2023 '000	2022 '000	2023 RM'000	2022 RM'000
Beginning and end of financial year	105,391	105,391	30,158	30,158
<hr/>				

All issued ordinary shares are fully paid. There is no par value for these ordinary shares. The newly issued shares rank pari passu in all aspects with the previously issued shares.

Fully paid ordinary shares carry one vote per share and carry a right to dividends as and when declared by the Company.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

26. INTANGIBLE ASSETS

	2023 RM'000	Group 2022 RM'000
Goodwill arising on consolidation	-	-
Cost		
Beginning of financial year	-	201
Less: Disposal of a subsidiary corporation	-	(201)
End of financial year	-	-
Accumulated impairment		
Beginning of financial year	-	201
Less: Disposal of a subsidiary corporation	-	(201)
End of financial year	-	-
Net book value		
End of financial year	-	-

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

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

Country	Business segment	2023 RM'000	Group 2022 RM'000
Malaysia	OEM Contract Manufacturing	-	-

The impairment test carried out as at 31 December 2015 had revealed that the recoverable amount is lower than its carrying amount. Hence, goodwill has been fully impaired in FY2015.

The goodwill is related to the acquisition of a subsidiary corporation, Marc16 Equipment Manufacturing Sdn. Bhd. ("Marc16"). The Management provided a full impairment in prior financial year ended 31 December 2015 due to the recoverable amount is lower than its carrying amount.

Following the completion of the disposal of the Group's entire equity interest in Marc16 in September 2021, the related goodwill had been derecognised accordingly and the Group has no goodwill as at 31 March 2022 and 2023.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

27. CONTINGENT LIABILITIES

(i) *Corporate guarantee*

	Company	
	2023	2022
	RM'000	RM'000
Corporate guarantees provided to banks on loans held by:		
- Subsidiary corporations	74,851	82,705
- Associated company	2,900	2,900
	77,751	85,605

The Company has issued corporate guarantees to certain banks and financial institutions for credit facilities granted to the subsidiary corporations and associated company. The Company has evaluated the fair value of the corporate guarantees and is of the view that the consequential benefit derived from its guarantees to the banks and the fair value with regard to the subsidiary corporations and associated company is minimal. The subsidiary corporations and associated company have not defaulted in the payment of borrowings in the financial years ended 31 March 2023 and 2022. As at the balance sheet date, no claims on the corporate guarantees are expected.

(ii) *Financial support to subsidiary corporations*

The Company has given letters of financial support to certain subsidiary corporations in the Group with net current liabilities position at the balance sheet date to enable these subsidiary corporations to operate as going concern and to meet their liabilities as and when they fall due.

28. COMMITMENTS

(a) *Capital commitments*

Capital expenditures contracted for at the balance sheet date but not recognised in the financial statements, are as follows:

	Group	
	2023	2022
	RM'000	RM'000
Property, plant and equipment	–	4,350

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

28. COMMITMENTS (CONT'D)

(b) *Operating lease commitments – where the Group is a lessee*

Except for short-term and low value leases, lease payments have been recognised as right-of-use assets and lease liabilities on the balance sheet date. The Group leases photocopiers and hostel premise from non-related parties under non-cancellable operating lease agreements.

The future minimum lease payables under non-cancellable operating leases contracted for at the balance sheet date but not recognised as liabilities, are as follows:

	Group	
	2023 RM'000	2022 RM'000
Not later than one year	618	105
Between one and five years	2	10
	620	115

29. RELATED PARTY TRANSACTIONS

In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Group and related parties at terms agreed between the parties:

(a) *Sales and purchases of goods and services and other expenses*

	Group	
	2023 RM'000	2022 RM'000
Sales of goods to related parties	41	107
Rental expenses paid to directors	(95)	(40)
Rental income received from a related party	216	180
Purchases of material from related parties	(1)	(63)
Subcontractors' cost paid to related parties	(2)	–

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

Outstanding balances as at 31 March 2023, arising from sale/purchase of goods and services, are unsecured and receivable/payable within 12 months from balance sheet date and are disclosed in Notes 13 and 21 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

29. RELATED PARTY TRANSACTIONS (CONT'D)

In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Group and related parties at terms agreed between the parties: (cont'd)

(b) *Key management personnel compensation*

Key management personnel compensation is as follows:

	2023	Group
	RM'000	2022
		RM'000
Salaries, bonuses and allowances	2,099	1,913
Directors' fees	212	167
Employer's contribution to defined contribution plans	173	164
Other short-term benefits	460	276
	<hr/> 2,944	<hr/> 2,520

Included in the above is total compensation to directors of the Company amounting to RM1,617,000 (2022: RM1,437,000).

30. SEGMENT INFORMATION

Management has determined the operating segments based on the reports reviewed by the Board of Directors that are used to make strategic decisions. For each of the strategic business units, the Board of Directors (the chief operating decision maker) reviews internal management reports on at least half-annually.

The Board of Directors comprises three independent directors and three non-independent directors. The Board of Directors considers the business from both a geographic and business segment perspective. Geographically, management manages and monitors the business in four primary geographic areas: Malaysia, United States of America, Singapore and Indonesia. All geographic locations are engaged in the Original Equipment Manufacturer contract manufacturing ("OEM contract manufacturing"), kitchen appliances, equipment and related services and cleanroom and laboratories.

The Board of Directors has organised the business of the Group in three business segments as set out below:

- OEM contract manufacturing;
- Kitchen appliances, equipment and related services; and
- Cleanroom and laboratories.

