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## Directors' Statement

The directors have pleasure in presenting their statement together with the audited financial statements of Fraser and Neave, Limited (the "Company") and its subsidiaries (the "Group") for the financial year ended 30 September 2021.

### 1. DIRECTORS

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

Mr Charoen Sirivadhanabhakdi	(Chairman)
Khunying Wanna Sirivadhanabhakdi	(Vice-Chairman)
Tengku Syed Badarudin Jamalullail	
Mrs Siripen Sitasuwan	
Mr Timothy Chia Chee Ming	
Mr Charles Mak Ming Ying	
Mr Chan Heng Wing	
Dr Sujittra Sombuntham	
Mr Koh Poh Tiong	
Mr Chotiphat Bijananda	
Mr Thapana Sirivadhanabhakdi	
Mr Sithichai Chaikriangkrai	
Mr Michael Chye Hin Fah (Alternate Director to Mr Thapana Sirivadhanabhakdi)	
Mr Prapakon Thongtheppairot (Alternate Director to Mr Sithichai Chaikriangkrai)	

### 2. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

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

### 3. DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

(a) The following directors who held office at the end of the financial year had, according to the register required to be kept under Section 164 of the Companies Act (Chapter 50 of Singapore), interest in the shares in, or debentures of, the Company and its related corporations (other than wholly-owned subsidiaries) as stated below:

Name of Director	Direct Interest		Deemed Interest	
	As at 1 Oct 2020	As at 30 Sep 2021	As at 1 Oct 2020	As at 30 Sep 2021
<b>Charoen Sirivadhanabhakdi</b>				
Fraser and Neave, Limited				
• Ordinary Shares	-	-	1,270,503,884 <sup>(1)</sup>	<b>1,270,503,884<sup>(1)</sup></b>
Fraser's Property Limited				
• Ordinary Shares	-	-	2,541,007,768 <sup>(1)</sup>	<b>3,411,180,640<sup>(1)</sup></b>
Fraser & Neave Holdings Bhd				
• Ordinary Shares	-	-	203,470,910	<b>203,470,910</b>
TCC Assets Limited				
• Ordinary Shares	25,000	<b>25,000</b>	-	-

## Directors' Statement

### 3. DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (cont'd)

Name of Director	Direct Interest		Deemed Interest	
	As at 1 Oct 2020	As at 30 Sep 2021	As at 1 Oct 2020	As at 30 Sep 2021
<b>Khunying Wanna Sirivadhanabhakdi</b>				
Fraser and Neave, Limited				
• Ordinary Shares	-	-	1,270,503,884 <sup>(1)</sup>	<b>1,270,503,884<sup>(1)</sup></b>
Fraser's Property Limited				
• Ordinary Shares	-	-	2,541,007,768 <sup>(1)</sup>	<b>3,411,180,640<sup>(1)</sup></b>
Fraser & Neave Holdings Bhd				
• Ordinary Shares	-	-	203,470,910	<b>203,470,910</b>
TCC Assets Limited				
• Ordinary Shares	25,000	<b>25,000</b>	-	-
<b>Tengku Syed Badarudin Jamalullail</b>				
Fraser & Neave Holdings Bhd				
• Ordinary Shares	2,062,000	<b>2,062,000</b>	-	-
<b>Chan Heng Wing</b>				
Fraser's Property Treasury Pte. Ltd.				
• S\$300M 4.38% p.a. Subordinated Perpetual Securities (Series 003) (under S\$5B Multicurrency Debt Issuance Programme)	-	-	\$250,000	<b>\$250,000</b>
<b>Koh Poh Tiong</b>				
Fraser and Neave, Limited				
• Ordinary Shares	251,315	<b>251,315</b>	-	-
Fraser's Property Limited				
• Ordinary Shares	385,660	<b>528,354</b>	-	-
<b>Chotiphat Bijananda</b>				
Fraser's Property Limited				
• Ordinary Shares	-	-	-	<b>70,000,000<sup>(2)</sup></b>
<b>Thapana Sirivadhanabhakdi</b>				
Fraser's Property Limited				
• Ordinary Shares	-	-	-	<b>70,000,000<sup>(2)</sup></b>

<sup>(1)</sup> Each of Charoen Sirivadhanabhakdi and his spouse, Khunying Wanna Sirivadhanabhakdi, owns 50% of the issued share capital of TCC Assets Limited ("TCCA"), and is therefore deemed to be interested in all of the shares in the Company in which TCCA has an interest. Both the Company and Fraser's Property Limited ("FPL") are direct subsidiaries of TCCA.

Charoen Sirivadhanabhakdi and Khunying Wanna Sirivadhanabhakdi also jointly hold a 51% direct interest in Siritwana Company Limited ("Siritwana"). Siritwana holds an aggregate of approximately 45.26% interest in Thai Beverage Public Company Limited ("ThaiBev").

Further, Charoen Sirivadhanabhakdi and Khunying Wanna Sirivadhanabhakdi jointly hold a 100% direct interest in MM Group Limited ("MM Group"). MM Group holds a 100% direct interest in each of Maxtop Management Corp. ("Maxtop"), Risen Mark Enterprise Ltd. ("RM") and Golden Capital (Singapore) Limited ("GC"). Maxtop holds a 17.23% direct interest in ThaiBev; RM holds a 3.32% direct interest in ThaiBev; and GC holds a 0.06% direct interest in ThaiBev.

ThaiBev holds a 100% direct interest in International Beverage Holdings Limited, which in turn holds a 100% direct interest in InterBev Investment Limited ("IBIL"). Each of Charoen Sirivadhanabhakdi and Khunying Wanna Sirivadhanabhakdi is therefore deemed to be interested in all the shares in the Company in which IBIL has an interest.

<sup>(2)</sup> As at 30 September 2021, TCC Group Investments Limited ("TCCGI") (which is equally held by Atinant Bijananda, Thapana Sirivadhanabhakdi, Wallapa Traisorat, Thapanee Techajareonvikul and Panote Sirivadhanabhakdi) held 70,000,000 shares in Fraser's Property Limited ("FPL") through a nominee account.

Atinant Bijananda, through her 20.0% shareholding in TCCGI, is deemed to be interested in all the shares in FPL in which TCCGI has an interest ("TCCGI's FPL Shares"). As Atinant Bijananda is the spouse of Chotiphat Bijananda, he is deemed to be interested in TCCGI's FPL Shares.

Thapana Sirivadhanabhakdi, through his 20.0% shareholding in TCCGI, is also deemed to be interested in TCCGI's FPL Shares.

## Directors' Statement

### 3. DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (cont'd)

- (b) There was no change in any of the above-mentioned interests in the Company between the end of the financial year and 21 October 2021.
- (c) By virtue of Section 4 of the Securities and Futures Act, Chapter 289, each of Charoen Sirivadhanabhakdi and Khunying Wanna Sirivadhanabhakdi is deemed to have interests in the shares of the subsidiaries held by the Company and in the shares of the subsidiaries held by FPL.
- (d) Except as disclosed in this statement, no director who held office at the end of the financial year had any interest in shares in, or debentures of, the Company, or its related corporations, either at the beginning of the financial year, or date of appointment if later, or at the end of the financial year.

### 4. SHARE PLANS

#### (a) F&N Restricted Share Plan ("Restricted Share Plan"), F&N Performance Share Plan ("Performance Share Plan") and the F&N Restricted Share Plan 2019 ("F&N RSP 2019")

The Remuneration Committee administers the Company's share-based remuneration incentive plans, namely, the Restricted Share Plan, Performance Share Plan and the F&N RSP 2019, (collectively, the "Share Plans"). The Restricted Share Plan and the Performance Share Plan expired on 21 January 2019, and were replaced by the F&N RSP 2019. The expiry of the Restricted Share Plan and the Performance Share Plan does not affect awards granted prior to expiry of these share plans and which are pending final release.

#### Share Grants under the Share Plans

Under the Share Plans, the Company grants a base number of conditional share awards (the "Base Awards") to eligible participants annually. The Base Awards represent the right to receive fully paid ordinary shares of the Company, their equivalent cash value or combinations thereof, free of charge, provided that certain prescribed performance conditions are met over the relevant performance periods. The Remuneration Committee, as the administrator of the Share Plans, has absolute discretion in granting the Base Awards. The first grant of Base Awards pursuant to the F&N RSP 2019 was made on 28 August 2020. The performance periods for the Restricted Share Plan and the Performance Share Plan are two and three years respectively. For the F&N RSP 2019, the performance period is one year.

Depending on the level of achievement of the pre-determined targets over the respective performance periods for the Restricted Share Plan and the Performance Share Plan, an achievement factor will be applied to the relevant Base Awards to determine the final number of shares to be awarded at the end of the respective performance periods. The achievement factor ranges from 0% to 150% for the Restricted Share Plan and the F&N RSP 2019, and 0% to 200% for the Performance Share Plan. Accordingly, the actual number of shares to be awarded pursuant to the Share Plans will range from 0% to 150% of the Base Awards for the Restricted Share Plan and the F&N RSP 2019, and from 0% to 200% of the Base Awards for the Performance Share Plan (the "Final Awards").

In respect of the Restricted Share Plan, the first tranche at 50% of the relevant Final Awards will be vested to participants after the end of the two-year performance period and followed by the balance which will be vested in equal instalments over the next two years. In respect of the Performance Share Plan, 100% of the relevant Final Awards will be vested to the participants after the end of the three-year performance period. In respect of the F&N RSP 2019, Final Awards will be vested in equal instalments over three years after the end of the one-year performance period.

During the financial year:

- No awards have been granted to controlling shareholders or their associates, or parent group directors or employees under the F&N RSP 2019.
- No awards have been granted to directors of the Company under the F&N RSP 2019.
- No participant has received 5% or more of the total number of shares available/delivered pursuant to grants under the Share Plans.

## Directors' Statement

### 4. SHARE PLANS (cont'd)

#### (a) F&N Restricted Share Plan ("Restricted Share Plan"), F&N Performance Share Plan ("Performance Share Plan") and the F&N Restricted Share Plan 2019 ("F&N RSP 2019") (cont'd)

The first grant of awards under the Restricted Share Plan and Performance Share Plan was made in December 2009 for Financial Year 2009/10 and the first grant of awards under the F&N RSP 2019 was made on 28 August 2020 for Financial Year 2019/2020. The details of the shares awarded under the Share Plans in aggregate are as follows:

##### (i) Restricted Share Plan

Shares	Grant Date	Balance as at 1.10.2020	Lapsed	Achievement Factor	Vested	Balance as at 30.9.2021
Year 8	28.12.2016	167,675	(275)	-	(167,400)	-
Year 9	28.12.2017	582,200	(15,500)	-	(289,800)	276,900
Year 10	21.12.2018	1,420,500	(49,400)	296,900	(851,200)	816,800
		2,170,375	(65,175)*	296,900	(1,308,400)	1,093,700

\* Lapsed due to cessation of employment.

##### (ii) Performance Share Plan

Shares	Grant Date	Balance as at 1.10.2020	Achievement Factor	Vested	Balance as at 30.9.2021
Year 9	28.12.2017	78,000	(48,500)	(29,500)	-
Year 10	21.12.2018	127,000	-	-	127,000
		205,000	(48,500)	(29,500)	127,000

##### (iii) F&N Restricted Share Plan 2019

Shares	Grant Date	Balance as at 1.10.2020 or Grant Date if later	Lapsed	Achievement Factor	Vested	Balance as at 30.9.2021
Year 1	28.08.2020	1,765,250	(52,799)	(509,850)	(411,798)	790,803
Year 2	10.02.2021	1,937,750	(41,500)	-	-	1,896,250
		3,703,000	(94,299)*	(509,850)	(411,798)	2,687,053

\* Lapsed due to cessation of employment.

#### (b) Fraser & Neave Holdings Bhd ("F&NHB") Restricted Share Plan ("F&NHB RSP"), F&NHB Performance Share Plan ("F&NHB PSP", and collectively with the F&NHB RSP, the "F&NHB SGP") and the F&NHB Share Grant Plan 2021 ("F&NHB SGP 2021")

The F&NHB SGP were approved by Bursa Malaysia Securities Berhad ("Bursa Malaysia") on 20 December 2011 and subsequently approved by the shareholders of F&NHB at its Extraordinary General Meeting ("EGM") held on 13 January 2012. To date, there were no grants made under the F&NHB PSP. As the F&NHB SGP are due to expire on 14 March 2022, F&NHB introduced the F&NHB SGP 2021 which was approved by the shareholders of F&NHB at an EGM held on 19 January 2021. The F&NHB SGP 2021 was implemented on 11 February 2021 and is valid for 10 years from 11 February 2021 to 10 February 2031. The expiry of the F&NHB SGP in 2022 does not affect awards of F&NHB shares granted prior to its expiry and which are capable of being vested prior and up to 14 March 2022.

## Directors' Statement

### 4. SHARE PLANS (cont'd)

#### (b) Fraser & Neave Holdings Bhd ("F&NHB") Restricted Share Plan ("F&NHB RSP"), F&NHB Performance Share Plan ("F&NHB PSP", and collectively with the F&NHB RSP, the "F&NHB SGP") and the F&NHB Share Grant Plan 2021 ("F&NHB SGP 2021") (cont'd)

Under the F&NHB SGP and the F&NHB SGP 2021, F&NHB grants a base number of conditional awards of F&NHB shares (the "F&NHB Base Awards") to eligible participants annually. The F&NHB Base Awards represent the right to receive fully paid shares of F&NHB, their equivalent cash value or combinations thereof, free of charge, provided that certain prescribed performance conditions are met. The Remuneration Committee of F&NHB (the "F&NHB RemCo"), as administrator of the F&NHB SGP and the F&NHB SGP 2021, has absolute discretion in granting the F&NHB Base Awards and determining the performance period and the vesting period. The F&NHB RemCo has determined the performance period for the F&NHB RSP to be two years.

Depending on the level of achievement of the pre-determined targets, an achievement factor will be applied to the relevant F&NHB Base Awards to determine the final number of F&NHB shares to be awarded at the end of the relevant performance period (the "F&NHB Final Awards"). The achievement factor ranges from 0% to 150%. Accordingly, the actual number of F&NHB shares to be awarded could range from 0% to 150% of the initial grant of awards under the F&NHB RSP and the F&NHB SGP 2021.

In respect of the F&NHB RSP, the first tranche of F&NHB shares (being 50% of the relevant F&NHB Final Awards) will be vested to participants after the end of the two-year performance period. The balance 50% will be vested in equal instalments over the next two years.

The award for Year 10 of the F&NHB RSP was deferred from December 2020 originally, to 15 February 2021 (i.e. after the F&NHB SGP 2021 was approved and implemented). Therefore, the F&NHB RemCo determined that Year 10 of the F&NHB RSP would be issued under the F&NHB SGP 2021. This was because the two-year performance period for the Year 10 F&NHB RSP would traverse the expiry of the F&NHB SGP, and no F&NHB shares can be released after said performance period as they would be deemed cancelled.

The directors of F&NHB do not participate in the F&NHB SGP and the F&NHB SGP 2021.

The details of the F&NHB shares awarded under the F&NHB RSP and the F&NHB RSP 2021 are as follows:

Shares	Grant Date	Balance as at 1.10.2020 or Grant Date if later	Lapsed	Achievement Factor	Vested	Balance as at 30.9.2021
<b>F&amp;NHB RSP</b>						
Year 6	22.12.2016	61,950	(300)	-	(61,650)	-
Year 7	22.12.2017	128,900	(10,625)	-	(64,150)	54,125
Year 8*	21.12.2018	213,600	(12,450)	(60,700)	(76,450)	64,000
Year 9*	23.12.2019	495,900	(106,400)	(194,750)	-	194,750
<b>F&amp;NHB SGP 2021</b>						
Year 10**	15.02.2021	384,200	(62,400)	-	-	321,800
		1,284,550	(192,175) <sup>^</sup>	(255,450)	(202,250)	634,675

\* Under the original vesting schedules for these awards of F&NHB shares, the final tranche under Year 8 F&NHB RSP, and the second and final tranches under Year 9 F&NHB RSP, would be released after the 14 March 2022 expiry of the F&NHB SGP and thus deemed to be cancelled. In view thereof, F&NHB shares under the F&NHB SGP 2021 equivalent to the number of shares deemed cancelled will be awarded to eligible participants in accordance with the original vesting schedules of these deemed cancelled awards, and which shares will not be subject to performance periods or achievement targets.

\*\* The F&NHB RemCo has also determined that the first tranche of F&NHB shares under the 15 February 2021 award for Year 10 F&NHB RSP (being 50% of the relevant F&NHB Final Awards) will be vested to participants after the end of the two-year performance period, and the balance 50% will be vested in equal instalments over the next two years.

<sup>^</sup> Lapsed due to cessation of employment.

(c) Other than those disclosed in this paragraph 4, no shares of the Company or any corporation in the Group were issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company or any corporation in the Group, whether granted before or during that financial year.

(d) Other than those reported in this paragraph 4, there were no unissued shares of the Company or any corporation in the Group under options as at the end of the financial year to which this statement relates.

## Directors' Statement

### 5. AUDIT COMMITTEE

The Audit Committee carried out its functions in accordance with Section 201B(5) of the Companies Act (Chapter 50 of Singapore), the SGX-ST Listing Manual and the Code of Corporate Governance 2018. These functions include, *inter alia*, the following:

- (a) reviewing the financial statements and related financial results announcements, including the independent auditors' report for the full-year and significant financial reporting issues and assessments, to safeguard the integrity in financial reporting, and to ensure compliance with the requirements of the Singapore Financial Reporting Standards (International);
- (b) reviewing and approving the internal and external audit plans to ensure the adequacy of the audit scope;
- (c) recommending, for the approval of the Board, the financial results and related financial results announcements;
- (d) reviewing the independence, adequacy and effectiveness, scope and results of the Group's internal audit function, including the adequacy of internal audit resources and its appropriate standing within the Group;
- (e) reviewing with internal and external auditors, the scope and results of the audit report and their recommendations, and monitoring the timely and proper implementation of any required corrective or improvement measures; and
- (f) reviewing and evaluating with internal and external auditors, and reporting to the Board at least annually on the adequacy and effectiveness of internal control systems, including financial, operational and compliance and information technology controls and together with the Sustainability and Risk Management Committee, risk management systems.

Further details regarding the Audit Committee are disclosed in the Corporate Governance Report.

The Audit Committee has nominated KPMG LLP for re-appointment by the shareholders as independent auditors at the forthcoming Annual General Meeting.

### 6. INDEPENDENT AUDITORS

The independent auditors, KPMG LLP, have expressed their willingness to accept re-appointment.

### 7. OPINION OF THE DIRECTORS

In the opinion of the directors,

- (i) the consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 30 September 2021 and the financial performance, changes in equity and cash flows of the Group and the changes in equity of the Company for the financial year ended 30 September 2021; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

On behalf of the Board

**SIRIPEN SITASUWAN**  
Director

**SITHICHAI CHAIKRIANGKRAI**  
Director

19 November 2021

## Independent Auditors' Report

MEMBERS OF THE COMPANY  
FRASER AND NEAVE, LIMITED

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of Fraser and Neave, Limited ('the Company') and its subsidiaries ('the Group'), which comprise the consolidated balance sheet of the Group and the balance sheet of the Company as at 30 September 2021, the consolidated statement of changes in equity of the Group and the statement of changes in equity of the Company and the consolidated profit statement, consolidated statement of comprehensive income, and consolidated cash flow statement of the Group for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 96 to 181.

In our opinion, the accompanying consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 ('the Act') and Singapore Financial Reporting Standards (International) ('SFRS(I)s') so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 30 September 2021 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and changes in equity of the Company for the year ended on that date.

#### Basis for opinion

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

#### Key audit matters

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

#### Impairment of fixed assets and investments in subsidiaries

(Refer to Note 2.8, Note 2.18, Note 12 and Note 15 to the financial statements)

##### The key audit matter

Fixed assets constitute 15.4% of the Group's total assets and investments in subsidiaries constitute 86.1% of the Company's total assets as at 30 September 2021.

When there are indicators of impairment noted in a business segment, the Group will estimate the recoverable amount of the fixed assets and investments in subsidiaries at the Company level based on discounted future cash flows expected to be generated from the business segment. The net present value of the forecast cash flows is derived from profit forecasts which include key assumptions such as sales growth rates and gross profit margins for the next 5 years, and discount rate as well as terminal growth rate.

The assessment of management's judgements in arriving at these key assumptions is a key focus area of our audit.

##### How the matter was addressed in our audit

Our procedures included, among others, assessing the appropriateness of the methodology used in determining the recoverable amount of the fixed assets and investments in subsidiaries.

We also assessed the reasonableness of the key assumptions used in the 5-year profit forecasts by comparing sales growth rates and gross profit margins to past performance and future plans. We also compared the discount rates applied to cost of capital of comparable listed companies and compared the terminal growth rate to macroeconomic indicators. We evaluated the sensitivity of the profit forecasts by considering the downside scenarios against reasonably plausible changes to the key assumptions, including considerations of the impact of the COVID-19 pandemic.

**Our findings** – We found the methodology used to be appropriate and key assumptions applied in the impairment testing to be appropriate.



## Independent Auditors' Report

MEMBERS OF THE COMPANY  
FRASER AND NEAVE, LIMITED

### Impairment of goodwill and intangible assets (including brands)

(Refer to Note 2.12, Note 2.13, Note 2.18, Note 18, Note 19 and Note 22 to the financial statements)

#### *The key audit matter*

As at 30 September 2021, the Group has goodwill of \$101.9 million mainly relating to the printing and publishing group and beverages group, and intangible assets (including brands) of \$68.8 million mainly relating to brands owned by the Group.

The Group will estimate the recoverable amount of goodwill and intangible assets with finite useful life with indicators of impairment based on discounted future cash flows expected to be generated from the respective operating unit. The net present value of the forecast cash flows is derived from profit forecasts which include key assumptions such as sales growth and gross profit margins for the next 3 to 5 years, discount rate and terminal growth rate for the operating units which the goodwill and intangible assets are allocated to.

As there are judgements and estimation involved in the preparation of the discounted future cash flows and determination of certain key inputs, this is a key focus area in our audit.

#### *How the matter was addressed in our audit*

We assessed the determination of the operating units that goodwill is allocated to based on our understanding of the nature of the Group's business.

For goodwill and intangible assets with finite useful life with indicators of impairment, our procedures included, among others, assessing the appropriateness of the methodology used in determining the recoverable amount of the goodwill and intangible assets. We assessed the reasonableness of the key assumptions used in the 3 to 5 year profit forecasts, by comparing sales growth rates and gross profit margins to past performance and future plans. We also compared the discount rates applied to the cost of capital of comparable listed companies and compared the terminal growth rate to macroeconomic indicators. We evaluated the sensitivity of the profit forecasts by considering the downside scenarios against reasonably plausible changes to the key assumptions, including considerations of the impact of the COVID-19 pandemic.

**Our findings** – We found the methodology used to be appropriate and key assumptions applied in the impairment testing to be appropriate.

### *Other information*

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

We have obtained all other information prior to the date of this auditors' report except for the Shareholding Statistics which is expected to be made available to us after that date.

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

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

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

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

### *Responsibilities of management and directors for the financial statements*

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

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

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

## Independent Auditors' Report

MEMBERS OF THE COMPANY  
FRASER AND NEAVE, LIMITED

### *Auditors' responsibilities for the audit of the financial statements*

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

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

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

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

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

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

### **Report on other legal and regulatory requirements**

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

The engagement partner on the audit resulting in this independent auditors' report is Jeya Poh Wan S/O K. Suppiah.

### **KPMG LLP**

Public Accountants and  
Chartered Accountants

Singapore  
19 November 2021

## Profit Statement

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Notes	THE GROUP	
		2021 (\$'000)	2020 (\$'000)
<b>REVENUE</b>	3	<b>1,879,163</b>	1,833,501
Cost of sales		<b>(1,296,247)</b>	(1,237,627)
<b>GROSS PROFIT</b>		<b>582,916</b>	595,874
Other income (net)	4(a)	<b>7,673</b>	23,309
Operating expenses			
- Distribution		<b>(158,929)</b>	(159,649)
- Marketing		<b>(158,535)</b>	(180,831)
- Administration		<b>(122,079)</b>	(136,989)
		<b>(439,543)</b>	(477,469)
<b>TRADING PROFIT</b>		<b>151,046</b>	141,714
Share of results of joint venture companies		<b>(3,188)</b>	2,131
Share of results of associated companies		<b>113,486</b>	123,276
Gross income from other investments	6	<b>403</b>	285
<b>PROFIT BEFORE INTEREST AND TAXATION ("PBIT")</b>		<b>261,747</b>	267,406
Finance income		<b>2,286</b>	2,830
Finance costs		<b>(25,138)</b>	(24,788)
Net finance costs	4(b)	<b>(22,852)</b>	(21,958)
<b>PROFIT BEFORE FAIR VALUE ADJUSTMENT, TAXATION AND EXCEPTIONAL ITEMS</b>		<b>238,895</b>	245,448
Fair value adjustment of investment properties		<b>17</b>	(413)
<b>PROFIT BEFORE TAXATION AND EXCEPTIONAL ITEMS</b>	4(c)	<b>238,912</b>	245,035
Exceptional items	7	<b>(8,720)</b>	(621)
<b>PROFIT BEFORE TAXATION</b>		<b>230,192</b>	244,414
Taxation	8	<b>(34,718)</b>	(36,722)
<b>PROFIT AFTER TAXATION</b>		<b>195,474</b>	207,692
<b>ATTRIBUTABLE PROFIT TO:</b>			
Shareholders of the Company			
- Before fair value adjustment and exceptional items		<b>145,217</b>	150,397
- Fair value adjustment of investment properties		<b>17</b>	(237)
- Exceptional items		<b>(4,792)</b>	(950)
		<b>140,442</b>	149,210
Non-controlling interests		<b>55,032</b>	58,482
		<b>195,474</b>	207,692
<b>Earnings per share attributable to the shareholders of the Company</b>	10		
Basic			
- before fair value adjustment and exceptional items		<b>10.0 cts</b>	10.4 cts
- after fair value adjustment and exceptional items		<b>9.7 cts</b>	10.3 cts
Fully diluted			
- before fair value adjustment and exceptional items		<b>10.0 cts</b>	10.3 cts
- after fair value adjustment and exceptional items		<b>9.6 cts</b>	10.2 cts

## Statement of Comprehensive Income

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### THE GROUP

2021  
(\$'000)

2020  
(\$'000)

Profit after taxation **195,474** 207,692

#### Other comprehensive income:

##### Items that are or may be reclassified subsequently to profit statement

Share of other comprehensive income of associated and joint venture companies	<b>(8,287)</b>	(59)
Realisation of reserve on liquidation of a subsidiary company	<b>144</b>	-
Fair value changes on derivative financial instruments	<b>7,575</b>	(13,330)
Currency translation difference	<b>(35,305)</b>	(21,627)
	<b>(35,873)</b>	(35,016)

##### Items that will not be reclassified to profit statement

Fair value changes on equity investments measured at fair value through other comprehensive income	<b>(522)</b>	(1,509)
Remeasurement of defined benefit obligations	<b>824</b>	(405)
	<b>302</b>	(1,914)

**Other comprehensive income for the year, net of taxation** **(35,571)** (36,930)

**Total comprehensive income for the year** **159,903** 170,762

#### Total comprehensive income attributable to:

Shareholders of the Company	<b>122,897</b>	113,885
Non-controlling interests	<b>37,006</b>	56,877
	<b>159,903</b>	170,762

## Balance Sheets

AS AT 30 SEPTEMBER 2021

	Notes	THE GROUP		THE COMPANY	
		2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
<b>SHARE CAPITAL AND RESERVES</b>					
Share capital	11(a)	858,830	855,870	858,830	855,870
Reserves	11(b)	2,160,640	2,112,668	757,150	771,355
		<b>3,019,470</b>	2,968,538	<b>1,615,980</b>	1,627,225
<b>NON-CONTROLLING INTERESTS</b>					
		<b>431,766</b>	427,115	-	-
		<b>3,451,236</b>	3,395,653	<b>1,615,980</b>	1,627,225
Represented by:					
<b>NON-CURRENT ASSETS</b>					
Fixed assets	12	760,021	771,571	3,353	5,288
Investment properties	13	16,858	17,075	-	-
Properties held for development	14	17,853	18,114	-	-
Subsidiary companies	15	-	-	2,172,867	2,172,844
Joint venture companies	16	154,341	166,605	38,965	38,965
Associated companies	17	2,712,634	2,668,602	-	-
Intangible assets	18	138,636	133,695	877	652
Brands	22	32,105	27,354	212	212
Other investments	20	5,625	6,147	172,339	206,298
Other receivables	24	726	2,272	26	249
Deferred tax assets	30	4,695	4,516	-	-
		<b>3,843,494</b>	3,815,951	<b>2,388,639</b>	2,424,508
<b>CURRENT ASSETS</b>					
Inventories	23	297,577	296,724	-	-
Trade receivables	24	254,806	271,823	-	-
Other receivables	24	46,177	94,899	1,291	4,813
Related parties	24	6,121	8,664	616	735
Subsidiary companies	15	-	-	122,013	49,862
Joint venture companies	16	1,214	1,179	-	-
Associated companies	17	84	7	-	4
Cash and bank deposits	21	471,799	285,479	12,010	8,622
		<b>1,077,778</b>	958,775	<b>135,930</b>	64,036
<b>Deduct: CURRENT LIABILITIES</b>					
Trade payables	26	176,224	161,122	-	-
Other payables	26	194,914	211,759	13,434	13,850
Related parties	26	6,266	4,891	292	220
Subsidiary companies	15	-	-	90,746	5,174
Associated companies	17	261	398	-	-
Lease liabilities	27	11,646	14,268	2,445	2,353
Borrowings	28	427,573	42,701	-	-
Provision for taxation		49,349	49,639	6,420	4,296
		<b>866,233</b>	484,778	<b>113,337</b>	25,893
<b>NET CURRENT ASSETS</b>		<b>211,545</b>	473,997	<b>22,593</b>	38,143
<b>Deduct: NON-CURRENT LIABILITIES</b>					
Other payables	26	23,802	30,262	-	-
Subsidiary companies	15	-	-	795,000	833,019
Lease liabilities	27	36,539	25,168	235	2,380
Borrowings	28	499,262	795,888	-	-
Provision for employee benefits	29	15,760	18,414	-	-
Deferred tax liabilities	30	28,440	24,563	17	27
		<b>603,803</b>	894,295	<b>795,252</b>	835,426
<b>NET ASSETS</b>		<b>3,451,236</b>	3,395,653	<b>1,615,980</b>	1,627,225

The Notes on pages 104 to 181 form an integral part of the Financial Statements.

