

Snack Empire Holdings Limited

快餐帝國控股有限公司

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 1843

2022 ANNUAL REPORT



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Corporate Information

BOARD OF DIRECTORS

Executive Directors

Mr. Daniel Tay (*ceased to be the Chairman on 1 April 2022*)
Mr. Melvyn Wong (*Chief Executive Officer*)

Independent non-executive Directors

Mr. Jong Voon Hoo
Mr. Koh Boon Chiao
Mr. Fok Chee Khuen (*Chairman*)
(*appointed on 27 August 2021*)
(*appointed as the Chairman on 1 April 2022*)
Mr. Lim Wee Pin (*retired on 27 August 2021*)*

AUDIT COMMITTEE

Mr. Fok Chee Khuen (*Chairman*)
(*appointed on 27 August 2021*)
Mr. Jong Voon Hoo
Mr. Koh Boon Chiao

REMUNERATION COMMITTEE

Mr. Koh Boon Chiao (*Chairman*)
Mr. Jong Voon Hoo
Mr. Fok Chee Khuen (*appointed on 27 August 2021*)
Mr. Daniel Tay
Mr. Melvyn Wong

NOMINATION COMMITTEE

Mr. Jong Voon Hoo (*Chairman*)
Mr. Koh Boon Chiao
Mr. Fok Chee Khuen (*appointed on 27 August 2021*)

COMPANY SECRETARY

Ms. Tung Wing Yee Winnie

AUTHORISED REPRESENTATIVES

Mr. Melvyn Wong
Ms. Tung Wing Yee Winnie

REGISTERED OFFICE

Cricket Square, Hutchins Drive
P.O. Box 2681
Grand Cayman, KY1-1111
Cayman Islands

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN SINGAPORE

10, Anson Road
#21-02, International Plaza
Singapore 079903

WEBSITE

<http://www.snackemp.com>

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

57th Floor, The Center
99 Queen's Road Central
Hong Kong

PRINCIPAL BANKER

Oversea-Chinese Banking Corporation Limited
65 Chulia Street
Singapore 049513

INDEPENDENT AUDITOR

Mazars LLP
Certified Public Accountants
Registered Public Interest Entity Auditor
135 Cecil Street
#10-01 Singapore 069536

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE IN THE CAYMAN ISLANDS

Conyers Trust Company (Cayman) Limited
Cricket Square, Hutchins Drive
P.O. Box 2681, Grand Cayman
KY1-1111, Cayman Islands

BRANCH SHARE REGISTRAR AND TRANSFER OFFICE IN HONG KONG

Boardroom Share Registrars (HK) Limited
2103B, 21st Floor
148 Electric Road
North Point, Hong Kong

LISTING INFORMATION

Place of Listing

The Main Board of The Stock Exchange of Hong Kong Limited

Stock Code

1843

Board Lots

4,000

* Mr. Lim Wee Pin retired on 27 August 2021 as an independent non-executive Director, the chairman of the audit committee, a member of each of the remuneration committee and the nomination committee.



Message to Shareholders

Dear Shareholders,

On behalf of the Board, I present to you the audited annual results of the Group for the Year.

YEAR IN REVIEW

This Year marks the second year of the COVID-19 Pandemic. During the Year, there were emerging cases of new COVID-19 variants and various governments have re-implemented different extent of movement restrictions in a bid to curb the waves of infections. In particular, the Singapore government has implemented the Heightened Alert and Stabilisation measures which included a restriction on the dine-in capacity at food & beverage establishments. As a result of the surge in COVID-19 cases as well as the dine-in restriction, consumers are more inclined to take-away their meals or to get their meals delivered to them via the delivery partners. This has promoted the sales of Singapore Self-operated outlets due to their take-away nature of operations.

During the second half of the Year, governments globally have gradually eased the restrictions and re-opened the borders and economies. In addition to the COVID-19 situation, the food and beverage industry also continues to face manpower crunches and rising prices of supplies. Despite the above challenges, I am happy to inform our Shareholders that the Group has:

- re-entered into East Malaysia via franchise model; and
- improved our performance and profitability during the Year as compared to Year 2021.

OUTLOOK

With the economy and borders re-opening globally and in the Group's main markets, namely Malaysia and Indonesia, there is an optimism on the Group's business in the coming year. However, the Group continues to take on a cautious outlook in the coming year, given the unpredictability of the COVID-19 situation and the continued challenges in the food and beverage industry. The Group will continue to closely monitor the situation as well as to implement measures to manage the rising costs and conserve its cash liquidity.

The Group will continue to keep a lookout for potential business opportunities that may enhance our earnings and improve the overall performance of the Group.

ACKNOWLEDGEMENTS

In closing, I would like to take this opportunity to express my gratitude to my predecessor, Mr. Daniel Tay Kok Siong for his contributions to the Group's development and also extend my gratitude to my fellow Directors for their dedication and support during the Year. I would also like to extend my sincere thanks to the management and staff of the Group for their hard work during the Year. To all our business partners and customers, I would like to express my appreciation to them for their unwavering support and trust in the Group.

Last but not least, I would like to thank our Shareholders for their loyalty and trust in the Group. The Group will continue to work hard to drive Shareholder value and to bring smiles to its millions of customers around the world.

Mr. Fok Chee Khuen

Chairman and Independent Non-Executive Director

Singapore, 30 June 2022



Management Discussion and Analysis

BUSINESS REVIEW

The Group is a food and beverage group headquartered in Singapore, offering authentic Taiwanese Snacks and Beverages under our Shihlin Taiwan Street Snacks® brand through a network of 233 Shihlin Outlets and Restaurants in Singapore, Malaysia, Indonesia, United States, Egypt and Cambodia. As at 31 March 2022, we had a total of 233 Shihlin Outlets and Restaurants comprising (i) 15 Self-operated Outlets in Singapore; (ii) 21 Self-operated Restaurants in West Malaysia; (iii) 3 Non-self-operated Outlets and Restaurants in Singapore; (iv) 55 Non-self-operated Outlets and Restaurants in West Malaysia; (v) 3 Non-self-operated Outlets and Restaurants in East Malaysia; (vi) 126 Non-self-operated Outlets and Restaurants in Indonesia; (vii) 6 Non-self-operated Restaurants in United States; (viii) 2 Non-self-operated Restaurant in Egypt; and (ix) 2 Non-self-operated Restaurants in Cambodia. During the Year, governments worldwide has gradually loosened the COVID-19 restrictions. This has resulted in the rebound of the sales of goods to our franchisees and the royalty fees charged to them due to increase in sales in their countries. The Group has expanded its operations into East Malaysia by way of entering into master franchise agreement during the Year. The loosening of COVID-19 restrictions has also resulted in an increase of 6 Outlets and Restaurants as compared to the Year 2021.

During the Year, the Group has continued its marketing efforts to boost sales via (i) actively promoting online sales through food delivery vendors; (ii) developing new food item(s); (iii) running promotions in line with occasions, for example, National Day and Christmas; and (iv) actively promoting the Group via social media.

FINANCIAL REVIEW

Revenue

The Group's revenue was mainly generated from (i) Outlet and Restaurant sales; (ii) sales of food ingredients to franchisees; (iii) franchise fees; (iv) royalty income; and (v) advertising and promotion fees. The table below sets forth the Group's revenue breakdown by nature for the years ended 31 March 2022 and 2021.

	Year ended 31 March	
	2022 S\$'000	2021 S\$'000
Sale of goods		
— Outlet and Restaurant sales	16,030	14,477
— Franchisees/licensees	6,470	5,740
Franchise fees	553	465
Advertising and promotion fees	251	211
Royalty	747	558
	24,051	21,451



Management Discussion and Analysis

The total revenue of the Group has increased from approximately S\$21.5 million for the Year 2021 to approximately S\$24.1 million for the Year, representing an increase of approximately 12%. The increase in revenue was mainly due to the increase in (i) sales from Self-operated Outlet(s) in Singapore; (ii) sales of goods to franchisees/licensees in Indonesia and in the state of Northern California in the United States; and (iii) royalty income received.

During the Year, the Group increased its total sales of goods from its Singapore Self-operated Outlets as the government implemented the Heightened Alert and Stabilisation measures which suits well with the takeaway nature of the Singapore outlet business. Overall revenue income from Indonesia and the United States have also increased by approximately S\$0.9 million or 68% and S\$0.3 million or 136%, respectively, mainly due to the loosening of the COVID-19 restrictions in the respective countries.

Revenue from franchise fees and advertising and promotion fees remained relatively constant for the Year as compared to the Year 2021 and approximates 2.3% and 1.0% of the total revenue, respectively.

Revenue from royalty is charged at a fixed predetermined percentage of the revenue of Non-self-operated Outlets and Restaurants. The increase in royalty income was generally in line with the loosening of the COVID-19 restrictions in the countries where the franchisees/licensees operates in.

As compared to the Year 2021, the increase in the Group's net profit was mainly attributable to the overall increase in the Group's revenue for the Year.

Cost of inventories sold

Cost of inventories sold relates to the cost of food ingredients, beverages and packagings consumed in the Group's Self-operated Outlets and Self-operated Restaurants in Singapore and Malaysia for our retail sales, and the cost of food ingredients, beverages and packagings sold to our franchisees and licensees in Singapore, Malaysia, Indonesia, United States, Egypt and Cambodia.

The increase in cost of goods sold during the Year is in line with the increase in revenue with gross profit margin, staying relatively constant at approximately 61–63%.

Gross profit

The Group's gross profit (which is equivalent to revenue subtracting the cost of inventories sold) for the Year was approximately S\$15.0 million, representing an increase of approximately 14.5% from approximately S\$13.1 million for the Year 2021.



Management Discussion and Analysis

Human resources and remuneration policy

As at 31 March 2022, the Group employed 163 employees. The Group's staff costs increased by approximately S\$1.0 million from approximately S\$6.4 million for the Year 2021 to approximately S\$7.4 million for the Year. Due to the long-term labour shortages and high turnover in the food and beverage industry, the Group has increased salaries and paid out bonuses during the Year according to the performance of the employees and the industry's level to attract and retain talents. The Group understands the importance of recruiting the right personnel and retaining experienced staff in the highly competitive labour market in order to maintain its operations and uphold its well-established standard of high quality services across all of its Self-operated Outlets and Restaurants.

Remuneration packages are generally determined by reference to market norms, individual qualifications, relevant experience and performance. The Group periodically reviews the remuneration of its employees and will make increments to the base salary of its staff consistent with the Group's historical practices.

In addition, the Company adopted the Share Option Scheme as incentives or rewards to eligible persons for their contributions or potential contributions to the Group. No share option has been granted under the Share Option Scheme since the Listing Date.

Rental and related expenses

Property rentals and related expenses increased by approximately S\$0.5 million after adjusting for the right-of-use asset's interest and depreciation, or approximately 16%, from approximately S\$1.9 million for the Year 2021 to approximately S\$2.4 million for the Year. The increase was primarily attributable to the (i) addition of the Group's Self-operating Outlet(s) and Restaurant(s) over Year 2021 and the Year; and (ii) increase in Singapore warehouse rental. In order to ensure a better control of the property rentals and related expenses, the Group negotiated rental agreements with lease terms of an average of two to three years, with a fixed and variable component.

Liquidity, financial resources and capital structure

The Group financed its business with internally generated cash flows and the proceeds received from the Listing. There has been no change in the Company's capital structure since the Listing Date. The capital structure of the Group comprises of issued share capital and reserves.

As at 31 March 2022, the Group had cash and cash equivalents amounting to approximately S\$28.4 million, representing an increase of approximately S\$3.0 million from approximately S\$25.4 million as at 31 March 2021. Most of the Group's bank deposits and cash were denominated in Hong Kong dollars and Singapore dollars. As at 31 March 2022, the Group's total current assets and current liabilities were approximately S\$31.3 million (31 March 2021: approximately S\$28.5 million) and S\$4.7 million (31 March 2021: approximately S\$4.3 million), respectively, while the current ratio calculated by dividing the total current assets over the total current liabilities was approximately 6.6 times (31 March 2021: approximately 6.6 times).

As at 31 March 2022, the Group recorded interest-bearing bank borrowings of approximately S\$2.2 million (31 March 2021: S\$2.3 million). The interest-bearing bank borrowings were secured and denominated in Singapore dollars and bore interest at 1.3% per annum (31 March 2021: 1.9% per annum). During the Year, no financial instruments were used for hedging purposes. Details of the bank borrowings of the Group are set out in note 23 to the consolidated financial statements.

As at 31 March 2022, the Group's gearing ratio, calculated based on the sum of interest-bearing bank borrowings, and lease liabilities divided by the equity attributable to owners of the Company, was approximately 15% (31 March 2021: approximately 16%).

Material acquisitions and disposals

The Group had no material acquisitions or disposals of subsidiaries, associates and joint ventures during the Year and the Year 2021.



Management Discussion and Analysis

Use of proceeds from the Share Offer

The Company issued 200,000,000 Shares at HK\$0.65 per Share pursuant to the Share Offer. The net proceeds from the Share Offer were approximately S\$13.0 million or equivalent to HK\$74.8 million (after deducting underwriting fees and related listing expenses). Having considered the impact brought about by the COVID-19 Pandemic, the Board has resolved to change the use of the unutilised net proceeds as set out in the announcement of the Company dated 27 November 2020. For details of the change in use of net proceeds, please refer to the announcement. The use of the net proceeds from the Listing up to 31 March 2022 was as follows:

Use of net proceeds	Revised percentage of net proceeds	Revised allocation of net proceeds (\$\$'000)	Amount utilised as at 1 April 2021 (\$\$'000)	Amount utilised during the Year (\$\$'000)	Amount remaining as at 31 March 2022 (\$\$'000)	Expected timeline of full utilisation of the revised net proceeds
New Self-operated Outlets in Singapore	22.3%	2,900	(318)	(32)	2,550	March 2024
New Self-operated Outlets in West Malaysia	16.5%	2,150	(366)	(222)	1,562	March 2024
Expansion of Non-self-operated Outlets and Restaurants network	13.3%	1,730	(36)	(61)	1,633	March 2024
Refurbishment of Self-operated Outlets and Restaurants	11.2%	1,460	(78)	(58)	1,324	March 2023
Strengthening manpower	8.2%	1,060	(161)	(201)	698	March 2024
Marketing and promotional initiatives	5.4%	700	(156)	(168)	376	March 2024
Upgrade our IT infrastructure, data management and franchise management system	8.2%	1,060	—	—	1,060	March 2023
General working capital	14.9%	1,940	(1,940)	—	—	
	100.0%	13,000	(3,055)	(742)	9,203	

The proceeds were used according to the intentions and were generally in line with the expected timeframe, both as disclosed in the Prospectus and the announcement of the Company dated 27 November 2020 in regard to the change in use of proceeds.



Management Discussion and Analysis

Foreign currency exposure

A significant portion of the Group's foreign currency cash is denominated in Hong Kong dollars. Future exchange rates of the Hong Kong dollar could vary significantly from the current or historical exchange rates as a result of economic developments and political changes, both domestically and internationally, and the demand and supply of the Hong Kong dollar. The appreciation or devaluation of the Hong Kong dollar against the Singapore dollar may have an impact on the Group's results. The Group does not use derivative financial instruments to hedge its foreign currency risk. The Group will continue to closely monitor its exposure to foreign currency movements.

Contingent liabilities

As at 31 March 2021 and 2022, the Group does not have any material contingent liabilities.

Charge on the Group's assets

As at 31 March 2022, the Group did not have any other banking charges except secured bank borrowings of approximately S\$2.2 million (31 March 2021: S\$2.3 million) secured by properties held for own use by the Group with carrying values of approximately S\$3.1 million (31 March 2021: S\$3.2 million).

Training and continuing development

During the Year, comprehensive training programs and development initiatives pertaining to operational and occupational safety as well as customer services were provided to relevant employees in order to enhance the quality of services expected from customer-facing staff. The Company's lawyer provides updates from time to time on Directors' duties and responsibilities under statutory and regulatory requirements as well as updates to the amendments on the Listing Rules to the senior management who are the Directors.

Significant investments held by the Group

The Group did not have any significant investments as at 31 March 2021 and 2022.

Future plans for material investments or capital assets

Apart for the use of proceeds from the Share Offer, the Group did not have any plan for material investment and capital asset as at 31 March 2021 and 2022.

ESG performance

The Group continually reviews its ESG efforts, corporate governance and risk management practices with an aim to create and deliver sustainable value to all its key stakeholders. The Group is constantly exploring more efficient opportunities to reduce the consumption of resources in order to reduce its impact on the environment.

For more information regarding the Group's ESG performance for the Year, please refer to the Group's forthcoming ESG report, which can be viewed or downloaded from the websites of the Company and the Stock Exchange.

Outlook

Although COVID-19 measures have been easing in the countries where the Group is operating in, the Group remains cautious on the unpredictability impact of the COVID-19 Pandemic and other challenges faced in the food and beverage industry, such as the increasing operating costs.

The Group plans to continue its expansion into local and overseas markets and also to keep a lookout for business opportunities which will strengthen the Group's branding and enhance value to the Shareholders.



Biographies of Directors and Senior Management

EXECUTIVE DIRECTORS

Mr. Daniel Tay, aged 44, is the co-founder of the Group and has been with us since 4 June 2003. He was appointed as a Director on 2 February 2018. On 11 September 2018, Mr. Daniel Tay was re-designated as an executive Director and appointed as the Chairman of the Board. On 1 April 2022, Mr. Daniel Tay ceased to be the Chairman and remained as an executive Director. He is also a member of the Remuneration Committee. Mr. Daniel Tay is a director of Brilliant Stride, a Controlling Shareholder. He is also a director of all of the Company's subsidiaries. Mr. Daniel Tay is responsible for the overall management, financial performance and business development of the Group.

Mr. Daniel Tay obtained a Bachelor of Arts degree in August 2002 and completed a Bachelor of Social Sciences in Economics degree programme in June 2003, both from The National University of Singapore. Upon graduation, Mr. Daniel Tay co-founded the Group with Mr. Melvyn Wong in June 2003 and has been the Group's director for business development.

Save as disclosed herein, Mr. Daniel Tay did not hold in the past three years any directorship in other public listed companies the securities of which are listed on any securities market in Hong Kong or overseas.

Mr. Melvyn Wong (黃志達), aged 43, is the co-founder of the Group and has been with the Group since 4 June 2003. He was appointed as a Director on 2 February 2018. He was re-designated as an executive Director and appointed as the chief executive officer on 11 September 2018. He is also a member of the Remuneration Committee. Mr. Melvyn Wong is a director of Brilliant Stride, a Controlling Shareholder. He is also a director of all of the Company's subsidiaries. Mr. Melvyn Wong is responsible for overseeing the execution of strategic planning and supervising the operations of the Group.

Mr. Melvyn Wong obtained a Bachelor of Engineering (Mechanical Engineering) degree from The National University of Singapore in June 2003. Upon graduation, Mr. Melvyn Wong co-founded the Group with Mr. Daniel Tay in June 2003 and has been the Group's director for operations.

Save as disclosed herein, Mr. Melvyn Wong did not hold in the past three years any directorship in other public listed companies the securities of which are listed on any securities market in Hong Kong or overseas.

INEDS

Mr. Jong Voon Hoo (楊文豪) ("Mr. Jong"), aged 49, was appointed as an INED on 23 September 2019. Mr. Jong is currently a director of Global Invest & Advisory Pte. Ltd., an investment consultancy and advisory firm, since October 2015. Mr. Jong is the chairman of the Nomination Committee, member of the Audit Committee and the Remuneration Committee, providing independent judgement on issues of strategy, policy, accountability and standard of conduct.

Mr. Jong has over 22 years of experience in accounting and auditing. Mr. Jong joined Arthur Andersen LLP in July 1996 as a staff accountant in the assurance & business advisory division. He was promoted to senior in September 1998 and further promoted to manager in September 2001 until he left the firm in June 2002. Mr. Jong served as a manager of Deloitte & Touche LLP and engaged in audit work from November 2002 to June 2004, and subsequently promoted to senior manager in July 2004 until he left the firm in September 2004. He was a chief financial officer of Green Build Technology Limited (formerly known as Youcan Foods International Limited and Youyue International Limited), a company listed on the Singapore Exchange (stock code: Y06), from October 2004 to August 2015.

