

CONTINUAL  
GROWTH  
ON  
**SOLID**  
**FOUNDATION**

*Celebrating*  
**40** *Years*  
SINCE 1980

ANNUAL REPORT  
**2019**



## OUR **VISION**

To enlarge our presence in the real estate and built environment in Singapore and beyond.

## OUR **MISSION**

“Prudence in our ways;  
Excellence is our aim.”

精步  
益步  
求為  
精營

## CONTENTS

01	Corporate Information	25	Our Business - Local Property Development & Investment
02	Milestones	31	Our Business - Overseas Property Development & Investment
04	Chairman's Message	33	Our Business - Purpose-Built Student Accommodation
06	主席致辭	41	Our Business - Fund Management
08	Board of Directors	43	Our Business - Construction
10	Senior Management	49	Our Business - Workers' Dormitory
11	Group Structure	52	Sustainability Summary
12	Financial Highlights	53	Corporate Governance Report
13	Financial Summary	68	Financial Statements
14	Operations Review	150	Statistics of Shareholdings
21	Properties Portfolio		
22	Corporate Social Responsibility		
24	Awards and Accolades		



# CORPORATE INFORMATION

## Board of Directors

**Goh Yeow Lian**  
*Executive Chairman and  
Managing Director*

**Goh Yew Tee**  
*Executive Director and  
Deputy Managing Director*

**Goh Yeo Hwa**  
*Executive Director*

**Goh Yew Gee**  
*Non-Executive Director*

**Teo Choon Kow @ William Teo**  
*Lead Independent Director*

**Wong Kwan Seng Robert**  
*Independent Director*

## Audit Committee

**Teo Choon Kow @ William Teo**  
*Chairman*

**Wong Kwan Seng Robert**

**Goh Yew Gee**

## Nominating Committee

**Wong Kwan Seng Robert**  
*Chairman*

**Teo Choon Kow @ William Teo**

**Goh Yew Gee**

## Remuneration Committee

**Teo Choon Kow @ William Teo**  
*Chairman*

**Wong Kwan Seng Robert**

**Goh Yew Gee**

## Company Secretaries

**Tan Ching Chek, LLB, ACIS and Teo Ah Hiong, ACIS**  
*c/o BSL Corporate Services Pte Ltd  
220 Orchard Road  
#05-01 Midpoint Orchard  
Singapore 238852*

## Registered Office

*39 Kim Keat Road  
Wee Hur Building  
Singapore 328814*

## Share Registrar and Share Transfer Office

**Boardroom Corporate & Advisory Services Pte Ltd**  
*50 Raffles Place  
#32-01 Singapore Land Tower  
Singapore 048623*

## Auditor

**PricewaterhouseCoopers LLP**  
*7 Straits View  
Marina One, East Tower  
Singapore 018936  
Partner in charge: Tan Boon Chok  
(Effective from year ended 31 December 2017)*

## Principal Bankers (in alphabetical order)

*Australia and New Zealand Banking Group Limited  
DBS Bank Ltd  
National Australia Bank Limited  
Oversea-Chinese Banking Corporation Limited  
Standard Chartered Bank (Singapore) Limited  
United Overseas Bank Limited*

# MILESTONES

## 1980s

**Wee Hur was founded**



The history of the Group dates back to 1980 when Mr Goh Yeow Lian, our Executive Chairman and Managing Director established 'Wee Hur Construction Co' with his brothers, Mr Goh Yeu Toh, Mr Goh Yeo Hwa, Mr Goh Yew Tee and brothers-in-law, Mr Sua Nam Heng and Mr Cheng Kiang Huat. The partnership company was subsequently incorporated as Wee Hur Construction Pte Ltd ("WHC") in 1988 to cater to its growing business.

Through the years, WHC grew from strength to strength, handling construction projects of higher values and greater diversity and complexity. Completed projects include residential, institutional, industrial, office, hotel, shopping mall, religious, heritage and conservation buildings.

WHC is a BCA (Building and Construction Authority) registered contractor with A1 financial status which allows us to tender building projects of unlimited value. Our clients come from both the public and private sector.

## 2008

**Listed on Singapore Exchange Main Board**



In mid January 2008, the company underwent a restructuring exercise where Wee Hur Construction Pte Ltd became a wholly owned subsidiary of Wee Hur Holdings Ltd which was later listed on Singapore Exchange Mainboard on 30 January 2008.

## 2009

**Ventured into Property Development**

In order to enhance shareholders' value after listing, we explored various business opportunities besides organic growth of our construction business. We decided to venture into property development as a natural progress up the value chain and obtained shareholders' mandate in May 2009. Wee Hur Development Pte Ltd, the property development arm of the Group, was incorporated in June 2009.

We kickstarted our foray into property development with a 469-units strata titled industrial development, Harvest@Woodlands, in July 2009 through Government Land Sale ("GLS") tender. In 2010, we secured another GLS site for a larger scale strata titled industrial development, Premier@Kaki Bukit. We have also completed a sizeable residential development, Parc Centros, which comprises 618 dwelling units in Punggol and two other boutique residential developments, Villas@Gilstead and Urban Residences.

Our current development for sale, Mega@Woodlands, 517-units strata titled industrial development along Woodlands Avenue 12 was completed in 2018 and Parc Botannia, 735-units strata titled condominium at Fernvale was fully sold as at 31 March 2020 based on the option to purchase issued. On 15 January 2020, we have secured a new land parcel at Jalan Bunga Rampai which can yield 115 residential units.



## 2013

**Ventured into Workers' Dormitory**



We started our first investment property in 2013 by developing a large-scale purpose-built workers' dormitory, Tuas View Dormitory, at Tuas South Avenue One. The dormitory has the capacity to house 16,800 workers for all industries. In September 2019, we secured another new land parcel at Soon Lee Road, Jurong to develop a 10,500 beds workers' dormitory which will house mainly construction workers.

# MILESTONES

## 2014

**Established beyond Singapore - Overseas Property Development and Investment**



In December 2014, we acquired three parcels of land totalling 1.69 hectares in Brisbane, Australia for A\$56.5 million, marking the Group's first foray into property development in Australia. These lands are located at Woolloongabba, a suburb located in Brisbane, Australia.

We have developed one of the three parcels of land (Plot 1) into Australia's largest single phase purpose-built student accommodation ("PBSA") housing 1,578 beds in two buildings. Complete with ten commercial tenancies for shops and restaurants on the ground level and an expansive student communal area at the podium level. We have seeded this asset to Wee Hur PBSA Master Trust in June 2017. This PBSA, named Unilodge Park Central, was completed in 2018 and we have welcomed our first batch of residents since 2 July 2018.

Currently we are also exploring development options for Park Central - the biggest parcel (Plot 2) - for a mixed-use development comprising mainly residential units and sizable commercial spaces. The smallest parcel (Plot 3) was sold in 2020.

In end-March 2016, we have acquired a commercial office building near King George Square Station in the central business district of Brisbane. This property was sold in 2018 for a gain of \$6.5 million.

## 2016

**Embarked on a new growth platform - set up Australia focused Purpose-Built Student Accommodation Master Trust.**



In December 2016, Wee Hur PBSA Master Trust was constituted with the objective to build a portfolio of approximately 5,000 beds of PBSA in major cities of Australia over the next five years.

Our business model is to buy lands, develop and operate. So far, besides the seeding property in Brisbane, we have purchased another 5 parcels of land - two in Adelaide, one in Melbourne, one in Sydney and one in Canberra which will yield approximately 5,200 beds of PBSA.

Our 1<sup>st</sup> PBSA, UniLodge Park Central, commenced operations in July 2018 in Brisbane, while our 2<sup>nd</sup> PBSA, UniLodge City Gardens, commenced operations in July 2019 in Adelaide. The rest of the PBSAs are at different stages of development and are expected to be ready for occupation by 2023.

## 2017

**Set up Fund Management company**

We set up Wee Hur Capital Pte Ltd as the Trust manager for Wee Hur PBSA Master Trust. We aim to develop the fund management business as another growth platform.

## 2020

**Set up Wee Hur Hospitality Pte Ltd**

We set up Wee Hur Hospitality Pte Ltd to develop our own brand for the operational management of PBSA assets.

## Financial Performance

**Total Net Profit Attributable to Shareholders**

**\$417** MILLION

**Total Dividends to Shareholders**

**\$159** MILLION

*which represents a 38% dividend payout ratio.*

**Equity Attributable to Shareholders**

**\$393** MILLION

*Increased by \$354 million from \$39 million during IPO.*

FY 2008 - FY 2019

FY 2019



# CHAIRMAN'S MESSAGE



## Dear Shareholders

I am pleased to share with you that 2019 was a busy and fruitful year for Wee Hur. The Purpose-Built Student Accommodation ("PBSA") business has been progressing well. We have achieved remarkable sales for the two local development properties. The construction arm has increased the order book substantially with the award of five new projects. We have also secured another land parcel to build our **2<sup>nd</sup> workers' dormitory**. In addition, we have achieved better financial performance.

We have a good start for 2020 with the award of a residential site in January 2020 while we are celebrating our **40<sup>th</sup> anniversary**. We have also entered into a call option nomination deed with an unrelated party recently for the acquisition of a land parcel in **Canberra** for the **6<sup>th</sup> PBSA**.

“ WITH SOLID FOUNDATION BUILT OVER  
THE LAST 40 YEARS, WEE HUR WILL  
CONTINUE TO SCALE GREATER HEIGHTS. ”

## PBSA Business

We have achieved high occupancy rate for the **1<sup>st</sup> PBSA of 1,578 beds** at **Brisbane, UniLodge Park Central** since it was fully operational in January 2019.

The **2<sup>nd</sup> PBSA of 772 beds** at **Adelaide, UniLodge City Gardens** commenced operations in July 2019 and the occupancy rate has been encouraging.

The **3<sup>rd</sup> PBSA of 811 beds** which we target to commence operation in January 2021 is at **Waymouth Street, Adelaide**. Construction work has commenced in April 2019 and is expected to complete by December 2020.

The **4<sup>th</sup> PBSA of 889 beds** at **A'Beckett Street, Melbourne**, is our next PBSA which we target to be operational by January 2022. Construction work has commenced in October 2019 and is expected to complete by December 2021.

The process to obtain Development Approval for the **5<sup>th</sup> PBSA** of approximately **419 beds** at **Gibbons Street, Sydney** has taken longer than scheduled. The expected operational date shall be January 2023 based on the current status.

The land parcel for the **6<sup>th</sup> PBSA** acquired is at **7-9 Moore Street, Canberra**. The land parcel is located within Canberra Civic which provides a variety of amenities and most importantly it is within walking distance to Australia National University. This land parcel will be developed into an approximately **731 beds** PBSA. The call option nomination deed is expected to exercise in April 2020 and the acquisition is scheduled to complete by August 2020.

The **PBSA** portfolio is one of the important growth platforms we initiated in 2016. These **6 PBSAs** will yield approximately **5,200 beds** which is slightly more than our target of **5,000 beds**. With **2,350 beds** in operation currently and the remaining of approximately **2,850 beds** will be operationally ready over the next three years, we are happy to see this growth platform starting to bear fruits. It has started to contribute to our financial performance for 2019 and will continue to increase its contribution once more beds are in operation. We are optimistic of this business as the demand for PBSA is very strong in major cities of Australia.

## Local Property Development

I am pleased to announce that the co-development project, **Parc Botannia** has been fully sold based on the Option to Purchase issued. The construction work is in progress and target to obtain TOP by first half of 2021.

The sales for the Industrial project, **Mega@Woodlands** has also been improved to 70% as of 31 March 2020. If we include the **RTO** ("Rent-To-Own") units which the potential purchasers rent first and decide to purchase later, the aggregate take up rate is 85%. We will continue to ramp up our marketing effort to sell those unsold units.

The **Jalan Bunga Rampai** residential site which we secured recently will yield 115 apartment units comprising 2, 3 and 4 bedrooms. We intend to launch this project and commence construction work by first half of 2021.



The local residential market will still be challenging due to abundant unsold inventory, new supply via Government land sales programme and uncertain economy due to **COVID-19**. We will monitor the market closely and adopt prudent approach in making acquisition of lands for new developments.

### Overseas Property Development

The development of **Park Central One** which comprises 168 apartment units on Plot 3 of the Buranda site at Brisbane cannot be proceeded as Department Transport and Main Road ("DTMR") of Queensland Government has determined that not to sell their plots of land which formed part of the Plot 3 to Wee Hur. A deed of settlement and release has been entered between DTMR and Wee Hur. Upon completion of the sales and purchase contracts in April 2020 required under the deed of settlement and release, we will have full ownership of Plot 2. The development on Plot 2 named **Park Central** is a mixed development which comprises mainly residential, retail and commercial units. We target to conclude the development option on Plot 2 by 2020.

### Construction Business

We have increased our order book by approximately \$275 million with the awards of five projects in 2019. The total order book as at 31 December 2019 is approximately \$411 million with various completion dates till 2022.

We have almost completed the **PPVC construction at Parc Botannia**. We have gained valuable knowledge for this new method which will help us in securing projects with PPVC construction method.

Despite many challenges such as **COVID-19**, rising cost and tightening of foreign workforce policy, we expect the construction industry to remain competitive in 2020.

We will work harder to secure more projects amid the competitive environment to replenish our order book as most of our currently projects will be substantially completed in 2020.

### Workers' Dormitory

The average occupancy rate for **Tuas View Dormitory** has improved to approximately 80% in 2019. Occupancy rate has improved for the recent few months and we will continue to ramp up our marketing effort to achieve higher occupancy level.

We will develop a 10,500 beds workers' dormitory, **Pioneer Lodge** which will house mainly construction workers on the land parcel secured at Soon Lee Road. Construction work has commenced and is expected to be operational partially by second half of 2020 and fully operational by first half of 2021.

### Other Business opportunity

Over the past five years we have gained valuable experience in developing and operating PBSA in major cities of Australia. We are exploring opportunities to provide our expertise to develop and operate more PBSAs in Australia for parties who are keen to invest in this asset class.

As part of the strategy for this business opportunity, we have also set up **Wee Hur Hospitality Pte Ltd**, which will develop our own brand for the operational management of PBSA assets.

As our businesses are deeply rooted in the built environment which covers construction, property development, property management, facilities management etc., we will continue to look for business opportunities by leveraging our expertise and know-how in the built environment sector.

### Financial Performance and Dividends

The profit gained in financial year ended 31 December 2019 ("**FY2019**") is \$34.6 million which is 48% higher than FY2018.

We are proposing a final cash dividend of 0.5 cent per share. Including the interim dividend of 0.3 cent per share, total dividend for FY2019 is 0.8 cent per share. The total payment for FY2019 will be approximately \$7.4 million, representing a payout ratio of 21%.

The new record date and the payment date in respect of FY2019 final cash dividend of 0.5 cent per share will be announced via SGXNET at a later date.

### Corporate Social Responsibility

In 2019, we continue to strengthen our efforts to give back to society through direct participations, donations and scholarship programme.

Our CSR committee has collaborated with several organisations for meaningful activities. We worked with Sengkang West CCC CDW to distribute groceries to needy families, brought members of Brahm Centre on an outing to Jewel Changi Airport, as well as organised Christmas party for ARC Centre.

Furthermore, we have sponsored staff to attend charity sports events such as the OCBC Cycle, Standard Chartered Run and Unlabelled Run.

In addition to the existing **Wee Hur Scholarship** with NUS, we have also sponsored the iBuildSG Undergraduate Scholarship and Sponsorship Programme 2019 for 2 students.

### Continue to grow on the solid foundation built over the last 40 years

Wee Hur is celebrating its **40<sup>th</sup> anniversary** in 2020. We have grown from a small construction company in 1980 and became a public listed company with **net asset value** close to **\$400 million**. We have also expanded from one core business to six core businesses in Singapore and beyond.

With solid foundation built over the last 40 years, Wee Hur will continue to scale greater heights.

### Outlook

The rapid outbreak of **COVID-19** globally has prompted The World Health Organisation declared COVID-19 a pandemic. Global stock market meltdown after the declaration and more countries have implemented travel ban in order to contain the transmitting of the virus. COVID-19 will have great impact to the global economy and Singapore will not be spared. We will adopt prudent approach for our business in view of the challenges ahead.

### Annual General Meeting

The Annual General Meeting ("**AGM**") has to be postponed beyond the mandatory date in accordance to the precautionary measures imposed by the Ministry of Health. We will notify shareholders via Notice of AGM and announce on the SGX website once the date, time and venue of AGM is confirmed. We look forward to seeing you soon.

### Appreciation

I am thankful to our shareholders, banks and financial institutions, consultants, sub-contractors, suppliers, business associates, staff and other stakeholders that have supported us for the past 40 years and contributed to where we are today. I am also grateful to the Board for their guidance and support.

### GOH YEOW LIAN

Executive Chairman and Managing Director



# 主席 致辞



## 尊敬的股东们：

我很高兴与大家分享，2019年对偉合来说是个忙碌而丰硕的一年。学生公寓业务进展相当顺利。本地的两个开发项目也有不错的销售业绩。建筑业务新添了五个项目，使得工程订单大幅度增加。集团也成功标到一块地段来建造集团的**第二个工人宿舍**。在这财政年度，集团也取得了较好的财务业绩。

2020年是集团成立**40周年**之年度，我们有好的开始。在一月份成功标到一块住宅地段。最近我们也与一间私人公司达成一项认购期权协议，以收购在**堪培拉**的一个地段来开发**第六个学生公寓**。

“**集团会在这40年里所建立的坚实的基础上，更上一层楼。**”

## 学生公寓业务

位于**布里斯班**的**第一个学生公寓 UniLodge Park Central** 拥有**1,578张床位**，自2019年1月全面运作以来享有很高的入住率。

位于**阿德莱德的市中心**的**第二个学生公寓 UniLodge City Gardens** 拥有**772张床位**，于2019年7月开始运作，入住率令人鼓舞。

**第三个学生公寓**位于**阿德莱德的市中心**的**韦茅斯街**，拥有**811张床位**。我们计划于2021年1月开始运作。工程已在2019年4月展开，预计将于2020年12月竣工。

**第四个学生公寓**位于**墨尔本中央商业区**的**阿贝科特街**，拥有**889张床位**。我们的目标是在2022年1月投入运作。建筑施工已于2019年10月开始，预计将于2021年12月完成。

**第五个学生公寓**位于**悉尼的吉本斯街**大约有**419张床位**。目前还在等待有关机构对开发准证的批准，预计运作日期应为2023年1月。

开发**第六个学生公寓**的地段位于**堪培拉市摩尔街7-9号**。该地段位于堪培拉市中心，具备各种便利设施，步行即可到达澳大利亚国立大学。这块地段可开发成大约**731张床位**的**学生公寓**。认购期权协议会在2020年4月行使，收购将会在2020年8月完成。

学生公寓投资组合是集团在2016年推出的重要增长平台之一。这**6个学生公寓**合计大约有**5,200张床位**，略高于我们设定**5,000张床位**的目标。目前已有**2,350张床位**投入运作，其余大约**2,850张床位**将在未来的三年内投入运作，我很高兴这一增长平台开始看到成果。它为我们2019年的财务业绩做出贡献，随着更多床位投入运作，它将继续增加其贡献。我们对此业务持乐观态度，因为澳大利亚主要城市对学生公寓的需求非常强劲。

## 本地房地产开发业务

我很高兴地宣布，集团的合作开发项目—**翠林苑 Parc Botannia** 根据所发出的购买权已全部售罄。目前正在施工中，预计于2021年上半年获得入伙证。

截至2020年3月31日，集团的工业项目—**Mega@Woodlands** 的销售额也提高到了70%。如果把**RTO**（“先租后买”）方案的潜在买家计算在内，总销售额为85%。我们将继续加大营销力度，出售那些剩余的单位。



集团最近标得 **Jalan Bunga Rampai** 住宅地段将能开发一个拥有115套的共管公寓，公寓有2、3和4个卧室的3种类型。我们计划在2021年上半年开始启动销售活动并开始施工。

由于大量未售出的库存、政府土地销售计划的新供应以及 **COVID-19 冠状病毒**所带来的经济不确定性，本地住宅市场充满挑战。我们将密切关注市场，收购开发的地段时谨慎行事

### 海外房地产开发业务

由于昆士兰州交通运输部（“DTMR”）确定不会出售他们在Buranda3号的地段给伟合，因此集团无法进行开发**Park Central One**，一个拥有168套公寓的住宅项目。DTMR和伟合间签订了和解与解除协议，在2020年4月完成买卖合同后，集团将拥有2号地段的全部所有权。2号地段是一个混合开发项目，名为**Park Central**主要由住宅、零售和商业单位组成。集团希望能在2020年敲定2号地段的开发方案。

### 建筑业务

随着2019年建筑业务增加五个新项目，集团工程的订单增加了约2.75亿新元。截至2019年12月31日，工程订单总额约为4.11亿新元，所有工程将在2022年完成。

**翠林苑 Parc Botannia** 的 PPVC 工程已接近尾声。我们获得了这种新建筑方法的宝贵知识和经验，这将有助于集团争取有PPVC的项目。

集团预计建筑行业在2020年会面临许多挑战，如**COVID-19 冠状病毒**所带来的影响，成本上升和外国工人与管理人员的紧缩。尽管如此，这行业将继续面临激烈的竞争，由于集团大部分的项目将在2020年完成，我们会努力争取更多的项目来填补工程的订单。

### 工人宿舍业务

2019年，**大士观景工人宿舍 Tuas View Dormitory** 的平均入住率已提高至约80%。近几个月入住率有所提高，我们将继续加大营销力度，以达到更高的入住率。

我们也成功标到位于顺利路的一块新地段来开发一个拥有**10,500 张床位**的工人宿舍，名为**Pioneer Lodge**主要容纳建筑业的劳工。建筑工程已经开始，预计将于2020年下半年部分投入运作，并于2021年上半年全面运作。

### 其他商机

在过去的五年里，集团在澳大利亚主要城市开发和运营学生公寓方面积累了宝贵的经验。集团希望通过这方面的知识和经验，来协助对学生公寓这类房产有兴趣的投资机构，在澳大利亚开发和运作学生公寓业务。

作为这商机战略之一，集团成立了**Wee Hur Hospitality Pte Ltd**，开发自己的品牌来管理和运作学生公寓。

由于我们的业务深深扎根于建筑环境（包括建筑、房地产开发、物业管理、设施管理等），我们将继续利用我们在建筑环境领域的专业知识和技能来寻找商机。

### 财务绩效和股息

截至2019年12月31日的财政年度利润为3,460万新元，比2018财年高出48%。集团建议派出每股0.5分的末期股息。包括每股0.3分的中期股息，2019财政年度的总股息为每股0.8分。2019财年的总支出约为740万新元，派息率为21%。

关于2019财政年度每股0.5分的末期股息，将会通过新交所的网站告知股息截止和付款日期。

### 企业社会责任

在2019年，集团继续通过直接参与、捐赠和奖学金等计划形式回馈社会。

集团的企业社会责任委员会与多个公益组织共同展开公益活动。集团与盛港西公民咨询委员会合作，向贫困家庭分发食品杂货，带Brahm中心的成员去樟宜机场Jewel游玩，以及为ARC中心组办圣诞晚会。

此外，我们还赞助员工参加慈善体育活动，如华侨银行自行车赛、渣打银行长跑和无标签长跑。

最后，除了新加坡国立大学现有的**伟合奖学金**，我们也赞助了“2019年 iBuildSG 本科奖学金计划”下的两名学生。

### 在40年建立的坚实基础上持续发展

2020年是伟合成立**40周年**。我们从1980年的一家小型建筑公司遵守“步步为营，精益求精”的使命，成长为一家**净资产接近4亿新元**的上市公司。集团的核心业务从一个扩展到六个，业务也延伸到国外。集团会在这40年里所建立的坚实的基础上，更上一层楼。

### 前景

由于**COVID-19冠状病毒**的快速爆发，世界卫生组织把这个病毒宣布为大流行病。这个宣布使得全球股市崩溃，多个国家实施入境令。这个冠状病毒将会对全球包括新加坡经济产生巨大影响。集团会步步为营来应付未来的挑战。

### 年度股东大会

根据卫生部为了避免**COVID-19冠状病毒**传播的指导规则，年度股东大会需延后举行。一旦年度股东大会的日期和地点确定了，集团将会通过“年度股东大会通告”和新交所的网站告知各位股东们。希望我们能早日见面。

### 感谢

我感谢我们的股东、银行和金融机构、顾问、分包商、供应商、业务伙伴、员工和其他利益相关者，在过去40年来的支和贡献。我也感谢董事会的指导和支持。

### 吴友仁

执行主席兼董事经理

## BOARD OF DIRECTORS



### **Goh Yeow Lian**

Executive Chairman and Managing Director

Goh Yeow Lian was appointed as our Executive Chairman and Managing Director on 3 September 2007 and he is one of the founders of our Group. He has played a pivotal role in the growth and development of our Group and is responsible in the formulation of our Group's strategic directions and expansion plans and managing our Group's overall business development. He graduated with a Diploma in Building from Singapore Polytechnic.



### **Goh Yew Tee**

Executive Director and Deputy Managing Director

Goh Yew Tee was appointed as our Executive Director and Deputy Managing Director on 24 September 2007. In January 2009, he was also appointed as the Managing Director of our wholly-owned subsidiary, Wee Hur Construction Pte Ltd. He is responsible for the overall operation of the construction and dormitory business. He graduated with a Diploma in Building from Singapore Polytechnic.



### **Goh Yeo Hwa**

Executive Director

Goh Yeo Hwa was appointed as our Executive Director on 24 September 2007 and he is one of the co-founders of our Group. He has more than 30 years of experience in the construction industry. He is involved in the site management and procurement of construction machinery, equipment and materials.





### **Teo Choon Kow @ William Teo**

**Lead Independent Director**

William Teo was appointed as our Lead Independent Director on 14 December 2007. He is currently a consultant providing corporate advisory work and independent director of PSL Holdings Limited, Datapulse Technology Limited and Kitchen Culture Holdings Ltd. From 1997 to 2004, he was the vice-president of Walden International Investment Group where he was responsible for its investment function. From 1989 to 1997, he was a senior manager with Coopers & Lybrand Management Consultants Pte Ltd, involved in corporate finance work. He is a fellow of the Association of Chartered Certified Accountants and a member of the Institute of Singapore Chartered Accountants. He holds a Master in Management from Asian Institute of Management, Philippines.



### **Wong Kwan Seng Robert**

**Independent Director**

Robert Wong was appointed as our Independent Director on 14 December 2007. He is a lawyer by profession and practises mainly corporate law with emphasis on corporate finance. He had acted as solicitor in initial public offers, rights issues, issue of debentures, takeovers, mergers and acquisition and joint ventures.



### **Goh Yew Gee**

**Non-Executive Director**

Goh Yew Gee was appointed as our Non-Executive Director on 24 September 2007. He is currently the managing director of Multi-Zones Marketing Pte Ltd, a Singapore company engaged in chemical trading. He is also a director of Hexachem (M) Sdn Bhd and Hexachem (Vietnam) Ltd.

# SENIOR MANAGEMENT

## **Lim Poh Choo, Janet**

*Chief Financial Officer*

*Wee Hur Holdings Ltd*

Janet Lim is responsible for all financial matters of the Group including financial reporting, corporate finance, treasury, tax, corporate secretarial and risk management. She has been with the Group since 2016.

She has more than 20 years of accounting, finance and management experience. She holds a Master of Professional Accounting from the University of Southern Queensland. She is a member of the Institute of Singapore Chartered Accountants and CPA Australia. She is also an Accredited Tax Advisor of the Singapore Institute of Accredited Tax Professionals.

## **Koh Chong Kwang**

*Director, Project*

*Wee Hur Construction Pte Ltd*

Koh Chong Kwang is responsible for the overall project management functions include overseeing the execution of projects from commencement till completion including maintenance period. He has been with the Group since 1995.

He holds a Bachelor of Engineering (Civil Engineering) degree from the National University of Singapore.

## **Sua Chen Shiua**

*Director, Tender and Contract*

*Wee Hur Construction Pte Ltd*

Sua Chen Shiua is responsible for the overall tender and contract functions include identifying and securing new projects and overseeing the execution of contract administration for secured projects. He has been with the Group since 2000.

He holds a Bachelor of Science (Building) degree from National University of Singapore.

## **Goh Chengyu**

*Assistant Director*

*Wee Hur Development Pte Ltd*

Goh Chengyu is responsible for local property development business of the Group include land acquisition, design and construction of assets. He is also involved in the Group's Australia focused Purpose-Built Student Accommodation Private Trust. He has been with the Group since 2008.

He has accumulated more than 12 years of experience in the construction and property development industries. He holds a Bachelor of Engineering, Mechanical with specialisation in design from the Nanyang Technology University, Singapore.

## **Gaw Chu Lan**

*Director, Administration and Finance*

*Wee Hur Holdings Ltd*

Gaw Chu Lan is responsible for all administrative and finance functions of the Group including corporate finance, administrative and human resources matter. She has been with the Group since 1985.

## **Chua Cheng Hoon**

*Business and Technical Director*

*Wee Hur Construction Pte Ltd*

Chua Cheng Hoon is responsible for business procurement for the construction arm including formulating cost-effective technical proposals and solutions during the tendering stage. He joined the Group in August 2018.