## Statements of Changes in Equity

THE GROUP												
Notes	Share Capital (\$'000)	Capital Reserve (\$'000)	Revenue Reserve (\$'000)	Exchange Reserve (\$'000)	Fair Value Adjustment Reserve (\$'000)	Hedging Reserve (\$'000)	Share-based Payment Reserve (\$'000)	Dividend Reserve (\$'000)	Total (\$'000)	Non-controlling Interests (\$'000)	Total Equity (\$'000)	
<b>YEAR ENDED 30 SEPTEMBER 2021</b>												
	855,870	(6,387)	2,106,230	1,343	(33,634)	(14,777)	9,140	50,753	2,968,538	427,115	3,395,653	
<u>Comprehensive income</u>												
Share of other comprehensive income of associated and joint venture companies	-	-	(8,190)	(77)	(20)	-	-	-	(8,287)	-	(8,287)	
Realisation of reserve on liquidation of a subsidiary company	-	-	-	144	-	-	-	-	144	-	144	
Fair value changes on derivative financial instruments	-	-	-	-	-	7,575	-	-	7,575	-	7,575	
Fair value changes on equity investments measured at fair value through other comprehensive income	-	-	-	-	(522)	-	-	-	(522)	-	(522)	
Remeasurement of defined benefit obligations	-	-	457	-	-	-	-	-	457	367	824	
Currency translation difference	-	-	-	(16,912)	-	-	-	-	(16,912)	(18,393)	(35,305)	
Other comprehensive income for the year	-	-	(7,733)	(16,845)	(542)	7,575	-	-	(17,545)	(18,026)	(35,571)	
Profit for the year	-	-	140,442	-	-	-	-	-	140,442	55,032	195,474	
<b>Total comprehensive income for the year</b>	-	-	132,709	(16,845)	(542)	7,575	-	-	122,897	37,006	159,903	
<u>Contributions by and distributions to owners</u>												
Employee share-based expense	-	-	-	-	-	-	2,926	-	2,926	517	3,443	
Issue of shares in the Company upon vesting of shares awarded	11	2,960	-	-	-	-	(2,960)	-	-	-	-	
Purchase of shares by a subsidiary company	-	-	(1,184)	-	-	-	-	-	(1,184)	(950)	(2,134)	
Shares of a subsidiary company reissued pursuant to its share plans	-	(279)	1,195	-	-	-	(916)	-	-	-	-	
<b>Dividends:</b>	9	-	-	-	-	-	-	(50,753)	(72,592)	(31,922)	(104,514)	
Dividends paid	-	-	(21,839)	-	-	-	-	(50,753)	(72,592)	(31,922)	(104,514)	
Dividends proposed	-	-	(50,814)	-	-	-	-	50,814	-	-	-	
<b>Total contributions by and distributions to owners</b>	-	2,960	(72,642)	-	-	-	(950)	61	(70,850)	(32,355)	(103,205)	
<u>Changes in ownership interests</u>												
Changes in carrying value of put option granted to non-controlling interests	-	(1,115)	-	-	-	-	-	-	(1,115)	-	(1,115)	
<b>Total changes in ownership interests</b>	-	(1,115)	-	-	-	-	-	-	(1,115)	-	(1,115)	
<b>Total transactions with owners in their capacity as owners</b>	-	2,960	(72,642)	-	-	-	(950)	61	(71,965)	(32,355)	(104,320)	
<b>Balance at 30 September 2021</b>		858,830	(7,781)	2,166,297	(15,502)	(34,176)	(7,202)	8,190	50,814	3,019,470	431,766	3,451,236

## Statements of Changes in Equity

THE GROUP											
Notes	Share Capital (\$'000)	Capital Reserve (\$'000)	Revenue Reserve (\$'000)	Exchange Reserve (\$'000)	Fair Value Adjustment Reserve (\$'000)	Hedging Reserve (\$'000)	Share-based Payment Reserve (\$'000)	Dividend Reserve (\$'000)	Total (\$'000)	Non-controlling Interests (\$'000)	Total Equity (\$'000)
<b>YEAR ENDED 30 SEPTEMBER 2020</b>											
Balance at 1 October 2019	853,549	(5,257)	2,030,987	21,678	(32,099)	(1,447)	7,911	57,961	2,933,283	399,828	3,333,111
<b>Comprehensive income</b>											
Share of other comprehensive income of associated companies	-	-	99	(132)	(26)	-	-	-	(59)	-	(59)
Fair value changes on derivative financial instruments	-	-	-	-	-	(13,330)	-	-	(13,330)	-	(13,330)
Fair value changes on equity investments measured at fair value through other comprehensive income	-	-	-	-	(1,509)	-	-	-	(1,509)	-	(1,509)
Remeasurement of defined benefit obligations	-	-	(224)	-	-	-	-	-	(224)	(181)	(405)
Currency translation difference	-	-	-	(20,203)	-	-	-	-	(20,203)	(1,424)	(21,627)
Other comprehensive income for the year	-	-	(125)	(20,335)	(1,535)	(13,330)	-	-	(35,325)	(1,605)	(36,930)
Profit for the year	-	-	149,210	-	-	-	-	-	149,210	58,482	207,692
<b>Total comprehensive income for the year</b>	-	-	149,085	(20,335)	(1,535)	(13,330)	-	-	113,885	56,877	170,762
<b>Contributions by and distributions to owners</b>											
Employee share-based expense	-	-	-	-	-	-	4,632	-	4,632	1,124	5,756
Issue of shares in the Company upon vesting of shares awarded	11	2,321	-	-	-	-	(2,321)	-	-	-	-
Purchase of shares by a subsidiary company	-	-	(1,314)	-	-	-	-	-	(1,314)	(1,054)	(2,368)
Shares of a subsidiary company reissued pursuant to its share plans	-	(88)	1,170	-	-	-	(1,082)	-	-	-	-
Capital contribution by non-controlling interests	-	-	-	-	-	-	-	-	-	1,595	1,595
<b>Dividends:</b>	9	-	-	-	-	-	-	-	-	-	-
Dividends paid	-	-	(21,793)	-	-	-	-	(57,961)	(79,754)	(32,292)	(112,046)
Dividends proposed	-	-	(50,753)	-	-	-	-	50,753	-	-	-
<b>Total contributions by and distributions to owners</b>	-	2,321	(88)	(72,690)	-	-	-	1,229	(7,208)	(76,436)	(30,627)
<b>Changes in ownership interests</b>											
Change of interests in subsidiary companies	-	-	(1,132)	-	-	-	-	-	(1,132)	1,132	-
Acquisition of non-controlling interests in a subsidiary company	-	-	(20)	-	-	-	-	-	(20)	(95)	(115)
Changes in carrying value of put option granted to non-controlling interests	-	(1,042)	-	-	-	-	-	-	(1,042)	-	(1,042)
<b>Total changes in ownership interests</b>	-	(1,042)	(1,152)	-	-	-	-	-	(2,194)	1,037	(1,157)
<b>Total transactions with owners in their capacity as owners</b>	-	2,321	(1,130)	(73,842)	-	-	-	1,229	(7,208)	(78,630)	(29,590)
<b>Balance at 30 September 2020</b>	855,870	(6,387)	2,106,230	1,343	(33,634)	(14,777)	9,140	50,753	2,968,538	427,115	3,395,653

## Statements of Changes in Equity

		THE COMPANY						
Notes	Share Capital (\$'000)	Capital Reserve (\$'000)	Revenue Reserve (\$'000)	Fair Value Adjustment Reserve (\$'000)	Share-based Payment Reserve (\$'000)	Dividend Reserve (\$'000)	Total Equity (\$'000)	
<b>YEAR ENDED 30 SEPTEMBER 2021</b>								
	855,870	(1,091)	660,393	56,437	4,863	50,753	1,627,225	
<u>Comprehensive income</u>								
Fair value changes on equity investments measured at fair value through other comprehensive income	-	-	-	(33,959)	-	-	(33,959)	
Other comprehensive income for the year	-	-	-	(33,959)	-	-	(33,959)	
Profit for the year	-	-	93,025	-	-	-	93,025	
<b>Total comprehensive income for the year</b>	-	-	93,025	(33,959)	-	-	59,066	
<u>Contributions by and distributions to owners</u>								
Employee share-based expense	-	-	-	-	2,281	-	2,281	
Issue of shares in the Company upon vesting of shares awarded	11 2,960	-	-	-	(2,960)	-	-	
<b>Dividends:</b>	9							
Dividends paid	-	-	(21,839)	-	-	(50,753)	(72,592)	
Dividends proposed	-	-	(50,814)	-	-	50,814	-	
<b>Total transactions with owners in their capacity as owners</b>	2,960	-	(72,653)	-	(679)	61	(70,311)	
<b>Balance at 30 September 2021</b>	<b>858,830</b>	<b>(1,091)</b>	<b>680,765</b>	<b>22,478</b>	<b>4,184</b>	<b>50,814</b>	<b>1,615,980</b>	
<b>YEAR ENDED 30 SEPTEMBER 2020</b>								
	853,549	(1,091)	722,593	57,939	3,953	57,961	1,694,904	
<u>Comprehensive income</u>								
Fair value changes on equity investments measured at fair value through other comprehensive income	-	-	-	(1,502)	-	-	(1,502)	
Other comprehensive income for the year	-	-	-	(1,502)	-	-	(1,502)	
Profit for the year	-	-	10,346	-	-	-	10,346	
<b>Total comprehensive income for the year</b>	-	-	10,346	(1,502)	-	-	8,844	
<u>Contributions by and distributions to owners</u>								
Employee share-based expense	-	-	-	-	3,231	-	3,231	
Issue of shares in the Company upon vesting of shares awarded	11 2,321	-	-	-	(2,321)	-	-	
<b>Dividends:</b>	9							
Dividends paid	-	-	(21,793)	-	-	(57,961)	(79,754)	
Dividends proposed	-	-	(50,753)	-	-	50,753	-	
<b>Total transactions with owners in their capacity as owners</b>	2,321	-	(72,546)	-	910	(7,208)	(76,523)	
<b>Balance at 30 September 2020</b>	<b>855,870</b>	<b>(1,091)</b>	<b>660,393</b>	<b>56,437</b>	<b>4,863</b>	<b>50,753</b>	<b>1,627,225</b>	



## Cash Flow Statement

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Profit before taxation and exceptional items	238,912	245,035
Adjustments for:		
Depreciation of fixed assets	76,935	74,251
Amortisation of brands and intangible assets	12,878	13,673
Impairment of fixed assets and intangible assets	1,247	550
Reversal of impairment of fixed assets and intangible assets	(448)	(264)
Fixed assets and intangible assets written off	250	256
Property development cost written off	8	357
Gross income from other investments	(403)	(285)
Provision for employee benefits	1,429	2,439
Write back of provision for employee benefits	(205)	(26)
Gain on disposal of fixed assets	(28)	(223)
Gain on lease termination/modification	(132)	(157)
Interest income	(2,286)	(2,830)
Interest expenses	25,138	24,788
Share of results of joint venture companies	3,188	(2,131)
Share of results of associated companies	(113,486)	(123,276)
Employee share-based expense	3,443	5,372
Fair value adjustment of investment properties	(17)	413
Fair value adjustment of financial instruments	(145)	(339)
Loss/(Gain) on disposal of financial instruments	52	(163)
Operating cash before working capital changes	246,330	237,440
Change in inventories	1,788	(34,594)
Change in receivables	72,256	(24,247)
Change in related parties' and joint venture and associated companies' balances	3,669	(3,922)
Change in payables	(12,958)	(53,840)
Currency realignment	(6,259)	(8,394)
Cash generated from operations	304,826	112,443
Interest income received	2,330	3,064
Interest expenses paid	(24,776)	(24,735)
Income taxes paid	(32,880)	(34,563)
Payment of employee benefits	(2,097)	(1,897)
Retirement benefit plan buy-out	-	(11,622)
<b>Net cash from operating activities</b>	<b>247,403</b>	<b>42,690</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Dividends from associated companies	92,825	96,547
Gross income from other investments	403	285
Proceeds from disposal of fixed assets	617	11,677
Purchase of fixed assets	(90,279)	(108,348)
Payment for intangible assets	(9,185)	(16,163)
Net cash outflow on acquisition of subsidiary companies	(16,207)	-
Investments in joint venture and associated companies	-	(41,747)
Payment of deferred consideration for prior years' acquisition of subsidiary companies	-	(3,525)
Deposits pledged in relation to acquisition of subsidiary companies	-	3,025
<b>Net cash used in investing activities</b>	<b>(21,826)</b>	<b>(58,249)</b>

## Cash Flow Statement

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### THE GROUP

	2021 (\$'000)	2020 (\$'000)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from borrowings	142,404	27,501
Repayment of borrowings	(50,889)	(15,607)
Payment of lease liabilities	(18,683)	(17,396)
Purchase of shares by a subsidiary company	(2,134)	(2,368)
Acquisition of non-controlling interests in a subsidiary company	-	(115)
Capital contribution by non-controlling interests	-	1,595
Payment of dividends:		
- by subsidiary companies to non-controlling interests	(31,922)	(32,292)
- by the Company to shareholders	(72,592)	(79,754)
<b>Net cash used in financing activities</b>	<b>(33,816)</b>	<b>(118,436)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>191,761</b>	<b>(133,995)</b>
Cash and cash equivalents at beginning of year	285,479	417,327
Effects of exchange rate changes on cash and cash equivalents	(5,441)	2,147
<b>Cash and cash equivalents at end of year</b>	<b>471,799</b>	<b>285,479</b>
<b>Analysis of acquisition of subsidiary companies</b>		
Net assets acquired:		
Fixed assets	1,019	-
Brands	4,908	-
Current assets	5,916	-
Current liabilities	(2,761)	-
Non-current liabilities	(1,663)	-
Cash and cash equivalents	3,130	-
	<b>10,549</b>	<b>-</b>
Goodwill on acquisition	8,788	-
Consideration paid	19,337	-
Less: Cash and cash equivalents of subsidiary companies acquired	(3,130)	-
<b>Net cash outflow on acquisition of subsidiary companies</b>	<b>16,207</b>	<b>-</b>

# Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

The following Notes form an integral part of the Financial Statements on pages 96 to 103.

The financial statements were authorised for issue in accordance with a resolution of the Directors on 19 November 2021.

## 1. GENERAL

Fraser and Neave, Limited (the "Company") is a limited liability company incorporated and domiciled in Singapore and is listed on the Singapore Exchange Securities Trading Limited. The registered office of the Company is located at 438 Alexandra Road, #20-00 Alexandra Point, Singapore 119958. TCC Assets Limited incorporated in the British Virgin Islands is the immediate and ultimate holding company.

The financial statements of the Group as at and for the year ended 30 September 2021 comprise the Company and its subsidiary companies (together referred to as the "Group").

The principal activities of the Group are:

- (a) production and sale of beverages and dairy products; and
- (b) printing and publishing.

These activities are carried out through the Company's subsidiary, joint venture and associated companies. The Company provides management and administrative services to some subsidiary companies.

## 2. ACCOUNTING POLICIES

### 2.1 Basis of Preparation

The financial statements are prepared in accordance with Singapore Financial Reporting Standards (International) ("SFRS(I)"). The financial statements are prepared on a historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollar and all values are rounded to the nearest thousand (\$'000) unless otherwise stated.

The Group and the Company have applied the same accounting policies and methods of computation in the preparation of the financial statements for the current financial year and are consistent with those used in the previous financial year, except as disclosed below.

The following are the amendments to the standards that are mandatory for application from 1 October 2020:

Various	<i>Amendments to References to the Conceptual Framework in SFRS(I) standards</i>
	<i>Amendments to illustrative examples, implementation guidance and SFRS(I) practice statements</i>
Amendments to SFRS(I) 3	<i>Definition of a Business</i>
Amendments to SFRS(I) 1-1 and SFRS(I) 1-8	<i>Definition of Material</i>
Amendments to SFRS(I) 9, SFRS(I) 1-39 and SFRS(I) 7	<i>Interest Rate Benchmark Reform</i>
Amendments to SFRS(I) 16	<i>Covid-19-Related Rent Concessions beyond 30 June 2021</i>

The adoption of the above amendments to the standards had no material impact on the financial statements of the Group and the Company.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.2 Basis of Consolidation and Business Combinations

Subsidiary companies are those companies controlled by the Group. Subsidiary companies are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases. The financial year of the Company and all its subsidiary companies ends on 30 September unless otherwise stated. The consolidated financial statements of the Group incorporate the financial statements of the Company and all its subsidiary companies made up to 30 September. The financial statements of subsidiary companies are prepared using consistent accounting policies.

Acquisitions of subsidiary companies are accounted for using the acquisition method. Business combinations are accounted for using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The consideration transferred for the acquisition of a subsidiary company or business comprises the fair value of the assets transferred, liabilities incurred, equity interest issued by the Group, any contingent consideration arrangement and any pre-existing interest in the subsidiary measured at their fair values at the acquisition date. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Any change in the contingent consideration to be paid will be recognised in the profit statement. Acquisition-related costs are expensed as incurred.

All intra group transactions, balances and unrealised gains are eliminated on consolidation. Unrealised gains resulting from transactions with associated and joint venture companies are eliminated to the extent of the Group's interest in them. Unrealised losses are also eliminated but only to the extent that there is no evidence of impairment.

Losses within a subsidiary company are attributed to the non-controlling interest even if that results in a deficit balance.

Non-controlling interests in the acquiree is recognised on the acquisition date at the non-controlling interests' proportionate share of the acquiree's net identifiable assets.

In business combinations achieved in stages, previously held equity interests in the acquiree are re-measured to fair value at the acquisition date and any corresponding gain or loss is recognised in the profit statement.

When a change in the Company's ownership interest in a subsidiary company results in a loss of control over the subsidiary company, the assets and liabilities of the subsidiary company including any goodwill are derecognised. Any retained interest in the entity is re-measured at fair value. The difference between the carrying amount of the retained interest and its fair value is recognised in the profit statement.

The accounting policy on goodwill on acquisition of subsidiary companies is included in Note 2.1 2(b).

When an entity within the Group writes a put option with the non-controlling shareholders as part of the acquisition of a subsidiary for settlement in cash or in another financial asset, a put liability is recognised for the present value of the exercise price of the option. This creates an obligation or potential obligation for the entity to purchase its subsidiary's equity instruments (constitutes the Group's own equity in the consolidated financial statements) for cash or another financial asset.

When the non-controlling shareholders still have present access to the returns associated with the underlying ownership interests, the Group continues to recognise the non-controlling shareholders. Therefore, the present value of the option is recognised in equity. Subsequent to initial recognition of the financial liability, changes in the carrying amount of the financial liability is recognised within equity.

If the put option expires unexercised, the charge to equity will be reversed and the financial liability will be derecognised. If the put option is exercised, the charge to equity will be reversed, the financial liability will be derecognised and acquisition accounting will be applied.

# Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

## 2. ACCOUNTING POLICIES (cont'd)

### 2.2 Basis of Consolidation and Business Combinations (cont'd)

#### Transactions with non-controlling interests

Non-controlling interests represent the equity in subsidiary companies not attributable, directly or indirectly, to owners of the Company, and are presented separately in the consolidated statement of comprehensive income, consolidated statement of changes in equity and within equity in the consolidated balance sheet, separately from equity attributable to owners of the Company.

A change in ownership interest in subsidiary companies that do not result in a change of control is accounted for as equity transactions. The carrying amounts of the controlling and non-controlling interests will be adjusted to reflect the changes in their relative interests in the subsidiary company. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received will be recognised directly in equity and attributed to owners of the parent company.

In the Company's separate financial statements, investments in subsidiary companies are stated at cost less accumulated impairment losses.

A list of the significant subsidiary companies is shown in Note 37.

### 2.3 Joint Arrangements

A joint arrangement is a contractual arrangement whereby two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

A joint arrangement is classified either as joint operation or joint venture, based on the rights and obligations of the parties to the arrangement.

#### (a) Joint operations

A joint operation is an arrangement which provides the Group with the rights to the assets and obligations for the liabilities relating to the arrangement.

The Group accounts for each of its assets, liabilities and transactions, including its share of those held or incurred jointly, in relation to the joint operation. The Group combines its share of each of the assets, liabilities, income and expenses of the joint operations with the similar items, line by line, in its consolidated financial statements.

#### (b) Joint venture companies

A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

The Group recognises its interest in joint venture companies using equity method. The Group's investments in joint venture companies are recorded at cost and adjusted to recognise the Group's share of post-acquisition reserves of the joint venture companies and less accumulated impairment losses, if any.

Investments in joint venture companies include goodwill. When the Group's share of losses in a joint venture company equals or exceeds its interest in the joint venture company, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint venture company.

The Group's share of the operating results and exceptional items of joint venture companies are shown separately in the profit statement. The Group's share of other comprehensive income ("OCI") is recognised in OCI. Net assets of the joint venture companies are included in the consolidated financial statements under the equity method based on their latest audited financial statements except where their financial periods do not end on 30 September, then management accounts to 30 September are used.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.3 Joint Arrangements (cont'd)

##### (b) Joint venture companies (cont'd)

The joint venture company is equity accounted for until the date on which the Group ceases to have joint control over the joint venture company. Upon loss of joint control over the joint venture company, the Group measures the retained interest at fair value. Any difference between the fair value of the aggregate of the retained interest and proceeds from disposal and the carrying amount of the investment at the date the equity method was discontinued is recognised in the profit statement.

In the Company's separate financial statements, investments in joint venture companies are carried at cost less accumulated impairment losses.

A list of the significant joint arrangements is shown in Note 37.

#### 2.4 Associated Companies

An associated company (not being a subsidiary company or joint venture company) is a company in which the Group exercises significant influence over the financial and operating policy decisions.

The Group's investments in associated companies are carried at cost and adjusted to recognise the Group's share of post-acquisition reserves of the associated companies, and less accumulated impairment losses, if any. Investments in associated companies include goodwill.

When the Group's share of losses in an associated company equals or exceeds its interest in the associated company, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associated company.

The Group's share of the operating results, exceptional items and fair value adjustment of investment properties of associated companies are shown separately in the profit statement. The Group's share of OCI is recognised in OCI. Net assets of the associated companies are included in the consolidated financial statements under the equity method based on their latest audited financial statements except where their financial periods do not end on 30 September, then management accounts to 30 September are used.

An associated company is equity accounted for from the date the Group obtains significant influence until the date the Group ceases to have significant influence over the associated company. Upon loss of significant influence over the associated company, the Group measures the retained interest at fair value. Any difference between the fair value of the aggregate of the retained interest and proceeds from disposal and the carrying amount of the investment at the date the equity method was discontinued is recognised in the profit statement.

In the Company's separate financial statements, investments in associated companies are carried at cost less accumulated impairment losses.

A list of the significant associated companies is shown in Note 37.

# Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

## 2. ACCOUNTING POLICIES (cont'd)

### 2.5 Revenue Recognition

#### Sale of Goods and Services

Revenue from the sale of goods and services in the ordinary course of business is recognised when the Group satisfies a performance obligation ("PO") by transferring control of a promised good or service to the customer. The amount of revenue recognised is the amount of the transaction price allocated to the satisfied PO.

The transaction price is allocated to each PO in the contract on the basis of the relative stand-alone selling prices of the promised goods or services.

Transaction price is the amount of consideration in the contract to which the Group expects to be entitled in exchange for transferring the promised goods or services. Consideration payable is deducted from the transaction price if the Group does not receive a separate identifiable benefit from the customer. When consideration is variable, the estimated amount is included in the transaction price to the extent that it is highly probable that a significant reversal of the cumulative revenue will not occur when the uncertainty associated with the variable consideration is resolved.

Revenue may be recognised at a point in time or over time following the timing of satisfaction of the PO. If a PO is satisfied over time, revenue is recognised based on the percentage of completion reflecting the progress towards complete satisfaction of that PO.

#### Others

Rental income is recognised on a straight-line basis over the lease term commencing on the date from which the lessee is entitled to exercise its right to use the leased asset.

Interest income is taken up on an accrual basis (using the effective interest method).

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

Other categories of revenue are taken up on an accrual basis.

