

An abstract graphic consisting of flowing, overlapping waves in shades of green and blue, set against a white background. The waves originate from the right side and curve downwards and to the left.

Positioning for sustainable growth

**Avaplas Ltd**  
2008 ANNUAL REPORT



## Contents

- 1 Corporate Profile
- 2 Milestones
- 5 Corporate Information
- 6 Message from the CEO
- 8 Business Review
- 10 Board of Directors
- 12 Senior Management
- 14 Financial Highlights

# Corporate Profile

Established in March 1993, Avaplas Ltd. has grown to become a specialist manufacturer of high volume precision engineering plastic components and its related manufacturing services.



Combining the latest in molding technology and precision injection molding, robotics, process automation, secondary operations, assembly and innovative plant design, Avaplas is dedicated to providing manufacturing solutions for our global customers' manufacturing requirements in the printing and imaging, electronics / telecommunication, healthcare, consumer / industrial industries.

# Milestones



- |             |             |  |
|-------------|-------------|--|
| <b>1993</b> | <b>Mar</b>  | Commencement of operations in a 5,000 sq. ft. factory at Techplace 1 in Ang Mo Kio.                              |
| <b>1995</b> | <b>Sept</b> | Awarded ISO 9002 Certification by Underwriters Laboratories Inc.   |
| <b>1996</b> | <b>Jan</b>  | Awarded ISO 9002 Certification by Productivity Standards Board.  |
|             | <b>Nov</b>  | Moved to a 32,000 sq. ft. leasehold factory in Changi South Industrial Estate.                                   |
| <b>1997</b> | <b>Dec</b>  | Expansion of factory space from 32,000 sq. ft. to 48,000 sq. ft.   |
| <b>1999</b> | <b>Apr</b>  | Successful implementation of first stack mold project.   |
|             | <b>Aug</b>  | Expanded to China through a 20% equity interest in a joint venture company, Univac Design & Engineering Pte Ltd. |
|             | <b>Nov</b>  | Ranked 27th for the first time in the 1999 Enterprise 50 Award.  |
| <b>2000</b> | <b>May</b>  | Listed on the SGX-SESDAQ.  |
| <b>2001</b> | <b>Mar</b>  | Awarded QS 9000 Certification by Underwriters Laboratories Inc.  |
|             | <b>Sept</b> | Expansion of factory space in Singapore from 48,000 sq. ft. to 80,000 sq. ft.                                    |
|             | <b>Oct</b>  | Awarded Certified MuCell Processor by Trexel Inc. (A MIT Company).   |
| <b>2002</b> | <b>Jan</b>  | Incorporation of wholly-owned subsidiary, Avaplas (Thailand) Limited.  |
|             | <b>June</b> | Received Technology Innovation Award by Trexel Inc.  |
|             | <b>Jul</b>  | Awarded ISO 14001 Certification by Underwriters Laboratories Inc.  |
|             | <b>Nov</b>  | Incorporation of wholly-owned subsidiary, Avaplas Precision Plastics (Shanghai) Co., Ltd.                        |

- 2003**
- Jan** Avaplas (Thailand) Limited renamed as Avaplas Nypro (Thailand) Limited after it became a 50% jointly controlled entity of the Company.
- Jun** Increased equity interest in Univac Design & Engineering Pte Ltd from 20.76% to 28.54%.
- Dec** Increased equity interest in Univac Design & Engineering Pte Ltd from 28.54%.to 30.19%.
- 2004**
- Apr** Voluntary conditional cash offer by ARRK Corporation for all the issued ordinary shares of S\$0.05 each in the capital of the Company at the offer price of S\$0.28 per share. Divestment of entire 30.19% equity interest in Univac Design & Engineering Pte Ltd.
- May** ARRK Corporation becomes a major shareholder of the Company.
- June** Incorporation of wholly-owned subsidiary, Avaplas Sdn Bhd.
- 2005**
- June** Acquisition of remaining 50% of the issued and paid up capital it does not already own in Avaplas Nypro (Thailand) Limited.
- 2006**
- Mar** Sale & leaseback of factory building at 19 Changi South Street 1
- April** Purchase of 20% interest in Daviscomms (S) Pte Ltd
- Oct** Expansion of factory space in Malaysia to 65,000 square feet
- 2007**
- Feb** Purchase of 30% interest in Optosem Technologies (S) Pte Ltd



# Asian Presence

Extend to every customer our total commitment in meeting customer requirements and exceeding customer expectation in Service, Technology, Quality & Delivery through continual improvement in our performance.



# Corporate Information

## Board Of Directors

### Executive Directors

Boone Quek Howe Sear (Chairman and Chief Executive Officer)  
Wong Vee Tong (Chief Operating Officer)

### Non-Executive Directors

Yoshiteru Miura

### Non-Executive Independent Directors

Chia Tian Bin, David  
Ng Jwee Phuan @ Frederick (Eric)  
Tan Eng Heong, Jeffery

## Audit Committee

Chia Tian Bin, David (Chairman)  
Ng Jwee Phuan @ Frederick (Eric)  
Tan Eng Heong, Jeffery

## Remuneration Committee

Ng Jwee Phuan @ Frederick (Eric) (Chairman)  
Chia Tian Bin, David  
Wong Vee Tong

## Nominating Committee

Tan Eng Heong, Jeffery (Chairman)  
Ng Jwee Phuan @ Frederick (Eric)  
Chia Tian Bin, David

## Secretaries

Tan Ching Chek  
Lo Swee Oi

## Registered Office

19 Changi South Street 1  
Changi South Industrial Estate  
Singapore 486779

## Registrar

Lim Associates (Pte) Ltd  
3 Church Street #08-01  
Samsung Hub  
Singapore 049483

## Auditors

Deloitte & Touche LLP  
6 Shenton Way #32-00  
DBS Building Tower Two  
Singapore 068809

Audit Partner: Ho Kok Yong  
(Appointed as auditor since financial year ended  
31 March 2006)

## Principal Bankers

The Bank of Tokyo-Mitsubishi UFJ, Ltd  
The Development Bank of Singapore Ltd  
Mizuho Corporate Bank, Ltd  
ABN AMRO

# Message from the CEO



*“With our continuous efforts to build a solid foundation and improve on our cost-effectiveness, we are positive that we will emerge stronger and more competitive within the industry.”*

Dear Fellow Shareholders,

On behalf of the Board of Directors, I am pleased to present to you the annual report of Avaplas Ltd for the financial year ended 31 March 2008.

## **A Challenging Year – FY2008 In Review**

The environment under which the Group operated in FY2008 was challenging and is expected to remain so in the current financial year.

Despite our ongoing commitment to improve production efficiency and cost management, the slowing economic growth in the US and Europe, escalating oil price as well as a weakening of the US dollar undermined our efforts to improve our performance in FY2008. Group revenue decreased 1.6% to \$64.1 million as major customers adopted a more cautious approach to the management of inventory amidst growing uncertainties in the global economy.

In order to respond more effectively to market challenges and further improve our competitiveness, we downsized our manufacturing operations in Singapore. However, this resulted in a one-off provision for impairment of assets and relocation costs as well as an additional payment related to staff retrenchment totalling \$1.0 million. Coupled with the increase in operating costs and higher foreign exchange loss, the Group recorded a net loss of \$4.2 million for the year in review.

Your directors have recommended a final tax-exempted cash dividend of 0.2 cents per share for the year ended 31 March 2008 for shareholders' approval at the forthcoming Annual General Meeting.

## **Restructured for a Stronger Foundation**

Today's ever-changing landscape in the precision engineering industry presents both challenges and opportunities for manufacturers like Avaplas. We have to remain nimble and continue to sharpen our business strategy in order to keep abreast with the business. We believe our efforts in prior years to position the business on a stronger foundation will bear results this year, making FY2009 the beginning of an important phase for the Group.



To strengthen our cost competitiveness, we continued to right size the manufacturing operations in Singapore by transferring some of the existing projects to our lower-cost production plants in Malaysia and Thailand. There is still a final phase to this restructuring in the current year, and then we would have the correct size for Singapore.

Besides providing administrative and marketing support to the overseas operations and conducting pre-production trials, the Singapore base is positioned to embark on new capital-intensive programs that offer higher value to key customers. A successful launch of one such program will contribute positively to revenue growth from Singapore in the current financial year.

In addition, we are also planning to relocate our China operation from Shanghai to the southern part of the country, possibly in Wuxi, by the end of 2008. The new factory will be located in closer proximity to our customers to enable us to provide more timely services and better customer support. This relocation in China will also reduce our labour and rental costs, further enhancing our overall cost-effectiveness in China.

### **Positioning for the Next Phase of Growth**

Over the last few years, we have actively broadened our geographical manufacturing footprint in Asia to grow our share of business with key customers. We also embraced new technology to meet our customers' increasingly sophisticated demand, as well as diversified into selected new businesses. In view of the emerging industry trend that favours suppliers with integrated manufacturing solutions, we acquired stakes in Daviscomm and Optosem to enhance our strength in front-end engineering design and back-end manufacturing capabilities.

To complement this growth as well as to capitalize on our improved efficiency, we are actively seeking opportunities for suitable strategic alliances and partnerships with other manufacturers in the industry. Such an initiative will help to expand the breadth and depth of our overall capabilities and speed up our goal of becoming a one-stop manufacturing solution provider to key customers. This ability to do more will help to establish closer long-term relationships with existing customers and create opportunities for new businesses. This will in turn entrench our position within the industry's supply chain.

With our continuous efforts to build a solid foundation and improve on our cost-effectiveness, we are positive that we will emerge stronger and more competitive within the industry.

### **Appreciation**

On behalf of the Board, I would like to express my heartfelt gratitude to the management and staff of the Group for their commitment and hard work in FY2008. By continuing to work closely together, I am confident we will achieve better results in FY2009.

I also wish to record my appreciation to my fellow directors for their counsel and guidance throughout the challenging year. Finally, I wish to thank all our customers, shareholders, bankers, business associates and suppliers for their continuing support.

### **Boone Quek Howe Sear**

*Chairman & Chief Executive Officer*

# Business Review



## BACKGROUND

Avaplas specialises in the manufacturing of high volume precision engineering plastic components and sub-assemblies using plastic injection molding. The Group serves mainly MNCs and contract manufacturers in the printing & imaging, computer peripherals, consumer electronics and other industries.

From a single manufacturing facility in Singapore, Avaplas expanded its manufacturing presence into Thailand in January 2002, Shanghai in November 2002 and subsequently into Malaysia in August 2004 to support its customers at these lower-cost manufacturing locations.

## REVENUE

In FY2008, group revenue decreased by a marginal 1.6% to \$64.1 million. The dip was mainly due to slower demand for printing and imaging products and other computer peripherals. This business segment registered lower revenue of \$55.3 million as key customers took a more conservative approach towards inventory in the wake of growing uncertainties in the global economy.

Performance of the Group's other two business segments remained healthy. Revenue from consumer electronics grew 14.2% to \$6.1 million while contributions of medical disposable, industrial products & others rose 18.2% to \$2.8 million.

With the exception of China, all geographical segments recorded positive revenue growth.

## Singapore

In Singapore, the slow down in demand for printing and imaging products and other computer peripherals was offset by higher sales of medical disposable and increased mold-making activities. Revenue contribution amounted to \$39.7 million in FY2008, an increase of \$0.5 million over the revenue of \$39.2 million achieved in FY2007.

During the year, the Group downsized the manufacturing operations in Singapore as escalating operating costs eroded its competitiveness. With a streamlined and more efficient structure, cost-savings can be expected as the Singapore operation focuses on higher value-added projects which are capital-intensive in nature.

## Malaysia

In the second half of FY2007, the Group established a new factory and expanded the total floor space of the Malaysian operation to 65,000 square feet. Equipped with the additional manufacturing capacity, the Group stepped up efforts to secure new projects and increased its share of business with a major customer.

The level of business activities in Malaysia was further boosted by the transfer of some existing projects from Singapore during the restructuring exercise. With rising production volume, the Malaysia operation enjoyed better economies of scale and achieved revenue growth of 51.5% to \$30.1 million.

## Thailand

Thailand recorded a healthy increase of 13.2% in revenue from \$10.1 million in FY2007 to \$11.4 million in FY2008 due to higher orders from existing customers.

The Group is currently working to use the manufacturing centre as a base to support customers operating in Indo-China. In addition, new projects for customers in printing and imaging and computer peripherals are expected to commence in the current year and improve the current utilization rate of about 85% at the Thailand plant. Production capacity at the plant can be expanded to meet further increase in demand from customers. The Group expects the outlook for Thailand to remain positive in FY2009.

## China

As for China, revenue decreased to \$4.1 million due to weaker demand for printing and imaging and computer peripherals from customers. Its profitability was further affected by higher operating costs and a weakening of the US dollar against Renminbi.

To reduce labour and rental costs, the Group plans to relocate its existing factory in Shanghai to the southern part of China. As the new plant will be located in closer proximity to existing customers, the Group will be able to provide more timely deliveries and improve cost efficiency. With this operational advantage and the possibility of acquiring new customers, the Group expects revenue from China to improve in the current year.

## PROFITABILITY

Lower revenue, rising material costs and pricing pressure contributed to a decline in gross profit by 43.0% to \$3.4 million in FY2008. With the sharp hike in oil price, the Group also experienced higher general operating expenses. While rising freight rates resulted in higher distribution expenses, the expansion of the overall group manufacturing facilities, especially in Malaysia, also added to administrative expenses.

Due to the restructuring exercise in Singapore, the Group recorded a one-off provision for impairment of asset and relocation cost of \$0.6 million as well as an additional payment of \$0.4 million related to retrenchment. In addition, further weakening of the US dollar led to an increase in foreign exchange loss from of \$0.1 million in FY2007 to \$0.3 million in FY2008. As a result, the financial year ended with a net loss of \$4.2 million.

Following the restructuring exercise, the Group expects the more effective allocation of resources to result in a reduction of overall operating expenses in FY2009.



# Board of Directors



**Boone Quek Howe Sear** is the founder and Chief Executive Officer of the Company. He was appointed to the Board of Directors since 26 March 1993. He is responsible for planning the business and corporate development of the Group. Mr. Boone Quek has more than 30 years experience in the precision plastic injection molding industry.



**Wong Vee Tong** was appointed an Executive Director with effect from 1 October 1999. He assists our Chief Executive Officer, Mr. Boone Quek, and therefore also oversees our daily operations, including procurement of raw materials, production, sales and marketing, as well as finance. He travels regularly to our three overseas subsidiaries to provide similar management support to the operations there. He is overall responsible for our operations in the absence of Mr. Boone Quek while the latter is away from our office. Prior to joining Avaplas in 1997, he has more than 20 years' management experience in several large MNCs. His portfolio includes Division Manager of Micaltronics Singapore, General Manager of elite precision products and operations Manager of Microelectronics packaging Singapore Ltd. Mr. Wong Vee Tong has more than 20 years experience in the plastic injection molding industry.



**Yoshiteru Miura** was appointed as a Non-Executive Director of the Company on 3 August 2004. He is currently overall responsible for the expansion of ARRK Corporation's product development services across Southeast Asia. He has been heading ARRK Corporation's operations in Thailand since 1989, and was appointed Managing Director of ARRK Corporation (Thailand) Ltd with effect from May 1998. Since 1989, he has spearheaded the creation of new businesses in the areas of RIM mould, tool design and tool production for ARRK Corporation.



**David Chia Tian Bin** was appointed an Independent Director of the Company on 27 April 2000. He is currently a director of AXIA Equity Pte. Ltd., a firm which provides business and financial advisory services to companies in Singapore and the region. Prior to this and since 1990, he has been actively involved in the private equity and venture capital industry in Asia as a director of an investment advisory firm engaged in direct investments in the region. From 1980 to 1990, Mr Chia was engaged in providing audit and financial consulting services in Singapore and Hong Kong with an international firm of accountants. Mr Chia is also an independent director on the boards of BH Global Marine Limited and Jasper Investments Limited. Mr Chia holds a Bachelor of Accountancy (Honours) from the National University of Singapore and is a fellow of the Institute of Certified Public Accountants of Singapore.

**Ng Jwee Phuan @ Frederick (Eric)** has been the Principal Consultant of Chadway Management Service Pte Ltd since 1982. He is responsible for providing operational management, strategic planning and corporate finance services to companies in Singapore and the region, and advises them on their business growth and globalisation strategies, capital market activities and corporate governance issues. Mr Ng is also active in various societies and institutions, being a member of the Singapore Institute of Directors and the Singapore Human Resource Institute. He also served as District Governor for Singapore of Lions Clubs International from 2002 to 2003.



**Jeffery Tan Eng Heong** is an alumnus of the National University of Singapore and Northwestern University's Kellogg School of Management, Jeffery has practised international law with leading US, UK and Singapore firms. An experienced corporate commercial lawyer, he has established and led international legal and business teams as the Asia Pacific General Counsel and Assistant Secretary for leading European and US MNCs.

Over the years, Jeffery has worked on major regional corporate transactions relating to infrastructure / corporate finance, joint ventures, mergers & acquisitions, venture capital and general corporate matters. He is currently focused on managing and leading the Asian Corporate & Technology practice for DIA piper - the 2nd largest Global Law Firm.



In addition to his legal background, Jeffery has the unique experience of spending the last 5 years in a regional business capacity as president of Motorola - a leading US Telecommunications / Technology Corporation - in its Asia Pacific Headquarters based in Singapore. He is familiar with the various commercial issues concerning global / regional business, the industry and technology generally.

Jeffery serves on the Boards of the Singapore Intellectual Property Academy, Majulah Connection Organization, Avaplas Ltd and is an Advisor to the Singapore Institute of International Affairs. He is also a past Governor of the Singapore American Chamber of Commerce.

Jeffery is a full member of the Singapore Institute of Directors, serves as an exco member of the Young Presidents' Organization (YPO) and a Senior Advocate & Solicitor of the Supreme Court of Singapore and the Law Society of England & Wales.

# Senior Management

**Ikeda Hiromasa** joined the Company in 1998 and is currently the Engineering Director of the Company. Mr Ikeda oversees the engineering process of injection molding. He is also responsible for tooling support of the production process and is the coordinator for new projects. Mr Ikeda has been in the plastic injection molding industry since 1980 when he joined Minebea Co. Ltd Karuizawa plant in Japan as a mold designer. During his 17 years stay in Minebea Group, he assumed different positions within the different units of Minebea Group. In particular, he worked as a process engineer, design engineer, research and development engineer and operation manager. Mr Ikeda holds a Degree for Mechanical Engineering from National University of Shinshyuu.

**Chan Kok Hock** is the Senior Finance Manager of the Company. Mr Chan joined the Company in 1999 and is responsible for the Company's financial and accounting matters. Prior to this, Mr Chan was engaged in providing audit and transaction advisory services with an international firm of accountants. Mr Chan graduated from Nanyang Technological University in 1993 and holds a Bachelor in Accountancy.

**Jacqueline Tan Fang Fang** joined the Company in 1999 and is currently the Senior Human Resource Manager. She is responsible for the Company's full spectrum of HR and its related activities, including that of our subsidiaries in Thailand, China and Malaysia. Jacqueline has been working in the HR field since 1992 and was with Sony Chemicals Singapore Pte Ltd for more than two years prior to joining us. She holds a Bachelor of Arts (Hons) from National University of Singapore and a Graduate Diploma in Personnel Management from Singapore Institute of Management.

**Leslie Chang Pun Hong** joined the Company in 1997 and is currently the Senior Quality Manager. He is responsible for the performance of the Quality Department as well as the Quality & Environmental Management System of the Company and its subsidiaries in Thailand, China and Malaysia. Prior to joining the Company, he was working in the same field in Airpax Far East Components for seven years. Leslie holds a Diploma in Mechanical Engineering from Ngee Ann Polytechnic.

**Woon Thye Hwee** is the Operations Manager of our subsidiary in Malaysia. Mr Woon first joined the Company in 2001 and rejoined in 2007 after a departure of more than two years. He is currently responsible for the full operation of the Malaysia plant. Woon graduated from National Technology University and holds a Bachelor in Engineering. He was working in Shanghai, China prior to joining Avaplas and he last held the portfolio of an Operations Manager with Chosen Enterprise (Shanghai) Co., Ltd.

