



ENGRO CORPORATION LIMITED
(Incorporated in the Republic of Singapore)
Co. Reg. No. 197302229H

FULL YEAR FINANCIAL STATEMENT AND DIVIDEND ANNOUNCEMENT FOR THE YEAR ENDED 31 DECEMBER 2019

1(a) CONSOLIDATED INCOME STATEMENT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

	GROUP					
	4Q2019	4Q2018	Change	FY 2019	FY 2018	Change
	\$'000	\$'000	%	\$'000	\$'000	%
Revenue	39,223	33,506	17.1	131,262	144,313	(9.0)
Changes in inventories of finished goods and work-in-progress	(1,313)	(1,690)	(22.3)	4,028	184	n.m.
Raw materials	(29,692)	(24,361)	21.9	(104,452)	(113,601)	(8.1)
Gain on disposals of property, plant and equipment	133	20	n.m.	101	53	90.6
Investment income	96	48	n.m.	96	49	95.9
Gain on divestment of a subsidiary	-	-	n.m.	53	1,976	(97.3)
Gain on divestment of an associate	-	-	n.m.	1,209	-	n.m.
Interest income	33	139	(76.3)	377	350	7.7
Dividend income	23	21	9.5	295	332	(11.1)
Other income	513	677	(24.2)	2,103	2,399	(12.3)
Exchange loss	(282)	(153)	84.3	(178)	(18)	n.m.
Allowance for doubtful debts and bad debts written off, net	(135)	(520)	(74.0)	(893)	(1,939)	(53.9)
Depreciation of property, plant and equipment	(858)	(1,045)	(17.9)	(4,012)	(4,401)	(8.8)
Depreciation of right-of-use assets	(823)	-	n.m.	(1,211)	-	n.m.
Amortisation of intangible assets	(28)	(22)	27.3	(91)	(82)	11.0
Allowance for impairment on investment in a joint venture	(313)	-	n.m.	(313)	-	n.m.
Net change in fair value of financial assets at fair value through profit or loss	716	440	62.7	4,032	813	n.m.
Staff costs	(3,681)	(3,751)	(1.9)	(13,470)	(13,802)	(2.4)
Rental expenses	(71)	(515)	(86.2)	(429)	(1,967)	(78.2)
Other expenses	(4,021)	(3,982)	1.0	(15,553)	(15,341)	1.4
Interest expense	(111)	(40)	n.m.	(421)	(216)	94.9
(Loss)/profit before share of profit of associates and joint ventures	(591)	(1,228)	(51.9)	2,533	(898)	n.m.
Share of profit of associates and joint ventures, net of tax	3,063	1,939	58.0	9,505	7,904	20.3
Profit before tax	2,472	711	n.m.	12,038	7,006	71.8
Tax expense	(252)	(234)	7.7	(964)	(974)	(1.0)
Profit for the year	2,220	477	n.m.	11,074	6,032	83.6
Attributable to:						
Owners of the Company	2,178	442	n.m.	11,050	5,945	85.9
Non-controlling interests	42	35	20.0	24	87	(72.4)
Profit for the year	2,220	477	n.m.	11,074	6,032	83.6

n.m. - not meaningful

1(b) **CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019**

	GROUP					
	4Q2019	4Q2018	Change	FY 2019	FY 2018	Change
	\$'000	\$'000	%	\$'000	\$'000	%
Profit for the year	2,220	477	n.m.	11,074	6,032	83.6
Other comprehensive income:						
Items that are or maybe reclassified subsequently to profit or loss:						
Foreign currency translation differences for foreign operations	(252)	(329)	(23.4)	(2,546)	(3,301)	(22.9)
Exchange differences on monetary items forming part of the net investment in foreign operations	(1,080)	(120)	n.m.	(534)	760	n.m.
Net change in fair value of financial assets at fair value through other comprehensive income	252	(435)	n.m.	252	(435)	n.m.
Other comprehensive income for the year, net of tax	(1,080)	(884)	22.2	(2,828)	(2,976)	(5.0)
Total comprehensive income for the year	1,140	(407)	n.m.	8,246	3,056	n.m.
Total comprehensive income attributable to:						
Owners of the Company	1,103	(427)	n.m.	8,264	3,013	n.m.
Non-controlling interests	37	20	85.0	(18)	43	n.m.
	1,140	(407)	n.m.	8,246	3,056	n.m.