### 2.6 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably. Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate. Where the effect of time value of money is material, the amount of the provision is the present value of the expenditure expected to be required to settle the obligation.

### 2.7 Taxation

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the profit statement except to the extent it relates to items recognised directly in equity, in which case it is recognised in equity or in OCI.

#### (a) Current tax

Current tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the balance sheet date. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.7 Taxation (cont'd)

##### (b) Deferred tax

Deferred tax is recognised in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Temporary differences are not recognised for goodwill, the initial recognition of assets or liabilities that affects neither accounting nor taxable profit, and differences relating to investments in subsidiary, joint venture and associated companies to the extent that the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences can be utilised. The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced by the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted at or substantively enacted at the balance sheet date.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

##### (c) Sales tax

Revenues, expenses and assets are recognised net of the amount of sales tax except:

- (i) Where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- (ii) Receivables and payables that are stated with the amount of sales tax included.

The net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the balance sheet.

#### 2.8 Fixed Assets

Fixed assets are carried at cost less accumulated depreciation and accumulated impairment loss. The cost of an asset comprises its purchase price and any directly attributable costs of bringing the asset to working condition for its intended use. Dismantlement, removal or restoration costs are included as part of the cost of fixed assets if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset. Expenditure for additions, improvements and replacements are capitalised and expenditure for maintenance and repairs are charged to the profit statement. Subsequent expenditure relating to fixed assets that has already been recognised is added to the carrying amount of the asset when it is probable that future economic benefits in excess of standard of performance of the asset before the expenditure was made, will flow to the Group and the cost can be reliably measured, otherwise it is recognised as an expense during the financial year in which it is incurred. The carrying amount of the replaced parts is derecognised.

An asset is derecognised upon sale or retirement and any gain or loss on derecognition of the asset is included in the profit statement. Any amount in revaluation reserve relating to that asset is transferred to revenue reserve.



# Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

## 2. ACCOUNTING POLICIES (cont'd)

### 2.8 Fixed Assets (cont'd)

Depreciation is calculated on the straight-line method to write off the cost or valuation of fixed assets less residual value over their estimated useful lives. No depreciation is charged for freehold land and capital work-in-progress. The residual values, depreciation method and useful lives are reviewed and adjusted as appropriate at each balance sheet date. The annual depreciation rates applied to write down the fixed assets over their estimated useful lives are as follows:

Leasehold land	-	Over the unexpired term of lease ranging from 10 to 99 years
Building	-	Over the shorter of the unexpired term of lease and lease term (ranging from 10 to 60 years)
Plant, machinery and equipment	-	Over the shorter of the unexpired term of lease and estimated useful lives of between 3 to 15 years
Motor vehicle and forklift	-	Over the shorter of the unexpired term of lease and estimated useful lives of between 5 to 10 years
Postmix and vending machine	-	Over the shorter of the unexpired term of lease and estimated useful lives of between 5 to 10 years
Furniture and fitting, computer equipment	-	Over the shorter of the unexpired term of lease and estimated useful lives of between 2 to 10 years

Capital Work-in-Progress includes fixed assets under construction and advance payments and progress payments made for fixed assets and are not depreciated until each stage of development is completed and becomes operational.

The carrying amounts of fixed assets are reviewed for impairment when events or circumstances indicate that the carrying value may not be recoverable.

### 2.9 Investment Properties

Investment properties are properties that are held for long term rental yields and/or capital appreciation. Completed investment properties are initially recognised at cost, including transaction cost and subsequently measured at fair value, determined annually by independent professional valuers on balance sheet date. Changes in fair values are recognised in the profit statement in the year in which they arise.

Transfers are made to or from completed investment properties only when there is a change in use. For a transfer from completed investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. For a transfer from owner-occupied property to completed investment property, the property is accounted for in accordance with the accounting policy for fixed assets up to the date of change in use.

On disposal of a completed investment property, the difference between the disposal proceeds and the carrying amount is recognised in the profit statement.

### 2.10 Properties Held for Development

Properties held for development are stated at cost less provision for foreseeable losses. The cost of properties held for development includes cost of land where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle.

Allowance for foreseeable losses of properties held for development is made when it is anticipated that the net realisable value has fallen below cost.

Properties held for development are reclassified as property development costs at the point where the development activities have commenced and where it can be demonstrated that the development activities can be completed within the normal operating cycle.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.11 Borrowing Costs

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in the profit statement using the effective interest method. However, borrowing costs that are directly attributable to acquisition, construction and production of qualifying assets are capitalised as part of the cost of the assets. Capitalisation of borrowing costs commences when activities to prepare the assets are in progress until the assets are ready for their intended use. Borrowing costs capitalised in development properties are determined after netting off interest income earned from progress billings received and placed on fixed deposits.

#### 2.12 Intangible Assets

Intangible assets acquired separately are capitalised at cost. Intangible assets from a business acquisition are capitalised at fair value as at the date of acquisition. After initial recognition, an intangible asset is carried at cost less any accumulated amortisation and any accumulated impairment loss.

The useful lives of these intangible assets are assessed to be either finite or indefinite. Amortisation charged on finite intangible assets is taken to the profit statement as amortisation expense. Intangible assets with indefinite useful lives are subjected to impairment test annually or more frequently if events or changes in circumstances indicate that the carrying value might be impaired.

Internally generated intangible assets arising from research are not capitalised and the expenditure is charged to the profit statement when it is incurred. Deferred development costs arising from deferred expenditure are recognised when the Group can demonstrate the technical feasibility of completing the intangible asset so that it will be available for use or sale, its intention to complete and its ability to use or sell the asset, how the asset will generate future economic benefits, the availability of resources to complete and the ability to measure reliably the expenditure during the development.

Intangible assets are tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value might be impaired. Useful lives are also examined on an annual basis and adjustments, where applicable, are made on a prospective basis.

- (a) Development costs of published products are expensed as incurred, except for development costs which can reasonably be expected to be recovered from related future revenues.

The development costs are then amortised in accordance with their estimated economic useful lives, upon completion of published products as follows:

	Education	General and Reference
1st year	33% - 50%	50%
2nd year	33% - 50%	30%
3rd year	34%	20%

At each balance sheet date, the Group assesses whether there is any indication of impairment. If any such indication exists, the recoverable amount is estimated.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.12 Intangible Assets (cont'd)

- (b) Goodwill on acquisition is identified as being the excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interests in the acquiree, and the fair value of the Group's previously held equity interest in the acquiree, over the net fair value of the acquiree's identifiable assets and liabilities. In instances where the latter amount exceeds the former, the excess is recognised as a gain in the profit statement on the acquisition date.

Positive goodwill is carried at cost less any accumulated impairment loss. Goodwill is subjected to impairment test annually or more frequently if events or changes in circumstances indicate that the carrying value might be impaired.

- (c) Other intangible assets are amortised on a straight-line basis in accordance with their estimated economic useful lives as follows:

Intangible assets	Useful lives
Imprints	5.0%
Co-publishing rights	21.7%
Non-contractual customers	10.0%
Customer relationships	6.7% to 20.0%
Publishing rights	12.5%
Licensing rights	2.0% to 20.0%
Distribution rights	6.7% to 10.0%
Software	12.5% to 33.3%

#### 2.13 Brands

Brands with finite lives are stated at cost less accumulated amortisation and accumulated impairment losses. They are assessed for impairment annually or whenever there is an indication of impairment. The useful life is also examined on an annual basis and an adjustment, where applicable, is made on a prospective basis. Amortisation is calculated to write off their cost over their estimated useful lives of up to 14 years on a straight-line method to the profit statement.

Brands with indefinite lives are stated at cost less any impairment loss. The useful life of the brand is estimated to be indefinite because based on the current market share of the brand, management believes there is no foreseeable limit to the period over which the brand is expected to generate net cash flows to the Group. The indefinite useful life is reviewed annually to determine whether it continues to be supportable. The brand is tested for impairment annually or more frequently when indicators of impairment are identified.

Internally generated brands are not capitalised and the expenditure is charged against profit in the year in which the expenditure is incurred.

#### 2.14 Inventories

All inventories are stated at the lower of cost and net realisable value. The net realisable value is the estimated selling price in the ordinary course of business, less the cost of completion and selling expenses.

Cost in respect of raw materials, consumable stores and goods purchased for resale is stated based on first-in-first-out, weighted average or standard cost (which approximates average actual cost). Cost in respect of manufactured inventories and work-in-progress includes attributable production overheads. Engineering spares and other inventories are valued on the weighted average cost basis less appropriate allowances for obsolete items.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.15 Financial Assets

##### (a) Classification

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

- Amortised cost;
- Fair value through other comprehensive income ('FVOCI'); and
- Fair value through profit or loss ('FVTPL').

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

Financial assets are not reclassified subsequent to their initial recognition unless its business model for managing those assets changes.

##### (i) *Financial assets at amortised cost*

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms 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 mainly comprise of cash and cash equivalents, trade and other receivables, amount due from related parties, joint venture and associated companies.

##### (ii) *Financial assets at FVOCI*

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis. The Group's equity investments are classified as FVOCI.

##### (iii) *Financial assets at FVTPL*

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI, as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

##### (b) Recognition and derecognition

Financial assets are recognised on the balance sheet when, and only when, the Group becomes a party to the contractual provisions of the financial instrument.

Purchases and sales of investments are recognised on trade-date, the date on which the Group commits to purchase or sell the asset.

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

##### (c) Initial measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in profit statement.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.15 Financial Assets (cont'd)

##### (d) Subsequent measurement

###### (i) *Financial assets at amortised cost*

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment losses are recognised in profit statement. Any gain or loss on derecognition is recognised in profit statement.

###### (ii) *Financial assets at FVOCI*

These assets are subsequently measured at fair value. The Group has elected to recognise changes in fair value of equity securities not held for trading in OCI as these are strategic investments and the Group considers this to be more relevant. Movements in fair values of investments classified as FVOCI are presented as "fair value gains/losses" in OCI. Where the Group has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit statement following the derecognition of the investment. Dividends from equity investments are recognised in profit statement as "dividend income".

###### (iii) *Financial assets at FVTPL*

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit statement.

##### (e) Impairment

The Group assesses on a forward looking basis the ECL associated with its financial assets carried at amortised cost and contract assets. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

Loss allowances of the Group are measured on either of the following bases:

- (i) 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected credit life of the instrument is less than 12 months); or
- (ii) Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument or contract asset.

For trade receivables and contract assets, the Group applies the simplified approach permitted by SFRS(I) 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

The Group applies the general approach of 12-month ECL at initial recognition for all other financial assets.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.15 Financial Assets (cont'd)

##### (e) Impairment (cont'd)

###### Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- (i) significant financial difficulty of the borrower;
- (ii) a breach of contract such as a default;
- (iii) the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- (iv) it is probable that the borrower will enter bankruptcy or other financial reorganisation; or
- (v) the disappearance of an active market for a security because of financial difficulties.

#### 2.16 Financial Liabilities

Financial liabilities are recognised on the balance sheet when, and only when, the Group becomes a party to the contractual provisions of the financial instrument.

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit statement. Directly attributable transaction costs are recognised in profit statement as incurred.

The Group classifies non-derivative financial liabilities into the other financial liabilities category. Other financial liabilities comprise trade payables, other payables, amounts due to subsidiary, joint venture, associated companies and related parties, borrowings and bank overdrafts, and put liability to acquire non-controlling interests. Other financial liabilities are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit statement.

Gains and losses are recognised in the profit statement when the liabilities are derecognised as well as through the amortisation process. A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired.

#### 2.17 Derivative Financial Instruments and Hedge Accounting

The Group and the Company use derivative financial instruments to hedge against risks associated with foreign currency and interest rate fluctuations. Foreign exchange forward contracts are used to hedge its risks associated primarily with foreign currency fluctuations. Interest rate swap contracts are used to hedge its risks associated with interest rate fluctuations. It is the Group's policy not to trade in derivative financial instruments.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Any directly attributable transaction costs are recognised in the profit statement as incurred. The changes in fair value of any derivative instrument that do not qualify for hedge accounting are recognised directly in the profit statement.

# Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

## 2. ACCOUNTING POLICIES (cont'd)

### 2.17 Derivative Financial Instruments and Hedge Accounting (cont'd)

The fair value of forward foreign currency contracts is calculated by reference to current forward foreign exchange rates for contracts with similar maturity profiles. The fair value of interest rate swap contracts is determined by reference to market values for similar instruments.

Derivative instruments that qualify for hedge accounting are classified either as cash flow hedge or fair value hedge.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedge item or transaction, the nature of the risk being hedged and how the entity will assess the hedging instrument's effectiveness in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they were designated.

#### Hedges directly affected by interest rate benchmark reform

In accordance with the transition provisions, the Group has applied the interest rate benchmark reform amendments retrospectively to hedging relationships that existed as at 1 October 2020 or were designated thereafter, and to the amount accumulated in the hedging reserve that existed at 1 October 2020.

For the purpose of evaluating whether there is an economic relationship between the hedged item(s) and the hedging instrument(s), the Group assumes that the benchmark interest rate is not altered as a result of interest rate benchmark reform.

For a cash flow hedge of a forecasted transaction, the Group assumes that the benchmark interest rate will not be altered as a result of interest rate benchmark reform for the purpose of assessing whether the forecasted transaction is highly probable and present an exposure to variations in the cash flow that could ultimately affect the profit statement. In determining whether a previously designated forecast transaction in a discontinued cash flow hedge is still expect to occur, the Group assumes that the interest rate benchmark cash flows designated as a hedge will not be altered as a result of interest rate benchmark reform.

The Group will cease to apply the specific policy for assessing the economic relationship between the hedged item and the hedging instrument (i) to a hedged item or hedging instrument when the uncertainty arising from interest rate benchmark reform is no longer present with respect to the timing and the amount of the interest rate benchmark-based cash flows of the respective item or instrument or (ii) when the hedging relationship is discontinued.

#### Cash flow hedges

Hedges which meet the criteria for hedge accounting are accounted for as cash flow hedges.

Cash flow hedges are hedges of the exposure to the variability of cash flow that is attributable to a particular risk associated with a recognised asset or liability that could affect the profit statement.

For cash flow hedges, the effective portion of the gain or loss on the hedging instrument is recognised directly in hedging reserve within equity limited to the cumulative change in fair value of the hedged item, while the ineffective portion is recognised in the profit statement.

Amounts taken to hedging reserve are transferred to the profit statement when the hedged transaction affects the profit statement, such as when the hedged financial income or financial expense is recognised or when a forecast sale or purchase occurs. When the hedged item is the cost of a non-financial asset or liability, the amounts taken to hedging reserve are transferred to the initial carrying amount of the non-financial asset or liability.

If the forecast transaction is no longer expected to occur, amounts previously recognised in hedging reserve are transferred to the profit statement. If the hedging instrument expires or is sold, terminated, or exercised without replacement or rollover, or if its designation as a hedge is revoked, amounts previously recognised in hedging reserve remain in hedging reserve until the forecast transaction occurs. If the related transaction is not expected to occur, the amount is taken to the profit statement.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.18 Impairment of Non-Financial Assets

The carrying amounts of the Group's assets are reviewed at each reporting date or when annual impairment testing is required, to determine whether there is any indication of impairment. For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost of disposal and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the cash generating unit ("CGU") to which the asset belongs. 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 is recognised whenever the carrying amount of an asset or CGU exceeds its recoverable amount. In determining fair value less cost of disposal, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used.

Reversal of impairment losses previously recognised is recorded when the decrease in impairment loss can be objectively related to an event occurring after the write down. The carrying amount is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

A reversal of impairment loss is recognised in the profit statement. Impairment loss on goodwill is not reversed in a subsequent period.

#### 2.19 Discontinued Operations and Assets and Liabilities Held for Sale

A component of the Group is classified as a discontinued operation when the criteria to be classified as held-for-sale have been met or it has been disposed of and such a component represents a separate major line of business or geographical area of operations, is part of a single co-ordinated major line of business or geographical area of operations. A component is deemed to be held for sale if its carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset or component is available for immediate sale in its present condition.

Immediately before the initial classification of the asset (or disposal group) as held for sale, the carrying amounts of the assets (or all the assets and liabilities in the group) are measured in accordance with the applicable SFRS(I)s. Upon classification as held for sale, non-current assets and disposal groups are not depreciated and are measured at the lower of carrying amount and fair value less costs to sell. Any differences are recognised in the profit statement.

Any impairment loss on initial classification and subsequent measurement is recognised as expense. Any subsequent increase in fair value less costs to sell (not exceeding the accumulated impairment loss that has been previously recognised) is recognised in the profit statement.

All income and expenses from discontinued operations are reported separately from income and expenses from continuing activities in the profit statement.

#### 2.20 Treasury Shares

The Group's own equity instruments, which are reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit statement on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount of treasury shares and the consideration received, if reissued, is recognised directly in equity. Voting rights related to treasury shares are nullified for the Group and no dividends are allocated to them respectively.



# Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

## 2. ACCOUNTING POLICIES (cont'd)

### 2.21 Employee Benefits

#### (a) Defined benefit plans

The cost of providing benefits under the defined benefit plans are determined by the project unit credit method. The liability recognised in the balance sheet is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for unrecognised past-service costs. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yields of high quality bonds that are denominated in the currency in which the benefits will be paid and have tenures approximating that of the related post-employment benefit obligations. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in OCI in the period when they arise.

Past service costs are recognised immediately in the profit statement.

#### (b) Defined contribution plans under statutory regulations

Obligations for contributions to defined contribution plans are recognised as an expense in the profit statement as incurred.

#### (c) Equity compensation plans

Employees of the Group receive remuneration in the form of share awards as consideration for services rendered.

##### *Equity-settled transactions*

The fair value of the employee services received in exchange for the grant of the awards is recognised as an expense in the profit statement with a corresponding increase in the employee share-based payment reserve over the vesting period. The total amount to be recognised over the vesting period is determined by reference to the fair value of the awards on the date of grant. At each balance sheet date, the number of share awards that are expected to be vested are estimated. The impact of the revision of the original estimates is recognised as an expense and as a corresponding adjustment to equity over the remaining vesting period, unless the revision to the original estimates is due to market conditions. No adjustment is made if the revision or actual outcome differs from the original estimates due to market conditions.

When the awards are released, the share-based payment reserve is credited to share capital if new shares are issued. If treasury shares purchased are re-issued to employees, the share-based payment reserve is credited to treasury shares with gain/loss on reissuance taken to capital reserve.

#### (d) Accrued annual leave

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

### 2.22 Leases

At the inception of a contract, the Group assesses whether a 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. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in SFRS(I) 16.

#### (a) Lessee

The Group recognises a ROU asset and a lease liability at the lease commencement date. The ROU asset is initially measured at cost, which comprises the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date, 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, less any lease incentives received.

The ROU asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term. In addition, the ROU asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.22 Leases (cont'd)

##### (a) Lessee (cont'd)

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. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

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

- fixed payments, including in-substance fixed payments;
- 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; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

For contracts that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component.

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

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

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

##### *Short-term leases and leases of low-value assets*

The Group has elected not to recognise ROU assets and lease liabilities for leases of low-value assets and short-term leases. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

##### (b) Lessor

The accounting policy applicable to the Group as a lessor in the comparative period were the same under SFRS(I) 16 except for sub-leases, except when the Group is an intermediate lessor.

In classifying a sublease, the Group as an intermediate lessor classifies the sublease as a finance or an operating lease with reference to the ROU asset arising from the head lease, rather than the underlying asset.

When the sublease is assessed as a finance lease, the Group derecognises the ROU asset relating to the head lease that it transfers to the sublessee and recognised the net investment in the sublease within "Other Receivables". Any differences between the ROU asset derecognised and the net investment in sublease is recognised in profit statement. Lease liability relating to the head lease is retained in the balance sheet, which represents the lease payments owed to the head lessor.

When the sublease is assessed as an operating lease, the Group recognise lease income from sublease in profit statement within "Other income". The ROU asset relating to the head lease is not derecognised.

For contracts that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component.

# Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

## 2. ACCOUNTING POLICIES (cont'd)

### 2.23 Government Grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised in the profit statement over the period necessary to match them on a systematic basis to the costs that it is intended to compensate, unless the conditions for receiving the grant are met after the related expenses have been recognised. In this case, the grant is recognised when it becomes receivable. Where the grant relates to an asset, the fair value is recognised as deferred capital grant and is amortised to the profit statement over the expected useful life of the relevant asset by equal annual installments.

### 2.24 Exceptional Items

Exceptional items are items of income and expense of such size, nature or incidence that their disclosure is relevant to explain the performance of the Group for the year.

### 2.25 Contingencies

A contingent liability is:

- (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group and the Company; or
- (b) a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of obligation cannot be measured with sufficient reliability.

Contingent liabilities are not recognised on the balance sheet of the Group and the Company, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

### 2.26 Functional and Foreign Currencies

#### (a) Functional currency

The currency of the primary economic environment in which the Company operates ("the functional currency") is Singapore Dollar. The consolidated financial statements are presented in Singapore Dollar, which is the Company's functional and presentation currency.

#### (b) Foreign currency transactions

Foreign currency transactions are recorded in the functional currencies of the Company and the respective subsidiary companies at rates of exchange approximating those ruling at transaction date. Foreign currency monetary assets and liabilities at the balance sheet date are translated at the rates ruling at that date. Exchange differences are dealt with in the profit statement except where exchange differences arise on foreign currency monetary items that in substance form part of the Group's net investment in the foreign entity. These exchange differences are taken to exchange reserve as a separate component of the shareholders' funds until the disposal of the net investment at which time they are recognised in the profit statement.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using exchange rates at the date when the fair value was determined. Currency translation differences on equity investments held at FVTPL, are reported as part of the fair value gain or loss. Currency translation differences on equity investments classified as financial assets at FVOCI, are included in the fair value adjustment reserve within equity.

Currency translation differences arising from events which are treated as exceptional are dealt with as exceptional items in the profit statement.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 2. ACCOUNTING POLICIES (cont'd)

#### 2.26 Functional and Foreign Currencies (cont'd)

##### (c) Foreign currency translations

The results and financial position of all the Group entities that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) profit statement items are translated into presentation currency at exchange rates ruling at the dates of the transactions;
- (ii) assets and liabilities are translated into presentation currency at exchange rates ruling at the balance sheet date; and
- (iii) exchange differences arising from translation of foreign subsidiary, joint venture and associated companies are recognised in OCI under exchange reserve as a separate component of the shareholders' funds.

On disposal of a foreign operation, the cumulative amount of exchange differences deferred in shareholders' funds relating to that foreign operation is recognised in the profit statement as a component of the gain or loss on disposal.

In the case of a partial disposal without loss of control of a subsidiary company that includes a foreign operation, the proportionate share of the cumulative amount of the exchange differences are re-attributed to non-controlling interest and are not recognised in profit statement. For partial disposals of associated or joint venture companies that are foreign operations, the proportionate share of the accumulated exchange differences is reclassified to profit statement.

#### 2.27 Significant Accounting Estimates and Judgements

Estimates and assumptions concerning the future are made in the preparation of the financial statements. They affect the application of the Group's accounting policies, reported amounts of assets, liabilities, income and expenses, and disclosures made. They are assessed on an ongoing basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

##### (a) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date are discussed below.

##### (i) *Impairment of non-financial and financial assets*

###### Goodwill and brands

Goodwill and brands are tested for impairment at least on an annual basis. This requires an estimation of the value-in-use of the CGUs to which the goodwill and brands are allocated. Estimating the value-in-use requires the Group to make an estimate of the expected future cash flows from the CGU, including the impact arising from COVID-19, and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of the goodwill and brands at balance sheet date is disclosed in Note 18 and Note 22 respectively.

###### Investments in joint venture and associated companies

The Group assesses at each reporting date whether there is any objective evidence that investments in joint venture and associated companies are impaired. Where there is objective evidence of impairment, the recoverable amount is estimated based on the higher of the value-in-use and the fair value less costs to sell. Estimating the value-in-use requires the Group to make an estimate of the expected future cash flows to be generated by the joint venture and associated companies including the impact arising from COVID-19, and also to choose a suitable discount rate in order to calculate the present value of those cash flows which reflects the risk profile of the investee and economic assumptions regarding the industry and geographical jurisdiction in which the investees operate. Changes in assumptions about these factors could affect the recoverable amount of the investees. The carrying amount of the investments in joint venture and associated companies at balance sheet date have been disclosed in the balance sheet.

# Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

## 2. ACCOUNTING POLICIES (cont'd)

### 2.27 Significant Accounting Estimates and Judgements (cont'd)

#### (a) Key sources of estimation uncertainty (cont'd)

##### (i) *Impairment of non-financial and financial assets (cont'd)*

###### Financial assets at amortised cost

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

The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for grouping of various customer segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust historical credit loss experience with forward-looking information, which is based on assumptions for the future movement of different economic drivers with consideration on the impact of COVID-19. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's financial assets at amortised cost is disclosed in Note 24 and 34(c).

##### (ii) *Taxes*

The Group has exposure to taxes in numerous jurisdictions. Significant judgment is involved in determining the provision for taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the tax and deferred tax provisions in the period in which such determination is made. The carrying amounts of taxation and deferred taxation at balance sheet date are disclosed in the balance sheet.

##### (iii) *Depreciation of fixed assets*

Fixed assets are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these fixed assets to be within 2 to 99 years. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of the fixed assets at balance sheet date is disclosed in the balance sheet.