Except as disclosed above, no operating segments have been aggregated to form the above reportable operating segments.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

30. SEGMENT INFORMATION (CONT'D)

The segment information provided to the Board of Directors for the reportable segments is as follows:

	OEM contract manufacturing RM'000	Kitchen appliances, equipment and related services RM'000	Cleanroom and laboratories RM'000	Total RM'000
2023				
Revenue				
Total segment sales	32,461	40,505	9,164	82,130
Inter-segment sales	(30)	(560)	(10)	(600)
<hr/>				
Sales to external parties	32,431	39,945	9,154	81,530
<hr/>				
Adjusted EBITDA/(LBITDA)	7,245	1,444	(338)	8,351
Depreciation of property, plant and equipment and right-of-use assets	2,735	1,255	70	4,060
Finance expense	2,522	852	151	3,525
<hr/>				
2022				
Revenue				
Total segment sales	37,273	31,403	10,721	79,397
Inter-segment sales	(32)	(444)	(18)	(494)
<hr/>				
Sales to external parties	37,241	30,959	10,703	78,903
<hr/>				
Adjusted EBITDA	7,893	3,002	770	11,665
Depreciation of property, plant and equipment and right-of-use assets	2,852	1,405	96	4,353
Finance expense	2,279	791	169	3,239

As the amounts of total assets and liabilities for each reportable segment is not regularly provided to Board of Directors, such information is not presented in the financial statements.

The revenue from external parties reported to the Board of Directors is measured in a manner consistent with that in the consolidated statement of comprehensive income.

The Board of Directors assesses the performance of the operating segments based on measure of earnings/(loss) before interest, tax, depreciation and amortisation ("adjusted EBITDA/(LBITDA)"). Interest income and depreciation of investment properties are not allocated to segments, as this type of activity is driven by the Chief Executive Officer (CEO) and Chief Financial Officer (CFO), who manage the cash position of the Group.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

30. SEGMENT INFORMATION (CONT'D)

A reconciliation of adjusted EBITDA to profit before income tax is provided as follows:

	Group	
	2023	2022
	RM'000	RM'000
Adjusted EBITDA for reportable segments	8,351	11,665
Depreciation of property, plant and equipment	(4,060)	(4,353)
Depreciation of investment properties	(59)	(59)
Finance expense	(3,525)	(3,239)
Interest income	24	20
Profit before income tax	731	4,034

Geographical information

The Group's three business segments are headquartered and operated mainly in Malaysia. The operations in this area are principally in the manufacturing and sales of OEM contract manufacturing products, cleanroom and laboratories and kitchen appliances, equipment and related services.

In Singapore and Vietnam, the major operations is OEM contract manufacturing and kitchen appliances, equipment and related services. In Indonesia, the major operation is kitchen appliances, equipment and related services and minor operation in OEM contract manufacturing.

In other countries, the operations include the sale of OEM contract manufacturing products in United States of America, New Zealand and China whereas the sale of kitchen appliances and equipment in Thailand, Australia and China and the sale of cleanroom and laboratories in Philippines.

	Group	
	2023	2022
	RM'000	RM'000
Revenue		
Malaysia	76,209	72,032
Vietnam	101	718
Singapore	2,371	3,514
Indonesia	1,673	2,229
Other countries	1,176	410
	81,530	78,903
Non-current assets		
Malaysia	46,343	45,551
Singapore	-	-
	46,343	45,551

NOTES TO THE FINANCIAL STATEMENTS
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(cont'd)

31. FINANCIAL RISK MANAGEMENT***Financial risk factors***

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

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group. The Board of Directors then establishes the detailed policies such as authority levels, oversight responsibilities, risk identification and measurement, exposure limits and hedging strategies.

The overall business strategies of the Group, its tolerance for risk and its general risk management philosophy are determined by the management in accordance with prevailing economic and operating conditions. In determining its risk management policies, the management ensures that an acceptable balance is made between the cost of risks occurring and the cost of managing the risks.

(a) Market risk***(i) Currency risk***

The Board of Directors reviews and agrees policies for managing each of these risks and they are summarised below:

The Group mainly operates in Malaysia. Entities in the Group transact in currencies other than their respective functional currencies ("foreign currencies").

Currency risk arises when transactions are denominated in foreign currencies such as United States Dollar ("USD"), Singapore Dollar ("SGD"), Euro ("EUR") and Indonesia Rupiah ("IDR"). As the transactions in foreign currencies are minimal, the Group manages the foreign exchange exposure arising from future commercial transactions and recognised assets and liabilities by a policy of matching, as far as possible, receipts and payments in each individual currency.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

31. FINANCIAL RISK MANAGEMENT (CONT'D)

(a) Market risk (cont'd)

(i) Currency risk (cont'd)

The Group's currency exposure based on the information provided to key management is as follows:

	RM RM'000	USD RM'000	SGD RM'000	EUR RM'000	IDR RM'000	Total RM'000
31 March 2023						
Financial assets						
Cash and bank balances	8,900	119	131	4	80	9,234
Trade and other receivables	22,598	454	206	-	637	23,895
Other current assets	2,022	-	-	-	2	2,024
Inter-companies receivables	5,446	-	-	-	-	5,446
	38,966	573	337	4	719	40,599
Financial liabilities						
Trade and other payables	15,022	473	-	7	423	15,925
Borrowings	53,225	-	-	-	-	53,225
Lease liabilities	8,140	-	-	-	-	8,140
Inter-companies payables	5,446	-	-	-	-	5,446
	81,833	473	-	7	423	82,736
Net financial (liabilities)/assets	(42,867)	100	337	(3)	296	(42,137)
Less: Net financial liabilities denominated in the respective entities' functional currencies	42,867	-	-	-	-	42,867
Currency exposure of financial assets/ (liabilities) net of those denominated in the respective entities' functional currencies	-	100	337	(3)	296	730

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FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

31. FINANCIAL RISK MANAGEMENT (CONT'D)

(a) Market risk (cont'd)