**Victor Lo Khoon Wah** was hired in 2005 and is currently the Operations Manager of our Thailand subsidiary. He has about 10 years of experience in both the production and procurement functions in our related industry before his one-year stint to manage an overseas operation in China. Prior to joining Avaplas, Victor was the Application Development Manager of Trexel Inc. He holds a Bachelor of Technology from the National University of Singapore.

**Chan Hwa Chit** joined the Company in 1993 as a Production Manager. Mr Chan's area of responsibility includes production, mold testing and training of technical staff. Prior to joining the Company, Mr Chan was with NMB Singapore Ltd for eight years in the molding and tool maintenance departments. Mr Chan holds a Diploma in General Building from Technical Training Institute of Kuala Lumpur, Malaysia. He was previously seconded to our subsidiary in Thailand in the same capacity from 2002 - 2005.

**Abdul Rahim Bin Salleh** is the Production Manager of the Company and his area of responsibility includes parts production and its effective and efficient operation to meet the customers' requirements. Rahim has been in the plastic injection molding industry since 1981 and was working in AMP Manufacturing (S) Pte Ltd for 11 years prior to joining us in 1999.

# Financial Highlights

| <b>Operating Results</b>             | <b>FY 2008</b> | <b>FY 2007</b> | <b>% Increase/<br/>(Decrease)</b> |
|--------------------------------------|----------------|----------------|-----------------------------------|
| Revenue (S\$'000)                    | <b>64,145</b>  | 65,203         | -1.62%                            |
| Loss before income tax (S\$'000)     | <b>(4,409)</b> | (304)          | 1350.33%                          |
| (Loss) Profit for the year (S\$'000) | <b>(4,263)</b> | 301            | -1516.28%                         |
| Earnings per share (cents)           | <b>(1.72)</b>  | 0.12           | -1533.33%                         |
| <b>Financial Position (S\$'000)</b>  |                |                |                                   |
| Total assets                         | <b>50,691</b>  | 58,629         | -13.54%                           |
| Cash and bank balances               | <b>6,502</b>   | 6,657          | -2.33%                            |
| Amount due to bankers                |                |                |                                   |
| - Short term                         | 7,241          | 4,181          | 73.19%                            |
| - Long term                          | 3,687          | 6,089          | -39.45%                           |
| Equity                               | <b>26,651</b>  | 31,358         | -15.01%                           |
| <b>Financial Ratios</b>              |                |                |                                   |
| Inventory turnover (days)            | 35.00          | 36.00          | -2.78%                            |
| Accounts receivable turnover (days)  | 62.00          | 82.00          | -24.39%                           |
| Accounts payable turnover (days)     | 52.00          | 79.00          | -34.18%                           |
| Return on average equity             | -14.70%        | 0.96%          | -1631.25%                         |
| Return on average total assets       | -7.80%         | 0.51%          | -1629.41%                         |
| Current ratio                        | 1.27           | 1.43           | -11.19%                           |
| Gearing ratio                        | 0.41           | 0.33           | 24.24%                            |
| Interest coverage (times)            | 0              | 2              | -100.00%                          |
| Short term debt/equity               | 27.17%         | 13.30%         | 104.28%                           |
| Long term debt/equity                | 13.83%         | 19.40%         | -28.71%                           |



### Revenue (\$'000)



### Loss before income tax (\$'000)



### (Loss) Profit for the year (\$'000)



A close-up, low-angle photograph of a microscope's internal mechanical components, including metal rods, lenses, and adjustment knobs, set against a bright, slightly blurred background. The lighting is soft and blue-toned, creating a professional and scientific atmosphere.

## Financial Contents

- 17 Corporate Governance
- 25 Report of The Directors
- 31 Independent Auditor's Report
- 32 Balance Sheets
- 33 Consolidated Profit & Lost Statement
- 34 Statements of Changes In Shareholder's Equity
- 36 Consolidated Cash Flow Statement
- 38 Notes To Financial Statements
- 77 Statement by Directors
- 78 Statistics of Shareholdings
- 79 Notice of Annual General Meeting & Notice of Books Closure  
Proxy Form

# Corporate Governance

The Company is committed to good standards of corporate governance in line with the recommendations of the Code of Corporate Governance (“Code”) issued by the Corporate Governance Committee. Good corporate governance establishes and maintains a legal and ethical environment in the Company which strives to preserve the interests of all shareholders.

This statement outlines the main corporate governance practices that were in place throughout the financial year or which will be implemented and where appropriate, we have provided explanation for deviation from the Code.

## BOARD MATTERS

### The Board’s Conduct of its Affairs

The Board has six members comprising two executive Directors, one non-executive Director and three non-executive independent Directors.

The Company holds regular scheduled meetings throughout the year. Ad hoc meetings are convened when circumstances require. The Company’s Articles of Association permit Directors to attend meetings through the use of audio-visual communication equipment. During the period from 1 April 2007 to 26 June 2008, a total of 5 Board meetings were held. The Directors attended 100% of the aggregate number of meetings of the Board.

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

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

1. Approving the Group’s strategic plans, key operational initiatives, major investments and divestments and funding requirements;
2. Approving the budget, reviewing the performance of the business and approving the release of the financial results of the Group to shareholders;
3. Providing guidance in the overall management of the business and affairs of the Group;
4. Overseeing the processes for evaluating the adequacy of internal controls, risk management, financial reporting and compliance;
5. Approving the recommended framework of remuneration for the Board and key executives; and
6. Assuming responsibility for corporate governance.

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

The Board has adopted a set of internal guidelines on the matters requiring Board approval. Certain functions have also been delegated to various Board committees, namely, the Audit Committee, the Remuneration Committee and the Nominating Committee.

# Corporate Governance

## **Directors' Orientation and Access to Information**

Changes to regulations and accounting standards are monitored closely by management. To keep pace with regulatory changes, where these changes have an important bearing on the Company's or director's disclosure obligations, Directors are briefed either during Board meetings or at specially-convened sessions conducted by professionals. Newly appointed Directors will be briefed by the Chairman on the business activities of the Group and its strategic directions as well as their duties and responsibilities as Directors. Majority of Directors are members of the Singapore Institute of Directors and are kept informed of the latest and best practices relating to corporate governance.

In order to ensure that the Board is able to fulfill its responsibilities, prior to the Board meetings, the management provides the members of the Board with management accounts, as well as relevant background information and documents relating to items of business to be discussed at a Board meeting before the scheduled meeting.

The Directors are also regularly briefed on the business activities of the Group. Directors conduct routine inspections of the manufacturing facilities both in Singapore and abroad.

The Board has separate and independent access to the Company Secretary at all times and the Company Secretary attends all Board and Committee meetings and is responsible for ensuring that Board procedures are followed. The Board also has access to independent professional advice, where necessary, at the Company's expense.

## **Board Composition and Guidance**

The majority of Directors are non-executive and independent of management. The Board comprises six members of whom two are executive Directors, one is non-executive Director and three are non-executive independent Directors. Independent Directors comprise more than one third of the Board members.

The Board is able to exercise objective judgement independently from Management and no individual or small group of individuals dominate the decisions of the Board.

The Nominating Committee is of the view that the current Board size of six Directors is appropriate taking into account the nature and scope of the Group's operations, the core competencies of knowledge and the business experiences of the Directors to govern and meet the Group's objectives.

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

## **CHAIRMAN AND CHIEF EXECUTIVE OFFICER**

Mr. Boone Quek Howe Sear ("Mr. Quek") is currently the Chairman of the Board (the "Chairman") and the Chief Executive Officer("CEO")/Managing Director of the Company (the "Managing Director").

The Board has not adopted the recommendation of the Code to have separate Directors appointed as the Chairman and the Managing Director. This is because the Board is of the view that there is already a sufficiently strong independent element on the Board to enable the independent exercise of objective judgment on corporate affairs of the Group by members of the Board, taking into account factors such as the number of non-executive and independent Directors on the Board, as well as the size and scope of the affairs and operations of the Group. The Managing Director need not retire by rotation as provided in the Articles of Association of the Company.

As the Chairman, Mr. Quek is responsible for, among others, exercising control over quality, quantity and timeliness of the flow of information between the management of the Company (the "Management") and the Board, and assisting in ensuring compliance with the Company's guidelines on corporate governance.

# Corporate Governance

## BOARD COMMITTEES

### Nominating Committee

The Nominating Committee ("NC"), comprises three non-executive and independent Directors, is chaired by Mr Jeffery Tan Eng Heong who is a non-executive and independent Director. The other members of the Nominating Committee are Mr Ng Jwee Phuan @ Frederick (Eric) (non-executive and independent Director) and Mr David Chia Tian Bin (non-executive and independent Director). The NC has been established by the Board to recommend the appointment, nomination, re-appointment and assessment of all Directors to the Board.

The NC has adopted a set of Terms of Reference which, among others, include the following functions:-

- (1) The appointment or re-appointment of members of the Board and of the various Board Committees
- (2) Evaluating and assessing the effectiveness of the Board as a whole, and the contribution made by each individual Director to the effectiveness of the Board. The NC has considered a number of factors, including those set out in the Code, for the purpose of such evaluation and assessment
- (3) Determining the independence of Directors

New Directors, if any, are appointed by way of a board resolution, after the NC has approved their nomination. Such new Directors submit themselves for re-election at the next Annual General Meeting ("AGM"). The Company's Articles of Association requires one-third of the Board to retire by rotation at every AGM.

The Nominating Committee has recommended that Mr David Chia Tian Bin and Mr Eric Ng Jwee Phuan@Frederick (Eric), who are retiring at the forthcoming AGM, to be re-elected. Mr David Chia Tian Bin and Mr Eric Ng Jwee Phuan@Frederick (Eric), are retiring by rotation pursuant to Article 91 of the Company's Articles of Association.

The retiring directors have offered themselves for re-election. The Board has accepted the recommendations of the Nominating Committee.

The dates of initial appointment and last re-election of each director is set out below:

|   | NAME OF DIRECTORS                   | APPOINTMENT            | DATE OF INITIAL APPOINTMENT | DATE OF LAST RE-ELECTION |
|---|-------------------------------------|------------------------|-----------------------------|--------------------------|
| 1 | Boone Quek Howe Sear <sup>(1)</sup> | Executive Chairman     | 26 March 1993               | Not Applicable           |
| 2 | Tony Wong Vee Tong                  | Executive Director     | 1 October 1999              | 23 July 2007             |
| 3 | David Chia Tian Bin                 | Independent Director   | 27 April 2000               | 28 July 2005             |
| 4 | Eric Ng Jwee Phuan@Frederick (Eric) | Independent Director   | 27 April 2000               | 20 July 2006             |
| 5 | Jeffery Tan Eng Heong               | Independent Director   | 20 July 2006                | 23 July 2007             |
| 6 | Yoshiteru Miura                     | Non-Executive Director | 3 August 2004               | 23 July 2007             |

#### Note:

- (1) Mr Boone Quek Howe Sear is also the CEO and Managing Director and need not retire by rotation as provided by the Articles of Association.

The Board, through the delegation of its authority to the NC, has used its best efforts to ensure that directors appointed to the Board possess the background, experience and knowledge in technology, business, finance and management skills critical to the Group's business and that each director, through his unique contributions, brings to the Board an independent and objective perspective to enable balanced and well-considered decisions to be made.

# Corporate Governance

The Nominating Committee evaluated and is satisfied with the effectiveness of the Board taking into consideration the complementary nature of the contribution of each director and the collective nature of the contribution of the Board as a whole.

The NC also views that whilst it is important for directors to devote sufficient time and attention to the affairs of the Group, the issue relating to multiple board representations should be left to the judgment and discretion of each director. The NC believes that contributions from each director is also evidenced, apart from attendance at formal meetings in many forms, including management's access to the director for guidance, exchange of views and specialist advice outside the formal environment of the Board.

The NC is of the opinion that the Directors, who have been classified as independent under the Board Composition section, are indeed independent and the current size of the Board is adequate for the purposes of the Group.

During the period from 1 April 2007 to 26 June 2008, a total of 2 NC meetings were held. All the NC members attended the meetings.

## **Remuneration Committee**

The Remuneration Committee ("RC") comprises three non-executive and independent Directors. The RC is chaired by Mr Ng Jwee Phuan @ Frederick (Eric) who is a non-executive and independent Director. The other members of the RC are Mr David Chia Tian Bin (non-executive and independent Director) and Mr Jeffery Tan Eng Heong (non-executive and independent Director).

The RC has adopted a set of terms of reference which, among others, include the following functions:

- (1) Review and formalize the Company's overall compensation policy and structure and to be updated of any changes thereto;
- (2) Recommend a framework of remuneration for Board members and key executives of the Group;
- (3) Review and recommend for Board approval the terms of employment for CEO and terms of employment of executive Directors in accordance with the approved framework of remuneration;
- (4) Review annually the actual compensation of employees to ensure compliance with approved compensation policies and corporate governance rule on disclosure;
- (5) Prepare the Board's annual report on remuneration for Board's consideration whether or not to seek shareholders approval under corporate governance disclosure rules;
- (6) Oversee work of external consultant engaged on project basis to advise Board on compensation issues;
- (7) Oversee the administration of employees' stock option and restricted stock plan

The Executive Directors have service contracts. The non-executive Directors do not have any service agreements with the Company and have remuneration packages consisting of a Director's fee and share options pursuant to the Company's Share Option Scheme.

# Corporate Governance

A breakdown of the level and mix of remuneration paid to Directors and key executives in remuneration bands of S\$250,000 for financial year 2008 are as follows:

|                                 | Salary | Bonus | Share Option | Restricted Share | Benefits | Fee | Total |
|---------------------------------|--------|-------|--------------|------------------|----------|-----|-------|
|                                 | %      | %     | %            | %                | %        | %   | %     |
| <b>Directors</b>                |        |       |              |                  |          |     |       |
| <b>Above \$1,000,000</b>        |        |       |              |                  |          |     |       |
| Boone Quek Howe Sear            | 62     | 14    | 1            | -                | 19       | 4   | 100   |
| <b>Above \$500,000</b>          |        |       |              |                  |          |     |       |
| Wong Vee Tong                   | 62     | 12    | 2            | 7                | 13       | 4   | 100   |
| <b>Below \$250,000</b>          |        |       |              |                  |          |     |       |
| Yoshiteru Miura                 | -      | -     | -            | -                | -        | 0*  | 0*    |
| David Chia Tian Bin             | -      | -     | 5            | -                | -        | 95  | 100   |
| Ng Jwee Phuan@ Frederick (Eric) | -      | -     | 5            | -                | -        | 95  | 100   |
| Jeffery Tan Eng Heong           | -      | -     | @            | -                | -        | 100 | 100   |

\* Mr Yoshiteru Miura has declined to accept his directors' fees for 2006 and 2007 as it is part of ARRK Corporation's policy not to accept directors' fees from its subsidiaries and affiliate companies for its nominee directors.

@ Negligible.

During the period from 1 April 2007 to 26 June 2008, a total of 2 RC meetings were held. All RC members attended the meetings.

A breakdown of the range of gross remuneration received by Directors and 5 key executives of the Group are as follows:

| Number of Directors in remuneration band  | 2008 | 2007 |
|---|------|------|
| \$1,000,000 and above                     | 1    | -    |
| \$500,000 and above                       | 1    | 2    |
| \$250,000 to \$499,999                    | -    | -    |
| Below \$250,000                           | 4    | 4    |
|   | 6    | 6    |
| Number of Executives in remuneration band | 2008 | 2007 |
| \$500,000 and above                       | -    | -    |
| \$250,000 to \$499,999                    | 1    | 1    |
| Below \$250,000                           | 7    | 7    |

No employee of the company and its subsidiaries is an immediate family member of a Director or the CEO/Managing Director.

The details of Avaplas Ltd's Employees' Share Option and Restricted Plan can be found in the Directors' Report.

# Corporate Governance

## ACCOUNTABILITY AND AUDIT

### Accountability

In presenting the annual financial statements and announcements of financial results to shareholders, it is the aim of the Board to provide shareholders with a balanced and understandable assessment of the Company's and Group's performance, position and prospects. Management provides the Audit Committee and the Board with balanced and understandable management accounts of the Company's performance, position and prospects on a regular basis.

### Audit Committee

The Audit Committee ("AC") comprises three non-executive independent Directors. The AC is chaired by Mr David Chia Tian Bin who is a non-executive and independent Director. The other members of the AC are Mr Ng Jwee Phuan @ Frederick (Eric) (non-executive and independent Director) and Mr Jeffery Tan Eng Heong (non-executive and independent Director).

As the members of the AC have many years of experience in accounting, banking and finance, legal and related industries, the Board considers that the members are appropriately qualified to discharge the responsibilities of the AC.

The AC has adopted a set of Terms of Reference which, among others, include the following functions:

- (1) Review the audit plans and the scope of examination of the external auditors of the Company and other Group companies;
- (2) Review the annual and half-yearly financial statements of the Company as well as the external auditors' report thereon;
- (3) Review the effectiveness of the Company's system of accounting and internal financial controls ;
- (4) Review interested person transactions to ensure that such transactions are conducted at arm's length and on normal commercial terms ;
- (5) Review the independence and objectivity of the external auditors annually;
- (6) Review the nature and extent of non-audit services performed by the external auditors;
- (7) Consider the appointment or re-appointment of external auditors before recommending to the Board for approval ;
- (8) Examine whatever aspects it deems appropriate of the Group's financial affairs, its external audits and its exposure to risks of a regulatory or legal nature; and
- (9) Conduct investigations into any matter within its terms of reference.

The Audit Committee has full access to and the co-operation of Management and full discretion to invite any Director or executive officer to attend its meetings, and reasonable resources to enable it to discharge its functions properly.

In performing its functions, the AC meets with the external auditors without the presence of management at least annually. The Audit Committee reviews the findings of the auditors and the assistance given to them by management. Minutes of the Audit Committee meetings are regularly submitted to the Board for its information and review.

During the period from 1 April 2007 to 26 June 2008, a total of 4 AC meetings were held. The AC members attended 100% of the aggregate number of AC meetings held.

The AC has reviewed the amount of non-audit fees paid to the auditors and is of the view that the independence of the auditors has not been compromised.

The AC has recommended to the Board the re-appointment of Deloitte & Touche LLP as the external auditors.



# Corporate Governance

## Internal controls

During the financial year, the Audit Committee has reviewed, with the assistance of the external and internal auditors, the effectiveness of the Company's material internal controls as well as considered risk management techniques to be applied to selected areas such as the Group's foreign exchange exposure.

Based on the information provided to the AC, nothing has come to the AC's attention to cause the AC to believe that the system of internal controls and risks management is inadequate. The Board has appointed a professional firm to provide internal audit services in order to comprehensively review the internal controls within the Group.

## Internal audit

As the Group's scale of operations is not large, the AC has outsourced the Group's internal audit function to a professional firm providing assurance services ("Internal Auditor"). The AC is of the view that the Internal Auditor is independent and will objectively review the adequacy or otherwise of the system of internal control within the Group. In this regard, the Internal Auditor will report directly to the AC. The AC has confirmed that the Internal Auditor is able to meet the standards set by internationally recognized professional bodies including the International Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors.

The AC will ensure the adequacy of the internal audit function, and further ensure that it is adequately resourced and has appropriate standing within the Group.

## Risk Management

In order to identify and ascertain the risk profile for managing and mitigating risks, during the financial year, the Audit Committee has conducted, with the assistance of the Internal Auditor, an Enterprise Risk Assessment to assess the Group's overall enterprise risks. The AC has also adopted the risk management based on the recommended framework that has been developed for the Group. The framework will assist management to better manage risks in its pursuit of achieving the Company's objectives.

## Whistle Blowing Service

The AC has set up, with the assistance of an outsourced, independent and anonymous external whistleblower service, confidential communication channels that provide an effective means for employees to anonymously report workplace misconduct such as theft, fraud, dishonesty, harassment, unethical behaviour and workplace safety.

This service has been rolled out in Singapore and all its overseas subsidiaries.

## COMMUNICATION WITH SHAREHOLDERS

The Board is mindful of the obligation to provide timely and fair disclosure of material information. The annual and half-yearly financial results and other price sensitive information and notices are announced through SGXNET. The Company does not practice selective disclosure. All shareholders of the Company receive the Annual Report and Notice of Annual General Meeting ("AGM"). At the AGM, shareholders are given the opportunity to air their views and to ask the Directors questions regarding the Company and the Group.