#### (b) Critical judgements made in applying accounting policies

Management is of the opinion that the instances of application of judgement are not expected to have a significant effect on the amounts recognised in the financial statements, apart from those involving estimates.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 3. REVENUE

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
Sale of goods	1,767,710	1,725,582
Sale of services	99,847	96,076
Others	11,606	11,843
<b>Total revenue</b>	<b>1,879,163</b>	<b>1,833,501</b>

(a) Disaggregation of revenue from contracts with customers:

	Operating Segments				
	Beverages (\$'000)	Dairies (\$'000)	Printing & Publishing (\$'000)	Others (\$'000)	Total (\$'000)
<b>Year ended 30 September 2021</b>					
<b>Primary geographical markets</b>					
Singapore	124,470	161,895	135,792	6	422,163
Malaysia	276,538	354,871	20,346	14,002	665,757
Thailand	-	666,097	168	-	666,265
Others	51,738	7,177	66,063	-	124,978
	<b>452,746</b>	<b>1,190,040</b>	<b>222,369</b>	<b>14,008</b>	<b>1,879,163</b>
<b>Major products/service lines</b>					
Sale of goods	444,454	1,190,040	119,449	13,767	1,767,710
Sale of services	8,002	-	91,800	45	99,847
Others	290	-	11,120	196	11,606
	<b>452,746</b>	<b>1,190,040</b>	<b>222,369</b>	<b>14,008</b>	<b>1,879,163</b>
<b>Timing of transfer of goods or services</b>					
At a point in time	452,746	1,190,040	215,081	14,008	1,871,875
Over time	-	-	7,288	-	7,288
	<b>452,746</b>	<b>1,190,040</b>	<b>222,369</b>	<b>14,008</b>	<b>1,879,163</b>
<b>Year ended 30 September 2020</b>					
<b>Primary geographical markets</b>					
Singapore	112,262	171,942	137,149	-	421,353
Malaysia	293,581	331,315	22,984	329	648,209
Thailand	-	657,710	399	-	658,109
Others	33,511	2,805	69,514	-	105,830
	<b>439,354</b>	<b>1,163,772</b>	<b>230,046</b>	<b>329</b>	<b>1,833,501</b>
<b>Major products/service lines</b>					
Sale of goods	439,354	1,163,772	122,456	-	1,725,582
Sale of services	-	-	96,037	39	96,076
Others	-	-	11,553	290	11,843
	<b>439,354</b>	<b>1,163,772</b>	<b>230,046</b>	<b>329</b>	<b>1,833,501</b>
<b>Timing of transfer of goods or services</b>					
At a point in time	439,354	1,163,772	217,945	329	1,821,400
Over time	-	-	12,101	-	12,101
	<b>439,354</b>	<b>1,163,772</b>	<b>230,046</b>	<b>329</b>	<b>1,833,501</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
<b>3. REVENUE (cont'd)</b>		
<b>(b) Contract balances</b>		
Information about contract liabilities from contracts with customers is as follows:		
Contract liabilities	<b>25,606</b>	29,213
The contract liabilities primarily relate to the advance consideration received from customers and progress billings issued in excess of the Group's rights to the consideration. Contract liabilities are recognised as revenue when the Group fulfils its performance obligations under the contracts.		
Significant changes in the contract liabilities are explained as follows:		
Contract liabilities at the beginning of the year recognised as revenue during the year	<b>(29,213)</b>	(32,371)
Increases due to cash received, excluding amounts recognised as revenue during the year	<b>25,606</b>	29,213
<b>4. PROFIT BEFORE TAXATION AND EXCEPTIONAL ITEMS</b>		
<b>(a) Included in other income (net):</b>		
Wage and other subsidies	<b>8,930</b>	15,668
Sale of scrap items	<b>1,884</b>	1,399
Service fee income	<b>477</b>	383
Rental income	<b>471</b>	679
Subscription fee income	<b>166</b>	271
Fair value gain on derivatives	<b>103</b>	494
Management and support services	<b>626</b>	1,512
Gain on disposal of fixed assets	<b>28</b>	223
Foreign exchange (loss)/gain	<b>(5,125)</b>	445
<b>(b) Net finance costs:</b>		
Finance income		
Interest income from bank and other deposits	<b>2,263</b>	2,813
Interest income from lease receivables	<b>10</b>	2
Others	<b>13</b>	15
	<b>2,286</b>	2,830
Finance costs		
Interest expense from bank and other borrowings	<b>(23,569)</b>	(23,043)
Interest expense from lease liabilities	<b>(1,536)</b>	(1,476)
Others	<b>(33)</b>	(269)
	<b>(25,138)</b>	(24,788)
	<b>(22,852)</b>	(21,958)

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 4. PROFIT BEFORE TAXATION AND EXCEPTIONAL ITEMS (cont'd)

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
<b>(c) Profit before taxation and exceptional items have been arrived at after charging:</b>		
Depreciation of fixed assets	76,935	74,251
Impairment of fixed assets	1,204	386
Impairment of intangible assets	43	164
Amortisation of brands	135	135
Amortisation of intangible assets	12,743	13,538
Intangible assets written off	26	-
Fixed assets written off	224	256
Bad debts written off	-	246
Allowance for bad and doubtful trade debts	5,681	8,547
Inventory written off	2,406	2,934
Allowance for inventory obsolescence	4,793	6,661
Directors of the Company:		
Fee	820	809
Remuneration of members of Board committees	552	541
Adviser fees and allowances	1,980	1,959
Key executive officers:		
Remuneration	4,375	4,086
Provident Fund contribution	73	75
Employee share-based expense	397	551
Staff costs (exclude directors and key executives)	223,263	241,024
Employee share-based expense (exclude directors and key executives)	3,046	4,821
Defined contribution plans (exclude directors and key executives)	22,540	23,339
Defined benefit plans	1,429	2,439
Auditors' remuneration:		
Auditor of the Company	740	830
Member firms of the Auditor of the Company	790	747
Other auditors	54	34
Professional fees paid to:		
Auditor of the Company	81	52
Member firms of the Auditor of the Company	160	101
Other auditors	30	195
<b>and crediting:</b>		
Write back of defined benefit plans	205	26
Write back of allowance for bad and doubtful trade debts	928	234
Write back of allowance for inventory obsolescence	1,246	416
Reversal of impairment of fixed assets	218	209
Reversal of impairment of intangible assets	230	55



## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 5. SEGMENT INFORMATION

The Group's operating businesses are organised and managed separately according to the nature of activities. The Group's operating segments are namely beverages, dairies, printing and publishing and others. The Group operates in the following key geographical areas, namely Singapore, Malaysia, Thailand, Vietnam and other countries.

#### Year ended 30 September 2021

The following table presents financial information regarding operating segments:

Operating Segment	Beverages (\$'000)	Dairies (\$'000)	Printing & Publishing (\$'000)	Others (\$'000)	Elimination (\$'000)	Per Consolidated Financial Statements (\$'000)
Revenue - external	452,746	1,190,040	222,369	14,008	-	1,879,163
Revenue - inter-segment	2,284	408	1,381	100,044	(104,117)	-
<b>Total revenue</b>	<b>455,030</b>	<b>1,190,448</b>	<b>223,750</b>	<b>114,052</b>	<b>(104,117)</b>	<b>1,879,163</b>
Subsidiary companies	19,953	126,466	(2,547)	7,577	-	151,449
Joint venture and associated companies	-	111,657	-	(1,359)	-	110,298
<b>Profit/(Loss) before interest and taxation</b>	<b>19,953</b>	<b>238,123</b>	<b>(2,547)</b>	<b>6,218</b>	<b>-</b>	<b>261,747</b>
Finance income						2,286
Finance costs						(25,138)
<b>Profit before fair value adjustment, taxation and exceptional items</b>						<b>238,895</b>
Fair value adjustment of investment properties						17
Exceptional items						(8,720)
<b>Profit before taxation</b>						<b>230,192</b>
Taxation						(34,718)
<b>Profit after taxation</b>						<b>195,474</b>
Non-controlling interests						(55,032)
<b>Attributable profit</b>						<b>140,442</b>
Assets	470,888	760,766	247,265	98,884	-	1,577,803
Investments in joint venture and associated companies	-	2,684,786	149	182,040	-	2,866,975
Tax assets						4,695
Cash and bank deposits						471,799
<b>Total assets</b>						<b>4,921,272</b>
Liabilities	87,946	238,465	91,422	47,579	-	465,412
Tax liabilities						77,789
Borrowings						926,835
<b>Total liabilities</b>						<b>1,470,036</b>
Other segment information:						
Capital expenditure	29,248	56,217	12,566	1,433	-	99,464
Depreciation and amortisation	29,044	35,190	22,147	3,432	-	89,813
Impairment losses	549	583	43	72	-	1,247
Reversal of impairment losses	(147)	(71)	(230)	-	-	(448)
Attributable profit/(loss) before fair value adjustment and exceptional items	5,208	169,226	(3,249)	(25,968)	-	145,217
Fair value adjustment of investment properties	-	-	17	-	-	17
Exceptional items	(2,434)	(632)	(1,408)	(318)	-	(4,792)
Attributable profit/(loss)	2,774	168,594	(4,640)	(26,286)	-	140,442

The following information are based on the geographical location of the Group's customers, which are essentially in the same location as the business operation and are as follows:

Geographical Information	Singapore (\$'000)	Malaysia (\$'000)	Thailand (\$'000)	Vietnam (\$'000)	Others (\$'000)	Per Consolidated Financial Statements (\$'000)
Total revenue	422,163	665,757	666,265	86	124,892	1,879,163
Profit/(Loss) before interest and taxation	11,021	36,209	111,900	111,126	(8,509)	261,747
Non-current assets	165,404	471,948	204,620	23	129,829	971,824
Investments in joint venture and associated companies	-	74,274	107,766	2,684,786	149	2,866,975
Current assets	152,626	234,034	174,925	265	44,129	605,979
Capital expenditure	28,934	30,654	24,788	-	15,088	99,464

Others: Myanmar, Brunei, Indonesia, China, India, Australia, Europe and USA

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 5. SEGMENT INFORMATION (cont'd)

#### Year ended 30 September 2020

The following table presents financial information regarding operating segments:

Operating Segment	Beverages (\$'000)	Dairies (\$'000)	Printing & Publishing (\$'000)	Others (\$'000)	Elimination (\$'000)	Per Consolidated Financial Statements (\$'000)
Revenue - external	439,354	1,163,772	230,046	329	-	1,833,501
Revenue - inter-segment	2,096	162	424	104,086	(106,768)	-
<b>Total revenue</b>	<b>441,450</b>	<b>1,163,934</b>	<b>230,470</b>	<b>104,415</b>	<b>(106,768)</b>	<b>1,833,501</b>
Subsidiary companies	17,327	142,781	(10,496)	(7,613)	-	141,999
Joint venture and associated companies	-	120,714	-	4,693	-	125,407
<b>Profit/(Loss) before interest and taxation</b>	<b>17,327</b>	<b>263,495</b>	<b>(10,496)</b>	<b>(2,920)</b>	<b>-</b>	<b>267,406</b>
Finance income						2,830
Finance costs						(24,788)
<b>Profit before fair value adjustment, taxation and exceptional items</b>						<b>245,448</b>
Fair value adjustment of investment properties						(413)
Exceptional items						(621)
<b>Profit before taxation</b>						<b>244,414</b>
Taxation						(36,722)
<b>Profit after taxation</b>						<b>207,692</b>
Non-controlling interests						(58,482)
<b>Attributable profit</b>						<b>149,210</b>
Assets	516,143	728,999	275,127	129,255	-	1,649,524
Investments in joint venture and associated companies	-	2,638,523	149	196,535	-	2,835,207
Tax assets						4,516
Cash and bank deposits						285,479
<b>Total assets</b>						<b>4,774,726</b>
Liabilities	89,192	220,489	103,377	53,224	-	466,282
Tax liabilities						74,202
Borrowings						838,589
<b>Total liabilities</b>						<b>1,379,073</b>
Other segment information:						
Capital expenditure	53,603	52,103	17,931	874	-	124,511
Depreciation and amortisation	30,064	30,967	23,791	3,102	-	87,924
Impairment losses	73	117	360	-	-	550
Reversal of impairment losses	(101)	(108)	(55)	-	-	(264)
Attributable (loss)/profit before fair value adjustment and exceptional items	(183)	184,645	(12,020)	(22,045)	-	150,397
Fair value adjustment of investment properties	-	-	(18)	(219)	-	(237)
Exceptional items	-	410	(1,010)	(350)	-	(950)
Attributable (loss)/profit	(183)	185,055	(13,048)	(22,614)	-	149,210

The following information are based on the geographical location of the Group's customers, which are essentially in the same location as the business operation and are as follows:

Geographical Information	Singapore (\$'000)	Malaysia (\$'000)	Thailand (\$'000)	Vietnam (\$'000)	Others (\$'000)	Per Consolidated Financial Statements (\$'000)
Total revenue	421,353	648,209	658,109	106	105,724	1,833,501
(Loss)/Profit before interest and taxation	(4,690)	37,137	121,635	119,739	(6,415)	267,406
Non-current assets	160,409	461,234	192,829	102	161,654	976,228
Investments in joint venture and associated companies	-	77,257	119,278	2,638,523	149	2,835,207
Current assets	204,190	259,821	163,520	236	45,529	673,296
Capital expenditure	24,463	60,817	26,225	2	13,004	124,511

Others: Myanmar, Brunei, Indonesia, China, India, Australia, Europe and USA

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
<b>6. GROSS INCOME FROM OTHER INVESTMENTS</b>		
Dividend income	403	285
<b>7. EXCEPTIONAL ITEMS</b>		
Provision for restructuring and re-organisation costs of operations	(8,377)	(1,010)
Effect of change of interest in an associated company	(343)	-
Insurance claim relating to fire	-	739
Share of exceptional items of a joint venture company	-	(350)
	<b>(8,720)</b>	<b>(621)</b>
<b>8. TAXATION</b>		
Based on profit for the year:		
Singapore tax	6,604	7,528
Overseas tax		
- current year	19,897	25,113
- withholding tax	8,202	7,528
Deferred tax		
- current year	3,908	4,005
	<b>38,611</b>	<b>44,174</b>
Over provision in preceding years		
- current income tax	(1,755)	(7,405)
- deferred tax	(2,138)	(47)
	<b>34,718</b>	<b>36,722</b>

	THE GROUP	
	2021 %	2020 %
A reconciliation of the statutory tax rate to the Group's effective tax rate applicable to profit for the year is as follows:		
Singapore statutory rate	17.0	17.0
Effect of different tax rates of other jurisdictions	2.6	2.5
Effect of tax losses of subsidiary and joint venture companies not available for set-off against profits of other companies within the group	0.7	1.0
Income not subject to tax (tax incentive/exemption)	(13.3)	(13.1)
Expenses not deductible for tax purposes	6.9	6.8
Utilisation of previously unrecognised tax losses	(0.2)	(0.3)
Over provision in prior years	(1.7)	(3.0)
Deferred tax benefits not recognised	0.4	1.0
Withholding tax	3.6	3.1
Tax benefits arising from previously unrecognised losses	(0.7)	(0.1)
Others	(0.2)	0.1
	<b>15.1</b>	<b>15.0</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 8. TAXATION (cont'd)

As at 30 September 2021, certain Singapore subsidiary companies have unutilised tax losses carried forward of approximately \$29,149,000 (2020: \$28,310,000) and unabsorbed capital allowances of \$Nil (2020: \$Nil) available for set off against future profits. In addition, certain overseas subsidiary companies have unutilised tax losses carried forward of approximately \$114,363,000 (2020: \$108,474,000), unutilised investment allowances of approximately \$83,072,000 (2020: \$90,121,000) and unabsorbed capital allowances of \$21,830,000 (2020: \$22,683,000). The availability of these losses and capital allowances to set off against future profits is subject to the meeting of certain statutory requirements by those subsidiary companies in their countries of tax residence. The deferred tax benefits of these losses recognised in the financial statements are disclosed in Note 30.

For the year of assessment ("YA") 2021 certain subsidiary companies have transferred loss items of \$10,940,000 (YA 2020: \$10,650,000) to offset against the taxable income of other companies in the Group. Tax benefits of \$1,657,000 (YA 2020: \$219,000) were recognised on the tax losses utilised under the group relief system. Tax benefits of \$4,799,000 (YA 2020: \$6,685,000) arising from the utilisation of group relief are not recognised as they are subject to compliance with the relevant tax legislation governing group relief and agreement of the Inland Revenue Authority of Singapore.

### 9. DIVIDENDS

	THE GROUP & THE COMPANY	
	2021 (\$'000)	2020 (\$'000)
Interim paid of 1.5 cents per share (2020: 1.5 cents per share)	21,839	21,793
Final proposed of 3.5 cents per share (2020: 3.5 cents per share)	50,814	50,753
	<b>72,653</b>	<b>72,546</b>

The final dividend is proposed by the Directors after the balance sheet date and subject to the approval of shareholders at the next annual general meeting of the Company.

### 10. EARNINGS PER SHARE

#### (a) Basic Earnings Per Share

Basic earnings per share is computed by dividing the Group attributable profit to shareholders of the Company by the weighted average number of ordinary shares in issue during the year.

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
Group attributable profit to shareholders of the Company		
- before fair value adjustment and exceptional items	145,217	150,397
- after fair value adjustment and exceptional items	<b>140,442</b>	149,210
	----- Number of Shares -----	
Weighted average number of ordinary shares in issue	<b>1,451,543,660</b>	1,449,909,345
Earnings Per Share (Basic)		
- before fair value adjustment and exceptional items	10.0 cts	10.4 cts
- after fair value adjustment and exceptional items	<b>9.7 cts</b>	10.3 cts

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 10. EARNINGS PER SHARE (cont'd)

#### (b) Diluted Earnings Per Share

Diluted earnings per share is computed by dividing the Group adjusted attributable profit to shareholders of the Company by the adjusted weighted average number of ordinary shares in issue during the year.

For diluted earnings per share, the Group attributable profit to shareholders of the Company is adjusted for changes in subsidiary companies attributable profit resulting from dilutive potential shares under share plans of a subsidiary company. The reconciliation of the Group adjusted attributable profit to shareholders of the Company used to compute diluted earnings per share is as follows:

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
Group attributable profit to shareholders of the Company before fair value adjustment and exceptional items	145,217	150,397
Change in attributable profit due to dilutive potential shares under share plans of a subsidiary company	(134)	(184)
Group adjusted attributable profit to shareholders of the Company before fair value adjustment and exceptional items	<u>145,083</u>	<u>150,213</u>
Group attributable profit to shareholders of the Company after fair value adjustment and exceptional items	140,442	149,210
Change in attributable profit due to dilutive potential shares under share plans of a subsidiary company	(129)	(188)
Group adjusted attributable profit to shareholders of the company after fair value adjustment and exceptional items	<u>140,313</u>	<u>149,022</u>

The weighted average number of ordinary shares is adjusted to assume exercise of all dilutive potential shares under share plans of the Company. The reconciliation of the weighted average number of ordinary shares used to compute diluted earnings per share is as follows:

	----- Number of Shares -----	
Weighted average number of ordinary shares used to compute basic earnings per share	1,451,543,660	1,449,909,345
Adjustment for dilutive potential shares under share plans of the Company	<u>3,907,753</u>	<u>4,140,625</u>
Weighted average number of ordinary shares used to compute diluted earnings per share	<u>1,455,451,413</u>	<u>1,454,049,970</u>
Earnings Per Share (Fully diluted)		
- before fair value adjustment and exceptional items	10.0 cts	10.3 cts
- after fair value adjustment and exceptional items	9.6 cts	10.2 cts

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 11. SHARE CAPITAL AND RESERVES

	THE GROUP & THE COMPANY			
	2021		2020	
	Number of Shares	(\$'000)	Number of Shares	(\$'000)
<b>(a) Share capital</b>				
<u>Ordinary shares issued and fully paid up</u>				
Balance at beginning of year	1,450,085,578	855,870	1,449,028,178	853,549
Shares issued pursuant to the vesting of shares awarded under Share Plans	1,749,698	2,960	1,057,400	2,321
Balance at end of year	<b>1,451,835,276</b>	<b>858,830</b>	1,450,085,578	855,870

The holders of ordinary shares (except for treasury shares) are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restriction. The ordinary shares have no par value.

The Company has the following employee share plans under which share awards conditional on the achievement of pre-determined targets have been granted.

- (i) Fraser and Neave, Limited Restricted Share Plan
- (ii) Fraser and Neave, Limited Performance Share Plan
- (iii) F&N Restricted Share Plan 2019

#### (b) Reserves

	THE GROUP		THE COMPANY	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
The reserves comprise the following:				
Capital Reserve	(7,781)	(6,387)	(1,091)	(1,091)
Fair Value Adjustment Reserve	(34,176)	(33,634)	22,478	56,437
Hedging Reserve	(7,202)	(14,777)	-	-
Share-based Payment Reserve	8,190	9,140	4,184	4,863
Revenue Reserve	2,166,297	2,106,230	680,765	660,393
Dividend Reserve (Note 9)	50,814	50,753	50,814	50,753
Exchange Reserve	(15,502)	1,343	-	-
Total reserves	<b>2,160,640</b>	2,112,668	<b>757,150</b>	771,355

Capital reserve of the Company comprises the net loss on reissuance of treasury shares. The capital reserve of the Group comprises statutory reserve, asset revaluation reserve of subsidiary companies, the net loss on reissuance of treasury shares and put option liability arising from acquisition of subsidiary companies.

Fair value adjustment reserve comprises the cumulative fair value changes, net of tax, of equity investments designated at FVOCI until they are disposed or impaired.

Hedging reserve comprises the effective portion of the cumulative net change in the fair value of hedging instruments related to hedged transactions that have not yet occurred.

Share-based payment reserve represents the share plans granted to employees and is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of share plans and is reduced by the shares awarded.

Dividend reserve relates to proposed final dividend of 3.5 cents (2020: 3.5 cents) per share.

Exchange reserve comprises the exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 12. FIXED ASSETS

	THE GROUP						
	Freehold Land (\$'000)	Building (\$'000)	Plant & Machinery (\$'000)	Capital Work-in- Progress (\$'000)	Other Assets (\$'000)	Right-of- Use Assets (\$'000)	Total (\$'000)
<b>For the year ended 30 September 2021</b>							
<b>At cost</b>							
Balance at beginning of year	39,893	339,563	786,053	91,622	204,559	119,381	1,581,071
Currency realignment	(882)	(18,492)	(34,525)	(3,523)	(4,441)	(8,457)	(70,320)
Additions	-	3,018	15,323	64,161	7,777	30,691	120,970
Acquisition of subsidiary companies	-	-	119	-	223	677	1,019
Derecognition	-	-	-	-	-	(6,292)	(6,292)
Disposals	-	(108)	(7,973)	-	(11,767)	-	(19,848)
Write off	-	-	(833)	-	(2,072)	-	(2,905)
Reclassification	-	8,666	24,050	(33,396)	680	-	-
Reclassified to intangible assets	-	-	-	(59)	(1,437)	-	(1,496)
Balance at end of year	39,011	332,647	782,214	118,805	193,522	136,000	1,602,199
<b>Accumulated depreciation and impairment</b>							
Balance at beginning of year	774	102,897	514,400	-	162,070	29,359	809,500
Currency realignment	(10)	(2,801)	(11,856)	-	(3,042)	(1,093)	(18,802)
Depreciation charge	-	8,286	34,966	-	13,551	20,132	76,935
Impairment charge	-	-	999	-	258	-	1,257
Reversal of impairment charge	-	-	(90)	-	(128)	-	(218)
Derecognition	-	-	-	-	-	(3,211)	(3,211)
Disposals	-	(95)	(7,759)	-	(11,405)	-	(19,259)
Write off	-	-	(742)	-	(1,939)	-	(2,681)
Reclassified to intangible assets	-	-	-	-	(1,343)	-	(1,343)
Balance at end of year	764	108,287	529,918	-	158,022	45,187	842,178
<b>Net book value</b>	<b>38,247</b>	<b>224,360</b>	<b>252,296</b>	<b>118,805</b>	<b>35,500</b>	<b>90,813</b>	<b>760,021</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 12. FIXED ASSETS (cont'd)

	THE GROUP							Total (\$'000)
	Freehold Land (\$'000)	Leasehold Land (\$'000)	Building (\$'000)	Plant & Machinery (\$'000)	Capital Work-in- Progress (\$'000)	Other Assets (\$'000)	Right-of- Use Assets (\$'000)	
<b>For the year ended 30 September 2020</b>								
<b>At cost</b>								
Balance at beginning of year	40,246	66,011	301,356	697,034	142,662	203,197	-	1,450,506
Effects of adopting SFRS(l) 16	-	(58,656)	-	(324)	-	(29)	109,497	50,488
Balance at beginning of year, adjusted	40,246	7,355	301,356	696,710	142,662	203,168	109,497	1,500,994
Currency realignment	(353)	-	(3,171)	(6,261)	9,675	(3,040)	4,276	1,126
Additions	-	-	30,658	58,465	9,267	9,958	26,797	135,145
Derecognition	-	-	-	-	-	-	(21,189)	(21,189)
Disposals	-	-	(19,992)	(6,065)	-	(6,691)	-	(32,748)
Write off	-	-	(16)	(298)	-	(1,720)	-	(2,034)
Reclassification	-	(7,355)	30,728	43,502	(69,768)	2,893	-	-
Reclassified to intangible assets	-	-	-	-	(214)	(9)	-	(223)
Balance at end of year	39,893	-	339,563	786,053	91,622	204,559	119,381	1,581,071
<b>Accumulated depreciation and impairment</b>								
Balance at beginning of year	775	14,339	102,584	490,775	-	154,893	-	763,366
Effects of adopting SFRS(l) 16	-	(10,078)	-	(66)	-	(18)	10,162	-
Balance at beginning of year, adjusted	775	4,261	102,584	490,709	-	154,875	10,162	763,366
Currency realignment	(1)	-	(802)	(3,333)	-	(805)	138	(4,803)
Depreciation charge	-	-	7,615	31,335	-	15,683	19,618	74,251
Impairment charge	-	-	-	1,817	-	471	193	2,481
Reversal of impairment charge	-	-	-	(60)	-	(149)	-	(209)
Derecognition	-	-	-	-	-	-	(752)	(752)
Disposals	-	-	(10,746)	(5,801)	-	(6,506)	-	(23,053)
Write off	-	-	(15)	(267)	-	(1,496)	-	(1,778)
Reclassification	-	(4,261)	4,261	-	-	-	-	-
Reclassified to intangible assets	-	-	-	-	-	(3)	-	(3)
Balance at end of year	774	-	102,897	514,400	-	162,070	29,359	809,500
<b>Net book value</b>	<b>39,119</b>	<b>-</b>	<b>236,666</b>	<b>271,653</b>	<b>91,622</b>	<b>42,489</b>	<b>90,022</b>	<b>771,571</b>



## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 12. FIXED ASSETS (cont'd)

	THE COMPANY		
	Other Assets (\$'000)	Right-of-Use Assets (\$'000)	Total (\$'000)
<b>For the year ended 30 September 2021</b>			
<b>At cost</b>			
Balance at beginning of year	1,510	6,579	8,089
Additions	243	317	560
Disposals	(37)	-	(37)
Balance at end of year	1,716	6,896	8,612
<b>Accumulated depreciation and impairment</b>			
Balance at beginning of year	595	2,206	2,801
Depreciation charge	249	2,220	2,469
Disposals	(11)	-	(11)
Balance at end of year	833	4,426	5,259
<b>Net book value</b>	<b>883</b>	<b>2,470</b>	<b>3,353</b>
<b>For the year ended 30 September 2020</b>			
<b>At cost</b>			
Balance at beginning of year	1,443	-	1,443
Additions	68	6,579	6,647
Disposals	(1)	-	(1)
Balance at end of year	1,510	6,579	8,089
<b>Accumulated depreciation and impairment</b>			
Balance at beginning of year	342	-	342
Depreciation charge	254	2,206	2,460
Disposals	(1)	-	(1)
Balance at end of year	595	2,206	2,801
<b>Net book value</b>	<b>915</b>	<b>4,373</b>	<b>5,288</b>

- (a) Other assets comprise motor vehicles and forklift, postmix and vending machines, fixture and fittings and computer equipment.
- (b) Details of right-of-use assets are disclosed in Note 27(a).

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 13. INVESTMENT PROPERTIES

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
<b>(a) Completed Investment Properties</b>		
Balance at beginning of year	17,075	17,501
Currency realignment	(234)	(13)
Net fair value gain/(loss) recognised in the profit statement	17	(413)
Balance at end of year	<b>16,858</b>	17,075

- (b) Completed investment properties comprise commercial properties that are leased mainly to third parties under operating leases (Note 27).

The following amounts are recognised in the profit statement:

Rental income from investment properties	76	133
Direct operating expenses arising from rental generating properties	240	209

- (c) Completed investment properties are stated at fair value which has been determined based on valuations performed at balance sheet date. Valuations are performed by accredited independent valuers with recognised and relevant professional qualification and with recent experience in the location and category of the properties being valued.

The valuations are based on open market values on the as-is basis and were prepared primarily using the Investment and Direct Comparison Approach. In relying on the valuation reports, management has exercised its judgement and is satisfied that the valuation methods and estimates are reflective of current market conditions.