Mr. Jong obtained a Bachelor of Accountancy degree from the Nanyang Technological University in Singapore in June 1996. He has been a Chartered Accountant of Singapore and a member of the Institute of Singapore Chartered Accountants since September 1999.

Mr. Jong has been an independent non-executive director of SingAsia Holdings Limited (stock code: 8293), a company whose shares are listed on GEM of the Stock Exchange, since June 2016. He has been an independent director of Sheng Siong Group Ltd., a company listed on the Singapore Exchange (stock code: OV8) from June 2011 to December 2021. He has been a lead independent director of Reclaims Global Limited, a company listed on the Singapore Exchange (stock code: NEX), since January 2019. Save as disclosed herein, Mr. Jong did not hold in the past three years any directorships in other public listed companies the securities of which are listed on any securities market in Hong Kong or overseas.



Biographies of Directors and Senior Management

Mr. Koh Boon Chiao (許聞釗) (“Mr. Koh”), aged 42, was appointed as an INED on 23 September 2019. Mr. Koh has also been appointed as the head of legal of Digitrade Fintech Pte. Ltd. commencing since March 2021. He is responsible for providing legal support, as well as promoting, developing and extending the business of such company. Mr. Koh is the chairman of the Remuneration Committee, member of the Audit Committee and the Nomination Committee, providing independent judgement on issues of strategy, policy, accountability and standard of conduct.

Mr. Koh has over 14 years of experience in the legal industry. He started his career with Shook Lin & Bok LLP as an associate from May 2006 to October 2010. He was a partner of Dentons Rodyk & Davidson LLP since October 2010 until he left the firm in July 2016. Mr. Koh joined Parkway Group Healthcare Pte. Ltd. as an assistant vice president of the legal department from July 2016 to February 2018, where he was responsible for reviewing and advising on legal matters of the company. He was head of legal of TenX Pte. Ltd. from April 2018 to February 2019 and was responsible for managing and executing the legal activities, as well as providing strategic advice to the chief executive, board and senior management of the company. Mr. Koh was head of legal from ICHX Tech Pte. Ltd. from March 2019 to August 2020. Mr. Koh was the assistant general counsel of Mindchamps Preschool Limited from August 2020 to March 2021. Mr. Koh has been appointed as an independent non-executive director of Camsing Healthcare Limited, the securities of which is listed on the Singapore Stock Exchange (stock code: BAC) with effect from 29 March 2021. Mr. Koh was appointed as head of legal of EVD Technology Limited in October 2021. Save as disclosed herein, Mr. Koh did not hold in the past three years any directorships in other public listed companies the securities of which are listed on any securities market in Hong Kong or overseas.

Mr. Koh obtained a Bachelor of Laws degree from the National University of Singapore in June 2005. He has been in practice since he qualified as a lawyer in Singapore in May 2006.

Mr. Fok Chee Khuen (霍志權) (“Mr. Fok”), aged 43, was appointed as an INED and the Chairman on 27 August 2021 and 1 April 2022, respectively. Mr. Fok is the co-founder and director of Quality Accountants Pte Ltd and FE Advisory Pte Ltd since August 2017.

Mr. Fok has 21 years of audit, accounting and inspection experience. Mr. Fok joined KPMG Singapore in the assurance unit in August 2002. He left the firm in September 2006 as an audit assistant manager. He joined UBS AG as a business analyst from September 2006 to June 2007. Mr. Fok served as an audit manager in Mazars Moores Rowland LLP and engaged in audits of listed corporations in Singapore and United States from June 2007 to December 2008. He joined Accounting & Corporate Regulatory Authority (ACRA) in December 2008 in the Practice Monitoring Department and left in June 2013 as a senior lead audit inspector. Mr. Fok was an associate director in quality control and audit with Foo Kon Tan LLP from June 2013 to April 2015. He re-joined ACRA in April 2015 and left as the Head of Practice Monitoring Department in August 2017. Save as disclosed herein, Mr. Fok did not hold in the past three years any directorships in other public listed companies the securities of which are listed on any securities market in Hong Kong or overseas.

Mr. Fok obtained a Bachelor of Accountancy Degree (1st Class Honours) from the Nanyang Technological University in Singapore in June 2002. He is a Chartered Accountant of Singapore and a member of the Institute of Singapore Chartered Accountants.

SENIOR MANAGEMENT

Our senior management consists of all of the executive Directors. For the biographical details of our executive Directors who are our senior management, please refer to the paragraph headed “Executive Directors” in this section.

COMPANY SECRETARY

Ms. Tung Wing Yee Winnie (董穎怡) is a senior corporate secretarial manager of Boardroom Corporate Services (HK) Limited. Ms. Tung has extensive experience in the corporate secretarial field, audit and assurance, financial management and corporate finance, gained from her working experience with an international accounting firm and certain listed companies in Hong Kong. She is a fellow member of The Hong Kong Institute of Certified Public Accountants and a Certified Practising Accountant of the CPA Australia. Ms. Tung obtained a master’s degree in business administration from the University of Western Sydney, Australia in 2002 and a bachelor’s degree in commerce from the University of Canberra, Australia in 1994.



Corporate Governance Report

CORPORATE GOVERNANCE PRACTICES

The Company is committed to achieving and maintaining a high standard of corporate governance that properly protects and promotes the interest of its Shareholders and devotes considerable effort to identifying and formalising good corporate governance practices. The Company has adopted and adhered to the principles in the CG Code. The corporate governance principles of the Company place strong emphasis on an effective board with a high level of integrity, proper internal controls, as well as a high degree of transparency and accountability, which not only maximize the corporate value for the Shareholders but also protect the long-term sustainability of the Group as a whole.

During the Year, the Company has complied with all the code provisions of the CG Code.

The Board periodically reviews and continues to abide by the Company's corporate governance policies to ensure compliance with the code provisions of the CG Code.

DIRECTORS

The Board

The Board, led by the Chairman, is responsible for the leadership and control of the Company and is vested with the overall management of the Group's business. The Board is collectively responsible for promoting the success of the Company, by making decisions objectively, having regard to the best interests of the Company at all times. The Board has delegated the authority and responsibility for the day-to-day management and operation of the Group to the senior management team of the Company. Such responsibilities include implementing the decisions of the Board, directing and co-ordinating day-to-day operations, managing the Group in accordance with the strategies and plans as approved by the Board, as well as supervising and monitoring the control systems. In addition, the Board has established the Board committees and has delegated various responsibilities to these Board committees as set out in their respective terms of reference.

The Board undertakes responsibility for its decision for all major matters of the Company, including the approval and monitoring of all policy matters, overall strategies, internal control and risk management systems, material transactions (in particular those that may involve a conflict of interest), financial information, appointment of Directors and other significant financial and operational matters.

With the assistance of the Company Secretary, the Chairman has sought to ensure that all Directors were properly consulted on all major matters relating to the Company. The Directors are provided with monthly operating information which contains up-to-date performance of the Group and information of the Company. The Directors were sufficiently briefed on issues raised during Board meetings and that all relevant information had been received in a timely manner. To the extent that any of the Directors required independent professional advice, this would be met by the Group, at the Group's expense, upon the Director having made a reasonable request to the Board.



Corporate Governance Report

Board Meetings and General Meeting

During the Year, four Board meetings and an AGM were held. The attendance record of each Director is set out below:

Name of Directors	Number of Board meeting(s) attended	Number of AGM attended/ eligible to attend
<i>Executive Directors:</i>		
Mr. Daniel Tay (<i>Chairman</i>)	4/4	1/1
Mr. Melvyn Wong (<i>Chief Executive Officer</i>)	4/4	1/1
<i>INEDs:</i>		
Mr. Koh Boon Chiao	4/4	1/1
Mr. Jong Voon Hoo	4/4	1/1
Mr. Lim Wee Pin (<i>resigned with effect from 27 August 2021</i>)	1/1	0/1
Mr. Fok Chee Khuen (<i>appointed with effect from 27 August 2021</i>)	3/3	0/0

Board Composition

As at 31 March 2022, the Board comprised five Directors, including two executive Directors and three INEDs as below:

Name of Directors	Membership of Board Committee(s)
<i>Executive Directors:</i>	
Mr. Daniel Tay (<i>Chairman</i>)	Member of the Remuneration Committee
Mr. Melvyn Wong (<i>Chief Executive Officer</i>)	Member of the Remuneration Committee
<i>INEDs:</i>	
Mr. Koh Boon Chiao	Chairman of the Remuneration Committee
	Member of the Audit Committee
	Member of the Nomination Committee
Mr. Jong Voon Hoo	Chairman of the Nomination Committee
	Member of the Audit Committee
	Member of the Remuneration Committee
Mr. Fok Chee Khuen	Chairman of the Audit Committee
	Member of the Remuneration Committee
	Member of the Nomination Committee



Corporate Governance Report

The Board has maintained the necessary balance of skills and experience appropriate for the business requirements and objectives of the Group and for the exercise of independent judgement. During the Year, the Company had three INEDs and the number of INEDs met the requirements at least one-third of the Board under Rules 3.10(1) and 3.10A of the Listing Rules. In addition, pursuant to Rule 3.10(2) of the Listing Rules, the Board ensured that at least one of the INEDs possess appropriate professional qualifications, or accounting or related financial management expertise. Mr. Jong Voon Hoo and Mr. Fok Chee Khuen are fellow members of the Institute of Singapore Chartered Accountants, while Mr. Koh Boon Chiao is a qualified lawyer in Singapore.

The Company has received a confirmation in writing from each of the INEDs of their independence pursuant to Rule 3.13 of the Listing Rules. The Board is not aware of any circumstance which would affect the independence and exercise of impartial judgment from the INEDs. As such, the Board notes that all the INEDs are independent.

In compliance with the Listing Rules, the Directors believe that there are no family, financial or business relationship that requires to be disclosed.

CHAIRMAN AND CHIEF EXECUTIVE

Code provision A.2.1 (which has been renumbered as code provision C.2.1 of the CG Code since 1 January 2022) of the CG Code stipulates that the roles of chairman and chief executive should be separate and should not be performed by the same individual. During the Year, Mr. Daniel Tay acted as the Chairman and Mr. Melvyn Wong acted as the chief executive officer of the Company. The roles of the Chairman and the chief executive officer have been separated and assumed by different individuals to ensure a balance of power and authority so that power is not concentrated in any member of the Board.

Directors' Liabilities Insurance

During the Year, an appropriate and adequate directors' and officers' liability insurance is in place to protect the Directors from legal action arising from the performance of their duties as a Director. Such insurance coverage will be reviewed and renewed on an annual basis. No claims under the insurance policy have been made during the Year.

Appointment and Re-Election of Directors

In compliance with the Listing Rules, and in accordance with the Articles of Association, (i) all Directors should be subject to retirement by rotation at least once every three years and are eligible for re-election, and (ii) any Director appointed by the Board to fill a casual vacancy shall hold office until the first general meeting of the Company after his/her appointment and be subject to re-election at such meeting and any Director appointed by the Board or as an addition to the existing Board shall hold office only until the next following AGM and shall be subject to re-election at such meeting.

Continuous Professional Development

On the first occasion of each Director's appointment, the Company will arrange a comprehensive, formal and detailed introduction to each Director to ensure that he has a proper understanding of the Company's operations and business and is fully aware of the Director's responsibilities under statutory and common law, the Listing Rules, other legal and regulatory requirements and the Company's business and governance policies.

During the Year, all Directors have participated in continuous professional development to develop, refresh and update their knowledge and skills. All Directors are also encouraged to attend relevant training courses at the Company's expense and they have been requested to provide the Company with their training records.



Corporate Governance Report

A summary of the training received by the Directors for the Year is set out below:

Name of Directors	Type of trainings
<i>Executive Directors:</i>	
Mr. Daniel Tay (<i>Chairman</i>)	A & B
Mr. Melvyn Wong (<i>Chief Executive Officer</i>)	A & B
<i>INEDs:</i>	
Mr. Koh Boon Chiao	A & B
Mr. Jong Voon Hoo	A & B
Mr. Fok Chee Khuen	A & B

A: attending in-house training/external seminars/briefings/conference/forums and workshops

B: reading newspapers, journals and updates relating to the economy, general business, corporate governance and directors' duties and responsibilities

Directors' Securities Transactions

The Company has adopted the Model Code as its own code of conduct governing the Directors' securities transactions in the Shares.

Following the specific enquiries made to them by the Company, all Directors confirmed that they had complied with the Model Code for the Year.

BOARD COMMITTEES

The Board has established the Nomination Committee, Remuneration Committee and Audit Committee to oversee particular aspects of the Company's affairs. Each of these committees has specific written terms of reference setting out its duties and authority and is available on the respective websites of the Company and the Stock Exchange. The committees have sufficient resources to execute their requisite duties and enjoy the support of management. To the extent that any independent professional advice is required, the committees have access as necessary at the Group's expense.

Nomination Committee

The primary duties of the Nomination Committee are (a) reviewing the structure, size and composition of the Board; (b) assessing the independence of INEDs; (c) identifying suitably qualified candidates to become members of the Board and giving adequate consideration to the Board Diversity Policy; (d) making recommendations to the Board on any proposed changes to the Board or selection of individuals nominated for directorships, or on the appointment or re-appointment of Directors; and (e) making disclosure on the Board Diversity Policy in the Company's annual report and considering other topics, as defined by the Board. The current members of the Nomination Committee are Mr. Jong Voon Hoo, Mr. Koh Boon Chiao and Mr. Fok Chee Khuen, all being INEDs. Mr. Jong Voon Hoo is the chairman of the Nomination Committee.

The Board adopts a board diversity policy which recognises and embraces the benefits of diversity in the composition of the Board (the "Board Diversity Policy"). The Board Diversity Policy requires that all Board appointments and selection of candidates shall be based on merits and a range of diversity factors. The Company believes that a diversity of perspectives can be achieved through a number of factors, including but not limited to knowledge, gender, age, skills, functional expertise, cultural and educational background as well as professional experience and qualifications. In reviewing the Board Diversity Policy, the Company will also take into account of factors based on its own business model and specific needs from time to time as well as the merits and contributions that the selected candidates will bring to the Board.



Corporate Governance Report

After considering the nature of the food and catering industry and the characteristics of the Group's business model, the Nomination Committee has opined that the current composition of the Board maintains an appropriate range and reflects the balance of skills, educational background, experience and diversity of perspectives desirable for the effective management of the Company.

The Directors recognise the importance of incorporating elements of good corporate governance in the management structures, internal control and risk management procedures of the Group so as to achieve effective accountability.

The Nomination Committee will continue to review the Board Diversity Policy from time to time to ensure its continued effectiveness.

Nomination Policy

The Nomination Committee will recommend to the Board for the selection, appointment and re-appointment of a Director including an INED in accordance with the following procedures and process:

- i The Nomination Committee will, giving due consideration to the current composition and size of the Board, develop a list of desirable skills, perspectives and experience at the outset to focus the search effort;
- ii The Nomination Committee may consult any source it considers appropriate in identifying or selecting suitable candidates, such as referrals from existing Directors, advertising, recommendations from a third party agency firm and proposals from the Shareholders with due consideration given to the criteria which include, but are not limited to:
 - (a) Diversity in the aspects of, amongst others, gender, age, cultural and educational background, professional experience, skills, knowledge and length of service;
 - (b) Commitment for responsibilities of the Board in respect of available time and relevant interest (details of the Board Diversity Policy are set out above);
 - (c) Qualifications, both academic and professional, including accomplishment and experience in the relevant industries in which the business(es) of the Company and its subsidiaries is/are involved;
 - (d) Independence (for INEDs);
 - (e) Reputation for integrity;
 - (f) Potential contributions that the individual can bring to the Board; and
 - (g) Plan(s) in place for the orderly succession of the Board.
- iii The Nomination Committee may adopt any process it considers appropriate in evaluating the suitability of the candidates, such as interviews, background checks, presentations and third party reference checks;
- iv The Nomination Committee will consider a broad range of candidates who are in and outside of the Board's circle of contacts;
- v Promptly after considering a candidate's suitability for the directorship, the Nomination Committee will hold a meeting and/or by way of written resolutions to, if thought fit, approve the recommendation to the Board for appointment;
- vi The Nomination Committee will provide the relevant information of the selected candidate to the Remuneration Committee for consideration of the remuneration package of such selected candidate;
- vii The Nomination Committee will thereafter make the recommendation to the Board in relation to the proposed appointment, and where a non-executive Director is considered, the Remuneration Committee will make the recommendation to the Board on the policy and structure for the remuneration;



Corporate Governance Report

- viii The Board may arrange for the selected candidate to be interviewed by the members of the Board, who are not members of the Nomination Committee and the Board will thereafter deliberate and decide the appointment as the case may be; and
- ix All appointment of Directors will be confirmed by the filing of the consent to act as Director of the relevant Director (or any other similar filings requiring the relevant Director to acknowledge or accept the appointment as Director, as the case may be) to be filed with the relevant regulatory authorities, if required.

During the Year, the Nomination Committee held two meetings. All members, namely, Mr. Jong Voon Hoo (Chairman), Mr. Koh Boon Chiao and Mr. Fok Chee Khuen attended the meeting held during their tenure of office.

The work performed by the Nomination Committee is summarised as follows:

1. reviewed the structure, size and diversity of the Board;
2. reviewed the independence of the INEDs; and
3. recommended to the Board the re-election of retiring Directors and appointment of new INED at the AGM held on 27 August 2021.

Remuneration Committee

The primary duties of the Remuneration Committee include (a) evaluating the performance and making recommendations to the Board on the Company's policies and structure for the remuneration of all of the Directors and senior management of the Company; (b) establishing a formal and transparent procedure for developing a policy on remuneration; (c) determining specific remuneration packages for all Directors and senior management in the manner specified in its terms of reference; and (d) reviewing and approving performance-based remuneration by reference to corporate goals and objectives resolved by the Directors from time to time. The current members of the Remuneration Committee are Mr. Koh Boon Chiao, Mr. Jong Voon Hoo, and Mr. Fok Chee Khuen, all being INEDs, and Mr. Daniel Tay and Mr. Melvyn Wong, both being executive Directors. Mr. Koh Boon Chiao is the chairman of the Remuneration Committee.

During the Year, two Remuneration Committee meetings were held. All members, namely Mr. Koh Boon Chiao (Chairman), Mr. Jong Voon Hoo, Mr. Fok Chee Khuen, Mr. Daniel Tay and Mr. Melvyn Wong attended the meeting held during their tenure of office.

The work performed by the Remuneration Committee is summarised as follows:

1. evaluated the performance of all Directors;
2. recommended to the Board the remuneration of the new INED appointed at the AGM held on 27 August 2021; and
3. made recommendations to the Board on the remuneration packages of the Directors.

Audit Committee

The primary duties of the Audit Committee are to make recommendations to the Board on the appointment, re-appointment and removal of the external auditor, review the Company's financial information and significant financial reporting judgment in respect of financial reporting and oversee the financial reporting system, risk management and internal control procedures of the Company. The current members of the Audit Committee are Mr. Fok Chee Khuen, Mr. Jong Voon Hoo and Mr. Koh Boon Chiao, all being INEDs. Mr. Fok Chee Khuen is the chairman of the Audit Committee. This Annual Report has been reviewed by the Audit Committee.

During the Year, the Audit Committee held four meetings. All members, namely Mr. Fok Chee Khuen (Chairman), Mr. Lim Wee Pin (a former INED and Chairman of the Audit Committee), Mr. Jong Voon Hoo and Mr. Koh Boon Chiao attended the meetings held during their tenure of office.