(i) Currency risk (cont'd)

The Group's currency exposure based on the information provided to key management is as follows: (cont'd)

31 March 2022	RM RM'000	USD RM'000	SGD RM'000	EUR RM'000	IDR RM'000	Total RM'000
Financial assets						
Cash and bank balances	10,885	282	102	4	50	11,323
Trade and other receivables	32,019	201	189	-	824	33,233
Other current assets	1,998	-	-	-	1	1,999
Inter-companies receivables	9,185	-	-	-	-	9,185
	54,087	483	291	4	875	55,740
Financial liabilities						
Trade and other payables	14,335	473	159	4	207	15,178
Borrowings	60,790	-	-	-	-	60,790
Lease liabilities	8,464	-	-	-	-	8,464
Inter-companies payables	9,185	-	-	-	-	9,185
	92,774	473	159	4	207	93,617
Net financial (liabilities)/assets	(38,687)	10	132	-	668	(37,877)
Less: Net financial liabilities denominated in the respective entities' functional currencies	38,687	-	-	-	-	38,687
Currency exposure of financial assets net of those denominated in the respective entities' functional currencies	-	10	132	-	668	810

The Company does not have any significant exposure to currency risk as the transactions in foreign currencies are minimal.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

31. FINANCIAL RISK MANAGEMENT (CONT'D)

(a) Market risk (cont'd)

(i) Currency risk (cont'd)

If the USD, SGD, EUR and IDR change against the RM by 5% (2022: 5%) respectively, with all other variables including tax rate being held constant, the effects arising from net financial liabilities/assets position will be as follows:

	← Increase/(decrease) →			
	2023		2022	
	Net profit RM'000	Equity RM'000	Net profit RM'000	Equity RM'000
USD against RM				
- strengthened	4	4	*	*
- weakened	(4)	(4)	*	*
SGD against RM				
- strengthened	13	13	5	5
- weakened	(13)	(13)	(5)	(5)
EUR against RM				
- strengthened	*	*	–	–
- weakened	*	*	–	–
IDR against RM				
- strengthened	11	11	25	25
- weakened	(11)	(11)	(25)	(25)

* Less than RM1,000

(ii) Price risk

The Group does not have exposure to equity price risk as it does not hold any equity financial assets.

(iii) Cash flow and fair value interest rate risks

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market interest rates. The Group's interest rate risk mainly arises from bank borrowings at variable interest rates. The Group is not exposed to changes in interest rates for fixed rate financial assets and financial liabilities. The Group manages its interest rate risk by keeping bank borrowings to the minimum required to sustain the operations of the Group.

The Group's borrowings at variable rates are denominated in RM. If the RM interest rate increase/decrease by 1% (2022: 1%) with all other variables including tax rates being held constant, the net profit and equity will be lower/higher by RM393,000 (2022: RM447,000).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

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31. FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Credit risk (cont'd)

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group and arises principally from the Group's receivables from customers. The Group adopts the policy of dealing only with:

- Customers of appropriate credit standing and history; and
- High credit quality counterparties.

Credit exposure to an individual counterparty is restricted by credit limits that are approved by the management based on ongoing credit evaluation. The counterparty's payment pattern and credit exposure are continuously monitored at the entity level by the respective management and at the Group level by the management.

As the Group and the Company do not hold any collateral, the maximum exposure to credit risk for each class of financial instruments is the carrying amount of that class of financial instruments presented on the balance sheet, except for corporate guarantees provided to banks on loans held by subsidiary corporations and associated company as disclosed in Note 27(i).

The Group assesses concentration of credit risk by monitoring the individual profile of its trade receivables on an ongoing basis. As at 31 March 2023, the Group has concentrated credit risk on 2 debtors (2022: 1 debtor) that individually represents more than 10% of trade receivables which constituted 23% (2022: 11%) of total trade receivables.

Trade receivables

The Group uses a provision matrix to measure the lifetime expected credit loss ("ECL") for trade receivables. In measuring the ECL, the management made debtor specific assessment for credit impaired debtors. The Group considers historical loss experience for the respective customers, its transactions, and receipts with the Group during the financial year and estimates of the amount and timing of the collectability of respective customers.

The management separately identify a group of specific trade receivables which is either with repayment plan with the Group or those which the Group do not expect to receive future cash flows for which, the management assess the recoverability of these credit impaired receivables separately from the provision matrix.

Trade receivables are written-off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. The Group categorises trade receivables for potential write-off when the counterparty fails to make contractual payments more than 365 days past due. Where receivables are written-off, the Group continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS
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31. FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Credit risk (cont'd)

Trade receivables (cont'd)

The movements in credit loss allowance are as follows:

	Group	
	2023	2022
	RM'000	RM'000
Beginning of financial year	3,046	3,756
Loss allowance recognised in profit or loss during the financial year on:		
- Loss allowance recognised in profit or loss	920	423
- Reversal recognise in profit or loss	(28)	(46)
	892	377
Receivables written off as uncollectible	(1,477)	(1,087)
End of financial year (Note 13)	2,461	3,046

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(cont'd)

31. FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Credit risk (cont'd)

Trade receivables (cont'd)

The Group's credit risk exposure in relation to trade receivables under SFRS(I) 9 as at 31 March 2023 and 2022 are set out in the provision matrix as follows:

	Current RM'000	Past due			Total RM'000	
		Within 30 to 120 days RM'000	121 to 150 days RM'000	151 to 365 days RM'000		More than 365 days RM'000
2023						
OEM contract manufacturing						
Trade receivables	2,755	5,160	495	1,070	10,340	
Loss allowance	—	—	—	—	184	
Kitchen appliances, equipment and related services						
Trade receivables	2,693	3,267	522	1,306	9,622	
Loss allowance	—	—	—	—	1,800	
Cleanroom and laboratories						
Trade receivables	749	753	337	548	2,867	
Loss allowance	—	—	—	—	477	
	Current RM'000	Within 30 to 120 days RM'000	121 to 150 days RM'000	151 to 365 days RM'000	More than 365 days RM'000	Total RM'000
2022						
OEM contract manufacturing						
Trade receivables	3,946	5,295	614	965	787	11,607
Loss allowance	—	—	—	—	66	66
Kitchen appliances, equipment and related services						
Trade receivables	2,562	4,175	666	1,688	3,060	12,151
Loss allowance	—	—	—	—	2,980	2,980
Cleanroom and laboratories						
Trade receivables	1,591	686	119	345	522	3,263
Loss allowance	—	—	—	—	—	—

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(cont'd)

31. FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Credit risk (cont'd)

Trade receivables (cont'd)

The credit risk for trade receivables based on the information provided to key management is as follows:

	Group	
	2023 RM'000	2022 RM'000
<u>By geographical areas</u>		
Malaysia	19,481	22,891
Indonesia	223	496
Singapore	460	407
Vietnam	1	94
Other countries	203	87
	20,368	23,975
<u>By types of customers</u>		
Non-related parties		
- Multi-national companies	6,407	5,824
- Other companies	13,961	18,151
	20,368	23,975

Other financial assets, at amortised cost

The Group's and the Company's other financial assets recognised at amortised cost are mainly comprised of cash and cash equivalents and other receivables, i.e. non-trade amounts due from non-related parties, subsidiary corporations and associated companies and deposits.

In determining the ECL, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to these receivables in estimating the probability of default of each of these other financial assets.

For the purpose of impairment assessment, loss allowance is generally measured at an amount equal to 12-month ECL as there is low risk of default and strong capability to meet contractual cash flows. When the credit quality deteriorates and the resulting credit risk of other financial assets increase significantly since its initial recognition, the 12-month ECL would be replaced by lifetime ECL.

Other financial assets are written-off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of other receivables to engage in a repayment plan with the Group or the Company, and a failure to make contractual payments.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

31. FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Credit risk (cont'd)

Other financial assets, at amortised cost (cont'd)

As at reporting date, other receivables of the Group and the Company were not subject to any material credit losses except as disclosed below:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Beginning of financial year	-	-	-	-
Loss allowance recognised in profit or loss during the financial year on:				
- Loss allowance recognised in profit or loss	5,949	-	5,949	-
- Reversal recognise in profit or loss	-	-	-	-
	5,949	-	5,949	-
Receivables written off as uncollectible	-	-	-	-
End of financial year (Note 13)	5,949	-	5,949	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

31. FINANCIAL RISK MANAGEMENT (CONT'D)

(c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and having an adequate amount of committed credit facilities (Note 22) to enable it to meet its normal operating commitments. The Group's objective is to maintain a balance between continuing of funding and flexibility through the use of bank borrowings, bank overdrafts and lease liabilities. As at balance sheet date, assets held by the Group and the Company for managing liquidity risks included cash and short-term bank deposits as disclosed in Note 12.

The table below analyses the Group's non-derivative financial liabilities into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year RM'000	Between 1 and 2 years RM'000	Between 2 and 5 years RM'000	Over 5 years RM'000
Group				
31 March 2023				
Trade and other payables	15,925	–	–	–
Borrowings	30,894	3,892	10,061	16,939
Lease liabilities	3,212	2,280	3,167	352
	50,031	6,172	13,228	17,291
31 March 2022				
Trade and other payables	15,178	–	–	–
Borrowings	35,925	3,771	10,879	19,060
Lease liabilities	3,909	2,770	2,436	42
	55,012	6,541	13,315	19,102
Company				
31 March 2023				
Trade and other payables	5,302	–	–	–
Corporate guarantees	77,751	–	–	–
	83,053	–	–	–
31 March 2022				
Trade and other payables	5,716	–	–	–
Corporate guarantees	85,605	–	–	–
	91,321	–	–	–

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

31. FINANCIAL RISK MANAGEMENT (CONT'D)

(d) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholder value. In order to maintain or achieve an optimal capital structure, the Group may adjust the amount of dividend payment, return capital to shareholders, issue new shares, buy back issued shares, obtain new borrowings or sell assets to reduce borrowings.

Management monitors capital based on a gearing ratio and compliance of external imposed capital requirements which were unchanged from 31 March 2022. Gearing ratio is calculated as total borrowings (including lease liabilities) secured over the leased plant and machinery, motor vehicles and computer and office equipment, divided by total net equity. Net equity is defined as total assets minus total liabilities.

The Group's policy is to maintain gearing ratio of not exceeding 2.4 times (2022: 2.4 times).

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Total borrowings	61,365	69,254	–	–
Net equity	32,719	32,174	33,183	37,156
<hr/>				
Gearing ratio (times)	1.88	2.15	–	–

A group of subsidiary corporations in Malaysia is subject to external imposed capital requirements for the financial years ended 31 March 2023 and 2022. The management of the subsidiary corporations' strategy is to maintain: (i) minimum debt service coverage ratio of 1.25 times (2022: 1.25 times) and (ii) maximum gearing ratio of 1.2 times to 2.4 times (2022: 1.2 times to 2.4 times) at all times.

As at 31 March 2023, a subsidiary corporation of the Company had outstanding bills payables and bank overdrafts amounting to a total of RM3.7 million owing to a bank. However, the subsidiary corporation had, amongst others, not met the financial covenants to maintain a gearing ratio of not more than 2.4 times and a tangible net worth of not less than RM13 million as at 31 March 2023. Notwithstanding the aforementioned, the bank has notified the subsidiary corporation on 24 November 2022 that it is agreeable to continue extending the banking facilities until the next review of the bank facilities upon receipt of the subsidiary corporation's audited financial statements for FY2023.