Independent professional valuations were carried out by the following valuers:

Valuers	Country
Roma Appraisals Ltd	Hong Kong
Henry Butcher Malaysia Sdn Bhd	Malaysia

### 14. PROPERTIES HELD FOR DEVELOPMENT

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
Balance at beginning of year	18,114	18,490
Currency realignment	(253)	(19)
Property development cost written off	(8)	(357)
Balance at end of year	<b>17,853</b>	18,114
Properties held for development comprise:		
Freehold land	16,180	16,409
Development costs	1,673	1,705
	<b>17,853</b>	18,114

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 15. SUBSIDIARY COMPANIES

	THE COMPANY	
	2021 (\$'000)	2020 (\$'000)
<b>(a) Investments in subsidiary companies</b>		
Quoted shares at cost	<b>256,353</b>	256,353
Unquoted shares at cost	<b>2,247,954</b>	2,247,934
Allowance for impairment	<b>(331,450)</b>	(331,450)
	<b>2,172,857</b>	2,172,837
Amounts owing by subsidiary companies	<b>10</b>	7
	<b>2,172,867</b>	2,172,844
<b>Market value</b>		
Quoted shares	<b>1,765,619</b>	2,152,755
<p>The Company increased its shareholdings in F&amp;N Global Marketing Pte. Ltd. through capital injections amounting to \$5,000,000 in the financial year ended 30 September 2020. There was no change to the Company's effective ownership interest in the subsidiary company.</p> <p>During the financial year ended 30 September 2020, an impairment loss of \$54,812,000 was recognised on the cost of investment of a subsidiary company to bring its carrying value to its recoverable value. The recoverable amount of the subsidiary company had been determined based on the higher of the fair value less cost to sell and the value-in-use. The value-in-use calculations were determined using 5 year cash flow projections approved by management. The pre-tax discount rate applied to the cash flow projections was 6.3% and the terminal growth rate was 2.0%.</p> <p>The amounts owing by subsidiary companies are unsecured, not expected to be repaid within the next 12 months and are interest free.</p>		
<b>(b) Balances with subsidiary companies</b>		
<b>Current</b>		
Amount owing from subsidiary companies		
- current accounts - trade, non interest-bearing	<b>9,948</b>	9,069
- current accounts - non-trade, non interest-bearing	<b>12,115</b>	6,253
- loans, interest-bearing	<b>99,950</b>	34,540
	<b>122,013</b>	49,862
Amount owing to subsidiary companies		
- current accounts - trade, non interest-bearing	<b>115</b>	135
- current accounts - non-trade, non interest-bearing	<b>90,631</b>	5,039
	<b>90,746</b>	5,174
<b>Non-current</b>		
Amount owing to subsidiary companies		
- current accounts - non-trade, non interest-bearing	-	78,019
- loans, interest-bearing	<b>795,000</b>	755,000
	<b>795,000</b>	833,019

The amounts owing from and to subsidiary companies disclosed under current assets and liabilities are unsecured, repayable on demand, and to be settled in cash. Loans receivable bear interest of 0.4% to 3.3% (2020: 1.0%) per annum.

The amounts owing to subsidiary companies disclosed under non-current liabilities are unsecured, not repayable within the next 12 months, and to be settled in cash. Loans payable bear interest between 2.1% to 3.9% (2020: 2.6% to 3.9%) per annum.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 15. SUBSIDIARY COMPANIES (cont'd)

#### (b) Balances with subsidiary companies (cont'd)

The Company provides for 12-month ECLs for all amounts due from subsidiary companies based on an assessment of qualitative and quantitative factors that are indicative of the risk of default. The amounts due from subsidiary companies are considered to have low credit risk and the amount of the allowance is insignificant.

Details of the significant subsidiary companies are included in Note 37.

#### (c) Acquisition of subsidiary companies

On 15 January 2021, Fraser and Neave Holdings Bhd, a subsidiary company of the Group, through its direct wholly-owned subsidiary, Awana Citra Sdn Bhd, completed the acquisition of the entire equity interest in each of the following companies:

- (i) Sri Nona Food Industries Sdn Bhd;
- (ii) Sri Nona Industries Sdn Bhd; and
- (iii) Lee Shun Hing Sauce Industries Sdn Bhd,

for an aggregate purchase consideration of RM59,498,000 (approximately \$19,337,000). A goodwill of \$8,788,000 was recognised on the acquisition based on the difference between the consideration and the fair value of the identifiable assets and liabilities at the date of the acquisition, upon completion of the Purchase Price Allocation exercise. The consideration was arrived at on a "willing-buyer-willing-seller" basis, taking into consideration, inter alia, the net asset value, brands and earnings of the 3 companies.

The fair value of the identifiable assets and liabilities as at the date of acquisition were as follows:

	Fair Value as at Date of Acquisition (\$'000)
Fixed assets	1,019
Brands	4,908
Current assets	5,916
Current liabilities	(2,761)
Non-current liabilities	(1,663)
Cash and cash equivalents	3,130
Total identifiable net assets at fair value	10,549
Goodwill arising from acquisition	8,788
Consideration paid	19,337
Less: Cash and cash equivalents in subsidiary companies acquired	(3,130)
Net cash outflow on acquisition of subsidiary companies	16,207

#### Transaction costs

Transaction costs related to the acquisitions of \$168,000 have been recognised under "Administrative expenses" in the Group's profit statement for the year ended 30 September 2021.

#### (d) Liquidation of subsidiary company

During the financial year, the Group liquidated Direct Educational Technologies India Pvt. Ltd., an indirect wholly owned subsidiary company of Times Publishing Limited.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 15. SUBSIDIARY COMPANIES (cont'd)

#### (e) Acquisition of non-controlling interest ("NCI") in a subsidiary company

On 29 January 2020, the Group through F&N Investments Pte Ltd ("FNI") acquired 0.12% of the issued share capital of Emerald Brewery Myanmar Limited ("EBML"). On completion of the acquisition, FNI's shareholdings in EBML increased from 79.88% to 80.00%. The differences between the consideration and the carrying values of the additional interests acquired has been recognised in revenue reserve within equity.

The following summarises the effect of the change in the Group's ownership in the above subsidiary company on equity attributable to owners of the Group:

	<b>THE GROUP</b>
	2020 (\$'000)
Carrying amount of NCI acquired	95
Consideration paid to NCI	115
Decrease in equity attributable to owners of the Group	<u>(20)</u>

#### (f) Subsidiary company with material NCI

The Group's subsidiary company that has material NCI is as follows:

	<b>Fraser &amp; Neave Holdings Bhd</b>	
	2021 (\$'000)	2020 (\$'000)
NCI percentage of ownership and voting interest	<b>44.5%</b>	44.5%
Carrying amount of NCI	<b>407,876</b>	394,813
Profit after taxation allocated to NCI	<b>57,212</b>	58,679
Dividends paid to NCI	<b>31,842</b>	32,292
<u>Summarised financial information before inter-group elimination</u>		
Non-current assets	<b>606,749</b>	586,886
Current assets	<b>573,569</b>	573,326
Non-current liabilities	<b>(51,057)</b>	(36,309)
Current liabilities	<b>(213,160)</b>	(237,134)
Net assets	<b>916,101</b>	886,769
Revenue	<b>1,343,360</b>	1,305,837
Profit after taxation	<b>128,496</b>	134,275
Other comprehensive income	<b>(14,296)</b>	(8,827)
Total comprehensive income	<b>114,200</b>	125,448
Net cash flows from operating activities	<b>200,557</b>	112,922
Net cash flows used in investing activities	<b>(58,733)</b>	(37,778)
Net cash flows used in financing activities	<b>(110,314)</b>	(93,140)
Net increase/(decrease) in cash and cash equivalents	<b>31,510</b>	(17,996)

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 16. JOINT VENTURE COMPANIES

	THE GROUP		THE COMPANY	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
F&N Retail Connection Co., Ltd ("FNRC") and F&N International Holdings Co., Ltd ("FNIH")	107,766	119,278	38,965	38,965
Vacaron Company Sdn Bhd ("VCSB")	46,425	47,177	-	-
Other joint venture company	150	150	-	-
	<b>154,341</b>	<b>166,605</b>	<b>38,965</b>	<b>38,965</b>

- (a) The following table summarises the financial information of the Group's joint venture companies based on their respective financial statements for the periods ended 30 September, modified for fair value adjustments on acquisition and differences in the Group's accounting policies as follows:

	FNRC and FNIH		VCSB	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
Expenses	(268)	(4)	(192)	(181)
Share of joint venture companies' results	(5,912)	4,545	-	-
(Loss)/Profit before interest and taxation	(6,180)	4,541	(192)	(181)
Finance income	1	-	4	6
Finance costs	-	-	-	(10)
Net finance costs	1	-	4	(4)
(Loss)/Profit after taxation	(6,179)	4,541	(188)	(185)
<b>Total comprehensive (loss)/income</b>	<b>(6,179)</b>	<b>4,541</b>	<b>(188)</b>	<b>(185)</b>
Non-current assets	219,898	242,977	2	4
Cash and bank balances	693	808	216	424
Other current assets	365	-	92,740	94,038
Total liabilities	(1,031)	(508)	(25,005)	(25,359)
<b>Net assets</b>	<b>219,925</b>	<b>243,277</b>	<b>67,953</b>	<b>69,107</b>

- (b) The following table summarises the carrying amount and share of loss of the other joint venture company held by the Group as follows:

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
Carrying amount of interest	150	150
Share of loss after taxation and total comprehensive loss	-	-

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 16. JOINT VENTURE COMPANIES (cont'd)

- (c) On 11 November 2011, the Group had through its non-wholly owned subsidiary, Fraser & Neave Holdings Bhd ("F&NHB"), entered into a conditional subscription cum shareholders' agreement ("SSA") with Frasers Property Holdings (Malaysia) Pte. Ltd. ("FPHM") to form a joint venture, VCSB for the purpose of carrying out a proposed mixed development on the land held under PN 3679 for Lot No. 35 and PN 3681 for Lot No. 37, Seksyen 13, Bandar Petaling Jaya, Daerah Petaling, Selangor. The Group and FPHM had both granted shareholder's loans to VCSB pursuant to the SSA. On 2 October 2019, the principal amount of shareholder's loan of \$41,838,000 was converted to 126,820 redeemable non-cumulative convertible preference shares at issue price of RM1,000 each.
- (d) The amounts owing from joint venture companies classified under current assets are unsecured, trade and non-trade in nature, interest free, repayable on demand and to be settled in cash. The Group provides for 12-month ECLs for all amounts due from joint venture companies based on an assessment of qualitative and quantitative factors that are indicative of the risk of default. The amounts due from joint venture companies are considered to have low credit risk and the amount of the allowance is insignificant.
- (e) There is no share of capital commitments and contingent liabilities of the joint venture companies as at 30 September 2021 and 2020.

Details of the significant joint venture companies are included in Note 37.

### 17. ASSOCIATED COMPANIES

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
Vietnam Dairy Products Joint Stock Company ("Vinamilk")	<b>2,684,786</b>	2,638,522
Other associated company	<b>27,848</b>	30,080
	<b>2,712,634</b>	2,668,602
<b>Market value</b>		
Quoted shares	<b>2,330,288</b>	2,785,216

- (a) The following table summarises the financial information of the Group's material associated company based on its consolidated financial statements for the periods ended 30 September, modified for fair value adjustments on acquisition and differences in the Group's accounting policies as follows:

#### Vinamilk

##### Summarised statement of comprehensive income

Revenue	<b>2,943,858</b>	2,964,926
Profit before taxation	<b>685,928</b>	732,141
Taxation	<b>(129,227)</b>	(136,023)
Profit after taxation	<b>556,701</b>	596,118
Other comprehensive income	<b>(19,027)</b>	96,616
<b>Total comprehensive income</b>	<b>537,674</b>	692,734
Attributable to:		
Non-controlling interests	<b>31,549</b>	96,856
Shareholders of Vinamilk	<b>506,125</b>	595,878
	<b>537,674</b>	692,734

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 17. ASSOCIATED COMPANIES (cont'd)

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
(a) <b>Vinamilk (cont'd)</b>		
Summarised balance sheet		
Non-current assets	3,101,300	3,161,202
Current assets	2,058,395	1,861,612
Current liabilities	(1,062,484)	(1,073,215)
Non-current liabilities	(464,973)	(462,388)
<b>Net assets</b>	<b>3,632,238</b>	<b>3,487,211</b>
Attributable to:		
Non-controlling interests	164,571	131,160
Shareholders of Vinamilk	3,467,667	3,356,051
	<b>3,632,238</b>	<b>3,487,211</b>
<b>Group's interest in net assets at beginning of the year</b>	<b>2,638,522</b>	<b>2,591,097</b>
Effect of change of interest	(343)	-
Group's share of		
Profit after taxation	111,657	120,714
Other comprehensive income	(8,311)	(59)
Total comprehensive income	103,346	120,655
Additional investments during the year	-	41,582
Currency realignment	32,447	(20,315)
Dividends received during the year	(89,186)	(94,497)
<b>Carrying amount of interest at end of the year</b>	<b>2,684,786</b>	<b>2,638,522</b>

- (b) The following table summarises the carrying amount and share of profit and other comprehensive income of the associated company held by the Group that is not individually material as follows:

Carrying amount of interest	27,848	30,080
Share of profit before taxation	2,434	3,396
Share of taxation	(605)	(834)
Share of profit after taxation and total comprehensive income	1,829	2,562

- (c) The amounts due from/to associated companies classified under current assets and current liabilities are unsecured, trade and non-trade in nature, interest free, repayable on demand, to be settled in cash. The Group provides for 12-month ECLs for all amounts due from associated companies based on an assessment of qualitative and quantitative factors that are indicative of the risk of default. The amounts due from associated companies are considered to have low credit risk and the amount of the allowance is insignificant.

- (d) There is no share of contingent liabilities of the associated companies as at 30 September 2021 and 2020.

Details of the significant associated companies are included in Note 37.



## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 18. INTANGIBLE ASSETS

	THE GROUP			THE COMPANY	
	Goodwill (\$'000)	Deferred Development Costs (\$'000)	Other Intangible Assets (\$'000)	Total (\$'000)	Other Intangible Assets and Total (\$'000)
<b>For the year ended 30 September 2021</b>					
<b>At cost</b>					
Balance at beginning of year	99,514	34,533	56,892	190,939	851
Currency realignment	(419)	(163)	(343)	(925)	-
Additional expenditure	-	7,935	1,250	9,185	283
Acquisition of subsidiary companies	8,788	-	-	8,788	-
Reclassified from fixed assets	-	-	1,496	1,496	-
Write off	-	(6,216)	(763)	(6,979)	-
Balance at end of year	107,883	36,089	58,532	202,504	1,134
<b>Accumulated amortisation and impairment</b>					
Balance at beginning of year	5,977	13,316	37,951	57,244	199
Currency realignment	(25)	(69)	(228)	(322)	-
Amortisation charge	-	9,572	3,171	12,743	58
Impairment charge	-	43	-	43	-
Impairment charge written back	-	(230)	-	(230)	-
Reclassified from fixed assets	-	-	1,343	1,343	-
Write off	-	(6,216)	(737)	(6,953)	-
Balance at end of year	5,952	16,416	41,500	63,868	257
<b>Net book value</b>	<b>101,931</b>	<b>19,673</b>	<b>17,032</b>	<b>138,636</b>	<b>877</b>
<b>For the year ended 30 September 2020</b>					
<b>At cost</b>					
Balance at beginning of year	99,487	30,895	54,698	185,080	327
Currency realignment	27	17	(3)	41	-
Additional expenditure	-	14,189	1,974	16,163	524
Reclassified from fixed assets	-	-	223	223	-
Write off	-	(10,568)	-	(10,568)	-
Balance at end of year	99,514	34,533	56,892	190,939	851
<b>Accumulated amortisation and impairment</b>					
Balance at beginning of year	5,979	12,939	34,914	53,832	152
Currency realignment	(2)	(28)	(33)	(63)	-
Amortisation charge	-	10,471	3,067	13,538	47
Impairment charge	-	557	-	557	-
Impairment charge written back	-	(55)	-	(55)	-
Reclassified from fixed assets	-	-	3	3	-
Write off	-	(10,568)	-	(10,568)	-
Balance at end of year	5,977	13,316	37,951	57,244	199
<b>Net book value</b>	<b>93,537</b>	<b>21,217</b>	<b>18,941</b>	<b>133,695</b>	<b>652</b>

All intangible assets, other than goodwill, have finite useful lives of not more than 20 years.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 19. IMPAIRMENT TESTS FOR INTANGIBLE ASSETS

#### (a) Goodwill

The carrying value of the Group's goodwill arising from acquisitions of subsidiary companies was assessed for impairment during the financial year.

	(\$'000)	Basis on which recoverable values are determined	Terminal growth rate	Pre-tax discount rate
<b>Carrying value of capitalised goodwill based on CGUs</b>				
<b>As at 30 September 2021</b>				
Subsidiary companies:				
Printing and Publishing Group	34,277	Value-in-use and Fair value less cost to sell	0% - 1.0%	5.2% - 7.8%
Dairies Group	325	Value-in-use	1.0%	7.2%
Beverages Group	58,541	Value-in-use	0% - 3.5%	5.5% - 10.0%
Others Group	8,788	Value-in-use	0%	8.1%
	<u>101,931</u>			
<b>As at 30 September 2020</b>				
Subsidiary companies:				
Printing and Publishing Group	34,435	Value-in-use and Fair value less cost to sell	0% - 1.0%	6.0% - 8.1%
Dairies Group	330	Value-in-use	1.0%	7.1%
Beverages Group	58,772	Value-in-use	0% - 3.5%	6.3% - 10.8%
	<u>93,537</u>			

Goodwill is allocated for impairment testing purposes to the individual entity which is also the CGU. The value-in-use calculations apply a discounted cash flow model using cash flow projections based on financial budgets and forecasts approved by management covering 3 to 5 year period. Cash flows beyond these periods are extrapolated using the estimated growth rates stated in the table above. The fair value less cost to sell calculations are based on quoted market prices obtained from active markets or using the net carrying amount adjusted for the unrecognised fair value changes to the properties.

The terminal growth rate used does not exceed the long term average growth rate of the product, industry or country in which the entity operates.

The discount rates applied to the cash flow projections reflect management's estimates of the risks specific to the respective CGUs at the date of assessment.

There was no impairment loss recognised in the profit statement during the current financial year and the previous financial year.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 19. IMPAIRMENT TESTS FOR INTANGIBLE ASSETS (cont'd)

#### (b) Deferred development costs

The carrying value of deferred development costs was assessed for impairment during the financial year.

An impairment loss of \$43,000 (2020: \$557,000) was recognised in the profit statement as the carrying value was assessed to be in excess of its recoverable value due to shift in market demand for certain products.

The recoverable amount of the deferred development costs has been determined based on value-in-use calculations using 5 year cash flow projection approved by management. The pre-tax discount rate applied to the cash flow projections is 5.2% to 5.7% (2020: 6.0% to 6.1%) and the terminal growth rate is 0% (2020: 0%).

#### (c) Other intangible assets

The carrying value of other intangible assets was assessed for impairment during the financial year.

There was no impairment loss recognised in the profit statement during the current financial year and the previous financial year.

A reasonable change to the assumptions used by the management to determine the impairment required, particularly the discount rate and terminal growth rate, would not significantly affect the results.

### 20. OTHER INVESTMENTS

	THE GROUP		THE COMPANY	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
<b>At fair value through other comprehensive income ("FVOCI")</b>				
Quoted equity investments	5,611	6,133	172,325	206,284
Unquoted equity investment	14	14	14	14
<b>Total</b>	<b>5,625</b>	<b>6,147</b>	<b>172,339</b>	<b>206,298</b>

#### Equity investments designated at FVOCI

The Group and the Company designated the investments shown below as equity investments at FVOCI because these equity investments represent investments that the Group and the Company intend to hold for long-term strategic purposes.

	THE GROUP		THE COMPANY	
	Fair value (\$'000)	Dividend income (\$'000)	Fair value (\$'000)	Dividend income (\$'000)
<b>Year Ended 30 September 2021</b>				
Vietnam Dairy Products Joint-Stock Company	-	-	166,714	6,509
Tsit Wing International Holdings Ltd	5,535	395	5,535	395
Ovato Limited	76	-	76	-
Others	14	8	14	-
	<b>5,625</b>	<b>403</b>	<b>172,339</b>	<b>6,904</b>
<b>Year Ended 30 September 2020</b>				
Vietnam Dairy Products Joint-Stock Company	-	-	200,151	6,925
Tsit Wing International Holdings Ltd	5,714	285	5,714	285
Ovato Limited	419	-	419	-
Others	14	-	14	-
	<b>6,147</b>	<b>285</b>	<b>206,298</b>	<b>7,210</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	THE GROUP		THE COMPANY	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
<b>21. CASH AND BANK DEPOSITS</b>				
Bank fixed deposits	67,775	67,100	3,002	5,137
Cash and bank balances	404,024	218,379	9,008	3,485
	<b>471,799</b>	<b>285,479</b>	<b>12,010</b>	<b>8,622</b>
<b>22. BRANDS</b>				
<b>At cost</b>				
Balance at beginning of year	41,548	41,667	8,647	8,647
Currency realignment	(201)	(119)	-	-
Acquisition of subsidiary companies	4,908	-	-	-
Balance at end of year	<b>46,255</b>	<b>41,548</b>	<b>8,647</b>	<b>8,647</b>
<b>Accumulated amortisation and impairment</b>				
Balance at beginning of year	14,194	14,154	8,435	8,435
Currency realignment	(179)	(95)	-	-
Amortisation charge	135	135	-	-
Balance at end of year	<b>14,150</b>	<b>14,194</b>	<b>8,435</b>	<b>8,435</b>
<b>Net book value</b>	<b>32,105</b>	<b>27,354</b>	<b>212</b>	<b>212</b>

Included in the Group's brands are brands with indefinite useful life of carrying amount of \$31,568,000 (2020: \$26,682,000).

The recoverable amount of the brands have been determined based on value-in-use calculations using 3 to 5 year cash flow projections approved by management.

The terminal growth rate used does not exceed the long term average growth rate of the product, industry or country in which the CGU operates.

The discount rate applied to the cash flow projections reflect managements' estimates of the risks specific to the respective CGUs at the date of assessment.

The pre-tax discount rates applied to the cash flow projections was 5.5% - 8.1% (2020: 6.3% - 8.4%) and terminal growth rates applied was 0% - 3.5% (2020: 1.0% - 3.5%).

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 23. INVENTORIES

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
Raw materials	127,574	151,832
Finished goods	127,771	110,179
Packaging materials	26,226	22,084
Engineering spares, work-in-progress and other inventories	16,006	12,629
	<b>297,577</b>	<b>296,724</b>

The cost of inventories recognised as an expense in cost of sales during the year was \$1,246,036,000 (2020: \$1,193,786,000).

### 24. TRADE RECEIVABLES, OTHER RECEIVABLES AND RELATED PARTIES

	THE GROUP		THE COMPANY	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
<b>Current</b>				
<b>Trade receivables</b>	<b>254,806</b>	271,823	-	-
<b>Other receivables:</b>				
Accrued income	143	3,475	-	300
Prepayments	6,870	9,890	440	590
Deposits paid	5,278	5,283	561	558
Tax recoverable	14,411	12,640	-	-
Staff loans	454	842	-	2
Derivative financial instruments (Note 25)	546	629	-	5
Contract costs	141	665	-	-
Sundry debtors	16,739	11,841	-	-
Dividend receivable	-	41,972	-	3,063
Other receivables	1,595	7,662	290	295
	<b>46,177</b>	94,899	<b>1,291</b>	4,813
<b>Related parties</b>	<b>6,121</b>	8,664	<b>616</b>	735
	<b>307,104</b>	375,386	<b>1,907</b>	5,548
<b>Non-current</b>				
<b>Other receivables:</b>				
Prepayments	221	590	-	-
Staff loans	8	117	-	-
Tax recoverable	-	1,009	-	-
Deposits paid	426	307	-	-
Other receivables	71	249	26	249
	<b>726</b>	2,272	<b>26</b>	249
	<b>307,830</b>	377,658	<b>1,933</b>	5,797

Current amounts due from related parties are trade and non-trade related, unsecured, interest free, repayable upon demand and to be settled in cash. The Group provides for 12-month ECLs for all amounts due from related parties based on an assessment of qualitative and quantitative factors that are indicative of the risk of default. The amounts due from related parties are considered to have low credit risk and the amount of the allowance is insignificant.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 24. TRADE RECEIVABLES, OTHER RECEIVABLES AND RELATED PARTIES (cont'd)

#### Trade receivables

The Group provides for lifetime expected credit losses for all trade receivables using a provision matrix. The provision rates are determined based on the Group's historical observed default rates analysed in accordance to days past due by grouping various customer segments that have similar loss patterns. The Group calibrates the matrix to adjust historical credit loss experience with forward-looking information such as forecast of economic conditions. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

Summarised below is the information about the credit risk exposure on the Group's trade receivables:

	Gross carrying amount (\$'000)	THE GROUP Impairment loss allowance (\$'000)	Net carrying amount (\$'000)
<b>Year Ended 30 September 2021</b>			
Current (not past due)	194,655	(201)	194,454
Past due:			
1 to 30 days	41,429	(224)	41,205
31 to 60 days	7,942	(205)	7,737
61 to 90 days	4,914	(150)	4,764
91 to 120 days	1,595	(107)	1,488
more than 120 days	18,660	(13,502)	5,158
	<b>269,195</b>	<b>(14,389)</b>	<b>254,806</b>
<b>Year Ended 30 September 2020</b>			
Current (not past due)	217,806	(222)	217,584
Past due:			
1 to 30 days	35,711	(72)	35,639
31 to 60 days	8,373	(158)	8,215
61 to 90 days	2,180	(67)	2,113
91 to 120 days	3,821	(1,881)	1,940
more than 120 days	14,551	(8,219)	6,332
	<b>282,442</b>	<b>(10,619)</b>	<b>271,823</b>

The movements in allowance for impairment on trade receivables are as follows:

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
Balance at beginning of year	10,619	3,091
Impairment charge	5,681	8,547
Write back	(928)	(234)
Acquisition of subsidiary companies	39	-
Write off	(983)	(777)
Currency realignment	(39)	(8)
Balance at end of year	<b>14,389</b>	<b>10,619</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	THE GROUP		THE COMPANY	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
<b>25. DERIVATIVE FINANCIAL INSTRUMENTS</b>				
<b>Current Assets</b>				
Forward currency contracts	546	629	-	5
<b>Current Liabilities</b>				
Forward currency contracts	419	320	17	-
<b>Non-current Liabilities</b>				
Interest rate swaps	7,202	14,777	-	-
	<b>7,621</b>	<b>15,097</b>	<b>17</b>	<b>-</b>
<p>The Group has applied cash flow hedge accounting for interest rate swap arrangements for which the associated floating rate loans have the same critical terms and which have been assessed to be effective hedges. The interest on these interest rate swaps and loans are settled on a half yearly basis.</p>				
<b>26. TRADE PAYABLES, OTHER PAYABLES AND RELATED PARTIES</b>				
<b>Current</b>				
Trade payables	176,224	161,122	-	-
<b>Other payables</b>				
Accrued operating expenses	70,243	75,394	219	227
Sundry accruals	17,398	19,092	553	501
Sundry deposits	8,982	8,083	-	-
Staff costs payable	29,588	31,920	3,468	4,201
Accrual for unconsumed annual leave	3,205	3,097	932	970
Deferred income	742	2,871	-	299
Derivative financial instruments (Note 25)	419	320	17	-
Interest payable	4,703	4,341	-	-
Contract liabilities	25,606	29,213	-	-
Other payables	34,028	37,428	8,245	7,652
	<b>194,914</b>	<b>211,759</b>	<b>13,434</b>	<b>13,850</b>
<b>Related parties</b>	<b>6,266</b>	<b>4,891</b>	<b>292</b>	<b>220</b>
	<b>377,404</b>	<b>377,772</b>	<b>13,726</b>	<b>14,070</b>
<b>Non-current</b>				
<b>Other payables</b>				
Put liability to acquire non-controlling interests	16,600	15,485	-	-
Derivative financial instruments (Note 25)	7,202	14,777	-	-
	<b>23,802</b>	<b>30,262</b>	<b>-</b>	<b>-</b>
	<b>401,206</b>	<b>408,034</b>	<b>13,726</b>	<b>14,070</b>

- (a) Amounts due to related parties are trade and non-trade related, unsecured, interest free, repayable upon demand and to be settled in cash.
- (b) As part of the acquisition of Print Lab Pte. Ltd. and its subsidiary company ("PLPL") in FY2019, TPL has entered into an agreement which, among other things, provides the right for TPL to acquire the remaining 40% share capital of PLPL and the right for the non-controlling interests of PLPL to require TPL to acquire the remaining 40% shares, subject to satisfaction of certain conditions by 30 September 2023.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 27. LEASE LIABILITIES

	THE GROUP		THE COMPANY	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
<b>Lease liabilities</b>				
Current	11,646	14,268	2,445	2,353
Non-current	36,539	25,168	235	2,380
	<b>48,185</b>	<b>39,436</b>	<b>2,680</b>	<b>4,733</b>

#### (a) The Group as a lessee

The Group leases a number of warehouse and factory facilities with an option to renew the lease after that date. Lease payments are adjusted every five years to reflect current market rentals. The Group also leases equipment for use in its back office operations and vehicles for its delivery and logistics operations. There are no externally imposed covenants on these lease arrangements.