Corporate Governance Report

Name of Directors	Number of Audit Committee meeting(s) attended
Mr. Koh Boon Chiao	4/4
Mr. Jong Voon Hoo	4/4
Mr. Lim Wee Pin (<i>resigned with effect from 27 August 2021</i>)	1/1
Mr. Fok Chee Khuen (<i>appointed with effect from 27 August 2021</i>)	3/3

The work performed by the Audit Committee is summarised as below:

1. reviewed the 2021 Annual Report and interim report for the six months ended 30 September 2021, consolidated financial statements and the related results announcements, documents and other matters or issues raised by external auditor;
2. reviewed the findings from external auditor;
3. reviewed the independence and the appointment of an external auditor;
4. reviewed the internal audit plans, the internal controls, the development in accounting standards and its effects on the Group, financial reporting and risk management matters;
5. reviewed the adequacy of resources, staff qualifications, training programmes and budget of the Company, and training programmes of the Company, the Groups' accounting and financial reporting functions;
6. reviewed the Group's financial and accounting policies and practices;
7. approved the current external audit plan, and reviewed and monitored the level of financial control as well as the effectiveness of the Group's risk management and internal control systems; and
8. reviewed the appointment of an internal auditor of the Group.

Corporate Governance Function

The Board is responsible for ensuring that the Company maintains and implements comprehensive corporate governance practices and procedures. During the Year, the Board:

- (1) reviewed the corporate governance policies and practices of the Company as well as made relevant recommendations;
- (2) reviewed and monitored the training and continuous professional development of the Directors and senior management of the Group;
- (3) reviewed and monitored the policies and practices of the Company to ensure compliance with relevant legal and regulatory requirements;
- (4) reviewed compliance with the CG Code and made necessary disclosure in the 2022 Annual Report; and
- (5) reviewed and approved the ESG report for the Year 2021.

Whistleblowing system

There is a whistleblowing system applicable to all stakeholders, including employees, Shareholders, customers and suppliers. The system allows stakeholders to raise concerns, in confidence, with the Audit Committee about possible improprieties in any matter related to the Company.



Corporate Governance Report

REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

The particulars of the Directors' remuneration for the Year are set out in note 10 to the consolidated financial statements.

Pursuant to code provision B.1.5 (which has been renumbered as code provision E.1.5 of the CG Code since 1 January 2022) of the CG Code, the remuneration for the Year of the members of the senior management which are the executive Directors whose particulars are contained in the section headed "Biographies of Directors and Senior Management" in this Annual Report by band is set out below:

Band of Remuneration (HK\$)	Number of individual(s)
Nil to HK\$1,000,000 (equivalent from S\$nil to S\$172,900)	0
HK\$1,000,000 to HK\$6,000,000 (equivalent from S\$172,900 to S\$1,037,400)	0
HK\$6,000,000 to HK\$11,000,000 (equivalent from S\$1,037,400 to S\$1,901,900)	2

ACCOUNTABILITY AND AUDIT

All Directors acknowledge their responsibilities in publishing annual and interim reports with a clear and an accurate assessment of the results and operations of the Group, as well as price-sensitive or inside information and relevant disclosures by way of announcements as required under the Listing Rules. The Directors also acknowledge their responsibilities for the preparation of the Group's financial statements and confirm the true and fair depiction of the Group's state of affairs therein. The Independent Auditor's statement regarding its reporting responsibilities in respect of the consolidated financial statements of the Group is set out in the independent auditor's report on pages 32 to 34 of the 2022 Annual Report. The Directors, having made the relevant enquiries, confirm that there are no material uncertainties relating to events which may affect the Company's ability to continue as a going concern.

INDEPENDENT AUDITOR'S REMUNERATION

For the Year, Mazars LLP was engaged as the Group's independent auditor and the fees paid or payable to the Independent Auditor are set out as follows:

	Fees paid/payable S\$'000
Audit service — Annual audit	120

RISK MANAGEMENT AND INTERNAL CONTROL

The Board acknowledges its responsibility for overseeing the Group's risk management and internal control systems and reviewing their effectiveness at least annually. The Audit Committee assists the Board in fulfilling its oversight and corporate governance roles in the Group's financial, operational, compliance, risk management and internal control system. An external consultant was engaged to review the group's risk management and internal control systems during the Year.

The outsourced consultant is an independent service provider that reports directly to the Audit Committee. It provides independent, objective, assurance and consulting services on risk management and internal control. The Company does not have an internal audit department. The internal audit function is provided by the outsourced consultant who has unrestricted access to information that allows it to review all aspects of the Company's risk management, control and governance processes. On a regular basis, it conducts audits on financial, operational and compliance controls, and the risk management functions of the Group. The outsourced internal audit team produces an annual internal audit plan for the Audit Committee's approval. The audit plan is prepared based on the risk assessment to ensure that business activities with higher risks are covered. The plan is executed by the outsourced internal audit team, and the outsourced internal audit team reports directly to the Audit Committee.



Corporate Governance Report

The Audit Committee reviewed the internal control review report issued by the outsourced consultant and the Company's risk management and internal control systems in respect of the Year and considered that they are effective and adequate. The Board assessed the effectiveness of internal control systems by considering the internal control review report and reviews performed by the Audit Committee and concurred the same.

The Group has yet to establish its internal audit function during the Year as required under code provision C.2.5 (which has been renumbered as code provision D.2.5 of the CG Code since 1 January 2022) of the CG Code. The Audit Committee and the Board, have considered the internal control review report prepared by the outsourced consultant and communications with the Company's external auditor in respect of any material control deficiencies identified during the course of the financial statements audit to form the basis to review the adequacy and effectiveness of the Group's risk management and internal control systems. The Audit Committee and the Board will continue to review the need for an internal audit function on an annual basis.

INSIDE INFORMATION

Policies, procedures and controls for handling and dissemination of inside information has been set out internally to enhance information management of the Group and to ensure the authenticity, accuracy, completeness and timeliness of information disclosed to the public while protecting the legitimate rights and interests of the Company and its Shareholders, creditors and other stakeholders as a whole.

DISSEMINATION OF INSIDE INFORMATION

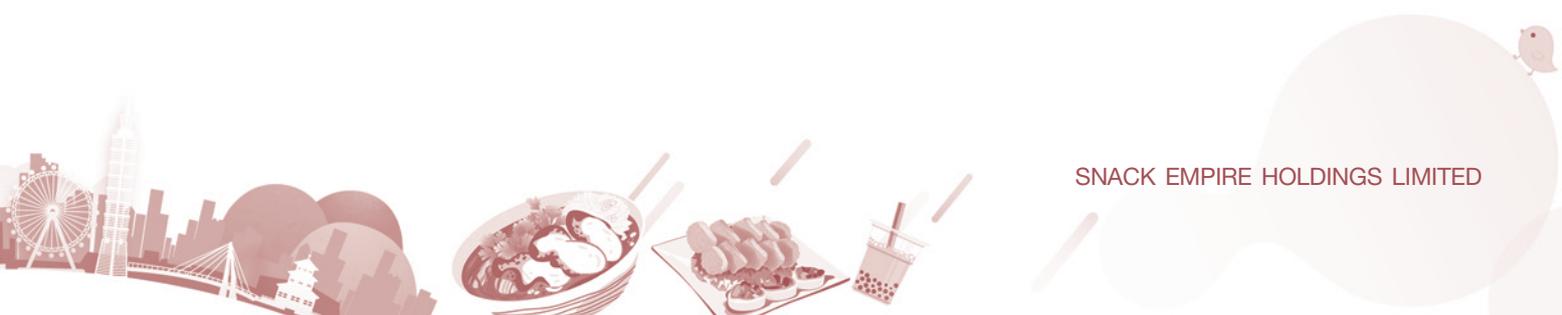
With respect to the procedures and internal controls for the handling and dissemination of price-sensitive information, the Company acknowledges its responsibilities under Part XIVA of the SFO and the Listing Rules and the overriding principle that inside information should be announced promptly. The Company has established a policy for the disclosure of inside information (the "Inside Information Disclosure Policy") with close regard to the "Guidelines on Disclosure of Inside Information" issued by the Securities and Futures Commission in Hong Kong.

The Inside Information Disclosure Policy includes, among other things:

- (a) only designated persons are authorised to communicate the Company's corporate matters with investors, analysts, the media or other members of the investment community;
- (b) Directors or senior management shall report to the chief executive officer any potential/suspected inside information as soon as practicable so that he can consult (if appropriate) the Board thereafter for determining the nature of developments and, if required, making appropriate disclosure;
- (c) disclosure of inside information must be made in a manner that can provide for equal, timely and effective access by the public to the disclosed inside information; and
- (d) inside information must be kept strictly confidential until a public announcement is made and shall be disseminated in accordance with the requirements of the Listing Rules before it is released via other means.

DELEGATION BY THE BOARD

In general, the Board oversees the Company's strategic development and determines the objectives, strategies and policies of the Group. The Board also monitors and controls operating and financial performance and sets appropriate policies for risk management in pursuit of the Group's strategic objectives. The Board delegates the implementation of strategies and day-to-day operation of the Group to the management.



Corporate Governance Report

COMPANY SECRETARY

Ms. Tung Wing Yee Winnie was appointed as the Company Secretary on 30 November 2020 and since then, has been providing certain corporate secretarial services to the Company pursuant to an engagement letter entered into between the Company and Boardroom Corporate Services (HK) Limited. The primary person at the Company with whom Ms. Tung contacted during the Year was Ms. Goh Mei Xian, the Group's financial controller, in respect of company secretarial matters.

Ms. Tung has taken no less than 15 hours of relevant professional training during the Year pursuant to Rule 3.29 of the Listing Rules.

COMMUNICATION WITH SHAREHOLDERS

Effective Communication

The Board believes the importance of maintaining transparent, timely and effective communication with the Shareholders and investors of the Company. The Board also believes that effective communication with the Company's investors is critical in establishing investor confidence and attracting new investors. Therefore, the Group is committed to maintaining a high degree of transparency to ensure that the Shareholders and investors of the Company will receive accurate, clear, comprehensive and timely information through annual reports, interim reports, announcements, circulars, AGMs and EGMs. The Company also publishes all corporate communications on its website.

SHAREHOLDERS' RIGHTS

1. Procedures for Shareholders to Convene an EGM

Pursuant to article 58 of the Articles of Association, EGMs shall be convened on the requisition of one or more Shareholders holding, at the date of deposit of the requisition, not less than one-tenth of the paid up capital of the Company carrying the right of voting at general meetings of the Company. Such requisition shall be made in writing to the Board or the Company Secretary for the purpose of requiring an EGM to be called by the Board for the transaction of any business specified in such requisition. Such meeting shall be held within two months after the deposit of such requisition. If within 21 days of such deposit, the Board fails to proceed to convene such meeting, the requisitionist(s) himself/herself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

Any requisition to convene an EGM should be lodged to the Company's principal place of business in Hong Kong at 57th Floor, The Center, 99 Queen's Road Central, Hong Kong marked for the attention of the Company Secretary.



Corporate Governance Report

2. Procedures for Making Enquiries

Shareholders may direct their queries regarding their shareholdings, share transfer/registration, payment of dividend and change of correspondence address to the Company's branch share registrar in Hong Kong, Boardroom Share Registrars (HK) Limited:

Address: 2103B, 21st Floor, 148 Electric Road, North Point, Hong Kong
 Email: ir@snackemp.com
 Tel: (852) 2153 1688
 Fax: (852) 3020 5058

Shareholders may make enquiries in respect of the Company at the following correspondence address, email address and fax number of the Company for the attention of the Company Secretary:

Address: 57th Floor, The Center, 99 Queen's Road Central, Hong Kong
 Email: ir@snackemp.com
 Fax: (852) 2598 7500

3. Procedures for Putting Forward Proposals at Shareholders' Meetings

- (i) Proposal for election of a person other than a Director as a Director: Pursuant to article 85 of the Articles of Association, a Shareholder who wishes to propose a person other than a retiring Director for election to the office of Director at any general meeting should lodge (i) a notice in writing by him/her/it (other than the person to be proposed) of his/her/its intention to propose that person for election as a Director; and (ii) a notice in writing by that person of his/her willingness to be elected, at either (a) the principal place of business of the Company in Hong Kong at 57th Floor, The Center, 99 Queen's Road Central, Hong Kong, or (b) the Company's branch share registrar and transfer office in Hong Kong at 2103B, 21st Floor, 148 Electric Road, North Point, Hong Kong. The period for lodgement of the notices mentioned above will commence no earlier than the day after the despatch of the notice of the general meeting appointed for such election and end no later than seven days prior to the date of such general meeting and the minimum length of the period during which such notices to the Company may be given will be at least seven days.
- (ii) Other proposals: If a Shareholder wishes to make other proposals (the "Proposal(s)") at a general meeting, he/she/it may lodge a written request, duly signed, at the principal place of business of the Company in Hong Kong at 57th Floor, The Center, 99 Queen's Road Central, Hong Kong marked for the attention of the Company Secretary.

The identity of the Shareholder and his/her/its request will be verified with the Company's branch share registrar and transfer office in Hong Kong and upon confirmation by the branch share registrar that the request is proper and in order, and is made by a Shareholder, the Board will in its sole discretion decide whether the Proposal(s) may be included in the agenda for the general meeting to be set out in the notice of meeting.

The notice period to be given to all the Shareholders for consideration of the Proposal(s) made by the Shareholders concerned at the general meeting varies according to the nature of the Proposal as follows:

- (1) Notice of not less than 21 clear days and not less than 20 clear business days in writing if the Proposal(s) require(s) approval in an AGM.
- (2) Notice of not less than 14 clear days and not less than 10 clear business days in writing if the Proposal(s) require(s) approval by way of an ordinary resolution in an EGM.



Corporate Governance Report

DIVIDEND POLICY

The Company has adopted a dividend policy, pursuant to which the Company may declare and distribute dividends to the Shareholders.

The payment and the amount of any dividends will be at the discretion of the Directors, taking into account, inter alia, the following factors when deciding whether to propose a dividend and in determining the dividend amount: (i) operating and financial results; (ii) cash flow situation; (iii) business conditions and strategies; (iv) future operations and earnings; (v) taxation consideration; (vi) interim dividend paid, if any; (vii) capital requirement and expenditure plans; (viii) interests of shareholders; (ix) statutory and regulatory restrictions; (x) any restrictions on payment of dividends; and (xi) any other factors that our Board may consider relevant. It is also subject to the approval of the Shareholders, the Companies Act, the Articles of Association as well as any applicable laws.

Subject to the factors described above, the Board may recommend at the AGM that dividends of not less than 40% of the net profit for each financial year be recommended for payment as dividend. Unless the Board determines otherwise, cash dividends on the shares of the Company, if any, will be paid in Hong Kong dollars. Other distributions, if any, will be paid to the Shareholders by any means which the Directors consider legal, fair and practicable.

The dividend policy will be reviewed from time to time and there is no assurance that a dividend will be proposed or declared in any specific periods.

CONSTITUTIONAL DOCUMENTS

During the Year, there was no change in the Memorandum of Association and the Articles of Association. The Memorandum of Association and the Articles of Association is available on the respective websites of the Company and the Stock Exchange.



Directors' Report

The Directors present this report together with the audited financial statements of the Group for the Year.

FAIR REVIEW OF BUSINESS

A fair review of the business of the Group together with a discussion and analysis of the Group's performance during the Year using financial key performance indicators, the material factors underlying its financial performance as well as the Group's future business development are set forth in the "Message to Shareholders" and the "Management Discussion and Analysis" sections of this Annual Report. The information relating to the Group's food quality and safety, customers, suppliers, employees, community involvement and environmental protection will be set out in the ESG report which will be available on the websites of the Company and the Stock Exchange in due course in the manner required by the Listing Rules.

PRINCIPAL RISKS AND UNCERTAINTIES

The Directors are aware that the Group's financial condition, results of operation, businesses and prospects may be affected by a number of risks and uncertainties.

The followings are the principal risks and uncertainties faced by the Group, which may materially adversely affect our business, financial condition or results of operations:

Our reliance on the market recognition of our Shihlin Taiwan Street Snacks® brand

We believe that our success substantially depends on the market recognition of our Shihlin Taiwan Street Snacks® brand and our continued success will depend in large part on our ability to protect and enhance its value. Any incident that erodes consumer trust in or affinity for our brand could significantly reduce its value. As we continue to grow in size, expand our range of Snacks and Beverages products and extend our geographic reach, maintaining quality and consistency may become more difficult and we cannot assure you that customer confidence in our brand will not diminish. If consumers perceive or experience a reduction in food quality or value-for-money, or believe in any way that we are failing to deliver a consistently positive experience, the value of our brand could suffer, which could have a material adverse effect on our business.

It is common in the fast food industry that food critics analyse food and services and then publish their commentary experience. We are usually not informed before such food critics visit and we have no control on what is written by these food critics. If food critics publish negative comments or reviews about their experience with us, this may adversely affect our business. Any complaints and negative publicity, regardless of their validity, may adversely affect our reputation. If there is any negative publicity or review associated with our Shihlin Outlets or Shihlin Restaurants and our brand reputation is negatively affected, the results of our Group's business operations could be adversely affected.

Our reliance on the franchise/licence model for, among others, expansion outside of Singapore and West Malaysia and a substantial portion of our revenue

A substantial portion of our revenue are derived from our franchise/licence model, including revenue from sales of goods comprising mainly beverages, food products and packaging material to the Franchisees and Licencee, franchise fees and licence fees and advertising and promotion fees from franchisees. In addition, as we do not have any presence of business operations outside Singapore and West Malaysia, we rely on the franchise/licence model for expansion of our international presence.

The occurrence of any of the following events, among others, could cause fluctuations or declines in our revenue and could have an adverse effect on our financial condition and results of operations: (i) any delays or cancellation of material sale orders from any of our Franchisees or Licencee; (ii) any material decrease in sales at our Non-self-operated Outlets or Restaurants; (iii) failure to renew any franchise agreements, the Indonesia Master Licence agreement and/or any of the sub-licence agreements in Indonesia; and (iv) termination of any of the material franchise agreement, or our Northern California Master Franchise or Indonesia Master Licence.



Directors' Report

There is no assurance that we will be able to maintain our relationships with our Master Franchisee or Licencee customers. In the event of any disagreements with any of these Master Franchisees/Licencee, or if any of these Master Franchisees/Licencee discontinues or terminates the existing arrangements with our Group and we fail to find a replacement on similar terms or at all, our revenue will decrease and our overall financial performance may be adversely affected. There is no assurance that we are able to maintain and sustain our franchise/licence model and operations, which are not within our control. Any material disruptions may adversely affect our revenue materially and substantially.

Our reliance on landlords as we lease all premises for our Self-operated Outlets and Restaurants in Singapore and West Malaysia

We lease all the properties for our Self-operated Outlets and Restaurants. Accordingly, rental costs including depreciation from right-of-use assets account for a significant portion of our operating expenses.

Lease agreements for our Self-operated Outlets and Restaurants typically have an initial term ranging from two to three years. Some of our lease agreements provide that the rent will increase within the initial term or after the initial term at a fixed rate or at the then prevailing market rate. If we fail to renew any of our existing leases, we will have to identify alternative premises. Our business operations may be interrupted as a result of the relocation and we may incur additional costs and expenses in connection with the restoration and/or relocation.

Further, if a lease agreement is renewed at a rate substantially higher than the existing rate or any existing favourable terms granted by the landlord, if any, is not extended, we must evaluate whether renewal on such modified terms is in our interest. If we are unable to renew leases for our Self-operated Outlet or Restaurant premises, we will have to close or relocate the relevant Self-operated Outlet or Restaurant, which would lead to loss of sales during the period of closure and write-off of fixed assets and could subject us to installation and renovation and other costs and risks. In addition, the revenue and any profit generated at a relocated Self-operated Outlet or Restaurant may be less than the revenue and profit previously generated at the closed Self-operated outlet or restaurant. Therefore, any inability to renew existing leases on commercially acceptable terms could adversely affect our business, results of operations and financial condition. We also compete with other food and beverage companies for prime locations in a highly competitive market for premises. There is no assurance that we will be able to enter into new lease agreements for attractive locations or renew existing lease agreements on commercially reasonable terms, if at all. Therefore, any inability to obtain leases for desirable Self-operated Outlets and Restaurants locations on commercially reasonable terms could adversely affect our business, results of operations and financial condition.