# Corporate Governance

## DEALING IN SECURITIES

The Company has issued a policy note to its Directors and key employees, setting out the implications of insider trading and the principles expounded by the Best Practices Guide of the SGX-ST. The Directors and key employees of the Company have been advised of the internal code of conduct on dealings in the securities of the Company accordingly. The internal code prohibits dealings in securities of the Company by Directors and employees while in possession of price-sensitive information, and during the period beginning one month before the announcement of the half-year and full-year results and ending on the day after date of announcement.

It also discourages dealings on short-term considerations. Directors are required to report securities dealings to the Company Secretary who will assist in making the necessary announcements.

## MATERIAL CONTRACTS

There were no material contracts of the Company or its subsidiaries involving the interests of the Chief Executive Officer (as defined in the SGXST Listing Manual), each Director or Controlling Shareholder, either still subsisting at the end of the financial year or if not then subsisting, entered into since the end of the previous financial year except for Directors' emoluments and interested person transactions as disclosed in Notes \_\_ and \_\_ of the financial statements.

## INTERESTED PERSON TRANSACTIONS

The interested person transactions conducted under the mandate and with other interested persons during the year in review are set out in the table below.

| <b>Name of Interested Person<br/>(\$'000)</b>                   | <b>Aggregate value of all<br/>interested person transactions<br/>during the financial year under<br/>review (excluding transactions less<br/>than \$100,000 and transactions<br/>under shareholder mandate pursuant<br/>to Rule 920 of the SGX Listing Manual</b> | <b>Aggregate value of all<br/>interested person transactions<br/>conducted under shareholders<br/>mandate pursuant to Rule 920 of<br/>the SGX Listing Manual excluding<br/>transactions less than \$100,000)</b> |
|---|---|--|
| Sales of goods and services<br>to companies of ARRK Corporation | -   | 105  |
| Sale of Club membership to a director                           | 285   | -  |

# Report of the Directors

The directors present their report together with the audited consolidated financial statements of the group and balance sheet and statement of changes in equity of the company for the financial year ended March 31, 2008.

## 1 DIRECTORS

The directors of the company in office at the date of this report are:

Boone Quek Howe Sear

Wong Vee Tong

David Chia Tian Bin

Ng Jwee Phuan @ Frederick (Eric)

Yoshiteru Miura

Jeffery Tan Eng Heong

## 2 ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement whose object is to enable the directors of the company to acquire benefits by means of the acquisition of shares or debentures in the company or any other body corporate, except for the options mentioned in paragraph 3 and 5 of the Report of the Directors.

## 3 DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The directors of the company holding office at the end of the financial year had no interests in the share capital and debentures of the company and related corporations as recorded in the register of directors' shareholdings kept by the company under Section 164 of the Singapore Companies Act except as follows:

| Name of director<br>and company in<br>which interests are held | Shareholdings registered<br>in name of director |                   | Shareholdings in which directors<br>are deemed to have an interest |                               |
|--|---|-------------------|--|-------------------------------|
|  | At beginning<br>of year                         | At end<br>of year | At beginning<br>of year  | At end<br>of year             |
| <b><u>Avaplas Ltd</u></b>                                      |   |                   |  |                               |
|  |   |                   |  | <b><u>Ordinary shares</u></b> |
| Boone Quek Howe Sear   | 88,174,792                                      | 88,174,792        | 862,000  | 862,000                       |
| Wong Vee Tong  | 840,000   | 1,440,000         | -  | -                             |
| Ng Jwee Phuan @ Frederick (Eric)                               | -   | -                 | 20,000   | 20,000                        |

# Report of the Directors

## 3 DIRECTORS' INTERESTS IN SHARES AND DEBENTURES (Cont'd)

By virtue of Section 7 of the Singapore Companies Act, Boone Quek Howe Sear is deemed to have an interest in all the ordinary shares of the company's wholly owned subsidiaries.

| Name of director and company in which interests are held | Shareholdings registered in name of director |                |
|--|--|----------------|
|  | At beginning of year                         | At end of year |
| <b>Avaplas Ltd</b>                                       |  |                |
|  | Options to subscribe for ordinary shares     |                |
| Boone Quek Howe Sear                                     | 1,080,000                                    | 1,440,000      |
| Wong Vee Tong  | 945,000                                      | 1,260,000      |
| David Chia Tian Bin                                      | 175,500                                      | 234,000        |
| Ng Jwee Phuan @ Frederick (Eric)                         | 175,500                                      | 234,000        |
| Jeffery Tan Eng Heong                                    | -  | 58,500         |
| <b>Avaplas (Thailand) Limited</b>                        |  |                |
|  | Ordinary shares of THB100 each               |                |
| Boone Quek Howe Sear                                     | 1*   | 1*             |
| Wong Vee Tong  | 1*   | 1*             |
| David Chia Tian Bin                                      | 1*   | 1*             |
| Ng Jwee Phuan @ Federick (Eric)                          | 1*   | 1*             |
| Yoshiteru Miura  | 1*   | 1*             |
| Jeffery Tan Eng Heong                                    | 1*   | 1*             |
| <b>ARRK Corporation</b>                                  |  |                |
|  | Ordinary shares                              |                |
| Boone Quek Howe Sear                                     | 6,000  | 15,200         |

\* Held in trust on behalf of the company

The directors' interests in the shares and options of the company at April 21, 2008 were the same at March 31, 2008 with exception of Wong Vee Tong who held 2,240,000 ordinary shares at April 21, 2008.

## 4 DIRECTORS' RECEIPT AND ENTITLEMENT TO CONTRACTUAL BENEFITS

Since the beginning of the financial year, no director has received or become entitled to receive a benefit which is required to be disclosed under Section 201(8) of the Singapore Companies Act, by reason of a contract made by the company or a related corporation with the director or with a firm of which he is a member, or with a company in which he has a substantial financial interest except for salaries, bonuses and other benefits as disclosed in the financial statements. Certain directors received remuneration from related corporations in their capacity as directors and/or executives of those related corporations.

# Report of the Directors

## 5 SHARE OPTIONS

### (a) Options to take up unissued shares

The Avaplas Ltd Share Option Plan and Avaplas Ltd Restricted Stock Plan (the "Scheme") in respect of unissued ordinary shares in the company was approved by the shareholders of the company at an Extraordinary General Meeting held on August 23, 2001.

Particulars of the options granted in 2001 under the Scheme were set out in the circular dated August 7, 2001.

The scheme is administered by the Remuneration Committee whose members are:

Ng Jwee Phuan @ Frederick (Eric) (Chairman)  
David Chia Tian Bin  
Jeffery Tan Eng Heong

None of the executive directors and employees of the group who participated in the Scheme has received 5% or more of the total number of shares available under the Scheme. There are no options granted to any of the company's controlling shareholders or their associates except for Mr Boone Quek Howe Sear as shown in paragraph (c) below.

#### Share Option Plan

Options may be granted at an amount equal to the greater of a price which is equivalent to the market price or the nominal value of the shares.

The subscription price shall be the volume-weighted average price of the shares for the three (3) consecutive Trading Days immediately preceding the relevant date of grant in relation to an option granted to an employee or a non-executive director who is not a controlling shareholder or an associate of a controlling shareholder.

In relation to an option granted to an employee or a non-executive director who is a controlling shareholder or an associate of a controlling shareholder, the subscription price shall be the volume-weighted average price of the shares for the three (3) consecutive trading days immediately preceding the date of the general meeting of the company seeking approval for the grant of the option to such an employee or non-executive director.

An option granted may be exercised by an employee in a period commencing on the first anniversary of the date of grant and ending on the day immediately preceding the tenth anniversary of the date of grant. In relation to an option granted to non-executive director, the option may be exercised in a period commencing on the first anniversary of the date of grant and ending on the day immediately preceding the fifth anniversary of the date of grant.

The vesting schedule in the period commencing from the first anniversary of the date of grant of the options will be as follows:

- |       |                      |   |                                     |
|-------|----------------------|---|-------------------------------------|
| [i]   | 1 <sup>st</sup> year | : | Up to 40%                           |
| [ii]  | 2 <sup>nd</sup> year | : | Up to 70% (including [i] above)     |
| [iii] | 3 <sup>rd</sup> year | : | 100% (including [i] and [ii] above) |

# Report of the Directors

## 5 SHARE OPTIONS (Cont'd)

- (a) Options to take up unissued shares (Cont'd)

### Restricted Stock Plan

The Restricted Stock Plan is designed to recruit and retain key executives for a certain minimum period of time and the award of fully-paid shares will be made to the executives, when and after pre-determined service conditions (for time-based awards) or service and performance conditions (for performance-related awards), are accomplished.

Awards represent the right of a participant to receive fully-paid shares free of consideration, upon the expiry of the prescribed vesting periods and, in the case of performance-related awards, provided that certain prescribed performance targets are met. The vesting schedule applied to the Share Option Plan applies to the Restricted Stock Plan also.

Except for the above, no other options were granted by the company or any subsidiary during the financial year.

- (b) Options exercised

During the financial year, there were no shares of the company or any corporation in the group issued by virtue of the exercise of an option to take up unissued shares.

- (c) Unissued shares under option

### Share Option Plan

The maximum number of shares to be issued to eligible employees under the Scheme shall not exceed 15% of the issued share capital of the company on the day preceding the relevant date of grant. The number of outstanding share options under the scheme are as follows:

| Date of grant | Balance at April 1, 2007 | Number of options to subscribe for ordinary shares |           |                  | Balance at March 31, 2008 | Exercise price | Exercise period                |
|---------------|--------------------------|--|-----------|------------------|---------------------------|----------------|--------------------------------|
|               |                          | Granted  | Exercised | Lapsed           |                           |                |                                |
| July 22, 2004 | 2,234,250                | -  | -         | (54,000)         | 2,180,250                 | \$0.186        | July 22, 2005 to July 21, 2014 |
| July 22, 2004 | 175,500                  | -  | -         | -                | 175,500                   | \$0.186        | July 22, 2005 to July 21, 2009 |
| July 20, 2006 | 2,916,000                | -  | -         | (108,000)        | 2,808,000                 | \$0.100        | July 20, 2007 to July 19, 2016 |
| July 20, 2006 | 175,500                  | -  | -         | -                | 175,500                   | \$0.100        | July 20, 2007 to July 19, 2011 |
| July 23, 2007 | -                        | 2,434,500  | -         | (76,500)         | 2,358,000                 | \$0.180        | July 23, 2008 to July 22, 2017 |
| July 23, 2007 | -                        | 175,500  | -         | -                | 175,500                   | \$0.180        | July 23, 2008 to July 22, 2012 |
|               | <u>5,501,250</u>         | <u>2,610,000</u>                                   | <u>-</u>  | <u>(238,500)</u> | <u>7,872,750</u>          |                |                                |

# Report of the Directors

## 5 SHARE OPTIONS (Cont'd)

### (c) Unissued shares under option (Cont'd)

The information on directors of the company participating in the Scheme is as follows:

| Name of director      | Options granted during the financial year | Aggregate options granted since commencement of the Scheme to the end of financial year | Aggregate options exercised since commencement of the Scheme to the end of financial year | Aggregate options lapsed since commencement of the Scheme to the end of financial year | Aggregate options outstanding as at the end of financial year |
|-----------------------|---|---|---|--|---|
| Boone Quek Howe Sear  | 360,000                                   | 2,520,000   | (1,080,000)   | -  | 1,440,000   |
| Wong Vee Tong         | 315,000                                   | 2,835,000   | (1,575,000)   | -  | 1,260,000   |
| David Chia Tian Bin   | 58,500                                    | 526,500   | (292,500)   | -  | 234,000   |
| Ng Jwee Phuan         | 58,500                                    | 526,500   | (292,500)   | -  | 234,000   |
| @ Frederick (Eric)    |   |   |   |  |   |
| Jeffery Tan Eng Heong | 58,500                                    | 58,500  | -   | -  | 58,500  |

### Restricted Stock Plan

On June 10, 2005, the company approved the award of 2 million ordinary shares under the Avaplas Ltd's Restricted Stock Plan in 3 tranches to Mr Wong Vee Tong as follows:

| Name of director | Balance at April 1, 2007 | Granted | Vested    | Balance at March 31, 2008 | Vesting period |
|------------------|--------------------------|---------|-----------|---------------------------|----------------|
| Wong Vee Tong    | 1,400,000                | -       | (600,000) | 800,000                   | 2006 to 2008   |

## 6 AUDIT COMMITTEE

The Audit Committee of the company is chaired by David Chia Tian Bin, and includes Ng Jwee Phuan @ Frederick (Eric) and Jeffery Tan Eng Heong, all of whom are non-executive directors. The Audit Committee has met 3 times since the last Annual General Meeting ("AGM") and has reviewed the following, where relevant, with the executive directors and external and internal auditors of the company:

- the audit plans and results of the external and internal auditors' examination and evaluation of the group's systems of internal accounting controls;
- the group's financial and operating results and accounting policies;
- the balance sheet and the statement of changes in equity of the company and the consolidated financial statements of the group before their submission to the directors of the company and the external auditors' report on those financial statements;
- the half-yearly and annual announcements as well as the related press releases on the results and financial position of the company and the group;
- the co-operation and assistance given by the management to the group's external auditors; and
- the re-appointment of the external auditors of the group.

# Report of the Directors

## 6 AUDIT COMMITTEE (Cont'd)

The Audit Committee has full access to and has the co-operation of the management and has been given the resources required for it to discharge its function properly. It also has full discretion to invite any director and executive officer to attend its meetings. The external and internal auditors have unrestricted access to the Audit Committee.

The Audit Committee has recommended to the directors the nomination of Deloitte & Touche LLP for re-appointment as external auditors of the company at the forthcoming AGM of the company.

## 7 AUDITORS

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

ON BEHALF OF THE DIRECTORS

Boone Quek Howe Sear

Wong Vee Tong

July 11, 2008



# Independent Auditors' Report to the members of Avaplas Ltd

We have audited the accompanying financial statements of Avaplas Ltd (the company) and its subsidiaries (the group) which comprise the balance sheets of the group and the company as at March 31, 2008, the profit and loss statement, statement of changes in equity and cash flow statement of the group and the statement of changes in equity of the company for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 32 to 76.

## **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Singapore Companies Act, Cap. 50 (the "Act") and Singapore Financial Reporting Standards. This responsibility includes: 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 profit and loss account and balance sheets and to maintain accountability of assets; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

## **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Opinion**

In our opinion,

- a) the 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 Act and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the group and of the company as at March 31, 2008 and of the results, changes in equity and cash flows of the group and changes in equity of the company for the year ended on that date; and
- b) the accounting and other records required by the Act to be kept by the company have been properly kept in accordance with the provisions of the Act.

Deloitte & Touche LLP  
Public Accountants and  
Certified Public Accountants  
Singapore

Ho Kok Yong  
Partner  
Appointed on August 22, 2005

July 11, 2008

# Balance Sheets

March 31, 2008

|                                      | Note | Group         |               | Company       |               |
|--------------------------------------|------|---------------|---------------|---------------|---------------|
|                                      |      | 2008          | 2007          | 2008          | 2007          |
|                                      |      | \$'000        | \$'000        | \$'000        | \$'000        |
| <b>ASSETS</b>                        |      |               |               |               |               |
| <b>Current assets</b>                |      |               |               |               |               |
| Cash and bank balances               | 7    | 6,502         | 6,657         | 4,733         | 4,753         |
| Trade receivables                    | 8    | 10,824        | 14,687        | 10,241        | 12,303        |
| Amount due from subsidiaries         | 9    | -             | -             | -             | 759           |
| Other receivables and prepayments    | 10   | 1,073         | 933           | 479           | 417           |
| Inventories                          | 11   | 5,813         | 5,763         | 1,130         | 1,508         |
| <b>Total current assets</b>          |      | <b>24,212</b> | <b>28,040</b> | <b>16,583</b> | <b>19,740</b> |
| <b>Non-current assets</b>            |      |               |               |               |               |
| Goodwill on consolidation            | 12   | 831           | 831           | -             | -             |
| Property, plant and equipment        | 13   | 20,044        | 24,219        | 4,437         | 8,186         |
| Subsidiaries                         | 14   | -             | -             | 16,899        | 14,420        |
| Associates                           | 15   | 4,898         | 4,826         | 4,915         | 4,884         |
| Club memberships                     | 16   | 72            | 136           | 72            | 136           |
| Amounts due from subsidiaries        | 9    | -             | -             | 15,613        | 13,503        |
| Deferred tax assets                  | 17   | 634           | 577           | -             | -             |
| <b>Total non-current assets</b>      |      | <b>26,479</b> | <b>30,589</b> | <b>41,936</b> | <b>41,129</b> |
| <b>Total assets</b>                  |      | <b>50,691</b> | <b>58,629</b> | <b>58,519</b> | <b>60,869</b> |
| <b>LIABILITIES AND EQUITY</b>        |      |               |               |               |               |
| <b>Current liabilities</b>           |      |               |               |               |               |
| Amount due to bankers                | 18   | 7,241         | 4,181         | 7,241         | 4,181         |
| Trade payables                       | 19   | 8,611         | 12,900        | 18,242        | 17,055        |
| Other payables and accruals          | 20   | 3,205         | 2,363         | 2,513         | 1,686         |
| Income tax payable                   |      | 30            | 150           | 27            | 147           |
| <b>Total current liabilities</b>     |      | <b>19,087</b> | <b>19,594</b> | <b>28,023</b> | <b>23,069</b> |
| <b>Non-current liabilities</b>       |      |               |               |               |               |
| Amount due to bankers                | 18   | 3,687         | 6,089         | 3,687         | 6,089         |
| Deferred tax liabilities             | 17   | 1,266         | 1,588         | 887           | 1,261         |
| <b>Total non-current liabilities</b> |      | <b>4,953</b>  | <b>7,677</b>  | <b>4,574</b>  | <b>7,350</b>  |
| <b>Capital and reserves</b>          |      |               |               |               |               |
| Share capital                        | 21   | 20,659        | 20,605        | 20,659        | 20,605        |
| Share-based payments reserve         | 22   | 247           | 151           | 247           | 151           |
| Translation reserve                  |      | (20)          | 77            | -             | -             |
| Retained earnings                    |      | 5,765         | 10,525        | 5,016         | 9,694         |
| <b>Total equity</b>                  |      | <b>26,651</b> | <b>31,358</b> | <b>25,922</b> | <b>30,450</b> |
| <b>Total liabilities and equity</b>  |      | <b>50,691</b> | <b>58,629</b> | <b>58,519</b> | <b>60,869</b> |

See accompanying notes to financial statements.

# Consolidated Profit and Loss Statement Year ended March 31, 2008

|   | Note | Group          |                |
|---|------|----------------|----------------|
|   |      | 2008<br>\$'000 | 2007<br>\$'000 |
| <b>Revenue</b>                                    | 23   | 64,145         | 65,203         |
| Cost of sales                                     |      | (60,745)       | (59,235)       |
| <b>Gross profit</b>                               |      | 3,400          | 5,968          |
| Other operating income                            | 24   | 1,146          | 639            |
| Distribution costs                                |      | (732)          | (443)          |
| Administrative expenses                           | 25   | (6,753)        | (5,946)        |
| Other operating expenses                          | 26   | (1,119)        | (159)          |
| Finance costs                                     | 27   | (520)          | (488)          |
| Share of profit of associates                     | 15   | 211            | 184            |
| Loss on disposal of property, plant and equipment |      | (42)           | (59)           |
| <b>Loss before income tax</b>                     | 28   | (4,409)        | (304)          |
| Income tax  | 29   | 146            | 605            |
| <b>(Loss) Profit for the year</b>                 |      | (4,263)        | 301            |
| <b>Earnings per share</b>                         |      |                |                |
| -Basic (cents)                                    | 30   | (1.72)         | 0.12           |

See accompanying notes to financial statements.