He holds a Bachelor of Engineering (Civil Engineering) degree from National University of Singapore.

## **Goh Cheng Huah**

*Director*

*Wee Hur Capital Pte Ltd*

Goh Cheng Huah is responsible for land acquisition, design and construction of assets managed under Wee Hur Capital Pte Ltd. He is also involved in local and overseas property development business of the Group. He has been with the Group since 1987.

He has accumulated more than 30 years of experience in the construction and property development industries. He holds a Bachelor of Engineering (Civil Engineering) from the National University of Singapore.

## **Goh Wee Ping**

*Chief Executive Officer*

*Wee Hur Capital Pte Ltd*

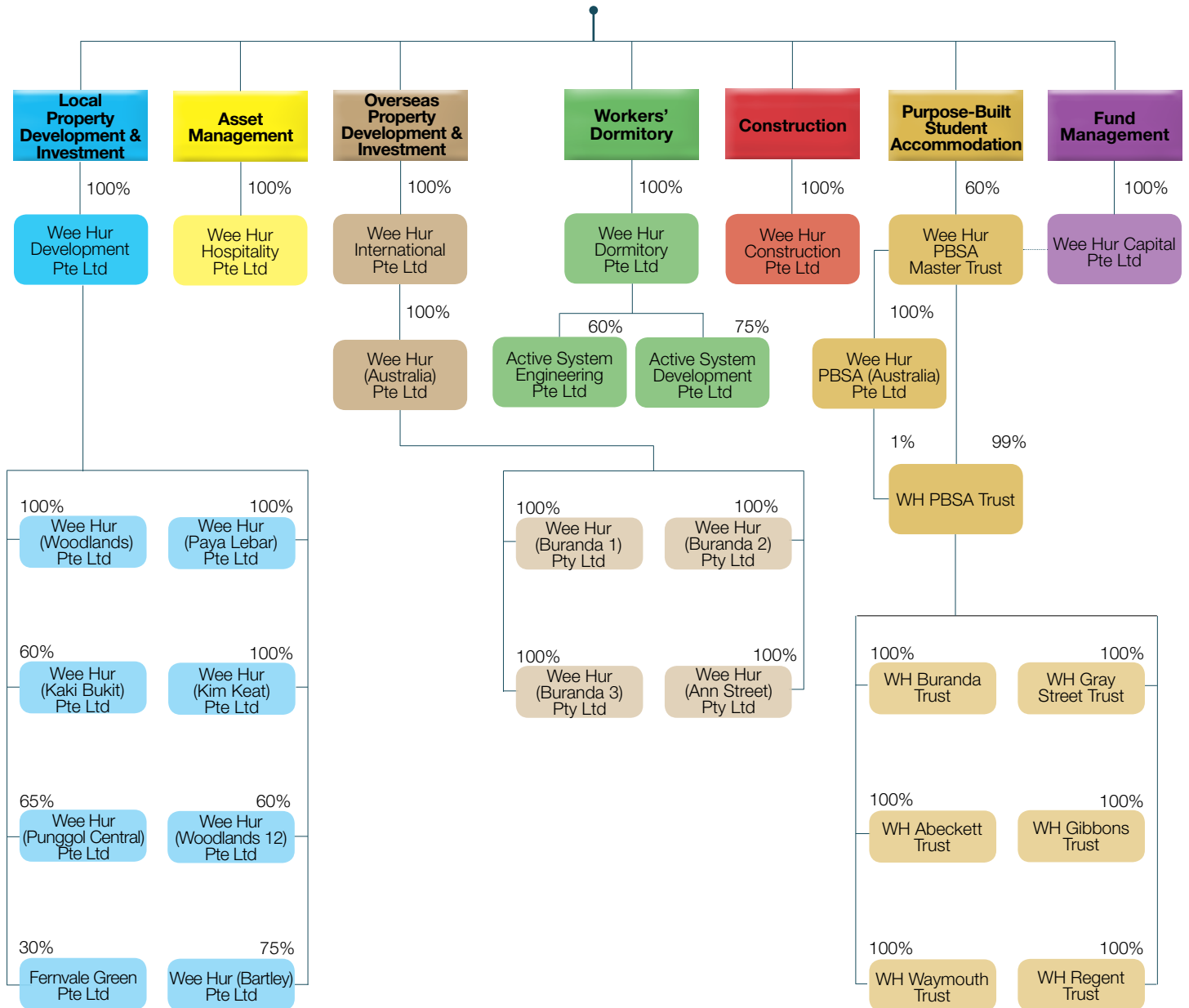
Goh Wee Ping is responsible for managing and integrating all functions of fund management which includes but not limited to fund-raising, acquisition and divestment, development, operations, asset management, business development and investor relations. He is currently managing Wee Hur PBSA Master Trust, an Australia focused Purpose-Built Student Accommodation Private Trust.

He has close to 7 years of experience in the construction and property development industry. He was instrumental in the Group's entry into Australia and has accumulated broad experience and acute knowledge on Purpose-Built Student Accommodation as an asset class in Australia. He holds a Bachelor of Engineering (Civil Engineering) from the National University of Singapore.



# GROUP STRUCTURE

AS AT 31 MARCH 2020



## FINANCIAL HIGHLIGHTS



**Revenue**  
**\$192**  
MILLION



**Gross Profit**  
**\$52**  
MILLION



**EBITDA**  
**\$65**  
MILLION



**Profit Attributable to Equity Holders**  
**\$35**  
MILLION



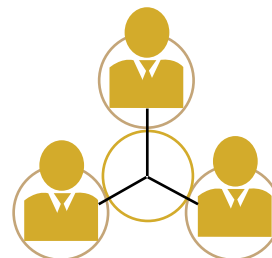
**Total Comprehensive Income**  
**\$35**  
MILLION



**Total Assets**  
**\$951**  
MILLION



**Total Equity**  
**\$398**  
MILLION



**Dividend Payout Ratio**  
**21.3%**



# FINANCIAL SUMMARY

GROUP FINANCIAL HIGHLIGHTS						
For The Financial Year Ended	FY 2019	FY 2018 (Restated)	FY 2017	FY 2016	FY 2015	FY 2014
<b>(A) Income Statement (\$'000)</b>						
Revenue	<b>191,792</b>	293,694	160,352	164,251	412,838	713,536
Earnings before interest and tax (EBIT)	<b>44,922</b>	50,641	25,199	23,344	80,247	216,877
Profit attributable to equity holders of the Company	<b>34,566</b>	23,323	18,671	17,267	47,020	112,257
<b>(B) Balance Sheet (\$'000)</b>						
Investment properties	<b>517,284</b>	316,766	198,720	164,918	73,526	71,420
Property, plant and equipment	<b>33,317</b>	24,401	21,697	8,370	11,006	15,488
Development properties	<b>114,869</b>	131,263	261,147	217,345	373,807	262,439
Cash and cash equivalents	<b>108,619</b>	162,356	151,015	150,874	158,176	259,892
Other assets	<b>176,808</b>	131,161	220,540	163,601	85,148	132,316
<b>Total Assets</b>	<b>950,897</b>	765,947	853,119	705,108	701,663	741,555
Equity attributable to equity owners of the Company	<b>392,947</b>	364,010	352,907	340,583	331,653	309,674
Financial liabilities	<b>278,699</b>	182,734	216,680	135,511	103,518	141,689
Non-controlling interests and other liabilities	<b>279,251</b>	219,203	283,532	229,014	266,492	290,192
<b>Total Equities and Liabilities</b>	<b>950,897</b>	765,947	853,119	705,108	701,663	741,555
<b>(C) Financial Ratios</b>						
Earnings per share (cent)	<b>3.76</b>	2.54	2.03	1.88	5.12	12.21
Net asset value per share (\$)	<b>0.43</b>	0.40	0.38	0.37	0.36	0.34
Return on equity (%)	<b>8.8</b>	6.4	5.3	5.1	14.2	36.3
Dividend paid (\$)	<b>7,354</b>	7,354	5,515	5,516	13,789	27,577
Dividend per share (cent)	<b>0.80</b>	0.80	0.60	0.60	1.50	3.00
Dividend payout ratio (%)	<b>21.3</b>	31.5	29.5	31.9	29.3	24.6

# OPERATIONS REVIEW

## Local Property Development Business and Investment

### Development For Sale

#### **MEGA@Woodlands**



8-storey ramp-up/flatted industrial development comprising 512 units for B1 clean and light and B2 general industry. TOP has been obtained in January 2018 and sales of units have improved to 70% as at 31 March 2020. The innovative scheme, RTO ("Rent-To-Own") scheme to potential buyers has beefed up the aggregate take-up rate to about 85%.

### Fully Sold Development

#### **Parc Botannia**



4 blocks of 22-storey condominium development with 735 units. Sales launched in November 2017 with 100% sold as at 31 March 2020 based on the option to purchase issued. The project is currently under construction and the expected vacant possession is by first half of 2021. The Group has a 30% interest in this development project.

### Future Launch

#### **Jalan Bunga Rampai**



This 99-year leasehold residential development is located at Jalan Bunga Rampai comprising approximately 115 units mainly 2, 3 and 4-bedded apartments. Developed via a joint venture with the Group holding a 75% stake. We intend to launch this project and commence construction work by first half of 2021.

## Overseas Property Development and Investment



### **Park Central One**

The development of **Buranda Plot 3, Park Central One** comprising 168 apartment units cannot be proceeded as Department Transport and Main Road ("DTMR") has decided not to sell their lots of land which formed part of Plot 3 to the Group. A Deed of Settlement and Release has been entered between DTMR and the Group on 29 January 2020. Under the salient terms of the Deed of Settlement and Release, the Group has entered into the Sale and Purchase Contract in March 2020 in relation to the sale and purchase of certain lots of land of Buranda Plot 2 and Plot 3. Upon completion of the Sale and Purchase

Contract in April 2020, the Group will receive certain proceeds for the sale of Buranda Plot 3 and have full ownership of Buranda Plot 2.

### Future Launch

#### **Park Central**

The development of **Buranda Plot 2, Park Central** is a mixed development comprising mainly residential, retail and commercial units. We are exploring suitable development options for the land parcel and target to conclude the development option by 2020.



## Purpose-built Student Accommodation

### Properties For Lease

#### 1<sup>st</sup> PBSA: UniLodge Park Central, Brisbane



UniLodge Park Central consisting of Metro Tower and Sky Tower houses a total of 1,578 beds and began its first full academic year of operations in 2019. There was a steep ramp-up in occupancy through the months to achieve an annualised occupancy rate of 80%. We worked closely with our operator, UniLodge, and through education agents, aggregator platforms and Government study agencies, we were able to secure significant number of new bookings during the new semesters' intake. 58% of leases secured

were for more than 36 weeks and subsequent renewals will aid in further stabilising occupancy rate. Residents comprise of over 39 nationalities, primarily from China and Southeast Asia. Domestic demand was strong where Australians comprise of 8% of all residents. These residents study at over 20 institutions in the surrounding vicinity such as The University of Queensland, Queensland University of Technology and Griffith University.

# OPERATIONS REVIEW

## Purpose-built Student Accommodation

### Properties For Lease

#### 2<sup>nd</sup> PBSA: UniLodge City Gardens, Adelaide



UniLodge City Gardens housing 772 beds began operations in July 2019, ready for the second semester intake. The take-up was slower as the second semester is a secondary intake for the universities. An encouraging peak occupancy of 43% was achieved in December 2019. This result will provide a good base as the asset enters its first full academic year of operations in 2020. We anticipate an improved occupancy rate through new bookings for the first and second semester, as well as renewals of the existing residents. In September 2019, we hosted over 30 education agents from across Asia at the property to increase

exposure to the new property. We continue to work closely with our operator, UniLodge, to build distribution channels and ultimately increase occupancy. 64% of leases secured were for more than 36 weeks and subsequent renewals will aid in further stabilising occupancy rate. Residents comprise of over 34 nationalities, primarily from China and Southeast Asia. Domestic demand was strong where Australians comprise of 8% of all residents. These residents study at over 16 institutions in the surrounding vicinity such as University of Adelaide and University of South Australia.



## Purpose-built Student Accommodation

### Properties Under Development



#### **3<sup>rd</sup> PBSA: Waymouth Street, Adelaide**

Development application to construct 811 beds in a 16-storey building was submitted in January 2019 and was approved in April 2019. Construction work began in April 2019 and is expected to complete in the fourth quarter of 2020. The asset is expected to begin operations for first semester 2021 student in-take.



#### **4<sup>th</sup> PBSA: A'Beckett Street, Melbourne**

A conditional development approval to construct 889 beds in a 47-storey building was obtained in January 2019 and in August 2019, the development application drawings were endorsed for construction by the relevant Authority. Construction work began in October 2019 and is expected to complete in the fourth quarter of 2021. The asset is expected to begin operations for first semester 2022 student in-take.



#### **5<sup>th</sup> PBSA: Gibbons Street, Sydney**

Development application to construct approximately 419 beds in an 18-storey building was submitted in January 2019. We expect an approval by the relevant Authority in the third quarter of 2020. Construction work is targeted to begin in third quarter of 2020 and is expected to complete in the fourth quarter of 2022. The asset is expected to begin operations for first semester 2023 student in-take.

# OPERATIONS REVIEW

## Construction

As at 31 December 2019, the Group's construction order book, stood at approximately \$411 million, providing the Group with continuous construction activities through FY2022.

### Current Projects

#### **Parc Botannia**



Construction of 4 blocks of 22-storey condominium (735 units). Work has commenced in May 2017 and is expected to complete in first quarter of 2021.

#### **St John's – St Margaret's Church**



Erection of a 9-storey nursing home and a 4-storey church annex building with 2-storey of semi-underground carpark and addition and alteration to the existing St. John's – St. Margaret's church along Dover Avenue. Work has commenced in March 2018 and is expected to complete in third quarter of 2020.

#### **Workshop, Car Showroom and Ancillary Office**



Erection of an 8-storey single user factory with 3 levels of basement carpark, and comprising car workshops and showrooms, as well as ancillary offices at Kung Chong Road and Chang Charn Road in Leng Kee area. Work has commenced in May 2017 and is expected to complete in fourth quarter of 2020.

#### **Poultry Farm**

Design and built contract for proposed erection of a poultry farm with ancillary facilities and ancillary staff quarters at Neo Tiew Road (Lim Chu Kang). Work has commenced in June 2018 and is expected to complete in second quarter of 2020.



# OPERATIONS REVIEW

## Current Projects

### Nursing Home at Potong Pasir Avenue 1



Construction of a 9-storey nursing home at Potong Pasir Avenue 1. Work has commenced in April 2019 and is expected to complete in first quarter of 2021.

### Tanglin Trust School



Additions and alterations to existing Tanglin Trust School involving new erection of 11-storey educational institution block with carpark and sports and recreational facilities. Work has commenced in July 2019 and is expected to complete in third quarter of 2021.

### Macpherson Blossom



Construction of public housing development comprising 3 blocks of 17-storey and 19-storey residential flats (630 units) at Circuit Road (Geylang). This precinct will come with a multi-storey carpark, eating houses, shops, supermarket, senior activity centre and roof garden, community facilities and precinct pavilion. Work has commenced in July 2019 and is expected to complete in fourth quarter of 2022.

### Pioneer Lodge



Construction of 10,500 beds workers' dormitory comprising 4 blocks of 4-storey and 4 blocks of 9-storey complex. Work has commenced and Phase 1 with 3,000 beds target to complete by third quarter of 2020, while phase 2 with the remaining 7,500 beds target to complete by first quarter of 2021.

### Design and Build of Upgrading Projects for G28 and Contingency Works

Design and build of upgrading projects for public housing development at Hougang Avenue and Bedok Reservoir area. Work has commenced in April 2019 and is expected to complete in second quarter of 2021.



# OPERATIONS REVIEW

## Workers' Dormitory

### Workers' Dormitory For Lease

#### **Tuas View Dormitory**



The outlook for marine and offshore industry has improved. The annualised occupancy rate has improved to approximately 80% as at 31 March 2020.

### Workers' Dormitory Under Development

#### **Pioneer Lodge**



This is a new land parcel at Soon Lee Road, Jurong which the Group has secured in September 2019 to develop a 10,500 beds workers' dormitory. This workers' dormitory will come with multi-purpose rooms, gymnasiums as well as commercial amenities such as minimarts, canteens and other retail stores. Construction work has commenced and is expected to be partially operational by second half of 2020 and fully operational by first half of 2021.



# PROPERTIES

## PORTFOLIO

Singapore Properties	Location	Type	Tenure	Approximate Gross Floor Area (Sq. Metres)	Effective Group Interest (%)
<b>Development Properties</b>					
Proposed residential development	Jalan Bunga Rampai	Residential	99-year Leasehold	9,800	75
Parc Botannia	10 Fernvale Street	Residential	99-year Leasehold	51,588	30
MEGA@Woodlands	39 Woodlands Close	Industrial	30-year Leasehold	98,072	60
<b>Investment Properties</b>					
Pioneer Lodge	Soon Lee Road	Workers' Dormitory	9-year lease wef 1 October 2019	84,675	75
Tuas View Dormitory	70 Tuas South Avenue1	Workers' Dormitory	7-year lease wef 1 November 2013	118,065	60

Australia Properties	Location	Type	Tenure	Approximate Gross Floor Area (Sq. Metres)	Effective Group Interest (%)
<b>Development Properties</b>					
Park Central	Logan Road, O'Keefe, Gillingham Street, Woolloongabba, Brisbane	Mixed-use	Freehold	94,311	100
<b>Investment Properties</b>					
UniLodge Park Central	84-90 O'Keefe Street and 2-8 Gillingham Street, Woolloongabba, Brisbane	PBSA	Freehold	41,805	60
UniLodge City Gardens	93-105 Gray Street, Adelaide	PBSA	Freehold	19,926	60
A'Beckett Street	183-189 A'Beckett Street, Melbourne	PBSA	Freehold	25,321	60
Waymouth Street	124 Waymouth Street, Adelaide	PBSA	Freehold	21,059	60
Gibbons Street	13-23 Gibbons Street, Redfern, Sydney	PBSA	Freehold	10,511	60

\* As at 31 March 2020

# CORPORATE SOCIAL RESPONSIBILITY

At Wee Hur, we take heart in giving back to our society. Our CSR committee actively reaches out to the community through various efforts and encourage our staff to participate in community involvement.

## Wee Hur Scholarship

Our Group has set up a \$150,000 Wee Hur Scholarship with NUS to award at least one merit-based scholarship per academic year to Year Three student(s) in the BSc (Project and Facilities Management) Programme. We have since awarded this scholarship to two Year 3 student from BSc (Project and Facilities Management).

Our objective is to provide an impetus for students to excel academically, support its mission to advance knowledge, foster innovation and nurture talented leaders of the future.

## iBuildSG Undergraduate Scholarship and Sponsorship Programme 2019

In collaboration with Building Construction Authority, we have awarded one Scholarship of \$18,000 and one Sponsorship of \$10,000 to two undergraduate students.

Through these programmes, we can provide graduates with opportunities to build on an exciting and rewarding career in the Built Environment sector.

## CSR Projects



### Blk 350 Anchorvale Road Groceries Distribution

In partnership with Sengkang West CCC CDWF, we helped to distribute groceries to needy residents staying at Blk 350 at Anchorvale Road. Our initiative aimed to provide these residents with daily necessities. We purchased these items and packed them into bags. It was a collective effort from all our staff who had participated in this event. The experience was deeply rewarding and gratifying as we were able to make a difference to helping these needy families.



### Brahm Centre

Brahm Centre is a charity group that aims to promote individuals' physical well-being and mental health. This year, we brought some members from Brahm Centre for a sight-seeing tour at the new Jewel Changi Airport. Other than treating them to a hearty lunch, we also sponsored for their grocery shopping.





### Unlabelled Run

Active participation from management and staff in a run event - **Unlabelled Run 2019** organised by The New Charis Mission, in support of ex-offenders who had turned over a new leaf.

### ARC Christmas Party

ARC is a centre dedicated to nurture and enrich the lives of children with cancer or other life-threatening illnesses, extending care to the parents by giving them morale support while their children undergo treatment. This year, our CSR committee members took part in ARC Children Centre's annual Christmas party to help support the activities held on-site and engaged with the children.



### Home Improvement Work at Toa Payoh Blk 26

In collaboration with DBS, we worked with Touch Community on 2 house improvement work. We helped them to replace kitchen tiles, relay bedrooms flooring, toilet cleaning and change of WC, changed window glass panels, installed new ceiling fans and light bulbs.

In addition, we also sponsored our staff to participate in meaningful events such as **OCBC Cycle** and **Standard Chartered Marathon**.



We also made monetary donations to charitable organisations, tertiary institutions, such as the following:

- The New Charis Mission
- Dyslexia Association of Singapore – Provide financial assistance to 5 students with dyslexia from low-income families to attend DAS Chinese Programme
- PCS Education Foundation & Life Blood Centre
- UOB Chinese New Year Charity
- St. John's St. Margaret's Church – Support community service
- Disabled People's Association
- Tian Yun Beijing Opera Society – In support of their effort to promote the art of Beijing Opera
- The Private Museum – Charity Golf and Gala Dinner
- Ren Ci Hospital – Ren Ci Vegetarian Food Fiesta
- UOB Heart Beat Run Event
- POSB Passion Run for Kids
- Singapore University of Technology and Design
- Yu Han Music Society
- Singapore Contractors Association Ltd – Lu Ban Fund, Pocket Money for New Town Primary
- REDAS – Donation for KidSTART Programme

## AWARD & ACCOLADES

### BCA Construction Productivity Awards (Gold) 2019 - Matilda Court



Over the years, our Group has garnered several prestigious awards and accolades:

- **Forbes Asia's 200 Best under a Billion** for 2013 and 2015.



- Listed by **Brand Finance** to be among Top 100 Singapore Brands.
- Achieved **Singapore 1000, Singapore SME 1000 & Singapore International 100 Rankings** for our Group and its subsidiaries, property development and construction arm.

Our local property development and construction arms have bagged the following prestigious awards.

- **PARC CENTROS – Condominium Development**
  - BCA Construction Excellence Award 2018 (Certificate of Merit)
  - BCA Quality Mark Award for Good Workmanship 2017 (Achieved Excellent QM rating)
  - BCA Green Mark Goldplus Award 2013
- **MEGA@WOODLANDS – Industrial Property Development**
  - BCA Green Mark Award (Gold) 2017
- **URBAN RESIDENCES – Residential Development**
  - BCA Quality Mark “STAR” Rating 2014
- **BCA Green and Gracious Builder Award (STAR) 2017**  
in promoting environment protection and gracious practices during the construction phase of projects.



- **Four** awards for **Construction Excellence** and **three** awards for **Certificate of Merit** from the Building and Construction Authority. These awards are testimony to our high standard of workmanship, project management and technical input in completed projects.
- Three **Architectural Heritage Awards** conferred by Urban Redevelopment Authority in recognition of our outstanding performance in carrying out restoration and conservations projects.
- Ranked amongst the **Enterprise 50** list which represents the cream of Singapore entrepreneurship for five consecutive years. We were bestowed the honour of **Enterprise 50 Five Years Award** for winning the **Enterprise 50** for five times in a row.



# OUR BUSINESS



*Celebrating*  
**40**  
*Years*  
SINCE 1980

## LOCAL PROPERTY DEVELOPMENT & INVESTMENT

The local property development and investment business is undertaken by Wee Hur Development Pte Ltd (WHD), a wholly-owned subsidiary of Wee Hur Holdings Ltd.

WHD acquires vacant plots of land or existing properties which have re-development potentials and develop these land parcels into either residential, industrial, commercial or mixed development in accordance to the

approved use of these land parcels by the relevant authorities. The developments may comprise strata titled units which can be sold individually or be held as investment properties for recurring income.

Each development project may be undertaken by a separate entity which can be wholly-owned by WHD or co-owned with Joint Ventures partners.

# OUR BUSINESS





Local Property Development & Investment  
Development For Sales



8-storey multiple-user clean, light and general industrial development (512 units) with 2 canteens, clinic, minimart and other ancillary facilities at Woodlands Avenue 12.

Status: TOP obtained in January 2018,  
Sales Status as at 31 March 2020:  
70% sold, including RTO 85%.



## Parc Botannia

4 blocks of 22-storey (735 units) condominium with car parks at basement level and 1<sup>st</sup> storey, 1 childcare centre, swimming pool and communal facilities at Fernvale Street/Fernvale Road.

Status: Fully sold as at 31 March 2020 based on the option to purchase issued. Currently under construction and the expected vacant possession is by first half of 2021.





## Residential Site at *Jalan Bunga Rampai*

A 115 units condominium comprises 2 blocks of 16-storey apartment buildings with basement carpark. Communal facilities include swimming pools, gym, multi-purpose function room, BBQ pits, etc.

Expected Launch Date: First half of 2021





# OUR BUSINESS

Local Property Development & Investment  
Past Development



**PARC CENTROS - TOP: 2016**



**PREMIER@KAKI BUKIT - TOP: 2014**



**URBAN RESIDENCES - TOP: 2014**



**HARVEST@WOODLANDS - TOP: 2012**



**VILLAS@GILSTEAD - TOP: 2011**



# OUR BUSINESS



## OVERSEAS PROPERTY DEVELOPMENT & INVESTMENT

Ouroverseaspropertydevelopmentand investment business is undertaken by Wee Hur International Pte Ltd (WHI), a wholly-owned subsidiary of Wee Hur Holdings Ltd. We will set up a holding company for each country we are investing in.

Currently, we have overseas property development projects in Australia, which is undertaken by Wee Hur Australia Pte Ltd, a wholly-owned subsidiary of WHI.



# OUR BUSINESS

Overseas Property Development & Investment  
Future Launch



## Park Central

**Park Central** is a mixed development on **Plot 2, Buranda Brisbane**. Situated beside Buranda busway and railway station, Park Central offers connectivity to bus rail, road and bikeways and is destined to be the hub of activity in the catchment.

### Status:

We target to conclude the development option by 2020.



# OUR BUSINESS



## PURPOSE-BUILT STUDENT ACCOMMODATION (“PBSA”)

The PBSA business is being undertaken via Wee Hur PBSA Master Trust (the “Trust”), a vehicle managed by our wholly owned subsidiary Wee Hur Capital Pte Ltd. Our PBSA business provides quality accommodation to tertiary students. These facilities are strategically located in the major capital cities of Australia and within close proximity to universities, public transportation nodes and amenities. We grow our PBSA portfolio through a greenfield strategy with the objectives to generate stable recurring income and capital appreciation. Our PBSAs are developed with the end occupiers – students, in mind and therefore the PBSAs generally boast huge communal spaces for students to interact and supporting amenities to create a

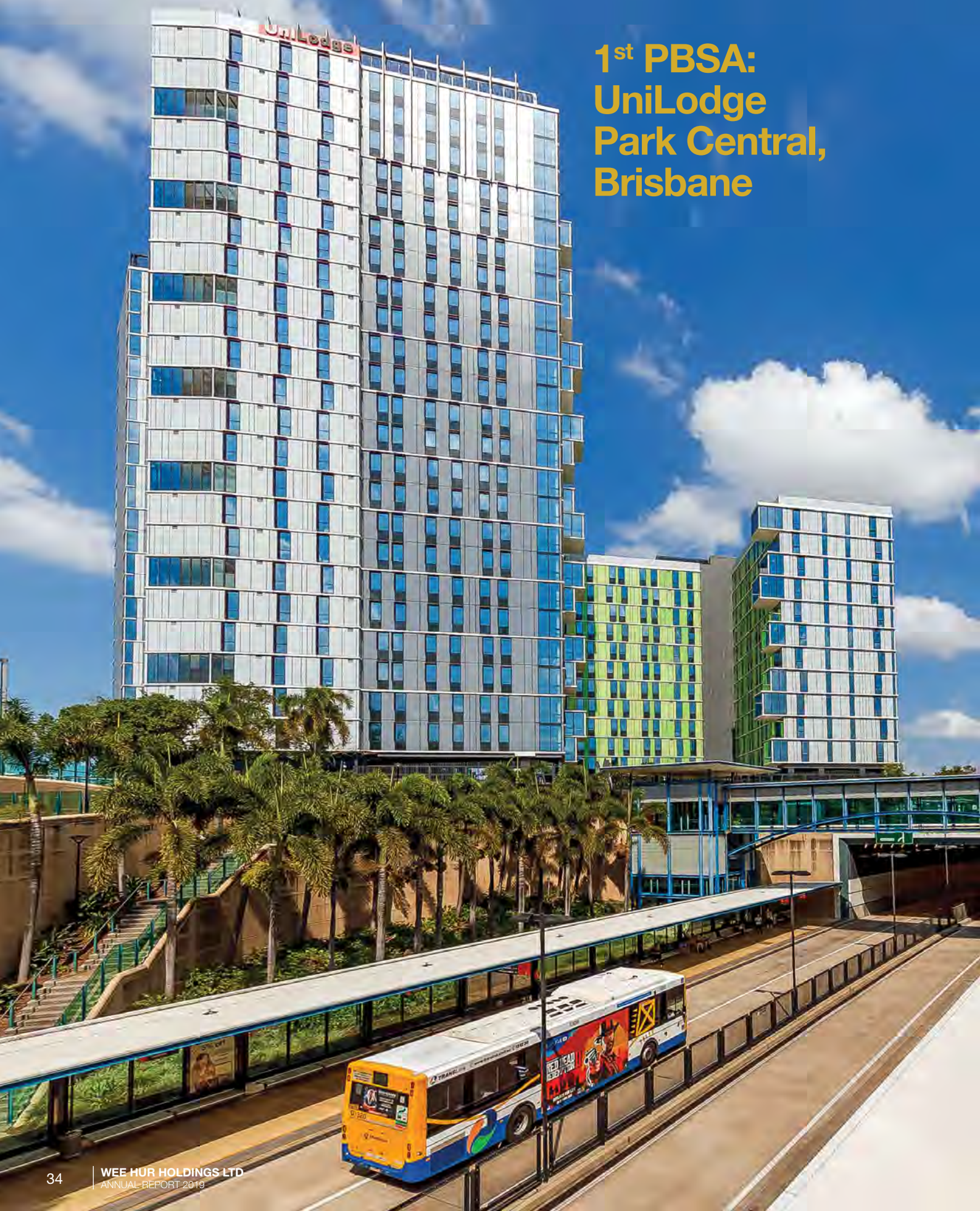
conducive living environment. We work closely with our appointed operator(s) to ensure that all students who come through our PBSAs have a great experience staying with us.