n.m. - not meaningful

1(c) **EARNINGS PER ORDINARY SHARE**

	GROUP		GROUP	
	4Q2019	4Q2018	FY 2019	FY 2018
	Cents	Cents	Cents	Cents
Earnings per ordinary shares attributable to owners of the Company:				
(i) Based on weighted average number of ordinary shares in issue	1.84	0.37	9.31	5.01
(ii) On a fully diluted basis	1.84	0.37	9.31	5.01

1(d) STATEMENTS OF FINANCIAL POSITION

	GROUP		COMPANY	
	31 Dec 2019	31 Dec 2018	31 Dec 2019	31 Dec 2018
	\$'000	\$'000	\$'000	\$'000
<u>ASSETS</u>				
Property, plant and equipment	5,946	9,283	2,420	2,790
Subsidiaries	-	-	65,377	65,665
Intangible assets	377	452	102	125
Associates and joint ventures	104,533	101,676	59,943	60,555
Other investments	41,445	37,372	16,410	16,996
Club membership	78	78	78	78
Right-of-use assets	5,372	-	4,527	-
Non-current assets	157,751	148,861	148,857	146,209
Other investments	7,121	10,712	2,642	3,191
Inventories	14,330	12,687	9,086	3,910
Trade and other receivables	50,373	51,966	24,668	26,778
Loan to a subsidiary	-	-	4,932	4,933
Cash and cash equivalents	34,891	33,005	24,916	22,090
Current assets	106,715	108,370	66,244	60,902
TOTAL ASSETS	264,466	257,231	215,101	207,111
<u>EQUITY</u>				
Share capital	85,270	85,270	85,270	85,270
Reserves	150,754	145,726	106,090	105,941
Equity attributable to owners of the Company	236,024	230,996	191,360	191,211
Non-controlling interests	1,194	1,212	-	-
Total equity	237,218	232,208	191,360	191,211
<u>LIABILITIES</u>				
Lease liabilities	4,818	1,805	3,941	-
Deferred tax liabilities	883	591	-	-
Non-current liabilities	5,701	2,396	3,941	-
Loans and borrowings	1,064	1,091	12,223	8,930
Trade and other payables	17,794	19,711	6,811	6,970
Lease liabilities	2,689	1,825	766	-
Current liabilities	21,547	22,627	19,800	15,900
TOTAL LIABILITIES	27,248	25,023	23,741	15,900
TOTAL EQUITY AND LIABILITIES	264,466	257,231	215,101	207,111

ANALYSIS OF STATEMENTS OF FINANCIAL POSITION

Property, plant and equipment decreased by \$3.3 million due to depreciation charge of \$4.0 million and disposal of \$0.2 million, partially offset by acquisition of \$0.9 million.

Investment in associates and joint ventures increased by \$2.9 million due to share of profits of \$9.5 million for 2019 and additional investment of \$1.1 million in an JV. These were offset by dividend payout of \$3.9 million, divestment of an associate with book value of \$1.0 million during the year, provision for impairment of a joint venture of \$0.3 million, and forex difference of \$2.5 million due to weakening of RMB.

Right-of-use assets of \$5.4 million refers to operating lease commitments recognised in accordance with the adoption of SFRS (I)16 effective 1 January 2019.

Net increase of \$0.5 million in other investments was a result of net fair value gain of \$3.8 million and additional investments of \$2.8 million, offset by disposals of \$3.2 million and cash distributions of \$2.9 million.

Inventories increased by \$1.6 million largely due to lower base of cement stock as at 31 December 2018, partly offset by a decrease in the inventory of Specialty Polymer due to clearance of buffer stock.

Trade and other receivables decreased by \$1.6 million in line with lower revenue in 2019, dividend received from JVs and impairment of other receivables.

Lease liabilities increased by \$3.9 million due to repayment of finance lease liabilities of \$1.8 million and additions of \$5.7 million relates to the discounted future lease payments recognised upon the adoption of SFRS (I)16 on 1 January 2019.