PRINCIPAL ACTIVITIES

The Company is an investment holding company. Its subsidiaries are principally engaged in wholesale and retail of food and beverages. Details of the principal activities of the Company's major subsidiaries are set out in note 1 to the consolidated financial statements.

The Listing and the dealing in the Shares on the Main Board of the Stock Exchange commenced on 23 October 2019.

COMPLIANCE WITH THE RELEVANT LAWS AND REGULATIONS

The Group's principal business activities are located in Singapore and West Malaysia, and are subject to applicable laws, regulations and government authorities in Singapore and Malaysia. These laws and regulations require the Group to possess various licences or approvals. Pursuant to the franchise agreements and the Master Franchisees and Licensee Agreement, Franchisees and Licensee are responsible for their own compliance with all necessary laws and regulations in the relevant jurisdictions where they operate the Non-self-operated Outlets and Restaurants, which include licensing requirements.

As far as the Board is aware, the Group has complied with the relevant laws and regulations that may cause a significant impact on the business and operation of the Group in the event of a material breach or non-compliance.



Directors' Report**RELATIONSHIP WITH SUPPLIERS, CUSTOMERS AND OTHER STAKEHOLDERS**

The Group understands the importance of maintaining a good relationship with its suppliers, customers and other stakeholders in order to meet its immediate and long-term goals. During the Year, there was no material or significant dispute between the Group and its suppliers, customers and other stakeholders.

FINANCIAL RESULTS

The results of the Group for the Year are set out in the consolidated statement of profit or loss and other comprehensive income on page 35 of this Annual Report. The state of affairs of the Group as at 31 March 2022 is set out in the consolidated statement of financial position on pages 36 to 37 of this Annual Report. Please also refer to the accompanying notes to the consolidated financial statements.

CASH FLOW POSITION

The cash flow position of the Group for the Year is set out and analysed in the consolidated statement of cash flows on pages 39 to 40 of this Annual Report.

DIVIDENDS

The Board has resolved not to recommend the payment of any final dividend for the Year.

CLOSURE OF REGISTER OF MEMBERS

The Register of Members will be closed from Wednesday, 24 August 2022 to Monday, 29 August 2022 (both days inclusive), during which period no transfer of Shares will be registered, for ascertaining Shareholders' entitlement to attend and vote at the 2022 AGM which will be held on Monday, 29 August 2022. In order to qualify for attending and voting at the 2022 AGM, non-registered Shareholders must lodge all duly completed transfer forms accompanied by the relevant share certificates with the Company's Hong Kong branch share registrar, Boardroom Share Registrars (HK) Limited for registration no later than 4:30 p.m. on Tuesday, 23 August 2022. The address of the Boardroom Share Registrars (HK) Limited is 2103B, 21st Floor, 148 Electric Road, North Point, Hong Kong.

FIVE-YEAR FINANCIAL SUMMARY

A summary of the results, assets and liabilities of the Group for the past five financial years is set out on page 85 of this Annual Report.

DISTRIBUTABLE RESERVES

As at 31 March 2022, the Company had no distributable reserve.

RESERVES

Movements in the reserves of the Group during the Year are set out in the consolidated statement of changes in equity on page 38 of this Annual Report.

PROPERTY, PLANT AND EQUIPMENT

The movements of property, plant and equipment of the Group for the Year are set out in note 14 to the consolidated financial statements.

SHARE CAPITAL

Details of the Company's share capital as at 31 March 2022 are set out in note 18 to the consolidated financial statements.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

The Company has not redeemed its Shares, nor has the Company or any of its subsidiaries purchased or sold any of such Shares during the Year.



Directors' Report

SHARE OPTION SCHEME

Pursuant to the written resolution of the sole Shareholder passed on 23 September 2019, the Company adopted the Share Option Scheme conditional upon the Listing. The Share Option Scheme became effective on the Listing Date. As no share option has been granted by the Company under the Share Option Scheme since the Listing Date, there was no share option outstanding as at 31 March 2022 and no option was exercised or cancelled or lapsed during the Year.

The principal terms of the Share Option Scheme are set out as follows:

(a) Purpose of the Share Option Scheme

The purpose of this Share Option Scheme is to enable the Board to grant options to Eligible Persons (as defined below) as incentives or rewards for their contribution or potential contribution to the Group and to recruit and retain high calibre Eligible Persons and attract human resources that are valuable to the Group.

(b) Eligible Persons

The Directors may, at their absolute discretion and subject to such terms, conditions, restrictions or limitations as they may think fit, offer to grant option to any employee or proposed employee (whether full-time or part-time, including any director) of any member of the Group or invested entity; and any supplier of goods or services, any customer, any person or entity that provides research, development or other technological support, any shareholder or other participants who contributes to the development and growth of the Group or any invested entity.

(c) Maximum number of Shares

The total number of Shares in respect of which options may be granted under the Share Option Scheme and any other share option schemes of the Company shall not in aggregate exceed 80,000,000 Shares, being 10% of the total number of Shares in issue as at the date of this Annual Report.

(d) Maximum entitlement of each Eligible Person

Unless approved by the Shareholders in general meeting and subject to the following paragraph, no option shall be granted to any Eligible Person if any further grant of options would result in the Shares issued and to be issued upon exercise of all options granted and to be granted to such person (including exercised, cancelled and outstanding options) in the 12-month period up to and including such further grant would exceed 1% of the total number of Shares in issue from time to time.

Where an option is to be granted to a substantial Shareholder or an INED (or any of their respective associates), and such grant will result in the Shares issued and to be issued upon exercise of all options already granted and to be granted (including options exercised, cancelled and outstanding) to such person under the Share Option Scheme and any other share option schemes of the Company in the 12-month period up to and including the date of such grant: (1) representing in aggregate over 0.1% of the total number of Shares in issue at the relevant time of grant; and (2) having an aggregate value, based on the closing price of the Shares as stated in the Stock Exchange's daily quotations sheet on the date of each grant, in excess of HK\$5 million, such grant shall not be valid unless approved by the independent Shareholders in general meeting.

(e) Period within which the securities must be exercised under an option

An option may be exercised in accordance with the terms of the Share Option Scheme at any time during a period as the Board may determine, which shall not exceed ten years from the date of grant subject to the provisions of early termination thereof.

(f) Minimum period for which an option must be held before it can be exercised

There is no minimum period in which an option must be held before the exercise of any option save as otherwise imposed by the Board in the relevant offer of options.



Directors' Report

(g) Period for and consideration payable on acceptance of an option

An offer of grant of an option may be accepted by an Eligible Person within the date as specified in the offer letter issued by the Company, being a date not later than 21 days inclusive of the date upon which it is made. The amount payable by the grantee of an option to the Company on acceptance of the offer for the grant of an option is HK\$1.00.

(h) Basis of determining the exercise price

The subscription price of a Share in respect of any particular option granted under the Share Option Scheme shall be such price as determined by the Board, and shall be at least the highest of: (i) the closing price of the Shares as stated in the Stock Exchange's daily quotations sheet on the date of offer to grant an option (the "Offer Date"), which must be a trading day, on which the Board passes a resolution approving the making of an offer of grant of an option to an Eligible Person; (ii) the average closing price of the Shares as stated in the Stock Exchange's daily quotation sheets for the five trading days immediately preceding the Offer Date; and (iii) the nominal value of a Share on the Offer Date.

(i) Remaining life

Subject to earlier termination by the Company in general meeting or by the Board, the Share Option Scheme shall be valid and effective for a period of 10 years commencing on the date of adoption of the Share Option Scheme, after which period no further option shall be granted.

DIRECTORS

The Directors who held office during the Year and up to the date of this Annual Report are:

Executive Directors

Mr. Daniel Tay (*former Chairman, ceased on 1 April 2022*)

Mr. Melvyn Wong (*Chief Executive Officer*)

INEDs

Mr. Jong Voon Hoo

Mr. Koh Boon Chiao

Mr. Lim Wee Pin (*resigned on 27 August 2021*)

Mr. Fok Chee Khuen (*appointed as INED and the Chairman on 27 August 2021 and 1 April 2022, respectively*)

At each AGM, one-third of the Directors for the time being (or if their number is not a multiple of three, then the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an AGM at least once every three years. The Directors to retire by rotation shall include any Director who wishes to retire and not offer himself for re-election. Any further Directors so to retire shall be those who have been the longest in office since their last re-election or appointment but as between persons who became or were last re-elected Directors on the same day, those to retire will (unless they otherwise agree among themselves) be determined by lot.

The Directors have the power to appoint any person as a Director either to fill a casual vacancy on the Board or as an addition to the existing Board. Any Director appointed to fill a casual vacancy shall hold office until the first general meeting of members after his appointment and be subject to re-election at such meeting and any Director appointed as an addition to the existing Board shall hold office only until the next following AGM and shall then be eligible for re-election.

Pursuant to the Articles of Association, Mr. Melvyn Wong and Mr. Koh Boon Chiao shall retire from office by rotation at the 2022 AGM. Mr. Melvyn Wong shall be eligible and offer himself for re-election at the 2022 AGM. The Board has been informed by Mr. Koh Boon Chiao that he will not offer himself for re-election at the 2022 AGM, as he would like to pursue other interests, and will retire as an INED at the conclusion of the 2022 AGM. Upon Mr. Koh Boon Chiao's retirement, he will also cease to be the chairman of the Remuneration Committee, and a member of each of the Nomination Committee and the Audit Committee.

The Company will use its best endeavour to identify suitable candidate to fill up the vacancy of INED and the vacancy on the Audit Committee, the Nomination Committee and the Remuneration Committee, and in any event within three months from the conclusion of the 2022 AGM as required under Rules 3.11 and 3.23 of the Listing Rules, and will make further announcement as and when appropriate.

Directors' Report

CHANGE IN INFORMATION OF A DIRECTOR

Pursuant to Rule 13.51B(1) of the Listing Rules, the change in information of the Director since the date of the Company's interim report for the six months ended 30 September 2021 and up to the date of this Annual Report is set out below:

- Mr. Koh was appointed as head of legal of EVYD Technology Limited and resigned as head of legal from Digitrade Fintech Pte. Ltd., both with effect in October 2021.
- Mr. Koh has stepped down as an independent non-executive director of Camsing Healthcare Limited, the securities of which is listed on the Singapore Stock Exchange (stock code: BAC) with effect from 15 September 2021.
- Mr. Koh has been appointed as the general counsel of Yangzjiang Financial Holding Ltd, the securities of which is listed on the Singapore Stock Exchange (stock code: YF8) on 4 May 2022.
- Mr. Jong has resigned as an independent non-executive director of Sheng Siong Group Ltd., the securities of which is listed on the Singapore Stock Exchange (stock code: OV8) on 31 December 2021.

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

The biographical details of the Directors and the senior management of the Company are set out on pages 9 to 10 of this Annual Report.

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES AND DEBENTURES OF THE COMPANY OR ITS ASSOCIATED CORPORATIONS

As at 31 March 2022, the interests and short positions of each Director and the chief executive of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which were required: (a) to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions in which they were taken or deemed to have under such provisions of the SFO); (b) pursuant to Section 352 of the SFO, to be entered in the register as referred to therein; or (c) to be notified to the Company and the Stock Exchange pursuant to the Model Code, were as follows:

Long position in the Shares

Name of Directors	Capacity	Nature of interest	Number of shares held	Percentage of shareholding
Mr. Daniel Tay	Interest of controlled corporation <i>(Note)</i>	Corporate interest	600,000,000	75%
Mr. Melvyn Wong	Interest of controlled corporation <i>(Note)</i>	Corporate interest	600,000,000	75%

Note: All the issued shares of Brilliant Stride are legally and beneficially owned as to 50% by Mr. Melvyn Wong and 50% by Mr. Daniel Tay. Accordingly, Mr. Melvyn Wong and Mr. Daniel Tay are deemed to be interested in 600,000,000 Shares held by Brilliant Stride by virtue of the SFO.

Save as disclosed above, as at 31 March 2022, none of the Directors and the chief executive of the Company had any interest or short position in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which were: (a) notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO to (including interests and short positions in which they were taken or deemed to have under such provisions of the SFO); (b) pursuant to Section 352 of the SFO, entered in the register as referred to therein; or (c) notified to the Company and the Stock Exchange pursuant to the Model Code.



Directors' Report

SUBSTANTIAL SHAREHOLDERS' AND OTHER PERSONS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES OF THE COMPANY

As at 31 March 2022, so far as was known to the Directors, the following corporation and persons (other than a Director or the chief executive of the Company) interests or short positions in the Shares which fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or recorded in the register required to be kept under section 336 of the SFO were as follow:

Long positions in Shares

Name of Shareholders	Capacity	Nature of interest	Number of Shares held	Percentage of shareholding
Brilliant Stride (Note 1)	Beneficial owner	Personal interest	600,000,000	75%
Ms. Chong Yi May Cheryl (Note 2)	Interest of spouse	Family interest	600,000,000	75%
Ms. Lim Michelle (Note 3)	Interest of spouse	Family interest	600,000,000	75%

Notes:

- (1) The issued shares of Brilliant Stride are legally and beneficially owned as to 50% by Mr. Daniel Tay and 50% by Mr. Melvyn Wong. Accordingly Mr. Melvyn Wong and Mr. Daniel Tay are deemed to be interested in 600,000,000 Shares held by Brilliant Stride by virtue of the SFO.
- (2) Ms. Chong Yi May Cheryl, the spouse of Mr. Melvyn Wong, is deemed under the SFO to be interested in the Shares in which Mr. Melvyn Wong has an interest or a deemed interest.
- (3) Ms. Lim Michelle, the spouse of Mr. Daniel Tay, is deemed under the SFO to be interested in the Shares in which Mr. Daniel Tay has an interest or a deemed interest.

Save as disclosed above, as at 31 March 2022, no other corporation which or person (other than a Director or the chief executive of the Company) who had any interests or short positions in the Shares or underlying Shares which fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or were recorded in the register required to be kept under section 336 of the SFO.

DIRECTORS' SERVICE CONTRACTS

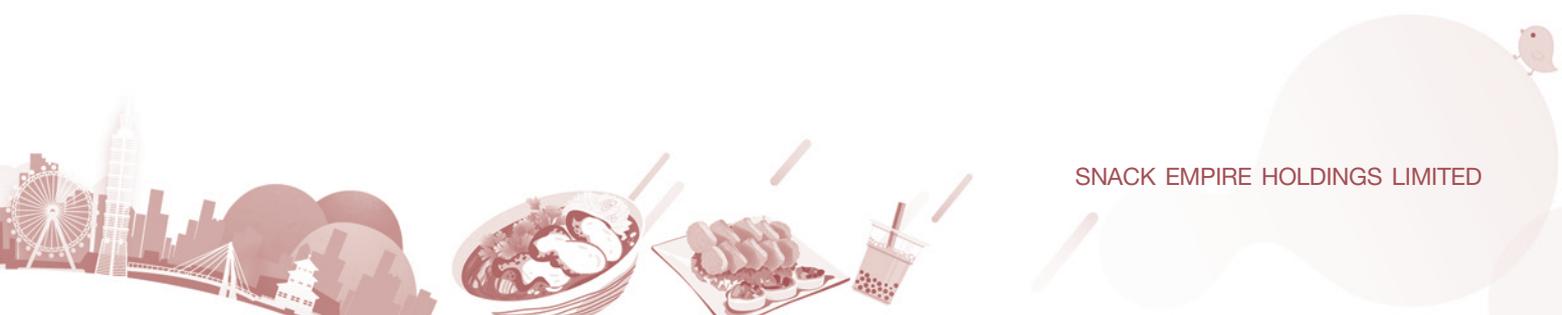
Each of Mr. Melvyn Wong and Mr. Daniel Tay entered into a service contract with the Company as Director on 23 September 2019. The term of each service contract is three years commencing on the Listing Date and will continue thereafter until terminated in accordance with the terms of the service contract.

Each of Mr. Jong Voon Hoo and Mr. Koh Boon Chiao, being all the INEDs, has entered into a letter of appointment with our Company on 23 September 2019. Each letter of appointment is for an initial term of one year commencing on the Listing Date and will continue thereafter unless terminated by either party giving to the other at least one month's notice in writing. Mr. Fok Chee Khuen, being an INED, has entered into a letter of appointment with the Company on 27 August 2021. His letter of appointment is for an initial term of one year commencing on 27 August 2021 and will continue thereafter unless terminated by either party giving to the other at least one month's notice in writing.

No Director proposed for re-election at the 2022 AGM has a service contract with the Company or any member of the Group that is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

DIRECTORS' MATERIAL INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS

No transactions, arrangements and contacts of significance in relation to the Group's business in which a Director or an entity with a Director had a material interest, whether directly or indirectly, subsisted at the end of the Year or during the Year.



Directors' Report

MANAGEMENT CONTRACTS

No contract (except for the Executive Directors' service contracts) concerning management and administration of the whole or any substantial part of the Group's businesses was entered into or existed during the Year.

EQUITY-LINKED AGREEMENTS

No equity-linked agreements that (i) will or may result in the Company issuing Shares or (ii) require the Company to enter into any agreements that will or may result in the Company issuing Shares were entered into by the Group during the Year or existed as at 31 March 2022.

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the Articles of Association, although there are no restrictions against such rights under the laws in the Cayman Islands.

DIRECTORS' REMUNERATION

The Remuneration Committee makes recommendations to the Board on the remuneration and other benefits payable by the Company to the Directors. The remuneration of all Directors is subject to regular monitoring by the Remuneration Committee to ensure that the levels of their remuneration and compensation are appropriate. Details of the Directors' remuneration are set out in note 10 to the consolidated financial statements.

MAJOR CUSTOMERS AND SUPPLIERS

For the Year, the aggregate sales attributable to the Group's five largest customers were under 30%. The aggregate purchases attributable to the Group's five largest suppliers and the largest supplier during the Year were 50% and 19%, respectively.

None of the Directors, their respective close associates or any Shareholders, which to the best knowledge of the Directors, owns more than 5% of the issued Shares, has any interests in the share capital of any of the above five largest customers or suppliers of the Group.

PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors, as at the date of this Annual Report, the Company has maintained a sufficient public float for the issued Shares (i.e. at least 25% of the issued Shares being held by the public) as required under the Listing Rules.

COMPETING BUSINESS

None of the Directors, the Controlling Shareholders or their respective close associates had any interest in any business which is, either directly or indirectly, in competition with the business of the Group and would require disclosure under Rule 8.10 of the Listing Rules.

RETIREMENT BENEFIT SCHEMES

Details of the Group's retirement benefit schemes are set out in note 10 to the consolidated financial statements.

PERMITTED INDEMNITY PROVISION

Subject to applicable laws, the Directors shall be indemnified and secured harmless out of the assets and profits for the Company from and against all actions, costs, charges, losses, damages and expenses which they or any of them may incur or sustain by or by reason of any act done, concurred in or omitted in or about the execution of their duty, or supposed duty, in their respective offices, pursuant to the Articles of Association. Such provisions were in force throughout the Year and are currently in force. The Company has arranged for appropriate insurance cover for Directors' liabilities in respect of legal actions that may be brought against the Directors.

RELATED PARTY TRANSACTIONS

Details of significant related party transactions undertaken in the normal course of business of the Group for the Year are provided under note 30 to the consolidated financial statements. The transactions were conducted in accordance with terms as agreed between the Group and the respective related parties. The Directors confirm that the related party transactions were conducted on normal commercial terms and on arm's length basis. Such related party transactions constitute continuing connected transaction as defined under the Listing Rules which are fully exempted from the disclosure requirements under Chapter 14A of the Listing Rules.



Directors' Report**MATERIAL LEGAL PROCEEDINGS**

During the Year, the Company was not involved in any material legal proceeding or arbitration. To the best knowledge of the Directors, there is no material legal proceeding or claim which is pending or threatened against the Company.