Information about leases for which the Group and the Company is a lessee is presented below.

*Right-of-use assets classified within Fixed Assets in Note 12*

	THE GROUP				THE COMPANY	
	Leasehold Land (\$'000)	Building (\$'000)	Plant & Machinery (\$'000)	Other Assets (\$'000)	Total (\$'000)	Other Assets and Total (\$'000)
<b>For the year ended</b>						
<b>30 September 2021</b>						
Balance at beginning of year	65,789	12,970	737	10,526	90,022	4,373
Currency realignment	(6,878)	(55)	(3)	(428)	(7,364)	-
Additions	439	27,783	461	2,008	30,691	317
Acquisition of subsidiary companies	-	677	-	-	677	-
Depreciation charge	(1,525)	(13,393)	(682)	(4,532)	(20,132)	(2,220)
Derecognition	(5)	(2,830)	(20)	(226)	(3,081)	-
Reclassification	(264)	264	(24)	24	-	-
Balance at end of year	<b>57,556</b>	<b>25,416</b>	<b>469</b>	<b>7,372</b>	<b>90,813</b>	<b>2,470</b>
<b>For the year ended</b>						
<b>30 September 2020</b>						
Balance at beginning of year, adjusted	75,738	18,176	2,705	2,716	99,335	-
Currency realignment	2,507	(169)	(1)	1,801	4,138	-
Additions	7,832	7,866	315	10,784	26,797	6,579
Depreciation charge	(1,855)	(12,601)	(816)	(4,346)	(19,618)	(2,206)
Derecognition	(18,433)	(132)	(1,466)	(406)	(20,437)	-
Impairment charge	-	(170)	-	(23)	(193)	-
Balance at end of year	<b>65,789</b>	<b>12,970</b>	<b>737</b>	<b>10,526</b>	<b>90,022</b>	<b>4,373</b>



## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 27. LEASE LIABILITIES (cont'd)

#### (a) The Group as a lessee (cont'd)

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
<u>Amounts recognised in profit statement</u>		
Interest expense on lease liabilities	1,536	1,476
Lease expense on short-term leases	1,812	2,424
Lease expense on low-value leases	559	670
Lease expense on variable lease payments	5,628	5,968

#### *Extension options*

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

#### (b) The Group as a lessor

##### *Operating lease*

The Group leases out its investment properties. The Group has classified these leases as operating leases, because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. Information about the operating leases of investment properties are presented in Note 13.

The following table sets out a maturity analysis of lease receivables, showing the undiscounted lease payments to be received after the reporting date.

Less than one year	122	229
One to two years	51	38
Total	173	267

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 27. LEASE LIABILITIES (cont'd)

#### (b) The Group as a lessor (cont'd)

##### Finance lease

The Group and the Company had sub-leased an office space that has been presented as part of a right-of-use asset under fixed assets and recognised interest income on lease receivables of \$10,000 (2020: \$2,000).

The following table sets out the maturity analysis of lease receivables, showing the undiscounted lease payments to be received after the reporting date.

	THE GROUP & THE COMPANY	
	2021 (\$'000)	2020 (\$'000)
Less than one year	239	239
One to two years	20	239
Two to three years	-	20
Total undiscounted lease receivables	259	498
Unearned finance income	(4)	(14)
Net investment in lease receivables	255	484

#### (c) A reconciliation of movement of lease liabilities to cash flows arising from financing activities is as follows:

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
<b>Lease Liabilities</b>		
Balance at beginning of year	39,436	50,735
Additions	30,691	26,857
Acquisition of subsidiary companies	699	-
Derecognition	(3,213)	(20,594)
Payment of principal amount	(18,683)	(17,396)
Interest payments	(1,536)	(1,476)
Interest expense	1,536	1,476
Currency realignment	(745)	(166)
Balance at end of year	48,185	39,436

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 28. BORROWINGS

	Notes	THE GROUP	
		2021 (\$'000)	2020 (\$'000)
<b>Repayable within one year:</b>			
<b>Unsecured</b>			
Bank loans	(a)	33,132	7,041
Term loans	(b)	394,441	35,660
		<b>427,573</b>	<b>42,701</b>
<b>Repayable after one year:</b>			
<b>Unsecured</b>			
Term loans	(b)	499,262	795,888
	(d)	499,262	795,888
<b>Total</b>		<b>926,835</b>	<b>838,589</b>
<b>Fair value</b>	(c)	<b>939,209</b>	<b>846,138</b>

#### Notes

- (a) The Group's unsecured bank loans bore interest rates ranging from 0.76% to 1.35% (2020: 0.93%) per annum.
- (b) The Group's unsecured term loans bore interest at rates ranging from 1.35% to 3.80% (2020: 1.35% to 3.80%) per annum during the year. As at 30 September 2021 and 2020, term loans include medium term notes issued by certain subsidiary companies.
- (c) The carrying amount of bank borrowings approximate fair value as they bear interest at rates which approximate the current incremental borrowing rate for similar types of lending and borrowing arrangements except for term loans of \$559,414,000 (2020: \$459,389,000) which have a fair value of \$571,788,000 (2020: \$466,938,000). They are classified as a Level 2 under fair value hierarchy, as determined based on quoted market prices.

- (d) Maturity of non-current borrowings is as follows:

Between 1 and 2 years	-	396,588
Between 2 and 5 years	399,540	299,628
After 5 years	99,722	99,672
	<b>499,262</b>	<b>795,888</b>

- (e) A reconciliation of movement of liabilities to cash flows arising from financing activities is as follows:

#### **Borrowings**

Balance at beginning of year	838,589	829,684
Adoption of SFRS(I) 16	-	(302)
Balance at beginning of year, adjusted	838,589	829,382
Proceeds from borrowings	142,404	27,501
Repayment of borrowings	(50,889)	(15,607)
Currency realignment	(3,394)	(3,002)
Transaction costs	125	315
Balance at end of year	<b>926,835</b>	<b>838,589</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 29. PROVISION FOR EMPLOYEE BENEFITS

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
Defined benefit plan	15,760	18,414

#### (a) Defined Contribution Plan

The Group makes contributions to several post employment benefit plans. Most of these plans are defined contribution plans whereby contributions are made to approved provident and superannuation funds in Singapore, Malaysia and Hong Kong.

Accruals for defined contribution plans are included in Other Payables under Note 26.

#### (b) Defined Benefit Plan

The defined benefit plans in Malaysia, Thailand and Indonesia do not have separately funded assets. They provide a lump sum benefit at normal retirement age.

The following table summarise the components of the benefit liability:

#### Benefit liability

Present value of unfunded defined benefit obligation	15,760	18,414
Net liability arising from defined benefit obligation	15,760	18,414

The weighted average duration of the defined benefit obligation as at 30 September 2021 was 9.7 years (2020: 9.8 years).

#### Changes in present value of defined benefit obligations are as follows:

Balance at beginning of year	18,414	44,298
<u>Included in profit statement</u>		
Interest cost	440	550
Current service cost	1,458	1,909
Past service credit	(76)	(46)
Settlement gain	(598)	-
	1,224	2,413
<u>Included in other comprehensive income</u>		
Remeasurements:		
- actuarial gain arising from change in demographic assumptions	-	(6)
- actuarial loss arising from change in financial assumptions	(779)	919
- experience adjustments	(306)	(384)
	(1,085)	529
Retirement benefit plan buy-out *	-	(27,622)
Benefits paid	(2,097)	(1,897)
Currency realignment	(696)	619
Others	-	74
Balance at end of year	15,760	18,414

\* On 13 December 2019, the Trustees of the United Kingdom pension plan have purchased a bulk annuity policy in respect of all known members of the pension plan. The buy-out is expected to complete by 31 October 2022.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 29. PROVISION FOR EMPLOYEE BENEFITS (cont'd)

#### (b) Defined Benefit Plan (cont'd)

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
<b>Changes in fair value of plan assets are as follows:</b>		
Balance at beginning of year	-	24,131
Retirement benefit plan buy-out	-	(24,966)
Currency realignment	-	835
Balance at end of year	-	-

#### The major assumptions used by the qualified independent actuaries were:

Future salary growth	<b>4.0% to 7.0%</b>	4.0% to 7.0%
Discount rate	<b>1.0% to 7.5%</b>	1.3% to 8.0%

#### Sensitivity analysis

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligation as of the end of the reporting period, assuming if all other assumptions were held constant:

	Change in assumption	Increase/(Decrease) in defined benefit obligation	
		Increase in assumption (\$'000)	Decrease in assumption (\$'000)
<b>The Group</b>			
<b>Year Ended 30 September 2021</b>			
Future salary growth	1%	1,667	(1,321)
Discount rate	1%	(1,281)	1,642
<b>Year Ended 30 September 2020</b>			
Future salary growth	1%	1,809	(1,581)
Discount rate	1%	(1,604)	1,873

#### (c) Share Plans

##### *Fraser and Neave Limited Restricted Share Plan ("RSP")*

The RSP is a share-based incentive plan for senior executives and key senior management, which was approved by shareholders of the Company at an Extraordinary General Meeting held on 22 January 2009.

##### Information regarding the RSP

- (i) Depending on the level of achievement of pre-determined targets over a two-year performance period for the RSP, the final number of RSP shares to be awarded could range between 0% to 150% of the initial grant of the RSP shares.
- (ii) Based on meeting stated performance conditions over a two-year performance period, 50% of the RSP share awards will vest. The balance will vest equally over the subsequent two years upon fulfillment of service requirements.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 29. PROVISION FOR EMPLOYEE BENEFITS (cont'd)

#### (c) Share Plans (cont'd)

##### *Fraser and Neave Limited Restricted Share Plan ("RSP") (cont'd)*

Information with respect to the number of shares granted under the RSP is as follows:

Shares	Grant Date	Balance as at 1.10.2020	Lapsed	Achievement Factor	Vested	Balance as at 30.9.2021
Year 8	28.12.2016	167,675	(275)	-	(167,400)	-
Year 9	28.12.2017	582,200	(15,500)	-	(289,800)	276,900
Year 10	21.12.2018	1,420,500	(49,400)	296,900	(851,200)	816,800
		2,170,375	(65,175)*	296,900	(1,308,400)	1,093,700

\* Lapsed due to cessation of employment.

##### *Fraser and Neave Limited Performance Share Plan ("PSP")*

The PSP is a share-based incentive plan for senior executives and key senior management, which were approved by shareholders of the Company at an Extraordinary General Meeting held on 22 January 2009.

##### Information regarding the PSP

- (i) Depending on the level of achievement of pre-determined targets over a three-year performance period, the final number of PSP shares awarded could range between 0% to 200% of the initial grant of the PSP shares.
- (ii) PSP share awards will vest based on meeting stated performance conditions over a three-year performance period.

Information with respect to the number of shares granted under the PSP is as follows:

Shares	Grant Date	Balance as at 1.10.2020	Achievement Factor	Vested	Balance as at 30.9.2021
Year 9	28.12.2017	78,000	(48,500)	(29,500)	-
Year 10	21.12.2018	127,000	-	-	127,000
		205,000	(48,500)	(29,500)	127,000

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 29. PROVISION FOR EMPLOYEE BENEFITS (cont'd)

#### (c) Share Plans (cont'd)

##### *F&N Restricted Share Plan 2019 ("F&N RSP 2019")*

The F&N RSP 2019 replaced the RSP and PSP, which expired on 21 January 2019. The expiry of the RSP and PSP will not affect awards granted prior to expiry of these share plans and which are pending final release. The first grant of Base Awards pursuant to the F&N RSP 2019 was made on 28 August 2020.

##### Information regarding the F&N RSP 2019

- (i) Depending on the level of achievement of pre-determined targets over a one-year performance period for the F&N RSP 2019, the final number of F&N RSP 2019 shares to be awarded could range between 0% to 150% of the initial grant of the F&N RSP 2019 shares.
- (ii) Based on meeting stated performance conditions over a one-year performance period, the share awards will vest equally over three years upon fulfillment of service requirements.

Information with respect to the number of shares granted under the F&N RSP 2019 is as follows:

Shares	Grant Date	Balance as at 1.10.2020 or Grant Date if later	Lapsed	Achievement Factor	Vested	Balance as at 30.9.2021
Year 1	28.08.2020	1,765,250	(52,799)	(509,850)	(411,798)	790,803
Year 2	10.02.2021	1,937,750	(41,500)	-	-	1,896,250
		3,703,000	(94,299)*	(509,850)	(411,798)	2,687,053

\* Lapsed due to cessation of employment.

The estimated fair value of shares granted during the financial year ended 30 September 2021 ranges from \$1.28 to \$1.38 (2020: \$1.17 to \$1.27). The fair value of equity-settled contingent award of shares are determined using Black-Scholes Valuation Model. The inputs to the model used are as follows:

	2021	2020
Dividend yield (%)	3.5	4.3
Expected volatility (%)	27.9	25.4
Risk-free interest rate (%)	0.3 to 0.5	0.3 to 0.4
Expected life (years)	0.9 to 2.9	0.3 to 2.3
Share price at date of grant (\$)	1.42	1.29

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FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 29. PROVISION FOR EMPLOYEE BENEFITS (cont'd)

#### (c) Share Plans (cont'd)

*Fraser & Neave Holdings Bhd ("F&NHB") Restricted Share Plan ("F&NHB RSP"), F&NHB Performance Share Plan ("F&NHB PSP", and collectively with the F&NHB RSP, the "F&NHB SGP") and the F&NHB Share Grant Plan 2021 ("F&NHB SGP 2021")*

The F&NHB SGP were approved by the shareholders of F&NHB at its Extraordinary General Meeting held on 13 January 2012. As the F&NHB SGP is due to expire on 14 March 2022, F&NHB introduced the F&NHB SGP 2021 which was approved by the shareholders of F&NHB at the Extraordinary General Meeting held on 19 January 2021. The F&NHB SGP 2021 was implemented on 11 February 2021 and is valid for 10 years from 11 February 2021 to 10 February 2031. The expiry of the F&NHB SGP in 2022 does not affect awards of F&NHB shares granted prior to its expiry and which are capable of being vested prior and up to 14 March 2022.

#### **F&NHB RSP and F&NHB SGP 2021**

Under the F&NHB RSP and the F&NHB SGP 2021, F&NHB grants a base number of conditional awards of F&NHB shares (the "F&NHB Base Awards") to eligible participants annually. The F&NHB Base Awards represent the right to receive fully paid shares of F&NHB, their equivalent cash value or combinations thereof, free of charge, provided that certain prescribed performance conditions are met. The Remuneration Committee of F&NHB (the "F&NHB RemCo"), as administrator of the F&NHB RSP and the F&NHB SGP 2021, has absolute discretion in granting the F&NHB Base Awards and determining the performance period and the vesting period. The F&NHB RemCo has determined the performance period for the F&NHB RSP to be two years.

Depending on the level of achievement of the pre-determined targets, an achievement factor will be applied to the relevant F&NHB Base Awards to determine the final number of F&NHB shares to be awarded at the end of the relevant performance period (the "F&NHB Final Awards"). The achievement factor ranges from 0% to 150%. Accordingly, the actual number of F&NHB shares to be awarded could range from 0% to 150% of the initial grant of awards under the F&NHB RSP and the F&NHB SGP 2021.

In respect of the F&NHB RSP, the first tranche of F&NHB shares (being 50% of the relevant F&NHB Final Awards) will be vested to participants after the end of the two-year performance period. The balance 50% will be vested in equal instalments over the next two years.

The award for Year 10 of the F&NHB RSP was deferred from December 2020 originally, to 15 February 2021 (i.e. after the F&NHB SGP 2021 was approved and implemented). Therefore, the F&NHB RemCo determined that Year 10 of the F&NHB RSP would be issued under the F&NHB SGP 2021. This was because the two-year performance period for the Year 10 F&NHB RSP would traverse the expiry of the F&NHB SGP, and no F&NHB shares can be released after said performance period as they would be deemed cancelled.

Information with respect to the number of shares granted under the F&NHB RSP and F&NHB SGP 2021 is as follows:

Shares	Grant Date	Balance as at 1.10.2020 or Grant Date if later	Lapsed	Achievement Factor	Vested	Balance as at 30.9.2021
<b>F&amp;NHB RSP</b>						
Year 6	22.12.2016	61,950	(300)	-	(61,650)	-
Year 7	22.12.2017	128,900	(10,625)	-	(64,150)	54,125
Year 8*	21.12.2018	213,600	(12,450)	(60,700)	(76,450)	64,000
Year 9*	23.12.2019	495,900	(106,400)	(194,750)	-	194,750
<b>F&amp;NHB SGP 2021</b>						
Year 10**	15.02.2021	384,200	(62,400)	-	-	321,800
		<u>1,284,550</u>	<u>(192,175)^</u>	<u>(255,450)</u>	<u>(202,250)</u>	<u>634,675</u>

\* Under the original vesting schedules for these awards of F&NHB shares, the final tranche under Year 8 F&NHB RSP, and the second and final tranches under Year 9 F&NHB RSP, would be released after the 14 March 2022 expiry of the F&NHB SGP and thus deemed to be cancelled. In view thereof, F&NHB shares under the F&NHB SGP 2021 equivalent to the number of shares deemed cancelled will be awarded to eligible participants in accordance with the original vesting schedules of these deemed cancelled awards, and which shares will not be subject to performance periods or achievement targets.

\*\* The F&NHB RemCo has also determined that the first tranche of F&NHB shares under the 15 February 2021 award for Year 10 F&NHB RSP (being 50% of the relevant F&NHB Final Awards) will be vested to participants after the end of the two-year performance period, and the balance 50% will be vested in equal instalments over the next two years.

^ Lapsed due to cessation of employment.



## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 29. PROVISION FOR EMPLOYEE BENEFITS (cont'd)

#### (c) Share Plans (cont'd)

##### *F&NHB RSP and F&NHB SGP 2021 (cont'd)*

The estimated fair value of shares granted during the year ranges from RM27.58 to RM28.85 (2020: RM31.62 to RM33.06). The fair value of equity-settled contingent award of shares are determined using Monte Carlo Valuation Model, which involves projection of future outcomes using statistical distributions of key random variables including share price and volatility of returns. The inputs to the model used are as follows:

	2021	2020
Dividend yield (%)	2.2	2.3
Expected volatility (%)	12.8	13.3
Risk-free interest rate (%)	1.9 to 2.1	3.0 to 3.1
Expected life (years)	1.9 to 3.9	2.0 to 4.0
Share price at date of grant (RM)	30.08	34.66

##### *F&NHB PSP*

##### *Information regarding the F&NHB PSP*

- (i) Depending on the achievement of pre-determined targets over a three-year performance period, the final number of PSP shares awarded could range between 0% to 200% of the initial grant of the PSP shares.
- (ii) PSP share awards will vest based on meeting stated performance conditions over a three-year performance period.

As at 30 September 2021, no shares has been granted under F&NHB PSP.

### 30. DEFERRED TAX ASSETS AND LIABILITIES

	THE GROUP				THE COMPANY	
	Balance Sheet		Profit Statement		Balance Sheet	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
<b>Deferred tax liabilities</b>						
Differences in depreciation	36,864	33,261	3,557	2,997	53	89
Provisions, expenses and income taken in a different period	2,511	2,433	9	711	-	-
Fair value adjustments	1,027	1,062	(25)	63	-	-
Unabsorbed losses and capital allowances	-	38	-	(231)	-	-
Other deferred tax liabilities	1,457	257	22	(48)	-	-
Gross deferred tax liabilities	41,859	37,051	3,563	3,492	53	89
<b>Less: Deferred tax assets</b>						
Employee benefits	(1,900)	(1,999)	189	(165)	-	-
Unabsorbed losses and capital allowances	(1,525)	(1,499)	385	789	-	-
Provisions, expenses and income taken in a different period	(1,196)	(699)	(434)	79	-	-
Other deferred tax assets	(8,798)	(8,291)	(828)	1,932	(36)	(62)
Gross deferred tax assets	(13,419)	(12,488)	(688)	2,635	(36)	(62)
<b>Net deferred tax liabilities</b>	28,440	24,563	2,875	6,127	17	27

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 30. DEFERRED TAX ASSETS AND LIABILITIES (cont'd)

	THE GROUP				THE COMPANY	
	Balance Sheet		Profit Statement		Balance Sheet	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
Some subsidiary companies have net deferred tax assets relating to the following:						
Employee benefits	(1,338)	(1,475)	(64)	(220)	-	-
Differences in depreciation	(451)	(57)	(265)	(419)	-	-
Unabsorbed losses and capital allowances	(610)	(7,615)	(410)	(260)	-	-
Provisions, expenses and income taken in a different period	(2,046)	4,922	(338)	(1,057)	-	-
Tax effect on revaluation surplus	(1)	(1)	-	-	-	-
Investment allowances	(208)	(248)	(28)	(32)	-	-
Fair value adjustments	(41)	(42)	-	(181)	-	-
<b>Net deferred tax assets</b>	<b>(4,695)</b>	<b>(4,516)</b>	<b>(1,105)</b>	<b>(2,169)</b>	<b>-</b>	<b>-</b>

Deferred tax liabilities of \$634,000 (2020: \$955,000) have not been recognised in the consolidated financial statements for withholding and other taxes that would be payable on the unremitted earnings of \$3,727,000 (2020: \$5,614,000) at 30 September 2021.

Deferred tax liabilities of \$47,000 (2020: \$478,000) have not been recognised in the consolidated financial statements for withholding and other taxes that would be payable on the undistributed earnings of \$473,000 (2020: \$2,564,000) at 30 September 2021 of certain of the Group's subsidiary companies as the Group has determined that the undistributed earnings of its subsidiary companies will not be distributed in the foreseeable future.

	THE GROUP	
	2021 (\$'000)	2020 (\$'000)
Deferred tax assets have not been recognised in respect of the following items:		
Deductible temporary differences	64,158	64,288
Tax losses	141,183	135,812
	<b>205,341</b>	<b>200,100</b>

Tax losses of \$39,776,000 (2020: \$40,051,000) start to expire in 2029. The remaining tax losses and the deductible temporary differences do not expire under current tax legislation. Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profit will be available against which the Group can utilise the benefits therefrom.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### THE GROUP

2021  
(\$'000)

2020  
(\$'000)

### 31. FUTURE COMMITMENTS

Commitments not provided for in the financial statements:

(a) Commitments in respect of contracts placed

Fixed assets	58,050	37,192
Intangible assets	1,981	183
	<b>60,031</b>	<b>37,375</b>

(b) Other amounts approved by directors but not contracted for

Fixed assets	48,125	29,568
Intangible assets	1,052	1,055
	<b>49,177</b>	<b>30,623</b>
	<b>109,208</b>	<b>67,998</b>

### 32. SIGNIFICANT RELATED PARTY TRANSACTIONS

In addition to the information disclosed elsewhere in the financial statements, the following were the significant related party transactions entered into between the Group and related parties based on agreed fees or terms between the parties.

(a) Transactions with TCC Group of Companies<sup>(i)</sup>

Sales	24,641	25,559
Advertising & promotion support	6,311	8,992
Service fee and other income	869	1,890
Purchases	(31,615)	(35,693)
Marketing expense	(5,701)	(7,911)
Logistic expense	(3,195)	(4,311)
Insurance premium expense	(1,694)	(1,598)
Management fee expense	-	(100)
Rental and other expenses	(7,285)	(6,295)

<sup>(i)</sup> This refers to the companies and entities in the TCC Group which are controlled by Mr Charoen Sirivadhanabhakdi and Khunying Wanna Sirivadhanabhakdi.

(b) Transactions with Joint Venture and Associated Companies

Sales	1,120	5,177
Receipt of corporate service fee	39	39
Finance income	-	5
Purchases	(2,312)	(1,829)

### 33. CONTINGENT LIABILITIES

The Company issued corporate guarantees to the extent of \$2,897,158,000 (2020: \$2,892,707,000) for the purpose of assisting its subsidiary and joint venture companies to obtain external borrowings. Of the \$2,897,158,000 (2020: \$2,892,707,000) corporate guarantees given by the Company, \$920,486,000 (2020: \$808,209,000) has been utilised by its subsidiary and joint venture companies as security for their borrowings.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT

The Group and the Company are exposed to financial risks, including primarily the effects of changes in currency exchange rates and interest rates and use derivatives and other instruments in connection with their risk management activities. The Group and the Company do not hold or issue derivative financial instruments for trading purposes.

The Group has established processes to monitor and control hedging transactions in a timely and accurate manner.

These policies are reviewed regularly by the Audit Committee to ensure that the Group's policies and guidelines are adhered to. The Group's accounting policies in relation to derivatives are set out in Note 2.

#### (a) Foreign Currency Risk

The Group and the Company have exposure to foreign exchange risk as a result of transactions denominated in foreign currencies, arising from normal trading and investment activities. Where exposures are certain, it is the Group's and Company's policy to hedge these risks as they arise. For those exposures less certain in their timing and extent, it is the Group's and the Company's policy to cover 50% to 90% of anticipated exposures for a maximum period of 12 months forward. The Group and the Company use foreign currency forward exchange contracts to manage these foreign exchange risks.

At 30 September 2021, the Group had entered into foreign currency forward exchange buy contracts amounting to \$23,794,000 (2020: \$27,455,000) and sell contracts amounting to \$19,220,000 (2020: \$12,300,000). The fair value adjustments of the buy contracts and sell contracts are losses of \$371,000 (2020: gains \$99,000) and gains of \$498,000 (2020: \$210,000) respectively.