# Statements of Changes in Equity Year ended March 31, 2008

|   | Note | Share capital<br>\$'000 | Share-based<br>payments<br>reserve<br>\$'000 | Translation<br>reserve<br>\$'000 | Retained<br>earnings<br>\$'000 | Total<br>\$'000 |
|---|------|-------------------------|--|----------------------------------|--------------------------------|-----------------|
| <u>Group</u>  |      |                         |  |                                  |                                |                 |
| Balance at April 1, 2006  |      | 20,545                  | 62   | (72)                             | 10,720                         | 31,255          |
| Exchange differences arising on translation of foreign operations representing net income recognised directly in equity |      | -                       | -  | 149                              | -                              | 149             |
| Profit for the year   |      | -                       | -  | -                                | 301                            | 301             |
| Total recognised income and expense for the year  |      | -                       | -  | 149                              | 301                            | 450             |
| Recognition of share-based payments   | 22   | -                       | 89   | -                                | -                              | 89              |
| Dividends paid  | 31   | -                       | -  | -                                | (496)                          | (496)           |
| Issue of shares   | 21   | 60                      | -  | -                                | -                              | 60              |
| Balance as at March 31, 2007  |      | 20,605                  | 151  | 77                               | 10,525                         | 31,358          |
| Exchange differences arising on translation of foreign operations representing net income recognised directly in equity |      | -                       | -  | (97)                             | -                              | (97)            |
| Loss for the year   |      | -                       | -  | -                                | (4,263)                        | (4,263)         |
| Total recognised income and expense for the year  |      | -                       | -  | (97)                             | (4,263)                        | (4,360)         |
| Recognition of share-based payments   | 22   | -                       | 96   | -                                | -                              | 96              |
| Dividends paid  | 31   | -                       | -  | -                                | (497)                          | (497)           |
| Issue of shares   | 21   | 54                      | -  | -                                | -                              | 54              |
| Balance as at March 31, 2008  |      | 20,659                  | 247  | (20)                             | 5,765                          | 26,651          |

# Statements of Changes in Equity Year ended March 31, 2008

|  | Note | Share<br>capital<br>\$'000 | Share-<br>based<br>payments<br>reserve<br>\$'000 | Retained<br>earnings<br>\$'000 | Total<br>\$'000 |
|--|------|----------------------------|--|--------------------------------|-----------------|
| <u>Company</u>                         |      |                            |  |                                |                 |
| Balance at April 1, 2006               |      | 20,545                     | 62   | 10,892                         | 31,499          |
| Loss for the year                      |      | -                          | -  | (702)                          | (702)           |
| Recognition of share-based<br>payments | 22   | -                          | 89   | -                              | 89              |
| Dividends paid                         | 31   | -                          | -  | (496)                          | (496)           |
| Issue of shares                        | 21   | 60                         | -  | -                              | 60              |
| Balance at March 31, 2007              |      | 20,605                     | 151  | 9,694                          | 30,450          |
| Loss for the year                      |      | -                          | -  | (4,181)                        | (4,181)         |
| Recognition of share-based<br>payments | 22   | -                          | 96   | -                              | 96              |
| Dividends paid                         | 31   | -                          | -  | (497)                          | (497)           |
| Issue of shares                        | 21   | 54                         | -  | -                              | 54              |
| Balance at March 31, 2008              |      | 20,659                     | 247  | 5,016                          | 25,922          |

See accompanying notes to financial statements

# Consolidated Cash Flow Statement

Year ended March 31, 2008

|   | Group   |         |
|---|---------|---------|
|   | 2008    | 2007    |
|   | \$'000  | \$'000  |
| <b>Operating activities</b>   |         |         |
| Loss before income tax  | (4,409) | (304)   |
| Adjustments for:  |         |         |
| Impairment of property, plant and equipment                                   | 580     | -       |
| Gain on disposal of club membership   | (221)   | -       |
| Depreciation of property, plant and equipment                                 | 4,783   | 4,630   |
| Expenses relating to share appreciation rights under<br>Restricted Stock Plan | 66      | 66      |
| Share option expenses   | 96      | 89      |
| Provision for retirement benefits   | 50      | -       |
| Interest income   | (145)   | (214)   |
| Interest expense  | 520     | 488     |
| Loss on disposal of property, plant and equipment                             | 42      | 59      |
| Share of profit of associates   | (211)   | (184)   |
| Allowance for slow-moving inventories   | 267     | 1       |
| Effects of foreign exchange rate changes                                      | (20)    | 69      |
| Operating cash flows before movements in working capital                      | 1,398   | 4,700   |
|   |         |         |
| Inventories   | (317)   | (2,081) |
| Trade receivables   | 3,863   | (2,198) |
| Other receivables and prepayments   | 19      | 882     |
| Trade payables  | (4,289) | 2,652   |
| Other payables and accruals   | 780     | (1,414) |
| Cash generated from operations  | 1,454   | 2,541   |
|   |         |         |
| Income tax paid   | (353)   | (1,213) |
| Interest received   | 145     | 214     |
| Interest paid   | (520)   | (488)   |
| Net cash from operating activities  | 726     | 1,054   |

# Consolidated Cash Flow Statement

Year ended March 31, 2008

|   | Group        |              |
|---|--------------|--------------|
|   | 2008         | 2007         |
|   | \$'000       | \$'000       |
| <b>Investing activities</b>                         |              |              |
| Dividends received from an associate                | 170          | 238          |
| Purchase of property, plant and equipment           | (1,601)      | (3,833)      |
| Associates  | (31)         | (4,884)      |
| Proceeds from sale of property, plant and equipment | 423          | 76           |
| Net cash used in investing activities               | (1,039)      | (8,403)      |
| <b>Financing activities</b>                         |              |              |
| Dividends paid                                      | (497)        | (496)        |
| Fixed deposits pledged                              | (2)          | (20)         |
| Payment for finance lease                           | -            | (13)         |
| New loans   | 3,190        | 5,310        |
| Repayment of bank loans                             | (2,532)      | (5,435)      |
| Net cash from (used in) financing activities        | 159          | (654)        |
| Net decrease in cash and cash equivalents           | (154)        | (8,003)      |
| Cash and cash equivalents at beginning of year      | 6,602        | 14,593       |
| Effects of foreign exchange rate changes            | (3)          | 12           |
| <b>Cash and cash equivalents at end of year</b>     | <b>6,445</b> | <b>6,602</b> |
| <u>Cash and cash equivalents consist of:</u>        |              |              |
| Cash and bank balances (Note 7)                     | 6,502        | 6,657        |
| Less: Fixed deposits pledged                        | (57)         | (55)         |
| Net   | 6,445        | 6,602        |

See accompanying notes to financial statements.

# Notes to Financial Statements March 31, 2008

## 1 GENERAL

The company (Registration No. 199301788C) is incorporated in Singapore with its principal place of business and registered office at 19 Changi South Street 1, Changi South Industrial Estate, Singapore 486779. The company is listed on the Catalist (Non-sponsored) (2007: Singapore Exchange Securities Trading Limited Dealing and Automated Quotation System). The financial statements are expressed in Singapore dollars which is the functional currency of the company and presentation currency for the consolidated financial statements.

The principal activities of the company are the manufacturing and sales of precision engineering plastic injection moulding and its secondary processes as well as the sub-assembly and sale of plastic components. The principal activities of the subsidiaries and associates are described in Note 14 and 15 to the financial statements.

The consolidated financial statements of the group and balance sheet and statement of changes in equity of the company for the year ended March 31, 2008 were authorised for issue by the Board of Directors on July 11, 2008.

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**BASIS OF ACCOUNTING** – The financial statements are prepared in accordance with the historical cost convention, except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Singapore Companies Act and Singapore Financial Reporting Standards (“FRS”).

**ADOPTION OF NEW AND REVISED FINANCIAL REPORTING STANDARDS** - In the current financial year, the group has adopted all the new and revised FRSs and Interpretations of FRS (“INT FRS”) that are relevant to its operations and effective for annual periods beginning on or after April 1, 2007. The adoption of these new/revised FRSs and INT FRSs does not result in changes to the group’s and company’s accounting policies and has no material effect on the amounts reported for the current or prior years except as disclosed below and in the notes to the financial statements.

FRS 107 - Financial Instruments: Disclosures; and  
Amendments to FRS 1 Presentation of Financial Statements relating to capital disclosures.

The group has adopted FRS 107 with effect from annual periods beginning on or after April 1, 2007. The new standard has resulted in an expansion of the disclosures in these financial statements regarding the group’s financial instruments. The group has also presented information regarding its objectives, policies and processes for managing capital (see Note 4) as required by the amendments to FRS 1 which are effective from annual periods beginning on or after April 1, 2007.

At the date of authorisation of these financial statements, the management has considered and anticipated that the adoption of the FRSs, INT FRSs and amendments to FRS that were in issue, but not yet effective until future periods, will not have a material impact on the financial statements of the group and the company in the period of their initial adoption.



# Notes to Financial Statements March 31, 2008

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

**BASIS OF CONSOLIDATION** - The consolidated financial statements incorporate the financial statements of the company and entities (including special purpose entities) controlled by the company (its subsidiaries). Control is achieved where the company has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired or disposed of during the year are included in the consolidated profit and loss statement from the effective date of acquisition or up to the effective date of disposal, as appropriate.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by other members of the group.

All intra-group transactions, balances, income and expenses are eliminated on consolidation.

In the company's financial statements, interests in subsidiaries and associates are carried at cost less any impairment in net recoverable value that has been recognised in the profit and loss statement.

**BUSINESS COMBINATIONS** - The acquisition of subsidiaries is accounted for using the purchase method. The cost of the acquisition is measured at the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the group in exchange for control of the acquiree, plus any costs directly attributable to the business combination. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under FRS 103 are recognised at their fair values at the acquisition date.

Goodwill arising on acquisition is recognised as an asset and initially measured at cost, being the excess of the cost of the business combination over the group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised. If, after reassessment, the group's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities exceeds the cost of the business combination, the excess is recognised immediately in profit and loss statement.

**FINANCIAL INSTRUMENTS** - Financial assets and financial liabilities are recognised on the group's balance sheet when the group becomes a party to the contractual provisions of the instrument.

### Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period.

# Notes to Financial Statements March 31, 2008

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

### Financial assets

#### Loans and receivables

Trade and other receivables and amount due from subsidiaries that have fixed or determinable payments that are not quoted in an active market are classified as "loans and receivables". Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate method, except for short-term receivables when the recognition of interest would be immaterial.

#### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits less fixed deposits pledged and are subject to an insignificant risk of changes in value.

#### Impairment of financial assets

Financial assets are assessed for indicators of impairment at each balance sheet date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been impacted. For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of receivables where the carrying amount is reduced through the use of an allowance account. When a receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited to profit and loss statement. Changes in the carrying amount of the allowance account are recognised in profit and loss statement.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed through profit or loss to the extent the carrying amount of the investment at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

#### Derecognition of financial assets

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

# Notes to Financial Statements March 31, 2008

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

### **Financial liabilities and equity instruments**

#### Classification as debt or equity

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

#### Equity instruments

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

#### Bank borrowings

Interest-bearing bank borrowings are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the group's accounting policy for borrowing costs.

#### Other financial liabilities

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest rate method, with interest expense recognised on an effective yield basis.

#### Derecognition of financial liabilities

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

#### Derivative financial instruments

The group's activities expose it primarily to the financial risks of changes in foreign exchange rates and interest rates.

The group uses derivative financial instruments (primarily interest rate swap) to hedge its interest rate risk relating to bank loans. The group does not use any financial derivative instrument to manage its foreign exchange rates exposure.

The use of financial derivatives is governed by the group's policies approved by the board of directors, which provide written principles on the use of financial derivatives consistent with the group's risk management strategy. The group does not use derivative financial instruments for speculative purposes.

Derivative financial instruments are initially measured at fair value on the trade date, and are remeasured to fair value at subsequent reporting dates. All changes in fair value are taken to the profit and loss statement.

# Notes to Financial Statements March 31, 2008

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

### Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument. A financial guarantee contract issued by the company and not designated as at fair value through profit and loss statement is recognised initially at its fair value less transaction costs that are directly attributable to the issue of the financial guarantee contract. Subsequent to initial recognition, the company measures the financial guarantee contract at the higher of: (i) the amount determined in accordance with FRS 37, Provisions, Contingent Liabilities and Contingent Assets; and (ii) the amount initially recognised less, when appropriate, cumulative amortisation recognition with FRS 18 Revenue.

**LEASES** - Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

### The group as lessor

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which use benefit derived from the leased asset is diminished. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

### The group as lessee

Rentals payable under operating leases are charged to profit or loss on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

**INVENTORIES** - Inventories are stated at the lower of cost and net realisable value. Costs incurred in bringing each product to its present location and conditions are accounted as follows:

- Raw materials, packing materials and supplies – purchase cost on a first-in first-out basis; and
- Finished products – cost of direct material, labour and a proportion of manufacturing overheads based on normal operating capacity.

Net realisable value is calculated as the estimated selling price less all further costs of production and the related costs of marketing, selling and distribution.

# Notes to Financial Statements March 31, 2008

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

**PROPERTY, PLANT AND EQUIPMENT** - Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated using the straight-line method to write off the cost of the assets over their estimated useful lives which are as follows:

|                                   |   |               |
|-----------------------------------|---|---------------|
| Plant, machinery and tools        | - | 5 to 10 years |
| Automation equipment and computer | - | 5 to 10 years |
| Furniture and fittings            | - | 10 years      |
| Office equipment                  | - | 10 years      |
| Renovation                        | - | 5 to 10 years |
| Motor vehicles                    | - | 10 years      |

No depreciation is provided on construction-in-progress.

Fully depreciated assets still in use are retained in the financial statements.

The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

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

**GOODWILL** - Goodwill arising on the acquisition of a subsidiary represents the excess of the cost of acquisition over the group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities of the subsidiary recognised at the date of acquisition. Goodwill is initially recognised as an asset at cost and is subsequently measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill is allocated to each of the group's cash-generating units expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

**IMPAIRMENT OF TANGIBLE AND INTANGIBLE ASSETS EXCLUDING GOODWILL** - At each balance sheet date, the group reviews the carrying amounts of its assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

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

# Notes to Financial Statements March 31, 2008

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the profit and loss statement.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the profit and loss statement.

**CLUB MEMBERSHIPS** – Club memberships are stated at cost less any impairment in net recoverable value that has been recognised in the profit and loss statement.

**ASSOCIATES** - An associate is an entity over which the group has significant influence and that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results and assets and liabilities of associates are incorporated in these financial statements using the equity method of accounting. Under the equity method, investments in associates are carried in the consolidated balance sheet at cost as adjusted for post-acquisition changes in the group's share of the net assets of the associate, less any impairment in the value of individual investments. Losses of an associate in excess of the company's interest in that associate (which includes any long-term interests that, in substance, form part of the company's net investment in the associate) are not recognised, unless the company has incurred legal or constructive obligations or made payments on behalf of the associate.

Any excess of the cost of acquisition over the group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities of the associate recognised at the date of acquisition is recognised as goodwill. The goodwill is included within the carrying amount of the investment and is assessed for impairment as part of the investment. Any excess of the group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of acquisition, after reassessment, is recognised immediately in the consolidated profit and loss statement.

Where a group entity transacts with an associate of the group, profits and losses are eliminated to the extent of the group's interest in the relevant associate.

**PROVISIONS** - Provisions are recognised when the group has a present obligation (legal or constructive) as a result of a past event, it is probable that the group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the balance sheet date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

# Notes to Financial Statements March 31, 2008

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

**SHARE-BASED PAYMENTS** - The group issues equity-settled and cash-settled share-based payments to certain employees. Equity-settled share-based payments are measured at fair value of the equity instruments (excluding the effect of non market-based vesting conditions) at the date of grant. Details regarding the determination of the fair value of equity-settled share-based transactions are set out in Note 22. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the group's estimate of the number of equity instruments that will eventually vest and adjusted for the effect of non market-based vesting conditions. At each balance sheet date, the group revises the estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised over the remaining vesting period with a corresponding adjustment to the equity-settled employee benefits reserve.

Fair value is measured using the Binomial pricing model. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions and behavioural considerations.

For cash-settled share-based payments, a liability equal to the portion of the goods or services received is recognised at the current fair value determined at each balance sheet date.

**REVENUE RECOGNITION** - Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates and other similar allowances.

### Sale of goods

Revenue from the sale of goods is recognised when all the following conditions are satisfied:

- the group has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the entity; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

### Rendering of services

Revenue from the rendering of services that are of a short duration is recognised when the services are completed.

### Rental income

Rental income is recognised on a straight line basis over the term of the relevant lease.

### Interest income

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

# Notes to Financial Statements March 31, 2008

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

### Dividend income

Dividend income from investments is recognised when the shareholders' rights to receive payment have been established.

**BORROWING COSTS** - All borrowing costs are recognised in the profit and loss statement in the period in which they are incurred.

**RETIREMENT BENEFIT COSTS** - Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the group's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

For Avaplas (Thailand) Limited, under Thailand labour laws, upon termination by the entity or normal retirement (reaching the retirement age), the employee is entitled to severance pay at the rates ranging from 1 to 10 months basic salary, depending on the length of the employee's service, and reserve is to be made.

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

**INCOME TAX** - Income tax expense represents the sum of the tax currently payable and deferred tax.

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

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

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

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised based on the tax rates (and tax laws) that have been enacted or substantially enacted by the balance sheet date. Deferred tax is charged or credited to the profit and loss statement, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity.



# Notes to Financial Statements March 31, 2008

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the group intends to settle its current tax assets and liabilities on a net basis.

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

**FOREIGN CURRENCY TRANSACTIONS AND TRANSLATION** - The individual financial statements of each group entity are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The consolidated financial statements of the group and the balance sheet of the company are presented in Singapore dollars, which is the functional currency of the company, and the presentation currency for the consolidated financial statements.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency are recorded at the rates of exchange prevailing on the date of the transaction. At each balance sheet date, monetary items denominated in foreign currencies are retranslated at the rates prevailing on the balance sheet date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

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

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

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

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

# Notes to Financial Statements March 31, 2008

## 3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the entity's accounting policies, which are described in Note 2, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

### *Critical judgments in applying the entity's accounting policies*

The management is of the opinion that any instances of application of judgements (other than those arising from estimates discussed below) are not expected to have a significant effect on the amounts recognised in the financial statements.

### *Key sources of estimation uncertainty*

The key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

#### Allowances for inventories

Management reviews the inventory listing on a periodic basis. This review involves comparison of the carrying value of the inventory items with the respective net realisable value as well as the forecasted demand for the inventories. The purpose is to ascertain whether an allowance is required to be made in the financial statements for any obsolete and slow-moving items. Please see Note 11 to the financial statements for the carrying amount of inventories.

#### Impairment of property, plant and equipment

The management reviews the carrying amount of its property, plant and equipment to determine whether there is any indication of impairment in accordance with the accounting policy stated in Note 2. The recoverable amounts of the assets have been determined based on value-in-use calculations. These calculations require the use of estimates. The carrying amount of the property, plant and equipment is disclosed in Note 13 to the financial statements.

#### Impairment of goodwill on consolidation

Determining whether goodwill on consolidation is impaired requires an estimation of the value in use of the cash-generating units to which such goodwill has been allocated. The value-in-use calculation requires the group to estimate the future cash-flows expected from the cash-generating units and an appropriate discount rate in order to calculate the present value of the future cash-flows. Management has evaluated the recoverability of the goodwill on consolidation based on such estimates and is confident that the carrying amount of such goodwill will be recovered in full. The carrying amount of goodwill on consolidation as March 31, 2008 was \$831,000 (2007 : \$831,000).

# Notes to Financial Statements March 31, 2008

## 3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Cont'd)

### Allowances for doubtful debts

The group makes allowances for doubtful debts based on an assessment of the recoverability of trade and other receivables where events or changes in circumstances indicate that the balances may not be collectible. The identification of doubtful debts require the use of judgement and estimates. Where the expectation is different from the original estimate, such differences will impact the carrying value of trade and other receivables and doubtful debts expenses in the period in which such estimates have been changed. Please see Notes 8 and 10 to the financial statements for the carrying amount of trade receivables.

### Impairment in interests in subsidiaries

Determining whether interests in subsidiaries are impaired requires an estimation of the value in use of the cash-generating units. The value-in-use calculation requires the entity to estimate the future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate present value. The carrying amount of interests in subsidiaries at the balance sheet date was \$16,899,000 (2007 : \$14,420,000) after an impairment loss of \$960,000 (2007 : \$654,000) was recognised by the company for the year.