Trade and other payables decreased by \$1.9 million because of a slow down in purchases in line with lower revenue, and draw-down of buffer stock.

1(e) GROUP BORROWINGS

	As at 31 Dec 2019 \$'000	As at 31 Dec 2018 \$'000
Amount repayable in one year		
Secured	1,428	1,825
Unsecured	2,325	1,091
	<u>3,753</u>	<u>2,916</u>
Amount repayable after one year		
Secured	473	1,805
Unsecured	4,345	-
	<u>4,818</u>	<u>1,805</u>
Total	<u>8,571</u>	<u>4,721</u>

Details of any collateral

The hire purchase facilities of the Group are secured by the Company and its subsidiaries' plant and machinery and motor vehicles.

1(f) NET ASSET VALUE

	<u>GROUP</u>		<u>COMPANY</u>	
	4Q2019	4Q2018	4Q2019	4Q2018
	\$	\$	\$	\$
Net asset value per ordinary share at end of the financial period/year	1.99	1.95	1.61	1.61

2 **CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019**

	GROUP	
	FY2019	FY2018
	S\$'000	S\$'000
Cash flows from operating activities		
Profit before tax	12,038	7,006
Adjustments for:		
Amortisation of intangible asset	91	82
Depreciation of property, plant and equipment	4,012	4,401
Depreciation of right-of-use assets	1,211	-
Dividend income	(295)	(332)
Gain on divestment of a subsidiary	(53)	(1,976)
Gain on divestment of an associate	(1,209)	-
Gain on disposals of property, plant and equipment	(101)	(53)
Allowance for doubtful debts and bad debts written off, net	893	1,939
Impairment losses on investment in a joint venture	313	-
Interest expense	421	216
Interest income	(377)	(350)
Investment income	(96)	(49)
Net change in fair value of financial assets at fair value through profit or loss	(4,032)	(813)
Share of profit of associates and joint ventures, net of tax	(9,505)	(7,904)
	<u>3,311</u>	<u>2,167</u>
Changes in:		
Inventories	(1,675)	(515)
Trade and other payables	(1,919)	2,277
Trade and other receivables	643	(4,199)
	<u>360</u>	<u>(270)</u>
Cash used in operations	<u>(780)</u>	<u>(806)</u>
Tax paid	(420)	(1,076)
Net cash used in operating activities	<u>(420)</u>	<u>(1,076)</u>
Cash flows from investing activities		
Distribution from other investments	3,035	920
Dividends received from:		
- other investments	295	332
- associates and joint ventures	4,442	4,548
Investment in a joint venture	(380)	-
Interest received	377	350
Divestment of a subsidiary, net of cash disposed of	(365)	2,068
Proceeds from disposal of:		
- other investments	2,578	20,885
- property, plant and equipment	155	180
- an associate	2,170	-
Purchase of other investments	(2,767)	(10,698)
Purchase of intangible asset	(13)	(24)
Purchase of property, plant and equipment	(737)	(1,381)
	<u>8,790</u>	<u>17,180</u>
Net cash from investing activities	<u>8,790</u>	<u>17,180</u>
Cash flows from financing activities		
Dividends paid	(2,966)	(2,966)
Interest paid	(421)	(216)
Repayment of trust receipts	-	(1,496)
Proceeds from exercise of share options	12	-
Payment of lease liabilities (2018: payment of finance lease liabilities)	(3,074)	(2,308)
	<u>(6,449)</u>	<u>(6,986)</u>
Net cash used in financing activities	<u>(6,449)</u>	<u>(6,986)</u>
Net increase in cash and cash equivalents	1,921	9,118
Cash and cash equivalents at beginning of the year	33,005	23,869
Effect of exchange rate fluctuations on cash held	(35)	18
Cash and cash equivalents at end of the year	<u>34,891</u>	<u>33,005</u>

2 CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019
(cont'd)

ANALYSIS OF CONSOLIDATED STATEMENT OF CASH FLOWS

Net cash used in operating activities in FY2019 was \$0.4 million, arising from operating profits of \$3.3 million, partially offset by net changes in working capital of \$2.9 million and tax payment of \$0.8 million.