At 30 September 2021, the Company had entered into foreign currency forward exchange sell contracts amounting to \$2,715,000 (2020: \$826,000). The fair value adjustments of the sell contracts is a loss of \$17,000 (2020: gain of \$5,000).

The fair values of foreign currency forward exchange contracts have been calculated using rates quoted by the Group's and Company's bankers to terminate the contracts at the balance sheet date.

The major foreign currencies exposure of the Group and the Company are as follows:

	Australian Dollar (\$'000)	United States Dollar (\$'000)	Hong Kong Dollar (\$'000)	Chinese Renminbi (\$'000)	Malaysian Ringgit (\$'000)
<b>The Group</b>					
<b>Year Ended 30 September 2021</b>					
Other investments	76	-	5,535	-	-
Receivables	2,852	52,151	-	1,020	8,965
Cash and bank deposits	2,989	25,263	1,443	-	13,724
Payables	(6,349)	(28,617)	(11)	-	(22,227)
Borrowings	-	(19,062)	-	-	-
Net balance sheet exposure	(432)	29,735	6,967	1,020	462
Forward exchange contracts	13,663	2,528	-	-	(1,967)
Net exposure	13,231	32,263	6,967	1,020	(1,505)
<b>Year Ended 30 September 2020</b>					
Other investments	419	-	5,714	-	-
Receivables	1,383	44,225	14	6,531	8,560
Cash and bank deposits	1,061	26,405	807	-	11,595
Payables	(6,004)	(17,130)	(342)	-	(25,712)
Borrowings	-	(7,041)	-	-	-
Net balance sheet exposure	(3,141)	46,459	6,193	6,531	(5,557)
Forward exchange contracts	14,074	10,693	-	-	-
Net exposure	10,933	57,152	6,193	6,531	(5,557)

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

#### (a) Foreign Currency Risk (cont'd)

	Australian Dollar (\$'000)	Vietnamese Dong (\$'000)	Hong Kong Dollar (\$'000)	Malaysian Ringgit (\$'000)	Thai Baht (\$'000)
<b>The Company</b>					
<b>Year Ended 30 September 2021</b>					
Other investments	76	166,714	5,535	-	-
Receivables	-	2,791	-	1,956	1,467
Cash and bank deposits	-	-	-	182	-
Payables	-	-	-	(25)	(80)
Net balance sheet exposure	76	169,505	5,535	2,113	1,387
Forward exchange contracts	-	-	-	(1,967)	(764)
Net exposure	76	169,505	5,535	146	623
<b>Year Ended 30 September 2020</b>					
Other investments	419	200,151	5,714	-	-
Receivables	-	3,063	-	12	1,460
Cash and bank deposits	-	-	-	191	-
Payables	-	-	-	(72)	(220)
Net balance sheet exposure	419	203,214	5,714	131	1,240
Forward exchange contracts	-	-	-	-	(822)
Net exposure	419	203,214	5,714	131	418

The following table demonstrates the sensitivity of the Group and the Company's total equity and the Group and the Company's profit before taxation to a reasonably possible 10% strengthening of the Australian Dollar, United States Dollar, Hong Kong Dollar, Chinese Renminbi, Malaysian Ringgit, Vietnamese Dong and Thai Baht exchange rates against the respective functional currencies of the Group entities, with all other variables held constant.

	2021		2020	
	Equity (\$'000)	Profit (\$'000)	Equity (\$'000)	Profit (\$'000)
<b>The Group</b>				
Australian Dollar	8	1,315	42	1,051
United States Dollar	-	3,226	-	5,715
Hong Kong Dollar	553	143	571	48
Chinese Renminbi	-	102	-	653
Malaysian Ringgit	-	(151)	-	(556)
<b>The Company</b>				
Australian Dollar	8	-	42	-
Vietnamese Dong	16,671	279	20,015	306
Hong Kong Dollar	553	-	571	-
Malaysian Ringgit	-	15	-	13
Thai Baht	-	62	-	42

A 10% weakening of the above currencies at the balance sheet date would have had the equal but opposite effect on the respective functional currencies of the Group entities as the amounts shown above, on the basis that all other variables remain constant.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

#### (b) Liquidity Risk

The Group's and the Company's exposure to liquidity risk arises in the general funding of the Group's and the Company's business activities. It includes the risks of being able to fund business activities in a timely manner.

The Group adopts a prudent approach to managing its liquidity risk. The Group maintains sufficient cash and marketable securities, and have available funding through diverse sources of committed and uncommitted credit facilities from various banks.

The table below analyses the maturity profile of the Group's and Company's financial liabilities and derivative financial instruments based on contractual undiscounted cash flows.

	Contractual Cash Flows				
	Carrying amount (\$'000)	Total cash flows (\$'000)	Less than 1 year (\$'000)	Between 1 and 5 years (\$'000)	Over 5 years (\$'000)
<b>The Group</b>					
<b>Year Ended 30 September 2021</b>					
<b>Non-derivative Financial Liabilities</b>					
Trade payables	176,224	176,224	176,224	-	-
Other payables	178,108	178,182	161,582	16,600	-
Lease liabilities	48,185	67,568	13,472	17,899	36,197
Borrowings	926,835	974,538	444,275	428,160	102,103
Related parties	6,266	6,266	6,266	-	-
Associated companies	261	261	261	-	-
	<b>1,335,879</b>	<b>1,403,039</b>	<b>802,080</b>	<b>462,659</b>	<b>138,300</b>
<b>Derivative Financial Instruments</b>					
Interest rate swaps (net-settled)	7,202	12,302	4,393	7,909	-
Forward currency contracts (net-settled)	(127)	(127)	(127)	-	-
	<b>7,075</b>	<b>12,175</b>	<b>4,266</b>	<b>7,909</b>	<b>-</b>
	<b>1,342,954</b>	<b>1,415,214</b>	<b>806,346</b>	<b>470,568</b>	<b>138,300</b>
<b>Year Ended 30 September 2020</b>					
<b>Non-derivative Financial Liabilities</b>					
Trade payables	161,122	161,122	161,122	-	-
Other payables	193,155	193,256	177,771	15,485	-
Lease liabilities	39,436	47,981	15,278	15,145	17,558
Borrowings	838,589	898,387	61,916	730,568	105,903
Related parties	4,891	4,891	4,891	-	-
Associated companies	398	398	398	-	-
	<b>1,237,591</b>	<b>1,306,035</b>	<b>421,376</b>	<b>761,198</b>	<b>123,461</b>
<b>Derivative Financial Instruments</b>					
Interest rate swaps (net-settled)	14,777	16,644	4,380	12,264	-
Forward currency contracts (net-settled)	(309)	(309)	(309)	-	-
	<b>14,468</b>	<b>16,335</b>	<b>4,071</b>	<b>12,264</b>	<b>-</b>
	<b>1,252,059</b>	<b>1,322,370</b>	<b>425,447</b>	<b>773,462</b>	<b>123,461</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

#### (b) Liquidity Risk (cont'd)

	Carrying amount (\$'000)	Contractual Cash Flows			
		Total cash flows (\$'000)	Less than 1 year (\$'000)	Between 1 and 5 years (\$'000)	Over 5 years (\$'000)
<b>The Company</b>					
<b>Year Ended 30 September 2021</b>					
<b><u>Non-derivative Financial Liabilities</u></b>					
Other payables	12,274	12,274	12,274	-	-
Subsidiary companies	885,746	929,618	111,728	817,890	-
Lease liabilities	2,680	2,721	2,485	236	-
Related parties	292	292	292	-	-
	<b>900,992</b>	<b>944,905</b>	<b>126,779</b>	<b>818,126</b>	<b>-</b>
<b><u>Derivative Financial Instruments</u></b>					
Forward currency contracts (net-settled)	17	17	17	-	-
	<b>901,009</b>	<b>944,922</b>	<b>126,796</b>	<b>818,126</b>	<b>-</b>
<b>Year Ended 30 September 2020</b>					
<b><u>Non-derivative Financial Liabilities</u></b>					
Other payables	12,426	12,426	12,426	-	-
Subsidiary companies	838,193	894,669	105,589	686,922	102,158
Lease liabilities	4,733	4,863	2,447	2,416	-
Related parties	220	220	220	-	-
	<b>855,572</b>	<b>912,178</b>	<b>120,682</b>	<b>689,338</b>	<b>102,158</b>
<b><u>Derivative Financial Instruments</u></b>					
Forward currency contracts (net-settled)	(5)	(5)	(5)	-	-
	<b>855,567</b>	<b>912,173</b>	<b>120,677</b>	<b>689,338</b>	<b>102,158</b>

#### (c) Credit Risk

At the balance sheet date, the Group's and the Company's total exposure to credit risk in the event that the counterparties fail to perform their obligations is represented by the carrying amount of each class of financial assets recognised in the balance sheets, including derivatives with positive fair values.

#### *Credit risk concentration profile*

The Group determines concentrations of credit risk by monitoring the country and business segment profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's trade receivables at the balance sheet date is as follows:

	THE GROUP			
	2021		2020	
	(\$'000)	% of total	(\$'000)	% of total
<b>By Geographical Segment:</b>				
Singapore	87,229	34%	91,056	34%
Malaysia	83,514	33%	98,600	36%
Thailand	63,398	25%	60,660	22%
Others	20,665	8%	21,507	8%
	<b>254,806</b>	<b>100%</b>	<b>271,823</b>	<b>100%</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

#### (c) Credit Risk (cont'd)

##### *Credit risk concentration profile (cont'd)*

	THE GROUP			
	2021		2020	
	(\$'000)	% of total	(\$'000)	% of total
<b>By Business Segment:</b>				
Beverages	55,629	22%	66,314	24%
Dairies	138,672	54%	140,643	52%
Printing & Publishing	57,795	23%	64,866	24%
Others	2,710	1%	-	-
	<b>254,806</b>	<b>100%</b>	271,823	100%

The Group and the Company have no significant concentration of credit risk. The Group and the Company have policies in place to monitor its credit risk. Sales of products and services are made to customers with an appropriate credit history. Contractual deposits are collected and scheduled progress payments are received from the buyers when due.

Cash and fixed deposits are placed in banks and financial institutions which are regulated. The Group limits its credit risk exposure in respect of investments by only investing in liquid securities and only with counterparties that have a sound credit rating. Management considers that its cash and fixed deposits and investments have low credit risk and does not expect any counterparty to fail to meet its obligations. As such, the Group considers these assets are subject to immaterial credit loss.

Information regarding financial assets that are either past due or impaired and ageing analysis is disclosed in Note 24. Management believes that no additional credit risk beyond that provided for is inherent in the Group's trade and other receivables.

With respect to derivative financial instruments, credit risk arises from the potential failure of counterparties to meet their obligations under the contract or arrangement. The Group's total credit risk exposure for foreign exchange contracts are limited to the fair value adjustments of these contracts. It is the Group's and the Company's policy to enter into financial instruments with a diversity of credit worthy counterparties. The Group and the Company do not expect to incur material credit losses on their financial assets or other financial instruments.

The Group and the Company do not have significant exposure to any individual customer or counterparty.

#### (d) Interest Rate Risk

The Group and the Company's exposure to market risk for changes in interest rates relate primarily to debt obligation with financial institutions. The Group and the Company's policy is to manage interest cost using a mix of fixed and variable rate debts, and interest rate economic effect of converting borrowings from fixed rates to variable rates or vice versa.

Under the interest rate swaps, the Group agree with other parties to exchange, at specified intervals mainly half yearly, the difference between fixed rate and floating rate interest amounts calculated by reference to the agreed notional principal amounts. The interest rate swaps have a floating leg that are indexed to Singapore swap offer rates ('SOR'). The contractual notional amount of interest rate swaps held for hedging which is based on SOR is \$300,000,000 (2020: \$300,000,000). The Group has applied the amendments to SFRS(I) 9 on these hedging relationships directly affected by the interest rate benchmark reform.



## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

#### (d) Interest Rate Risk (cont'd)

The Group held the following instruments to hedge exposures to changes in interest rates:

	Carrying amount		Changes during the year				Weighted average hedged rate*	Maturity date
	Contractual notional amount (\$'000)	Liabilities (\$'000)	Line item in the Balance Sheet	Change in value of hedging instrument recognised in OCI (\$'000)	Amount reclassified from hedging reserve to Profit Statement (\$'000)	Line item in the Profit Statement affected by the reclassification		
<b>THE GROUP</b>								
<b>Year Ended 30 September 2021</b>								
<u>Cashflow hedge</u>								
Interest rate swaps								
to hedge floating rate borrowings	300,000	(7,202)	Non-current Other Payables	3,168	4,407	Finance costs	1.68%	June and August 2024
<b>Year Ended 30 September 2020</b>								
<u>Cashflow hedge</u>								
Interest rate swap								
to hedge floating rate borrowings	300,000	(14,777)	Non-current Other Payables	(14,417)	1,087	Finance costs	1.68%	June and August 2024

\* Weighted average hedged rate refers to the fixed rate payable under the interest rate swaps and excludes the underlying bank loan credit margin.

At the reporting date, the interest rate profile of interest-bearing financial instruments, was as follows:

	THE GROUP Nominal amount		THE COMPANY Nominal amount	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
<b>Fixed rate instruments</b>				
Cash and bank deposits	207,362	92,653	11,258	8,376
Other financial assets	259	497	100,209	35,037
Borrowings	(560,325)	(490,280)	-	-
Lease liabilities	(67,568)	(47,981)	(2,721)	(4,863)
Other financial liabilities	(4,240)	(4,202)	(795,000)	(755,000)
Effect of interest rate swaps	(300,000)	(300,000)	-	-
	<b>(724,512)</b>	<b>(749,313)</b>	<b>(686,254)</b>	<b>(716,450)</b>
<b>Floating rate instruments</b>				
Cash and bank deposits	1,383	3,253	-	-
Borrowings	(367,369)	(349,293)	-	-
Effect of interest rate swaps	300,000	300,000	-	-
	<b>(65,986)</b>	<b>(46,040)</b>	<b>-</b>	<b>-</b>

Interest on financial instruments classified as floating rate is repriced at intervals of less than one year. Interest on financial instruments classified as fixed rate is fixed until the maturity of the instrument. The other financial instruments of the Group and the Company that are not included in the above tables are non-interest bearing and are therefore not subject to interest rate risk.

The Group and the Company are in a net finance costs position for the year ended 30 September 2021 and 2020.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

#### (d) Interest Rate Risk (cont'd)

##### *Sensitivity analysis for floating rate instruments*

It is estimated that a ten basis points (bps) increase in interest rate, with all other variables held constant, would decrease the Group's profit before taxation by approximately \$66,000 (2020: \$46,000) and increase the Group's hedging reserve by approximately \$893,000 (2020: \$1,193,000). A decrease of a ten bps in interest rate would have an equal but opposite effect. The analysis is performed on the same basis for 2020.

#### (e) Market Price Risk

The Group and the Company are exposed to market price risk and the risk of impairment in the value of investments held. The Group and the Company manage the risk of impairment by evaluation of investment opportunities, continuously monitoring the performance of investments held and assessing market risk relevant to which the investments operate.

##### *Sensitivity analysis for quoted investment risk*

If prices for equity investments at fair value through OCI increase by 10% with all other variables including tax rate being held constant, the impact on fair value adjustment reserve will be as follows:

	THE GROUP		THE COMPANY	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
Fair value adjustment reserve	<b>561</b>	613	<b>17,232</b>	20,628

There will be no impact to profit before taxation.

A 10% decrease in the underlying equity prices would have had the equal but opposite effect as the amounts shown above. The analysis is performed on the same basis as for 2020 and assumes that all other variables remain constant.

#### (f) Fair Values

The following methods and assumptions are used to estimate the fair value of each class of financial instruments for which it is practicable to estimate that value:

##### (i) *Cash and bank deposits, other receivables and other payables*

The carrying amounts of these items in current assets and current liabilities approximate fair value due to their short term nature.

##### (ii) *Trade receivables and trade payables*

The carrying amounts of receivables and payables approximate fair value because these are subject to normal trade credit terms.

##### (iii) *Amounts due from/to related parties, associated, joint venture and subsidiary companies*

The carrying amounts of amounts due from/to related parties, associated, joint venture and subsidiary companies in current assets and current liabilities approximate fair value due to their short term nature. For amounts due to subsidiary companies included in long term liabilities, no disclosure of the fair value has been made as the carrying amount approximates fair value.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

#### (f) Fair Values (cont'd)

##### (iv) Other investments

Market value of quoted investment is determined by reference to stock exchange quoted prices.

Certain unquoted investments do not have quoted market prices in an active market nor are there other methods of reasonably estimating the fair value readily available. It is not practicable to determine fair value with sufficient reliability without incurring excessive costs.

##### (v) Borrowings

The fair value of fixed rate bank borrowings and term loans are disclosed in Note 28. The carrying values of bank borrowings, and term loans maturing within one year and the floating rate bank borrowings and term loans approximate their fair value.

##### (vi) Assets and liabilities measured at fair value

The Group classifies fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

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

The following table shows the analysis of assets and liabilities carried at fair value and their levels in the fair value hierarchy:

	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Total (\$'000)
<b>The Group</b>				
<b>Year Ended 30 September 2021</b>				
<b>Financial Assets</b>				
Other investments (Note 20)				
- Quoted equity investments at FVOCI	5,611	-	-	5,611
Derivative financial instruments (Note 25)	-	546	-	546
	<b>5,611</b>	<b>546</b>	-	<b>6,157</b>
<b>Non-Financial Asset</b>				
Investment properties (Note 13)	-	-	16,858	16,858
<b>Financial Liability</b>				
Derivative financial instruments (Note 25)	-	7,621	-	7,621
<b>Year Ended 30 September 2020</b>				
<b>Financial Assets</b>				
Other investments (Note 20)				
- Quoted equity investments at FVOCI	6,133	-	-	6,133
Derivative financial instruments (Note 25)	-	629	-	629
	<b>6,133</b>	<b>629</b>	-	<b>6,762</b>
<b>Non-Financial Asset</b>				
Investment properties (Note 13)	-	-	17,075	17,075
<b>Financial Liability</b>				
Derivative financial instruments (Note 25)	-	15,097	-	15,097

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

(f) Fair Values (cont'd)

(vi) Assets and liabilities measured at fair value (cont'd)

	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Total (\$'000)
<b>The Company</b>				
<b>Year Ended 30 September 2021</b>				
<b>Financial Assets</b>				
Other investments (Note 20)				
- Quoted equity investments at FVOCI	172,325	-	-	172,325
<b>Financial Liability</b>				
Derivative financial instruments (Note 25)	-	17	-	17
<b>Year Ended 30 September 2020</b>				
<b>Financial Asset</b>				
Other investments (Note 20)				
- Quoted equity investments at FVOCI	206,284	-	-	206,284
Derivative financial instruments (Note 25)	-	5	-	5
	206,284	5	-	206,289

There have been no transfers between Level 1, Level 2 and Level 3 for the Group and the Company during the financial year ended 30 September 2021 and 2020.

The fair value of quoted investments categorised within Level 1 of the fair value hierarchy is determined directly by reference to the quoted market price at the balance sheet date.

The fair value of derivatives categorised within Level 2 of the fair value hierarchy are valued using a valuation technique with market observable inputs. These include forward pricing and swap models, using present value calculations. The models incorporate various inputs such as foreign exchange spot and forward rates.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

#### (f) Fair Values (cont'd)

##### (vi) Assets and liabilities measured at fair value (cont'd)

The following table presents the valuation techniques and significant unobservable inputs that were used to determine the fair value of investment properties categorised under Level 3 of the fair value hierarchy:

Description	Valuation techniques	Significant unobservable inputs	Range and Rate	
			2021	2020
Commercial property in Malaysia	Investment Approach	Estimated rental value per square feet per month (RM)		
		- 1st to 5th year	<b>4.00 - 5.50</b>	4.00 - 5.50
		- 6th year onwards	<b>4.00 - 5.50</b>	4.00 - 5.50
		Capitalisation rate		
		- 6th year onwards	<b>7.25%</b>	7.25%
		Void factor		
		- 1st to 5th year	<b>50%</b>	50%
		- 6th year onwards	<b>12.50%</b>	12.50%
		Capital expenditure reserve per square feet (RM)	<b>1.00</b>	1.00
		Discount factor		
		- 1st to 5th year	<b>7.00%</b>	7.00%
- 6th year onwards	<b>7.25%</b>	7.25%		
		Market interruption	<b>20.00%</b>	20.00%
Commercial property in Hong Kong	Direct Comparison Approach	Transacted price of comparable properties per square feet	<b>\$1,832 to \$2,496</b>	\$1,678 to \$1,987
Car park in Malaysia	Direct Comparison Approach	Value per car park bay	<b>RM30,000</b>	RM30,000

The investment properties categorised under Level 3 of the fair value hierarchy are generally sensitive to the various significant unobservable inputs tabled above. Increase/(Decrease) in estimated rental value would result in higher/(lower) fair value of the investment properties assuming that all other assumptions were held constant. Increases/(Decreases) in the capitalisation rate, void factor, capital expenditure reserve, and discount factor and market interruption would result in lower/(higher) fair value assuming that all other assumptions were held constant.

The reconciliation from the beginning balances to the ending balances for fair value measurements in Level 3 of the fair value hierarchy for investment properties is set out in note 13.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

#### (g) Classification of Financial Assets and Liabilities

Set out below is a comparison by category of the carrying amounts of the Group's and the Company's financial assets and liabilities that are carried in the financial statements:

	Amortised cost (\$'000)	Fair value through profit and loss (\$'000)	Derivatives designated as a hedge (\$'000)	Fair value through other comprehensive income (\$'000)	Total (\$'000)
<b>The Group</b>					
<b>Year Ended 30 September 2021</b>					
<b>Assets</b>					
Joint venture companies	13,660	-	-	-	13,660
Associated companies	84	-	-	-	84
Other investments	-	-	-	5,625	5,625
Other receivables	19,654	546	-	-	20,200
Trade receivables	254,806	-	-	-	254,806
Related parties	6,121	-	-	-	6,121
Cash and bank deposits	471,799	-	-	-	471,799
	<b>766,124</b>	<b>546</b>	<b>-</b>	<b>5,625</b>	<b>772,295</b>
<b>Liabilities</b>					
Trade payables	176,224	-	-	-	176,224
Other payables	178,108	419	7,202	-	185,729
Associated companies	261	-	-	-	261
Related parties	6,266	-	-	-	6,266
Lease liabilities	48,185	-	-	-	48,185
Borrowings	926,835	-	-	-	926,835
	<b>1,335,879</b>	<b>419</b>	<b>7,202</b>	<b>-</b>	<b>1,343,500</b>
<b>Year Ended 30 September 2020</b>					
<b>Assets</b>					
Joint venture companies	13,800	-	-	-	13,800
Associated companies	7	-	-	-	7
Other investments	-	-	-	6,147	6,147
Other receivables	66,904	629	-	-	67,533
Trade receivables	271,823	-	-	-	271,823
Related parties	8,664	-	-	-	8,664
Cash and bank deposits	285,479	-	-	-	285,479
	<b>646,677</b>	<b>629</b>	<b>-</b>	<b>6,147</b>	<b>653,453</b>
<b>Liabilities</b>					
Trade payables	161,122	-	-	-	161,122
Other payables	193,155	320	14,777	-	208,252
Associated companies	398	-	-	-	398
Related parties	4,891	-	-	-	4,891
Lease liabilities	39,436	-	-	-	39,436
Borrowings	838,589	-	-	-	838,589
	<b>1,237,591</b>	<b>320</b>	<b>14,777</b>	<b>-</b>	<b>1,252,688</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 34. FINANCIAL RISK MANAGEMENT (cont'd)

#### (g) Classification of Financial Assets and Liabilities (cont'd)

	Amortised cost (\$'000)	Fair value through profit and loss (\$'000)	Fair value through other comprehensive income (\$'000)	Total (\$'000)
<b>The Company</b>				
<b>Year Ended 30 September 2021</b>				
<b>Assets</b>				
Subsidiary companies	122,023	-	-	122,023
Other investments	-	-	172,339	172,339
Other receivables	816	-	-	816
Related parties	616	-	-	616
Cash and bank deposits	12,010	-	-	12,010
	<b>135,465</b>	<b>-</b>	<b>172,339</b>	<b>307,804</b>
<b>Liabilities</b>				
Other payables	12,274	17	-	12,291
Subsidiary companies	885,746	-	-	885,746
Related parties	292	-	-	292
Lease liabilities	2,680	-	-	2,680
	<b>900,992</b>	<b>17</b>	<b>-</b>	<b>901,009</b>
<b>Year Ended 30 September 2020</b>				
<b>Assets</b>				
Subsidiary companies	49,869	-	-	49,869
Associated companies	4	-	-	4
Other investments	-	-	206,298	206,298
Other receivables	4,407	5	-	4,412
Related parties	735	-	-	735
Cash and bank deposits	8,622	-	-	8,622
	<b>63,637</b>	<b>5</b>	<b>206,298</b>	<b>269,940</b>
<b>Liabilities</b>				
Other payables	12,426	-	-	12,426
Subsidiary companies	838,193	-	-	838,193
Related parties	220	-	-	220
Lease liabilities	4,733	-	-	4,733
	<b>855,572</b>	<b>-</b>	<b>-</b>	<b>855,572</b>

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 35. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios to support its business and maximise shareholders' value. No changes were made in the objectives, policies or processes during the years ended 30 September 2021 and 2020.

The Group monitors its cashflow, debt maturity profile, cost of funds, overall liquidity position and gearing ratio on a continuous basis. The Group's policy is to keep gearing ratio at not more than 80% of total equity.

The gearing ratio is calculated as net borrowings divided by total equity. Net borrowings is calculated as borrowings less cash and bank deposits. Total equity is calculated as shareholders' fund plus non-controlling interests.

	THE GROUP		THE COMPANY	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
Cash and bank deposits	471,799	285,479	12,010	8,622
Borrowings	(926,835)	(838,589)	-	-
Net (borrowings)/cash	(455,036)	(553,110)	12,010	8,622
Shareholders' fund	3,019,470	2,968,538	1,615,980	1,627,225
Total equity (including non-controlling interests)	3,451,236	3,395,653	1,615,980	1,627,225
Gearing ratio %				
- without non-controlling interests	15.1	18.6	(0.7)	(0.5)
- with non-controlling interests	13.2	16.3	(0.7)	(0.5)

Certain entities in the Group are required to comply with certain externally imposed capital requirements in respect of certain external borrowings. The Group and the Company are in compliance with all externally imposed capital requirements.



## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 36. NEW ACCOUNTING STANDARDS AND INTERPRETATIONS

The Group and the Company have not adopted the following new SFRS(I) and amendments to SFRS(I)s that have been issued as at balance sheet date but are not yet effective:

Description		Effective for annual periods beginning on or after
Amendments to SFRS(I) 3	<i>Reference to the Conceptual Framework</i>	1 January 2022
Amendments to SFRS(I) 1-16	<i>Property, Plant and Equipment – Proceeds before Intended Use</i>	1 January 2022
Amendments to SFRS(I) 1-37	<i>Onerous Contracts – Cost of Fulfilling a Contract</i>	1 January 2022
Annual Improvements to SFRS(I)s 2018–2020		
Amendment to SFRS(I) 1	<i>First-Time Adoption of Singapore Financial Reporting Standards (International)</i>	1 January 2022
Amendment to SFRS(I) 9	<i>Financial Instruments</i>	1 January 2022
Amendment to Illustrative Examples accompanying SFRS(I) 16	<i>Leases</i>	1 January 2022
Amendment to SFRS(I) 1-41	<i>Agriculture</i>	1 January 2022
Amendments to SFRS(I) 1-1	<i>Classification of Liabilities as Current or Non-current</i>	1 January 2023
SFRS(I) 17	<i>Insurance Contracts</i>	1 January 2023
Amendments to SFRS(I) 17	<i>Insurance Contracts</i>	1 January 2023
Amendments to SFRS(I) 1-1 and SFRS(I) Practice Statement 2	<i>Disclosure of Accounting Policies</i>	1 January 2023
Amendments to SFRS(I) 1-8	<i>Definition of Accounting Estimates</i>	1 January 2023
Amendments to SFRS(I) 1-12 and SFRS(I) 1	<i>Deferred Tax related to Assets and Liabilities arising from a Single Transaction</i>	1 January 2023
Amendments to SFRS(I) 10 and SFRS(I) 1-28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	To be determined

The Directors expect that the adoption of the new and amendments to the standards above will have no material impact on the financial statements of the Group and the Company in the period of initial application.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 37. SIGNIFICANT SUBSIDIARY, JOINT VENTURE AND ASSOCIATED COMPANIES

		Effective Shareholding		Principal Activities
		2021	2020	
<b>SUBSIDIARY COMPANIES OF THE COMPANY</b>				
Country of Incorporation and Place of Business: <b>Singapore</b>				
(A)	Fraser & Neave (Singapore) Pte. Limited	100.0%	100.0%	Dormant
(A)	F&N Investments Pte Ltd	100.0%	100.0%	Investment Holding
(A)	F&N Foods Pte Ltd	100.0%	100.0%	Manufacture and Wholesale of Beverages and Dairy Products
(A)	F&N Global Marketing Pte. Ltd.	100.0%	100.0%	Sale and Manufacture of Concentrates, Sub-licence of Brands and Related Intellectual Property Businesses
(A)	F&N Dairy Investments Pte Ltd	100.0%	100.0%	Investment Holding
(A)	F&N Interflavine Pte. Ltd.	100.0%	100.0%	Provision of Contract Manufacturing Services
(A)	InterF&B Pte. Ltd.	100.0%	100.0%	Investment Holding
(A)	Times Publishing Limited	100.0%	100.0%	Investment Holding
(A)	F&NBev Manufacturing Pte. Ltd.	100.0%	100.0%	Investment Holding
(A)	F&N Treasury Pte. Ltd.	100.0%	100.0%	Provision of Treasury and Financial Services
(A)	F&N Creameries (S) Pte. Ltd. <i>(Held by a subsidiary company)</i>	100.0%	100.0%	Distribution of Ice Cream
(A)	Warburg Vending Pte Ltd <i>(Held by a subsidiary company)</i>	100.0%	100.0%	Vending Machine Operator, Wholesale of Other Machinery and Equipment
(A)	Warburg Engineering Pte. Ltd. <i>(Held by a subsidiary company)</i>	100.0%	100.0%	Dormant
(A)	F&N Ventures Pte. Ltd. <i>(formerly known as Warburg Vending Services Pte. Ltd.)</i>	100.0%	100.0%	Dormant
(A)	F&N Myanmar Investments Pte. Ltd.	100.0%	100.0%	Investment Holding
Country of Incorporation and Place of Business: <b>Hong Kong</b>				
(B)	Fraser & Neave Investments (Hong Kong) Limited	100.0%	100.0%	Dormant
Country of Incorporation and Place of Business: <b>Malaysia</b>				
(B)	Fraser & Neave Holdings Bhd	55.5%	55.5%	Investment Holding
(B)	Tiger Tavern Sdn. Bhd.	100.0%	100.0%	Dormant
(B)	Magnolia - PDL Dairies (1993) Sdn. Bhd.	100.0%	100.0%	Investment Holding
(B)	F&N Services (F&B) Sdn Bhd	100.0%	100.0%	Technical Application and Brand Marketing Support Services
(B)	Yoke Food Industries Sdn Bhd <i>(Held by a subsidiary company)</i>	100.0%	100.0%	Manufacture, Export and Distribution of Soft Drinks
(B)	Warburg Vending Malaysia Sdn. Bhd. <i>(Held by a subsidiary company)</i>	100.0%	100.0%	Vending Machine Operator

(A) Audited by KPMG LLP Singapore.

(B) Audited by other member firms of KPMG International.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 37. SIGNIFICANT SUBSIDIARY, JOINT VENTURE AND ASSOCIATED COMPANIES (cont'd)

	Effective Shareholding		Principal Activities
	2021	2020	
<b>SUBSIDIARY COMPANIES OF THE COMPANY (cont'd)</b>			
Country of Incorporation and Place of Business: <b>Thailand</b>			
(B) F&N United Limited (Held by a subsidiary company)	95.0%	95.0%	Manufacture and Distribution of Dairy Products
Country of Incorporation and Place of Business: <b>Indonesia</b>			
(D) PT. F&N Indonesia (Held by subsidiary companies)	100.0%	100.0%	Dormant
Country of Incorporation and Place of Business: <b>Vietnam</b>			
(B) F&N Vietnam Limited Liability Company (Held by a subsidiary company)	100.0%	100.0%	Distribution of Non-alcoholic Beverages and Provision of Management Services
Country of Incorporation and Place of Business: <b>Myanmar</b>			
(B) F&N Myanmar Services Limited (Held by a subsidiary company)	100.0%	100.0%	Provision of Management Services
(B) Emerald Brewery Myanmar Limited (Held by a subsidiary company)	80.0%	80.0%	Brewing and Distribution of Beer
<b>SUBSIDIARY COMPANIES OF F&amp;N CREAMERIES GROUP</b>			
Country of Incorporation and Place of Business: <b>Malaysia</b>			
(B) F&N Ice Cream Manufacturing (M) Sdn Bhd	100.0%	100.0%	Manufacture and Distribution of Ice Cream
(B) F&N Creameries (M) Sdn Bhd	100.0%	100.0%	Distribution and Sale of Ice Cream
(B) F&N Ice Cream Manufacturing (Sarawak) Sdn Bhd	100.0%	100.0%	Dormant
<b>SUBSIDIARY COMPANY OF YOKE FOOD INDUSTRIES GROUP</b>			
Country of Incorporation and Place of Business: <b>Indonesia</b>			
(B) PT Yoke Food Industries Indonesia	100.0%	100.0%	Distribution of Soft Drinks
<b>SUBSIDIARY COMPANIES OF FRASER &amp; NEAVE HOLDINGS GROUP</b>			
Country of Incorporation and Place of Business: <b>Malaysia</b>			
(B) Fraser & Neave (Malaya) Sdn Bhd	55.5%	55.5%	Sale of Soft Drinks and Dairy Products, Provision of Management Services and Property Investment Holding
(B) F&N Beverages Marketing Sdn Bhd	55.5%	55.5%	Distribution and Sale of Soft Drinks and Dairy Products

(B) Audited by other member firms of KPMG International.

(D) Not required to be audited under the laws of the country of incorporation.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 37. SIGNIFICANT SUBSIDIARY, JOINT VENTURE AND ASSOCIATED COMPANIES (cont'd)

	Effective Shareholding		Principal Activities
	2021	2020	
<b>SUBSIDIARY COMPANIES OF FRASER &amp; NEAVE HOLDINGS GROUP (cont'd)</b>			
Country of Incorporation and Place of Business: <b>Malaysia</b> (cont'd)			
(B) F&N Beverages Manufacturing Sdn Bhd	55.5%	55.5%	Manufacture and Sale of Soft Drinks
(B) F&N Dairies (Malaysia) Sdn Bhd	55.5%	55.5%	Dormant
(B) Premier Milk (Malaya) Sdn Bhd	55.5%	55.5%	Dormant
(B) Lettricia Corporation Sdn Bhd	38.8%	38.8%	Property Development
(B) Elsinburg Holdings Sdn Bhd	55.5%	55.5%	Dormant
(B) Nuvak Company Sdn Bhd	55.5%	55.5%	Property Development
(B) Greenclipper Corporation Sdn Bhd	55.5%	55.5%	Property Development
(B) Utas Mutiara Sdn Bhd	55.5%	55.5%	Property Investment Holding
(B) Borneo Springs Sdn Bhd	55.5%	55.5%	Manufacture and Sale of Mineral Water, Drinking Water and Rental of Dispensers
(B) F&N Dairies Manufacturing Sdn Bhd	55.5%	55.5%	Manufacture and Sale of Dairy Products
(B) F&N Properties Sdn Bhd	55.5%	55.5%	Provision of Property Management Services
(B) F&N Capital Sdn Bhd	55.5%	55.5%	Provision of Treasury and Financial Services
(B) Tropical League Sdn Bhd	55.5%	55.5%	Property Development
(B) F&N AgriValley Sdn Bhd	55.5%	55.5%	Dormant
(B) Awana Citra Sdn Bhd	55.5%	-	Investment Holding
Country of Incorporation and Place of Business: <b>Singapore</b>			
(A) F&N Dairies Distribution (Singapore) Pte Ltd	55.5%	55.5%	Distribution of Dairy Products
Country of Incorporation and Place of Business: <b>Thailand</b>			
(B) F&N Dairies (Thailand) Limited	55.5%	55.5%	Manufacture, Distribution and Sale of Dairy Products
Country of Incorporation and Place of Business: <b>British Virgin Islands</b>			
(B) Lion Share Management Limited	55.5%	55.5%	Dormant
Country of Incorporation and Place of Business: <b>Brunei</b>			
(B) F&N Marketing (B) Sdn Bhd	55.5%	55.5%	Sale of Soft Drinks and Dairy Products
Country of Incorporation and Place of Business: <b>United Arab Emirates</b>			
(C) Fraser and Neave MENA DWC-LLC	55.5%	55.5%	Dormant

(A) Audited by KPMG LLP Singapore.

(B) Audited by other member firms of KPMG International.

(C) Audited by other firms of auditors.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 37. SIGNIFICANT SUBSIDIARY, JOINT VENTURE AND ASSOCIATED COMPANIES (cont'd)

	Effective Shareholding		Principal Activities	
	2021	2020		
<b>SUBSIDIARY COMPANIES OF AWANA CITRA SDN BHD</b>				
Country of Incorporation and Place of Business: <b>Malaysia</b>				
(B)	Sri Nona Food Industries Sdn Bhd	55.5%	-	Manufacture and Sale of Food Products
(B)	Sri Nona Industries Sdn Bhd	55.5%	-	Distribution and Sale of Food Products
(B)	Lee Shun Hing Sauce Industries Sdn Bhd	55.5%	-	Distribution and Sale of Food Products
<b>SUBSIDIARY COMPANIES OF TIMES PUBLISHING GROUP</b>				
Country of Incorporation and Place of Business: <b>Singapore</b>				
(A)	Marshall Cavendish International Private Limited	100.0%	100.0%	Investment Holding
(A)	Marshall Cavendish International (Asia) Private Limited	100.0%	100.0%	Publishing of Trade Books
(A)	Marshall Cavendish Education Pte. Ltd.	100.0%	100.0%	Publishing of Education Books
(A)	Marshall Cavendish Business Information Private Limited	100.0%	100.0%	Publishing of Trade Directory and Business Information
(D)	Educational Technologies Private Limited	100.0%	100.0%	Dormant
(A)	Marshall Cavendish Institute Pte. Ltd.	100.0%	100.0%	Publishing of Education Books
(A)	Pansing Distribution Private Limited	100.0%	100.0%	Distribution of Books and Magazines
(D)	Times Graphics Private Limited	100.0%	100.0%	Dormant
(A)	Times Printers Private Limited	100.0%	100.0%	Commercial Printing
(A)	Times Distribution Pte. Ltd.	100.0%	100.0%	Distribution of Books and Magazines
(A)	Print Lab Pte. Ltd.	60.0%	60.0%	Commercial Printing
(A)	Alliance Graphics Pte. Ltd.	60.0%	60.0%	Commercial Printing
(D)(1)	Mint Lab LLP	48.0%	48.0%	Provision of Advertising and Creative Agency Services
Country of Incorporation: <b>Singapore</b>				
Place of Business: <b>Singapore and Malaysia</b>				
(A)	Times Experience Pte. Ltd.	100.0%	100.0%	Retail of Books, Stationery, Magazines and Periodicals.

(A) Audited by KPMG LLP Singapore.

(B) Audited by other member firms of KPMG International.

(D) Not required to be audited under the laws of the country of incorporation.

(1) Company is treated as a subsidiary of the Group by virtue of management control over financial and operating policies of the company.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 37. SIGNIFICANT SUBSIDIARY, JOINT VENTURE AND ASSOCIATED COMPANIES (cont'd)

	Effective Shareholding		Principal Activities
	2021	2020	
<b>SUBSIDIARY COMPANIES OF TIMES PUBLISHING GROUP (cont'd)</b>			
Country of Incorporation and Place of Business: <b>Malaysia</b>			
(B) Marshall Cavendish (Malaysia) Sdn. Bhd.	100.0%	100.0%	Publishing of Education, Business Information and Trade Books
(B) STP Distributors (M) Sendirian Berhad	100.0%	100.0%	Dormant
(B) Pansing Marketing Sdn Bhd	100.0%	100.0%	Distribution of Books and Magazines
(B) Times Offset (Malaysia) Sdn Bhd	100.0%	100.0%	Commercial Printing
(B) Pansing Distribution Sdn Bhd	100.0%	100.0%	Distribution of Books and Magazines
(B) Times Distribution (M) Sdn Bhd	100.0%	100.0%	Distribution of Books and Magazines
Country of Incorporation: <b>Hong Kong</b> Place of Business: <b>Hong Kong/Thailand</b>			
(B) Far East Publications Limited	100.0%	100.0%	Distribution of Home Library Reference Books
Country of Incorporation and Place of Business: <b>Thailand</b>			
(C)(1) Marshall Cavendish International (Thailand) Co., Ltd	49.0%	49.0%	Dormant
Country of Incorporation and Place of Business: <b>Hong Kong</b>			
(B) Everbest Printing Holdings Limited	100.0%	100.0%	Investment Holding
(B) Everbest Printing Investment Limited	100.0%	100.0%	Investment Holding and Commercial Printing
(B) Everbest Printing Company Limited	100.0%	100.0%	Commercial Printing
(B) Marshall Cavendish Business Information (HK) Limited	100.0%	100.0%	Publishing of Trade Directory and Business Information
(B) Times Publishing (Hong Kong) Limited	100.0%	100.0%	Publishing of Education Books and Distribution of Magazines
(B) Educational Technologies Limited	100.0%	100.0%	Publishing and Selling of Home Library Reference Books
Country of Incorporation and Place of Business: <b>China</b>			
(B) Everbest Printing (Guangzhou) Company Limited	100.0%	100.0%	Commercial Printing
(D) Marshall Cavendish (Beijing) Co. Ltd <i>(All the above companies, incorporated in China, accounting year ends on 31 December)</i>	100.0%	100.0%	Book Production Services

(B) Audited by other member firms of KPMG International.

(C) Audited by other firms of auditors.

(D) Not required to be audited under the laws of the country of incorporation.

(1) Company is treated as a subsidiary of the Group by virtue of management control over financial and operating policies of the company.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 37. SIGNIFICANT SUBSIDIARY, JOINT VENTURE AND ASSOCIATED COMPANIES (cont'd)

		Effective Shareholding		Principal Activities
		2021	2020	
<b>SUBSIDIARY COMPANIES OF TIMES PUBLISHING GROUP (cont'd)</b>				
Country of Incorporation and Place of Business: <b>Australia</b>				
(D)	Musicway Corporation Pty Ltd	100.0%	100.0%	Dormant
(D)	Marshall Cavendish (Australia) Pty. Limited	100.0%	100.0%	Investment Holding
Country of Incorporation and Place of Business: <b>United Kingdom</b>				
(B)	Marshall Cavendish Limited	100.0%	100.0%	Investment Holding
Country of Incorporation and Place of Business: <b>United States of America</b>				
(D)	Marshall Cavendish Corporation	100.0%	100.0%	Publishing of Library Reference Books
Country of Incorporation and Place of Business: <b>Chile</b>				
(C)	Marshall Cavendish Education Chile SpA (Accounting year ends on 31 December)	100.0%	100.0%	Publishing of Education Books
<b>JOINT VENTURE COMPANIES OF FRASER AND NEAVE, LIMITED GROUP</b>				
Country of Incorporation and Place of Business: <b>Thailand</b>				
(B)	F&N International Holdings Co., Ltd	49.0%	49.0%	Investment Holding
(B)	F&N Retail Connection Co., Ltd	74.0%	74.0%	Investment Holding
<b>JOINT VENTURE COMPANY OF FRASER &amp; NEAVE HOLDINGS GROUP</b>				
Country of Incorporation and Place of Business: <b>Malaysia</b>				
(B)	Vacaron Company Sdn Bhd	27.7%	27.7%	Property Development
<b>JOINT VENTURE COMPANY OF TIMES PUBLISHING GROUP</b>				
Country of Incorporation and Place of Business: <b>China</b>				
(C)	Shanxi Xinhua Times Packaging Printing Co., Ltd (Accounting year ends on 31 December)	51.0%	51.0%	Commercial Printing and Packaging
<b>ASSOCIATED COMPANY OF FRASER AND NEAVE, LIMITED GROUP</b>				
Country of Incorporation and Place of Business: <b>Vietnam</b>				
(B)	Vietnam Dairy Products Joint Stock Company (Accounting year ends on 31 December)	20.4%	20.4%	Manufacture and Distribution of Dairy Products and Beverages

(B) Audited by other member firms of KPMG International.

(C) Audited by other firms of auditors.

(D) Not required to be audited under the laws of the country of incorporation.

## Notes to the Financial Statements

FOR THE YEAR ENDED 30 SEPTEMBER 2021

### 37. SIGNIFICANT SUBSIDIARY, JOINT VENTURE AND ASSOCIATED COMPANIES (cont'd)

	Effective Shareholding		Principal Activities	
	2021	2020		
<b>ASSOCIATED COMPANY OF FRASER &amp; NEAVE HOLDINGS GROUP</b>				
Country of Incorporation and Place of Business: <b>Malaysia</b>				
(C)	Cocoland Holdings Berhad <i>(Accounting year ends on 31 December)</i>	<b>15.1%</b>	15.1%	Investment Holding
<b>ASSOCIATED COMPANIES OF TIMES PUBLISHING GROUP</b>				
Country of Incorporation and Place of Business: <b>China</b>				
(D)	Beijing Universal Times Culture Development Co., Ltd. <i>(Accounting year ends on 31 December)</i>	<b>40.0%</b>	40.0%	Dormant
Country of Incorporation and Place of Business: <b>Nigeria</b>				
(D)	Transworld Times Press (Africa) Limited <i>(Accounting year ends on 31 December)</i>	<b>40.0%</b>	40.0%	Dormant

(C) Audited by other firms of auditors.

(D) Not required to be audited under the laws of the country of incorporation.



## Particulars of Group Properties

The main properties as at 30 September 2021 and their net book values are indicated below:  
("F&N" refers to Fraser and Neave Group and "TPL" refers to Times Publishing Group)

			Land (\$'000)	Building (\$'000)
<b>(A) CLASSIFIED AS FIXED ASSETS</b>				
<b>(Note 12 to the Financial Statements)</b>				
<b>FREEHOLD</b>				
<b>Singapore</b>				
TPL	- 0.4	hectares industrial property at Times Centre, 1 New Industrial Road	6,100	2,810
<b>Peninsular Malaysia</b>				
F&N	- 12.8	hectares industrial property at No. 1, Jalan Bukit Belimbing 26/38, Persiaran Kuala Selangor, Section 26, Shah Alam, Selangor	11,992	21,925
	- 5.2	hectares warehouse and carpark at Lot 3-2, Lion Industrial Park, Shah Alam, Selangor	3,796	-
	- 2.3	hectares industrial property at 3724 to 3726, Jalan Sungei Nyior, Butterworth, Pulau Pinang	1,534	483
	- 2.7	hectares industrial property at 217, Jalan Lahat, Ipoh, Perak	915	955
	- 2.2	hectares industrial property at Batu 4 3/4, Jalan Tampoi, Johor Bahru, Johor	2,490	802
	- 0.6	hectares industrial property at Lot 6, Jalan Tampoi, Johor Bahru, Johor	341	39
	- 0.1	hectares office premise at No. 3, Jalan Metro Pudu 1, Fraser Business Park, Off Jalan Yew, Kuala Lumpur	-	3,602
	- 0.4	hectares industrial property at Seksyen 26, Shah Alam, Selangor	536	419
	- 2.0	hectares industrial property at Lot 7399 & 8081, Jalan Mempaga, Mukim Sabai, Karak, Pahang	750	3,924
	- 0.3	hectares office premise at Level 1, 5, 6 & 7, Kompleks Metro Pudu, No. 1, Jalan Metro Pudu 2, Fraser Business Park, Off Jalan Yew, Kuala Lumpur	-	3,503
	-	Other properties	303	17
TPL	- 1.7	hectares industrial property at Lot 46, Subang Hi-Tech Industrial Park, Batu Tiga, Shah Alam, Selangor	1,252	1,443
<b>East Malaysia</b>				
F&N	- 1.1	hectares industrial property at No. 94, Batu 11, Jalan Matang, Kuching, Sarawak	1,423	374
<b>Thailand</b>				
F&N	- 9.2	hectares industrial property at 668 Moo 4 Rojana Industrial Park Zone 2, U-thai, Phra Nakhon Si Ayutthaya 13210	6,815	43,381
<b>Total Freehold</b>			<b>38,247</b>	<b>83,677</b>
<b>LEASEHOLD</b>				
<b>Singapore</b>				
F&N	- 0.1	hectares industrial property at 51 Quality Road (Lease expires year 2044)	-	8
	- 0.1	hectares industrial property at 53 Loyang Way (Lease expires year 2052)	-	2,987
TPL	- 2.1	hectares industrial property at 16 & 18 Tuas Avenue 5 (Lease expires year 2043)	-	9,244
	- 0.5	hectares industrial property at 438 Ang Mo Kio Industrial Park 1 (Lease expires year 2038)	-	9,457

## Particulars of Group Properties

			Land (\$'000)	Building (\$'000)
<b>(A)</b>	<b>CLASSIFIED AS FIXED ASSETS (cont'd)</b>			
	<b>(Note 12 to the Financial Statements)</b>			
	<b>LEASEHOLD (cont'd)</b>			
	<b>Peninsular Malaysia</b>			
F&N	- 15.1	hectares industrial property at Lot 56, Jalan Sungai Pinang 4/5, Selangor Halal Hub Taman Perindustrian Pulau Indah Fasa 2, Pulau Indah, Selangor (Lease expires year 2097)	8,226	50,949
	- 2.0	hectares industrial property at Plot 183 & 184, Jalan Cyber 9, Senai, Johor (Lease expires year 2068)	1,328	3,691
	- 2.0	hectares industrial property at Plot 182, Jalan Cyber 9, Senai, Johor (Lease expires year 2073)	896	1,407
	-	Other properties	301	102
	<b>East Malaysia</b>			
F&N	- 2.6	hectares industrial property at 5 1/2 Mile, Jalan Tuaran, Inanam, Kota Kinabalu, Sabah (Lease expires year 2062)	580	1,411
	- 8.6	hectares industrial park land at Lot 808, Kota Kinabalu Industrial Park, Sabah (Lease expires year 2096)	8,009	-
	- 2.4	hectares industrial property at Lot 1581 Block 4, Matang Land District, Kuching, Sarawak (Lease expires year 2071)	1,221	1,471
	- 2.9	hectares industrial property at 3 1/2 Mile, Jalan Penrissen, Kuching, Sarawak (Lease expires year 2074)	1,730	6,179
	-	Shop office at Lot 142, Lorong Abang Abdul Rahim 5A, Kuching, Sarawak (Lease expires year 2784)	73	43
	- 0.4	hectares industrial property at Lot 1008, Bintawa Industrial Estate, Kuching, Sarawak (Lease expires year 2035)	-	60
	<b>Thailand</b>			
F&N	- 3.5	hectares industrial property at No. 19/111 Moo 7 95 Thakarm Road, Samaedam, Bangkhuntien, Bangkok (Lease expires year 2029)	-	343
	- 21.9	hectares industrial property at 79 Moo 3, Lamlukboa, Dontum, Nakornpathom (Lease expires year 2048)	-	20,501
	- 1.2	hectares industrial property at 90 Moo 8 Mittraparp Road, Phayayen District, Amphur Pakchong, Nakornratchasima Province 30320 (Lease expires year 2037)	-	957
	<b>Myanmar</b>			
F&N	- 32.8	hectares industrial land at Yay Ta La Baun Village Tract, Helgu Township, Yangon (Lease expires year 2068)	12,392	21,328
	<b>China/Hong Kong</b>			
TPL	-	Industrial property at Nansha District, Guangzhou City, Guangdong, China (Lease expires year 2044)	2,035	10,403
	-	Offices at Seaview Estate - 10th Floor Block C, No. 8 Watson Road, North Point, Hong Kong (Lease expires year 2057)	3,717	76
	-	Offices at Seaview Estate - 9th Floor Block C, No. 8 Watson Road, North Point, Hong Kong (Lease expires year 2057)	3,533	66
		Leasehold land recognised upon adoption of SFRS (I) 16	13,515	-
		<b>Total Leasehold</b>	<b>57,556</b>	<b>140,683</b>
		<b>TOTAL PROPERTIES (CLASSIFIED AS FIXED ASSETS)</b>	<b>95,803</b>	<b>224,360</b>

## Particulars of Group Properties

		Land (\$'000)	Building (\$'000)
<b>(B) CLASSIFIED AS COMPLETED INVESTMENT PROPERTIES (Note 13 to the Financial Statements)</b>			
<b>Peninsular Malaysia</b>			
F&N	- A building comprising office (LG to 5th Floor) at Kompleks Metro Pudu, No. 1, Jalan Metro Pudu 2, Fraser Business Park, Off Jalan Yew, Kuala Lumpur Freehold, lettable area - 4,702 sqm	-	15,460
<b>Hong Kong</b>			
TPL	- Shop unit at Houston Centre, 63 Mody Road Tsim Sha Tsui, Kowloon Leasehold (Lease expires year 2053), lettable area - 68 sqm	1,258	140
<b>TOTAL PROPERTIES (CLASSIFIED AS INVESTMENT PROPERTIES)</b>		<b>1,258</b>	<b>15,600</b>

		Stage of Completion %	Estimated Date of Completion	Effective Group Interest %
<b>(C) CLASSIFIED AS PROPERTIES HELD FOR DEVELOPMENT (Note 14 to the Financial Statements)</b>				
<b>Peninsular Malaysia</b>				
F&N	- Freehold land of approximately 3,787 sqm at Fraser Business Park, Off Jalan Yew, Kuala Lumpur	-	-	55
	- Freehold land of approximately 188,182 sqm for a residential property development at Lot 609, Mukim Hulu Semenyih, District of Hulu Langat, Selangor	-	-	55
	- Freehold land of approximately 57,105 sqm for a residential property development at Lot 1954, Mukim Hulu Semenyih, District of Hulu Langat, Selangor	-	-	55
	- Freehold land of approximately 12,759 sqm for a commercial property development at Lot 47261, Jalan Balau 1, Jalan Dato Sulaiman, Jalan Tebrau, Mukim Bandar, Johor Bahru	-	-	55