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT

### (a) *Categories of financial instruments*

The following table sets out the financial instruments as at the balance sheet date:

|   | Group  |        | Company |        |
|---|--------|--------|---------|--------|
|   | 2008   | 2007   | 2008    | 2007   |
|   | \$'000 | \$'000 | \$'000  | \$'000 |
| <b>Financial assets</b>                                     |        |        |         |        |
| Loans and receivables (including cash and cash equivalents) | 17,732 | 21,628 | 30,947  | 31,593 |
| <b>Financial liabilities</b>                                |        |        |         |        |
| <i>Amortised cost:</i>                                      |        |        |         |        |
| Other financial liabilities                                 | 11,816 | 15,263 | 20,755  | 18,741 |
| Bank borrowings   | 10,928 | 10,270 | 10,928  | 10,270 |

### (b) *Financial risk management policies and objectives*

The management of the group monitors and manages the financial risks relating to the operations of the group to minimise adverse potential effects of financial performance. These risks include market risk (including currency risk and interest rate risk), credit risk, liquidity risk and cash flow interest rate risk.

# Notes to Financial Statements March 31, 2008

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (Cont'd)

### (i) Foreign exchange risk management

The carrying amounts of foreign currency denominated monetary assets and monetary liabilities at the reporting date are as follows:

|               | Group       |        |        |        | Company     |        |        |        |
|---------------|-------------|--------|--------|--------|-------------|--------|--------|--------|
|               | Liabilities |        | Assets |        | Liabilities |        | Assets |        |
|               | 2008        | 2007   | 2008   | 2007   | 2008        | 2007   | 2008   | 2007   |
|               | \$'000      | \$'000 | \$'000 | \$'000 | \$'000      | \$'000 | \$'000 | \$'000 |
| United States |             |        |        |        |             |        |        |        |
| dollars       | 10,791      | 14,951 | 15,261 | 19,187 | 21,024      | 20,271 | 24,010 | 24,179 |
| Japanese Yen  | -           | 131    | 101    | 28     | -           | 131    | 101    | 28     |
| Euro          | 34          | 572    | -      | -      | 1           | 504    | 18     | 17     |
| Thai Baht     | -           | -      | -      | -      | 276         | 165    | -      | -      |

The group manages its currency exposure through natural hedging of the foreign currency assets with the liabilities.

The company has a number of investments in foreign subsidiaries, whose net assets are exposed to currency translation risk. The group does not currently designate its foreign currency denominated debt as a hedging instrument for the purpose of hedging the translation of its foreign operations.

### *Foreign currency sensitivity*

The following table details the sensitivity to a 10% increase in the relevant foreign currencies against the functional currency of each group entity. 10% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 10% change in foreign currency rates. The sensitivity analysis includes external loans where they gave rise to an impact on the group's profit and loss statement. A positive number below indicates an increase in profit and loss statement where the functional currency of each group entity strengthens 10% against the relevant currency. For a 10% weakening of the functional currency of each group entity against the relevant currency, there would be an equal and opposite impact on the profit and loss statement.

|                 | US\$ impact |        | JPY impact |        | Euro impact |        | Thai Baht impact |        |
|-----------------|-------------|--------|------------|--------|-------------|--------|------------------|--------|
|                 | 2008        | 2007   | 2008       | 2007   | 2008        | 2007   | 2008             | 2007   |
|                 | \$'000      | \$'000 | \$'000     | \$'000 | \$'000      | \$'000 | \$'000           | \$'000 |
| <u>Group</u>    |             |        |            |        |             |        |                  |        |
| Profit and loss | 447         | 424    | 10         | (10)   | (3)         | (57)   | -                | -      |
| <u>Company</u>  |             |        |            |        |             |        |                  |        |
| Profit and loss | 299         | 391    | 10         | (10)   | 2           | (49)   | (28)             | (17)   |

# Notes to Financial Statements March 31, 2008

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (Cont'd)

### (ii) Interest rate risk management

The group is exposed to interest rate risks due to the fluctuation of the prevailing market interest rate on bank deposits and bank borrowings which carry interest at prevailing market interest rates.

The group's interest rate risks relates primarily to its variable rate bank borrowings which are subject to negotiation on an annual basis (see Note 18). The group currently does not use any derivative contracts to hedge its exposure to interest rate risk except for the use of an interest rate swap (Note 34) to manage the interest rate risk of one of its bank loans. The management will consider hedging significant interest rate exposure should the need arise.

The group's exposures to interest rates on financial liabilities are detailed in the section on liquidity risk management set out below.

#### *Interest rate sensitivity*

The sensitivity analyses below have been determined based on the exposure to interest rates for non-derivative instruments at the balance sheet date. For variable-rate bank borrowings, the analysis is prepared assuming the amount of liability outstanding at the balance sheet date was outstanding for the whole year. A 100 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the possible change in interest rates.

If interest rate had been 100 basis points higher/lower and all other variables were held constant. The group's profit for the year ended March 31, 2008 would decrease/increase by \$109,000 (2007 : \$103,000). This is mainly attributable to the Group's exposure to interest rates on its variable rate borrowings.

### (iii) Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the group. The group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. The group's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by the counterparty limits that are reviewed and approved by the risk management committee annually.

Trade receivables consist of a large number of customers, spread across diverse industries. Ongoing credit evaluation is performed on the financial condition of accounts receivable and, where appropriate, credit guarantee insurance cover is purchased.

The group does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

The carrying amount of financial assets recorded in the financial statements, net off any allowances for losses, represents the group's maximum exposure to credit risk without taking account of the value of any collateral obtained.

Further details of credit risks on trade and other receivables are disclosed in Note 8 and 10 respectively.

# Notes to Financial Statements March 31, 2008

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (Cont'd)

### (iv) Liquidity risk management

In the management of the liquidity risk, the group monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the group's operations and mitigate the effects of fluctuations in cash flows. The management monitors the utilisation of bank borrowings and ensures compliance with loan covenants.

Undrawn facilities are disclosed in Note 18 to the financial statements.

### *Liquidity and interest risk analyses*

#### Non-derivative financial assets

The following table details the expected maturity for non-derivative financial assets. The tables below have been drawn up based on the undiscounted contractual maturities of the financial assets including interest that will be earned on those assets except where the group and the company anticipates that the cash flow will occur in a different period.

|                        | <b>Weighted<br/>average<br/>effective<br/>interest rate</b> | <b>On<br/>demand<br/>or within<br/>1 year</b> | <b>Within<br/>2 to<br/>5 years</b> | <b>Total</b> |
|------------------------|---|---|------------------------------------|--------------|
|                        | %   | \$'000  | \$'000                             | \$'000       |
| <u>GROUP</u>           |   |   |                                    |              |
| <b>2008</b>            |   |   |                                    |              |
| Non-interest bearing   | N/A   | 16,711  | -                                  | 16,711       |
| Variable interest rate | 3%  | 1,021   | -                                  | 1,021        |
| <b>2007</b>            |   |   |                                    |              |
| Non-interest bearing   | N/A   | 20,390  | -                                  | 20,390       |
| Variable interest rate | 4%  | 1,238   | -                                  | 1,238        |
| <u>COMPANY</u>         |   |   |                                    |              |
| <b>2008</b>            |   |   |                                    |              |
| Non-interest bearing   | N/A   | 14,370  | -                                  | 14,370       |
| Fixed interest rate    | 6%  | -   | 15,613                             | 15,613       |
| Variable interest rate | 3%  | 964   | -                                  | 964          |
| <b>2007</b>            |   |   |                                    |              |
| Non-interest bearing   | N/A   | 16,148  | -                                  | 16,148       |
| Fixed interest rate    | 6%  | 759   | 13,503                             | 14,262       |
| Variable interest rate | 4%  | 1,183   | -                                  | 1,183        |

# Notes to Financial Statements March 31, 2008

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (Cont'd)

### Non-derivative financial liabilities

The following table details the remaining contractual maturity for non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the group and company can be required to pay. The table includes both interest and principal cash flows.

|                        | Weighted<br>average<br>effective<br>interest rate | On<br>demand<br>or within<br>1 year | Within<br>2 to<br>5 years | Total  |
|------------------------|---|-------------------------------------|---------------------------|--------|
|                        | %   | \$'000                              | \$'000                    | \$'000 |
| <u>GROUP</u>           |   |                                     |                           |        |
| <b>2008</b>            |   |                                     |                           |        |
| Non-interest bearing   | N/A   | 11,816                              | -                         | 11,816 |
| Variable interest rate | 4.7%  | 7,241                               | 3,687                     | 10,928 |
| <b>2007</b>            |   |                                     |                           |        |
| Non-interest bearing   | N/A   | 15,263                              | -                         | 15,263 |
| Variable interest rate | 4.7%  | 4,181                               | 6,089                     | 10,270 |
| <u>COMPANY</u>         |   |                                     |                           |        |
| <b>2008</b>            |   |                                     |                           |        |
| Non-interest bearing   | N/A   | 20,755                              | -                         | 20,755 |
| Variable interest rate | 4.7%  | 7,241                               | 3,687                     | 10,928 |
| <b>2007</b>            |   |                                     |                           |        |
| Non-interest bearing   | N/A   | 18,741                              | -                         | 18,741 |
| Variable interest rate | 4.7%  | 4,181                               | 6,089                     | 10,270 |

### (v) Fair Value of Financial Assets and Financial Liabilities

The carrying amounts of cash and cash equivalents, trade and other current receivables and payables and other liabilities approximate their respective fair values due to the relatively short-term maturity of these financial instruments. The fair values of other classes of financial assets and liabilities are disclosed in the respective notes to financial statements.

The fair value of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market bid prices and ask prices respectively. The fair value of derivative instruments are calculated using quoted prices.

Management considers that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the financial statements approximate their fair values.

# Notes to Financial Statements March 31, 2008

## 4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (Cont'd)

### (c) *Capital risk management policies and objectives*

The group manages its capital to ensure that entities in the group will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance.

The capital structure of the group consists of debt, which includes the borrowings, cash and cash equivalents and equity attributable to equity holders of the company, comprising paid up capital, reserves and accumulated profits.

The group's management reviews the capital structure on an on-going basis. As part of this review, the management considers the cost of capital and the risks associated with each class of capital. Based on recommendations of the management, the group balances its overall capital structure through the payment of dividends and new share issues as well as the issuance of new debt or the redemption of existing debt.

The group's overall strategy remains unchanged from 2007.

## 5 HOLDING COMPANY AND RELATED COMPANY TRANSACTIONS

The company is a subsidiary of ARRK Corporation, incorporated in Japan, which is also the company's ultimate holding company. Related companies in these financial statements refer to members of the holding company's group of companies.

Some of the company's transactions and arrangements are between members of the group and the effect of these on the basis determined between the parties is reflected in these financial statements. The intercompany balances are unsecured, interest-free and repayable upon demand unless stated otherwise.

With regards to the long-term amounts due from subsidiaries (Note 9), the balance is measured at amortised cost based on prevailing market interest rate. The carrying amount approximates the fair value. The balance is expected to be repayable within 5 years.

Transactions between the company and its subsidiaries, which are related companies of the company, have been eliminated on consolidation and are not disclosed in this note. Details of transactions between the group and other related companies are disclosed below.

### Trading transactions

During the year, group entities entered into the following trading transactions with related companies that are not members of the group:

|                                     | <b>Group</b>  |               |
|-------------------------------------|---------------|---------------|
|                                     | <b>2008</b>   | <b>2007</b>   |
|                                     | <b>\$'000</b> | <b>\$'000</b> |
| Sales of goods to related companies | (105)         | -             |
| Purchases from related companies    | 77            | 64            |



# Notes to Financial Statements March 31, 2008

## 6 OTHER RELATED PARTY TRANSACTIONS

Related parties are entities with common direct or indirect shareholders and/or directors. Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions.

Some of the company's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

### Trading transactions

During the year, group entities entered into the following trading transactions with related parties that are not members of the group:

|  | <b>Group</b> |             |
|--|--------------|-------------|
|  | <b>2008</b>  | <b>2007</b> |
|  | \$'000       | \$'000      |
| Sale of club membership to a director          | (285)        | -           |
| Sale of goods to associates                    | (647)        | (397)       |
| Purchase of goods and services from associates | 805          | 27          |

### *Compensation of directors and key management personnel*

The remuneration of directors and other members of key management during the financial year was as follows:

|                          | <b>Group</b> |              |
|--------------------------|--------------|--------------|
|                          | <b>2008</b>  | <b>2007</b>  |
|                          | \$'000       | \$'000       |
| Short-term benefits      | 3,248        | 2,553        |
| Post-employment benefits | 103          | 76           |
| Termination benefits     | 38           | -            |
| Share-based payments     | 113          | 103          |
|                          | <b>3,502</b> | <b>2,732</b> |

The remuneration of directors and key management is determined by the remuneration committee having regard to the performance of individuals and market trends.

## 7 CASH AND BANK BALANCES

|                | <b>Group</b> |              | <b>Company</b> |              |
|----------------|--------------|--------------|----------------|--------------|
|                | <b>2008</b>  | <b>2007</b>  | <b>2008</b>    | <b>2007</b>  |
|                | \$'000       | \$'000       | \$'000         | \$'000       |
| Cash at bank   | 5,472        | 5,410        | 3,766          | 3,567        |
| Fixed deposits | 1,021        | 1,238        | 964            | 1,183        |
| Cash on hand   | 9            | 9            | 3              | 3            |
| Total          | <b>6,502</b> | <b>6,657</b> | <b>4,733</b>   | <b>4,753</b> |

Cash and bank balances comprise cash held by the group and short-term bank deposits. The carrying amounts of these assets approximate their fair values.

# Notes to Financial Statements March 31, 2008

## 7 CASH AND BANK BALANCES (Cont'd)

Fixed deposits bear interest at an average rate of 3% (2007 : 4%) per annum and are for a tenure of approximately 7 days (2007 : 7 days).

Fixed deposits of \$57,000 (2007: \$55,000) are pledged with a commercial bank as collateral for letter of guarantee issued by the bank.

The group's and company's cash and bank balances that are not denominated in the functional currencies of the respective entities are as follows:

|                       | Group  |        | Company |        |
|-----------------------|--------|--------|---------|--------|
|                       | 2008   | 2007   | 2008    | 2007   |
|                       | \$'000 | \$'000 | \$'000  | \$'000 |
| United States dollars | 5,784  | 5,672  | 4,493   | 4,185  |
| Japanese yen          | 101    | 28     | 101     | 28     |

## 8 TRADE RECEIVABLES

|                        | Group  |        | Company |        |
|------------------------|--------|--------|---------|--------|
|                        | 2008   | 2007   | 2008    | 2007   |
|                        | \$'000 | \$'000 | \$'000  | \$'000 |
| Outside parties        | 10,719 | 14,577 | 5,637   | 8,440  |
| Subsidiaries (Note 14) | -      | -      | 4,499   | 3,753  |
| Associate (Note 15)    | 105    | 110    | 105     | 110    |
|                        | 10,824 | 14,687 | 10,241  | 12,303 |

The group's and company's trade receivables that are not denominated in the functional currencies of the respective entities are as follows:

|                       | Group  |        | Company |        |
|-----------------------|--------|--------|---------|--------|
|                       | 2008   | 2007   | 2008    | 2007   |
|                       | \$'000 | \$'000 | \$'000  | \$'000 |
| United States dollars | 9,477  | 13,427 | 9,127   | 11,580 |
| Euro                  | -      | -      | 18      | 17     |

The group's and company's average credit period on sales of goods is 45 to 60 days (2007: 45 to 60 days). No interest is charged on the overdue trade receivables.

Included in the group's trade receivables balance are debtors with a carrying amount of \$1,372,000 (2007 : \$4,629,000) which are past due at the reporting date for which the group has not provided as there has not been a significant change in credit quality and the amounts are still considered recoverable.

The group does not hold any collateral over these balances. The average age of these receivables are 62 days. (2007 : 82 days).

In determining the recoverability of a trade receivable, the group considers any change in the credit quality of the trade receivable from the date credit was initially granted up to the reporting date. Accordingly, the directors believe that no allowance for doubtful debts is required.

# Notes to Financial Statements March 31, 2008

## 8 TRADE RECEIVABLES (Cont'd)

The table below is an analysis of trade receivables as at balance sheet date:

|                               | Group         |               | Company       |               |
|-------------------------------|---------------|---------------|---------------|---------------|
|                               | 2008          | 2007          | 2008          | 2007          |
|                               | \$'000        | \$'000        | \$'000        | \$'000        |
| Not past due and not impaired | 9,452         | 10,058        | 4,600         | 6,744         |
| Past due but not impaired (i) | 1,372         | 4,629         | 5,641         | 5,559         |
| <b>Total</b>                  | <b>10,824</b> | <b>14,687</b> | <b>10,241</b> | <b>12,303</b> |

(i) Ageing of receivables that are past due but not impaired:

|                       | Group        |              | Company      |              |
|-----------------------|--------------|--------------|--------------|--------------|
|                       | 2008         | 2007         | 2008         | 2007         |
|                       | \$'000       | \$'000       | \$'000       | \$'000       |
| - 60 days to 90 days  | 1,055        | 3,501        | 1,340        | 2,071        |
| - 91 days to 180 days | 281          | 1,115        | 186          | 919          |
| - >180 days           | 36           | 13           | 4,115        | 2,569        |
| <b>Total</b>          | <b>1,372</b> | <b>4,629</b> | <b>5,641</b> | <b>5,559</b> |

## 9 AMOUNT DUE FROM SUBSIDIARIES

|                                      | Company       |               |
|--------------------------------------|---------------|---------------|
|                                      | 2008          | 2007          |
|                                      | \$'000        | \$'000        |
| Interest bearing short-term loan (i) | -             | 759           |
| Interest free long-term loans (ii)   | 15,613        | 13,503        |
| <b>Total</b>                         | <b>15,613</b> | <b>14,262</b> |

(i) In 2007, the amount due from a subsidiary was non-trade in nature, unsecured, bore interest at 6% per annum, repayable upon demand and denominated in United States dollars. This amount was settled during the year.

(ii) As at the end of the financial year, the Company provided interest free loans totalling \$20,894,000 (2007 : \$18,266,000) to its subsidiaries. These loans are discounted at the prevailing interest rate of 6% (2007 : 6%) at inception and based on the expected repayment at the end of the fifth year to derive the fair value of these loans. The difference of \$7,338,000 (2007 : \$6,147,000) between the fair value of the loans granted and the principal amount of the loans has been recognised as a deemed capital contribution in the subsidiaries (Note 14).

The company's amount due from subsidiaries that are not denominated in its functional currency are as follows:

|                       | Company |        |
|-----------------------|---------|--------|
|                       | 2008    | 2007   |
|                       | \$'000  | \$'000 |
| United States Dollars | 10,390  | 8,414  |

# Notes to Financial Statements March 31, 2008

## 10 OTHER RECEIVABLES AND PREPAYMENTS

|                            | Group        |            | Company    |            |
|----------------------------|--------------|------------|------------|------------|
|                            | 2008         | 2007       | 2008       | 2007       |
|                            | \$'000       | \$'000     | \$'000     | \$'000     |
| Security deposits          | 472          | 498        | 56         | 75         |
| Prepayments                | 195          | 151        | 63         | 67         |
| Recoverables               | -            | 81         | -          | 72         |
| Amount due from a director | 285          | -          | 285        | -          |
| Others                     | 121          | 203        | 75         | 203        |
| <b>Total</b>               | <b>1,073</b> | <b>933</b> | <b>479</b> | <b>417</b> |

In 2008, the amount due from a director is unsecured, interest-free and relates to the consideration payable by the director for the purchase of club membership from the company.

In 2007, recoverables which were unsecured and interest-free related to cost incurred on behalf of customers. These were repayable on demand and were settled during the year.

The group's and company's other receivables that are not denominated in the functional currencies of the respective entities are as follows:

|                       | Group  |        | Company |        |
|-----------------------|--------|--------|---------|--------|
|                       | 2008   | 2007   | 2008    | 2007   |
|                       | \$'000 | \$'000 | \$'000  | \$'000 |
| United States dollars | -      | 88     | -       | -      |

## 11 INVENTORIES

|   | Group        |              | Company      |              |
|---|--------------|--------------|--------------|--------------|
|   | 2008         | 2007         | 2008         | 2007         |
|   | \$'000       | \$'000       | \$'000       | \$'000       |
| Finished products, at cost                  | 3,452        | 2,611        | 1,087        | 1,082        |
| Less: Allowance for slow-moving inventories | (325)        | (58)         | (251)        | (39)         |
| Finished products, at net realisable value  | 3,127        | 2,553        | 836          | 1,043        |
| Raw materials, at cost                      | 2,632        | 3,137        | 278          | 436          |
| Packing materials and supplies, at cost     | 54           | 73           | 16           | 29           |
| <b>Total</b>                                | <b>5,813</b> | <b>5,763</b> | <b>1,130</b> | <b>1,508</b> |

The group's and company's cost of inventories recognised as an expense includes \$267,000 and \$212,000 respectively (2007 : \$1,000 and Nil respectively) in respect of write-downs of inventory to net realisable value.