We made our first foray into the PBSA business in 2015 by developing a 1,578-bed PBSA at Buranda in Brisbane Australia. This PBSA was subsequently seeded to the Trust in 2017. To date, we have successfully acquired a total of 5 land parcels and are in the process of acquiring 1 more land parcel which will yield approximately 5,200 PBSA beds in the major cities of Australia. 2 assets are currently operational and the rest are in various stages of development to be completed by 2023.



OUR  
**BUSINESS**

**1<sup>st</sup> PBSA:  
UniLodge  
Park Central,  
Brisbane**





## Purpose-Built Student Accommodation Properties For Lease



### Location

UniLodge Park Central is located at 8 Gillingham Street, in the Brisbane suburb of Woolloongabba. The facility is 3km south of the Central Business District, situated above the Buranda busway station and beside the railway station. The University of Queensland St Lucia campus, Queensland University of Technology Gardens Point campus and both Mt Gravatt and Nathan campuses of Griffith University are all conveniently located by bus or train, while a bikeway provides another quick and sustainable way to get around. Buranda Village, Stones Corner Village and Westfield Carindale are all located nearby that caters for retail and lifestyle amenities, and with the completion of the Park Central masterplan, amenities provided to students will be greatly enhanced.

### Facility

Housing 1,578 beds across two buildings, the 25-storey Sky Tower and 14-storey Metro Tower are connected by a link bridge. A total of 687 studios and 891 shared apartment rooms make up the complex. The facility has a bicycle storage and a shared basement carpark for over 400 cars. 10 retail stores are situated on the ground floor, catering to residential needs. Communal facilities include a gym, theatre, BBQ pits, study rooms, game area, music room, common laundry room and shared kitchen.

### Status

Commenced operations for Metro Tower in July 2018 and Sky Tower in January 2019. Achieved an annualised occupancy rate of 80% during the first full academic year of operations in 2019.



# OUR BUSINESS





## 2<sup>nd</sup> PBSA: UniLodge City Gardens, Adelaide

### Location

UniLodge City Gardens is located at 93-105 Gray Street. The facility is in the North-West of Adelaide's city centre, a short walk from University of South Australia (UniSA) City West campus and TAFE South Australia. It is also a short bus ride to the University of Adelaide and UniSA City East campus. Adelaide Metro's free trams also enhance connectivity to major retail/lifestyle hubs including Adelaide Central Market (Adelaide's Chinatown) and Rundle Mall. The site is poised to reap the benefits of major infrastructure growth and the gentrification of the north-west part of the city, including the new Royal Adelaide Hospital. This complex anticipates the needs that South Australia's projected increase in student population will have on the city, as well as its economic and commercial potential. The transformation will provide an environment for company incubation and commercialisation which will attract more students studying in South Australia therefore driving up demand for student accommodation.

### Facility

The facility comprises of 772 beds in a 17-storey building with a total of 548 studios, 32 twin apartment rooms and 192 shared apartment rooms. A large internal-facing courtyard is situated on the ground floor, offering residents ample outdoor space within the complex. Communal facilities include a gym, theatre, BBQ pits, study rooms, game area, basketball court, common laundry room and shared kitchen.

### Status

Commenced operations in July 2019. Occupancy is currently still in the ramp up phase with second semester 2019 providing a good foundation of students which will set us up for a strong occupancy in 2020.





## OUR BUSINESS

### 3<sup>rd</sup> PBSA: Waymouth Street, Adelaide



#### Location

The facility is located at 124 Waymouth Street. It is situated in the North-West of Adelaide's city centre beside Light Square. It is a short walk from University of South Australia (UniSA) City West campus and TAFE South Australia, and a short bus ride, to University of Adelaide and UniSA City East campus. Retail hubs such as Adelaide Central Market and Rundle Mall are also within walking distance. Other than having similar locational advantages as UniLodge City Gardens, this facility has the unique advantage of being close to universities and centre of the city. It's close proximity to Adelaide Central Market means it will stand to benefit most for increased amenities after the redevelopment of the market, which is slated to break ground in 2021.

#### Facility

The facility contains 811 beds in a 16-storey building with a total of 475 studios, 128 ensuite rooms, 26 twin apartment rooms, 28 twin share and 126 shared apartment rooms. A double volume penthouse viewing gallery and herb garden on the top floor will provide residents with sweeping views over the city in both indoor and outdoor settings. Communal facilities include a gym, theatre, BBQ pits, study rooms, game area, common laundry room and shared kitchen.

#### Status

Construction work began in April 2019 and is expected to complete in the fourth quarter of 2020. Operations are then expected to commence in first semester 2021.



## 4<sup>th</sup> PBSA: A'Beckett Street, Melbourne

### Location

The facility is located at 183-189 A'Beckett Street. It is situated in Melbourne's North-Central city area, beside Flagstaff Gardens and Queen Victoria Market, the largest fresh food market in the Southern Hemisphere. It is conveniently located within walking distance or a short tram ride from top Universities including RMIT University, The University of Melbourne, Victoria University and Australian Catholic University. Chinatown and Melbourne Central railway stations are also nearby, while Melbourne's free tram service within the city makes the rest of Melbourne's centre easily accessible.

### Facility

The facility houses 889 beds in a 47-storey building with a total of 570 studios, 259 ensuite cluster rooms and 30 twin share rooms. More communal spaces will be incorporated within this prime real estate, including co-working spaces, function rooms, open balconies and a double volume penthouse viewing gallery, allowing students to take in Melbourne's skyline from the 47<sup>th</sup> floor. Additional communal facilities include game area, study rooms, theatre, common laundry room, shared kitchen and a gym.

### Status

Construction work began in October 2019 and is expected to complete in the fourth quarter of 2021. Operations are then expected to commence in first semester 2022.



## OUR BUSINESS

Purpose-Built Student Accommodation  
Properties Under Development

### 5<sup>th</sup> PBSA: Gibbons Street, Sydney

#### Location

The facility is located at 13-23 Gibbons Street. It is situated in the inner-city Sydney suburb of Redfern. An easy walking distance to Redfern train station, the city is a quick train, walk or cycle away, while the rest of Sydney is conveniently accessible by Sydney's extensive railway network. The University of Sydney, University of Technology Sydney, TAFE NSW-Ultimo and TAFE NSW-Eora are all within a 20 minutes' walking distance. Central Park Mall, Haymarket and Chinatown provide convenient retail and lifestyle options. Poised to take advantage of Sydney's Metro Rail expansion including the proposed Waterloo train station which is to be operational by 2024, the asset is ideally located to offer convenient living and quality of life for students in Australia's most iconic city. Major changes to the Redfern

precinct include the on-going development of the Australian Technology Park, which will furthermore contribute to the population density.

#### Facility

Current planning indicates 419 beds in an 18-storey building. Communal facilities include a gym, theatre, BBQ pits, study rooms, game area, common laundry room and shared kitchen.

#### Status

The project is currently still within the development application stage, with approvals expected to be granted in third quarter of 2020. Construction work is targeted to begin immediately after that and is expected to complete in the fourth quarter of 2022. Operations are then expected to commence in first semester 2023.



# OUR BUSINESS



## FUND MANAGEMENT

The fund management business is undertaken by Wee Hur Capital Pte Ltd (WHCP). WHCP, a wholly-owned subsidiary of Wee Hur Holdings Ltd, originates and manages private equity real estate funds.

WHCP proactively manages each stage of the fund's real estate life cycle through expertise in acquisition,

development and asset management. Our mission is to match investors' capital with suitable real estate strategies to provide attractive risk-adjusted returns. We constantly strive to develop meaningful real estate solutions for the community, with specific attention to detail to create gem real estate assets.

### Fund Currently Managing: Wee Hur PBSA Master Trust

<b>The Fund</b>	<ul style="list-style-type: none"> <li>Wee Hur PBSA Master Trust, a unit trust constituted in Singapore to develop Purpose-built Student Accommodation ("PBSA") assets across Australia.</li> </ul>
<b>Investment Objective</b>	<ul style="list-style-type: none"> <li>The Fund's principal investment objective is to generate stable returns for its investors by acquiring strategically located land with good connectivity to relevant tertiary and educational institutes in several cities within Australia which are well served by public transport infrastructure and amenities, developing quality PBSAs thereon, and subsequently leasing accommodation to students studying at those nearby educational institutions.</li> <li>The Fund intends to develop a portfolio of approximately 5,000 beds in major cities such as Brisbane, Melbourne, Sydney, Adelaide and Canberra which provides for income diversification from a geographical perspective.</li> </ul>
<b>Fund Size</b>	<ul style="list-style-type: none"> <li>A\$350 million in equity.</li> </ul>
<b>Status</b>	<ul style="list-style-type: none"> <li>To date the Fund has successfully acquired 5 land parcels and is in the process of acquiring 1 more land parcel.</li> <li>The portfolio of 6 assets will yield approximately 5,200 PBSA beds.</li> <li>2 assets are currently operational and the rest are in various stages of development to be completed by 2023.</li> </ul>
<b>Fund Term</b>	<ul style="list-style-type: none"> <li>5+1+1 years, from 30 June 2017</li> </ul>
<b>Exit Strategy</b>	<ul style="list-style-type: none"> <li>Listing of Real Estate Investment Trust portfolio on the Exchange.</li> <li>Sale of portfolio to Institutional or Sovereign Wealth Fund.</li> </ul>

### Our PBSA Portfolio



**6 assets in central locations  
across 5 major cities**

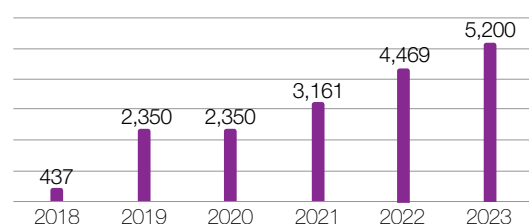


**Portfolio of 5,200 beds to  
achieve a stabilised valuation  
of A\$1 billion**

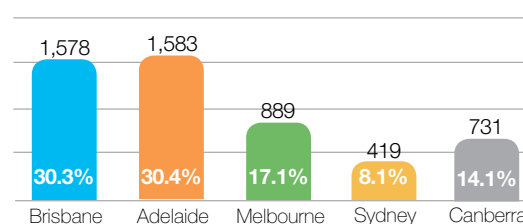


**2 assets comprising of 2,350  
beds in operational phase**

**Operational Beds by Year**



**Operational Beds by City**





# OUR BUSINESS



## CONSTRUCTION

The construction business is being undertaken by the Group's wholly-owned subsidiary, Wee Hur Construction Pte Ltd (WHC) which was established since 1980.

WHC is a BCA registered contractor with financial grade A1 which allows it to tender for all public projects with unlimited contract value.

We undertake various types of construction projects from both private

and public sectors. Construction projects include residential, commercial, industrial, institutional, religious, restoration and conservation projects.

Besides new constructions, we also undertake projects involving additions and alterations or refurbishment and upgrading to existing buildings and restoration and conservation of heritage and conservation buildings.

## OUR BUSINESS



### **Parc Botannia**

4 blocks of 22-storey (735 units) condominium with car parks at basement level and 1st storey, 1 childcare centre, swimming pool and communal facilities at Fernvale Street/Fernvale Road.

Client: Fernvale Green Pte Ltd  
Expected Completion: First quarter of 2021



### **St John's-St Margaret's Church**

9-storey nursing home and a 4-storey church annex building with 2-storey of semi underground carpark and addition and alteration to existing St John's-St Margaret's church at Dover Avenue.

Client: The Diocese of Singapore and St Andrew's Mission Hospital  
Expected Completion: Third quarter of 2020



### **Workshop, Car Showroom and Ancillary Office**

8-storey single user factory with 3 levels of basement car parks comprising work shop and car showroom and ancillary office at Kung Chong Road/Chang Charn Road.

Client: Stuttgart Auto Pte Ltd  
Expected Completion: Fourth quarter of 2020









## Tanglin Trust School

Additions and alterations to existing Tanglin Trust School involving new erection of 11-storey educational institution block with carpark and sports and recreational facilities at Portsdown Road.

Client: Tanglin Trust School  
Expected Completion: Third quarter of 2021



## Pioneer Lodge

Construction of 4 blocks of 4-storey and 4 blocks of 9-storey workers' dormitory come with multi-purpose rooms, gymnasiums as well as commercial amenities such as minimarts, canteens and other retail stores at Soon Lee Road.

Client: Active System Development Pte Ltd  
Expected Completion: Phase I - Third quarter of 2020, Phase II - First quarter of 2021



**Construction**  
Selected Completed Projects



**Parc Centros**



**Trilight**



**Parkview Elcat**



**Jcube**



**MEGA@Woodlands**



# OUR BUSINESS

## Construction Selected Completed Projects



**M Hotel**



**DBS Asia Hub**



**Matilda Court**



**PUB Waterhub**



**Church of Our Saviour**



# OUR BUSINESS



## WORKERS' DORMITORY

Wee Hur Dormitory Pte Ltd (WHDY), the Group's wholly-owned subsidiary, undertakes our workers' dormitory business.

Our workers' dormitory business provides conducive living environment for foreign workers from construction, marine, process and manufacturing industries. We may acquire/lease land which have been approved for workers' dormitory from Government or private sector and develop the land parcel into a workers' dormitory

complex which may include commercial and non-commercial amenities such as indoor recreational/multi-purpose room, indoor gymnasiums, TV rooms, reading rooms, canteens, minimarts, retail shops, outdoor game courts and etc.

WHDY has a 60% stake in Active System Engineering Pte Ltd which owns Tuas View Dormitory, and a 75% stake in Active System Development Pte Ltd which owns Pioneer Lodge.

## OUR BUSINESS

Workers' Dormitory  
Workers' Dormitory For Lease

# TUASVIEW DORMITORY

At a capacity of 16,800 beds, Tuas View Dormitory is one of the largest workers' dormitory in Singapore. This workers' dormitory is a self-contained living quarters equipped with common toilets, designated cooking and food preparation area, laundry area and common dining cum interacting area. Catering to the need for rest and recreation, there is an indoor recreational/multi-purpose room, reading rooms and TV rooms as well as two indoor gymnasiums and at least two outdoor game courts. Besides, there are also commercial amenities such as minimarts, a canteen and other retail shops to provide greater convenience to the occupants.

Status: Occupancy rate is about 80% as at 31 March 2020.





# Pioneer Lodge

Pioneer Lodge, strategically located at Soon Lee Road has a capacity of housing 10,500 workers. It is beside a recreation club for migrant workers. The dormitory consists of 4 blocks of 4-storey buildings and 4 blocks of 9-storey buildings. It is a self-contained living quarters equipped with common toilets, designated cooking and food preparation area couple with common dining area. It is also sufficiently equipped with amenities to cater for occupants' recreation purposes, with TV rooms, reading rooms, recreation rooms, 4 basketball courts, street soccer court, outdoor fitness areas, open field and multiple hard courts for various recreation purposes. Occupants will enjoy greater convenience with the provision of a minimart, canteen, and retail shops within the facility.

Status: Expected to be operational by second half of 2020 (Phase 1) and first half of 2021 (Phase 2).



# SUSTAINABILITY SUMMARY

## Sustainability Reporting

Wee Hur upholds high standards of responsible, sustainable and socially aware business practices. We are committed to incorporating sustainability in our corporate culture and improving the economic, environmental and social wellbeing of our stakeholders. We prudently balance economic viability with sustainability and social progress for future generations.

Below is a summary table of the material topics in line with the Global Reporting Initiative (“GRI”) standards that are relevant to the Group and our stakeholders.

ECONOMIC	ENVIRONMENTAL	SOCIAL
Indirect Economic Impacts	Materials	Employment
Anti-Corruption	Energy	Occupational Health and Safety
	Water	Training and Education
	Emissions	Diversity and Equal Opportunity
	Effluents and Waste	Local Community
	Environmental Compliance	Supplier Social Assessment
	Supplier Environmental Assessment	Customer Health and Safety
		Customer Privacy
		Socioeconomic Compliance

More information on the Group's efforts on sustainability management in FY2019 can be found in our 2019 Sustainability Report which will be published by May 2020.



# CORPORATE GOVERNANCE REPORT

Wee Hur Holdings Ltd. (the “**Company**”) together with its subsidiaries (the “**Group**”) is committed to a high standard of corporate governance to ensure effective self-regulation practices are in place to enhance corporate performance and accountability.

This report outlines the Company’s main corporate governance practices that were in place throughout the financial year ended 31 December 2019 (“**FY2019**”), with specific reference made to the principles and provisions of the Code of Corporate Governance 2018 (the “**2018 Code**”).

Pursuant to Rule 710 of the Listing Manual of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”), the Board of Directors of the Company (the “**Board**”) confirms that the Company and the Group, have for FY2019 complied with the Principles as set out in the 2018 Code. The Board also confirms that where there are deviations from the provisions of the 2018 Code, explanations for the deviation and how the Group’s practices are consistent with the intent of the relevant principle are provided in the sections below:

## I. 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 Board has six members comprising three Executive Directors, one Non-Executive Director and two Non-Executive and Independent Directors. The Board comprises the following members:

Name of Directors	Position in Board	Appointment
Goh Yeow Lian	Executive Chairman and Managing Director	Executive Director
Goh Yew Tee	Executive Director and Deputy Managing Director	Executive Director
Goh Yeo Hwa	Member	Executive Director
Goh Yew Gee	Member	Non-Executive Director
Teo Choon Kow @ William Teo	Member	Lead Independent Director
Wong Kwan Seng Robert	Member	Independent Director

All Directors recognise that they have to discharge their duties and responsibilities at all times as fiduciaries and in the best interests of the Company and hold Management accountable for performance. *Provision 1.1*

The Company has established a Code of Business Ethics and Conduct that sets the principles of the code of business ethics and conduct which applies to all employees of the Group. This code covers areas such as conduct in workplace, business conduct, protection of the Company’s assets, confidentiality of information and conflict of interest, etc. Directors, key management personnel and employees are expected to observe and uphold high standards of integrity which are in compliance with the Company’s policies and the law and regulations of the countries in which it operates.

The Company’s Constitution requires a Director and, Chief Executive Officer or Managing Director (or person(s) holding an equivalent position), who is in any way whether directly or indirectly interested in a contract or proposed contract with the Company shall declare the nature of his interest at a meeting of the Directors in accordance with Section 156 of the Companies Act, Cap. 50 (the “**Act**”). A Director and, Chief Executive Officer or Managing Director (or person(s) holding an equivalent position), shall not vote in respect of any contract or proposed contract or arrangement with the Company in which he has directly or indirectly a personal material interest and nor shall he be counted in the quorum present at the meeting.

The Board oversees the business affairs of the Group, approves the financial objectives and the strategies to be implemented by management and monitors standards of performance and issues of policy directly. In addition to its statutory duties, the Board’s principal functions are to: *Provision 1.2*

- (i) supervise the overall management of the business and affairs of the Group, approving the Group’s corporate and strategic policies and direction and ensuring that the necessary financial and human resources are in place for the Group to meet its objectives;
- (ii) formulate and approving financial objectives of the Group and monitoring its performances such as reviewing and approving of results announcements and approving of annual financial statements;

# CORPORATE GOVERNANCE REPORT

- (iii) establish a framework of prudent and effective controls which enables risks to be assessed and managed, including safeguarding of shareholders' interests and the Group's assets;
- (iv) oversee the processes for evaluating the adequacy of internal controls and risk management including the review and approval of interested person transactions;
- (v) assume responsibility for corporate governance and compliances with the Companies Act and the rules and regulations of the relevant regulatory bodies;
- (vi) evaluate performance of management;
- (vii) approve the recommended framework of remuneration for the Board and key executives;
- (viii) identify the key stakeholders groups and recognise that their perceptions affect the Group's reputation;
- (ix) set the Group's values and standards (including ethical standards), and ensure that obligations to shareholders and other stakeholders are understood and met; and
- (x) consider sustainability issues, e.g. environmental and social factors, as part of its strategic formulation.

Newly appointed directors will be given induction and orientation by way of briefings by the Executive Chairman on the business activities of the Group and its strategic directions as well as their duties and responsibilities as directors.

The Company will provide training for first-time director in areas such as accounting, legal and industry-specific knowledge as appropriate. If a newly-appointed Director has no prior experience as a director of SGX-ST listed company, he is required to attend courses and training organised by institutions such as Singapore Institute of Directors, the Accounting and Corporate Regulatory Authority and the SGX at the Company's expense.

To keep abreast with developments in corporate, financial, legal and other compliance requirements, Directors are encouraged to attend relevant courses, conferences and seminars funded by the Company.

Matters that are specifically reserved for the approval of the Board include, among others, any material acquisitions and disposals of assets, corporate or financial restructuring, share issuance and the proposing of dividends. Provision 1.3

The Board has adopted a set of internal guidelines on the matters requiring Board's approval. Certain functions have also been delegated to various Board committees, namely, the Audit Committee (the "AC"), the Remuneration Committee (the "RC") and the Nominating Committee (the "NC") [the "Board Committees"]. The Board Committees function within clearly defined written terms of reference and operation procedures, which are reviewed on a regular basis. The terms of reference of each Board Committee was revised in FY2019 for alignment with the 2018 Code. The effectiveness of each Board Committee is also constantly monitored. Provision 1.4

Please refer to the various Principles in this report for more information on the activities of the respective Board Committees.

The number of the Board and Board Committees meetings and each director's attendance at such meetings held during FY2019 are as follows: Provision 1.5

	Board Committees			
	Board	Audit	Remuneration	Nominating
<b>Number of meetings held</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>1</b>
<b>Attendance</b>				
Goh Yeow Lian	5	4*	1*	1*
Goh Yew Tee	5	4*	1*	1*
Goh Yeo Hwa	5	4*	1*	1*
Goh Yew Gee	4	4	1	1
Teo Choon Kow @ William Teo	5	4	1	1
Wong Kwan Seng Robert	5	4	1	1

\* attendance by invitation



# CORPORATE GOVERNANCE REPORT

The Company's Constitution permit the Directors of the Company to attend meetings through the use of audio-visual communication equipment.

In between Board meetings, important matters concerning the Company are also put to the Board for its decision by way of circulating the resolutions for the Directors' approval together with supporting memoranda enabling the Directors to make informed decisions.

The NC noted that both Independent Directors have multiple board representations and other principal commitments.

Nevertheless, the NC is of the view that whilst it is important for Directors to devote sufficient time and attention to the affairs of the Group, the issue relating to multiple board representations should be left to the judgment and discretion of each Director.

The NC believes that contributions from each Director can be reflected in other ways other than the reporting of attendances of each Director at the Board and Board Committees meetings as well as the frequency of such meetings. A director would have been appointed on the strength of his experience and his potential to contribute to the proper guidance of the Group and its business. To focus on a director's attendance at formal meetings alone may lead to a narrow view of a director's contribution. It may also not do justice to his contributions, which can be in many forms, including management's access to him for guidance or exchange of views outside the formal environment of the Board.

In order to ensure that the Board is able to fulfil its responsibilities, prior to the Board meetings, Management provides the members of the Board with the financial statements of the Group, as well as relevant background information and documents relating to items of business to be discussed at a Board meeting before the scheduled meeting. *Provision 1.6*

All Directors receive a set of Board papers that include explanatory information relating to matters to be brought before the Board, copies of disclosure notes, budgets, forecasts, material variances and internal Group's financial statements prior to Board meetings. This is generally issued to them at least three days prior to Board meetings. This is to allow sufficient time for the Board members to obtain further explanations, where necessary, to be properly briefed and adequately prepared for Board meetings.

The Directors are also regularly updated by Management as and when there are any significant developments or events relating to the Group's business operations.

Changes to regulations and accounting standards are monitored closely by Management. To keep pace with regulatory changes, where these changes have an important bearing on the Company's or Director's disclosure obligations, Directors are briefed either during Board meetings or at specially-convened sessions conducted by professionals.

News releases issued by the SGX-ST and the Accounting and Corporate Regulatory Authority which are relevant to the Directors are circulated to the Board by the Company Secretary so that the Board as a whole is kept up-to-date on pertinent matters relating to the relevant regulatory requirements and their key changes such as listing rules, corporate governance, risk management, financial reporting standards and the Act.

In addition, Directors receive the management financial statements of the Company and have unrestricted access to the records and information of the Group. The Non-Executive and Independent Directors have access to senior executives in the Company and other employees to seek additional information, if required. To facilitate such access, the contact particulars of the senior management and the Company Secretaries have been provided to the Directors. *Provision 1.7*

The Directors have separate and independent access to Management and the Company Secretaries at all times. The Company Secretaries have the responsibility to ensure that Board procedures are followed and that all applicable rules and regulations are complied with. One or both of the Company Secretaries are in attendance at meetings of the Board and Board Committees. The appointment and removal of the Company Secretaries should be a matter for the Board as a whole.

The Board also has access to the advice of external advisers, where necessary, at the Company's expense.

The Board has no dissenting view on the Chairman's statement for the year in review.

*Rule  
708 of  
the Listing  
Manual of  
SGX-ST*

# CORPORATE GOVERNANCE REPORT

## 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 comprises six members of whom three are Executive Directors, one is Non-Executive Director and two are Non-Executive and Independent Directors. Independent Directors comprise one third of the Board members.

The NC determines the independence of each Director annually. An independent director is one who is independent in conduct, character and judgment and has no relationship with the Company, its related corporations, its substantial shareholders or its officers that can interfere, or be reasonably perceived to interfere with the exercise of the directors' independence business judgment to the best interests of the Company. Provision 2.1 and Provision 2.2

The NC conducted its annual review of the directors' independence and was satisfied that the Company had complied with Guideline 2.1 of the Code of Corporate Governance 2012 which provides that at least one-third of the Board is made up of independent directors. The Company also complies with the Rule 210(5)(c) of the Listing Manual of SGX-ST (which will take effect from 1 January 2022) which requires independent directors to consist of at least one-third of the Board.

Although the Provision 2.2 of the 2018 Code requires that independent directors should make up a majority of the Board where the Chairman is not independent, the NC and the Board are of the opinion that there is a strong independence in the Board and the Board is able to exercise objective judgment independently from Management as all key issues and strategies are thoroughly reviewed and discussed by all Board members and constructively challenged by the Independent Directors, and no individual or small group of individuals dominate the decisions of the Board. The NC and the Board felt that the independence of independent directors must be based on the substance of their professionalism, integrity and objectivity and not merely based on form such as the number of independent directors must make up a majority of the Board or the number of years which they have served on the Board. As such, the NC and the Board are of the view that there is no requirement currently that Independent Directors should make up a majority of the Board. Provision 2.3 and Provision 2.4

In view of Provision 2.3 of the 2018 Code which requires that non-executive directors make up a majority of the Board, the NC and the Board reviews the size of the Board from time to time. The NC and the Board are of the view that the current Board size of six directors is appropriate taking into account the nature, scope and size of the Group's operations. The Board and the Board Committees have an appropriate balance and diversity of expertise and business experience and collectively possess the necessary core competence to lead and govern the Group effectively. Each director has been appointed on the strength of his calibre, experience and stature and not based on gender or age or ethnicity. Each director is expected to bring valuable range of experience and expertise to contribute to the development of the Group strategy and the performance of its business. Details of the directors' qualifications, background and working experience are set out under the "Board of Directors" section of this annual report.

The Company recognises and embrace the benefits of diversity of experience, age, skill sets, gender and ethnics on the Board ("**Board Diversity**") and views Board Diversity as an essential element to support the attainment of its strategic objectives and sustainable development. Provision 2.5

Although the Company does not have a written policy on Board Diversity, it has maintained a culture of diversity to benefit from a wide talent pool. The current Board composition provides diversity in terms of skills, experience and knowledge. In identifying suitable candidates for new appointment to the Board, the NC will ensure that female candidates are included for consideration. Nevertheless, gender is but one aspect of diversity and new directors will continue to be selected based on their merits and the potential contributions which they can bring to the Board.

The Independent Directors and Non-Executive Director, led by the Lead Independent Director, meet on a need-be basis without the Management's presence to discuss matters such as the Group's financial performance, corporate governance initiatives, board processes, succession planning and the remuneration of the Executive Directors.