Net cash inflow of \$9.4 million from investing activities arising from dividends received from associates and joint ventures as well as other investments of \$4.7 million, proceeds from disposal of other investments of \$3.2 million, proceeds from disposal of an associate of \$2.2 million, as well as cash distribution from other investments of \$3.0 million. These were partially offset by cash used for acquisition of other investments of \$2.8 million as well as property, plant and equipment of \$0.7 million, investment in a joint venture of \$0.4 million, and divestment of a subsidiary amounting to \$0.4 million.

Cash used in financing activities was largely attributable to dividend payment, as well as payment of lease liabilities.

The cash and cash equivalents as at end of FY2019 increased to \$34.9 million, an increase of \$1.9 million compared to end of FY2018.

3 STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

	Share capital	Capital reserve	Reserve for own shares	Share option reserve	Foreign currency translation reserve	Fair value reserve	Accumulated profits	Total	Non-controlling interests	Total equity
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
Group										
At 1 January 2018	85,270	(41)	(72)	126	(3,539)	3,665	129,832	215,241	1,169	216,410
Effect on adoption of SFRS(I) 9	-	-	-	-	-	(3,665)	19,373	15,708	-	15,708
At 1 January 2018 (adjusted)	85,270	(41)	(72)	126	(3,539)	-	149,205	230,949	1,169	232,118
Total comprehensive income for the year										
Profit for the year	-	-	-	-	-	-	5,945	5,945	87	6,032
Other comprehensive income										
Foreign currency translation differences for foreign operations	-	-	-	-	(3,257)	-	-	(3,257)	(44)	(3,301)
Exchange differences on monetary items forming part of the net investment in foreign operations	-	-	-	-	760	-	-	760	-	760
Net change in fair value of financial assets at fair value through other comprehensive income	-	-	-	-	-	(435)	-	(435)	-	(435)
Total comprehensive income	-	-	-	-	(2,497)	(435)	-	(2,932)	(44)	(2,976)
Total comprehensive income for the year	-	-	-	-	(2,497)	(435)	5,945	3,013	43	3,056
Transactions with owners, recognised directly in equity										
Contributions by and distributions to owners										
Final one-tier dividend declared of 2.5 cents per share	-	-	-	-	-	-	(2,966)	(2,966)	-	(2,966)
Share options forfeited	-	-	-	(104)	-	-	104	-	-	-
Total contributions by and distributions to owners	-	-	-	(104)	-	-	(2,862)	(2,966)	-	(2,966)
At 31 December 2018	85,270	(41)	(72)	22	(6,036)	(435)	152,288	230,996	1,212	232,208
At 1 January 2019	85,270	(41)	(72)	22	(6,036)	(435)	152,288	230,996	1,212	232,208
Effect on adoption of SFRS(I) 16	-	-	-	-	-	-	(282)	(282)	-	(282)
At 1 January 2019 (adjusted)	85,270	(41)	(72)	22	(6,036)	(435)	152,006	230,714	1,212	231,926
Total comprehensive income for the year										
Profit for the year	-	-	-	-	-	-	11,050	11,050	24	11,074
Other comprehensive income										
Foreign currency translation differences for foreign operations	-	-	-	-	(2,504)	-	-	(2,504)	(42)	(2,546)
Exchange differences on monetary items forming part of the net investment in foreign operations	-	-	-	-	(534)	-	-	(534)	-	(534)
Net change in fair value of financial assets at fair value through other comprehensive income	-	-	-	-	-	252	-	252	-	252
Total other comprehensive income	-	-	-	-	(3,038)	252	-	(2,786)	(42)	(2,828)
Total comprehensive income for the year	-	-	-	-	(3,038)	252	11,050	8,264	(18)	8,246
Transactions with owners, recognised directly in equity										
Contributions by and distributions to owners										
Final one-tier dividend declared of 2.5 cents per share	-	-	-	-	-	-	(2,966)	(2,966)	-	(2,966)
Issue of treasury shares under share option scheme	-	1	13	(2)	-	-	-	12	-	12
Total contributions by and distributions to owners	-	1	13	(2)	-	-	(2,966)	(2,954)	-	(2,954)
Transfer upon disposal of other investments	-	-	-	-	-	(51)	51	-	-	-
At 31 December 2019	85,270	(40)	(59)	20	(9,074)	(234)	160,141	236,024	1,194	237,218