# Notes to Financial Statements March 31, 2008

## 12 GOODWILL ON CONSOLIDATION

|  | <b>Group</b> |             |
|--|--------------|-------------|
|  | <b>2008</b>  | <b>2007</b> |
|  | \$'000       | \$'000      |
| Cost:  |              |             |
| Arising on acquisition of additional equity interest in a subsidiary | 831          | 831         |

Goodwill acquired in a business combination is allocated, at acquisition, to the cash generating units ("CGUs") that are expected to benefit from that business combination. Before recognition of impairment losses, the carrying amount of goodwill had been allocated as follows:

|   | <b>Group</b> |             |
|---|--------------|-------------|
|   | <b>2008</b>  | <b>2007</b> |
|   | \$'000       | \$'000      |
| Printing, imaging and computer peripherals: |              |             |
| Avaplas (Thailand) Limited (single CGU)     | 831          | 831         |

The group tests goodwill for impairment annually, or more frequently if there are indications that goodwill might be impaired.

The recoverable amount is determined from value in use calculations. The key assumptions for the value in use calculations are those regarding the discount rates, growth rates and expected changes to selling prices and direct costs during the period. Management estimates discount rates using pre-tax rates that reflect current market assessments of the time value of money and the specific risks. The growth rates are based on industry growth forecasts. Changes in selling prices and direct costs are based on past practices and expectations of future changes in the market.

The group prepares cash flow forecasts derived from the most recent financial budgets approved by management for the next five years and extrapolates cash flows for the following five years based on an estimated growth rate of 10% (2007 : 10% to 12%) per annum.

The rate used to discount the forecast cash flows is 9.5% (2007: 4.0%).

Management is of the view that no impairment loss is required.

# Notes to Financial Statements March 31, 2008

## 13 PROPERTY, PLANT AND EQUIPMENT

| Group                                      | Plant,<br>machinery<br>and tools | Automation<br>equipment<br>and<br>computer | Furniture<br>and<br>fittings | Office<br>equipment | Renovation | Motor<br>vehicles | Construction<br>-in<br>-progress | Total  |
|--|----------------------------------|--|------------------------------|---------------------|------------|-------------------|----------------------------------|--------|
|  | \$'000                           | \$'000                                     | \$'000                       | \$'000              | \$'000     | \$'000            | \$'000                           | \$'000 |
| <b>Cost:</b>                               |                                  |  |                              |                     |            |                   |                                  |        |
| At April 1, 2006                           | 31,493                           | 3,832                                      | 3,154                        | 1,634               | 3,355      | 1,234             | -                                | 44,702 |
| Additions                                  | 2,319                            | 220  | 760                          | 18                  | 318        | 198               | -                                | 3,833  |
| Exchange differences                       | 101                              | 18   | 4                            | (2)                 | 28         | 2                 | -                                | 151    |
| Disposals                                  | (76)                             | (15)                                       | (321)                        | (1)                 | (336)      | (124)             | -                                | (873)  |
| At March 31, 2007                          | 33,837                           | 4,055                                      | 3,597                        | 1,649               | 3,365      | 1,310             | -                                | 47,813 |
| Additions                                  | 903                              | 103  | 143                          | 28                  | 136        | -                 | 288                              | 1,601  |
| Exchange differences                       | (68)                             | (2)  | (27)                         | -                   | 2          | 1                 | -                                | (94)   |
| Disposals                                  | (589)                            | -  | -                            | (18)                | -          | -                 | -                                | (607)  |
| At March 31, 2008                          | 34,083                           | 4,156                                      | 3,713                        | 1,659               | 3,503      | 1,311             | 288                              | 48,713 |
| <b>Accumulated depreciation:</b>           |                                  |  |                              |                     |            |                   |                                  |        |
| At April 1, 2006                           | 13,746                           | 2,042                                      | 1,180                        | 829                 | 1,145      | 479               | -                                | 19,421 |
| Depreciation                               | 3,173                            | 402  | 330                          | 161                 | 449        | 115               | -                                | 4,630  |
| Exchange differences                       | 54                               | 10   | 3                            | (1)                 | 13         | 1                 | -                                | 80     |
| Eliminated on disposals                    | (59)                             | (14)                                       | (219)                        | (1)                 | (182)      | (62)              | -                                | (537)  |
| At March 31, 2007                          | 16,914                           | 2,440                                      | 1,294                        | 988                 | 1,425      | 533               | -                                | 23,594 |
| Depreciation                               | 3,300                            | 362  | 376                          | 153                 | 471        | 121               | -                                | 4,783  |
| Exchange differences                       | (12)                             | -  | (6)                          | -                   | (3)        | 1                 | -                                | (20)   |
| Eliminated on disposals                    | (251)                            | -  | -                            | (17)                | -          | -                 | -                                | (268)  |
| At March 31, 2008                          | 19,951                           | 2,802                                      | 1,664                        | 1,124               | 1,893      | 655               | -                                | 28,089 |
| <b>Accumulated impairment losses:</b>      |                                  |  |                              |                     |            |                   |                                  |        |
| At April 1, 2006 and March 31, 2007        | -                                | -  | -                            | -                   | -          | -                 | -                                | -      |
| Impairment loss recognised during the year | -                                | -  | -                            | -                   | 580        | -                 | -                                | 580    |
| At March 31, 2008                          | -                                | -  | -                            | -                   | 580        | -                 | -                                | 580    |
| <b>Carrying amount:</b>                    |                                  |  |                              |                     |            |                   |                                  |        |
| At March 31, 2008                          | 14,132                           | 1,354                                      | 2,049                        | 535                 | 1,030      | 656               | 288                              | 20,044 |
| At March 31, 2007                          | 16,923                           | 1,615                                      | 2,303                        | 661                 | 1,940      | 777               | -                                | 24,219 |

# Notes to Financial Statements March 31, 2008

## 13 PROPERTY, PLANT AND EQUIPMENT

|   | Plant,<br>machinery<br>and tools | Automation<br>equipment<br>and<br>computer | Furniture<br>and<br>fittings | Office<br>equipment | Renovation | Motor<br>vehicles | Total   |
|---|----------------------------------|--|------------------------------|---------------------|------------|-------------------|---------|
|   | \$'000                           | \$'000                                     | \$'000                       | \$'000              | \$'000     | \$'000            | \$'000  |
| <u>Company</u>                                |                                  |  |                              |                     |            |                   |         |
| Cost:   |                                  |  |                              |                     |            |                   |         |
| At April 1, 2006                              | 13,285                           | 1,912                                      | 2,205                        | 1,497               | 810        | 878               | 20,587  |
| Additions                                     | 916                              | 151  | 81                           | 14                  | 180        | 198               | 1,540   |
| Disposals                                     | (76)                             | (15)                                       | (321)                        | (1)                 | (336)      | (124)             | (873)   |
| Transfer to subsidiaries                      | (2,906)                          | (123)                                      | (22)                         | -                   | (1)        | -                 | (3,052) |
| At March 31, 2007                             | 11,219                           | 1,925                                      | 1,943                        | 1,510               | 653        | 952               | 18,202  |
| Additions                                     | 502                              | 71   | 57                           | 15                  | 84         | -                 | 729     |
| Disposals                                     | (589)                            | -  | -                            | (18)                | -          | -                 | (607)   |
| Transfer to subsidiaries                      | (4,601)                          | (477)                                      | -                            | -                   | -          | -                 | (5,078) |
| At March 31, 2008                             | 6,531                            | 1,519                                      | 2,000                        | 1,507               | 737        | 952               | 13,246  |
| Accumulated depreciation:                     |                                  |  |                              |                     |            |                   |         |
| At April 1, 2006                              | 6,507                            | 1,097                                      | 1,043                        | 780                 | 355        | 380               | 10,162  |
| Depreciation                                  | 1,139                            | 192  | 212                          | 141                 | 76         | 81                | 1,841   |
| Eliminated on disposals                       | (59)                             | (14)                                       | (219)                        | (1)                 | (182)      | (62)              | (537)   |
| Transfer to subsidiaries                      | (1,398)                          | (43)                                       | (9)                          | -                   | -          | -                 | (1,450) |
| At March 31, 2007                             | 6,189                            | 1,232                                      | 1,027                        | 920                 | 249        | 399               | 10,016  |
| Depreciation                                  | 934                              | 155  | 207                          | 132                 | 70         | 87                | 1,585   |
| Eliminated on disposals                       | (251)                            | -  | -                            | (17)                | -          | -                 | (268)   |
| Transfer to subsidiaries                      | (2,609)                          | (295)                                      | -                            | -                   | -          | -                 | (2,904) |
| At March 31, 2008                             | 4,263                            | 1,092                                      | 1,234                        | 1,035               | 319        | 486               | 8,429   |
| Accumulated impairment losses:                |                                  |  |                              |                     |            |                   |         |
| At April 1, 2006 and<br>March 31, 2007        | -                                | -  | -                            | -                   | -          | -                 | -       |
| Impairment loss recognised<br>during the year | -                                | -  | -                            | -                   | 380        | -                 | 380     |
| At March 31, 2008                             | -                                | -  | -                            | -                   | 380        | -                 | 380     |
| Carrying amount:                              |                                  |  |                              |                     |            |                   |         |
| At March 31, 2008                             | 2,268                            | 427  | 766                          | 472                 | 38         | 466               | 4,437   |
| At March 31, 2007                             | 5,030                            | 693  | 916                          | 590                 | 404        | 553               | 8,186   |

# Notes to Financial Statements March 31, 2008

## 14 SUBSIDIARIES

|                                 | Company       |               |
|---------------------------------|---------------|---------------|
|                                 | 2008          | 2007          |
|                                 | \$'000        | \$'000        |
| Unquoted equity shares, at cost | 12,712        | 10,464        |
| Deemed interests                | 7,338         | 6,147         |
|                                 | <u>20,050</u> | <u>16,611</u> |
| Less: Impairment loss           | (3,151)       | (2,191)       |
| Total                           | <u>16,899</u> | <u>14,420</u> |

The deemed interests in subsidiaries relate to amounts due from subsidiaries for which the subsidiaries have no contractual obligation to repay the company. The eventual repayment of the deemed interest amount is at the discretion of the subsidiaries.

The details of the subsidiaries at March 31, 2008 are as follows:

| Name of company   | Percentage of equity and voting rights held |      | Cost of investment |               | Country of incorporation/ operations | Principal activities                             |
|---|---|------|--------------------|---------------|--------------------------------------|--|
|   | 2008  | 2007 | 2008               | 2007          |                                      |  |
|   | %   | %    | \$'000             | \$'000        |                                      |  |
| Avaplas Precision Plastics (Shanghai) Co., Ltd <sup>(1)</sup> | 100   | 100  | 4,710              | 4,684         | People's Republic of China           | Precision engineering plastic injection moulding |
| Avaplas Sdn Bhd <sup>(2)</sup>                                | 100   | 100  | 8,365              | 4,968         | Malaysia                             | Precision engineering plastic injection moulding |
| Avaplas (Thailand) Limited <sup>(3)</sup>                     | 100   | 100  | <u>6,975</u>       | <u>6,959</u>  | Thailand                             | Precision engineering plastic injection moulding |
|   |   |      | <u>20,050</u>      | <u>16,611</u> |                                      |  |

As at March 31, 2007, the carrying value of investment in Avaplas Precision Plastics (Shanghai) Co., Ltd was \$3,146,000. The company carried out a review of the value-in-use of the investment based on 5 years cash flow projections with a discount rate of 4.0% and determined it to be \$2,492,000. Accordingly, an impairment loss amounting to \$654,000 was recognised in the profit and loss statement. No impairment loss is required for Avaplas Sdn Bhd and Avaplas (Thailand) Limited as their values-in-use are higher than their carrying values.

As at March 31, 2008, the carrying value of investment in Avaplas Precision Plastics (Shanghai) Co., Ltd was \$2,519,000. The company carried out a review of the value-in-use of the investment based on 5 years cash flow projections with a discount rate of 9.5% and determined it to be \$1,559,000. Accordingly, an impairment loss amounting to \$960,000 was recognised in the profit and loss statement. No impairment loss is required for Avaplas Sdn Bhd and Avaplas (Thailand) Limited as their values-in-use are higher than their carrying values.

<sup>(1)</sup> Audited by Deloitte Touche Tohmatsu, Shanghai.

<sup>(2)</sup> Audited by Deloitte Kassimchan, Malaysia.

<sup>(3)</sup> Audited by Ernst & Young, Office Limited Bangkok, Certified Public Accountants, Thailand.



# Notes to Financial Statements March 31, 2008

## 15 ASSOCIATES

|   | Group        |              | Company      |              |
|---|--------------|--------------|--------------|--------------|
|   | 2008         | 2007         | 2008         | 2007         |
|   | \$'000       | \$'000       | \$'000       | \$'000       |
| Unquoted equity shares, at cost                               | 4,915        | 4,884        | 4,915        | 4,884        |
| Share of post acquisition reserves, net of dividends received | (17)         | (58)         | -            | -            |
|   | <u>4,898</u> | <u>4,826</u> | <u>4,915</u> | <u>4,884</u> |

The details of the associates at March 31, 2008 are as follows:

| Name of company                                 | Percentage of equity and voting rights held |      | Cost of investment |              | Country of incorporation/ operations | Principal activities                                   |
|---|---|------|--------------------|--------------|--------------------------------------|--|
|   | 2008  | 2007 | 2008               | 2007         |                                      |  |
|   | %   | %    | \$'000             | \$'000       |                                      |  |
| Daviscomms (S) Pte Ltd <sup>(1)</sup>           | 20  | 20   | 3,847              | 3,847        | Singapore                            | Design and manufacturing of telecommunication products |
| Optosem Technologies (S) Pte Ltd <sup>(2)</sup> | 30  | 30   | <u>1,068</u>       | <u>1,037</u> | Singapore                            | Manufacture of molds, dies and fixtures                |
|   |   |      | <u>4,915</u>       | <u>4,884</u> |                                      |  |

<sup>(1)</sup> Audited by Chan Hock Seng & Co., Singapore.

<sup>(2)</sup> Audited by Audit Alliance, Singapore.

In 2007, the financial statements of Daviscomms (S) Pte Ltd and Optosem Technologies (S) Pte Ltd were made up to December 31, 2006. For the purpose of applying the equity method of accounting, the audited financial statement of Daviscomms (S) Pte Ltd and Optosem Technologies (S) Pte Ltd for the year ended December 31, 2006 were used, and appropriate adjustments were made for the effects of significant transactions between that date and March 31, 2007.

During the financial year, Optosem Technologies (S) Pte Ltd changed its financial year end from December 31 to March 31. For the purpose of applying the equity method of accounting:

- i) the audited financial statement of Daviscomms (S) Pte Ltd for the year ended December 31, 2007 were used, and appropriate adjustments have been made for the effects of significant transactions between that date and March 31, 2008; and
- ii) the audited financial statements of Optosem Technologies (S) Pte Ltd for the period January 1, 2007 to March 31, 2008 were used for the purpose of applying the equity method of accounting, with appropriate adjustments made for the 3-month results from January 1 to March 31, 2007 used for the equity method of accounting in 2007.

# Notes to Financial Statements March 31, 2008

## 15 ASSOCIATES (Cont'd)

Summarised financial information in respect of the group's associates is set out below:

|  | <b>2008</b>   | <b>2007</b>   |
|--|---------------|---------------|
|  | \$'000        | \$'000        |
| Total assets                                     | 14,368        | 14,978        |
| Total liabilities                                | (3,722)       | (4,603)       |
| Net assets                                       | <u>10,646</u> | <u>10,375</u> |
| Group's share of associates' net assets          | <u>2,278</u>  | <u>2,247</u>  |
| Revenue  | <u>28,976</u> | <u>19,534</u> |
| Profit for the year                              | <u>1,034</u>  | <u>866</u>    |
| Group's share of associates' profit for the year | <u>211</u>    | <u>184</u>    |

As at March 31, 2008, the carrying value of investment in its associates was \$4,898,000 (2007: \$4,826,000). The group carried out a review of the value-in-use of the investment based on 5 years cash flow projections with a discount rate of 9.5% (2007: 4.0%). No impairment loss is required as their values-in-use are higher than their carrying values.

## 16 CLUB MEMBERSHIPS

|                                | <b>Group and Company</b> |             |
|--------------------------------|--------------------------|-------------|
|                                | <b>2008</b>              | <b>2007</b> |
|                                | \$'000                   | \$'000      |
| Club memberships, at cost      | 163                      | 163         |
| Less: Impairment loss          | (27)                     | (27)        |
| Less: Disposal during the year | (64)                     | -           |
| Total                          | <u>72</u>                | <u>136</u>  |
| Market value                   | <u>150</u>               | <u>288</u>  |

## 17 DEFERRED TAX

The following are the major deferred tax liabilities and assets recognised by the group and company, and the movements thereon, during the current and prior reporting periods:

|                           | <b>Accelerated<br/>tax<br/>depreciation</b> | <b>Reinvestment<br/>allowance</b> | <b>Retirement<br/>benefit<br/>obligations</b> | <b>Share-<br/>based<br/>payments</b> | <b>Tax<br/>losses</b> | <b>Total</b> |
|---------------------------|---|-----------------------------------|---|--------------------------------------|-----------------------|--------------|
|                           | \$'000                                      | \$'000                            | \$'000  | \$'000                               | \$'000                | \$'000       |
| <u>Group</u>              |   |                                   |   |                                      |                       |              |
| At April 1, 2006          | 1,945                                       | -                                 | (4)   | (12)                                 | (25)                  | 1,904        |
| Credit to profit and loss | (323)                                       | (359)                             | (14)  | 12                                   | (209)                 | (893)        |
| At March 31, 2007         | <u>1,622</u>                                | <u>(359)</u>                      | <u>(18)</u>                                   | <u>-</u>                             | <u>(234)</u>          | <u>1,011</u> |
| Credit to profit and loss | (316)                                       | (58)                              | (5)   | -                                    | -                     | (379)        |
| At March 31, 2008         | <u>1,306</u>                                | <u>(417)</u>                      | <u>(23)</u>                                   | <u>-</u>                             | <u>(234)</u>          | <u>632</u>   |

# Notes to Financial Statements March 31, 2008

## 17 DEFERRED TAX (Cont'd)

|                           | Accelerated<br>tax<br>depreciation | Reinvestment<br>allowance | Retirement<br>benefit<br>obligations | Share-<br>based<br>payments | Tax<br>losses | Total  |
|---------------------------|------------------------------------|---------------------------|--------------------------------------|-----------------------------|---------------|--------|
|                           | \$'000                             | \$'000                    | \$'000                               | \$'000                      | \$'000        | \$'000 |
| <u>Company</u>            |                                    |                           |                                      |                             |               |        |
| At April 1, 2006          | 1,876                              | -                         | (4)                                  | (12)                        | -             | 1,860  |
| Credit to profit and loss | (597)                              | -                         | (14)                                 | 12                          | -             | (599)  |
| At March 31, 2007         | 1,279                              | -                         | (18)                                 | -                           | -             | 1,261  |
| Credit to profit and loss | (373)                              | -                         | (1)                                  | -                           | -             | (374)  |
| At March 31, 2008         | 906                                | -                         | (19)                                 | -                           | -             | 887    |

Certain deferred tax assets and liabilities have been offset in accordance with the group's and company's accounting policy. The following is the analysis of the deferred tax balances (after offset) for presentation purposes:

|                          | Group   |         | Company |         |
|--------------------------|---------|---------|---------|---------|
|                          | 2008    | 2007    | 2008    | 2007    |
|                          | \$'000  | \$'000  | \$'000  | \$'000  |
| Deferred tax assets      | 634     | 577     | -       | -       |
| Deferred tax liabilities | (1,266) | (1,588) | (887)   | (1,261) |
|                          | (632)   | (1,011) | (887)   | (1,261) |

## 18 AMOUNT DUE TO BANKERS

|                       | Group  |        | Company |        |
|-----------------------|--------|--------|---------|--------|
|                       | 2008   | 2007   | 2008    | 2007   |
|                       | \$'000 | \$'000 | \$'000  | \$'000 |
| Amount due to bankers | 10,928 | 10,270 | 10,928  | 10,270 |

The borrowings are repayable as follows:

|  |         |         |         |         |
|--|---------|---------|---------|---------|
| On demand or within one year   | 7,241   | 4,181   | 7,241   | 4,181   |
| In the second year   | 2,051   | 2,181   | 2,051   | 2,181   |
| In the third year  | 1,636   | 2,181   | 1,636   | 2,181   |
| In the fourth year   | -       | 1,727   | -       | 1,727   |
|  | 10,928  | 10,270  | 10,928  | 10,270  |
| Less: Amount due for settlement within<br>12 months (shown under<br>current liabilities) | (7,241) | (4,181) | (7,241) | (4,181) |
| Amount due for settlement after<br>12 months   | 3,687   | 6,089   | 3,687   | 6,089   |

# Notes to Financial Statements March 31, 2008

## 18 AMOUNT DUE TO BANKERS (Cont'd)

As at March 31, 2008, the group and company have the following bank facilities:

- (a) Unsecured term loans amounting to \$5,190,000 (2007: \$2,000,000) have an original maturity of 3 months or less. Interest rate ranges from 1.72 % to 3.43% (2007: 3.8% to 3.89%) per annum.
- (b) Unsecured term loans amounting to \$2,220,000 (2007: \$2,960,000) are repayable over 10 half-yearly instalments commencing from June 2006 to December 2010. Interest is 1.43% above Swap Offer Rate (SOR) TELERATE per annum and capped at maximum of 3.30% per annum. Effective interest rates ranged from 4.126% per annum to 4.73% per annum.
- (c) Unsecured term loans amounting to \$2,656,000 (2007: \$3,982,000) are repayable over 16 quarterly instalments commencing from January 2007 to August 2010. Interest rate is 0.6% per annum above the Singapore Inter-Bank Offer Rate (SIBOR). Effective interest rates ranged from 5% per annum to 5.96% per annum.
- (d) Unsecured term loans amounting to \$862,000 (2007:\$1,328,000) are repayable over 16 quarterly instalments commencing from December 2006 to September 2010. Interest rate is 0.6% per annum above the lenders cost of funds. Effective interest rate ranged from 5.69% per annum to 5.96% per annum.
- (e) The above amounts due to bankers arranged at floating rates expose the group and the company to cash flow interest rate risk.