# CORPORATE GOVERNANCE REPORT

## EXECUTIVE CHAIRMAN AND MANAGING DIRECTOR

*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.*

Mr Goh Yeow Lian ("**Mr Goh**") is currently the Executive Chairman and Managing Director. Mr Goh is one of the founders of the Group. He plays an instrumental role in development of the Group's business and is personally involved in the day-to-day operations of the Group. Mr Goh not only has extensive and in-depth knowledge of the construction industry but also provides the Group with strong leadership and vision. As such, the Board is of the view that it is in the best interests of the Group to adopt a single leadership structure as the current scale of the Group's business and operations does not warrant a division of duties. *Provision 3.1 and Provision 3.2*

As the Executive Chairman and Managing Director, Mr Goh is responsible for the day-to-day operations of the Group and has the full executive responsibilities over the business directions and operational decisions of the Group. Mr Goh also exercises control over quality, quantity and timeliness of the flow of information between Management and the Board and assisting in ensuring compliance with the Company's guidelines on corporate governance. He also schedules meetings with the Board and prepares meeting agenda with the assistance of the Company Secretaries of the Company.

In view of Mr Goh's concurrent appointment as the Executive Chairman and Managing Director, the Board has appointed Mr Teo Choon Kow @ William Teo ("**Mr Teo**") as the Lead Independent Director. The Lead Independent Director is available to shareholders where they have concerns and for which contact through the normal channels of communication with the Executive Chairman and Managing Director are inappropriate or inadequate. *Provision 3.3*

## 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 comprises the following Directors:

1. Wong Kwan Seng Robert - Chairman
2. Teo Choon Kow @ William Teo - Member
3. Goh Yew Gee - Member

*Provision 4.1 and Provision 4.2*

Mr Wong Kwan Seng Robert ("**Mr Wong**") and Mr Teo are Independent Directors. Mr Goh Yew Gee is a Non-Executive Director.

The NC's written terms of reference describes its responsibilities, including, among others:

- (i) identifying candidates and making recommendations on all Board appointments and re-nomination or continuation in office of any director;
- (ii) review the composition of the Board annually and making recommendations to the Board with regard to any adjustments that are deemed necessary;
- (iii) review and determine annually if a director is independent;
- (iv) decide whether a director is able to and has been adequately carrying out his/her duties as a director of the Company, particularly when he/she has multiple board representations, and proposing internal guidelines in relation to multiple board representations;
- (v) decide how the performance of the Board may be evaluated and propose objective performance criteria for approval by the Board;
- (vi) recommend procedures for assessing the effectiveness of the Board as a whole and for assessing the contributions by each individual director to the effectiveness of the Board; and
- (vii) give full consideration to succession planning for Directors and other senior executives in the course of its work.

# CORPORATE GOVERNANCE REPORT

The NC recommends all appointments and re-nominations of directors to the Board. New directors are appointed after the NC has reviewed and nominated them for appointment. The Company's Constitution provides for one-third of the directors to retire by rotation and be subject to re-election at every Annual General Meeting ("**AGM**"). A newly appointed director must also subject himself for retirement and re-election at the AGM immediately following his appointment. The NC, in considering the nominating of any director for re-election, will evaluate the performance of the director involved. *Provision 4.3*

The Directors submit themselves for re-nomination and re-election at regular intervals of at least once every three years. Pursuant to the Company's Constitution, one third of the Directors are to retire from office by rotation and be subject to re-election at the AGM of the Company.

The NC has recommended Mr Teo and Mr Wong, who are retiring at the forthcoming AGM, to be re-elected. The two Directors are retiring under Regulation 109 of the Company's Constitution. The retiring Directors have offered themselves for re-election. The Board has accepted the recommendations of the NC.

The dates of initial appointment and last re-election of each Director are set out below:

Name of Directors	Appointment	Date of Initial Appointment	Date of Last Re-election
Goh Yeow Lian	Executive Chairman and Managing Director	3 September 2007	26 April 2019
Goh Yew Tee	Executive Director and Deputy Managing Director	24 September 2007	26 April 2019
Goh Yeo Hwa	Member	24 September 2007	27 April 2018
Goh Yew Gee	Member	24 September 2007	27 April 2018
Teo Choon Kow @ William Teo	Member	14 December 2007	28 April 2017
Wong Kwan Seng Robert	Member	14 December 2007	28 April 2017

The search and nomination process for new directors, if any, will be through search companies, contacts and recommendations that go through the normal selection process, to cast its net as wide as possible for the right candidates.

The selection criterion includes integrity, diversity of competencies, expertise, industry experience and financial literacy.

The NC determines the independence of each director annually based on the definition of independence as set out in the 2018 Code. The NC requires all the Independent Directors to confirm their independence and their relationships with the Directors, Management and 5% shareholder of the Company by a declaration in writing annually. *Provision 4.4*

As at 31 December 2019, the two Independent Directors, Mr Teo and Mr Wong have served on the Board for more than nine years from the date of their first appointment. In subjecting the independence of Mr Teo and Mr Wong to particularly rigorous review, the NC has (with Mr Teo and Mr Wong abstaining from discussion and deliberation) placed emphasis on whether each of them has demonstrated independent judgment, integrity, professionalism and objectivity in the discharge of his duties rather than imposing a maximum number of years that he should serve. The NC noted that Mr Teo and Mr Wong have not hesitated to express their own viewpoint as well as seeking clarification from Management on issues they deem necessary and Mr Teo and Mr Wong are able to exercise objective judgment on corporate matters independently, in particular from Management. Accordingly, the NC has determined that Mr Teo and Mr Wong are independent.

The Board, after taking into consideration the views of the NC, is of the view that Mr Teo and Mr Wong remain independent and that, no individual or small group of individual dominates the Board's decision making process.

The NC ensures that new directors are aware of their duties and obligations by giving them induction and orientation upon appointment as directors of the Company. *Provision 4.5*



# CORPORATE GOVERNANCE REPORT

The NC is of the view that whilst it is important for Directors to devote sufficient time and attention to the affairs of the Group, the issue relating to multiple board representations should be left to the judgment and discretion of each Director.

The NC believes that contributions from each Director can be reflected in other ways other than the reporting of attendances of each Director at Board and Board Committees' meetings as well as the frequency of such meetings. A director would have been appointed on the strength of his experience and his potential to contribute to the proper guidance of the Group and its business. To focus on a director's attendance at formal meetings alone may lead to a narrow view of a director's contribution. It may also not do justice to his contributions, which can be in many forms, including management's access to him for guidance or exchange of views outside the formal environment of 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 NC evaluates and assesses the effectiveness of the Board taking into consideration appropriate performance criteria.

The Company has implemented formal process to evaluate the performance and effectiveness of the Board as a whole and of each of its Board Committees as well as each individual director annually. The evaluation of each individual director is done through self-evaluation. <sup>Provision 5.1</sup>

The performance criteria were recommended by the NC and approved by the Board.

All Directors are given a board evaluation questionnaire and self-evaluation questionnaire to express their view of various aspects of the performance of the Board, the Board Committees and their individual performance so as to assess the overall effectiveness of the Board. The completed questionnaires were submitted to the Company Secretaries for collation. The findings of such evaluations were presented to the NC for review before submitting to the Board for discussion and identifying areas for improvement and implementing certain recommendations to further enhance the effectiveness of the Board. <sup>Provision 5.2</sup>

The evaluation of the Board and the Board Committees focus on a set of performance criteria approved by the Board which includes the size and composition of the Board, Board independence, the Board's access to information and Board's accountability, Board Committee performance in relation to discharging their responsibilities as set out in their respective terms of reference.

The Board, through the delegation of its authority to the NC had made its best efforts to ensure each Director possesses the experience, knowledge and skills critical to the Group's business. This is necessary to enable the Board to make sound and well-considered decisions. The NC, in considering the nominating of any Director for re-election, will evaluate the performance of the Director involved.

## II. REMUNERATION MATTERS

### PROCEDURES FOR DEVELOPING REMUNERATION POLICIES, LEVEL AND MIX OF REMUNERATION AND DISCLOSURE OF REMUNERATION

*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.*

*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.*

*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.*

# CORPORATE GOVERNANCE REPORT

The RC comprises the following Directors:

1. Teo Choon Kow @ William Teo - Chairman
2. Wong Kwan Seng Robert – Member
3. Goh Yew Gee - Member

*Provision  
6.1 and  
Provision  
6.2*

Mr Teo and Mr Wong are Independent Directors. Mr Goh Yew Gee is a Non-Executive Director.

The RC's terms of reference describes its responsibilities, including, among others:

- (i) review and recommend a framework of remuneration policy and guidelines for remuneration for the Directors and key management personnel; review and recommend the specific remuneration packages for each of the Executive Director, including the Executive Chairman and Managing Director, and the implementation of any appropriate performance-related elements to be incorporated in the remuneration framework;
- (ii) review and recommend the remuneration packages of all managerial staff in the Company or any of its principal subsidiaries, including managerial staff who are related to any of the Directors or any substantial shareholders of the Company; and
- (iii) administer the Share Options Schemes of the Company, if any.

Although the recommendations are made in consultation with the Executive Chairman and Managing Director of the Board, the remuneration packages are ultimately approved by the entire Board. No Director is involved in deciding his own remuneration.

The Company adopted a remuneration policy for employees comprising a fixed component and a variable component. The fixed component is in the form of a base salary. The variable component is in the form of a variable bonus that is linked to the performance of the Group as a whole and the individual employees' performance. This is to align remuneration with the interests of shareholders and link rewards to corporate and individual performance so as to promote the long-term sustainability of the Group.

*Provision  
7.1*

The remuneration packages of the Executive Chairman and Managing Director and the Executive Directors include a variable performance bonus. Each of them has a separate service agreement with the Company and is for a fixed term.

The RC reviews the service contracts of the Executive Chairman and Managing Director and the Executive Directors, and the Company's obligations arising in the event of termination of the service contracts of Executive Chairman and Managing Director, the Executive Directors and key management personnel to ensure that such contracts of service contain fair and reasonable termination clauses which are not overly generous.

*Provision  
6.3*

In addition, the RC reviews the compensation and performance of the Executive Chairman and Managing Director, Executive Directors, Group's key management personnel and staff who are related to the Executive Chairman and Managing Director and the Executive Directors annually to ensure that their remuneration commensurate with their performance and that of the Group as well as they are fairly rewarded.

*Provision  
7.3*

Currently, the Company does not use any contractual provisions to reclaim incentive components of remuneration from the Executive Chairman and Managing Director, 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 RC will consider, if required, whether there is a requirement to institute such contractual provisions to allow the Company to reclaim the incentive components of the remuneration of the Executive Chairman and Managing Director, Executive Directors and key management personnel paid in prior years in such exceptional circumstances.

Directors' fees for the Independent Directors and Non-Executive Director are set in accordance with the remuneration framework comprising basic fees and committee fees. Upon concurrent with the RC, the Board recommends the directors' fees for approval by the shareholders at the AGM of the Company, upon approval, be paid quarterly in arrears. Executive Directors including the Executive Chairman and Managing Director do not receive directors' fees as they are remunerated as members of Management. The Board concurred with the RC that the proposed directors' fees for FY2019 are appropriate and not excessive, taking into consideration the level of contributions by the directors and factors such as effort and time spent for serving on the Board and Board Committees, as well

*Provision  
7.2*



# CORPORATE GOVERNANCE REPORT

as the responsibilities and obligations of the directors. The RC has explicit authority to seek appropriate expert advice in the field of executive compensation outside the Company on remuneration matters when necessary. During FY2019, the RC did not engage the service of an external remuneration consultant. *Provision 6.4*

The Board supports and is aware of the need for transparency. However, after deliberation and debate, the Board is of the view that full disclosure of the specific remuneration of the Group's key management personnel (who are not directors) is not in the best interests of the Group. Inter alia, the Board has taken into account the very sensitive nature of the matter, the relative size of the Group, the highly competitive business environment the Group operates in and the irrevocable negative impact such disclosure may have on the Group. *Provision 8.1 and Provision 8.3*

Details of remuneration and benefits of Directors and key management personnel for FY2019 which will provide sufficient overview of the remuneration of Directors and key management personnel are set out below:

Remuneration Bands and Name	Fees (%)	Salary (%)	Bonus (%)	Others (%)	Total (%)	Total (\$'000)
-----------------------------	----------	------------	-----------	------------	-----------	----------------

## Directors

### Above \$1,000,000

Goh Yeow Lian*	–	12	86	2	100	2,920
Goh Yew Tee*	–	23	74	3	100	1,348

### \$500,001 to \$1,000,000

Goh Yeo Hwa*	–	25	70	5	100	864
--------------	---	----	----	---	-----	-----

### Below \$250,000

Teo Choon Kow @ William Teo	100	–	–	–	100	65
Wong Kwan Seng Robert	100	–	–	–	100	60
Goh Yew Gee*	100	–	–	–	100	55

Remuneration Bands and Name	Fees (%)	Salary (%)	Bonus (%)	Others (%)	Total (%)
-----------------------------	----------	------------	-----------	------------	-----------

## Key Executives

### \$250,001 to \$500,000

Goh Cheng Huah	–	46	48	6	100
Koh Chong Kwang	–	46	47	7	100
Sua Chen Shiua*	–	44	51	5	100
Lu Tze Chern	–	44	50	6	100
Goh Wee Ping*	–	47	49	4	100
Chua Cheng Hoon	–	70	24	6	100

### Below \$250,000

Gaw Chu Lan*	–	58	41	1	100
Lim Poh Choo Janet	–	74	25	1	100
Goh Chengyu*	–	71	25	4	100
Goh Yeu Toh#	–	56	26	18	100
Cheng Kiang Huat#	–	56	26	18	100

# Goh Yeu Toh and Cheng Kiang Huat are Executive Directors of Wee Hur Construction Pte Ltd, a wholly-owned subsidiary of the Company.

\* Goh Yeow Lian, Goh Yew Tee, Goh Yeo Hwa, Goh Yew Gee and Goh Yeu Toh ("Messrs Goh") are brothers. Cheng Kiang Huat is the brother-in-law of Messrs Goh. Gaw Chu Lan is the sister of Messrs Goh. Goh Wee Ping is the son of Goh Yeow Lian and is the nephew of Goh Yew Tee, Goh Yeo Hwa, Goh Yew Gee and Goh Yeu Toh. Goh Chengyu is the son of Goh Yeo Hwa and is the nephew of Goh Yeow Lian, Goh Yew Tee, Goh Yew Gee and Goh Yeu Toh. Sua Chen Shiua is the son of Sua Nam Heng, the brother-in-law of Messrs Goh, and is the nephew of Messrs Goh.

# CORPORATE GOVERNANCE REPORT

Given the highly competitive industry conditions and in the interest of maintaining good morale and a strong spirit of teamwork within the Group, the Company discloses the remuneration of the top ten key management personnel (who are not directors of the Company) of the Group in bands of \$250,000 as set out above. For the same reason, the Company does not disclose the aggregate remuneration paid to the top ten key management personnel (who are not directors of the Company) of the Group.

Other than those disclosed above, remuneration of employees who are substantial shareholders of the Group, or are immediate family members of Chairman/Directors who received remuneration which exceeded \$100,000 for FY2019 are as follows: *Provision 8.2*

## Remuneration Bands and Name

### \$100,001 to \$150,000

Goh Chey Teck

Goh Wee Shian

Sua Teng Jah

Cheng Song Seng

### \$50,001 to \$100,000

Goh Kong Li

Goh Chey Teck is the brother of Messrs Goh. Goh Wee Shian is the son of Goh Yeow Lian, Goh Kong Li is the daughter of Goh Yew Tee, Sua Teng Jah is the daughter of Sua Nam Heng, Cheng Song Seng is the son of Cheng Kiang Huat and they are all nephews and niece of Messrs Goh.

The Company has adopted the Wee Hur Employee Share Option Scheme and Wee Hur Performance Share Plan which were approved by the shareholders at the Extraordinary General Meeting held on 19 May 2009. No share options were issued as at to-date. *Provision 8.3*

## III. ACCOUNTABILITY AND AUDIT

### RISK MANAGEMENT AND INTERNAL CONTROLS AND AUDIT COMMITTEE

*Principle 9: The Board is responsible for 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.*

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

The Board assisted by the AC has oversight of the risk management system in the Group. The practice of risk management is undertaken by the Executive Directors and key management personnel under the purview of the AC and the Board. Management regularly reviews the Group's business and operational activities to identify areas of significant business risks as well as appropriate measures to control and mitigate these risks within the Group's risk policies and strategies. Management reviews all significant control policies and procedures and highlights all significant matters to the Board and the AC. *Provision 9.1*

With the assistance of the external consultant, the Group has established a Risk Governance and Internal Control Framework to monitor, manage and build awareness within the Group of the various risks to which the Group is exposed.

Under the Risk Governance and Internal Control Framework, Management of all levels are expected to constantly review the business operations and the environment that the Group operates in to identify risk areas and ensure mitigating measures are promptly developed to address these risks. The Risk Governance and Internal Control Framework outlines the Group's approach to managing enterprise-wide risks and sets out a systematic process for identifying, evaluating, managing and monitoring risks faced by the Group.



# CORPORATE GOVERNANCE REPORT

The system of internal controls and risk management established by the Company provides reasonable, but not absolute, assurance that the Group will not be adversely affected by any event that can be reasonably foreseen as it strives to achieve its business objectives. However, the Board also notes that no system of internal controls and risk management can provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors, poor judgment in decision-making, human errors, losses, frauds or other irregularities.

The Executive Chairman and Managing Director and the Chief Financial Officer at the financial year end have provided a letter of assurance (a) 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 (b) regarding the effectiveness of the Company's risk management and internal control systems. *Provision 9.2*

The AC comprises the following Directors:

*Provision 10.2*

1. Teo Choon Kow @ William Teo – Chairman
2. Wong Kwan Seng Robert – Member
3. Goh Yew Gee – Member

Mr Teo and Mr Wong are Independent Directors. Mr Goh Yew Gee is a Non-Executive Director. No former partner or director of the Company's existing auditing firm or auditing corporation is a member of the AC. *Provision 10.3*

The Board considers Mr Teo who is a fellow of the Association of Chartered Certified Accountants and a member of the Institute of Singapore Chartered Accountants, has extensive and practical accounting and related financial management expertise and experience, is well qualified to chair the AC.

The Board satisfies that the AC members, collectively, have relevant accounting and related financial management expertise and experience to discharge their duties and responsibilities.

The role of the AC is to assist the Board in overseeing the adequacy of the overall internal control functions, the internal audit functions within the Group, the relationship of those functions to external audit, the scope of audit by the external auditor as well as their independence. The functions of the AC include the following: *Provision 10.1*

- (i) review with external auditor the scope and results of the audit, system of internal controls, their management letter and management's response;
- (ii) review the financial statements including annual budget and any forecast, before submission to the Board for approval;
- (iii) review the scope and results of the internal audit proceedings of the internal auditors to ensure all possible precautions are taken to ensure no irregularities;
- (iv) review the interested person transactions in accordance with the Listing Manual of the SGX-ST;
- (v) review whistle-blowing investigations within the Group and ensuring appropriate follow-up action, if required;
- (vi) review all non-audit services provided by external auditor so as to ensure that any provision of such services would not affect the independence and objectivity of external auditor; and
- (vii) consider and recommend the appointment or re-appointment of the external auditor.

The Company has outsourced its internal audit function and appointed Nexia TS Risk Advisory Pte Ltd as its Internal Auditors for FY2019. The Internal Auditors plans its internal audit schedules in consultation with Management and its plans are submitted to the AC for approval. The AC reviews and approves the internal audit plans and resources and also ensures that Nexia TS Risk Advisory Pte Ltd has the necessary resources to adequately perform its functions and is adequately staffed with persons with the relevant qualifications and experience. *Provision 10.4*

The AC has also reviewed and believed that the Internal Auditors is independent and has the appropriate standing and adequately resourced to perform its functions effectively. The Internal Auditors has unfettered access to all the Company's documents, records, properties and personnel including the AC. *Rule 1207 (10C) of the Listing Manual of SGX-ST*

# CORPORATE GOVERNANCE REPORT

The AC assesses the adequacy and effectiveness of the internal audit function annually. The function of internal audit is guided by the Standards for the Professional Practice of Internal Auditing.

The system of internal controls provides reasonable, but not absolute, assurance that the Company will not be adversely affected by any event that could be reasonably foreseen as it strives to achieve its business objectives. However, the Board also notes that no system of internal controls can provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors, poor judgment in decision-making, human errors, losses, frauds or other irregularities.

Based on the aforesaid and the statutory audit conducted by the External Auditor and the internal audit conducted by the Internal Auditors and reviews performed by Management, written representation by Managing Director, Executive Directors, the Group CFO and the various heads of department, the Board, with the concurrence of the AC, is satisfied that the system of internal controls, including financial, operational, compliance and information technology controls and risk management system, are adequate and effective to meet the needs of the Group's existing business objectives, having addressed the critical risk areas for FY2019. While acknowledging their responsibility for the system of internal controls, the Directors are aware that such a system is designed to manage, rather than eliminate risks, and therefore cannot provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors or misstatements, poor judgment in decision-making, human errors, losses, frauds or other irregularities.

Rule  
1207  
(10) of  
the Listing  
Manual of  
SGX-ST

In the review of the financial statements of the Group for FY2019, the AC has discussed with Management the accounting principles that were applied and their judgment of items that might affect the integrity of the financial statements. The AC reviewed, among other matters, the following significant matters identified by PricewaterhouseCoopers Singapore LLP ("**PWC**" or the "**External Auditor**") for FY2019:

Matters Considered	Action
Revenue recognition in construction revenue	The AC accepts PWC's audit approach to revenue recognition which derived the percentage of completion based on the total construction contracts. The AC also viewed the External Auditor work on the related construction costs which requires significant judgment to measure the total project costs (vs the total budgeted contract costs) including claims from contractors.
Net realisable value of development properties	The AC viewed this carrying amount of development properties of significant important balance sheet item and hence, the management judgment, assumption and estimation towards the value are critically important. The AC opines that the External Auditor work procedures and verification with third parties are comprehensive.

The AC has been given full access and obtained the co-operation from Management of the Company. The AC has the explicit authority to investigate any matter within its terms of reference. It also has full access to and co-operation by Management and full discretion to invite any Director or executive officer to attend its meetings, and reasonable resources to enable it to discharge its functions properly.

The aggregate amount of fees paid to the External Auditor of the Group for FY2019 were:

	\$'000
Audit fees	283
Non-audit fees	227
Total fees	510

The AC has reviewed the nature and extent of non-audit services provided by PWC and the fees paid for its audit services, non-audit services and the aggregate amount of fees paid in respect of FY2019. The AC is of the view that the independence of the External Auditor has not been compromised.

PWC has been engaged to audit the financial statements of the Company and its Singapore incorporated subsidiaries. The Group has also engaged PricewaterhouseCoopers Australia LLP as the auditor to audit the financial statements of the Company's foreign-incorporated subsidiaries for FY2019.

The Group does not have any foreign-incorporated associated companies. Accordingly, the Group has complied with the Rules 715 and 717 of the Listing Manual in relation to its auditing firm. All the Singapore-incorporated subsidiaries of the Group are audited by PWC. The Group has one Singapore-incorporated associated company which is significant to the Group for FY2019 and is audited by Ernst & Young LLP. The Group therefore complied with Rule 716 of the Listing Manual of SGX-ST.



# CORPORATE GOVERNANCE REPORT

The AC has met with PWC, the External Auditor of the Company without the presence of Management at least once a year to discuss the results of their examinations and their evaluation of the systems of internal accounting controls. In addition, updates on changes in accounting standards and treatment are prepared by the External Auditor and circulated to members of the AC periodically for information. The AC has also met with the Internal Auditors without the presence of Management at least once a year. Provision 10.5

The Company has put in place a whistle-blowing policy since 2008. This policy will provide well-defined and accessible channels in the Group through which employees and third parties may raise concerns about improper conduct within the Group. No reports were received by the Group under the whistle-blowing policy during the financial year.

## IV. SHAREHOLDER RIGHTS AND ENGAGEMENT

### SHAREHOLDERS RIGHTS AND CONDUCT OF GENERAL MEETINGS AND ENGAGEMENT WITH SHAREHOLDERS

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

*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 Company does not practice selective disclosure. Price sensitive information is always announced to the SGX-ST through SGXNET after trading hours. Financial results and annual reports are announced or issued to the SGX-ST within the mandatory periods. Provision 12.1

Shareholders are encouraged to attend the AGM to ensure a greater level of shareholders' participation and for them to be kept up to date as to the strategies and goals of the Group. All shareholders of the Company receive a copy of the annual report, the notice of AGM and circulars and notices pertaining to any extraordinary general meetings of the Company. To facilitate participation by the shareholders, the Constitution of the Company allows the shareholders to attend and vote at general meetings of the Company by proxies. A shareholder who is not a relevant intermediary may appoint up to two proxies to attend and vote on his/her behalf at the general meetings while a member who is a relevant intermediary is entitled to appoint more than two proxies to attend and vote at the general meetings through proxy form deposited 72 hours before the meeting. Notices of general meetings are also advertised in newspapers and available on the SGX-ST's website. Provision 11.1 and Provision 12.1

Every matter requiring shareholders' approval is proposed as a separate resolution. Each item of special business included in the notice of meeting is accompanied, where appropriate, by an explanation for the proposed resolution. As authentication of shareholder identity information and other related security issues still remain a concern, the Company has decided, for the time being, not to implement voting in absentia by mail, facsimile or email. Participation of shareholders is encouraged at the AGM through the open question and answer session. The Directors, Management and the External Auditor are available to address any queries or concerns on matters relating to the Group and its operations. The entire Board was present at the AGM of the Company held on 26 April 2019. Provision 11.2, Provision 11.3 and Provision 11.4

To promote greater transparency and effective participation, the Company conducts the voting of all its resolutions by poll at all general meetings. Upon the conclusion of the general meetings, the detailed voting results, including the total number of votes cast for or against each resolution tabled, are announced at the general meetings and via SGX-ST's website. Provision 11.5

The Company prepares detailed minutes for each general meeting, which includes comments and questions raised by shareholders, together with the responses from the Board and Management. The Company will consider publishing the minutes of each general meeting on its corporate website if it deems appropriate.

# CORPORATE GOVERNANCE REPORT

While the Company has not formally instituted a dividend policy, it has a good track record of paying annual dividends to shareholders since its listing in 2008. In proposing any dividend payout and/or determining the form, frequency and/or the amount of such dividend payout, the Board will take into account, inter alia, the Group's financial position, retained earnings, results of operations and cash flows, the Group's expected working capital requirements, the Group's expected capital expenditure and future expansion and investment plans and other funding requirements, general economic conditions and other internal or external factors that may have an impact on the business or financial performance and position of the Group. Provision 11.6

Although the Company does not have an investor relations policy, shareholders may at any time send their enquiries and/or feedback about the Company to the Board in writing via email, details of which are as follows: Provision 12.2 and Provision 12.3

Tel: 6258 1002  
Email: [general@weehur.com.sg](mailto:general@weehur.com.sg)

The Company values dialogue with its shareholders and believes in regular, effective and fair communication with its shareholders and is committed to hearing shareholders' views and addressing their concerns where possible.

## V. 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 values input from all of its stakeholder groups and uses a variety of channels and platforms to engage with them as well as receive their feedback. The Company identifies stakeholders as groups that have an impact or have the potential to be impacted by its business, as well as those external organisations that have expertise in aspects that the Company consider material. Provision 13.1

More details on the Company's strategy and key areas of focus in relation to the management of stakeholders' relationships will be disclosed in the standalone Sustainability Report for FY2019 which will be issued not later than 5 months after the end of the financial year. Provision 13.2

The Company does not practice selective disclosure. Price sensitive information is always announced to the SGX-ST through SGXNET after trading hours and in a timely manner. Financial results and annual reports are announced or issued to the SGX-ST within the mandatory periods and are also made available on the Company's website – [www.weehur.com.sg](http://www.weehur.com.sg). The Company's website is updated regularly. Provision 13.3

## VI. OTHER CORPORATE GOVERNANCE MATTERS

### DEALINGS IN SECURITIES

The Company has adopted an internal code which prohibits dealings in the securities of the Company by Directors and officers of the Group while in possession of price-sensitive information. Under this code, the Company, Directors and employees of the Group are not permitted to deal with the securities of the Company during the period beginning two weeks and one month before the announcement of the quarterly and full year financial statement respectively and ending on the date of the announcement.

As the Company has ceased quarterly reporting in respect of financial year ending 31 December 2020, the internal code on dealing in securities of the Company has been updated whereby the Company, Directors and employees of the Group are not permitted to deal with the securities of the Company during the period beginning one month before the announcement of the half year and full year financial statements results and ending on the date of the announcement.

In addition, Directors and officers are expected to observe insider trading laws at all times even when dealing in securities within the permitted trading period.

Directors and employees are also discouraged from dealing in the Company's securities on short-term consideration.



# CORPORATE GOVERNANCE REPORT

## DISCLOSURE OF MATERIAL CONTRACTS

Except as disclosed under Interested Person Transactions, there is no material contract entered into by the Company or any of its subsidiaries involving the interests of any Directors or the controlling shareholder during FY2019.

## INTERESTED PERSON TRANSACTIONS

The Company has set out procedures governing all interested person transactions to ensure that they are carried out on an arm's length basis, on normal commercial terms and will not be prejudicial to the interests of the Company and its shareholders.