3 STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

	Share capital S\$'000	Capital reserve S\$'000	Reserve for own shares S\$'000	Share option reserve S\$'000	Fair value reserve S\$'000	Accumulated profits S\$'000	Total equity S\$'000
Company							
At 1 January 2018	85,270	(41)	(72)	126	-	89,105	174,388
Effect on adoption of SFRS(I) 9	-	-	-	-	-	15,842	15,842
At 1 January 2018 (adjusted)	85,270	(41)	(72)	126	-	104,947	190,230
Total comprehensive income for the year							
Profit for the year	-	-	-	-	-	4,084	4,084
Other comprehensive income							
Net change in fair value of financial assets at fair value through other comprehensive income	-	-	-	-	(137)	-	(137)
Total other comprehensive income	-	-	-	-	(137)	-	(137)
Total comprehensive income for the year	-	-	-	-	(137)	4,084	3,947
Transactions with owners, recognised directly in equity							
Contributions by and distributions to owners							
Final one-tier dividend declared of 2.5 cents per share	-	-	-	-	-	(2,966)	(2,966)
Share options forfeited	-	-	-	(104)	-	104	-
Total contributions by and distributions to owners	-	-	-	(104)	-	(2,862)	(2,966)
At 31 December 2018	85,270	(41)	(72)	22	(137)	106,169	191,211
At 1 January 2019	85,270	(41)	(72)	22	(137)	106,169	191,211
Effect on adoption of SFRS(I) 16	-	-	-	-	-	(82)	(82)
At 1 January 2019 (adjusted)	85,270	(41)	(72)	22	(137)	106,087	191,129
Total comprehensive income for the year							
Profit for the year	-	-	-	-	-	3,770	3,770
Other comprehensive income							
Net change in fair value of financial assets at fair value through other comprehensive income	-	-	-	-	(585)	-	(585)
Total other comprehensive income	-	-	-	-	(585)	-	(585)
Total comprehensive income for the year	-	-	-	-	(585)	3,770	3,185
Transactions with owners, recognised directly in equity							
Contributions by and distributions to owners							
Final one-tier dividend declared of 2.5 cents per share	-	-	-	-	-	(2,966)	(2,966)
Issue of treasury shares under share option scheme	-	1	13	(2)	-	-	12
Total contributions by and distributions to owners	-	1	13	(2)	-	(2,966)	(2,954)
At 31 December 2019	85,270	(40)	(59)	20	(722)	106,891	191,360

3(a) CHANGES IN COMPANY'S SHARE CAPITAL

Changes in share capital since the end of the previous period reported on:

	<u>Number of Shares</u>
Issued share capital of the Company (excluding treasury shares) as at 31 December 2018	118,623,300
Issued share capital of the Company (excluding treasury shares) as at 31 December 2019	118,638,300

There were 64,200 treasury shares held by the Company as at 31 December 2019 (31 December 2018: 79,200), which has been excluded in the number of issued ordinary shares stated above.

As at 31 December 2019, options to subscribe to 120,000 ordinary shares remained unexercised (31 December 2018: 135,000 ordinary shares).

3(b) TOTAL NUMBER OF ISSUED SHARES EXCLUDING TREASURY SHARES

	<u>As at 31 Dec 2019</u>	<u>As at 31 Dec 2018</u>
Total number of issued shares excluding treasury shares	118,638,300	118,623,300

3(c) TREASURY SHARES

<u>Group and Company</u>	Number of shares for the quarter ended	
	<u>31 Dec 2019</u>	<u>31 Dec 2018</u>
As at beginning/ end of the quarter	64,200	79,200

4 AUDIT

These figures have not been audited or reviewed by the Company's auditors.

5 AUDITORS' REPORT

Not applicable.

6 ACCOUNTING POLICIES

Except as disclosed in Section 7 below, the Group has applied the same accounting policies and methods of computation in the financial statements for the current financial period compared with those used in the audited financial statements for the financial year ended 31 December 2018.