The Group is in compliance with all externally imposed capital requirements except as disclosed above. The Company is not subject to any externally imposed capital requirements for the financial years ended 31 March 2023 and 2022.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

(cont'd)

31. FINANCIAL RISK MANAGEMENT (CONT'D)

(e) Financial instruments by category

The carrying amount of the different categories of financial instruments is as disclosed on the face of the balance sheet, except for the following:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Financial assets, at amortised cost	35,153	46,555	13,775	18,162
Financial liabilities, at amortised cost	77,290	84,432	5,302	5,716

32. NEW OR REVISED ACCOUNTING STANDARDS AND INTERPRETATIONS

Below are the mandatory standards, amendments and interpretations to existing standards that have been published, and are relevant for the Group's accounting periods beginning on or after 1 January 2023 and which the Group has not early adopted.

Amendments to SFRS(I) 1-1 Presentation of Financial Statements:

Classification of Liabilities as Current or Non-current (effective for annual periods beginning on or after 1 January 2023)

The narrow-scope amendments to SFRS(I) 1-1 Presentation of Financial Statements clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the expectations of the entity or events after the reporting date (e.g. the receipt of a waiver or a breach of covenant). The amendments also clarify what SFRS(I) 1-1 means when it refers to the 'settlement' of a liability.

The amendments could affect the classification of liabilities, particularly for entities that previously considered management's intentions to determine classification and for some liabilities that can be converted into equity.

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

Amendments to SFRS(I) 1-12 Income Taxes:

Deferred Tax related to Assets and Liabilities arising from a Single Transaction (effective for annual periods beginning on or after 1 January 2023)

The amendments to SFRS(I) 1-12 Income Taxes require companies to recognise deferred tax on transactions that, on initial recognition, give rise to equal amounts of taxable and deductible temporary differences. They will typically apply to transactions such as leases of lessees and decommissioning obligations, and will require the recognition of additional deferred tax assets and liabilities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023**(cont'd)****32. NEW OR REVISED ACCOUNTING STANDARDS AND INTERPRETATIONS (CONT'D)****Amendments to SFRS(I) 1-12 Income Taxes: (cont'd)**

The amendment should be applied to transactions that occur on or after the beginning of the earliest comparative period presented. In addition, entities should recognise deferred tax assets (to the extent that it is probable that they can be utilised) and deferred tax liabilities at the beginning of the earliest comparative period for all deductible and taxable temporary differences associated with:

- right-of-use assets and lease liabilities, and
- decommissioning, restoration and similar liabilities, and the corresponding amounts recognised as part of the cost of the related assets.

The cumulative effect of recognising these adjustments is recognised in retained earnings, or another component of equity, as appropriate.

SFRS(I) 1-12 did not previously address how to account for the tax effects of on-balance sheet leases and similar transactions and various approaches were considered acceptable. Some entities may have already accounted for such transactions consistent with the new requirements. These entities will not be affected by the amendments.

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

33. AUTHORISATION OF FINANCIAL STATEMENTS

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of MSM International Limited on 5 July 2023.

STATISTICS OF SHAREHOLDINGS

AS AT 23 JUNE 2023

ISSUED AND PAID-UP CAPITAL	:	RM30,158,413
ISSUED AND FULLY PAID-UP SHARES EXCLUDING TREASURY SHARES	:	105,391,186
NUMBER OF TREASURY SHARES AND SUBSIDIARY HOLDINGS HELD	:	NIL
CLASS OF SHARES	:	ORDINARY SHARES
VOTING RIGHTS	:	ONE VOTE PER SHARE

SUBSTANTIAL SHAREHOLDERS

	Direct Interest		Deemed Interest	
	NO. OF SHARES	%	NO. OF SHARES	%
Triumphant Hope Sdn. Bhd.	76,955,933	73.02	–	–
Chan Kee Sieng	187,000	0.18	76,955,933	73.02
Chan Kit Moi	130,000	0.12	76,955,933	73.02

Notes:

Messrs Chan Kee Sieng and Chan Kit Moi are shareholders of Triumphant Hope Sdn. Bhd. (“Triumphant Hope”) (each holding 50% of shares in the capital of Triumphant Hope) and they are deemed to have an interest in the shares held by Triumphant Hope.

Shareholdings Held in the Hands of Public

Based on information available to the Company as at 23 June 2023, approximately 22.43% of the issued ordinary shares of the Company is held by the public and therefore, Rule 723 of the SGX-ST Listing Manual (Section B: Rules of Catalyst) is complied with.

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	% OF SHAREHOLDERS	NO. OF SHARES	% OF SHARES
1 - 99	1	0.89	3	0.00
100 - 1,000	3	2.65	1,200	0.00
1,001 - 10,000	27	23.89	214,900	0.20
10,001 - 1,000,000	76	67.26	11,756,620	11.16
1,000,001 & ABOVE	6	5.31	93,418,463	88.64
TOTAL	113	100.00	105,391,186	100.00

STATISTICS OF SHAREHOLDINGS
AS AT 23 JUNE 2023

(cont'd)