Disclosure according to the Rule 907 of the SGX-ST Listing Manual in respect of interested person transactions for FY2019 is stated in the following table:

<b>Name of interested person <sup>(1)</sup></b>	<b>Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than \$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) \$'000</b>	<b>Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than \$100,000) \$'000</b>
Bull Mountain Investment Pte Ltd <sup>(2)</sup>	1,660	-
Bonanza Capital Pte Ltd <sup>(3)</sup>	664	-
Wealth Investment Pte Ltd <sup>(4)</sup>	3,267	-
Sustained Investment Pte Ltd <sup>(5)</sup>	3,267	-
QiCheng Investment Pte Ltd <sup>(6)</sup>	1,633	-
Emixin Holdings Pte Ltd <sup>(7)</sup>	3,302	-

Notes:

- (1) Goh Yeow Lian, Goh Yew Tee, Goh Yeo Hwa and Goh Yew Gee ("Messrs Goh") are Directors of the Company. Goh Yeu Toh and Goh Yew Lay, being brothers to Messrs Goh, are immediate family members of Messrs Goh. Goh Yeow Lian is also a controlling shareholder of the Company. Goh Wee Ping is the son of Goh Yeow Lian and nephew of Messrs Goh.
- (2) Bull Mountain Investment Pte Ltd is incorporated in Singapore. The directors and shareholders of the company are Goh Yew Gee and his immediate family.
- (3) Bonanza Capital Pte Ltd is incorporated in Singapore. The directors and shareholders of the company are Goh Yew Lay and his immediate family.
- (4) Wealth Investment Pte Ltd is incorporated in Singapore. The directors and shareholders of the company are Goh Yew Tee and his immediate family.
- (5) Sustained Investment Pte Ltd is incorporated in Singapore. The directors and shareholders of the company are Goh Yeo Hwa and his immediate family.
- (6) QiCheng Investment Pte Ltd is incorporated in Singapore. The directors and shareholders of the company are Goh Yeu Toh and his immediate family.
- (7) Emixin Holdings Pte Ltd is incorporated in Singapore. The director and shareholder of the company is Goh Wee Ping.

The Company does not have a general mandate from shareholders for interested person transactions pursuant to Rule 920 of the Listing Manual of the SGX-ST.

## USE OF PROCEEDS

For FY2019, there has been no fund-raising exercises by way of additional issues of securities of the Company. The use of proceeds raised from the initial public offer and all previous additional listing of shares of the Company is in accordance with the stated use of proceeds and the percentage allocated as previously announced by the Company.

## FINANCIALS

69	Directors' Statement
72	Independent Auditor's Report
78	Consolidated Statement of Comprehensive Income
79	Balance Sheet – Group
80	Balance Sheet – Company
81	Consolidated Statement of Changes In Equity
82	Consolidated Statement of Cash Flows
84	Notes to the Financial Statements



# DIRECTORS' STATEMENT

The directors present their statement to the members together with the audited financial statements of the Group for the financial year ended 31 December 2019 and the balance sheet of the Company as at 31 December 2019.

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 78 to 149 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 December 2019 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 the 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:

*Executive Chairman and Managing Director*  
Goh Yeow Lian

*Executive Directors*  
Goh Yew Tee  
Goh Yeo Hwa

*Non-Executive Director*  
Goh Yew Gee

*Independent Directors*  
Teo Choon Kow @ William Teo  
Wong Kwan Seng Robert

## 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, other than as disclosed under “**Share Options**” in this statement.

# DIRECTORS' STATEMENT

## Directors' interests in shares and debentures

The directors of the Company holding office at the end of the financial year were not interested in shares or debentures of the Company or other related body corporate as recorded in the Register of Directors' Shareholdings kept by the Company under section 164 of the Companies Act, Chapter 50 (the "Act"), except as follows:

	Holdings registered in name of director or nominee		Holdings in which director is deemed to have an interest	
	At 31.12.2019	At 1.1.2019 or date of appointment, if later	At 31.12.2019	At 1.1.2019 or date of appointment, if later
<b>Wee Hur Holdings Ltd. (the "Company") (No. of ordinary shares)</b>				
Goh Yeow Lian	<b>6,063,000</b>	17,963,000	<b>402,194,872</b>	400,194,872
Goh Yew Tee	<b>2,159,416</b>	1,159,416	<b>15,550,000</b>	15,550,000
Goh Yeo Hwa	<b>8,725,100</b>	6,404,200	<b>36,799,257</b>	36,799,257
Goh Yew Gee	<b>6,490,120</b>	6,490,120	<b>10,000,000</b>	10,000,000
Wong Kwan Seng Robert	<b>225,000</b>	225,000	—	—

Goh Yeow Lian is deemed to have an interest in all the related corporations of the Company.

The directors' interests as at 21 January 2020 were the same as those at the end of the financial year.

## Share Options

No options were granted during the financial year to subscribe for unissued shares of the Company.

No shares were issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company.

There were no unissued shares of the Company under option at the end of the financial year.



# DIRECTORS' STATEMENT

## Audit committee

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

Teo Choon Kow @ William Teo (Chairman of audit committee)

Wong Kwan Seng Robert (Independent Director)

Goh Yew Gee (Non-Executive Director)

The Audit Committee carried out its functions in accordance with Section 201B(5) of the Singapore Companies Act. In performing those functions, the Committee reviewed:

- the scope and the results of internal audit procedures with the internal auditor;
- the audit plan of the Company's independent auditor and any recommendations on internal accounting controls arising from the statutory audit;
- the assistance given by the Company's management to the independent auditor; and
- the balance sheet of the Company and the consolidated financial statements of the Group for the financial year ended 31 December 2019 before their submission to the Board of Directors.

The Audit Committee has recommended to the Board that the independent auditor, PricewaterhouseCoopers LLP, be nominated for re-appointment at the forthcoming Annual General Meeting of the Company.

## Independent Auditor

The independent auditor, PricewaterhouseCoopers LLP, has expressed its willingness to accept re-appointment.

On behalf of the Board of Directors

**Goh Yeow Lian**

Director

**Goh Yew Tee**

Director

2 April 2020

# INDEPENDENT AUDITOR'S REPORT

to the Members of WEE HUR HOLDINGS LTD.

## Report on the Audit of the Financial Statements

### Our opinion

In our opinion, the accompanying consolidated financial statements of Wee Hur Holdings Ltd. (**"the Company"**) and its subsidiaries (**"the Group"**) and the balance sheet of the Company are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (**"the Act"**) and Singapore Financial Reporting Standards (International) (**"SFRS(I)s"**) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2019 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the financial year ended on that date.

### *What we have audited*

The financial statements of the Company and the Group comprise:

- the consolidated statement of comprehensive income of the Group for the financial year ended 31 December 2019;
- the balance sheet of the Group as at 31 December 2019;
- the balance sheet of the Company as at 31 December 2019;
- the consolidated statement of changes in equity of the Group for the financial year then ended;
- the consolidated statement of cash flows of the Group for the financial year then ended; and
- the notes to the financial statements, including a summary of significant accounting policies.

### 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Independence*

We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (**"ACRA Code"**) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

### Our Audit Approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the accompanying financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.



# INDEPENDENT AUDITOR'S REPORT

to the Members of WEE HUR HOLDINGS LTD.

## Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for the financial year ended 31 December 2019. 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.

Key Audit Matter	How our audit addressed the Key Audit Matter
<p><b>Revenue recognition in construction revenue</b></p> <p>Revenue from construction contracts amounted to \$113.0 million, representing 59% of the Group's total revenue for the financial year ended 31 December 2019.</p> <p>Construction revenue is recognised over time by reference to the Group's progress toward completing the contracts. The measure of progress is determined based on the proportion of contract costs incurred to date to the estimated total contract costs.</p> <p>Significant judgement is required to estimate the total construction costs, variations or claims recognised as contract revenue, and provision for liquidated damages that will affect the measure of progress and revenue and profit margins recognised from construction contracts. Accordingly, we have assessed the accounting for construction contracts as a key audit matter.</p>	<p>We have performed the following audit procedures on a sample of projects to address the key audit matter:</p> <p>We have obtained an understanding of projects through discussions with management and examination of project documentation (including contracts and correspondences with customers).</p> <p>In relation to total contract revenue, our audit procedures include the following:</p> <ol style="list-style-type: none"> <li>Traced total contract sums to contract and variation orders entered into by the Group and its customers;</li> <li>Recomputed the measure of progress and the revenue recognised;</li> <li>Assessed the adequacy of provision for liquidated damages to be net off against contract revenue recognised (where relevant); and</li> <li>Assessed the reasonableness of the revenue recognised via discussion with the project teams and obtaining corroborating evidence such as correspondences with the customers.</li> </ol> <p>In relation to total contract costs, our audit procedures include the following:</p> <ol style="list-style-type: none"> <li>Reviewed the actual costs incurred by tracing to supplier invoices or sub-contractors progress billings; and</li> <li>Reviewed management's estimates of total construction costs and costs to complete via the following: <ol style="list-style-type: none"> <li>Substantiated to contracts entered for sub-contracting costs;</li> <li>Reviewed the estimation of the material, labour and other construction costs with reference to the progress of the project; and</li> <li>Discussed with the project team and compared the percentage of actual costs incurred over the total contract costs against the percentage of completion.</li> </ol> </li> </ol>

# INDEPENDENT AUDITOR'S REPORT

to the Members of WEE HUR HOLDINGS LTD.

## Key audit matters (continued)

Key Audit Matter	How our audit addressed the Key Audit Matter
<b>Revenue recognition in construction revenue (continued)</b>	<p>Based on the audit procedures performed, we have assessed management's estimates to be reasonable.</p> <p>We have also recomputed the cumulative contract revenue and the contract revenue for the current financial year for these projects and traced to the accounting records with no exception noted.</p> <p>We have also assessed the disclosures in the financial statements in relation to the sensitivity of contract revenue and contract costs of uncompleted contracts to the construction contract estimates to be appropriate.</p>
<b>Net realisable value of development properties</b> <p>As at 31 December 2019, the Group's development properties amounted to \$114.9 million, representing 12% of the Group's total assets.</p> <p>These development properties are stated at the lower of their cost and their net realisable values. The determination of the estimated net realisable values of these development properties is critically dependent upon the Group's expectations of forecasted selling prices and estimated costs to develop these properties.</p> <p>Weak demand and oversupply caused by challenging economic environment might exert downward pressure on sales volume and properties prices. Significant judgement is required in the determination of the net realisable values of the development properties. Accordingly, we have assessed the net realisable value of development properties as a key audit matter.</p>	<p>We have performed the following audit procedures, focusing on development projects with slower than expected sales or low margins to address the key audit matter:</p> <ul style="list-style-type: none"><li>a) Challenged management's estimates of selling prices by considering recently transacted prices of the development properties and recently transacted prices of comparable properties where applicable;</li><li>b) Reviewed the actual costs to-date and the estimated costs to complete with reference to agreements and variation orders with contractors;</li><li>c) Assessed the adequacy of write down to net realisable value determined based on comparing the forecasted selling price and cost incurred for each unit.</li></ul> <p>Based on the audit procedures performed, we have assessed management's assessment of net realisable value of development properties to be reasonable.</p>



# INDEPENDENT AUDITOR'S REPORT

to the Members of WEE HUR HOLDINGS LTD.

## Other Information

Management is responsible for the other information. The other information comprises all sections of 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 and will 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 identified above 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 on the other information that we obtained prior to the date of this auditor's report, 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.

When we read the Other Sections, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.

## Responsibilities of Management and Directors for the Financial Statements

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

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

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

## Auditor's Responsibilities for the Audit of the Financial Statements

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

# INDEPENDENT AUDITOR'S REPORT

to the Members of WEE HUR HOLDINGS LTD.

## Auditor's Responsibilities for the Audit of the Financial Statements (continued)

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.

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

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



# INDEPENDENT AUDITOR'S REPORT

to the Members of WEE HUR HOLDINGS LTD.

## Report on other Legal and Regulatory Requirements

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

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

## PricewaterhouseCoopers LLP

Public Accountants and Chartered Accountants  
Singapore

2 April 2020

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the Financial Year Ended 31 December 2019

	Note	2019 \$'000	2018 \$'000 (Restated)
<b>Revenue</b>	4	<b>191,792</b>	293,694
Cost of sales	5	<b>(139,880)</b>	(210,094)
<b>Gross profit</b>		<b>51,912</b>	83,600
Other income			
– Interest		<b>4,090</b>	3,588
– Others	6	<b>4,876</b>	4,059
Other gains and losses			
– Impairment loss on financial assets	31(b)	<b>(3)</b>	(424)
– Others	7	<b>(8,730)</b>	(12,515)
Expenses			
– Administrative	5	<b>(22,543)</b>	(23,583)
– Distribution and marketing	5	<b>(1,584)</b>	(3,099)
– Finance	9	<b>(6,019)</b>	(6,831)
Share of profit of associate	22	<b>20,994</b>	2,603
<b>Profit before income tax</b>		<b>42,993</b>	47,398
Income tax expense	10	<b>(8,071)</b>	(15,896)
<b>Total profit</b>		<b>34,922</b>	31,502
<b>Other comprehensive income/(expense):</b>			
<b>Items that may be reclassified subsequently to profit or loss</b>			
Currency translation differences arising from consolidation – gains/(losses)		<b>806</b>	(5,785)
<b>Items that will not be reclassified subsequently to profit or loss</b>			
Currency translation differences arising from consolidation – losses	29	<b>(267)</b>	(513)
<b>Other comprehensive income/(expense), net of tax</b>		<b>539</b>	(6,298)
<b>Total comprehensive income</b>		<b>35,461</b>	25,204
<b>Profit attributable to:</b>			
Equity holders of the Company		<b>34,566</b>	23,323
Non-controlling interests		<b>356</b>	8,179
		<b>34,922</b>	31,502
<b>Total comprehensive income attributable to:</b>			
Equity holders of the Company		<b>35,372</b>	17,538
Non-controlling interests		<b>89</b>	7,666
		<b>35,461</b>	25,204
<b>Earnings per share (“EPS”) for profit attributable to equity holders of the Company (cent per share)</b>			
<b>Basic EPS</b>	11	<b>3.76</b>	2.54

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



# BALANCE SHEET— GROUP

For the Financial Year Ended 31 December 2019

	Note	31 December	
		2019 \$'000	2018 \$'000
			(Restated)
<b>ASSETS</b>			
<b>Current assets</b>			
Development properties	12	114,869	131,263
Trade and other receivables	13	94,026	71,503
Financial assets, at FVPL	14	4,571	6,306
Cash and cash equivalents	15	108,619	162,356
		<b>322,085</b>	<b>371,428</b>
Asset classified as held-for-sale	16	—	—
		<b>322,085</b>	<b>371,428</b>
<b>Non-current assets</b>			
Property, plant and equipment	17	33,317	24,401
Investment properties	18	517,284	316,766
Investment in associate	22	27,882	6,523
Financial assets, at FVPL	14	3,480	—
Deferred income tax assets	23	4,047	7,053
Other receivables	13	42,802	39,776
		<b>628,812</b>	<b>394,519</b>
<b>Total assets</b>		<b>950,897</b>	<b>765,947</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Current income tax liabilities	10	6,939	15,694
Trade and other payables	24	124,569	91,543
Derivative financial instruments	25	—	2,347
Borrowings	26	103,653	168,258
		<b>235,161</b>	<b>277,842</b>
<b>Non-current liabilities</b>			
Borrowings	26	175,046	12,129
Deferred income tax liabilities	23	2,250	2,567
Other payables	24	140,295	97,464
		<b>317,591</b>	<b>112,160</b>
<b>Total liabilities</b>		<b>552,752</b>	<b>390,002</b>
<b>NET ASSETS</b>		<b>398,145</b>	<b>375,945</b>
<b>EQUITY</b>			
<b>Capital and reserves attributable to equity holders of the Company</b>			
Share capital	27	125,733	125,733
Currency translation reserve	29	(3,636)	(4,442)
Retained profits		<b>270,850</b>	<b>242,719</b>
		<b>392,947</b>	<b>364,010</b>
Non-controlling interests		5,198	11,935
<b>Total equity</b>		<b>398,145</b>	<b>375,945</b>

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

# BALANCE SHEET— COMPANY

For the Financial Year Ended 31 December 2019

		31 December	
	Note	2019 \$'000	2018 \$'000
<b>ASSETS</b>			
<b><u>Current assets</u></b>			
Trade and other receivables	13	35,838	22,756
Financial assets, at FVPL	14	4,571	6,306
Cash and cash equivalents	15	53,528	43,520
		<b>93,937</b>	72,582
<b><u>Non-current assets</u></b>			
Property, plant and equipment	17	3	4
Investment in subsidiaries	21	58,150	53,981
Financial assets, at FVPL	14	3,480	–
Deferred income tax assets	23	173	123
Other receivables	13	249,592	251,537
		<b>311,398</b>	305,645
<b>Total assets</b>		<b>405,335</b>	378,227
<b>LIABILITIES</b>			
<b><u>Current liabilities</u></b>			
Trade and other payables	24	10,966	58,066
Derivative financial instruments	25	–	2,310
Borrowings	26	43,500	–
		<b>54,466</b>	60,376
<b><u>Non-current liabilities</u></b>			
Other payables	24	10,767	11,763
<b>Total liabilities</b>		<b>65,233</b>	72,139
<b>NET ASSETS</b>		<b>340,102</b>	306,088
<b><u>EQUITY</u></b>			
<b>Capital and reserves attributable to equity holders of the Company</b>			
Share capital	27	125,733	125,733
Retained profits		214,369	180,355
<b>Total equity</b>		<b>340,102</b>	306,088

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



# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the Financial Year Ended 31 December 2019

	Note	Share Capital \$'000	Currency Translation Reserve \$'000	Retained Profits \$'000	Total \$'000	Non- Controlling Interests \$'000	Total Equity \$'000
<b>Group</b>							
<b>2019</b>							
<b>Balance as at 1 January 2019</b>		125,733	(4,442)	242,719	364,010	11,935	375,945
Profit for the year		–	–	34,566	34,566	356	34,922
Other comprehensive income for the year		–	806	–	806	(267)	539
<b>Total comprehensive income for the year</b>		–	806	34,566	35,372	89	35,461
Dividend paid	28	–	–	(6,435)	(6,435)	(12,000)	(18,435)
Fair value adjustment on interest free loans from non-controlling interests		–	–	–	–	5,066	5,066
Capital contribution from non-controlling interests		–	–	–	–	108	108
<b>Balance as at 31 December 2019</b>		<b>125,733</b>	<b>(3,636)</b>	<b>270,850</b>	<b>392,947</b>	<b>5,198</b>	<b>398,145</b>
<b>Group</b>							
<b>2018</b>							
<b>Balance as at 1 January 2018</b>		125,733	1,343	225,831	352,907	(4,990)	347,917
Profit for the year (as previously stated)	34	–	–	25,012	25,012	8,179	33,191
Prior year adjustment		–	–	(1,689)	(1,689)	–	(1,689)
Profit for the year (restated)		–	–	23,323	23,323	8,179	31,502
Other comprehensive income for the year		–	(5,785)	–	(5,785)	(513)	(6,298)
<b>Total comprehensive income for the year (restated)</b>		–	(5,785)	23,323	17,538	7,666	25,204
Dividend paid	28	–	–	(6,435)	(6,435)	(1,500)	(7,935)
Fair value adjustment on interest free loans from non-controlling interests		–	–	–	–	10,705	10,705
Capital contribution from non-controlling interests		–	–	–	–	54	54
<b>Balance as at 31 December 2018 (restated)</b>		<b>125,733</b>	<b>(4,442)</b>	<b>242,719</b>	<b>364,010</b>	<b>11,935</b>	<b>375,945</b>

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

# CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 31 December 2019

	Note	2019 \$'000	2018 \$'000 (Restated)
<b>Cash flows from operating activities</b>			
Total profit		34,922	31,502
<i>Adjustments for:</i>			
– Income tax expense		8,071	15,896
– Interest income		(4,090)	(3,588)
– Finance expenses		6,019	6,831
– Dividend income		–	(479)
– Depreciation		19,611	17,934
– Impairment loss on financial assets		3	424
– Reversal of impairment loss on development property		–	(33)
– Fair value (gains)/losses on derivatives		(2,311)	2,054
– Fair value (gains)/losses on financial assets, at FVPL		(61)	236
– Gain on disposal of plant and equipment		–	(37)
– Gain on disposal of asset held for sale		–	(6,451)
– Loss on disposal of other financial assets, at FVPL		46	729
– Plant and equipment written off		–	362
– Unrealised currency translation losses		4,269	14,260
– Share of profit of associate		(20,994)	(2,603)
		45,485	77,037
Change in working capital, net of effects from acquisition and disposal of subsidiaries:			
– Trade and other receivables		(7,107)	(10,462)
– Development properties		16,492	125,740
– Trade and other payables		28,288	(107,067)
Cash generated from operations		83,158	85,248
Income tax paid		(13,439)	(4,555)
Withholding tax paid		(635)	(595)
<b>Net cash provided by operating activities</b>		69,084	80,098
<b>Cash flows from investing activities</b>			
Additions to property, plant and equipment		(8,623)	(4,402)
Additions to investment properties		(147,727)	(159,142)
Purchase of financial assets, at FVPL		(3,480)	–
Disposal of plant and equipment		3	84
Disposal of financial assets		1,750	38,969
Disposal of investment property		–	66,594
Loans to associate		(2,748)	–
Loans to a non-related party		(15,489)	–
Interest received		3,063	2,360
Dividends received		–	479
<b>Net cash used in investing activities</b>		(173,251)	(55,058)



# CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 31 December 2019

	Note	2019 \$'000	2018 \$'000 (Restated)
<b>Cash flows from financing activities</b>			
Proceeds from capital contribution from non-controlling interests		108	54
Dividends paid to equity holders of the Company		(6,435)	(6,435)
Dividends paid to non-controlling interests		(12,000)	(1,500)
Interest paid		(6,756)	(4,100)
Bank deposit (pledged)/withdrawn		(46,533)	10,140
Proceeds from borrowings		78,694	70,448
Proceeds from related parties' loan		52,888	33,673
Repayment of borrowings		(45,695)	(98,566)
Repayment of related parties' loan		(6,600)	(2,000)
Principal payment of lease liability		(4,692)	–
<b>Net cash provided by financing activities</b>		<b>2,979</b>	<b>1,714</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(101,188)</b>	<b>26,754</b>
<b>Cash and cash equivalents</b>			
Beginning of financial year		162,356	140,875
Effects of currency translation on cash and cash equivalents		918	(5,273)
<b>End of financial year</b>	15	<b>62,086</b>	<b>162,356</b>
Cash and bank balances		108,619	162,356
Less: cash restricted in use		(46,533)	–
<b>Cash and cash equivalents</b>	15	<b>62,086</b>	<b>162,356</b>

## Reconciliation of liabilities arising from financing activities

	1 January 2019 \$'000	Proceeds from borrowings \$'000	Principal and interest payments \$'000	Non-cash changes				31 December 2019 \$'000
				Adoption of SFRS(I) 16 \$'000	Interest expense \$'000	Foreign exchange movement \$'000	Fair value adjustment \$'000	
Borrowings	180,387	78,694	(53,177)	–	7,482	(2,798)	–	210,588
Related parties' loan	95,464	52,888	(6,600)	–	3,342	(1,733)	(5,066)	138,295
Lease liabilities	–	–	(4,692)	71,883	920	–	–	68,111

	1 January 2018 \$'000	Proceeds from borrowings \$'000	Principal and interest payments \$'000	Non-cash changes				31 December 2018 \$'000
				Adoption of SFRS(I) 16 \$'000	Interest expense \$'000	Foreign exchange movement \$'000	Fair value adjustment \$'000	
Borrowings	216,315	70,448	(105,987)	–	7,421	(7,810)	–	180,387
Related parties' loan	76,647	33,673	(2,000)	–	2,441	(4,592)	(10,705)	95,464

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

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 1. General Information

Wee Hur Holdings Ltd. (the “**Company**”) is listed on the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) and incorporated and domiciled in Singapore. The registered office is 39 Kim Keat Road, Wee Hur Building, Singapore 328814.

The principal activity of the Company is an investment holding company. The principal activities of its subsidiaries are building construction, workers’ dormitory, property development, Purpose-built Student Accommodation (“**PBSA**”), fund management services and leasing of non-financial intangible assets (e.g. patents, trademarks, brand names etc).

## 2. Significant accounting policies

### 2.1 Basis of preparation

These financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) (“**SFRS(I)**”) under the historical cost convention, except as disclosed in the accounting policies below.

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 2019

On 1 January 2019, 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 except for the adoption of SFRS(I) 16 *Leases*:

#### Adoption of SFRS(I) 16 *Leases*

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

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

The Group’s accounting policy on leases after the adoption of SFRS(I) 16 is as disclosed in Note 2.17.



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.1 Basis of preparation (continued)

#### Interpretations and amendments to published standards effective in 2019 (continued)

##### (a) *When the Group is the lessee (continued)*

On initial application of SFRS(I) 16, the Group has elected to apply the following practical expedients:

- (i) For all contracts entered into before 1 January 2019 and that were previously identified as leases under SFRS(I) 1-17 Lease and SFRS(I) INT 4 *Determining whether an Arrangement contains a Leases*, the Group has not reassessed if such contracts contain leases under SFRS(I) 16; and
- ii) *On a lease-by-lease basis, the Group has:*
  - a) applied a single discount rate to a portfolio of leases with reasonably similar characteristics;
  - b) relied on previous assessments on whether leases are onerous as an alternative to performing an impairment review;
  - c) accounted for operating leases with a remaining lease term of less than 12 months as at 1 January 2019 as short-term leases;
  - d) excluded initial direct costs in the measurement of the right-of-use (“ROU”) asset at the date of initial application; and
  - e) used hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

There were no onerous contracts as at 1 January 2019.

For leases previously classified as operating leases on 1 January 2019, the Group has applied the following transition provisions:

- (i) On a lease-by-lease basis, the Group chose to measure its ROU assets at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the balance sheet immediately before the date of transition.
- (ii) Recognised its lease liabilities by discounting the remaining lease payments as at 1 January 2019 using the incremental borrowing rate for each individual lease.
- (iii) The difference between the carrying amounts of the ROU assets and lease liabilities as at 1 January 2019 is adjusted directly to opening retained profits. Comparative information is not restated.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.1 Basis of preparation (continued)

#### Interpretations and amendments to published standards effective in 2019 (continued)

##### (b) When the Group is a lessor

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

The effects of adoption of SFRS(I) 16 on the Group's financial statements as at 1 January 2019 are as follows:

	Increase \$'000
Property, plant and equipment	639
Investment properties	7,832
Borrowings	8,471

There was no material impact to the Company's balances on adoption of SFRS(I) 16.

An explanation of the differences between the operating lease commitments previously disclosed in the Group's financial statements as at 31 December 2018 and the lease liabilities recognised in the balance sheet as at 1 January 2019 are as follows:

	\$'000
Operating lease commitment disclosed as at 31 December 2018	4,416
Less: Discounting effect using weighted average incremental borrowing rate of 3.56%	(745)
Add: Extension options which are reasonably certain to be exercised	4,800
Lease liabilities recognised as at 1 January 2019	8,471

### 2.2 Revenue

#### (a) Revenue from contracts with customers

##### (i) Construction contracts

The Group performs construction works for customers through fixed-price contracts. Contract revenue is recognised when the Group's performance creates or enhance an asset that the customer controls as the asset is created or enhanced.

For these contracts, revenue is recognised over time by reference to the Group's progress towards completing the contract. The measure of progress is determined based on the proportion of contract costs incurred to date to the estimated total contract costs. Costs incurred that are not related to the contract or that do not contribute towards satisfying a performance obligation are excluded from the measure of progress and instead are expensed as incurred.

The period between the transfer of the promised goods and payment by the customer may exceed one year. For such contract, there is no significant financing component present as the payment terms is an industry practice to protect the customers from the Group's failure to adequately complete some or all of its obligations under the contract. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

Estimates of revenue, costs or extent of progress towards completion are revised if circumstances change. Any resulting increases or decreases in estimated revenue or costs are reflected in the profit or loss in the period in which the circumstances that give rise to the revision become known to management.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.2 Revenue (continued)

#### (a) Revenue from contracts with customers (continued)

##### (i) Construction contracts (continued)

Contract modifications that add distinct goods or services at their standalone selling prices are accounted for as separate contracts. Contract modifications that add distinct goods or services but not at their standalone selling prices are accounted for as a continuation of the existing contract. The Group combines the remaining consideration in the original contract with the consideration promised in the modification to create a new transaction price that is then allocated to all remaining performance obligations. Contract modification that do not add distinct goods or services are accounted for as a continuation of the original contract and the change is recognised as a cumulative adjustment to revenue at the date of modification.

The customer is invoiced on a milestone payment schedule. If the value of the goods transferred by the Group exceed the payments, a contract asset is recognised. If the payments exceed the value of the goods transferred, a contract liability is recognised.