7 CHANGES IN ACCOUNTING POLICIES

The Group has adopted the Singapore Financial Reporting Standards (International) ("SFRS(I)s") that are effective for annual periods beginning on or after 1 January 2019 and are relevant to its operations. The adoption of these new SFRS(I)s, specifically SFRS(I) 16 Leases, does not result in any changes to the Group's and the Company's accounting policies and has no material effect on the amounts reported for the current financial period or prior financial years.

8 REVIEW OF GROUP PERFORMANCE

4Q2019

The Group registered a total revenue of \$39.2 million in 4Q 2019 against \$33.5 million in 4Q2018, an increase of 17.1%, due to higher revenue from our Integral Cement and Ready-Mix Concrete and Specialty Polymer business segments. As a result, the Group achieved a profit after tax of \$2.2 million in 4Q2019 compared to \$0.5 million in 4Q2018 due to higher profits from our China JVs and our Integral Cement and Ready-Mix Concrete segments.

FY2019

With lower revenue from our Specialty Polymer and Integral Cement and Ready-Mix Concrete business, Group revenue fell 9.0% from \$144.3 million in FY2018 to \$131.3 million in FY2019.

Despite the fall in revenue, the Group achieved a higher profit after tax of \$11.1 million in FY2019 compared to \$6.0 million in FY2018. This is attributed to higher fair value gain from our Investment segment as well as higher profits from our China JVs and our Integral Cement and Ready-Mix Concrete business.

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

Actual results were in line with prospect statement made in 3Q2019 announcement.

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

The COVID-19 outbreak is expected to affect our JV operations in China. With the situation fast evolving, the adverse impact of the outbreak remains uncertain.

COVID-19 is likely to result in a slowdown of economic activities in Singapore. We are, however, hopeful government spending in mega infrastructure projects would continue as planned and this would benefit our cement and ready-mix operations.

Given our strong financial resources, we are confident in riding through this challenging period.

11 DIVIDENDS

(a) Current financial period reported on

Yes

Name of Dividend	First and Final
Dividend Type	Cash
Dividend Amount	2.50 cents per ordinary share
Tax Rate	Tax exempted (1-tier)

(b) Corresponding period of the immediately preceding financial year

Yes

Name of Dividend	First and Final
Dividend Type	Cash
Dividend Amount	2.50 cents per ordinary share
Tax Rate	Tax exempted (1-tier)

(c) Date payable

To be advised.

(d) Books closure date

The dividend payment date and the notice for the closure of the Register of Members and the Transfer books of the Company for the purpose of determining entitlement to the proposed dividend will be advised after the forthcoming Annual General Meeting.

12 If no dividend has been declared/ recommended, a statement to that effect

Not applicable.

13 INTERESTED PERSON TRANSACTIONS

The Company does not have a shareholders' mandate for interested person transactions.

14 UNDERTAKINGS PURSUANT TO RULE 720 (1)

The Company confirms that the undertakings under Rule 720(1) of the SGX-ST Listing Manual have been obtained from all its directors and executive officers.

PART II - ADDITIONAL INFORMATION REQUIRED FOR FULL YEAR ANNOUNCEMENT

(This part is not applicable to Q1, Q2, Q3 or Half Year Results)

- 15 **Segmented revenue and results for business or geographical segments (of the group) in the form presented in the issuer's most recently audited annual financial statements, with comparative information for the immediately preceding year.**