USE OF PROCEEDS FROM THE LISTING

Details of the use of net proceeds are set out on page 7 of this Annual Report. The Group held the unutilised net proceeds in short-term deposits with licensed institutions in Singapore and Hong Kong.

REVIEW OF FINANCIAL STATEMENTS

The Audit Committee has reviewed the accounting principles and practices adopted by the Group with senior management and discussed the auditing, internal control and financial reporting matters, including the review of the audited consolidated financial statements of the Group for the Year. The financial statements of the Group for the Year have been audited by the Independent Auditor.

CORPORATE GOVERNANCE

The particulars of the principal corporate governance practices of the Company are set out in the Corporate Governance Report on pages 11 to 22 of this Annual Report.

RELIEF OF TAXATION

The Company is not aware of any relief from taxation available to the Shareholders by reason of their holding of the Shares.

INDEPENDENT AUDITOR

PricewaterhouseCoopers ("PwC") had been the Independent Auditor since the Listing. On 17 May 2021, PwC resigned as the Independent Auditor. On the even date, the Board appointed Mazars LLP to fill the casual vacancy resulting from the resignation of PwC and to hold office until the conclusion of the AGM held in 2021. Further details can be found on the Company's announcement dated 17 May 2021. Save as disclosed herein, there were no other changes in the Independent Auditor in the preceding three years.

The consolidated financial statements of the Group for the Year have been audited by Mazars LLP, who will retire and, being eligible, offer itself for re-appointment at the 2022 AGM. A resolution will be proposed to the Shareholders at the 2022 AGM to re-appoint Mazars LLP as the Independent Auditor.

On behalf of the Board

Mr. Fok Chee Khuen

Chairman

Singapore, 30 June 2022



Independent Auditor's Report

mazars

To the Shareholders of Snack Empire Holdings Limited
(incorporated in the Cayman Islands with limited liability)

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OPINION

We have audited the consolidated financial statements of Snack Empire Holdings Limited (the "Company") and its subsidiaries (hereinafter collectively referred to as the "Group") set out on pages 35 to 84, which comprise the consolidated statement of financial position of the Group at 31 March 2022, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 March 2022, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRSs") issued by the International Accounting Standards Board, and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing ("ISA"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with *International Code of Ethics for Professional Accountants (including International Independence Standards)* issued by the International Ethics Standards Board for Accountants ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis of our opinion.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current financial year. These matters were addressed in the context of our audit of the consolidated 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	Our audit response
<p>Revenue recognition — sales of goods</p> <p>Refer to note 2.4 for the Group's accounting policies on revenue recognition and note 6 for the analysis of revenue of the Group for the year ended 31 March 2022.</p> <p>Sales of goods primarily consists of revenue from sales of goods to customers through the Group's self-owned outlets ("Outlet Sales") and to franchisees/licensees ("Franchisees Sales").</p> <p>We focused on revenue recognition in particular for sales of goods due to its magnitude and the characteristics of the Group's industry nature. The recording of revenue involves high volume of individual transactions derived from sales to multiple customers such that we have incurred significant time and resources in carrying out our work in this area.</p>	<p>Our procedures performed in relation to the Group's sales of goods included the following:</p> <ul style="list-style-type: none"> Tested the design and implementation of the Group's relevant key controls over the revenue recognition. Performed test of controls, which included testing the operating effectiveness of key controls over the sales of goods cycle. Performed analytical procedures, such as analysing the gross profit margins reported by the Group. Performed test of details and cut-off procedures which included inspection of corresponding delivery documents on a sample basis. Reviewed the completeness and appropriateness of corresponding disclosures made in the consolidated financial statements.



Independent Auditor's Report

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, other than the consolidated financial statements and the independent auditor's report thereon.

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

In connection with our audit of the consolidated 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 consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF DIRECTORS AND THE AUDIT COMMITTEE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRSs and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the Company are 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 the directors of the Company either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

The Audit Committee is responsible for overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated 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. This report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA 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 consolidated financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated 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.



Independent Auditor's Report

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

(Continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' 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 consolidated 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 consolidated financial statements, including the disclosures, and whether the consolidated 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 Audit Committee 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 Audit Committee 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, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated 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.

The engagement partner on the audit resulting in this independent auditor's report is Chin Chee Choon.

MAZARS LLP

Public Accountants and Chartered Accountants

Singapore

30 June 2022



Consolidated Statement of Profit or Loss and Other Comprehensive Income

	Note	Year ended 31 March	
		2022 S\$'000	2021 S\$'000
Revenue	6	24,051	21,451
Cost of sales	9	(8,991)	(8,302)
Gross profit		15,060	13,149
Other income	7	1,529	1,671
Other losses	8	(24)	(548)
Selling and distribution expenses	9	(6,109)	(5,385)
Administrative expenses	9	(6,827)	(7,020)
Finance cost — net	11	(112)	(60)
Profit before income tax		3,517	1,807
Income tax expense	12	(689)	(769)
Profit for the year attributable to equity holders of the Company		2,828	1,038
Other comprehensive loss			
<i>Item that will be reclassified subsequently to profit or loss</i>			
Currency translation differences arising from translation of foreign operations		(13)	(37)
		(13)	(37)
Total comprehensive income for the year attributable to equity holders of the Company		2,815	1,001
Earnings per share for profit attributable to equity holders of the Company			
Basic and diluted (Singapore cents)	13	0.4	0.1

The above consolidated statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Consolidated Statement of Financial Position

	Note	As at 31 March	
		2022 S\$'000	2021 S\$'000
ASSETS			
Non-current asset			
Property, plant and equipment	14	5,851	5,768
Current assets			
Inventories	15	1,461	1,261
Trade and other receivables and prepayments	16	1,386	1,803
Cash and cash equivalents	17	28,432	25,388
		31,279	28,452
Total assets		37,130	34,220
EQUITY AND LIABILITIES			
Equity			
Share capital	18	1,392	1,392
Share premium	18	17,092	17,092
Reserves	19	10,398	7,583
Equity attributable to equity holders of the Company		28,882	26,067
LIABILITIES			
Non-current liabilities			
Deferred revenue	20	707	842
Deferred tax liabilities	21	12	16
Lease liabilities	22(b)	716	771
Borrowings	23	2,079	2,209
		3,514	3,838



Consolidated Statement of Financial Position

	<i>Note</i>	As at 31 March	
		2022 S\$'000	2021 S\$'000
Current liabilities			
Trade and other payables	24	2,385	2,225
Borrowings	23	130	130
Provisions	25	112	112
Deferred revenue	20	443	622
Lease liabilities	22(b)	1,329	1,063
Current income tax liabilities		335	163
		4,734	4,315
Total liabilities		8,248	8,153
Total equity and liabilities		37,130	34,220

The consolidated financial statements on pages 35 to 84 were approved and authorised for issue by the Board of Directors on 30 June 2022 and were signed on its behalf.

Mr. Daniel Tay
Director

Mr. Melvyn Wong
Director

The above consolidated statement of financial position should be read in conjunction with the accompanying notes.

Consolidated Statement of Changes in Equity

	Attributable to equity holders of the Company					
	Share capital	Share premium	Capital reserves	Foreign currency translation reserve	Retained earnings	Total
	(Note 18) S\$'000	(Note 18) S\$'000	(Note 19) S\$'000	(Note 19) S\$'000	S\$'000	S\$'000
As at 1 April 2021	1,392	17,092	261	(224)	7,546	26,067
Profit for the year	—	—	—	—	2,828	2,828
Other comprehensive loss for the year	—	—	—	(13)	—	(13)
Total comprehensive income for the year	—	—	—	(13)	2,828	2,815
As at 31 March 2022	1,392	17,092	261	(237)	10,374	28,882
As at 1 April 2020	1,392	17,092	261	(187)	6,508	25,066
Profit for the year	—	—	—	—	1,038	1,038
Other comprehensive loss for the year	—	—	—	(37)	—	(37)
Total comprehensive income for the year	—	—	—	(37)	1,038	1,001
As at 31 March 2021	1,392	17,092	261	(224)	7,546	26,067

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.



Consolidated Statement of Cash Flows

	Note	Year ended 31 March	
		2022 S\$'000	2021 S\$'000
Cash flows from operating activities			
Profit before income tax		3,517	1,807
Adjustments for:			
— Depreciation of property, plant and equipment	9	2,001	1,885
— Write-off of property, plant and equipment	9	13	31
— Interest income	11	(24)	(87)
— Interest expense	11	136	147
Operating profit before changes in working capital		5,643	3,783
Changes in working capital:			
— Inventories		(200)	(16)
— Trade and other receivables and prepayments		417	2,786
— Trade and other payables, including provisions		160	571
— Deferred revenue		(314)	(28)
Cash generated from operations		5,706	7,096
Income tax paid		(521)	(1,161)
Net cash generated from operating activities		5,185	5,935
Cash flows from investing activities			
Purchase of property, plant and equipment	28	(319)	(292)
Proceeds from disposal of property, plant and equipment		53	—
Interest received		24	87
Net cash used in investing activities		(242)	(205)
Cash flows from financing activities			
Principal and interest payment of lease		(1,728)	(1,708)
Repayment of borrowings		(160)	(151)
Net cash used in financing activities		(1,888)	(1,859)
Net increase in cash and cash equivalents		3,055	3,871
Cash and cash equivalents at beginning of the year		25,388	21,554
Exchange losses on cash and cash equivalents		(11)	(37)
Cash and cash equivalents at end of the year	17	28,432	25,388



Consolidated Statement of Cash Flows

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Year ended 31 March			
	2022		2021	
	Lease liabilities S\$'000	Bank borrowings S\$'000	Lease liabilities S\$'000	Bank borrowings S\$'000
Balance at beginning of the year	1,834	2,339	1,582	2,444
Principal and interest payments	(1,728)	(160)	(1,708)	(151)
Non-cash changes:				
Interest expense	106	30	101	46
Addition of leases during the year	1,833	—	1,859	—
Balance at end of the year	2,045	2,209	1,834	2,339

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.



Notes to the Consolidated Financial Statements

1 GENERAL INFORMATION

1.1 General information

Snack Empire Holdings Limited (the "Company") was incorporated in the Cayman Islands as an exempted company with limited liability under Companies Act Cap 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands and is listed on the Main Board of the Stock Exchange of Hong Kong Limited (the "Stock Exchange").

The principal activity of the Company is investment holding.

The principal activities of the subsidiaries are disclosed in Note 1.2 to the consolidated financial statements.

The address of its registered office is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands and the principal place of business of the Group is located at 10 Anson Road #21-02, International Plaza, Singapore 079903.

The immediate holding company and ultimate holding company of the Company is Brilliant Stride Limited, which is incorporated in the British Virgin Islands.

1.2 Group structure

Details of the subsidiaries of the Company at the end of the reporting period are set out below:

Name	Principal activities	Country of business/ incorporation	Date of incorporation	Issued and paid up capital	Effective interest held by the Group as at 31 March		Effective interest held by the Group as at the date of this report
					2022	2021	
					%	%	%
Directly held by the Company							
Clever Steed Limited ⁴	Investment holding	British Virgin Islands	22 November 2017	US\$1	100	100	100
Indirectly held by the Company							
The STSS Company Pte. Ltd. ¹	Retail of food and beverage and franchising	Singapore	4 June 2003	S\$1,200,000	100	100	100
XXL Concepts Pte. Ltd. (F.K.A Shihlin Taiwan Street Snacks (HM) Pte. Ltd.) ¹	Retail of food and beverage	Singapore	11 January 2005	S\$100,000	100	100	100
Umami Concepts Pte. Ltd. ¹	Wholesale and retail of food and beverage	Singapore	18 October 2005	S\$100,100	100	100	100
STSS Resources Pte. Ltd. ¹	Wholesale of food and beverage	Singapore	1 December 2005	S\$1	100	100	100
Shihlin Taiwan Street Snacks (313) Pte. Ltd. ²	Retail of food and beverage	Singapore	1 December 2005	S\$1	100	100	100
STSS Integrated Pte. Ltd. ¹	Wholesale of food and beverage	Singapore	7 November 2007	S\$1	100	100	100

Notes to the Consolidated Financial Statements

1 GENERAL INFORMATION (Continued)

1.2 Group structure (Continued)

Name	Principal activities	Country of business/ incorporation	Date of incorporation	Issued and paid up capital	Effective interest held by the Group as at 31 March		Effective interest held by the Group as at the date of this report
					2022	2021	
					%	%	%
Shihlin Taiwan Street Snacks (JP) Pte. Ltd. ²	Retail of food and beverage	Singapore	15 December 2011	S\$1	100	100	100
Shihlin Taiwan Street Snacks (TM) Pte. Ltd. ²	Retail of food and beverage	Singapore	26 June 2012	S\$1	100	100	100
Shihlin Taiwan Street Snacks (HF) Pte. Ltd. ²	Retail of food and beverage	Singapore	1 April 2013	S\$1	100	100	100
Shihlin Taiwan Street Snacks (NP) Pte. Ltd. ²	Retail of food and beverage	Singapore	22 June 2015	S\$1	100	100	100
STSS Resources Sdn. Bhd. ³	Wholesale of food and beverage	Malaysia	13 July 2012	RM1,000,000	100	100	100
STSS IP Pte. Ltd. ¹	Licensing of intellectual properties	Singapore	25 February 2018	S\$1	100	100	100
STSS Concepts Sdn. Bhd. ³	Retail of food and beverage	Malaysia	20 June 2008	RM1,000,000	100	100	100

1 Audited by Mazars LLP, Singapore.

2 The statutory financial statements for the financial year ended 31 March 2021 were audited by Mazars LLP, Singapore. Up to the date of this report, the audited financial statements of these companies for the year ended 31 March 2022 are yet to be issued.

3 The statutory financial statements for the financial year ended 31 March 2021 were audited by OKL & Partners PLT, Malaysia. Up to the date of this report, the audited financial statements of these companies for the year ended 31 March 2022 are yet to be issued.

4 No audited financial statements have been prepared for this entity as it is not required to issue audited financial statements under the statutory requirements of its place of incorporation.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board (the "IASB"), which collective term includes all applicable individual IFRS, International Accounting Standards ("IASs") and Interpretations issued by the IASB and disclosure requirements of the Hong Kong Companies Ordinance Cap. 622. The consolidated financial statements also comply with the applicable disclosure requirements of the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules"). The consolidated financial statements have been prepared under the historical cost convention.

The preparation of consolidated financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4. The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the financial years presented, unless otherwise stated.

The individual financial statements of each Group entity is measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The consolidated financial statements of the Group and the statement of financial position of the Company is presented in Singapore dollars ("S\$") which is also the functional currency of the Company, and all values presented are rounded to the nearest thousand ("S\$'000), unless otherwise indicated. The consolidated financial statements have been approved for issue by the Board of Directors on 30 June 2022.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.1 Basis of preparation (Continued)

2.1.1 New standards adopted

On 1 April 2021, the Group has adopted the following new or amended IFRS and Interpretations of IFRS (“IFRIC”) 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 IFRS and IFRIC.

Standard	Effective date
Amendments to IFRS 16	1-Jan-22
Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16	1-Jan-22
Covid-19-related Rent Concessions beyond 30 June 2021	1-Jan-22
Interest Rate Benchmark Reform — Phase 2	1-Jan-22

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

2.1.2 New standards, interpretations and amendments to standards which are not yet effective

The following are new standards, interpretations and amendments to standards that have been issued but not yet effective as at 31 March 2022.

Standard	Effective date
IFRS17	1-Jan-23
Amendments to IFRS 3	1-Jan-22
Amendments to IFRS 4	1-Jan-23
Amendments to IAS 16	1-Jan-22
Amendments to IAS 37	1-Jan-22
Amendments to IAS 1	1-Jan-23
Amendments to IFRS 10 and IAS 28	Effective date to be determined
Amendments to IAS 8	1-Jan-23
Amendments to IAS 12	1-Jan-23
Amendment to IFRS 17	1-Jan-23
Amendments to IAS1 and IFRS Practice Statement 2	1-Jan-23
Amendments to IFRSs	1-Jan-22
Insurance Contracts	1-Jan-23
Reference to the Conceptual Framework	1-Jan-22
Extension of the Temporary Exemption from applying IFRS 9	1-Jan-23
Property, Plant and Equipment — Proceeds before Intended Use	1-Jan-22
Onerous Contracts — Cost of Fulfilling a Contract	1-Jan-22
Classification of Liabilities as Current or Non-current	1-Jan-23
Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Effective date to be determined
Definition of Accounting Estimates	1-Jan-23
Deferred Tax related to Assets and Liabilities arising from a Single Transaction	1-Jan-23
Initial Application of IFRS 17 and IFRS 9 — Comparative information	1-Jan-23
Disclosure of Accounting Policies	1-Jan-23
Annual Improvements to IFRSs 2018–2020	1-Jan-22

The Group does not intend to early adopt any of the above new/revised standards, interpretations and amendments to the existing standards. The Group anticipates that the application of above new and amendments to IFRSs will have no material impact on the consolidated financial statements in the foreseeable future.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.2 Basis of Consolidation

The financial statements of the Group comprise the financial statements of the Company and its subsidiaries. Subsidiaries are entities (including structured entities) (i) over which the Group has power and the Group is (ii) able to use such power to (iii) affect its exposure, or rights, to variable returns from then through its involvement with them.

The Group reassesses whether it controls the subsidiaries if facts and circumstance indicate that there are changes to the one or more of the three elements of control.

When the Group has less than a majority of the voting rights of an investee, it still has power over the investee when the voting rights are sufficient, after considering all relevant facts and circumstances, to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers, among others, the extent of its voting rights relative to the size and dispersion of holdings of the other vote holders, currently exercisable substantive potential voting rights held by all parties, rights arising from contractual arrangements and voting patterns at previous shareholders' meetings.

Subsidiaries are consolidated from the date on which control is transferred to the Group up to the effective date on which control ceases, as appropriate.

Intra-group assets and liabilities, equity, income, expenses and cashflows relating to intragroup transactions are eliminated on consolidation.

The financial statements of the subsidiaries used in the preparation of the financial statements are prepared for the same reporting date as that of the Company. Where necessary, accounting policies of subsidiaries have been changed to ensure consistency with the policies adopted by the Group.

Non-controlling interests are identified separately from the Group's equity therein. On an acquisition-by-acquisition basis, non-controlling interests may be initially measured either at fair value or at their proportionate share of the fair value of the acquiree's identifiable net assets. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity. Losses in the subsidiary are attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. Any differences between the amount by which the non-controlling interests are adjusted to reflect the changes in the relative interests in the subsidiary and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the Company.

When the Group loses control over a subsidiary, the profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. Amounts previously recognised in other comprehensive income in relation to the subsidiary are accounted for (i.e. reclassified to profit or loss or transferred directly to accumulated profits) in the same manner as would be required if the relevant assets or liabilities were disposed of. The fair value of any investments retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under IFRS 9 *Financial Instruments* or, when applicable, the cost on initial recognition of an investment in an associate or jointly controlled entity.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.3 Separate financial statements

In the Company's statement of financial position, investments in subsidiaries are accounted for at cost less impairment. Cost includes direct attributable costs of investment. The results of subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

Impairment testing of the investments in subsidiaries is required upon receiving a dividend from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the period the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount in the consolidated statement of financial position of the investee's net assets including goodwill (if any).

2.4 Revenue recognition

Revenue from contracts with its customers is recognised when or as the Group satisfies a performance obligation by transferring a promised good or service generated in the ordinary course of the Group's activities to its customer, at a transaction price that reflects the consideration the Group expects to be entitled in exchange for the goods or service and that is allocated to that performance obligation. The goods or service is transferred when or as the customer obtains control of the goods or service.

(a) Sales of goods — Food and beverages

Revenue from sale of goods through its corporate-owned outlet is recognised at the point that the control of the products have been transferred, being when the food and beverages have been served. The sales are made in cash terms upon orders are made at the sales counter.