TWENTY LARGEST SHAREHOLDERS

NAME OF SHAREHOLDERS	SHARES	% OF SHARES
TRIUMPHANT HOPE SDN. BHD.	76,955,933	73.02
CGS-CIMB SECURITIES (SINGAPORE) PTE LTD	7,349,906	6.97
CHAN WEN CHAU	2,785,186	2.64
LIM CHYE HUAT @ BOBBY LIM CHYE HUAT	2,780,000	2.64
PHILLIP SECURITIES PTE LTD	2,465,003	2.34
CHAN WEN YAW	1,082,435	1.03
CHAN WEN YEE	883,810	0.84
ONG SENG JOO	883,810	0.84
LEE KAY HUAN HOLDINGS PTE LTD	840,000	0.80
KOK SHAW TERK (GUO SHAODE)	764,000	0.72
KAM FOONG KENG	750,000	0.71
CHIN JIT SIN	750,000	0.71
CHOO KOK CHENG	700,000	0.66
LOW SEE WAN	631,200	0.60
UOB KAY HIAN PTE LTD	560,000	0.53
TAN SZE SENG	439,000	0.42
GERALD CHEW KIN MUN	400,000	0.38
CHAN SIEW LING	361,000	0.34
CHUA KENG LOY	250,000	0.24
LIM TIONG KHENG STEVEN	200,000	0.19
TOTAL	101,831,283	96.62

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Annual General Meeting (“**AGM**”) of the Company will be held at 77 Robinson Road #06-03 Robinson 77 Singapore 068896 on **Friday, 28 July 2023** at **10.30 a.m.** for the purpose of transacting the following businesses:

ORDINARY BUSINESS

1. To receive and adopt the Audited Financial Statements for the financial year ended 31 March 2023 together with the Directors’ Statement and Independent Auditor’s Report thereon. **Resolution 1**
2. To approve the Directors’ fees of S\$83,000 for the financial year ending 31 March 2024 (financial year ended 31 March 2023: S\$83,000). **Resolution 2**
3. To re-elect Mr Chan Wen Chau who is retiring pursuant to Article 107 of the Company’s Constitution.
(See Explanatory Note 1) **Resolution 3**
4. To re-elect Mr Leow Wee Kia Clement who is retiring pursuant to Article 107 of the Company’s Constitution.
(See Explanatory Note 2) **Resolution 4**
5. To re-appoint CLA Global TS Public Accounting Corporation as the Auditors of the Company and authorise the Directors to fix their remuneration. **Resolution 5**
6. To transact any other ordinary business which may be properly transacted at an AGM.

SPECIAL BUSINESS

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

7. **Authority to allot and issue shares** **Resolution 6**

That pursuant to Section 161 of the Companies Act 1967 (the “**Act**”) and Rule 806 of the Listing Manual Section B: Rules of Catalyst of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) (“**Catalist Rules**”), the Directors of the Company be authorised and empowered to:

- (I) (i) allot and issue shares in the capital of the Company (“**Shares**”) whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into Shares, at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit; and
- (II) (notwithstanding that the authority conferred by this Resolution may have ceased to be in force) issue Shares in pursuance of any Instruments made or granted by the Directors while this Resolution was in force, provided that:

NOTICE OF ANNUAL GENERAL MEETING

(cont'd)

- (a) the aggregate number of Shares to be issued pursuant to this Resolution (including Shares to be issued in pursuance of Instruments, made or granted pursuant to this Resolution), shall not exceed one hundred per cent (100%) of the total number of issued Shares in the capital of the Company (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (b) below), of which the aggregate number of Shares to be issued other than on a pro-rata basis to the existing members of the Company (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) shall not exceed fifty per cent (50%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (b) below);
- (b) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares (including Shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) that may be issued under sub-paragraph (a) above, the percentage of the issued Shares shall be based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) at the time this Resolution is passed, after adjusting for:
- (i) new Shares arising from the conversion or exercise of any convertible securities;
 - (ii) new Shares arising from the exercise of share options or vesting of share awards which are outstanding and/or subsisting at the time of the passing of this Resolution, provided the share options or share awards (as the case may be) were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
 - (iii) any subsequent bonus issue, consolidation or subdivision of Shares;
- Any adjustments made in accordance with sub-paragraphs (b)(i) or (b)(ii) above shall only be made in respect of new Shares arising from convertible securities and Instruments which were issued and outstanding and/or subsisting at the time of the passing of this Resolution.
- (c) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST), all applicable legal requirements under the Act and the Constitution for the time being of the Company; and
- (d) the authority conferred by this Resolution shall, unless revoked or varied by the Company in general meeting, continue to be in force until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is earlier.

(See Explanatory Note 3)

NOTICE OF ANNUAL GENERAL MEETING

(cont'd)

By Order of the Board

Chan Kee Sieng

Executive Chairman

Singapore

13 July 2023

Explanatory Notes:

1. Ordinary Resolution 3 - Mr Chan Wen Chau will, upon re-election as a Director of the Company, remain as the Executive Director and Chief Executive Officer of the Company. Detailed information on Mr Chan Wen Chau can be found in the Annual Report 2023. Save as disclosed therein, there are no other relationships (including immediate family relationships) between Mr Chan Wen Chau and the other Directors of the Company, the Company or its substantial shareholders.
2. Ordinary Resolution 4 - Mr Leow Wee Kia Clement will, upon re-election as a Director of the Company, remain as the Lead Independent Director as well as the Chairman of the Nominating and Remuneration Committees and a member of the Audit Committee. Mr Leow is considered by the Board to be independent for the purpose of Rule 704(7) of the Catalist Rules. Detailed information on Mr Leow Wee Kia Clement can be found in the Annual Report 2023. There are no relationships (including immediate family relationships) between Mr Leow Wee Kia Clement and the other Directors of the Company, the Company or its substantial shareholders.
3. Ordinary Resolution 6 above, is to authorise the Directors of the Company from the date of the forthcoming AGM until the next AGM of the Company to issue shares and convertible securities in the Company up to an amount not exceeding in aggregate 100% of the total number of issued shares excluding treasury shares and subsidiary holdings of which the total number of shares issued other than on a pro-rata basis to existing members shall not exceed 50% of the total number of issued shares excluding treasury shares and subsidiary holdings for such purposes as they consider would be in the interests of the Company. Rule 806(3) of the Catalist Rules currently provides for the percentage of the total number of issued shares excluding treasury shares and subsidiary holdings to be calculated on the basis of the total number of issued shares at the time that the Resolution is passed (taking into account the conversion or exercise of any convertible securities or employee share options at the time that the Resolution is passed, which were issued pursuant to previous member approval), adjusted for any subsequent bonus issue, consolidation or subdivision of shares. This authority will, unless revoked or varied at a general meeting, expire at the next AGM of the Company.