For costs incurred in fulfilling the contract which are within the scope of another SFRS(I) (e.g. Inventories), these have been accounted in accordance with those other SFRS(I). If these are not within the scope of another SFRS(I), the Group will capitalise these as contract costs assets only if (a) these costs relate directly to a contract or 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 (or in continuing to satisfy) performance obligations in the future; and (c) these 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 the profit or loss to the extent that the carrying amount of capitalised contract costs exceeds the expected remaining consideration less any directly related costs not yet recognised as expenses.

##### (ii) Revenue from sale of development properties

Revenue is recognised when the control over the property has been transferred to the customer. At contract inception, the Group assesses whether the Group transfers control of the property over time or at a point in time by determining if (a) its performance does not create an asset with an alternative use to the Group; and (b) the Group has an enforceable right to payment for performance completed to date.

Where the Group does not have enforceable right to payment, revenue is recognised only when the completed property is delivered to the customers and the customers have accepted it in accordance with the sales contract.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the profit or loss in the period in which the circumstances that give rise to the revision become known by management.

The customer is invoiced on a milestone payment schedule. If the value of the goods transferred by the Group exceed the payments, a contract asset is recognised. If the payments exceed the value of the goods transferred, a contract liability is recognised.



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.2 Revenue (continued)

#### (a) Revenue from contracts with customers (continued)

##### (ii) Revenue from sale of development properties (continued)

No element of financing is deemed present as:

- (i) For deposit of the contract, payment is due immediately when the customer enters into the contract; and
- (ii) For milestone invoice, a credit term of 14 days is granted to the customer.

#### (b) Interest income

Interest income, including income arising from other financial instruments, is recognised using the effective interest method.

#### (c) 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.

#### (d) Dividend income

Dividend income is recognised when the right to receive payment is established.

### 2.3 Government grants

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 shown separately as other income.

Government grants relating to assets are deducted against the carrying amount of the assets.

### 2.4 Group accounting

#### (a) Subsidiaries

##### (i) Consolidation

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

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 subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.4 Group accounting (continued)

#### (a) Subsidiaries (continued)

##### (i) Consolidation (continued)

Non-controlling interests comprise the portion of a subsidiary'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, 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 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 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 value of the identifiable net assets acquired is recorded as goodwill.

##### (iii) Disposals

When a change in the Group's ownership interest in a subsidiary results in a loss of control over the subsidiary, the assets and liabilities of the subsidiary 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 profits if required by a specific Standard.

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 subsidiaries and associate" for the accounting policy on investments in subsidiaries in the separate financial statements of the Company.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.4 Group accounting (continued)

#### (b) *Transactions with non-controlling interests*

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

#### (c) *Associates*

Associates 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.

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

#### (i) *Acquisitions*

Investments in associates is 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 associates represent the excess of the cost of acquisition of the associates over the Group's share of the fair value of the identifiable net assets of the associates 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 associates' 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. Dividends received or receivable from the associates are recognised as a reduction of the carrying amount of the investments. When the Group's share of losses in an associates equals to or exceeds its interest in the associates, the Group does not recognise further losses, unless it has legal or constructive obligations to make, or has made, payments on behalf of the associates. If the associates 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 associate 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 associates are eliminated to the extent of the Group's interest in the associates. Unrealised losses are also eliminated unless the transactions provide evidence of impairment of the assets transferred. The accounting policies of associates are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

#### (iii) *Disposals*

Investments in associates are derecognised when the Group loses significant influence. If the retained equity interest in the former associates 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 subsidiaries and associate" for the accounting policy on investments in associate in the separate financial statements of the Company.



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.5 Property, plant and equipment

#### (a) *Measurement*

Freehold land and leasehold property are initially recognised at cost. Freehold land is subsequently carried at cost less accumulated impairment losses.

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.

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Cost also includes borrowing costs (refer to Note 2.6 on borrowing costs) and any fair value gains or losses on qualifying cash flow hedges of property, plant and equipment that are transferred from the hedging reserve.

#### (b) *Depreciation*

Freehold land and asset under construction are 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:

	<b><u>Useful lives</u></b>
Leasehold property	Up to 13 years
Container office and furniture	5 years
Renovation and air-conditioners	5 years
Equipment and machinery	1 and 5 years
Motor vehicles	10 years
Computers	1 year

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.

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

#### (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 entity and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

#### (c) *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".

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.6 Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method except for those costs that are directly attributable to the construction or development of properties and assets under construction. This includes those costs on borrowings acquired specifically for the construction or development of properties and assets under construction, as well as those in relation to general borrowings used to finance the construction or development of properties and assets under construction.

For Singapore trading properties under progressive payment scheme, borrowing cost on portion of property not ready for transfer of control to the purchases are capitalised until the time when control is capable of being transferred to the purchases.

### 2.7 Investment properties

Investment properties include workers' dormitory and PBSA that are held for long-term rental yields and/or for capital appreciation and right-of-use assets relating to leasehold land that is held for long-term capital appreciation or for a currently indeterminate use. Investment properties include properties that are being constructed or developed for future use as investment properties.

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

Depreciation is calculated using the straight-line method to allocate depreciable amounts over the estimated useful lives of up to 9 years for the leasehold workers' dormitory. No depreciation is provided for PBSA under construction. However, depreciation for the completed PBSA is calculated using straight-line method to allocate depreciable amounts over estimated useful lives of its respective components as follows:

	<b>Useful lives</b>
Freehold and leasehold properties	40 years, or lease term if shorter
Furniture and fittings, equipment and machinery and improvements	3 to 40 years

The estimated useful lives 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.

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.

### 2.8 Development properties

Development properties refer to properties developed for sale. Development properties that are unsold are carried at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less cost to complete the development and selling expenses.

### 2.9 Investments in subsidiaries and associate

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

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.10 Impairment of non-financial assets

*Property, plant and equipment*

*Right-of-use assets*

*Investments in subsidiaries and associate*

*Investment properties*

Property, plant and equipment, right-of-use assets, investments in subsidiaries and associate and investment properties 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 cash generating unit ("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 amortisation or 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.

### 2.11 Financial assets

#### (a) *Classification and measurement*

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

- Amortised cost; and
- Fair value through profit or loss (FVPL).

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

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, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

#### At subsequent measurement

##### (i) Debt instruments

Debt instruments mainly comprise of cash and cash equivalents, trade and other receivables, listed and unlisted debt securities.



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.11 Financial assets (continued)

#### (a) *Classification and measurement (continued)*

##### *At subsequent measurement (continued)*

#### (i) *Debt instruments (continued)*

Subsequent measurement categories depend on the Group's business model for managing the asset and the cash flow characteristics of the asset:

- **Amortised cost:** Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.
- **FVPL:** Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVPL. Movement in fair values and interest income is recognised in profit or loss in the period in which it arises and presented in "other gains and losses".

#### (ii) *Equity investments*

The Group subsequently measures all its equity investments at their fair values. Equity investments are classified as FVPL with movements in their fair values recognised in profit or loss in the period in which the changes arise and presented in "other gains and losses".

#### (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. Note 31(b) details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables and contract assets, 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.

#### (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.

On disposal of an equity investment, the difference between the carrying amount and sales proceed is recognised in profit or loss if there was no election made to recognise fair value changes in other comprehensive income. If there was an election made, any difference between the carrying amount and sales proceed amount would be recognised in other comprehensive income and transferred to retained profits along with the amount previously recognised in other comprehensive income relating to that asset.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.12 Derivatives financial instruments and hedging activities

All derivatives are initially recognised and subsequently carried at fair value. Certain derivatives are entered into in order to hedge some transactions and all the strict hedging criteria prescribed by SFRS(I) 9 are not met. In those cases, even though the transaction has its economic and business rationale, hedge accounting cannot be applied. As a result, changes in the fair value of those derivatives are recognised directly in profit or loss and the hedged item follows normal accounting policies.

### 2.13 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.

### 2.14 Financial guarantees

The Company has issued corporate guarantees to banks for bank borrowings of its subsidiaries. These guarantees are financial guarantees as they require the Company to reimburse the banks if the subsidiaries 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.

### 2.15 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.

Borrowings are derecognised when the obligation is discharged, cancelled or expired. The difference between the carrying amount and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

### 2.16 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.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.17 Leases

(a) The accounting policy for leases before 1 January 2019 are as follows:

(i) *When the Group is the lessee*

The Group leases land and warehouses under operating leases from non-related parties.

*Lessee - Operating leases*

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

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

(ii) *When the Group is the lessor*

The Group leases office space, commercial spaces, workers' dormitories and PBSA under operating leases to related and non-related parties.

*Lessor - Operating leases*

Leases 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 income in profit or loss when earned.

(b) The accounting policy for leases after 1 January 2019 are as follows:

(i) *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 convey the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

- *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 payments 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 asset 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 asset or the end of the lease term.



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.17 Leases (continued)

(b) The accounting policy for leases after 1 January 2019 are as follows (continued):

(i) *When the Group is the lessee (continued)*

- Right-of-use assets (continued)

Right-of-use assets (except for those which meets the definition of an investment property) are presented within "Property, plant and equipment".

Right-of-use assets which meets the definition of an investment property is presented within "Investment property" and accounted for in accordance with Note 2.7.

- 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 it is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

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.

- Short term and low value assets

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, except for sublease arrangements. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.17 Leases (continued)

(b) The accounting policy for leases after 1 January 2019 are as follows (continued):

(i) *When the Group is the lessee (continued)*

- 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.

(ii) *When the Group is the lessor*

The accounting policy applicable to the Group as a lessor in the comparative period were the same under SFRS(I) 16.

For contract which contains lease and non-lease components, the Group allocates the consideration based on a relative stand-alone selling price basis.

### 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 situations in which applicable tax regulation is subject to interpretation. It establishes provisions, where appropriate, on the basis of amounts expected to be paid to the tax authorities.

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.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiaries and associate, 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:

- 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 by the balance sheet date; and
- 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 asset 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.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.19 Provisions

Provisions for reinstatement costs and legal claims 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.

Other provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in the statement of comprehensive income as finance expense.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss when the changes arise.

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

### 2.20 Employee compensation

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

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

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

### 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 Singapore Dollars, 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. Monetary items include primary financial assets (other than equity investments), contract assets and financial liabilities. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies are 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 and all other foreign exchange gains and losses impacting profit or loss are presented in the income statement within "other gains and losses".

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.



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.21 Currency translation (continued)

#### (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.

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.

### 2.22 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the executive committee whose members 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 on hand, deposits with financial institutions which are subject to an insignificant risk of change in value. 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 and treasury shares

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

When any entity within the Group purchases the Company's ordinary shares ("treasury shares"), the carrying amount which includes the consideration paid and any directly attributable transaction cost is presented as a component within equity attributable to the Company's equity holders, until they are cancelled, sold or reissued.

When treasury shares are subsequently cancelled, the cost of treasury shares are deducted against the share capital account if the shares are purchased out of capital of the Company, or against the retained profits of the Company if the shares are purchased out of earnings of the Company.

When treasury shares are subsequently sold or reissued pursuant to an employee share option scheme, the cost of treasury shares is reversed from the treasury share account and the realised gain or loss on sale or reissue, net of any directly attributable incremental transaction costs and related income tax, is recognised in the capital reserve.

### 2.25 Dividends to Company's shareholders

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

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 2. Significant accounting policies (continued)

### 2.26 Assets classified as held for sale

Non-current assets are classified as assets held-for-sale and carried at the lower of carrying amount and fair value less costs to sell if their carrying amount is recovered principally through a sale transaction rather than through continuing use. The assets are not depreciated or amortised while they are classified as held-for-sale. Any impairment loss on initial classification and subsequent measurement is recognised as an expense. Any subsequent increase in fair value less costs to sell (not exceeding the accumulated impairment loss that has been previously recognised) is recognised in profit or loss.

## 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.

### (a) *Recognition of construction revenue*

The Group has significant ongoing contracts to construct buildings. For these contracts, revenue is recognised over time by reference to the Group's progress towards completing the construction of the buildings. The measure of progress is determined based on the proportion of contract costs incurred to date to the estimated total contract costs for the construction contract ("input method").

Management has to estimate the total construction costs to complete to determine the Group's recognition of construction revenue. When it is probable that the total contract costs will exceed the total construction revenue, a provision for onerous contracts is recognised immediately.

Significant judgement is used to estimate these total construction costs, variations or claims recognised as contract revenue, and provision for liquidated damages that will affect the measure of progress and revenue and profit margins recognised from construction contracts. In making these estimates, management has relied on the expertise of the project teams to determine the progress of the construction and also on past experience of completed projects.

If the total contract cost of on-going contracts to be incurred had been higher/lower by 10% from management's estimates, the Group's revenue and contract assets would have been lower/higher by \$7,008,000 and \$7,804,000 respectively.

### (b) *Net realisable value of development properties*

A review is made on development properties for decline in net realisable value below cost and an impairment is recorded against the development properties balance for any such decline. The review requires management to consider the future demand for the development properties. The determination of the estimated net realisable values of these development properties is critically dependent upon the Group's expectations of forecasted selling prices and estimated costs to develop these properties. The carrying amounts are disclosed in the note on development properties.

### (c) *Uncertain tax positions*

The Group is subject to income taxes in numerous jurisdictions. In determining the income tax liabilities, management has estimated the amount of capital allowances and the deductibility of certain expenses ("uncertain tax positions") at each tax jurisdiction.

The Group has significant open tax assessments with a tax authority at the balance sheet date where there are on-going discussions. Management has provided additional tax liability based on its best estimate (Note 10 and 23).

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 4. Revenue

	Group	
	2019 \$'000	2018 \$'000
Rental income	55,577	41,825
Revenue from contracts with customers		
– Building construction	113,020	81,337
– Property development	23,195	170,532
	136,215	251,869
Total revenue	191,792	293,694

### (a) Disaggregation of revenue from contracts with customers

The Group derives revenue from the transfer of services at point in time and over time in Singapore.

	At a point in time \$'000	Over time \$'000	Total \$'000
<b>2019</b>			
<u>Revenue from contracts with customers</u>			
Building construction			
– Singapore	–	113,020	113,020
Property development			
– Singapore	23,195	–	23,195
	23,195	113,020	136,215
<b>2018</b>			
<u>Revenue from contracts with customers</u>			
Building construction			
– Singapore	–	81,337	81,337
Property development			
– Singapore	170,532	–	170,532
	170,532	81,337	251,869



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 4. Revenue (continued)

### (b) Contract assets and liabilities

	Group	
	2019 \$'000	2018 \$'000
<i>Contract assets</i>		
– Construction of buildings	38,320	24,184
Total contract assets	38,320	24,184
<i>Contract liabilities</i>		
– Construction of buildings	(27,256)	–
– Sale of development properties	(1,796)	(1,657)
Total contract liabilities	(29,052)	(1,657)

Contract assets relate to construction of buildings contracts. The contract assets balance increased as the Group provided more services and transferred more goods ahead of the agreed payment schedules.

Contract liabilities for construction of buildings contracts and sales of development properties have increased due to more contracts in which the Group billed and received consideration ahead of the provision of services.

### (i) Revenue recognised in relation to contract liabilities

	Group	
	2019 \$'000	2018 \$'000
<i>Revenue recognised in current period that was included in the contract liability balance at the beginning of the period</i>		
– Construction of buildings	–	46,765
– Sale of development properties	–	70,439

### (ii) Remaining performance obligations

	Group	
	2019 \$'000	2018 \$'000
Aggregate amount of the transaction price allocated to contracts that are remaining performance obligations as at 31 December		
– Construction of buildings	410,943	205,894

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 4. Revenue (continued)

### (b) Contract assets and liabilities (continued)

Management expects that transaction price allocated to the unsatisfied performance obligations as of 31 December 2019 and 2018 may be recognised as revenue in the next reporting period as follows:

	Group				
	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	Total \$'000
Partial and fully unsatisfied performance obligations as at:					
<b>31 December 2019</b>	<b>–</b>	<b>284,758</b>	<b>90,185</b>	<b>36,000</b>	<b>410,943</b>
31 December 2018	120,677	85,217	–	–	205,894

The amount disclosed above does not include variable consideration which is subject to significant risk of reversal.

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

### (c) Trade receivables from contracts with customers

	Group	
	2019 \$'000	2018 \$'000
<i>Current assets</i>		
Trade receivables from contracts with customers	<b>20,260</b>	27,826
Less: Loss allowance	<b>(3)</b>	(424)
	<b>20,257</b>	27,402

## 5. Expenses by nature

	Group	
	2019 \$'000	2018 \$'000
Purchase of inventories and construction materials	<b>82,876</b>	51,880
Cleaning, repair and maintenance	<b>712</b>	1,245
Cost of development properties sold (Note 12)	<b>11,293</b>	112,480
Depreciation of property, plant and equipment (Note 17)	<b>1,497</b>	1,668
Depreciation of investment properties (Note 18)	<b>18,114</b>	16,266
Distribution and marketing expenses	<b>1,584</b>	2,615
Employee compensation (Note 8)	<b>22,228</b>	24,780
Legal and professional fee	<b>3,323</b>	4,326
Office expenses	<b>2,788</b>	2,077
Property operating expense	<b>17,879</b>	17,127
Property and related tax	<b>851</b>	1,536
Other expenses	<b>862</b>	776
Total cost of sales, distribution and marketing and administrative expenses	<b>164,007</b>	236,776

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 6. Other income

	Group	
	2019	2018
	\$'000	\$'000
Ancillary income	1,132	1,652
Dividend income	–	479
Government grants	91	99
Rental income	3,552	1,586
Others	101	243
	<b>4,876</b>	<b>4,059</b>

## 7. Other gains and losses

	Group	
	2019	2018
	\$'000	\$'000
Fair value gains/(losses)		
– Financial assets at FVPL	61	(236)
– Derivative financial instruments	2,311	(2,054)
Gain on disposal of asset held for sale	–	6,451
Loss on disposal of financial assets at FVPL	(46)	(729)
Gain on disposal of plant and equipment	–	37
Property, plant and equipment written off	–	(362)
Reversal of impairment loss on development property	–	33
Currency exchange losses	(11,056)	(15,655)
	<b>(8,730)</b>	<b>(12,515)</b>

## 8. Employee compensation

	Group	
	2019	2018
	\$'000	\$'000
Short-term employee compensation	20,953	23,569
Employer's contributions to defined contribution plan	1,275	1,211
	<b>22,228</b>	<b>24,780</b>



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 9. Finance expenses

	Group	
	2019 \$'000	2018 \$'000
Interest expense		
– Bank borrowings	7,482	7,421
– Related parties' loans	3,342	2,441
– Lease liabilities	920	–
Less: Amounts capitalised in		
– Development property	(1,249)	(188)
– Investment properties	(4,272)	(2,843)
– Property, plant and equipment	(204)	–
Amount recognised in profit or loss	6,019	6,831

Finance expenses on general financing were capitalised at a rate of 2.8% (2018: Nil) per annum.

## 10. Income taxes

### (a) Income tax expense

	Group	
	2019 \$'000	2018 \$'000
Tax expense attributable to profit is made up of:		
– Profit for the financial year		
Current income tax		
– Singapore	4,648	15,851
– Foreign	45	840
	4,693	16,691
Current withholding tax		
– Singapore	–	188
– Foreign	868	723
	868	911
Deferred income tax (Note 23)	2,494	(1,521)
– Under/(over) provision in prior financial years:		
Current income tax	16	(185)
Tax expense	8,071	15,896

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 10. Income taxes (continued)

### (a) Income tax expense (continued)

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

	Group	
	2019 \$'000	2018 \$'000
		(Restated)
Profit before tax	42,993	47,398
Less: Share of profit of associate (Note 22)	(20,994)	(2,603)
Profit before tax and share of profit of associate	21,999	44,795
Income tax expense at 17% (2018: 17%)	3,740	7,615
Different tax rates in other countries	(157)	(22)
Withholding tax	868	911
Foreign tax credit	–	(187)
Income not subject to tax	(652)	(326)
Expenses not deductible for tax purposes	3,175	6,825
Tax incentives	(137)	(146)
Under/(over) provision of tax in prior financial years	16	(185)
Deferred tax unrecognised	1,218	1,411
Tax charge	8,071	15,896

The Group had unrecognised tax losses of \$16,188,000 (2018: \$8,194,000) 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 in their respective countries of incorporation.

### (b) Movement in current income tax liabilities

	Group		Company	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Beginning of financial year	15,694	3,819	–	–
Income tax (paid)/refunded	(13,439)	(4,555)	2	–
Tax expense	4,693	16,691	–	–
Under/(over) provision in prior financial years	16	(185)	(2)	–
Currency translation differences	(25)	(76)	–	–
End of financial year	6,939	15,694	–	–

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 11. Earnings per share

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

	2019	2018 (Restated)
Net profit attributable to equity holders of the Company (\$'000)	34,566	23,323
Weighted average number of ordinary shares outstanding for basic earnings per share ('000)	919,245	919,245
Basic earnings per share (cent per share)	3.76	2.54

## 12. Development properties

	Group	
	2019 \$'000	2018 \$'000
Property held for sale	68,587	85,985
Properties held for sale in the process of development	46,282	45,278
	114,869	131,263

The cost of development property held for sale recognised as an expense and included in "cost of sales" is \$11,293,000 (2018: \$112,480,000).

The development property held for sale was mortgaged for credit facilities granted to the Group in 2018. During the financial year, the Group repaid the borrowings and the mortgage was discharged.

## 13. Trade and other receivables

	Group		Company	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<i>Current</i>				
<u>Trade receivables:</u>				
– Non-related parties	16,583	28,039	11	–
– Related parties	6,840	2,305	–	–
– Subsidiaries	–	–	6,863	7,016
Contract assets (Note 4(b))	38,320	24,184	–	–
Less: Loss allowance (Note 31(b))	(3)	(424)	–	–
	61,740	54,104	6,874	7,016
<u>Other receivables:</u>				
– Non-related parties	9,199	8,088	60	77
– Related parties	5	5	–	–
– Loan to subsidiaries	–	–	14,962	15,531
Deposits to secure services	5,930	2,693	9	–
Deposits to purchase property	–	4,997	–	–
Prepayments	1,663	1,616	45	132
	16,797	17,399	15,076	15,740
<u>Loan receivable:</u>				
– Non-related party	15,489	–	13,888	–
	94,026	71,503	35,838	22,756



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 13. Trade and other receivables (continued)

	Group		Company	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<i>Non-Current</i>				
<u>Other receivable:</u>				
– Non-related party	9,602	9,453	–	–
<u>Loan receivables:</u>				
– Subsidiaries	–	–	249,592	251,537
– Associate	33,200	30,323	–	–
	42,802	39,776	249,592	251,537
Total trade and other receivables	136,828	111,279	285,430	274,293

Current receivables from related parties and loan to subsidiaries are unsecured, interest free and repayable upon demand.

The current loan receivable from a non-related party amounting to \$13,888,000 is secured over land, bears an interest of 12% per annum and will be repayable in August 2020. The remaining amounts are unsecured, interest free and will be repayable in August 2020.

The non-current other receivable from a non-related party is unsecured and will be repayable in full in April 2022. The fair value of the non-current other receivable approximates its carrying value. The fair value of non-current other receivable is computed based on cash flow discounted at market borrowing rate of 3.56% per annum (2018: 3.56% per annum). The fair value is within level 2 of the fair value hierarchy.

The non-current loan receivables from subsidiaries are unsecured, interest free and will not be repayable within the next 12 months. The fair value of the non-current loan receivables approximates its carrying value. The fair value of non-current other receivables is computed based on cash flow discounted at market borrowing rate of 3.50% per annum (2018: 3.50% per annum). The fair value is within level 2 of the fair value hierarchy.

The non-current loan receivables from associate is unsecured, interest free and will be repayable in June 2021. The fair value of loan receivables from associate approximates its carrying value. The fair value of loan from associate is computed based on indicative land loan drawdown interest rate of 2.01% per annum (2018: 1.80% per annum). The fair value is within level 2 of the fair value hierarchy.

## 14. Financial assets, at FVPL

	Group and Company	
	2019 \$'000	2018 \$'000
<u>Current</u>		
Beginning of financial year	6,306	46,240
Fair value gains/(losses) (Note 7)	61	(236)
Disposals	(1,796)	(39,698)
	4,571	6,306
<u>Non-Current</u>		
Beginning of financial year	–	–
Additions	3,480	–
	3,480	–
End of financial year	8,051	6,306

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 14. Financial assets, at FVPL (continued)

The information gives a summary of the significant geographical concentrations within the investment portfolio including Level 1 and Level 3 (Note 31(e)) securities:

	<b>Group and Company</b>	
	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
A1. Quoted bonds in corporations with variable rates from 3.15% to 5.0% per annum and maturing on 13 April 2020 to 1 March 2027		
<u>Based on Country</u>		
Australia	–	1
Germany	511	505
Hong Kong	258	260
Singapore	3,802	5,540
	<b>4,571</b>	<b>6,306</b>
A2. Unquoted equity investment in corporation		
<u>Based on Country</u>		
Singapore	3,480	–
	<b>8,051</b>	<b>6,306</b>

For unquoted equity investment, the fair value was based on the recent transacted prices.

## 15. Cash and cash equivalents

	<b>Group</b>		<b>Company</b>	
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Cash at bank and on hands	102,408	96,141	53,528	41,512
Short term bank deposits	6,211	66,215	–	2,008
	<b>108,619</b>	<b>162,356</b>	<b>53,528</b>	<b>43,520</b>

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

	<b>Group</b>	
	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Cash and bank balances (as above)	108,619	162,356
Less: Bank deposit pledged	(46,533)	–
Cash and cash equivalents per consolidated statement of cashflows	<b>62,086</b>	<b>162,356</b>

Bank deposit is pledged as security granted for bank borrowings (Note 26).

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 16. Assets classified as held for sale

	Group	
	2019 \$'000	2018 \$'000
Beginning of financial year	-	72,112
Disposals	-	(72,112)
End of financial year	-	-

The details of the Group's asset classified as held for sale is as follows:

Name of property	Location	Type of development	Site area (sqm)	Gross floor area held-for-sale (sqm)	Attributable interest
Land fronting Ann Street and Turbot Street	62-80 Ann Street, and 71-97 Turbot Street, Brisbane, Australia	Land and office building	5,479	5,479	100%

The Group recorded \$6,451,000 gain on disposal of asset held for sale (Note 7) following the completion of the disposal of assets for the financial year ended 31 December 2018.



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 17. Property, plant and equipment

	Leasehold property	Freehold land	Container office and furniture	Renovation and air-conditioners	Equipment and machinery	Motor vehicles	Computers	Asset under construction	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Group 2019</b>									
<i>Cost</i>									
Beginning of financial year	6,485	15,453	3,225	1,244	3,508	809	2,346	4,189	37,259
Adoption of SFRS(I) 16 (Note 2.1)	639	-	-	-	-	-	-	-	639
Additions	-	-	14	5	364	79	164	9,153	9,779
Disposals/written off/adjustments	-	-	(3)	-	-	-	(3)	-	(6)
End of financial year	7,124	15,453	3,236	1,249	3,872	888	2,507	13,342	47,671
<i>Accumulated depreciation</i>									
Beginning of financial year	2,993	-	2,747	1,129	3,370	417	2,202	-	12,858
Depreciation charge	590	-	422	64	131	85	205	-	1,497
Disposals/written off/adjustments	-	-	-	-	-	-	(1)	-	(1)
End of financial year	3,583	-	3,169	1,193	3,501	502	2,406	-	14,354
<b>Net book value</b>									
<b>End of financial year</b>	<b>3,541</b>	<b>15,453</b>	<b>67</b>	<b>56</b>	<b>371</b>	<b>386</b>	<b>101</b>	<b>13,342</b>	<b>33,317</b>
<b>2018</b>									
<i>Cost</i>									
Beginning of financial year	6,485	15,453	3,186	1,180	17,280	997	2,067	-	46,648
Additions	-	-	29	64	80	130	289	4,189	4,781
Disposals/written off/adjustments	-	-	10	-	(13,852)	(318)	(10)	-	(14,170)
End of financial year	6,485	15,453	3,225	1,244	3,508	809	2,346	4,189	37,259
<i>Accumulated depreciation</i>									
Beginning of financial year	2,494	-	2,179	991	16,691	626	1,970	-	24,951
Depreciation charge	499	-	565	138	169	55	242	-	1,668
Disposals/written off/adjustments	-	-	3	-	(13,490)	(264)	(10)	-	(13,761)
End of financial year	2,993	-	2,747	1,129	3,370	417	2,202	-	12,858
<b>Net book value</b>									
<b>End of financial year</b>	<b>3,492</b>	<b>15,453</b>	<b>478</b>	<b>115</b>	<b>138</b>	<b>392</b>	<b>144</b>	<b>4,189</b>	<b>24,401</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 17. Property, plant and equipment (continued)

	Furniture \$'000	Computer \$'000	Total \$'000
<b>Company</b>			
<b>2019</b>			
<i>Cost</i>			
Beginning and end of financial year	5	5	10
<i>Accumulated depreciation</i>			
Beginning of financial year	1	5	6
Depreciation charge	1	–	1
End of financial year	2	5	7
<b>Net book value</b>			
<b>End of financial year</b>	<b>3</b>	<b>–</b>	<b>3</b>
<b>2018</b>			
<i>Cost</i>			
Beginning of financial year	5	2	7
Additions	–	3	3
End of financial year	5	5	10
<i>Accumulated depreciation</i>			
Beginning of financial year	–	2	2
Depreciation charge	1	3	4
End of financial year	1	5	6
<b>Net book value</b>			
<b>End of financial year</b>	<b>4</b>	<b>–</b>	<b>4</b>

- (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 19 (a).
- (b) Bank borrowings are secured on property, plant and equipment of the Group with carrying amount of \$28,320,000 (2018: \$18,945,000) (Note 26).