The group's and company's borrowings that are not denominated in the functional currencies of the respective entities are as follows:

|                       | Group  |        | Company |        |
|-----------------------|--------|--------|---------|--------|
|                       | 2008   | 2007   | 2008    | 2007   |
|                       | \$'000 | \$'000 | \$'000  | \$'000 |
| United States dollars | 4,208  | 5,310  | 4,208   | 5,310  |

The average effective interest rates for the year were as follows:

|            | Group |      | Company |      |
|------------|-------|------|---------|------|
|            | 2008  | 2007 | 2008    | 2007 |
| Term loans | 3.2%  | 4.9% | 3.2%    | 4.9% |

The fair values of the above bank loans are estimated by discounting their future cash flows at the prevailing market borrowing rates at the balance sheet date. The carrying amounts of the bank loans approximates to their fair values.

At March 31, 2008, the group had available \$8,440,000 (2007 : \$11,640,000) of undrawn committed borrowing facilities in respect of which all conditions precedent had been met.

# Notes to Financial Statements March 31, 2008

## 19 TRADE PAYABLES

|                            | Group        |               | Company       |               |
|----------------------------|--------------|---------------|---------------|---------------|
|                            | 2008         | 2007          | 2008          | 2007          |
|                            | \$'000       | \$'000        | \$'000        | \$'000        |
| Outside parties            | 8,468        | 12,896        | 3,666         | 5,234         |
| Subsidiaries (Note 14)     | -            | -             | 14,459        | 11,817        |
| Associate (Note 15)        | 117          | 4             | 117           | 4             |
| Related companies (Note 5) | 26           | -             | -             | -             |
| <b>Total</b>               | <b>8,611</b> | <b>12,900</b> | <b>18,242</b> | <b>17,055</b> |

The average credit period on purchases of goods is 45 days (2007 : 45 days).

The group's and company's trade payables that are not denominated in the functional currencies of the respective entities are as follows:

|                       | Group  |        | Company |        |
|-----------------------|--------|--------|---------|--------|
|                       | 2008   | 2007   | 2008    | 2007   |
|                       | \$'000 | \$'000 | \$'000  | \$'000 |
| United States dollars | 6,583  | 9,641  | 16,816  | 14,961 |
| Singapore dollars     | 100    | 50     | -       | -      |
| Euro                  | 34     | 572    | 1       | 504    |
| Japanese yen          | -      | 131    | -       | 131    |
| Thai Baht             | -      | -      | 276     | 165    |

## 20 OTHER PAYABLES AND ACCRUALS

|  | Group        |              | Company      |              |
|--|--------------|--------------|--------------|--------------|
|  | 2008         | 2007         | 2008         | 2007         |
|  | \$'000       | \$'000       | \$'000       | \$'000       |
| Related company (Note 5)                           | 10           | 39           | -            | -            |
| Accruals   | 2,518        | 2,273        | 1,886        | 1,652        |
| Provision for retirement benefits for a subsidiary | 50           | 17           | -            | -            |
| Other payables                                     | 627          | 34           | 627          | 34           |
| <b>Total</b>                                       | <b>3,205</b> | <b>2,363</b> | <b>2,513</b> | <b>1,686</b> |

The average credit period of the other payables is 30 days (2007 : 30 days).

## 21 SHARE CAPITAL

|                        | Group and Company         |                    |               |               |
|------------------------|---------------------------|--------------------|---------------|---------------|
|                        | 2008                      | 2007               | 2008          | 2007          |
|                        | Number of ordinary shares |                    | \$'000        | \$'000        |
| Issued and paid up:    |                           |                    |               |               |
| At beginning of year   | 247,940,750               | 247,340,750        | 20,605        | 20,545        |
| Issued during the year | 600,000                   | 600,000            | 54            | 60            |
| At end of year         | <b>248,540,750</b>        | <b>247,940,750</b> | <b>20,659</b> | <b>20,605</b> |

The company has one class of ordinary shares which have no par value and carry no right to fixed income. During the year, the company issued 600,000 shares (2007 : 600,000 shares) to a director under the Restricted Stock Plan at \$0.09 per share (2007 : \$0.10 per share).

# Notes to Financial Statements March 31, 2008

## 22 SHARE-BASED PAYMENTS RESERVE

### *Equity-settled share option scheme*

The company has a share option scheme for eligible employees of the company. The scheme is administered by the Remuneration Committee. Options are exercisable at a price based on the market price prevailing on the date the options are granted. The Remuneration Committee may at its discretion fix the exercise price at a discount not exceeding 20% to the above price. The vesting period is over a 3-year period commencing from the first anniversary of the grant as follows:

|       |                      |   |                                     |
|-------|----------------------|---|-------------------------------------|
| [i]   | 1 <sup>st</sup> year | : | Up to 40%                           |
| [ii]  | 2 <sup>nd</sup> year | : | Up to 70% (including [i] above)     |
| [iii] | 3 <sup>rd</sup> year | : | 100% (including [i] and [ii] above) |

If the options remain unexercised after a period of 5 and 10 years for non-executive directors and employees respectively from the date of grant, the options expire. Options are forfeited if the employee leaves the group before the options vest.

Details of the share options outstanding during the year are as follows:

|   | <b>Group and Company</b>               |  |  |  |
|---|--|--|--|--|
|   | <b>2008</b>                            |  | <b>2007</b>                            |  |
|   | <b>Number<br/>of share<br/>options</b> | <b>Weighted<br/>average<br/>exercise<br/>price</b> | <b>Number<br/>of share<br/>options</b> | <b>Weighted<br/>average<br/>exercise<br/>options</b> |
|   | \$                                     |  | \$                                     |  |
| Outstanding at the beginning<br>of the financial year | 5,501,250                              | 0.138  | 2,497,500                              | 0.186  |
| Granted during the financial year                     | 2,610,000                              | 0.180  | 3,091,500                              | 0.100  |
| Lapsed during the financial year                      | (238,500)                              | 0.145  | (87,750)                               | 0.186  |
| Outstanding at the end of the<br>financial year       | <u>7,872,750</u>                       | <u>0.152</u>                                       | <u>5,501,250</u>                       | <u>0.138</u>   |
| Exercisable at the end of the<br>financial year       | <u>3,549,150</u>                       |  | <u>1,686,825</u>                       |  |

The options outstanding at the end of the financial year have a weighted average remaining contractual life of 8 years (2007 : 8 years).

The 2008 options were granted on July 23, 2007 (2007 : July 20, 2006). The estimated fair values of the options granted is \$0.006 (2007 : \$0.10).

The fair values of the options granted in 2008, and 2007 were calculated using the Binomial pricing model. The inputs into the model were as follows:

|                                      | <b>Options granted in</b> |             |
|--------------------------------------|---------------------------|-------------|
|                                      | <b>2008</b>               | <b>2007</b> |
| Weighted average share price (\$)    | 0.14                      | 0.075       |
| Weighted average exercise price (\$) | 0.18                      | 0.10        |
| Expected volatility                  | 53%                       | 52%         |
| Expected life                        | 10                        | 10          |
| Risk free rate                       | 2.60%                     | 2.54%       |
| Expected dividend yield              | 2.06%                     | 1.79%       |

# Notes to Financial Statements March 31, 2008

## 22 SHARE-BASED PAYMENTS RESERVE (Cont'd)

Expected volatility was determined by calculating the historical volatility of the company's share price over the previous 7 years. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non transferability, exercise restrictions and behavioural considerations.

The group recognised total expenses of \$96,000 (2007: \$89,000) related to equity-settled share-based payment transactions during the year.

### *Cash-settled share-based payments*

The group issued to certain employees share appreciation rights ("SARs") under Restricted Stock Plan that require the group to pay the intrinsic value of the SAR to the employee at the date of exercise. At March 31, 2008, the group has recorded liabilities of \$40,000 (2007: \$60,000). The fair value of the SARs is determined using the Binomial pricing model using the assumptions noted above. The group and company recorded total expenses of \$66,000 (2007: \$66,000) during the year in respect of SARs. At March 31, 2008, the total intrinsic value of the vested SARs was Nil (2007 : Nil). Please see paragraph 5(c) of the Report of the directors for more details of the Restricted Stock Plan.

## 23 REVENUE

This represents invoiced value of goods sold.

## 24 OTHER OPERATING INCOME

|   | Group  |        |
|---|--------|--------|
|   | 2008   | 2007   |
|   | \$'000 | \$'000 |
| Interest income                                   | 145    | 214    |
| Rental income                                     | 570    | 190    |
| Incentive and claims from suppliers               | 68     | 91     |
| Rectification costs written back                  | -      | 50     |
| Gain on disposal of club membership to a director | 221    | -      |
| Others  | 142    | 94     |
| Total   | 1,146  | 639    |

## 25 ADMINISTRATIVE EXPENSES

|                                   | Group  |        |
|-----------------------------------|--------|--------|
|                                   | 2008   | 2007   |
|                                   | \$'000 | \$'000 |
| Directors' remuneration           | 1,623  | 1,373  |
| Directors' fees                   | 200    | 204    |
| Salaries and benefits             | 2,085  | 2,070  |
| Transport and travelling expenses | 603    | 437    |
| Professional fees                 | 675    | 392    |
| Depreciation                      | 313    | 325    |
| Foreign exchange loss             | 337    | 116    |
| Others                            | 917    | 1,029  |
| Total                             | 6,753  | 5,946  |

# Notes to Financial Statements March 31, 2008

## 26 OTHER OPERATING EXPENSES

|   | Group        |            |
|---|--------------|------------|
|   | 2008         | 2007       |
|   | \$'000       | \$'000     |
| Impairment of property, plant and equipment   | 580          | -          |
| Retrenchment benefits   | 327          | -          |
| Share option expenses (Note 22)   | 96           | 89         |
| Expenses relating to share appreciation rights<br>under Restricted Stock Plan (Note 22) | 66           | 66         |
| Others  | 50           | 4          |
| <b>Total</b>  | <b>1,119</b> | <b>159</b> |

## 27 FINANCE COSTS

|                         | Group      |            |
|-------------------------|------------|------------|
|                         | 2008       | 2007       |
|                         | \$'000     | \$'000     |
| Interest expense on:    |            |            |
| - amount due to bankers | 518        | 482        |
| - bank overdrafts       | 2          | 6          |
| <b>Total</b>            | <b>520</b> | <b>488</b> |

## 28 LOSS BEFORE INCOME TAX

Loss before income tax has been arrived at after charging (crediting):

|   | Group  |        |
|---|--------|--------|
|   | 2008   | 2007   |
|   | \$'000 | \$'000 |
| Directors' remuneration:                                    |        |        |
| - of the company  | 1,575  | 1,327  |
| - of the subsidiaries                                       | 48     | 46     |
| Directors' fees   | 200    | 204    |
| Staff costs (including directors' remuneration)             | 11,217 | 10,356 |
| Costs of defined contribution plans included in staff costs | 589    | 519    |
| Net foreign exchange losses                                 | 337    | 116    |
| Cost of inventories recognised as expense                   | 60,745 | 59,235 |
| Audit fees:   |        |        |
| - paid to auditors of the company                           | 96     | 85     |
| - paid to other auditors                                    | 75     | 98     |
| Non-audit fees:   |        |        |
| - paid to auditors of the company                           | 27     | 35     |
| - paid to other auditors                                    | 13     | 14     |
| Allowance for slow-moving inventories                       | 267    | 1      |
| Impairment loss on property, plant and equipment            | 580    | -      |
| Depreciation of property, plant and equipment recorded in:  |        |        |
| - cost of sales   | 4,470  | 4,305  |
| - administrative expenses                                   | 313    | 325    |
| Loss on disposal of property, plant and equipment           | 42     | 59     |



# Notes to Financial Statements March 31, 2008

## 29 INCOME TAX

|                                 | Group  |        |
|---------------------------------|--------|--------|
|                                 | 2008   | 2007   |
|                                 | \$'000 | \$'000 |
| Current tax:                    |        |        |
| - current year                  | 26     | 130    |
| - underprovision in prior years | 207    | 158    |
| Deferred tax:                   |        |        |
| - current year                  | (379)  | (597)  |
| - overprovision in prior year   | -      | (296)  |
| Income tax benefit for the year | (146)  | (605)  |

Domestic income tax is calculated at 18% (2007: 18%) of the estimated assessable profit for the year. Taxation for other jurisdictions is calculated at the rates prevailing in the relevant jurisdictions.

The income tax benefit varied from the amount of income tax benefit determined by applying the relevant jurisdiction rates to loss before income tax as a result of the following differences:

|  | Group   |        |
|--|---------|--------|
|  | 2008    | 2007   |
|  | \$'000  | \$'000 |
| Loss before income tax   | (4,409) | (304)  |
| Tax benefit at the domestic income tax rate of 18% (2007 : 18%)                | (794)   | (55)   |
| Effect of different tax rates of subsidiaries operating in other jurisdictions | (120)   | (549)  |
| Effect of tax losses of subsidiary not recognised                              | 144     | 105    |
| Effect of share of results of associates                                       | (46)    | (40)   |
| Tax effect of non-taxable income   | (31)    | (43)   |
| Tax effect of non-deductible expenses  | 254     | 102    |
| Under/(Over) provision in prior years  | 207     | (138)  |
| Others   | 240     | 13     |
| Tax benefit  | (146)   | (605)  |

Subject to the agreement by the tax authorities in the relevant foreign tax jurisdictions in which the group operates and conditions imposed by law, the group has tax losses carryforwards and reinvestment allowances available for offsetting against future taxable income as detailed below.

|                         | Tax losses | Reinvestment allowances | Total  |
|-------------------------|------------|-------------------------|--------|
|                         | \$'000     | \$'000                  | \$'000 |
| Group                   |            |                         |        |
| At April 1, 2006        | 804        | 1,184                   | 1,988  |
| Arising during the year | 584        | 2,161                   | 2,745  |
| At March 31, 2007       | 1,388      | 3,345                   | 4,733  |
| Arising during the year | 800        | 1,600                   | 2,400  |
| At March 31, 2008       | 2,188      | 4,945                   | 7,133  |

# Notes to Financial Statements March 31, 2008

## 29 INCOME TAX (Cont'd)

|   | Tax losses | Reinvestment allowances | Total  |
|---|------------|-------------------------|--------|
|   | \$'000     | \$'000                  | \$'000 |
| <u>Group</u>                              |            |                         |        |
| As at March 31, 2007:                     |            |                         |        |
| Deferred tax benefit recognised (Note 17) | 234        | 359                     | 593    |
| Deferred tax benefit not recorded         | 44         | 505                     | 549    |
| Total                                     | 278        | 864                     | 1,142  |
| As at March 31, 2008:                     |            |                         |        |
| Deferred tax benefit recognised (Note 17) | 234        | 417                     | 651    |
| Deferred tax benefit not recorded         | 104        | 847                     | 951    |
| Total                                     | 338        | 1,264                   | 1,602  |

Deferred tax assets have been recognised in respect of \$233,000 (2007 : \$1,328,000) of reinvestment allowances and \$Nil (2007 : \$772,000) of tax losses. No deferred tax asset has been recognised in respect of the above tax losses and reinvestment allowance of \$3,384,000 (2007: \$2,017,000) and tax losses of \$800,000 (2007 : \$584,000) due to the unpredictability of future profit streams of the relevant subsidiaries (Note 14).

## 30 EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the (loss) profit for the financial year attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the financial year.

The following reflects the income and share data used in the basic and diluted earnings per share computation for the financial year ended March 31:

|  | Group         |             |
|--|---------------|-------------|
|  | 2008          | 2007        |
| (Loss) Profit for the year   | (\$4,263,000) | \$301,000   |
| Weighted average number of ordinary shares on issue applicable to basic earnings per share | 248,490,750   | 247,890,750 |

There is no diluted earnings per share as the effect is anti-dilutive.

There have been no other transactions involving ordinary shares or potential ordinary shares since the reporting date and before the completion of these financial statements.

## 31 DIVIDENDS

During the financial year, a dividend of 0.2 cents per share (total dividend \$497,000) was paid to shareholders in respect of the previous year's proposed dividend. In 2007, the dividend paid was 0.2 cents per share (total dividend \$496,000).

In respect of the current financial year, the directors propose that a dividend of 0.2 cents per share be paid to shareholders. This dividend is subject to approval by shareholders at the Annual General Meeting and has not been included as a liability in these financial statements. The total estimated dividend to be paid is \$497,000.

# Notes to Financial Statements March 31, 2008

## 32 OPERATING LEASE ARRANGEMENTS

### The group as lessor

The group sub-leases its rented property in Singapore under operating leases to a third party. Property rental income earned during the year was \$570,000 (2007 : \$190,000).

At the balance sheet date, the group has contracted with its tenants for the following future minimum lease payments:

|  | <b>Group</b> |             |
|--|--------------|-------------|
|  | <b>2008</b>  | <b>2007</b> |
|  | \$'000       | \$'000      |
| Within one year                        | 333          | 570         |
| In the second to fifth years inclusive | -            | 333         |
| <b>Total</b>                           | <b>333</b>   | <b>903</b>  |

Leases are negotiated for an average term of 2 years and rentals are fixed for an average of 2 years.