Revenue from sale of goods to franchisees is recognised at the point that the control of the products has been transferred to the customer, being when the products has been acknowledged by the customers' representative at the warehouses. Payment of the transaction price is due immediately when the customer receives the goods from the warehouses.

(b) Franchise fee

Franchise/licence fees are collected upfront upon entering into the franchising/licensing arrangement. Franchise/licence fees revenue is recognised on a straight-line basis over the respective franchise/licence terms.

A contract liability is recognised when the Group has obligation to transfer goods or services to the franchisees/licensees for which the Group has received upfront fees from the franchisees/licensees, and the Group records these as deferred revenue in the liability section of the consolidated statement of financial position.

(c) Royalty

Revenue from royalty charged for a franchising arrangement is recognised on an accrual basis at a fixed predetermined percentage of revenue of franchisees' outlets during the respective franchise terms. Payment of the transaction price is due immediately 7 days after each month end.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.4 Revenue recognition (Continued)

(d) Advertising and promotion fees

Revenue from advertising and promotion fees collected under a franchising arrangement is recognised when the related advertising and promotion services have been rendered. Any unutilised fees are recorded as advances received for advertising and promotion in the liability section of the consolidated statement of financial position. Collection of advertising and promotion fees for a franchising arrangement is charged at a fixed predetermined percentage of revenue of franchisee's outlets during the respective franchise terms. Payment of the fees is due immediately 7 days after each month end.

A contract liability is recognised when the Group has the obligation to transfer goods or services to the franchisees for which the fees are collected upfront. These upfront fees collected are recorded as deferred revenue in the liability section of the consolidated statement of financial position.

2.5 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Borrowing costs on general borrowings are capitalised by applying a capitalisation rate to construction or development expenditures that are financed by general borrowings. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

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

2.6 Employee benefits

(a) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund, and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. The Group's contributions to defined contribution plans are recognised in the financial year to which they relate.

No forfeited contributions (by employers on behalf of employees who leave the scheme prior to vesting fully in such contributions) will be used by the Group to reduce the existing level of contributions.

(b) Employee leave entitlements

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



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.7 Income tax

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

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

Deferred tax is recognised on the differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and are accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition) other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised on taxable temporary differences arising from investments in subsidiaries, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

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.

The carrying amount of deferred tax assets is reviewed at the end of each financial year and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised based on the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the financial year and based on the tax consequence that will follow from the manner in which the Group expects, at the end of the financial year, to recover or settle the carrying amounts of its assets and liabilities except for the investment properties where investment properties measured at fair value are presented to be recovered entirely through sale.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items credited or debited directly to equity, in which case the tax is also recognised directly in equity, or where they arise from the initial accounting for a business combination. In the case of a business combination, the tax effect is taken into account in calculating goodwill or determining the excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over cost.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.8 Dividends

Equity dividends are recognised as a liability when they become legally payable. Interim dividends are recorded in the financial year in which they are declared payable. Final dividends are recorded in the financial year in which dividends are approved by shareholders. A corresponding amount is recognised in equity.

2.9 Foreign currency transactions and translation

Foreign currency transactions are translated into the individual entities' respective functional currencies at the exchange rates prevailing on the date of the transaction. At the end of each financial year, monetary items denominated in foreign currencies are retranslated at the rates prevailing as of the end of the financial year. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

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

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations (including comparatives) are expressed in Singapore dollars using exchange rates prevailing at the end of the financial year. Income and expense items (including comparatives) are translated at the average exchange rates for the period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are classified as equity and transferred to the Group's translation reserve. Such translation differences are recognised in profit or loss in the period in which the foreign operation is disposed of.

On consolidation, exchange differences arising from the translation of the net investment in foreign entities (including monetary items that, in substance, form part of the net investment in foreign entities), and of borrowings and other currency instruments designated as hedges of such investments, are taken to the foreign currency translation reserve.

Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.10 Property, plant and equipment

All property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses, if any. The cost of plant and equipment includes its purchase price and any costs 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. Dismantlement, removal or restoration costs are included as part of the cost of plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the plant and equipment.

Subsequent expenditure relating to property, plant and equipment that have 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 and loss when incurred.

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

	Useful lives
Properties held for own use	51 years
Leased retail spaces	Over the remaining lease period
Renovation works	Over the remaining lease period
Furniture and fittings	5 years
Office equipment	3 years
Kitchen equipment	3 years
Computers	3 years

For right-of-use assets for which ownership of the underlying asset is not transferred to the Group by the end of the lease term, depreciation is charged over the lease term, using the straight-line method.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The estimated useful lives, residual values and depreciation methods are reviewed, and adjusted as appropriate, at the end of each financial year.

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

Fully depreciated plant and equipment are retained in the financial statements until they are no longer in use.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.11 Impairment of non-financial assets

The Group reviews the carrying amounts of its non-financial assets as at each reporting date to assess for any indication of impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

The recoverable amount of an asset or cash-generating unit is the higher of its fair value less costs to sell and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss for the amount by which the asset's carrying amount exceeds the recoverable amount is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

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

2.12 Financial instruments

The Group recognises a financial asset or a financial liability in its statement of financial position when the Group becomes party to the contractual provisions of the instrument.

Financial assets

Initial recognition and measurement

With the exception of trade receivables that do not contain a significant financing component or for which the Group applies a practical expedient, all financial assets are initially measured at fair value, plus transaction costs, except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value. Such trade receivables that do not contain a significant financing component or for which the Group applies a practical expedient are measured at transaction price as defined in IFRS 15 *Revenue from Contracts with Customers* ("IFRS15") in Note 2.4.

The classification of the financial assets at initial recognition as subsequently measured at amortised cost, fair value through other comprehensive income ("FVTOCI") and fair value through profit or loss ("FVTPL") depends on the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

The Group's business model refers to how the Group manages its financial assets in order to generate cash flows which determines whether cash flows will result from collecting contractual cash flows, selling financial assets or both.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.12 Financial instruments *(Continued)*

Financial assets *(Continued)*

Initial recognition and measurement (Continued)

The Group determines whether the asset's contractual cash flows are solely payments of principal and interest ("SPPI") on the principal amount outstanding to determine the classification of the financial assets.

Financial assets at amortised cost

A financial asset is subsequently measured at amortised cost if the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Financial assets at amortised cost include Trade and other receivables and cash and cash equivalents.

Subsequent to initial recognition, the financial asset at amortised cost are measured using the effective interest method and is subject to impairment. Gains or losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Interest income from these financial assets is included in finance income using the effective interest method.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and allocating the interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period, to the gross carrying amount of the financial instrument. Income and expense are recognised on an effective interest basis for debt instruments other than those financial instruments at fair value through profit or loss.

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

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ("ECL") on financial assets measured at amortised cost. At each reporting date, the Group assesses whether the credit risk on a financial asset has increased significantly since initial recognition by assessing the change in the risk of a default occurring over the expected life of the financial instrument. Where the financial asset is determined to have low credit risk at the reporting date, the Group assumes that the credit risk on a financial assets has not increased significantly since initial recognition.

The Group uses reasonable and supportable forward-looking information that is available without undue cost or effort as well as past due information when determining whether credit risk has increased significantly since initial recognition.

Where the credit risk on that financial instrument has increased significantly since initial recognition, the Group measures the loss allowance for a financial instrument at an amount equal to the lifetime ECL. Where the credit risk on that financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

The Group applies the simplified approach to recognise the ECL for trade receivables, which is to measure the loss allowance at an amount equal to lifetime ECL. As a practical expedient, the Group uses an allowance matrix derived based on historical credit loss experience adjusted for current conditions and forecasts of future economic conditions for measuring ECL.

While they are not financial assets, contract assets arising from the Group's contracts with customers under IFRS 15 are assessed for impairment in accordance with IFRS 9, similar to that of trade receivables.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.12 Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

The amount of ECL or reversal thereof that is required to adjust the loss allowance at the reporting date to the amount that is required to be recognised is recognised in profit or loss.

The Group directly reduces the gross carrying amount of a financial asset when the entity has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof.

For details on the Group's accounting policy for its impairment of financial assets, refer to Note 3.

Derecognition of financial assets

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

Financial liabilities and equity instruments

Classification as debt or equity

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

Equity instruments

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

Ordinary share capital

Ordinary share capital is classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity.

Financial liabilities

Initial recognition and measurement

All financial liabilities are initially measured at fair value, minus transaction costs, except for those financial liabilities classified as at fair value through profit or loss, which are initially measured at fair value.

Financial liabilities are classified as either financial liabilities at fair value through profit or loss or other financial liabilities.

Financial liabilities are classified as at fair value through profit or loss if the financial liability is either held for trading or it is designated as such upon initial recognition. Financial liabilities classified as at fair value through profit or loss comprise derivatives that are not designated or do not qualify for hedge accounting.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.12 Financial instruments (Continued)

Financial liabilities and equity instruments (Continued)

Other financial liabilities

Trade and other payables

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, where applicable, using the effective interest method, with interest expense recognised on an effective yield basis in finance costs. A gain or loss is recognised in profit or loss when the liability is derecognised and through the amortisation process.

Borrowings

Interest-bearing bank loans and overdrafts are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the Group's accounting policy for borrowing costs (see Note 2.5 above). A gain or loss is recognised in profit or loss when the liability is derecognised and through the amortisation process.

Derecognition of financial liabilities

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

Offsetting of financial instruments

A financial asset and a financial liability shall be offset, and the net amount presented in the statement of financial position when, and only when, an entity:

- (a) Currently has a legally enforceable right to set off the recognised amounts;
- and
- (b) Intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

2.13 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on a first-in, first-out basis, and includes all costs in bringing the inventories to their present location and condition.

Allowance is made for obsolete, slow-moving and defective inventories in arriving at the net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale.

2.14 Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand and deposits with financial institutions which are subject to an insignificant risk of change in value. For cash held for specific use, assessment is made on the economic substance of such use and whether they meet the definition of cash and cash equivalents.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.15 Leases

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

Where a contract contains more than one lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component. Where the contract contains non-lease components, the Group applied the practical expedient to not to separate non-lease components from lease components, and instead account for each lease component and any associated non-lease components as a single lease component.

The Group recognises a right-of-use asset and lease liability at the lease commencement date for all lease arrangement for which the Group is the lessee, except for leases which have lease term of 12 months or less and leases of low value assets for which the Group applied the recognition exemption allowed under IFRS 16 *Leases*. For these leases, the Group recognises the lease payment as an operating expense on a straight-line basis over the term of the lease.

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, less any lease incentives received, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term. When the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property, plant and equipment. The right-of-use asset is also reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability, where applicable.

Right-of-use assets are presented within “property, plant and equipment”.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee’s incremental borrowing rate.

The Group generally uses the incremental borrowing rate as the discount rate. To determine the incremental borrowing rate, the Group obtains a reference rate and makes certain adjustments to reflect the terms of the lease and the asset leased.

The lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments less any lease incentive receivable,
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date,
- amounts expected to be payable under a residual value guarantee,
- the exercise price under a purchase option that the Group is reasonably certain to exercise, and
- payments of penalties for terminating the lease if the Group is reasonably certain to terminate early and lease payments for an optional renewal period if the Group is reasonably certain to exercise an extension option.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.15 Leases *(Continued)*

The lease liability is measured at amortised cost using the effective interest method. The Group remeasures the lease liability when there is a change in the lease term due to a change in assessment of whether it will exercise a termination or extension or purchase option or due to a change in future lease payment resulting from a change in an index or a rate used to determine those payment.

Where there is a remeasurement of the lease liability, a corresponding adjustment is made to the right-of-use asset or in profit or loss where there is a further reduction in the measurement of the lease liability and the carrying amount of the right-of-use asset has been reduced to zero.

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. Details of the variable lease payments are disclosed in Note 22.

2.16 Provision

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Present obligations arising from onerous contracts are recognised as provisions.

The Group recognises the estimated costs of dismantlement, removal or restoration of items of plant and equipment arising from the acquisition or use of assets. This provision is estimated based on the best estimate of the expenditure required to settle the obligation, taking into consideration the time value of money.

Changes in the estimated timing or amount of the expenditure or discount rate for asset dismantlement, removal and restoration costs are adjusted against the cost of the related plant and equipment, unless the decrease in the liability exceeds the carrying amount of the asset or the asset has reached the end of its useful life. In such cases, the excess of the decrease over the carrying amount of the asset or the changes in the liability is recognised in the consolidated statement of profit or loss and other comprehensive income immediately.

The directors review the provisions annually and where in their opinion, the provision is inadequate or excessive, due adjustment is made.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as finance costs.

2.17 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an expense, the grant is recognised as income in profit or loss on a systematic basis over the periods in which the related costs, for which the grants are intended to compensate, is expensed, while Government grants related to COVID-19 support are recorded as other income.



Notes to the Consolidated Financial Statements

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.18 Operating segments

For management purposes, operating segments are organised based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers are directly accountable to the executive directors of the Company, as the Chief Operating Decision Maker (“CODM”), who regularly review the segment results in order to allocate resources to the segments and to assess segment performance.

3 FINANCIAL RISK MANAGEMENT

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

(a) Market risk

(i) Foreign currency risk

The Group is exposed to foreign currency risk on certain income, expenses, monetary assets, mainly cash and cash equivalents and trade and other receivables that are denominated in currencies other than the functional currencies of the respective entities in the Group. As at the reporting date, the Group do not have significant foreign currency risk exposure except for the financial assets and liabilities denominated in United States dollar (“USD”) and the Hong Kong dollar (“HKD”).

The carrying amounts of the Group’s foreign currency denominated monetary assets as at the end of the financial year are as follows:

	USD S\$'000	HKD S\$'000	Total S\$'000
At 31 March 2021			
Financial assets			
Cash and cash equivalents	15	8,688	8,683
Net financial assets	15	8,688	8,683
Currency exposure of financial assets net of those denominated in the functional currencies of the entities within the Group	15	8,688	8,683
At 31 March 2022			
Financial assets			
Cash and cash equivalents	94	8,415	8,509
Trade and other receivables	51	—	51
Net financial assets	145	8,415	8,560
Currency exposure of financial assets net of those denominated in the functional currencies of the entities within the Group	145	8,415	8,560



Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (Continued)**(a) Market risk** (Continued)**(i) Foreign currency risk** (Continued)**Sensitivity analysis for currency risk**

With all other variables being held constant, a 5% strengthening/weakening of the United States dollar ("US\$" or "USD") and Hong Kong dollar ("HK\$" or "HKD") against SGD at the reporting date would have either increased or decreased the Group's net profit after tax and equity by the amounts (nearest thousand) shown below:

The Group

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
USD	6	1
HKD	349	361

(b) Interest rate risk

The Group's interest rate risk arising primarily from borrowings and deposits placed with creditworthy licensed banks and financial institutions at variable rates and fixed rates exposes the Group to cash flow interest rate risk and fair value interest rate risk, respectively. The Group currently does not hedge its exposure to cash flow and fair value interest rate risk. The Group analyses its interest rate exposure on a regular basis and will consider the interest rate exposure when entering into any financing, renewal of existing positions and alternative financing transactions.

(c) Credit risk

The Group is exposed to credit risk in relation to its trade and other receivables and cash deposits at banks. The carrying amounts of trade and other receivables and cash deposits at banks represent the Group's maximum exposure to credit risk in relation to financial assets.

The Group expects that there is no significant credit risk associated with cash deposits at banks since they are deposited in medium or large-sized listed banks. Management does not expect that there will be any significant losses from non-performance of these counterparties.

The Group has policies in place to ensure credit sales are made to customers with an appropriate credit history. The credit quality of trade receivables that are neither past due nor further impaired, is being assessed by reference to the reputation, credit history and management judgement about counterparty. The Group does not identify specific concentrations of credit risk with regard to trade receivables, as the amounts recognised represent a large number of receivables from various franchisees.

The Group has monitoring procedures to ensure that follow-up action is taken to recover overdue debts. In addition, the Group reviews these receivables at the end of each reporting period to ensure that adequate impairment losses are made for irrecoverable amounts.

Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (Continued)

(c) Credit risk (Continued)

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking information. Especially the following indicators are incorporated:

- internal credit rating;
- external credit rating;
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the customer's ability to meet its obligations;
- actual or expected significant changes in the operating results of the debtor/customer;
- significant increases in credit risk on other financial instruments of the same customer;
- significant changes in the expected performance and behavior of the customer, including changes in the payment status of customer in the group and changes in the operating results of the customer.

Credit risk is controlled by the application of credit limit and monitoring procedures. The Group's objective is to seek continual growth while minimising losses incurred due to increased credit risk exposure.

The Group's internal credit risk grading categories are as follows:

Category	Description	Basis of recognising ECL
1	Low credit risk ^{Note 1}	12-month ECL
2	Non-significant increase in credit risks since initial recognition and financial asset is \leq 30 days past due	12-month ECL
3	Significant increase in credit risk since initial recognition or financial asset is $>$ 30 days past due ^{Note 2}	Lifetime ECL
4	Evidence indicates that financial asset is credit-impaired ^{Note 3}	Difference between financial asset's gross carrying amount and present value of estimated future cash flows discounted at the financial asset's original effective interest rate
5	Evidence indicates that the management has no reasonable expectations of recovering the write-off amount ^{Note 4}	Written off



Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (Continued)

(c) Credit risk (Continued)

Note 1. Low credit risk

The financial asset is determined to have low credit risk if the financial assets have a low risk of default, the counterparty has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the counterparty to fulfil its contractual cash flow obligations. Generally, this is the case when the Group assesses and determines that the debtor has been, is in and is highly likely to be, in the foreseeable future and during the (contractual) term of the financial asset, in a financial position that will allow the debtor to settle the financial asset as and when it falls due.

Note 2. Significant increase in credit risk

In assessing whether the credit risk of the financial asset has increased significantly since initial recognition, the Group compares the risk of default occurring on the financial asset as of reporting date with the risk of default occurring on the financial asset as of date of initial recognition, and considered reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition.

In assessing the significance of the change in the risk of default, the Group considers both past due (i.e. whether it is more than 30 days past due) and forward looking quantitative and qualitative information.

Forward looking information includes the assessment of the latest performance and financial position of the debtor, adjusted for the Group's future outlook of the industry in which the debtor operates based on independently obtained information (e.g. expert reports, analyst's reports etc.) and the most recent news or market talks about the debtor, as applicable. In its assessment, the Group will generally, for example, assess whether the deterioration of the financial performance and/or financial position, adverse change in the economic environment (country and industry in which the debtor operates), deterioration of credit risk of the debtor, etc. is in line with its expectation as of the date of initial recognition of the financial asset. Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contract payments are >30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Note 3. Credit-impaired

In determining whether financial assets are credit-impaired, the Group assesses whether one or more events that have a detrimental impact on the estimated future cashflows of the financial asset have occurred. Evidence that a financial asset is credit-impaired includes the following observable data:

- Significant financial difficulty of the debtor;
- Breach of contract, such as a default or being more than 90 days past due;
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for the financial asset because of financial difficulties.

Note 4. Write-off

Generally, the Group writes off, partially or fully, the financial asset when it assesses that there is no realistic prospect of recovery of the amount as evidenced by, for example, the debtor's lack of assets or income sources that could generate sufficient cashflows to repay the amounts subjected to the write-off.

The Group performs ongoing credit evaluation of its counterparties' financial condition and generally does not require collateral.

The Group and Company do not have any significant credit exposure to any single counterparty or any groups of counterparties having similar characteristics other than the geographical location of their operations.



Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (Continued)

(c) Credit risk (Continued)

Sales to outlet customers are required to be settled in cash or using major credit cards, mitigating credit risk. There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The Group's exposure to credit risk arises primarily from trade receivables.

Trade receivables

The Group applies the simplified approach to provide expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected loss provision for all trade receivables.

In measuring the expected credit losses, trade receivables are grouped based on shared credit risk characteristics and days past due. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has identified the gross domestic product (GDP) and the unemployment rate of the countries in which it sells goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Trade receivables are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. The Group considers a financial asset as in default if the counterparty fails to make contractual payments within 60 days when they fall due. Where receivables are written off, the Group continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

At each of the reporting date, the Group has assessed that the expected loss rate for trade receivables is immaterial. Thus no loss allowance for trade receivables was recognised during the financial year.



Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (Continued)

(d) Liquidity risk

Liquidity or funding risk is the risk that the Group will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

The Group manages its liquidity risk by ensuring the availability of funding through its ability to operate profitably and maintaining sufficient cash to enable it to meet its normal operating commitments.

The table below analyses the maturity profile of the Group's financial liabilities based on contractual undiscounted cash flows:

	Less than 1 year S\$'000	1-2 years S\$'000	2-5 years S\$'000	More than 5 years S\$'000	Total S\$'000
As at 31 March 2021					
Trade and other payables	2,096	—	—	—	2,096
Borrowings	157	155	455	1,716	2,483
Lease liabilities	1,117	699	126	—	1,942
As at 31 March 2022					
Trade and other payables	2,293	—	—	—	2,293
Borrowings	157	155	455	1,567	2,334
Lease liabilities	1,384	603	131	—	2,118

(e) Capital Management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return to shareholders or issue new shares.

As at 31 March 2022 and 2021, the Group has undertaken borrowing from an external financial institution and is in compliance with the externally imposed capital requirement of the external borrowing.

Management monitors capital based on a gearing ratio. The gearing ratio is calculated as total debt divided by total equity. Total debt is calculated as borrowings plus lease liabilities. The gearing ratio of the Group is as follows:

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Total debt	4,254	4,173
Total equity	28,882	26,067
Gearing ratio	15%	16%

Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (Continued)

(f) Fair value estimation

The carrying amounts of the Group's current financial assets, including trade receivables, deposits with external parties, other receivables and cash and cash equivalents, and current financial liabilities, including trade payables, accruals, deposits received, other payables and borrowings, approximate their fair values as at reporting date due to their short maturities.

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the consolidated financial statements in conformity with IFRS requires management to exercise their 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 higher degree of judgement or complexity or where estimates and assumptions used are significant to the consolidated financial statements are as below.

4.1 Critical judgements made in applying the Group's accounting policies

Determination of the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

For leases of retail spaces, the following factors are normally the most relevant:

- If it is certain that the Group would extend the option due to favourable fixed lease amount agreed upfront for the extension period;
- If any leasehold improvements are expected to have a significant remaining value; and
- If the Group might incur significant costs and business disruption to replace the leased asset.

Most extension options in retail spaces were not included in the lease liabilities, because the Group does not have significant value of leasehold improvements at each retail outlet and the Group would not incur significant cost or business disruption to replace the right-of-use assets. The lease term is reassessed if an option is actually exercised or the Group becomes obliged to exercise it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

4.2 Key sources of estimation uncertainty

Depreciation of property, plant and equipment

The Group depreciates the property, plant and equipment over their estimated useful lives after taking into account of their estimated residual values. The estimated useful life reflects management's estimate of the period that the Group intends to derive future economic benefits from the use of the Group's property, plant and equipment. The residual value reflects management's estimated amount that the Group would currently obtain from the disposal of the asset, after deducting the estimated costs of disposal, as if the asset may already of the age and in the condition expected at the end of its useful life. Changes in the expected level of usage and technological developments could affect the economic useful lives and the residual values of these assets which could then consequentially impact future depreciation charges. The carrying amount of the Group's property, plant and equipment at 31 March 2022 is disclosed in Note 14 to the consolidated financial statements.



Notes to the Consolidated Financial Statements

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (Continued)

4.2 Key sources of estimation uncertainty (Continued)

Calculation of loss allowance for trade receivables

The Group uses an allowance matrix to measure Estimated Credit Loss ("ECL") for trade receivables. The ECL rates are based on the Group's historical loss rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors including their best estimate of the impact of COVID-19 Pandemic, specific to the receivables and the economic environment which could affect the ability of the customers to settle the receivables. In considering the impact of the economic environment on the ECL rates, the Group assesses, for example, the gross domestic production ("GDP") growth rates and the unemployment rate of the countries in which it sells goods and services to be the most relevant factors. The Group adjusts the allowance matrix at each reporting date. Such estimation of the ECL rates may not be representative of the actual default in the future. The expected loss allowance on the Group's trade receivables as at 31 March 2022 is disclosed in Note 16 to the consolidated financial statements.

Provision for income taxes

The Group has exposure to income taxes in several jurisdictions of which a portion of these taxes arose from certain transactions and computations for which ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities of expected tax issues based on their best estimates of the likely taxes due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax positions in the period in which such determination is made. The carrying amount of the Group's current tax payables as at 31 March 2022 is S\$335,000 (2021: S\$163,000).

5 SEGMENT INFORMATION

The executive directors of the Company, who are the CODM monitor the operating results of its operating segments for the purpose of making decisions about resource allocation and performance assessment. The executive directors of the Company consider all businesses to be included in a single operating segment. Information reported to the executive directors of the Company, for the purpose of resources allocation and performance assessment, focuses on the operating results of the Group as a whole as the Group's resources are integrated.

Revenue

The Group is principally engaged in the provision of food catering services through a chain of Taiwan-style Outlets and Restaurants. The following is an analysis of revenue and non-current assets by geographical areas. Revenue is attributed to countries by locations of customers.

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
<i>Revenue</i>		
Singapore	12,474	11,002
Malaysia	8,647	8,727
Indonesia	2,267	1,346
United States	530	225
Others	133	151
	24,051	21,451

Notes to the Consolidated Financial Statements

5 SEGMENT INFORMATION (Continued)

Revenue (Continued)

	As at 31 March	
	2022 S\$'000	2021 S\$'000
<i>Non-current asset</i>		
Property, plant and equipment		
Singapore	4,973	5,171
Malaysia	878	597
	5,851	5,768

Other than revenue and non-current asset analysis, no operating results and other discrete financial information are regularly presented for CODM decision in making assessment of performance and allocation of resources. Accordingly, other than entity-wide information, no analysis of single operating segment is presented.

Revenue of S\$2,267,000 (2021: S\$1,346,000) during the year is derived from a single external customer. These revenues are attributable to the geographical area of Indonesia.

6 REVENUE

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

	Year ended 31 March	
	2022 S\$'000	2021 S\$'000
Sales of goods		
— Outlet sales	16,030	14,477
— Franchisees/licensees	6,470	5,740
Franchise fee	553	465
Advertising and promotion fees	251	211
Royalty	747	558
	24,051	21,451

	Year ended 31 March	
	2022 S\$'000	2021 S\$'000
At a point in time	22,500	20,217
Over time	1,551	1,234
Total	24,051	21,451



Notes to the Consolidated Financial Statements

6 REVENUE (Continued)

(b) Deferred revenue:

(i) Revenue recognised in relation to deferred revenue:

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Revenue recognised in current year that was included in the deferred revenue balance at the beginning of the year	622	447

(ii) Unsatisfied performance obligation:

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Aggregate amount of the transaction price allocated to contracts that are partially or fully unsatisfied as at 31 March	1,150	1,464

Management expects that 38% (2021: 42%) of the transaction price allocated to the unsatisfied performance obligations as of 31 March 2022 are to be recognised as revenue during the next reporting period. The remaining 62% (2021: 58%) are expected to be recognised by 31 March 2023, 2024, 2025, 2026, 2027 and 2028 for each of the unsatisfied performance obligations as of 31 March 2022.

(c) Contract balances

	As at 31 March		As at 1 April
	2022	2021	2020
	S\$'000	S\$'000	S\$'000
Trade receivables (Note 16)	196	173	389
Deferred revenue (Note 20)	1,150	1,464	1,492



Notes to the Consolidated Financial Statements

7 OTHER INCOME

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Rental rebates ¹	143	319
Government grants ²	935	1,128
Operating fee income	66	53
Others	385	171
	1,529	1,671

- 1 Rental rebates are mainly given by landlords to subsidise the rental payments incurred by the Group during the COVID-19 Pandemic. The Group applied the practical expedient for all eligible rent concessions. The amount recognised in the statement of profit or loss for the financial year ended 31 March 2022 to reflect changes in lease payments that arose from rent concessions to which the Group has applied the practical expedient is S\$143,000 (2021: S\$319,000).
- 2 Government grants mainly consists of Job Support Scheme ("JSS") provided by the Government of Singapore to Singapore employers for subsidising the employment cost incurred during the COVID-19 Pandemic. Grant income from JSS is recognised in the current reporting period in a systematic basis.

8 OTHER LOSSES

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Foreign currency exchange difference, net	24	548

9 EXPENSES BY NATURE

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Cost of inventories (<i>Note 15</i>)	8,991	8,302
Employee benefit costs (<i>Note 10</i>)	5,005	4,247
Rental expenses (<i>Note 22c</i>)	588	198
Advertising, promotion and marketing expenses	716	736
Logistics and transportation expenses	579	536
Directors' remuneration (<i>Note 10</i>)	2,412	2,184
Utilities expenses	319	305
Sundry expenses	271	365
Professional fees	380	1,170
Maintenance charges	83	75
Travelling expense	51	36
Withholding tax expense	51	110
Depreciation (<i>Note 14</i>)	2,001	1,885
Printing expenses	51	108
Insurance expenses	28	26
Auditor's remuneration	144	212
Write-off of property, plant and equipment	13	31
Others	244	181
	21,927	20,707
Total cost of sales, administrative, selling and distribution expenses		



Notes to the Consolidated Financial Statements

10 EMPLOYEE BENEFIT COSTS — INCLUDING DIRECTORS' REMUNERATION

(a) Employee benefit expenses during the years are as follows:

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Wages, salaries and allowances	4,236	3,490
Retirement benefit costs — defined contribution plans	415	458
Others	354	299
Employee benefit costs	5,005	4,247
Directors' remuneration	2,412	2,184
Total employee benefit costs and directors' remuneration	7,417	6,431

Employee benefits expenses have been included in consolidated statement of profit or loss as follows:

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Administrative expenses	4,258	3,805
Selling and distribution expenses	3,159	2,626
	7,417	6,431

(b) Directors' remuneration

The remuneration of every director for the financial year ended 31 March 2022 is set out below:

Name of director	Employer's contribution to defined contribution				Total S\$'000
	Fees S\$'000	Salaries, allowances and benefits in kind S\$'000	plans S\$'000	Bonuses S\$'000	
Executive directors					
Mr. Daniel Tay	—	869	35	257	1,161
Mr. Melvyn Wong	—	869	35	257	1,161
Independent non-executive directors					
Jong Voon Hoo	30	—	—	—	30
Koh Boon Chiao	30	—	—	—	30
Lim Wee Pin ¹	12	—	—	—	12
Fok Chee Khuen ²	18	—	—	—	18
	90	1,738	70	514	2,412

Notes to the Consolidated Financial Statements

10 EMPLOYEE BENEFIT COSTS — INCLUDING DIRECTORS' REMUNERATION (Continued)

(b) Directors' remuneration (Continued)

The remuneration of every director for the financial year ended 31 March 2021 is set out below:

Name of director	Fees S\$'000	Salaries, allowances and benefits in kind S\$'000	Employer's contribution to defined plans S\$'000	Bonuses S\$'000	Total S\$'000
Executive directors					
Mr. Daniel Tay	—	868	45	134	1,047
Mr. Melvyn Wong	—	868	45	134	1,047
Independent non-executive directors					
Jong Voon Hoo	30	—	—	—	30
Koh Boon Chiao	30	—	—	—	30
Lim Wee Pin ¹	30	—	—	—	30
	90	1,736	90	268	2,184

1 Mr. Lim Wee Pin is one of the Independent Non-executive Directors of the Company appointed on 23 September 2019 and resigned on 27 August 2021.

2 Mr. Fok Chee Khuen is one of the Independent Non-executive Directors of the Company appointed on 27 August 2021.

The remuneration shown above represents remuneration received from the Group by these directors in their capacity as employees to the companies comprising the Group.

During the financial year ended 31 March 2022, none of the directors of the Company waived any remuneration paid or payable by the Group and no remuneration were paid by the Group to the directors as an inducement to join or upon joining the Group or as compensation for loss of office (2021: Nil).



Notes to the Consolidated Financial Statements

10 EMPLOYEE BENEFIT COSTS — INCLUDING DIRECTORS' REMUNERATION (Continued)**(b) Directors' remuneration** (Continued)**(i) Directors' retirement benefits**

Apart from statutory employer's contribution to defined contribution plans, no retirement benefits were paid to or receivable by any directors in respect of their other services in connection with the management of the affairs of the Company or its subsidiaries undertaken during the financial year (2021: Nil).

(ii) Directors' termination benefits

No payment was made to directors as compensation for any early termination of the appointment during the financial year (2021: Nil).

(iii) Consideration provided to third parties for making available directors' services

No payment was made to third parties for making available the services of the directors as a director of the Company during the financial year (2021: Nil).

(iv) Information about loans, quasi-loans and other dealings in favour of directors, controlled bodies corporate by and connected entities with such directors

There are no loans, quasi-loans and other dealings in favour of directors, controlled bodies corporate by and connected entities with such directors during the financial year (2021: Nil).

(c) Five highest paid individuals

The five individuals whose emoluments were the highest in the Group for the year ended 31 March 2022 include two directors (2021: two directors), respectively whose remuneration are reflected in the analysis presented above. The remuneration paid to the remaining three (2021: three) individuals are as follows:

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Wages, salaries and allowances	212	236
Bonuses	40	61
Retirement benefit costs — defined contribution plans	41	44
	293	341

The remuneration of above individuals are within the following band:

	Year ended 31 March	
	2022	2021
Remuneration band		
HK\$nil — HK\$1,000,000 (equivalent from S\$nil to S\$172,900)		
(2021: HK\$nil — HK\$1,000,000 (equivalent from S\$nil to S\$176,103))	3	3

During the year ended 31 March 2022, no emoluments were paid by the Group to the five highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office. In addition, none of the five highest paid individuals waived or agreed to waive any emoluments during the year (2021: Nil).

Notes to the Consolidated Financial Statements

11 FINANCE COST — NET

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Interest income	24	87
Interest expense	(136)	(147)
	(112)	(60)

12 INCOME TAX EXPENSE

Tax has been provided at the applicable tax rate on the estimated assessable profit during the financial year.

The amount of income tax expense charged to the consolidated statement of profit or loss represents:

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Current tax expense		
Current financial year	783	769
Overprovision in prior financial years	(90)	—
	693	769
Deferred tax credit (Note 21)		
Origination and reversal of temporary differences	(4)	—
	689	769

Taxation has been provided at the appropriate rates in the countries in which the Group operates. The Group is not subject to any taxation in the Cayman Islands and the British Virgin Islands. Singapore Corporate income tax has been provided at 17% (2021: 17%) of the estimated profit during the financial year. The applicable income tax rate for the Group's entities in Malaysia was 24% (2021: 24%) during the financial year.



Notes to the Consolidated Financial Statements

12 INCOME TAX EXPENSE (Continued)

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

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Profit before tax	3,517	1,807
Tax calculated at rate of 17%	598	307
Tax effects of:		
— Different tax rates in different jurisdictions	71	42
— Non taxable income	(91)	—
— Expenses not deductible for tax purposes	271	500
— Statutory income exemption	(70)	(80)
— Overprovision of tax in respect of prior years	(90)	—
Income tax expense	689	769

13 EARNINGS PER SHARE

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

	Year ended 31 March	
	2022	2021
Net profit attributable to equity holders of the Company (S\$'000)	2,815	1,038
Weighted average number of ordinary shares outstanding for basic earnings per share ('000)	800,000	800,000
Basic earnings per share (Singapore cents per share)	0.4	0.1

Diluted earnings per share is the same as the basic earnings per share as there were no potential dilutive ordinary shares outstanding for the years ended 31 March 2022 and 2021.



Notes to the Consolidated Financial Statements

14 PROPERTY, PLANT AND EQUIPMENT

	Leased retail spaces S\$'000	Properties held for own use S\$'000	Renovation works S\$'000	Furniture and fittings S\$'000	Office equipment S\$'000	Kitchen equipment S\$'000	Computers S\$'000	Total S\$'000
Cost								
As at 1 April 2020	5,096	3,343	797	53	159	60	135	9,643
Additions	1,859	—	178	10	33	47	24	2,151
Write-off	(3,056)	—	—	(37)	(5)	—	—	(3,098)
Currency translation difference	—	—	(8)	(1)	(1)	—	(1)	(11)
As at 31 March 2021	3,899	3,343	967	25	186	107	158	8,685
Accumulated depreciation								
As at 1 April 2020	(3,436)	(95)	(316)	(15)	(114)	(20)	(109)	(4,105)
Depreciation for the year	(1,597)	(67)	(164)	(8)	(19)	(21)	(9)	(1,885)
Write-off	3,056	—	—	11	—	—	—	3,067
Currency translation difference	—	—	4	—	1	—	1	6
As at 31 March 2021	(1,977)	(162)	(476)	(12)	(132)	(41)	(117)	(2,917)
Net book value								
As at 31 March 2021	1,922	3,181	491	13	54	66	41	5,768
Cost								
As at 1 April 2021	3,899	3,343	967	25	186	107	158	8,685
Additions	1,833	—	237	12	5	44	21	2,152
Write-off	(1,234)	—	(134)	—	(3)	(26)	—	(1,397)
Currency translation difference	—	—	(2)	—	—	(3)	—	(5)
As at 31 March 2022	4,498	3,343	1,068	37	188	122	179	9,435
Accumulated depreciation								
As at 1 April 2021	(1,977)	(162)	(476)	(12)	(132)	(41)	(117)	(2,917)
Depreciation for the year	(1,661)	(67)	(194)	(8)	(25)	(33)	(13)	(2,001)
Write-off	1,234	—	82	—	3	12	—	1,331
Currency translation difference	—	—	1	—	—	2	—	3
As at 31 March 2022	(2,404)	(229)	(587)	(20)	(154)	(60)	(130)	(3,584)
Net book value								
As at 31 March 2022	2,094	3,114	481	17	34	62	49	5,851

Right-of-use 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 22(a).

Bank borrowings as at financial year end with carrying amount of S\$2,209,000 (2021: S\$2,339,000) are secured on the properties held for own use by the Group.



Notes to the Consolidated Financial Statements

15 INVENTORIES

Inventories comprise fast moving consumables items. The cost of inventories included in cost of sales in the consolidated financial statements amounted to S\$8,991,000 (2021: S\$8,302,000).

16 TRADE AND OTHER RECEIVABLES AND PREPAYMENTS

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Trade receivables:		
— Third parties	196	173
Deposits with external parties ¹	794	814
Prepayments	167	349
Other receivables	229	467
	1,190	1,630
Total trade and other receivables and prepayments included in current assets	1,386	1,803

1. Deposits with external parties comprise mainly security deposits placed with landlords of leased properties.

Trade receivables

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Trade receivables	196	173
Less: allowance for impairment of trade receivables	—	—
	196	173

The carrying amounts of trade receivables approximate their fair values.

Trade receivables are non-interest bearing.

All trade receivables are subject to credit risk exposure. However, the Group does not identify specific concentrations of credit risk with regard to trade receivables, as the amounts recognised represent a large number of receivables from various franchisees.