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 18. Investment properties

	Completed investment properties \$'000	Investment properties under construction \$'000	Total \$'000
<b>Group</b>			
<b>2019</b>			
<i>Cost</i>			
Beginning of financial year	269,380	108,308	377,688
Additions	84,449	134,155	218,604
Adoption of SFRS(I) 16 (Note 2.1)	7,832	–	7,832
Transferred to completed investment properties	61,291	(61,291)	–
Currency translations differences	(6,085)	(1,719)	(7,804)
End of financial year	416,867	179,453	596,320
<i>Accumulated depreciation</i>			
Beginning of financial year	60,922	–	60,922
Depreciation charge	18,114	–	18,114
End of financial year	79,036	–	79,036
<b>Net book value</b>			
<b>End of financial year</b>	<b>337,831</b>	<b>179,453</b>	<b>517,284</b>
<b>2018</b>			
<i>Cost</i>			
Beginning of financial year	70,750	172,626	243,376
Additions	53,437	94,446	147,883
Transferred to completed investment properties	157,548	(157,548)	–
Currency translations differences	(12,355)	(1,216)	(13,571)
End of financial year	269,380	108,308	377,688
<i>Accumulated depreciation</i>			
Beginning of financial year	44,656	–	44,656
Depreciation charge	16,266	–	16,266
End of financial year	60,922	–	60,922
<b>Net book value</b>			
<b>End of financial year</b>	<b>208,458</b>	<b>108,308</b>	<b>316,766</b>

Investment properties with carrying amount of \$267,658,000 (2018: \$258,460,000) related to development of PBSA are mortgaged to secure bank loans (Note 26).



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 18. Investment properties (continued)

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

Property name	Tenure	Location	Description/existing use
<u>Completed investment properties:</u>			
Tuas View Dormitory <sup>(a)</sup>	Leasehold 7 years from 1 November 2013	70 Tuas South Ave 1, Singapore	Workers' dormitory
UniLodge Park Central <sup>(b)</sup>	Freehold	8 Gillingham Street, Woolloongabba, Brisbane, Australia	PBSA
UniLodge City Gardens <sup>(c)</sup>	Freehold	93 - 105 Gray Street, Adelaide, Australia	PBSA
<u>Investment properties under development:</u>			
Abeckett Street <sup>(d)</sup>	Freehold	183 - 189 A'Beckett Street, Melbourne, Australia	PBSA
Waymouth Street <sup>(e)</sup>	Freehold	124 Waymouth Street, Adelaide, Australia	PBSA
Gibbons Street <sup>(f)</sup>	Freehold	13 - 23 Gibbons Street, Sydney, Australia	PBSA
Regent Street <sup>(g)</sup>	Freehold	92 - 102 Regent Street, Sydney, Australia	PBSA
Pioneer Lodge <sup>(h)</sup>	Leasehold 9 years from 1 October 2019	Soon Lee Road, Singapore	Workers' dormitory

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 18. Investment properties (continued)

For (a), (b), (c), (d) and (e) the fair value was based on discounted cash flow, capitalisation, direct comparison and residual analysis method. A description of the valuation techniques and the significant other unobservable inputs used in the fair value disclosure is as follows:

Description	Fair value at 31 December 2019	Valuation technique	Unobservable inputs
Tuas View Dormitory <sup>(a)</sup>	\$12,000,000 (2018: \$34,072,000)	Discounted cash flow	Pre-tax discount rate Estimated rental and occupancy rate
UniLodge Park Central <sup>(b)</sup>	\$219,435,000 (2018: \$208,700,000)	Discounted cash flow	Discount rate Terminal capitalisation rate Average rental (per bed per bi-weekly)
		Capitalisation	Capitalisation rate
		Direct comparison	Market value per square meter
UniLodge City Gardens <sup>(c)</sup>	\$97,680,000 (2018: \$72,754,000)	Discounted cash flow	Discount rate Terminal capitalisation rate Average rental (per bed per bi-weekly)
		Direct comparison	Market value per square meter
Abeckett Street <sup>(d)</sup>	\$51,981,000 (2018: Approximate carrying amount)	Residual analysis	Developers profit risk margin
Waymouth Street <sup>(e)</sup>	\$36,868,000 (2018: Approximate carrying amount)	Discounted cash flow	Discount rate Terminal capitalisation rate Average rental (per bed per bi-weekly)
		Residual analysis	Developers profit risk margin

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 18. Investment properties (continued)

For (f), (g) and (h), the fair value was based on the recent transacted prices as acquisition of the freehold land and leasehold land was completed in May 2019, June 2019 and October 2019 respectively.

The following amounts are recognised in profit or loss:

	Group	
	2019 \$'000	2018 \$'000
Rental income	55,554	41,802
Direct operating expenses arising from investment properties that generated rental income	(36,394)	(33,424)

## 19. Leases – The Group as a lessee

### Nature of the Group's leasing activities

#### Leasehold property

The Group leases land and building under operating leases from a non-related party. The right-of-use of the land and building is classified as Property, plant and equipment (Note 17).

#### Leasehold land

The Group also makes annual lease payments for leasehold land. The right-of-use of the land is classified as investment properties (Note 18).

#### (a) *Carrying amounts*

ROU assets classified within Property, plant and equipment

	31 December 2019 \$'000	1 January 2019 \$'000
Leasehold property	548	639

ROU assets classified within Investment properties

The right-of-use assets relating to the leasehold land presented under Investment properties (Note 18) are stated at cost and have carrying amounts at balance sheet date of \$65,211,000 (1 January 2019: \$7,832,000).

#### (b) *Depreciation charge during the year*

	2019 \$'000
Investment properties	6,033
Property, plant and equipment	91
Less: Depreciation capitalised in investment properties under construction	(1,761)
	4,363



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 19. Leases – The Group as a lessee (continued)

### (c) Interest expense

	2019 \$'000
Interest expense on lease liabilities	920
Less: Interest capitalised in investment properties under construction	(603)
	<u>317</u>

(d) Total cash outflow for all the leases in 2019 was \$4,692,000.

(e) Addition of ROU assets during the financial year 2019 was \$63,412,000.

## 20. Leases – The Group as a lessor

### Nature of the Group's leasing activities – Group as a lessor

The Group leases office space, commercial spaces, workers' dormitories and PBSA under operating leases to related and non-related parties. 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 operating lease are disclosed in Note 4.

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

	31 December 2019 \$'000	1 January 2019 \$'000
Less than one year	35,346	25,890
One to five years	1,790	3,257
Later than five years	673	610
Total undiscounted lease payment	<u>37,809</u>	<u>29,757</u>

## 21. Investment in subsidiaries

	Company	
	2019 \$'000	2018 \$'000
Equity investments at cost		
Beginning of financial year	53,981	29,031
Fair value adjustment on interest free loan due from subsidiaries	4,169	24,950
End of financial year	<u>58,150</u>	<u>53,981</u>

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 21. Investment in subsidiaries (continued)

The Group has the following subsidiaries as at 31 December 2019 and 2018:

Name of subsidiaries	Principal activities	Country of business/ incorporation	Effective percentage of equity held by Group	
			2019 %	2018 %
<u>Held by the Company</u>				
Wee Hur Construction Pte. Ltd.	General building and civil engineering construction	Singapore	100	100
Wee Hur Development Pte. Ltd.	Investment holding	Singapore	100	100
Wee Hur Dormitory Pte. Ltd.	Investment holding	Singapore	100	100
Wee Hur International Pte. Ltd.	Investment holding	Singapore	100	100
Wee Hur Capital Pte. Ltd.	Fund management	Singapore	100	100
Wee Hur PBSA Master Trust	Investment holding	Singapore	61	68
Wee Hur Hospitality Pte. Ltd. (Incorporated on 20 December 2019)	Leasing of non-financial intangible assets (eg patents, trademarks, brand names etc)	Singapore	100	–
<u>Held through Wee Hur Development Pte. Ltd.</u>				
Wee Hur (Woodlands) Pte. Ltd. <sup>#c</sup>	Property development	Singapore	100	100
Wee Hur (Paya Lebar) Pte. Ltd. <sup>#c</sup>	Property development	Singapore	100	100
Wee Hur (Kim Keat) Pte. Ltd.	Property development	Singapore	100	100
Wee Hur (Kaki Bukit) Pte. Ltd.	Property development	Singapore	60	60
Wee Hur (Punggol Central) Pte. Ltd.	Property development	Singapore	65	65
Wee Hur (Woodlands 12) Pte. Ltd.	Property development	Singapore	60	60
<u>Held through Wee Hur International Pte. Ltd.</u>				
Wee Hur Australia Pte. Ltd.	Investment holding	Singapore	100	100
<u>Held through Wee Hur (Australia) Pte. Ltd.</u>				
Wee Hur (Buranda 1) Pty Ltd <sup>#a &amp; #c</sup>	Investment property	Australia	100	100
Wee Hur (Buranda 2) Pty Ltd <sup>#a &amp; #b</sup>	Property development	Australia	100	100
Wee Hur (Buranda 3) Pty Ltd <sup>#a &amp; #b</sup>	Property development	Australia	100	100
Wee Hur (Ann Street) Pty Ltd <sup>#a &amp; #b</sup>	Investment property	Australia	100	100
<u>Held through Wee Hur PBSA Master Trust</u>				
Wee Hur PBSA (Australia) Pte. Ltd.	Investment holding	Singapore	100	100
WH PBSA Trust <sup>#a &amp; #b</sup>	Investment holding	Australia	100	100
<u>Held through WH PBSA Trust</u>				
WH Buranda Trust <sup>#a &amp; #b</sup>	Build and operate student accommodation	Australia	100	100
WH Gray Street Trust <sup>#a &amp; #b</sup>	Build and operate student accommodation	Australia	100	100
WH Abeckett Trust <sup>#a &amp; #b</sup>	Build and operate student accommodation	Australia	100	100
WH Gibbons Trust <sup>#a &amp; #b</sup>	Build and operate student accommodation	Australia	100	100
WH Waymouth Trust <sup>#a &amp; #b</sup>	Build and operate student accommodation	Australia	100	100
WH Regent Trust <sup>#a &amp; #b</sup> (Incorporated on 18 January 2019)	Build and operate student accommodation	Australia	100	–

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 21. Investment in subsidiaries (continued)

The Group has the following subsidiaries as at 31 December 2019 and 2018 (continued)

Name of subsidiaries	Principal activities	Country of business/ incorporation	Effective percentage of equity held by Group	
			2019 %	2018 %
<u>Held through Wee Hur Dormitory Pte. Ltd.</u>				
Active System Engineering Pte. Ltd.	Build and operate workers' dormitories	Singapore	60	60
Active System Development Pte. Ltd. (Incorporated on 14 December 2018)	Build and operate workers' dormitories	Singapore	75	–

All the subsidiaries are audited by Pricewaterhouse Coopers LLP, Singapore unless otherwise stated. All the subsidiaries are incorporated and operate in Singapore unless otherwise stated.

#a Incorporated in Australia.

#b Audited by PricewaterhouseCoopers, Australia.

#c These companies are not required to be audited by law in the country of incorporation.

### Subsidiaries with non-controlling interests

*Carrying value of non-controlling interests*

	31 December	
	2019 \$'000	2018 \$'000
Wee Hur (Punggol Central) Pte. Ltd.	<b>665</b>	663
Wee Hur (Kaki Bukit) Pte. Ltd.	<b>460</b>	458
Wee Hur (Woodlands 12) Pte. Ltd.	<b>1,298</b>	11,260
Active System Engineering Pte. Ltd.	<b>(2,634)</b>	(6,724)
Active System Development Pte. Ltd.	<b>(29)</b>	–
Wee Hur PBSA Master Trust	<b>5,438</b>	6,278
	<b>5,198</b>	11,935



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 21. Investment in subsidiaries (continued)

### Subsidiaries with non-controlling interests (continued)

*Summarised financial information of subsidiaries with material non-controlling interests*

Set out below are the summarised financial information for each subsidiary that has non-controlling interests that are material to the Group. These are presented before inter-company eliminations.

#### *Summarised balance sheet*

	Wee Hur (Punggol Central) Pte. Ltd.		Wee Hur (Kaki Bukit) Pte. Ltd.		Wee Hur (Woodlands 12) Pte. Ltd.		Active System Engineering Pte. Ltd.		Active System Development Pte. Ltd.		Wee Hur PBSA Master Trust	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Current</b>												
Assets	2,853	3,034	1,481	1,477	85,888	129,773	13,141	9,682	2,070	-	22,178	48,457
Liabilities	(1,034)	(1,224)	(361)	(364)	(42,704)	(61,669)	(17,775)	(11,402)	(7,550)	-	(66,590)	(134,003)
Total current net assets/ (liabilities)	1,819	1,810	1,120	1,113	43,184	68,104	(4,634)	(1,720)	(5,480)	-	(44,412)	(85,546)
<b>Non-current</b>												
Assets	83	84	30	31	60	46	9,813	14,088	65,651	-	456,902	318,188
Liabilities	-	-	-	-	(40,000)	(40,000)	(11,764)	(29,179)	(60,287)	-	(398,783)	(212,666)
Total non-current net assets/ (liabilities)	83	84	30	31	(39,940)	(39,954)	(1,951)	(15,091)	5,364	-	58,119	105,522
<b>Net assets/ (liabilities)</b>	<b>1,902</b>	<b>1,894</b>	<b>1,150</b>	<b>1,144</b>	<b>3,244</b>	<b>28,150</b>	<b>(6,585)</b>	<b>(16,811)</b>	<b>(116)</b>	<b>-</b>	<b>13,707</b>	<b>19,976</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 21. Investment in subsidiaries (continued)

### Subsidiaries with non-controlling interests (continued)

#### Summarised income statement

	Wee Hur (Punggol Central) Pte. Ltd.		Wee Hur (Kaki Bukit) Pte. Ltd.		Wee Hur (Woodlands 12) Pte. Ltd.		Active System Engineering Pte. Ltd.		Active System Development Pte. Ltd.		Wee Hur PBSA Master Trust	
	For year ended 31 December		For year ended 31 December		For year ended 31 December		For year ended 31 December		For year ended 31 December		For year ended 31 December	
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue	-	-	-	23,195	170,531	37,213	39,826	-	-	-	18,340	1,976
<b>Profit/(loss) before income tax</b>	<b>9</b>	<b>65</b>	<b>7</b>	<b>6,098</b>	<b>33,654</b>	<b>12,773</b>	<b>7,121</b>	<b>(200)</b>	<b>-</b>	<b>(14,234)</b>	<b>(14,392)</b>	
Income tax (expense)/ benefit	(2)	(11)	(1)	(1,004)	(5,685)	(2,547)	(2,710)	34	-	(670)	(542)	
<b>Post-tax profit/(loss)</b>	<b>7</b>	<b>54</b>	<b>6</b>	<b>5,094</b>	<b>27,969</b>	<b>10,226</b>	<b>4,411</b>	<b>(166)</b>	<b>-</b>	<b>(14,904)</b>	<b>(14,934)</b>	
Other comprehensive expense	-	-	-	-	-	-	-	-	-	(267)	(513)	
<b>Total comprehensive income/(expense)</b>	<b>7</b>	<b>54</b>	<b>6</b>	<b>5,094</b>	<b>27,969</b>	<b>10,226</b>	<b>4,411</b>	<b>(166)</b>	<b>-</b>	<b>(15,171)</b>	<b>(15,447)</b>	
Total comprehensive income/(expense) allocated to non- controlling interests	2	19	2	2,038	11,188	4,090	1,764	(42)	-	(6,001)	(5,315)	
Dividends paid to non- controlling interests	-	700	-	12,000	-	-	-	-	-	-	-	-

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 21. Investment in subsidiaries (continued)

### Subsidiaries with non-controlling interests (continued)

#### Summarised cash flows

	Wee Hur (Punggol Central) Pte. Ltd.	Wee Hur (Kaki Bukit) Pte. Ltd.	Wee Hur (Woodlands 12) Pte. Ltd.	Active System Engineering Pte. Ltd.	Active System Development Pte. Ltd.	Wee Hur PBSA Master Trust
	For year ended 31 December	For year ended 31 December	For year ended 31 December	For year ended 31 December	For year ended 31 December	For year ended 31 December
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Net cash (used in)/ provided by operating activities	(10) (7,831)	(8) 1,991	62,334 80,584	23,890 23,268	(919) –	13,712 (9,097)
Net cash provided by/ (used in) investing activities	2 9,947	1 –	– 23	40 (63)	(1,113) –	(149,632) (163,190)
Net cash (used in)/ provided by financing activities	(81) (2,000)	– (2,000)	(69,065) (81,355)	(20,900) (25,727)	3,375 –	111,738 178,782



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 22. Investments in associate

	Group	
	2019 \$'000	2018 \$'000
		(Restated)
Beginning of financial year	6,523	3,920
Share of profit	20,994	2,603
Fair value adjustment on interest free loans	365	–
End of financial year	27,882	6,523

Set out below is the associate of the Group as at 31 December 2019 and 2018, which, in the opinion of the directors, is material to the Group. The associate as listed below have share capital consisting solely of ordinary shares, which are held directly by the Group; the country of incorporation is also their principal place of business.

Name of entity	Principal activity	Country of business/ incorporation	Effective percentage of equity held by Group	
			2019	2018
Fernvale Green Pte. Ltd.	Property development	Singapore	30%	30%

In November 2017, Fernvale Green Pte. Ltd. launched Parc Botannia, a residential condominium of 735-unit on land plot at Fernvale Road/Fernvale Street.

There are no contingent liabilities relating to the Group's interest in the associate.

Summarised financial information for associate:

### *Summarised balance sheet*

	Fernvale Green Pte. Ltd. 31 December	
	2019 \$'000	2018 \$'000
		(Restated)
Current assets	332,734	330,412
Current liabilities	104,113	43,798
Non-current liabilities	135,683	264,695

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 22. Investments in associate (continued)

Summarised financial information for associate (continued):

*Summarised statement of comprehensive income*

	Fernvale Green Pte. Ltd. For the year ended 31 December	
	2019 \$'000	2018 \$'000
		(Restated)
Revenue	310,276	68,465
Gross profit	92,101	20,524
Other income	279	454
Expenses		
– Sales and marketing	(2,716)	(2,590)
– Finance	(5,032)	(7,264)
– Others	(77)	(70)
<b>Profit</b>	<b>84,555</b>	11,054
Income tax expense	(14,750)	(2,190)
<b>Post-tax profit</b>	<b>69,805</b>	8,864

*Reconciliation of summarised financial information*

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

	Fernvale Green Pte. Ltd. 31 December	
	2019 \$'000	2018 \$'000
		(Restated)
<b>Net Assets</b>	<b>92,938</b>	21,919
Group's equity interest	30%	30%
Group's share of net assets	27,882	6,523
<b>Carrying value</b>	<b>27,882</b>	6,523

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 23. Deferred income taxes

Deferred income tax assets and liabilities are offset when there is legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same taxation authority.

The amounts, determined after appropriate offsetting, are shown on the balance sheet as follows:

	Group		Company	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Deferred tax assets	4,047	7,053	173	123
Deferred tax liabilities	(2,250)	(2,567)	–	–
Net deferred tax assets	1,797	4,486	173	123

The movement in the net deferred income tax account is as follows:

	Group		Company	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Beginning of financial year	(4,486)	(3,189)	(123)	(178)
Other adjustment	187	186	–	–
Currency translation differences	8	38	–	–
Tax charged/(credited) to				
– Profit or loss (Note 10(a))	2,494	(1,521)	(50)	55
End of financial year	(1,797)	(4,486)	(173)	(123)

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 assets

	Provisions \$'000	Tax losses carry forward \$'000	Lease liabilities \$'000	Others \$'000	Total \$'000
<b>Group</b>					
<b>2019</b>					
Beginning of financial year	(7,111)	(676)	–	(428)	(8,215)
Charged/(credited) to:					
– Profit or loss	2,531	(465)	698	641	3,405
Currency translation differences	1	11	–	–	12
End of financial year	(4,579)	(1,130)	698	213	(4,798)
<b>2018</b>					
Beginning of financial year	(6,065)	(935)	–	(361)	(7,361)
(Credited)/charged to:					
– Profit or loss	(1,049)	210	–	(67)	(906)
Currency translation differences	3	49	–	–	52
End of financial year	(7,111)	(676)	–	(428)	(8,215)



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 23. Deferred income taxes (continued)

### Deferred income tax liabilities

	Accelerated tax depreciation	Foreign income not remitted	Lease assets	Others	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Group</b>					
<b>2019</b>					
Beginning of financial year	1,787	1,431	–	511	3,729
(Credited)/charged to:					
– Profit or loss	(909)	494	(726)	230	(911)
Other adjustment	–	–	–	187	187
Currency translation differences	–	–	–	(4)	(4)
End of financial year	878	1,925	(726)	924	3,001
<b>2018</b>					
Beginning of financial year	2,966	896	–	310	4,172
(Credited)/charged to:					
– Profit or loss	(1,179)	535	–	29	(615)
Other adjustment	–	–	–	186	186
Currency translation differences	–	–	–	(14)	(14)
End of financial year	1,787	1,431	–	511	3,729

### Deferred income tax assets

	Provisions	Tax losses carry forward	Others	Total
	\$'000	\$'000	\$'000	\$'000
<b>Company</b>				
<b>2019</b>				
Beginning of financial year	(9)	(114)	–	(123)
Charged/(credited) to:				
– Profit or loss	2	(52)	–	(50)
End of financial year	(7)	(166)	–	(173)
<b>2018</b>				
Beginning of financial year	(14)	(161)	(3)	(178)
Charged to:				
– Profit or loss	5	47	3	55
End of financial year	(9)	(114)	–	(123)

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 24. Trade and other payables

	Group		Company	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<i>Current</i>				
<u>Trade payables:</u>				
– Non-related parties	43,111	36,879	–	66
Accrued construction costs	18,032	30,993	–	–
Contract liabilities (Note 4(b))	29,052	1,657	–	–
	<b>90,195</b>	69,529	–	66
<u>Other payables:</u>				
– Non-related parties	1,100	2,519	134	1
– Subsidiaries	–	–	5,346	48,551
– Related parties	15,035	2,567	–	–
Accrued operating expense	10,302	8,941	4,490	4,684
Advance payment and deposits	7,937	7,987	–	–
	<b>34,374</b>	22,014	<b>9,970</b>	53,236
<u>Loan payables:</u>				
– Subsidiaries	–	–	996	4,764
	<b>124,569</b>	91,543	<b>10,966</b>	58,066
<i>Non-Current</i>				
<u>Loan payables:</u>				
– Related parties	138,295	95,464	–	–
– Subsidiaries	–	–	10,767	11,763
Provisions	2,000	2,000	–	–
	<b>140,295</b>	97,464	<b>10,767</b>	11,763
Total trade and other payables	<b>264,864</b>	189,007	<b>21,733</b>	69,829

Other payables are unsecured, interest free and repayable on demand.

Included in the loan payables to related parties, \$20,780,000 (2018: \$26,506,000) are unsecured, interest free and with no fixed repayment. The remaining \$117,515,000 (2018: \$68,958,000) is interest free loans from related parties' stapled proportion to the units subscribed by them in relation to a placement exercise that aligned with the Group's intent of building up a PBSA portfolio in Australia. The loan is repayable on 30 June 2022. Interests are imputed at 3.50% per annum repriced semi-annually for cash flow discounting purposes up to June 2022. The fair value is not significantly different from their carrying value. The fair value is within level 2 of the fair value hierarchy.

Loan payables to subsidiary bear interest at 1.25% (2018: 1.25%) per annum over 1-month SIBOR. The current portion of \$996,000 (2018: \$4,764,000) is repayable in full in the following year and the non-current portion of \$10,767,000 (2018: \$11,763,000) is repayable in full in 2031. The fair value of the loan payables to subsidiary was \$12,558,000 (2018: \$14,002,000) which are determined from discounting at market borrowing rates of 3.00% (2018: 3.14%) at balance sheet date.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 25. Derivatives financial instruments

### Forward currency exchange and interest rate swap contracts

These include the gross amount of all notional values for contracts that have not yet been settled or cancelled. The amount of notional value outstanding is not necessarily a measure or indication of market risk, as the exposure of certain contracts may be offset by that of other contracts.

	Group		Company	
	Contract notional amount \$'000	Fair value asset/(liability) \$'000	Contract notional amount \$'000	Fair value asset/(liability) \$'000
<b>31 December 2019</b>				
– Interest rate swaps	AUD 131,500	109	–	–
	AUD 131,500	109	–	–
<b>31 December 2018</b>				
– Currency forwards	AUD 35,900	(2,310)	35,900	(2,310)
– Interest rate swaps	AUD 50,000	(37)	–	–
	AUD 85,900	(2,347)	35,900	(2,310)

Currency derivatives are utilised to hedge significant future transactions and cash flows. The Group is a party to a variety of foreign currency forward contracts in the management of its exchange rate exposures. The instruments purchased are primarily denominated in the currencies of the entity's principal markets. As a matter of policy, the Group does not enter into derivative contracts for speculative purposes. The fair value is within level 2 of the fair value hierarchy where the forward currency contracts is based on valuation made by financial institutions.

## 26. Borrowings

	Group		Company	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<i>Current</i>				
Bank borrowings	92,763	168,258	43,500	–
Lease liabilities	10,890	–	–	–
	103,653	168,258	43,500	–
<i>Non-Current</i>				
Bank borrowings	117,825	12,129	–	–
Lease liabilities	57,221	–	–	–
	175,046	12,129	–	–
Total borrowings	278,699	180,387	43,500	–



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 26. Borrowings (continued)

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

	Group		Company	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
6 months or less	97,693	104,222	43,500	–
6 – 12 months	5,960	64,036	–	–
1 – 5 years	135,119	3,852	–	–
Over 5 years	39,927	8,277	–	–
Total borrowings	278,699	180,387	43,500	–

The fair values of the borrowings approximate their carrying values.

The range of floating interest rates paid were as follows:

	Group 31 December		Company 31 December	
	2019 Per annum	2018 Per annum	2019 Per annum	2018 Per annum
Bank borrowings	2.04% to 4.78%	2.28% to 4.79%	2.04% to 2.09%	–

### Security granted

Total borrowings include secured liabilities of \$210,588,000 (2018: \$180,387,000). Bank borrowings of the Group are secured over certain investment properties (Note 18), freehold land, leasehold property and asset under construction of the Group (Note 17) and cash at bank pledged to the bank (Note 15).

## 27. Share capital and treasury share

	No. of ordinary shares		Amount		
	Issued share capital	Treasury shares	Share capital \$'000	Treasury shares \$'000	Total \$'000
<u>Group and Company</u>					
<b>2019</b>					
Beginning and end of financial year	919,245,086	16,671,000	130,307	(4,574)	125,733
<b>2018</b>					
Beginning and end of financial year	919,245,086	16,671,000	130,307	(4,574)	125,733

All issued ordinary shares are fully paid. There is no par value for these ordinary 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 December 2019

## 28. Dividends

	Group	
	2019 \$'000	2018 \$'000
<i>Ordinary dividends</i>		
Final dividend paid in respect of the previous financial year of 0.40 cent (2018: 0.30 cent) per share	3,677	2,758
Interim dividend paid in respect of current financial year of 0.30 cent (2018: 0.40 cent) per share	2,758	3,677
Total dividends paid in the year	6,435	6,435

In respect of the current financial year, the directors propose that a final dividend of 0.50 cent per ordinary share to be paid to shareholders after the forthcoming Annual General Meeting. These dividends are subject to approval by shareholders at the next Annual General Meeting and has not been included as a liability in these financial statements. The proposed dividends for 2019 are payable in respect of all ordinary shares in issue up to the date the dividends become payable.

## 29. Currency translation reserve

	Group	
	2019 \$'000	2018 \$'000
Beginning of financial year	(4,442)	1,343
Net currency translation differences of financial statements of foreign subsidiaries	539	(6,298)
Less: Non-controlling interests	267	513
End of financial year	(3,636)	(4,442)

## 30. Commitments

### (a) Capital commitments

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

	Group	
	2019 \$'000	2018 \$'000
Investment properties	132,873	65,287

The commitment for 2018 included an amount denominated in AUD of \$46,800,000 for land acquisition at Gibbons Street, Sydney, Australia and 10% deposit (Note 13) was placed in the prior year. The acquisition was completed on 29 May 2019. The remaining amount pertains to contracts for construction of investment properties.

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

The Group leases land and warehouse from non-related parties under non-cancellable operating lease agreements. The leases have varying terms, escalation clauses and renewal rights.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 30. Commitments (continued)

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

As at 31 December 2018, 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:

	<b>Group</b>
	<b>2018</b>
	<b>\$'000</b>
Not later than one year	3,717
Between one and five years	466
Later than five years	233
	<b>4,416</b>

As disclosed in Note 2.1, the Group has adopted SFPSR(I) 16 on 1 January 2019. These lease payments have been recognised as ROU assets and lease liabilities on the balance sheet as at 31 December 2019.