Notes:

1. Printed copy of this notice of AGM (the "**Notice**") will be sent to the members. Printed copy of the Company's annual report ("**AR**") will not be sent to members, instead, it will be sent to members by electronic means via publication on the Company's website at the URL <http://www.msmmgroup.com/> and made available on the SGXNet at the URL <https://www.sgx.com/securities/company-announcements>. Members have the right to elect whether to receive the AR in physical copy by completing the requisition form sent together with the Notice ("**Requisition Form**"). Please refer to and read the instructions set out in the Requisition Form carefully.
2. A proxy need not be a member of the Company.
3. The instrument appointing a proxy or proxies, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must:
 - (a) if sent personally or by post, be lodged at the office of the Company's Share Registrar, B.A.C.S. Private Limited, at 77 Robinson Road #06-03 Robinson 77 Singapore 068896; or
 - (b) if submitted by email, be received by the Company's Share Registrar, B.A.C.S. Private Limited at main@zicoholdings.com,

in either case, by 10.30 a.m. on 26 July 2023 (being not less than forty-eight (48) hours before the time appointed for holding the AGM (or at any adjournment thereof) and in default the instrument of proxy shall not be treated as valid.

NOTICE OF ANNUAL GENERAL MEETING (cont'd)

Notes: (cont'd)

4. For investors who hold shares through relevant intermediaries, including CPF and SRS investors, who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes, at least seven (7) working days before the time appointed for the holding of the AGM (ie. by 10.30 a.m. on 18 July 2023). CPF investors and/or SRS investors are requested to contact their respective CPF and/or SRS Operators for any queries they may have with regard to the appointment of the Chairman of the Meeting as proxy for the AGM.
5. Except for a member who is a Relevant Intermediary as defined under Section 181(6) of the Act, a member entitled to attend and vote at this Meeting is entitled to appoint not more than two proxies to attend and vote in his stead.
6. Where a member appoints more than one proxy, he/she should specify the proportion of his/her shareholding (expressed as a percentage of the whole) to be represented by each proxy. If no percentage is specified, the first named proxy shall be treated as representing 100 per cent of the shareholding and the second named proxy shall be deemed to be an alternate to the first named.
7. A member who is a Relevant Intermediary is entitled to appoint more than two proxies to attend and vote at this Meeting, but each proxy must be appointed to exercise the rights attached to a different shares held by such member. Where such member appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the proxy form.
8. If the appointor is a corporation, the proxy must be executed under seal or the hand of its duly authorised officer or attorney.
9. A Depositor's name must appear on the Depository Register maintained by The Central Depository (Pte) Limited as at 72 hours before the time appointed for holding the AGM in order for the Depositor to be entitled to attend and vote at the AGM.
10. The appointment of a proxy(ies) shall not preclude a member from attending, speaking and voting in person at the AGM. If a member attends the AGM in person, the appointment of a proxy(ies) shall be deemed to be revoked, and the Company reserves the right to refuse to admit such proxy(ies) to the AGM.

IMPORTANT INFORMATION

1. Attendance

Further to the intended revocation of the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings) Orders (Orders) from 1 July 2023, the AGM is being convened and will be held physically ("**Physical Meeting**").

2. Voting

Voting on the resolutions tabled at the AGM will be by poll in accordance with the Constitution of the Company.

NOTICE OF ANNUAL GENERAL MEETING

(cont'd)

IMPORTANT INFORMATION (CONT'D)**3. Submission of Questions in Advance**

Members may submit their questions in relation to the resolutions of the AGM by email to:-

- (a) email to: msm.agm@msmmgroup.com; or
- (b) post to the registered office at 77 Robinson Road #06-03 Robinson 77 Singapore 068896

When submitting questions by post or via email, members should also provide the following details: (i) the member's full name; (ii) the member's email address; and (iii) the manner in which the member holds shares in the Company (e.g., via CDP, CPF/SRS and/or physical scrip), for verification purposes.

All questions must be submitted by 10.30 a.m. on 21 July 2023 ("**Cut-Off Time**").

The Company will endeavor to address all substantial and relevant questions received from members by the Cut-Off Time and publish its response on the SGXNet at URL <https://www.sgx.com/securities/company-announcements> and at the Company's website at URL <http://www.msmmgroup.com/> not later than 24 July 2023. Where substantial and relevant questions are unable to be answered prior to the AGM, the Company will address them at the AGM.

Verified members and proxy(ies) attending the Physical Meeting will be able to ask questions in person at the AGM venue.

The Company will, within one month after the date of the AGM, publish the minutes of the AGM on SGXNET and the Company's website and the minutes will include the responses to the questions referred to above.

Personal data privacy:

By submitting a proxy form appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM 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 AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) 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 representatives(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representatives(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representatives(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.



MSM INTERNATIONAL LIMITED
(Company Registration No.: 200918800R)
(Incorporated in the Republic of Singapore)

PROXY FORM

ANNUAL GENERAL MEETING

IMPORTANT:

1. Relevant intermediaries (as defined in Section 181 of the Companies Act 1967) may appoint more than two proxies to attend, speak and vote at the Annual General Meeting.
2. For CPF/SRS investors who have used their CPF/SRS monies to buy the Company's shares, this Proxy Form is not valid for use by CPF/SRS investors and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF/SRS investors should contact their respective Agent Banks/SRS Operators if they have any queries regarding their appointment as proxies.