Business Segments	Cement and Building Materials S\$'000	Specialty Polymer S\$'000	Investments S\$'000	Food & Beverage S\$'000	Total S\$'000
Revenue and expenses					
2019					
External revenues, representing consolidated revenue	112,921	15,465	-	2,876	131,262
Dividend income	-	-	295	-	295
Reportable segment profit/(loss) before tax	5,251	(179)	4,826	(471)	9,427
Share of profit/(loss) of associates and joint ventures	10,707	-	(1,202)	-	9,505
	<u>15,958</u>	<u>(179)</u>	<u>3,624</u>	<u>(471)</u>	<u>18,932</u>
Headquarter expense					(5,142)
Support expenses of associates and joint ventures					(1,708)
Interest expense					(421)
Interest income					377
Tax expense					(964)
Profit for the year					<u>11,074</u>
Revenue and expenses					
2018					
External revenues, representing consolidated revenue	118,257	22,799	-	3,257	144,313
Dividend income	-	-	332	-	332
Reportable segment profit/(loss) before tax	4,726	(198)	1,020	(296)	5,252
Share of profit of associates and joint ventures	7,682	-	222	-	7,904
	<u>12,408</u>	<u>(198)</u>	<u>1,242</u>	<u>(296)</u>	<u>13,156</u>
Headquarter expense					(4,570)
Support expenses of associates and joint ventures					(1,714)
Interest expense					(216)
Interest income					350
Tax expense					(974)
Profit for the year					<u>6,032</u>

Geographical Segments

	Singapore S\$'000	Malaysia S\$'000	Peoples' Republic of China S\$'000	Others S\$'000	Eliminations S\$'000	Total S\$'000
Revenue						
2019						
External customers	90,786	28,154	5,698	6,624	-	131,262
Inter-segment revenue	3,165	921	-	-	(4,086)	-
Total revenue	<u>93,951</u>	<u>29,075</u>	<u>5,698</u>	<u>6,624</u>	<u>(4,086)</u>	<u>131,262</u>
Revenue						
2018						
External customers	88,272	33,418	13,920	8,703	-	144,313
Inter-segment revenue	5,411	416	-	-	(5,827)	-
Total revenue	<u>93,683</u>	<u>33,834</u>	<u>13,920</u>	<u>8,703</u>	<u>(5,827)</u>	<u>144,313</u>

- 16 **In the review of performance, the factors leading to any material changes in contributions to turnover and earnings by the business or geographical segments.**

Refer to Paragraph 8.

17 A breakdown of sales

	Group		
	31.12.2019 S\$'000	31.12.2018 S\$'000	% Change
Sales reported for first half year	59,215	73,884	(19.9)
Operating profit after tax before deducting minority interests reported for first half year	5,035	3,225	56.1
Sales reported for second half year	72,047	70,429	2.3
Operating profit after tax before deducting minority interests reported for second half year	6,039	2,807	n.m.

18 A breakdown of the total annual dividend (in dollar value) for the issuer's latest full year and its previous full year.

	Latest Year (S\$'000)	Previous Year (S\$'000)
Ordinary	2,966	2,966
Preference	-	-
Total :	2,966	2,966

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

Name	Age	Family relationship with any Director and/or CEO and/or Substantial Shareholder	Current position and duties, and the year position was first held	Details of changes in duties and position held, if any, during the year
Mr Tan Cheng Gay	73	Brother of: (a) Mr Tan Yok Koon, an Executive Director of the Company. (b) Mr Tan Chin Hoon, a Substantial Shareholder of the Company (see Note 1 below).	Position: Chairman/CEO Appointed as Chairman since 2002 Appointed as CEO since 1979 Duties: To manage the Company's overall business activities	No Change
Mr Tan Yok Koon	71	Brother of: (a) Mr Tan Cheng Gay, Chairman/CEO of the Company. (b) Mr Tan Chin Hoon, a Substantial Shareholder of the Company (see Note 1 below).	Position: President, China Operations since 1 March 2005 Duties: To manage the business activities in China	No Change
Mr Tan Tatt Yao	35	Son of: (a) Mr Tan Cheng Gay, Chairman/CEO of the Company. Nephew of: (a) Mr Tan Yok Koon, an Executive Director of the Company (b) Mr Tan Chin Hoon, a Substantial Shareholder of the Company (see Note 1 below).	Position: Business Development Manager (China) effective 26 February 2018 Duties: To support the President of China Operations to manage the business activities. To seek and evaluate investment opportunities in China.	Not Applicable

Note:

- (1) Mr Tan Chin Hoon is deemed to be a Substantial Shareholder of the Company through his shareholdings in Afro Asia Shipping Co (Pte) Ltd, Performance Investment Pte Ltd and New Town Development Pte Ltd.

BY ORDER OF THE BOARD

Joanna Lim
Company Secretary
27 February 2020