### (c) Operating lease commitments – where the Group is a lessor

The Group leases out office space, commercial spaces, workers' dormitories and PBSA under non-cancellable operating leases. Leases are negotiated for initial terms of two weeks to ten years with fixed rental rates.

As at 31 December 2018, the future minimum lease receivables under non-cancellable operating leases contracted for at the balance sheet date but not recognised as receivables, are as follows:

	<b>Group</b>
	<b>2018</b>
	<b>\$'000</b>
Not later than one year	25,890
Between one and five years	3,257
Later than five years	610
	<b>29,757</b>

On 1 January 2019, the Group has adopted SFRS(I) 16 and the undiscounted lease payments from the operating leases to be received after 31 December 2019 is disclosed in Note 20.

## 31. Financial risk management

### Financial risk factors

The Group's activities expose it to market risk (including currency risk, equity price risk and interest rate risk), credit risk and liquidity risk. The Group's overall risk management strategy seeks to minimise any adverse effects from the unpredictability of financial markets on the Group's financial performance. The Group uses financial instruments such as currency forwards and interest rate swaps to hedge certain financial risk exposures.

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

Financial risk management is carried out by management in accordance with the policies approved by the Board of Directors. Management identifies, evaluates and hedges financial risks in close co-operation with the Group's operating units. The management measures actual exposures against the limits set and prepares monthly reports for review by the directors.



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 31. Financial risk management (continued)

Financial risk factors (continued)

### (a) Market risk

#### (i) Currency risk

The Group operates in Asia with dominant operations in Singapore and Australia. Entities in the Group regularly transact in currencies other than their respective functional currencies ("foreign currencies").

Currency risk arises when transactions are denominated in foreign currencies other than functional currency such as the Australian Dollar ("AUD"). To manage the currency risk, the Group enters into currency forwards with the banks.

The risk is measured through a forecast of highly probable AUD expenditure and tracking of firm commitments in AUD. The objective of entering into currency forwards with the banks is to minimise the volatility of the Group's currency cost of highly probable transactions and firm commitments.

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

	<b>Group</b>	
	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>AUD</b>		
<i>Financial assets:</i>		
Cash and cash equivalents	<b>72,127</b>	112,056
Trade and other receivables	<b>95,868</b>	19,196
Intra-group receivables	<b>224,686</b>	200,326
	<b>392,681</b>	331,578
<i>Financial liabilities:</i>		
Trade and other payables	<b>(18,850)</b>	(9,518)
Borrowings	<b>(150,175)</b>	(124,990)
Intra-group payables	<b>(43,212)</b>	(53,128)
	<b>(212,237)</b>	(187,636)
<b>Net financial assets</b>	<b>180,444</b>	143,942
	<b>Company</b>	
	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>AUD</b>		
<i>Financial assets:</i>		
Cash and cash equivalents	<b>52,386</b>	31,539
Trade and other receivables	<b>13,888</b>	–
Intra-group receivables	<b>182,761</b>	143,949
	<b>249,035</b>	175,488
<i>Financial liabilities:</i>		
Intra-group payables	<b>(19)</b>	(3,856)
	<b>(19)</b>	(3,856)
<b>Net financial assets</b>	<b>249,016</b>	171,632

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 31. Financial risk management (continued)

### (a) Market risk (continued)

#### (i) Currency risk (continued)

If the AUD change against the SGD by 10% (2018: 10%) with all other variables including tax rate being held constant, the effects arising from the net financial liability/asset (excluding equity instruments) that are exposed to currency risk will be as follows:

	Group		Company	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
AUD against SGD				
– Strengthened	<b>14,977</b>	11,947	<b>20,669</b>	14,245
– Weakened	<b>(14,977)</b>	(11,947)	<b>(20,669)</b>	(14,245)

The above table shows sensitivity to the hypothetical percentage variations in the functional currency against the relevant non-functional foreign currencies. The sensitivity rate used is the reasonably possible change in foreign exchange rates. For similar rate weakening of the functional currency against the relevant foreign currencies above, there would be comparable impacts in the opposite direction.

The hypothetical changes in exchange rates are not based on observable market data (unobservable inputs). The sensitivity analysis is disclosed for each non-functional currency to which the entity has significant exposure at end of the financial year. The analysis above has been carried out on the basis that there are no hedged transactions.

#### (ii) Equity price risk

The Group is exposed to equity securities price risk arising from the unquoted equity investments held by the Group which are classified as financial assets at FVPL. The fair values of these assets are disclosed in Note 14. To manage its price risk arising from the equity investments, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Group.

If prices for equity securities had changed by 10% (2018: 10%) with all other variables including tax rate being held constant, the effects on profit after tax would have been:

	Group and Company	
	2019 \$'000	2018 \$'000
Unquoted equity investment		
– Increased by	<b>348</b>	–
– Decreased by	<b>(348)</b>	–

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 31. Financial risk management (continued)

### (a) Market risk (continued)

#### (iii) Interest rate risk

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. As the Group has no significant interest-bearing assets, the Group's income is substantially independent of changes in market interest rates.

The Group's exposure to cash flow interest rate risks arises mainly from non-current variable-rate borrowings. The Group's exposure to cash flow interest rate risks arises mainly from non-current borrowings at variable rates. The Group manages these cash flow interest rate risks using floating-to-fixed interest rate swaps.

The Group enters into interest rate swaps with the same critical terms as the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The Group does not hedge 100% of its loans, therefore the hedged item is identified as a proportion of the outstanding amount of the borrowings. As all critical terms matched during the year, the economic relationship was 100% effective.

The Group's and the Company's borrowings at variable rates on which effective hedges have not been entered into are denominated mainly in SGD and AUD. If the SGD and AUD interest rates had been higher/lower by 1% (2018: 1%) with all other variables including tax rate being held constant, the profit after tax would have been lower/higher by \$1,748,000 (2018: \$1,497,000) and \$361,000 (2018: Nil) respectively as a result of higher/lower interest expense on these borrowings.

### (b) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group adopts the policy of dealing only with customers of appropriate credit standing and history and obtaining sufficient collateral where appropriate to mitigate credit risk.

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.

Concentration of contract assets and trade receivables' customers as at the end of financial year:

	Group	
	2019 \$'000	2018 \$'000
Top 1 customer	20,593	2,290
Top 2 customer	13,439	1,915
Top 3 customer	7,880	1,348

The Group's investments in debt instruments are considered to be low risk investments. The credit ratings of the investments are monitored for credit deterioration.



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 31. Financial risk management (continued)

### (b) Credit risk (continued)

As the Group and the Company do not hold collateral, the maximum exposure to credit risk to each class of financial instruments is the carrying amount of that class of financial instruments presented on the balance sheet, except as follows:

	<b>Company</b>	
	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Corporate guarantees provided to banks on:		
– Subsidiaries' loan	<b>103,510</b>	123,400
– Associate's loan	<b>63,169</b>	47,301
	<b>166,679</b>	170,701

The movements in credit loss allowance are as follows:

	<b>Trade receivables \$'000</b>
<b>Group</b>	
<b>Balance at 1 January 2019</b>	424
Loss allowance recognised in profit or loss during the year on:	
– Changes in credit risk	3
Receivables written off as uncollectible	(424)
Balance at 31 December 2019	3
<b>Balance at 1 January 2018</b>	216
Loss allowance recognised in profit or loss during the year on:	
– Changes in credit risk	424
Receivables written off as uncollectible	(216)
Balance at 31 December 2018	424

Cash and cash equivalents and trade receivables relating to revenue generated from construction of buildings and sale of development properties, loan to non-related party and associate and other receivables are subject to immaterial credit loss.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 31. Financial risk management (continued)

### (b) Credit risk (continued)

#### (i) Trade receivables and contract assets

The Group uses a provision matrix to measure the lifetime expected credit loss allowance for trade receivables and contract assets.

In measuring the expected credit losses, trade receivables and contract assets are grouped based on shared credit risk characteristics and days past due. The contract assets relate to unbilled work in progress, which have substantially the same risk characteristics as the trade receivables for the same type of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

In calculating the expected credit loss rates, the Group considers historical loss rates for each category of customers and adjusted for the latest developments and forward looking macroeconomics factors relevant to the counterparty.

Trade receivables and contract assets 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 considers a financial asset as in default if the counterparty fails to make contractual payments within 90 days when they fall due, and writes off the financial asset when it is deemed uncollectible. 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.

#### (ii) Other financial assets at amortised cost

Category of internal credit rating	Performing	Under-performing	Non-performing	Write-off
Definition of category	Issuers have a low risk of default and a strong capacity to meet contractual cash flows.	Issuers for which there is a significant increase in credit risk; as significant in credit risk is presumed if interest and/or principal repayment are 30 days past due	Interest and/or principal payments are 90 days past due	Interest and/or principal repayments are 120 days past due and there is no reasonable expectation of recovery
Basis of recognition of expected credit losses	12-month expected credit losses	Lifetime expected credit losses	Lifetime expected credit losses	Asset is written off

The loan receivables from subsidiaries of \$249,592,000 (2018: \$251,537,000) (Note 13) are subject to immaterial credit loss as the Company had assessed that its subsidiaries have strong financial capacity to meet the contractual obligation and considered to have low credit risk.

For the loan receivables from a non-related party of \$15,489,000 (2018: Nil) (Note 13), an amount of \$13,888,000 is secured over the land of the counter party.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 31. Financial risk management (continued)

### (c) Liquidity risk

Prudent liquidity risk management includes maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due and the ability to close out market positions at a short notice. At the balance sheet date, assets held by the Group and the Company for managing liquidity risk included cash and short-term deposits as disclosed in Note 15.

Management monitors rolling forecasts of the liquidity reserve of the Group and the Company on the basis of expected cash flows. This is generally carried out at local level in the operating companies of the Group in accordance with the practice and limits set by the Group. These limits vary by location to take into account the liquidity of the market in which the entity operates. In addition, the Group's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet these obligations, monitoring liquidity ratios and maintaining debt financing plans.

The table below analyses non-derivative financial liabilities of the Group and the Company 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 \$'000	1 – 5 years \$'000	More than 5 years \$'000	Total \$'000
<b>Group</b>				
<b>At 31 December 2019</b>				
Trade and other payables	124,569	140,295	–	264,864
Lease liabilities	10,890	29,230	27,991	68,111
Bank borrowings (includes interest)	95,632	117,141	13,849	226,622
<b>At 31 December 2018</b>				
Trade and other payables	91,543	97,464	–	189,007
Bank borrowings (includes interest)	173,190	4,289	10,098	187,577
<b>Company</b>				
<b>At 31 December 2019</b>				
Trade and other payables (includes interest)	11,311	5,061	7,497	23,869
Bank borrowings (includes interest)	44,409	–	–	44,409
<b>At 31 December 2018</b>				
Trade and other payables (includes interest)	58,460	5,240	8,762	72,462



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 31. Financial risk management (continued)

### (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 payments, 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. The Group and the Company are also required under their capital risk policies to maintain a gearing ratio of not exceeding 70% (2018: 70%).

The gearing ratio is calculated as net debt divided by total capital. Net debt is calculated as borrowings plus trade and other payables less cash and cash equivalents. Total capital is calculated as total equity plus net debt.

	Group		Company	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
	(Restated)			
Net debt	434,944	207,038	11,705	26,309
Total equity	398,145	375,945	340,102	306,088
Total capital	833,089	582,983	351,807	332,397
Gearing ratio	52%	36%	3%	8%

The Group and the Company are in compliance with all externally imposed capital requirements for the financial years ended 31 December 2018 and 2019.

### (e) Fair value measurements

The table below presents assets and liabilities recognised and measured at fair value and classified by level of the following fair value measurement hierarchy:

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

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 31. Financial risk management (continued)

### (e) Fair value measurements (continued)

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
<b>Group</b>				
<b>31 December 2019</b>				
<i>Assets</i>				
Financial assets, at FVPL	4,571	–	3,480	8,051
<b>31 December 2018</b>				
<i>Assets</i>				
Financial assets, at FVPL	6,306	–	–	6,306
<i>Liabilities</i>				
Derivative financial instruments	–	2,347	–	2,347
<b>Company</b>				
<b>31 December 2019</b>				
<i>Assets</i>				
Financial assets, at FVPL	4,571	–	3,480	8,051
<b>31 December 2018</b>				
<i>Assets</i>				
Financial assets, at FVPL	6,306	–	–	6,306
<i>Liabilities</i>				
Derivative financial instruments	–	2,310	–	2,310

The Group's policy is to recognise transfers into and transfers out of fair value hierarchy level as at the end of the reporting period.

There were no transfers between Levels 1 and 2 during the year.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1.

The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves. The fair value of forward foreign exchange contracts is determined using quoted forward currency rates at the balance sheet date. These investments are classified as Level 2. In infrequent circumstances, where a valuation technique for these instruments is based on significant unobservable inputs, such instruments are classified as Level 3.

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

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 31. Financial risk management (continued)

### (f) Financial instruments by category

The carrying amount of the different categories of financial instruments is as disclosed on the face of the balance sheet and in Note 13 and 15 and Note 24 and Note 26 to the financial statements, except for the following:

	Group \$'000	Company \$'000
<b>31 December 2019</b>		
Financial assets, at amortised cost	243,784	338,913
Financial liabilities, at amortised cost	543,563	65,233
<b>31 December 2018</b>		
Financial assets, at amortised cost	272,019	317,681
Financial liabilities, at amortised cost	369,394	69,829

## 32. 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 services

	Group	
	2019 \$'000	2018 \$'000
Sales of services to		
– associate	45,742	21,149
– other related parties	613	16,840
Purchases of services from		
– other related parties	(12,652)	(13,803)

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

Outstanding balances at 31 December 2019, arising from sale/purchase of goods and services, are unsecured and receivable/payable within 12 months from balance sheet date and are disclosed in Note 13 and 24 respectively.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 32. Related party transactions (continued)

### (b) Key management personnel compensation

Key management personnel include the directors and those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly and their remuneration are as follows:

	<b>Group</b>	
	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Salaries and other short-term employee benefits	<b>8,355</b>	7,883
Employer's contributions to defined contribution plan	<b>188</b>	170
	<b>8,543</b>	8,053

The above amounts are included under employee benefits expenses. Included in the above amounts are the following items:

	<b>Company</b>	
	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
Remuneration of directors of the Company	<b>5,132</b>	5,123
Fees to directors of the Company	<b>180</b>	180
	<b>5,312</b>	5,303

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

## 33. Segment information

For management purposes, the Group is organised into business units based on their products and services, and has six reportable operating segments as follows:

- (a) The building construction segment is in the business of constructing residential and commercial properties.
- (b) The workers' dormitory segment is in the business of building and operating of foreign workers' dormitories and leasing of office and commercial properties.
- (c) The property development segment is in the business of developing and sale of residential and industrial properties.
- (d) The corporate segment is involved in the Group's corporate services.
- (e) The PBSA segment is in the business of building and operating student accommodation for local and foreign students.
- (f) The fund management segment is in the business of fund management services.

Sales between segments are carried out at market terms. The revenue from external parties reported to the management is measured in a manner consistent with that in the statement of comprehensive income.

Except as indicated 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 December 2019

## 33. Segment information (continued)

The following is an analysis of the Group's reportable segments for the financial year ended 31 December 2019:

Operating segments	Building construction	Workers' Dormitory	Property Development	Corporate	PBSA	Fund Management	Consolidated
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<u>Profit or loss and reconciliation</u>							
Total segment sales	111,935	37,453	24,009	3,668	18,340	5,540	200,945
Inter-segment sales	1,085	(240)	(790)	(3,668)	–	(5,540)	(9,153)
Revenue to external party	113,020	37,213	23,219	–	18,340	–	191,792
Segment result	12,920	14,841	8,421	(11,566)	1,754	(2,442)	23,928
Share of profit of associate	–	–	20,994	–	–	–	20,994
	12,920	14,841	29,415	(11,566)	1,754	(2,442)	44,922
Interest income							4,090
Finance expense							(6,019)
Profit before tax							42,993
Income tax expense							(8,071)
Profit after tax							34,922
Segment results includes:							
Depreciation expense	(918)	(11,035)	(3)	(1)	(7,649)	(5)	(19,611)

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 33. Segment information (continued)

The following is an analysis of the Group's reportable segments for the financial year ended 31 December 2019 (continued):

Operating segments	Building construction	Workers' Dormitory	Property Development	Corporate	PBSA	Fund Management	Consolidated
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<u>Assets and reconciliation</u>							
Segment assets	97,918	89,690	220,668	75,892	464,895	1,834	950,897
<i>Segment assets includes:</i>							
Investment in associate	-	-	27,882	-	-	-	27,882
<u>Liabilities and reconciliation</u>							
Segment liabilities	87,810	87,850	50,757	47,896	277,338	1,101	552,752
<u>Other material items and reconciliation</u>							
<i>Additions to:</i>							
Property, plant and equipment	10,355	39	2	-	20	2	10,418
Investment properties	-	73,449	-	-	153,309	-	226,758

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 33. Segment information (continued)

The following is an analysis of the Group's reportable segments for the financial year ended 31 December 2018:

Operating segments	Building construction	Workers' Dormitory	Property Development	Corporate	PBSA	Fund Management	Consolidated
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
			(Restated)				(Restated)
<u>Profit or loss and reconciliation</u>							
Total segment sales	113,388	40,006	171,605	7,516	1,976	5,862	340,353
Inter-segment sales	(32,051)	(180)	(1,050)	(7,516)	–	(5,862)	(46,659)
Revenue to external party	81,337	39,826	170,555	–	1,976	–	293,694
Segment result	10,538	10,053	49,430	(23,539)	(3,317)	(1,578)	41,587
Share of profit of associate	–	–	2,603	–	–	–	2,603
	10,538	10,053	52,033	(23,539)	(3,317)	(1,578)	44,190
Interest income							3,588
Finance expense							(6,831)
Gain on disposal of asset held for sale							6,451
Profit before tax							47,398
Income tax expense							(15,896)
Profit after tax							31,502
Segment results includes:							
Depreciation expense	(1,056)	(14,313)	(1)	(4)	(2,552)	(8)	(17,934)

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 33. Segment information (continued)

The following is an analysis of the Group's reportable segments for the financial year ended 31 December 2018 (continued):

Operating segments	Building construction	Workers' Dormitory	Property Development	Corporate	PBSA	Fund Management	Consolidated
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
			(Restated)				(Restated)
<u>Assets and reconciliation</u>							
Segment assets	64,702	21,740	273,759	50,096	353,224	2,426	765,947
<i>Segment assets includes:</i>							
Investment in associate	-	-	6,523	-	-	-	6,523
<u>Liabilities and reconciliation</u>							
Segment liabilities	73,209	24,672	83,705	6,994	200,332	1,090	390,002
<u>Other material items and reconciliation</u>							
<i>Additions to:</i>							
Property, plant and equipment	4,643	14	8	3	102	11	4,781
Investment properties	-	70	-	-	148,964	-	149,034



# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 33. Segment information (continued)

### (a) Revenue from major products and services

Revenues from external customers are derived mainly from the sale of commercial properties, construction of buildings and leasing of dormitories to foreign workers and PBSA to students. The breakdown of the Group's revenue by products and services is provided under Note 4(a).

### (b) Geographical information

The Group's six business segments operate in two main geographical areas:

- Singapore – the Company is headquartered and has operations in Singapore. The operations in this area are principally the construction of buildings, leasing of workers' dormitory, property developer, fund management and investment holding; and
- Australia – the operations in this area are principally property development and PBSA.

	Non-current assets	
	31 December 2019 \$'000	31 December 2018 \$'000 (Restated)
Singapore	171,960	72,685
Australia	452,805	314,781
	<b>624,765</b>	<b>387,466</b>

The Group's revenue by geographical areas is disclosed under Note 4(a).

## 34. Prior year adjustment

In 2018, the International Financial Reporting Standards Interpretations Committee ("Interpretations Committee"), which works with the International Accounting Standards Board in supporting the application of IFRS Standards, received a submission on whether a real estate developer capitalises borrowing costs as part of the cost of the cost of units for a residential multi-unit real estate development, for which the developer recognises revenue over time for the sale of individual units in the development based on SFRS(I) 15 *Revenue from Contracts with Customers*.

In November 2018, the Committee issued a Tentative Agenda Decision containing explanatory material for the decision and how the applicable principles and requirements in IAS 23 *Borrowing Costs* apply to the fact pattern in the submission. The Interpretations Committee tentatively concluded that such an entity should not capitalise borrowing costs. This tentative agenda decision was finalised in its original form on 20 March 2019. The Group has not implemented the change in accounting policy resulting from the agenda decision on its financial statement for the financial year ended 31 December 2018. As allowed by the Interpretations Committee, the Group has implemented the change in the current financial year.

As SFRS(I) 1-23 and SFRS(I) 15 *Revenue from Contracts with Customers* (the accounting standard applicable to the Group) are aligned to IAS 23 and IFRS 15 respectively, the above Agenda Decision has relevant impact to the Group's investment in an associated company (which is a property developer). Following this Agenda Decision, borrowing costs which were previously capitalised for development projects over the period of development are now expensed as incurred to the income statement. As this constitutes a change in accounting policy, comparatives were restated accordingly.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 34. Prior year adjustment (continued)

The adjustment has been corrected by restating each of the affected financial statement line items for the prior year as follows:

	2018		2018
	As presented previously	Adjustment	Restated
	\$'000	\$'000	\$'000
<b>Balance sheet</b>			
Investment in associate	8,212	(1,689)	6,523
Retained profits	244,408	(1,689)	242,719
<b>Consolidated Statement of Comprehensive Income</b>			
Share of profits of associate	4,292	(1,689)	2,603
<b>Consolidated Statement of Cash Flows</b>			
<i>Cash flows from operating activities</i>			
Profit for the year	33,191	(1,689)	31,502
Share of profit of associate	(4,292)	1,689	(2,603)

Basic earnings per share for the prior year have also been restated. The amount of the adjustment for basic earnings per share is a decrease by 0.18 cent per share.

## 35. Events occurring after balance sheet date

- (a) On 22 January 2020, the Group had incorporated a subsidiary known as Wee Hur Bartley Pte Ltd, a wholly-owned subsidiary of Wee Hur Development Pte Ltd. The 25% equity interest was transferred to WM (Bartley) Pte Ltd on 3 February 2020.
- (b) On 29 January 2020, the Group had entered into a deed of settlement and release with the State of Queensland, represented by the Department of Transport and Main Roads ("DTMR"), in relation to the sale and purchase of certain lots of land (included in Development properties amounting to \$6,987,000) in Queensland, Australia.

On 13 March 2020, the Group had entered into a sale and purchase agreement with DTMR in relation to the acquisition of two lots of land at O'keefe Street, Buranda Brisbane, Australia for a total consideration of AUD1,760,000 and disposal of three lots of land at Logan Road, Buranda Brisbane, Australia for a total consideration of AUD2,350,000.

- (c) On 16 March 2020, the Group had entered into a call option nomination deed with Moore Canberra Property Pty Ltd ATF Moore Canberra Property Unit Trust in relation to the proposed acquisition of a land at Moore Street, Canberra, Australia from an unrelated and independent party for a total consideration of AUD29,000,000.
- (d) Subsequent to the outbreak of the Coronavirus Disease 2019 ("COVID-19 outbreak") in early 2020, a series of measures to curb the COVID-19 outbreak have been and continues to be implemented in countries where the Group operates. As at the date of this financial statements, there is no material adverse effect on the financial statements for the financial year ended 31 December 2019 as a result of the COVID-19 outbreak. The Group will continue to monitor the development of COVID-19 outbreak and its related impact on the Group's businesses and financials.

# NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2019

## 36. New or revised accounting standards and interpretations

Amendments to SFRS(I) 3 *Business Combination* (effective for annual periods beginning on or after 1 January 2020)

The amendments provide new guidance on the assessment of whether an acquisition meets the definition of a business under SFRS(I) 3. To be considered a business, an acquisition would have to include an output and a substantive process that together significantly contribute to the ability to create outputs. A framework is introduced to evaluate when an input and substantive process are present. To be a business without outputs, there will now need to be an organised workforce.

The definition of the term 'outputs' is narrowed to focus on goods and services provided to customers, generating investment income and other income, and it excludes returns in the form of lower costs and other economic benefits.

It is also no longer necessary to assess whether market participants are capable of replacing missing elements or integrating the acquired activities and assets.

Entities can apply a 'concentration test' that, if met, eliminates the need for further assessment. Under this optional test, where substantially all of the fair value of gross assets acquired is concentrated in a single asset (or a group of similar assets), the assets acquired would not represent a business.

These amendments are applied to business combinations and asset acquisitions with acquisition date on or after 1 January 2020. Early application is permitted. The Group does not expect any significant impact arising from applying these amendments.

## 37. Authorisation of financial statements

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of Wee Hur Holdings Ltd on 2 April 2020.

# STATISTICS OF SHAREHOLDINGS

AS AT 16 MARCH 2020

Number of fully issued and paid up shares (excluding treasury shares and subsidiary holdings)	:	919,245,086
Class of shares	:	Ordinary shares
Voting rights	:	One vote per share
Treasury shares	:	16,671,000
Subsidiary holdings	:	Nil

## DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	Number of Shareholders	%	Number of Shares	%
1 - 99	297	10.81	4,978	0.00
100 - 1,000	94	3.42	51,500	0.01
1,001 - 10,000	618	22.50	4,238,883	0.46
10,001 - 1,000,000	1,679	61.12	141,735,546	15.42
1,000,001 and above	59	2.15	773,214,179	84.11
<b>Total</b>	<b>2,747</b>	<b>100.00</b>	<b>919,245,086</b>	<b>100.00</b>

## TOP 20 SHAREHOLDERS

No.	Name of Shareholder	Number of Shares	%
1	GSC Holdings Pte. Ltd.	349,159,000	37.98
2	Citibank Nominees Singapore Pte Ltd	93,444,829	10.17
3	Raffles Nominees (Pte) Limited	37,203,457	4.05
4	Goh Yeu Toh	34,034,557	3.70
5	Sua Nam Heng	30,417,257	3.31
6	DBS Nominees (Private) Limited	21,788,385	2.37
7	Maybank Kim Eng Securities Pte. Ltd.	15,823,062	1.72
8	Hong Leong Finance Nominees Pte Ltd	12,923,200	1.41
9	United Overseas Bank Nominees (Private) Limited	11,100,806	1.21
10	Kuik Ah Han	10,050,000	1.09
11	CGS - CIMB Securities (Singapore) Pte. Ltd.	9,614,036	1.05
12	Goh Yeo Hwa	8,725,100	0.95
13	UOB Kay Hian Private Limited	7,769,503	0.85
14	OCBC Securities Private Limited	7,173,433	0.78
15	Low Woo Swee@Loh Swee Teck	6,696,600	0.73
16	Goh Yew Gee	6,490,120	0.71
17	Goh Yeow Lian	6,063,000	0.66
18	Ong Gim Loo	6,000,000	0.65
19	BNP Paribas Nominees Singapore Pte. Ltd.	5,400,000	0.59
20	Tan Ah Hio	5,300,000	0.58
		<b>685,176,345</b>	<b>74.56</b>



# STATISTICS OF SHAREHOLDINGS

AS AT 16 MARCH 2020

## SUBSTANTIAL SHAREHOLDERS AS AT 16 MARCH 2020

(As recorded in the Register of Substantial Shareholders as at 16 March 2020)

Substantial Shareholdings Name	Direct Interest		Deemed Interest	
	Number of Shares	% <sup>(1)</sup>	Number of Shares	% <sup>(1)</sup>
Goh Yeow Lian <sup>(2)</sup>	6,063,000	0.66	402,194,872	43.75
GSC Holdings Pte. Ltd.	349,159,000	37.98	–	–

Notes:

<sup>(1)</sup> Based on the total number of issued ordinary shares of 919,245,086 (excluding treasury shares and subsidiary holdings) as at 16 March 2020.

<sup>(2)</sup> Mr Goh Yeow Lian is deemed to have an interest in the following shares:

- (i) 349,159,000 shares held by GSC Holdings Pte. Ltd. through his interest in GSC Holdings Pte. Ltd.
- (ii) 5,300,000 shares registered in the name of his spouse, Tan Ah Hio.
- (iii) 8,216,000 shares held by his spouse, Tan Ah Hio (registered in the name of Citibank Nominees Singapore Pte Ltd).
- (iv) 39,519,872 shares registered in the name of Citibank Nominees Singapore Pte Ltd.

## PERCENTAGE OF SHAREHOLDINGS IN PUBLIC HANDS

To the best knowledge of the Company, the percentage of shareholding held in the hands of public as at 16 March 2020 is approximately 34.92% of the total issued shares, excluding treasury shares. Therefore, the Company complies with Rule 723 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

## TREASURY SHARES AND SUBSIDIARY HOLDINGS

As at 16 March 2020, the number of treasury shares held is 16,671,000 representing 1.81% of the total number of issued shares excluding treasury shares. The Company does not have any subsidiary holdings.

INTENTIONALLY LEFT BLANK





偉合控股有限公司  
**WEE HUR HOLDINGS LTD**

39 Kim Keat Road  
Wee Hur Building  
Singapore 328814  
Tel: 6258 1002  
Fax: 6251 0039  
Email: [general@weehur.com.sg](mailto:general@weehur.com.sg)  
Website: [www.weehur.com.sg](http://www.weehur.com.sg)