*I/We(Name)(NRIC/Passport No./Company Registration No.)
of (Address)
being a *member/members of **MSM INTERNATIONAL LIMITED**. (the "Company"), hereby appoint:-

Name	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

and/or (delete as appropriate)

Name	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

or failing him/her, the Chairman of the Meeting as my/our proxy/proxies to attend and to vote for me/us on my/our behalf at the Annual General Meeting ("AGM") of the Company to be held at 77 Robinson Road #06-03 Robinson 77 Singapore 068896 on Friday, 28 July 2023 at 10.30 a.m. and at any adjournment thereof.

I/We direct my/our proxy/proxies to vote for, against or abstain the Resolutions to be proposed at the Meeting as hereunder indicated. If no specific direction as to voting is given or in the event of any other matter arising at the Meeting and at any adjournment thereof, the proxy/proxies will vote or abstain from voting at his/her discretion. The authority herein includes the right to demand or to join in demanding a poll and to vote on a poll.

No.	Ordinary Resolutions	For	Against	Abstain
1.	Adoption of the Audited Financial Statements for the financial year ended 31 March 2023 together with the Directors' Statement and the Auditors' Report thereon.			
2.	Approval of the Directors' fees of S\$83,000 for the financial year ending 31 March 2024.			
3.	Re-election of Mr Chan Wen Chau as a Director of the Company.			
4.	Re-election of Mr Leow Wee Kia Clement as a Director of the Company.			
5.	Re-appointment of CLA Global TS Public Accounting Corporation as Auditors of the Company and to authorise the Directors to fix their remuneration.			
6.	Authority to allot and issue shares in the capital of the Company.			

Dated this day of 2023.

Total no. of Shares in	No. of Shares
(a) Depository Register	
(b) Register of Members	

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

* Delete where inapplicable

IMPORTANT: PLEASE READ NOTES FOR PROXY FORM OVERLEAF



NOTES FOR PROXY FORM

1. Except for a member who is a Relevant Intermediary as defined under Section 181(6) of the Companies Act 1967 (the “**Companies Act**”) a member entitled to attend and vote at the AGM is entitled to appoint not more than two proxies to attend and vote in his stead. A proxy need not be a member of the Company.
2. Where a member appoints more than one proxy, he/she should specify the proportion of his/her shareholding (expressed as a percentage of the whole) to be represented by each proxy and if no percentage is specified, the first named proxy shall be treated as representing 100 per cent of the shareholding and the second named proxy shall be deemed to be an alternate to the first named.
3. A member should insert the total number of shares held. If the member has shares entered against his name in the Depository Register Depository Register (as defined in Section 81SF of the Securities and Futures Act, Chapter 289), he should insert that number of shares. If the member has shares registered in his name in the Register of Members of the Company, he should insert the number of shares. If the member has shares entered against his name in the Depository Register and shares registered in his name in the Register of Members of the Company, he should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by the member of the Company.
4. Pursuant to Section 181(1C) of the Companies Act, a member who is a Relevant Intermediaries is entitled to appoint more than two proxies to attend, speak and vote at the Meeting provided that each proxy is appointed to exercise the rights attached to different shares held by the member. In such event, the relevant intermediary shall submit a list of its proxies together with the information required in this proxy form to the Company.
5. The instrument appointing a proxy or proxies must be under the hand of the appointor or of his attorney duly authorized in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where the instrument appointing a proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument.
6. A corporation which is a member may authorise by resolution of its directors or other governing body such a person as it thinks fit to act as its representative at the Meeting, in accordance with Section 179 of the Companies Act 1967.
7. This instrument appointing a proxy or proxies must:
 - (a) if sent personally or by post, be lodged at the office of the Company’s Share Registrar, B.A.C.S. Private Limited, at 77 Robinson Road #06-03 Robinson 77 Singapore 068896; or
 - (b) if submitted by email, be received by the Company’s Share Registrar, B.A.C.S. Private Limited at main@zicoholdings.com,in either case, by 10.30 a.m. on 26 July 2023 (being not less than forty-eight (48) hours before the time appointed for holding the AGM (or at any adjournment thereof) and in default the instrument of proxy shall not be treated as valid.
8. Please indicate with an “X” in the spaces provided whether you wish your vote(s) to be for, against or abstain the Resolutions as set out in the Notice of AGM. In the absence of specific directions, the proxy/proxies will vote or abstain as he/they may think fit, as he/they will on any other matter arising at the AGM.
9. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies.
10. In the case of members of the Company whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if such members are not shown to have shares entered against their names in the Depository Register 72 hours before the time appointed for holding the Meeting as certified by The Central Depository (Pte) Limited to the Company.
11. An investor who buys shares using CPF monies (“**CPF Investor**”) and/or SRS monies (“**SRS Investor**”) (as may be applicable) may attend and cast his vote(s) at the Meeting in person. CPF and SRS Investors who are unable to attend the Meeting but would like to vote, may inform their CPF and/or SRS Approved Nominees to appoint the Chairman of the Meeting to act as their proxy, in which case, the CPF and SRS Investors shall be precluded from attending the Meeting.
12. The appointment of a proxy(ies) shall not preclude a member from attending, speaking and voting in person at the AGM. If a member attends the AGM in person, the appointment of a proxy(ies) shall be deemed to be revoked, and the Company reserves the right to refuse to admit such proxy(ies) to the AGM

Personal data privacy:

By submitting this proxy form, the member of the Company accepts and agrees to the personal data privacy terms as set out in the Notice of AGM dated 13 July 2023.



MSM INTERNATIONAL LIMITED

Company Registration No.: 200918800R

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