Notes to the Consolidated Financial Statements

16 TRADE AND OTHER RECEIVABLES AND PREPAYMENTS (Continued)

Trade receivables (Continued)

The Group normally grants credit terms to its customers ranging from 0 to 7 days. The ageing analysis of the trade receivables based on invoice date is as follows:

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Current to 30 days	4	13
31 to 60 days	18	63
61 to 90 days	2	27
Over 90 days	172	70
	196	173

The carrying amounts of the Group's trade and other receivables and prepayments are denominated in the following currencies:

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
HKD	40	217
SGD	725	1,057
MYR	558	528
USD	63	1
	1,386	1,803

17 CASH AND CASH EQUIVALENTS

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Cash at banks	28,412	25,362
Cash on hand	20	26
	28,432	25,388



Notes to the Consolidated Financial Statements

17 CASH AND CASH EQUIVALENTS (Continued)

The Group's cash and cash equivalents are denominated in the following currencies:

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
HKD	8,415	8,688
SGD	17,503	14,513
MYR	2,420	2,172
USD	94	15
	28,432	25,388

18 SHARE CAPITAL AND SHARE PREMIUM

	Number of shares	Share capital S\$'000	Total S\$'000	
Authorised:				
Ordinary shares of HK\$0.01 each				
As at 1 April 2020, 31 March 2021 and 2022	10,000,000,000	17,400	17,400	
	Number of shares	Share capital S\$'000	Share premium S\$'000	Total S\$'000
Issued and fully paid:				
As at 1 April 2020, 31 March 2021 and 2022	800,000,000	1,392	17,092	18,484



Notes to the Consolidated Financial Statements

19 RESERVES

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Foreign currency translation reserve	(237)	(224)
Capital reserves	261	261
Retained earnings	10,374	7,546
	10,398	7,583

Foreign currency translation reserve arises from the translation of the financial statements of foreign entities whose functional currencies are different from the functional currency of the Company.

Capital reserves comprise the combined capital of the operating companies prior to the completion of the reorganisation of the Group in 2019 and the differences between total consideration paid to the Controlling Shareholders from the restructuring of certain operating companies within the Group in the previous financial years and the cost of investment in those operating companies. Capital reserves are non-distributable.

20 DEFERRED REVENUE

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Franchise upfront fees	1,150	1,300
Advances received for advertising and promotion	—	164
Total deferred revenue	1,150	1,464
Less non-current portion: franchise upfront fees	(707)	(842)
Total deferred revenue included in current liabilities	443	622

The changes in deferred revenue balance is mainly a result of timing differences between upfront franchise fees and advertising fees collected from franchisees as compared to the franchise revenue recognised and advertising and promotion fees revenue recognised during the financial year.



Notes to the Consolidated Financial Statements

21 DEFERRED INCOME TAX

The analysis of deferred income tax liability is as follows:

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Deferred income tax liability:		
— To be settled after one year	(12)	(16)

The movements in deferred income tax during the financial years are as follows:

Deferred income tax liability:

	Accelerated tax depreciation
	S\$'000
At 1 April 2020	16
Charged to profit or loss	—
At 31 March 2021	16
At 1 April 2021	16
Charged to profit or loss	(4)
At 31 March 2022	12

The balance comprises tax on excess of net book value over tax written down value of qualifying plant and equipment.

22 THE GROUP AS A LESSEE

Nature of the Group's leasing activities

Leased retail spaces

The Group leases retail spaces for the purpose of sales of food and beverages to retail customers.

Recognition exemptions

The Group has certain warehouse and office equipment with lease terms of 12 months or less and/or of low value. For such leases, the Group has elected not to recognise right-of use assets and lease liabilities.

(a) Carrying amounts

Right-of-use assets classified within property, plant and equipment

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Leased retail spaces	2,094	1,922

Notes to the Consolidated Financial Statements

22 THE GROUP AS A LESSEE (Continued)

Nature of the Group's leasing activities (Continued)

Leased retail spaces (Continued)

(b) Lease liabilities

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Lease liabilities — non-current	716	771
Lease liabilities — current	1,329	1,063
	2,045	1,834

(c) Lease expense not capitalised in lease liabilities

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Lease expense — short-term leases	472	114
Lease expense — low-value leases	1	1
Interest expense on lease liabilities	106	101
Variable lease payments which do not depend on an index or rate	115	83

(d) Total cash outflow for the leases during the financial year 2022 was S\$2,316,000 (2021: S\$1,906,000).

(e) Addition of right-of-use assets during the financial year 2022 was S\$1,833,000 (2021: S\$1,859,000).

(f) Future cash outflow which are not capitalised in lease liabilities

i. Variable lease payments

The leases for retail spaces contain variable lease payments that are based on a percentage of sales generated by the stores ranging from 0.5% to 2.0%, on top of fixed payments. The Group negotiates variable lease payments for a variety of reasons, including minimising the fixed costs base for newly established stores. Such variable lease payments are recognised to profit or loss when incurred and amounted to S\$115,000 (2021: S\$83,000) (Note 22(c)).

ii. Extension options

The leases for certain retail spaces and equipment contain extension periods, for which the related lease payments had not been included in lease liabilities as the Group is not reasonably certain to exercise these extension options. The Group negotiates extension options to optimise operational flexibility in terms of managing the assets used in the Group's operations. The majority of the extension options are exercisable by the Group and not by the lessor.

(g) Depreciation of right-of-use assets during the financial year 2022 was S\$1,661,000 (2021: S\$1,597,000) (Note 14).



Notes to the Consolidated Financial Statements

23 BORROWINGS

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
<i>Current</i>		
Bank borrowings	130	130
<i>Non-current</i>		
Bank borrowings	2,079	2,209
	2,209	2,339

The weighted average effective interest rates of the borrowings for the financial year ended 31 March 2022 is 1.3% per annum (2021: 1.9% per annum). All borrowings are denominated in SGD.

The Group's banking facilities are secured by the properties held for own use by the Group.

At the date of the consolidated statement of financial position, the fair value of non-current borrowings is approximately S\$1,959,000 (2021: S\$2,034,000) and is computed based on cash flow discounted at market borrowing rates of an equivalent instrument at end of reporting period.

The Group's bank borrowings are repayable as follows:

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Within 1 year	130	130
Between 1 and 2 years	130	130
Between 2 and 5 years	389	389
Over 5 years	1,560	1,690
	2,209	2,339

At the date of the consolidated statement of financial position, the Group's total available banking facilities amounted to approximately S\$2,209,000 (2021: S\$2,339,000) of which S\$2,209,000 (2021: S\$2,339,000) have been utilised.

Notes to the Consolidated Financial Statements

24 TRADE AND OTHER PAYABLES

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Trade payables		
— Third parties	559	468
Total trade payables	559	468
Other payables and accruals		
— Third parties		
— Goods and services tax payables	92	129
— Accruals	1,279	1,089
— Deposits received	202	273
— Others	253	266
Total other payables and accruals	1,826	1,757
Total trade and other payables included in current liabilities	2,385	2,225

Other payables are non-trade, unsecured, non-interest bearing and repayable on demand.

The carrying amounts of the Group's trade and other payables are denominated in the following currencies:

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
SGD	1,962	1,690
MYR	423	535
	2,385	2,225

The ageing analysis of the trade payables based on invoice date is as follows:

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
0 to 30 days	520	392
31 to 60 days	—	17
Over 60 days	39	59
	559	468



Notes to the Consolidated Financial Statements

25 PROVISIONS

	Reinstatement costs (Note i) S\$'000	Unutilised leave S\$'000	Total S\$'000
As at 1 April 2020	88	10	98
Provision for the year	14	—	14
As at 31 March 2021	102	10	112
As at 1 April 2021	102	10	112
Provision for the year	—	—	—
As at 31 March 2022	102	10	112

- (i) Provision for reinstatement costs was recognised for the expected cost associated with restoring the leased spaces to set up the Group's outlets, prior to returning the spaces to respective landlords upon expiry of the relevant leases. Such provision is the present value of the estimated costs of dismantlement, removal and restoration to be incurred for the leased spaces. The provision is based on estimates made from historical data associated with reinstatement works on contracts of similar nature using technology and materials that are currently available.

26 FINANCIAL INSTRUMENTS BY CATEGORY

	As at 31 March	
	2022	2021
	S\$'000	S\$'000
Financial assets		
Financial assets at amortised cost		
— Trade and other receivables excluding prepayments	1,219	1,454
— Cash and cash equivalents	28,432	25,388
Total	29,651	26,842
Financial liabilities		
Financial liabilities at amortised cost		
— Trade and other payables excluding goods and services tax payable	2,293	2,096
— Borrowings	2,209	2,339
— Lease liabilities	2,045	1,834
Total	6,547	6,269

Notes to the Consolidated Financial Statements

27 COMPANY LEVEL FINANCIAL INFORMATION

(a) Financial position

	Note	As at 31 March	
		2022 S\$'000	2021 S\$'000
ASSETS			
Non-current asset			
Investment in subsidiaries	1.2	43,270	58,560
Current assets			
Prepayments		53	230
Cash and bank balances		15,795	16,065
		15,848	16,295
Total assets		59,118	74,855
EQUITY AND LIABILITIES			
Capital and reserves attributable to equity holders of the Company			
Share capital	27(b)	1,392	1,392
Share premium	27(b)	17,092	17,092
Capital reserves	27(b)	68,800	68,800
Accumulated losses	27(b)	(33,758)	(17,695)
		53,526	69,589
LIABILITIES			
Current liabilities			
Amounts due to subsidiaries		5,592	5,266
Total liabilities		5,592	5,266
Total equity and liabilities		59,118	74,855

The details of the Company's investment in subsidiaries are listed in Note 1.2.

The statement of financial position of the Company was approved and authorised for issue by the Board of Directors on 30 June 2022 and was signed on its behalf.

Mr. Daniel Tay
Director

Mr. Melvyn Wong
Director



Notes to the Consolidated Financial Statements

27 COMPANY LEVEL FINANCIAL INFORMATION (Continued)**(b) Changes in equity**

	Share capital S\$'000	Share premium S\$'000	Capital reserves ⁽ⁱ⁾ S\$'000	Accumulated losses S\$'000	Total S\$'000
As at 1 April 2020	1,392	17,092	68,800	(5,704)	81,580
Loss and total comprehensive loss for the year	—	—	—	(11,991)	(11,991)
As at 31 March 2021	1,392	17,092	68,800	(17,695)	69,589
As at 1 April 2021	1,392	17,092	68,800	(17,695)	69,589
Loss and total comprehensive loss for the year	—	—	—	(16,063)	(16,063)
As at 31 March 2022	1,392	17,092	68,800	(33,758)	53,526

(i) Capital reserves are non-distributable.

28 NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS**Reconciliation of cash used in purchase of property, plant and equipment**

	Year ended 31 March	
	2022 S\$'000	2021 S\$'000
Total property, plant and equipment acquired during the year (Note 14)	2,152	2,151
Less: Right-of-use assets arising from lease of retail spaces	(1,833)	(1,859)
Cash used in purchase of property, plant and equipment during the year	319	292

29 CAPITAL COMMITMENTS

The Group had no capital commitments as at the date of the consolidated statement of financial position.



Notes to the Consolidated Financial Statements

30 RELATED PARTY TRANSACTIONS

Related parties are considered to be related to the Group if the party has the ability, directly or indirectly, to exercise significant influence over the Group in making financial and operating decisions. Related parties may be individuals (being members of key management personnel, significant shareholders and/or their close family members) or other entities and include entities which are under the significant influence of related parties of the Group where those parties are individuals. Parties are also considered to be related if they are subject to common control.

In addition to those disclosed elsewhere in the consolidated financial statements, the following is a summary of significant related party transactions which, in the opinion of the directors, are entered into in the ordinary course of business between the Group and its related parties, and the balances arising from related party transactions.

Name of the related party	Relationship with the Group
Mr. Daniel Tay	Executive Director and controlling shareholder
Mr. Melvyn Wong	Executive Director and controlling shareholder

There are no significant related party transactions during the reporting period (2021: Nil) and there are no significant related party balances as at 31 March 2022 (31 March 2021: Nil), other than key management compensation shown below:

(a) Key management compensation

Key management includes the directors of the Company. The compensation paid or payable to key management for employee services is shown below:

	Year ended 31 March	
	2022	2021
	S\$'000	S\$'000
Salaries and other short-term employee benefits	2,412	2,184

31 CONTINGENT LIABILITIES

The Group had no material contingent liabilities outstanding as at year end (2021: S\$nil).

32 SUBSEQUENT EVENTS

On 17 May 2022, the Company declared a special dividend of 0.625 Singapore cents per share amounting to a total of S\$5 million out of share premium account. These financial statements do not reflect this dividend, which will be accounted for in the financial year ending 31 March 2023.



Financial Summary

RESULTS

	Year ended 31 March				
	2022 S\$'000	2021 S\$'000	2020 S\$'000	2019 S\$'000	2018 S\$'000
REVENUE	24,051	21,451	24,262	21,325	18,581
PROFIT BEFORE INCOME TAX	3,517	1,807	4,760	3,264	3,785
Income tax expense	(689)	(769)	(1,203)	(1,000)	(656)
PROFIT FOR THE YEAR	2,828	1,038	3,557	2,264	3,129
Total comprehensive income for the year attributable to: Equity holders of the Company	2,815	1,001	3,562	2,210	3,246

ASSETS, LIABILITIES AND EQUITY

	As at 31 March				
	2022 S\$'000	2021 S\$'000	2020 S\$'000	2019 S\$'000	2018 S\$'000
TOTAL ASSETS	37,130	34,220	32,926	12,794	7,247
TOTAL LIABILITIES	8,248	8,153	7,860	8,764	4,076
	28,882	26,067	25,066	4,030	3,171
EQUITY: Equity attributable to equity holders of the Company	28,882	26,067	25,066	4,030	3,171

Definitions

“2021 Annual Report”	the annual report of the Company for the Year 2021
“2022 AGM”	the AGM of the Company to be held at 10 Anson Road, #26–11 International Plaza, Singapore 079903 on Monday, 29 August 2022 at 11 a.m.
“2022 Annual Report” or “Annual Report”	the annual report of the Company for the Year
“AGM”	an annual general meeting of the Company
“Articles of Association”	the articles of association of the Company
“Audit Committee”	The audit committee of the Board
“Board”	the board of Directors
“Brilliant Stride”	Brilliant Stride Limited, a company incorporated in the BVI with limited liability on 21 November 2017
“BVI”	the British Virgin Islands
“CG Code”	the Corporate Governance Code as set out in Appendix 14 to the Listing Rules
“Chairman”	the chairman of the Board
“Close associate(s)”	has the meaning ascribed thereto under the Listing Rules
“Companies Act”	the Companies Act, Cap.22 (Law 3 of 1961 as consolidated and revised) of the Cayman Islands, as amended, supplemented or otherwise modified from time to time
“Company” or “Snack Empire”	Snack Empire Holdings Limited (快餐帝國控股有限公司), an exempted company incorporated in the Cayman Islands under the Companies Act with limited liability on 2 February 2018 and registered as a non-Hong Kong company under Part 16 of the Companies Ordinance on 17 May 2018, whose issued Shares are listed and traded on the Main Board (stock code: 1843)
“Company Secretary”	the company secretary of the Company
“Controlling Shareholder(s)”	has the meaning ascribed thereto under the Listing Rules
“COVID-19” or “COVID-19 Pandemic”	the novel coronavirus 2019 disease pandemic
“Director(s)”	the director(s) of the Company
“EGM”	the extraordinary general meeting of the Company
“ESG”	the environmental, social and governance
“Franchisees/Licencee”	units Franchisees and Master Franchisees, collectively and “Franchisee” means any one of them
“Group”	the Company and its subsidiaries
“HK\$”	Hong Kong dollars, the lawful currency of Hong Kong
“Hong Kong”	the Hong Kong Special Administrative Region of the PRC
“IFRS”	the International Financial Reporting Standards issued by the International Accounting Standards Board
“Independent Auditor”	the independent auditor of the Company



Definitions

“Indonesia”	the Republic of Indonesia
“Indonesia Master Licence” or “Master Licence”	the master licence granted by STSS Company, an indirect wholly owned subsidiary of the Company, to the Master Licensee in respect of, among others, the right to use the intellectual property rights of the Company, and to sub-license such rights to use such intellectual property rights, in Indonesia
“INEDs”	independent non-executive Director(s)
“Listing”	the commencement of trading of the Shares in issue on the Main Board
“Listing Date”	23 October 2019, the date on which the Shares in issue were initially traded on the Main Board
“Listing Rules”	the Rules Governing the Listing of Securities on the Stock Exchange, as amended, supplemented or otherwise modified from time to time
“Main Board”	the stock exchange (excluding the option markets) operated by the Stock Exchange which is independent from and operated in parallel with the GEM of the Stock Exchange
“Malaysia”	the Federation of Malaysia, which includes West Malaysia and East Malaysia
“Master Franchise”	the master franchise granted by STSS Company, an indirect wholly owned subsidiary of the Company, to the Master Franchisee(s) in respect of, among others, the right to use the intellectual property rights of the Company, and to sub-franchise such rights to use such intellectual property rights, in their area of operation
“Master Franchisee(s)”	person(s) or entity(ies) granted the franchise right(s) under the Master Franchise(s)
“Master Licensee”	the master licensee to which STSS Company, an indirect wholly-owned subsidiary of the Company, granted the Indonesia Master Licence
“Memorandum of Association”	the memorandum of association of the Company, adopted on 23 September 2019 to take effect upon the Listing Date, as amended, supplemented or otherwise modified from time to time
“Model Code”	the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix 10 to the Listing Rules
“Mr. Daniel Tay”	Mr. Daniel Tay Kok Siong, an executive Director and a Controlling Shareholder
“Mr. Melvyn Wong”	Mr. Wong Chee Tat (黃志達), the chief executive officer of the Company, an executive Director, and a Controlling Shareholder
“Nomination Committee”	the nomination committee of the Board
“Non-self-operated”	operated by third party(ies) independent of and not connected with (within the meaning of the Listing Rules) any Directors, chief executive officer or substantial shareholders of the Company, its subsidiaries or any of their respective associates and not by the Group
“Northern California”	the northernmost 48 counties in California, from the north border of California, south through the entirety of Monterey, Kings, Tulare and Inyo counties, inclusive)
“Outlet(s)”	the take-out outlet(s) comprising a front counter and kitchen with no seating
“PRC” or “China”	the People’s Republic of China, and for the purpose of this Annual Report only, excluding Hong Kong, the Macau Special Administrative Region of the People’s Republic of China and Taiwan
“Prospectus”	the prospectus of the Company dated 30 September 2019
“Register of Members”	the register of members of the Company
“Remuneration Committee”	the remuneration committee of the Board

Definitions

“Restaurant(s)”	the self-service restaurant(s) comprising front counter, kitchen and seating
“RM” or “MYR”	Ringgit Malaysia, the lawful currency of Malaysia
“Self-operated”	operated by the Group
“SFO”	the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time
“Share Offer”	the public offer and the placing as defined in the Prospectus
“Share Option Scheme”	the share option scheme conditionally adopted by the Company on 23 September 2019 as described in the section headed “Statutory and General Information — Share Option Scheme” in Appendix V to the Prospectus
“Share(s)”	the ordinary share(s) in the share capital of our Company with a nominal or par value of HK\$0.01 each
“Shareholder(s)”	the holder(s) of Shares
“Shihlin Outlet(s)”	the Outlet(s) operating under the Shihlin Taiwan Street Snacks [®] brand
“Shihlin Outlets and Restaurants”	Shihlin Outlets and Shihlin Restaurants
“Shihlin Restaurant(s)”	the Restaurant(s) operating under the Shihlin Taiwan Street Snacks [®] brand
“Singapore”	the Republic of Singapore
“Singapore Exchange”	Singapore Exchange Securities Trading Limited
“Stock Exchange”	The Stock Exchange of Hong Kong Limited
“STSS Company”	The STSS Company Pte. Ltd., a company incorporated in Singapore and an indirect wholly-owned subsidiary of the Company
“STSS Integrated”	STSS Integrated Pte. Ltd., a company incorporated in Singapore and an indirect wholly-owned subsidiary of the Company
“subsidiary(ies)”	has the meaning ascribed thereto under the Listing Rules
“substantial shareholder(s)”	has the meaning ascribed thereto under the Listing Rules
“S\$” or “SGD”	Singapore dollars, the lawful currency of Singapore
“United States” or “USA”	the United States of America
“West Malaysia”	western part of Malaysia which lies on the Malay Peninsular and surrounding islands
“Year”	the financial year ended 31 March 2022
“Year 2021”	the financial year ended 31 March 2021
“%”	per cent

In this Annual Report, if there is any inconsistency between English names and their Chinese translations, the English names shall prevail.