### The group as lessee

|  | <b>Group</b> |             |
|--|--------------|-------------|
|  | <b>2008</b>  | <b>2007</b> |
|  | \$'000       | \$'000      |
| Minimum lease payments under operating leases recognised as an expense in the year | 2,247        | 1,960       |

At the balance sheet date, the group and company has outstanding commitments under non-cancellable operating leases, which fall due as follows:

|   | <b>Group</b>  |               | <b>Company</b> |               |
|---|---------------|---------------|----------------|---------------|
|   | <b>2008</b>   | <b>2007</b>   | <b>2008</b>    | <b>2007</b>   |
|   | \$'000        | \$'000        | \$'000         | \$'000        |
| Within one year                             | 2,085         | 1,983         | 1,150          | 1,128         |
| After one year but not more than five years | 5,299         | 5,314         | 4,828          | 4,738         |
| After five years                            | 3,856         | 5,096         | 3,856          | 5,096         |
| <b>Total</b>                                | <b>11,240</b> | <b>12,393</b> | <b>9,834</b>   | <b>10,962</b> |

Operating lease payments represent rentals payable by the group and company for certain of its office properties. Leases are negotiated for an average term of 4 years and rentals are fixed for an average of 4 years.

## 33 COMMITMENTS

|  | <b>Group</b> |             |
|--|--------------|-------------|
|  | <b>2008</b>  | <b>2007</b> |
|  | \$'000       | \$'000      |
| Commitments for the acquisition of property, plant and equipment | 518          | 35          |

# Notes to Financial Statements March 31, 2008

## 34 DERIVATIVE FINANCIAL INSTRUMENTS

In the normal course of business, the group and company enter into interest rate swap to manage its exposure to interest rate movements on its bank borrowings.

As at balance sheet date, the fair value of the outstanding interest rate swap is not recorded in the financial statements as management has evaluated the fair value of the outstanding interest rate swap and determined that it is not material.

The outstanding interest rate swap contract which the group and company have committed is as follows:

|                                   | <u>Group and Company</u> |             |
|-----------------------------------|--------------------------|-------------|
|                                   | <u>2008</u>              | <u>2007</u> |
|                                   | \$'000                   | \$'000      |
| Interest rate swap:               |                          |             |
| Notional principals               | 2,220                    | 2,960       |
| Fair value liability not recorded | 23                       | 35          |

## 35 CONTINGENT LIABILITIES (UNSECURED)

|   | <u>2008</u> | <u>2007</u> |
|---|-------------|-------------|
|   | \$'000      | \$'000      |
| Financial guarantees issued for an associate (Note 5) | 333         | -           |

The management has evaluated the financial guarantees issued and determined that the aggregate fair value of these financial guarantees is not material.

## 36 SEGMENT INFORMATION

### **Business segments**

For management purposes, the group is currently organised into three operating divisions – printing, imaging and computer peripherals, consumer electronics and medical disposable, industrial products and others. These divisions are the basis on which the group reports its primary segment information.

Principal activities are as follows:

|  |   |  |
|--|---|--|
| Printing, imaging and computer peripherals         | – | manufacture and distribution of computer peripherals.            |
| Consumer electronics                               | – | manufacture and distribution of electronic consumer goods.       |
| Medical disposable, industrial products and others | – | manufacture and distribution of medical and industrial products. |

Segment revenue and expense: Segment revenue and expense are the operating revenue and expense reported in the group's profit and loss statement that are directly attributable to a segment and the relevant portion of such revenue and expense that can be allocated on a reasonable basis to a segment.

# Notes to Financial Statements March 31, 2008

## 36 SEGMENT INFORMATION (Cont'd)

Segment assets and liabilities: Segment assets include all operating assets used by a segment and consist principally of operating receivables, inventories and property, plant and equipment, net of allowances and provisions. Capital additions include the total cost incurred to acquire property, plant and equipment, and intangible assets directly attributable to the segment. Segment liabilities include all operating liabilities and consist principally of accounts payable and accruals.

Investments in associates: Income from associates are allocated as they are specifically attributable to business segments, and correspondingly the investments in associates are included as segment assets of the group.

Segment information about the group's operations is presented below.

|   | Printing,<br>imaging and<br>computer<br>peripherals |          | Consumer<br>electronics |         | Medical<br>disposable,<br>industrial<br>products<br>and others |        | Consolidated<br>total |          |
|---|---|----------|-------------------------|---------|--|--------|-----------------------|----------|
|   | 2008  | 2007     | 2008                    | 2007    | 2008   | 2007   | 2008                  | 2007     |
|   | \$'000  | \$'000   | \$'000                  | \$'000  | \$'000   | \$'000 | \$'000                | \$'000   |
| <b>Business segments</b>                                |   |          |                         |         |  |        |                       |          |
| Segment revenue   | 55,283  | 57,523   | 6,055                   | 5,304   | 2,807  | 2,376  | 64,145                | 65,203   |
| Segment results   | (3,921)   | (176)    | 9                       | 207     | (146)  | 28     | (4,058)               | 59       |
| Finance costs   |   |          |                         |         |  |        | (520)                 | (488)    |
| Share of profit of<br>associates                        |   |          |                         |         |  |        | 211                   | 184      |
| Loss on disposal<br>of property, plant<br>and equipment | (36)  | (52)     | (4)                     | (5)     | (2)  | (2)    | (42)                  | (59)     |
| Loss before income tax                                  |   |          |                         |         |  |        | (4,409)               | (304)    |
| Income tax  |   |          |                         |         |  |        | 146                   | 605      |
| (Loss) Profit for the year                              |   |          |                         |         |  |        | (4,263)               | 301      |
| <b>Other information</b>                                |   |          |                         |         |  |        |                       |          |
| Capital expenditure                                     | 1,380   | 3,382    | 151                     | 312     | 70   | 139    | 1,601                 | 3,833    |
| Depreciation  | 4,123   | 4,085    | 451                     | 377     | 209  | 168    | 4,783                 | 4,630    |
| Impairment allowance<br>on inventories                  | 231   | 1        | 25                      | -       | 11   | -      | 267                   | 1        |
| Impairment of property,<br>plant and equipment          | 500   | -        | 55                      | -       | 25   | -      | 580                   | -        |
| <b>Balance Sheet</b>                                    |   |          |                         |         |  |        |                       |          |
| Segment assets  | 38,923  | 46,956   | 4,263                   | 4,330   | 1,977  | 1,940  | 45,163                | 53,226   |
| Unallocated assets                                      |   |          |                         |         |  |        | 5,528                 | 5,403    |
| Total   |   |          |                         |         |  |        | 50,691                | 58,629   |
| Segment liabilities                                     | (10,184)  | (13,465) | (1,115)                 | (1,242) | (517)  | (556)  | (11,816)              | (15,263) |
| Unallocated liabilities                                 |   |          |                         |         |  |        | (12,224)              | (12,008) |
| Total   |   |          |                         |         |  |        | (24,040)              | (27,271) |

# Notes to Financial Statements March 31, 2008

## 36 SEGMENT INFORMATION (Cont'd)

### *Geographical segments*

The group's operations are located in Singapore, Malaysia, Thailand and the People's Republic of China.

The following table provides an analysis of the group's sales by geographical market, irrespective of the origin of the goods/services.

|                            | <b>Group</b>                                |             |
|----------------------------|---|-------------|
|                            | <b>Sales revenue by geographical market</b> |             |
|                            | <b>2008</b>                                 | <b>2007</b> |
|                            | \$'000                                      | \$'000      |
| Singapore                  | 23,336                                      | 28,091      |
| Malaysia                   | 25,330                                      | 18,969      |
| Thailand                   | 11,354                                      | 10,050      |
| People's Republic of China | 4,125                                       | 8,093       |
|                            | 64,145                                      | 65,203      |

The following is an analysis of the carrying amounts of segment assets, and additions to property, plant and equipment, analysed by the geographical area in which the assets are located.

|                            | <b>Group</b>                              |             |   |             |
|----------------------------|---|-------------|---|-------------|
|                            | <b>Carrying amounts of segment assets</b> |             | <b>Additions to property, plant and equipment</b> |             |
|                            | <b>2008</b>                               | <b>2007</b> | <b>2008</b>                                       | <b>2007</b> |
|                            | \$'000                                    | \$'000      | \$'000  | \$'000      |
| Singapore                  | 22,632                                    | 29,207      | 729   | 1,541       |
| Malaysia                   | 15,721                                    | 15,527      | 638   | 1,889       |
| Thailand                   | 6,600                                     | 6,829       | 35  | 339         |
| People's Republic of China | 5,738                                     | 7,066       | 199   | 64          |
|                            | 50,691                                    | 58,629      | 1,601   | 3,833       |

# Statement by Directors

In the opinion of the directors, the consolidated financial statements of the group and the balance sheet and statement of changes in equity of the company as set out on pages 32 to 76 are drawn up so as to give a true and fair view of the state of affairs of the group and of the company as at March 31, 2008, and of the results, changes in equity and cash flows of the group and changes in equity of the company for the year then ended and at the date of this statement, there are reasonable grounds to believe that the company will be able to pay its debts when they fall due.

ON BEHALF OF THE DIRECTORS

Boone Quek Howe Sear

Wong Vee Tong

Date: July 11, 2008

# Statistics of Shareholdings

AS AT 25 JUNE 2008

|                           |   |                             |
|---------------------------|---|-----------------------------|
| Class of Shares           | : | Ordinary Shares ("Shares")  |
| Number of Ordinary Shares | : | 249,340,750                 |
| Voting Rights             | : | One vote per ordinary share |

## Distribution of Shareholdings

| Size of Shareholdings | No. of Shareholders | %             | No. of Shares      | %             |
|-----------------------|---------------------|---------------|--------------------|---------------|
| 1 - 999               | 1                   | 0.08          | 50                 | 0.00          |
| 1,000 - 10,000        | 981                 | 78.92         | 2,926,875          | 1.17          |
| 10,001 - 1,000,000    | 256                 | 20.60         | 19,693,887         | 7.90          |
| 1,000,001 and above   | 5                   | 0.40          | 226,719,938        | 90.93         |
| <b>TOTAL :</b>        | <b>1,243</b>        | <b>100.00</b> | <b>249,340,750</b> | <b>100.00</b> |

## Twenty Largest Shareholders

| No.            | Name   | No. of Shares      | %            |
|----------------|--|--------------------|--------------|
| 1.             | Arrk Corporation                                   | 132,466,146        | 53.13        |
| 2.             | Boone Quek Howe Sear                               | 88,174,792         | 35.36        |
| 3.             | Wong Vee Tong                                      | 2,240,000          | 0.90         |
| 4.             | Morgan Stanley Asia (Singapore) Securities Pte Ltd | 1,925,000          | 0.77         |
| 5.             | Seet Christina                                     | 1,914,000          | 0.77         |
| 6.             | Citibank Nominees Singapore Pte Ltd                | 932,000            | 0.37         |
| 7.             | Chua Kuan Lim Charles                              | 827,000            | 0.33         |
| 8.             | Lim & Tan Securities Pte Ltd                       | 801,000            | 0.32         |
| 9.             | Chan Kah Hua                                       | 717,000            | 0.29         |
| 10.            | United Overseas Bank Nominees Pte Ltd              | 581,000            | 0.23         |
| 11.            | Xia Tao  | 511,000            | 0.20         |
| 12.            | Low Miew Leng                                      | 500,000            | 0.20         |
| 13.            | UOB Kay Hian Pte Ltd                               | 437,000            | 0.18         |
| 14.            | Chua Tiem Lai                                      | 400,000            | 0.16         |
| 15.            | Cheng Lai Quek                                     | 351,000            | 0.14         |
| 16.            | Ong Fook Thim                                      | 350,000            | 0.14         |
| 17.            | DBS Nominees Pte Ltd                               | 335,000            | 0.13         |
| 18.            | Chua Zi En Alexandra Jane                          | 307,000            | 0.12         |
| 19.            | Ong Hwee Sen                                       | 268,000            | 0.11         |
| 20.            | Esther Ong Hwee Tze                                | 252,000            | 0.10         |
| <b>TOTAL :</b> |  | <b>234,288,938</b> | <b>93.95</b> |

## Substantial Shareholders as at 25 June 2008

| Names                | No of ordinary shares |                 |
|----------------------|-----------------------|-----------------|
|                      | Direct Interest       | Deemed Interest |
| Arrk Corporation     | 132,466,146           | -               |
| Boone Quek Howe Sear | 88,174,792            | 862,000         |

Based on information available to the Company as at 25 June 2008, approximately 10.27% of the issued ordinary shares of the company is held by the public and therefore, Rule 723 of the Listing Manual issued by Singapore Exchange Securities Trading is complied with.



# Notice of Annual General Meeting and Notice of Books Closure Date

Notice is hereby given that the Annual General Meeting of the Company will be held on 29 July 2008 at Crowne Plaza Changi Airport Hotel, 75 Airport Boulevard , Hoepa Room, #01-01 Singapore 819664 at 11.30 a.m. for the purpose of transacting the following business:

## ORDINARY BUSINESS

1. To receive and consider the directors' report and accounts for the year ended 31 March 2008 and the independent auditor's report thereon. **Resolution 1**
2. To re-elect Mr David Chia Tian Bin who is retiring by rotation pursuant to Article 91 of the Company's Articles of Association. *[See Explanatory Note (a)]* **Resolution 2**
3. To re-elect Mr Ng Jwee Phuan@Frederick (Eric) who is retiring by rotation pursuant to Article 91 of the Company's Articles of Association. *[See Explanatory Note (b)]* **Resolution 3**
4. To approve the proposed payment of a first and final dividend of 0.2 cents per ordinary share (tax exempt 1-tier) for the year ended 31 March 2008. **Resolution 4**
5. To approve the Directors' fees of \$175,000 for the year ended 31 March 2008 (2007: \$188,000) **Resolution 5**
6. To re-appoint Auditors and to authorise the Directors to fix their remuneration. **Resolution 6**
7. To transact any other business of the Company which may properly be transacted at an Annual General Meeting.

## SPECIAL BUSINESS

To consider and, if thought fit, to pass the following as ordinary resolutions:-

8. "That notwithstanding the provisions of the Articles of Association of the Company, pursuant to Section 161 of the Companies Act, Chapter. 50 and the listing rules of the Singapore Exchange Securities Trading Limited, the Directors be and are hereby authorised to issue shares in the Company (whether by way of bonus issue, rights issue or otherwise) at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may, in their absolute discretion, deem fit provided that:
  - (i) the aggregate number of shares to be issued pursuant to this Resolution does not exceed 50 per cent of the total number of issued shares in the capital of the Company, excluding treasury shares, if any, of which the aggregate number of shares to be issued other than on a pro-rata basis to existing shareholders of the Company does not exceed 20 per cent of the total number of issued shares in the capital of the Company, excluding treasury shares, if any;

# Notice of Annual General Meeting and Notice of Books Closure Date

- (ii) for the purpose of determining the aggregate number of shares that may be issued under (i) above, the number of issued shares in the capital of the Company, excluding treasury shares, if any, to be issued shall be based on the total number of issued shares in the capital of the Company, excluding treasury shares if any, at the time of the passing of this Resolution , after adjusting for
  - (a) new shares arising from the conversion or exercise of any convertible securities or employee share options or vesting of share awards that are outstanding or subsisting at the time this Resolution is passed; and
  - (b) any subsequent bonus issue, consolidation or subdivision of shares; and
- (iii) unless revoked or varied by the Company in general meeting, such authority conferred by this Resolution shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier” .[See Explanatory Note (c)]

9. “That:-

- (i) approval be and is hereby given, for the purposes of Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), for the Company, its subsidiaries and target associated companies [as defined in the Addendum to the Annual Report of the Company (“Addendum”), or any of them, to enter into any of the transactions falling within the types of Interested Person Transactions, particulars of which are set out in the Addendum, with any person in the ARRK Group as described in the Addendum, provided that such transactions are made on normal commercial terms and in accordance with the review procedures for Interested Person Transactions as set out in the Addendum (the “IPT Mandate”); **Resolution 8**
- (ii) the IPT Mandate shall, unless revoked or varied by the Company in general meeting, continue in force until the next Annual General Meeting of the Company is held or is required by law to be held;
- (iii) the Audit Committee of the Company be and is hereby authorised to take such action as it deems proper in respect of procedures and/or to modify or implement such procedures as may be necessary to take into consideration any amendment to Chapter 9 of the Listing Manual which may be prescribed by the SGX-ST from time to time; and
- (iv) the Directors of the Company be and are hereby authorised to do all such acts and things (including, without limitation, executing all such documents as may be required) as they may consider expedient or necessary or in the interests of the Company to give effect to the IPT Mandate set out in this Notice.” [See Explanatory Note (d)]

10. “That approval be and is hereby given to the Directors and any committee appointed by them to offer and grant, within a period of sixty (60) days from the date of this Annual General Meeting (“AGM”), on the terms of and pursuant to the Rules of the Avaplas Ltd Share Option Plan (“Share Option Plan”) to Mr Boone Quek Howe Sear, options under the Share Option Plan to subscribe for 120,000 ordinary shares in the capital of the Company (“Shares”) at a subscription price equal to the volume-weighted average price of the Shares for the three (3) consecutive trading days immediately preceding the date of this AGM, such options being exercisable for a period commencing on (and including) the first anniversary and ending on (and including) the tenth anniversary of the date of grant of such options, and to allot and issue Shares upon the exercise of any such options (notwithstanding that the exercise thereof or such allotment and issue may occur after the conclusion of the next or any ensuing Annual General Meeting of the Company).” **Resolution 9**  
[see Explanatory Note (e)]

# Notice of Annual General Meeting and Notice of Books Closure Date

**NOTICE IS HEREBY GIVEN** that the Transfer Books and Register of Members of the Company will be closed on 14 August 2008, for the purpose of determining shareholders' entitlement to the proposed final dividend for the year ended 31 March 2008.

Duly completed transfers received by the Company's Registrar, Boardroom Corporate & Advisory Services Pte. Ltd, 3 Church Street #08-01, Samsung Hub, Singapore 049483, up to the close of business at 5:00 p.m. on 13 August 2008 will be registered before shareholders' entitlement to the proposed dividend is determined.

Shareholders (being Depositors) whose securities accounts with the Central Depository (Pte) Limited are credited with the shares as at 5:00 p.m. on 13 August 2008, will rank for the proposed dividend.

The proposed dividend, if approved at the Annual General Meeting to be held on 29 July 2008, will be paid on 28 August 2008 to shareholders.

By Order Of the Board

## **Tan Ching Chek and Lo Swee Oi**

Joint Company Secretaries

Dated : 11 July 2008

Singapore

### Explanatory Notes:

- (a) Mr David Chia Tian Bin, if re-elected, will continue to serve as Chairman of the Audit Committee and a member of both the Remuneration and Nominating Committees. Mr David Chia Tian Bin is considered an independent director for purposes of Rule 704(8) of the Listing Manual of the Singapore Exchange Securities Trading Limited.
- (b) Mr Ng Jwee Phuan@Frederick (Eric), if re-elected, will continue to serve as Chairman of the Remuneration Committee and a member of both the Audit and Nomination Committees. Mr Ng Jwee Phuan@Frederick (Eric) is considered an independent director for purposes of Rule 704(8) of the Listing Manual of the Singapore Exchange Securities Trading Limited.
- (c) The proposed ordinary resolution 7 in item 8 above, if passed, will empower the Directors of the Company from the date of the above meeting until the next Annual General Meeting to issue shares in the Company up to the limit as specified in the resolution for such purposes as they consider would be in the interests of the Company. This authority will continue in force until the next Annual General Meeting of the Company, unless previously revoked or varied at a general meeting.
- (d) The proposed ordinary resolution 8 in item 9 above is to renew the annual general IPT Mandate to allow the Company, its subsidiaries and target associated companies or any of them to enter into interested person transactions on normal commercial terms and in accordance with the guidelines for interested person transactions as described in the Addendum. This authority will continue in force until the conclusion of the Company's next Annual General Meeting.

# Notice of Annual General Meeting and Notice of Books Closure Date

An independent financial adviser's opinion is not required for renewal of this general IPT mandate as the Company's Audit Committee has confirmed that

- (i) the methods or procedures for determining the transaction prices under the IPT Mandate have not changed since the last shareholders' approval on 28 July 2005, 20 July 2006 and 23 July 2007.
- (ii) that such methods or procedures referred to in (i) above are sufficient to ensure that the interested person transactions will be carried out on normal commercial terms and will not be prejudicial to the interests of the Company and its minority shareholders.

ARRK Corporation and its respective associates will abstain from voting on the proposed ordinary resolution 8 relating to the renewal of the general IPT Mandate. The ARRK Group (consisting of ARRK Corporation, its subsidiaries and associate companies and the associates of ARRK Corporation) has more than 100 member companies (which are either subsidiaries or joint ventures) located in Japan, North America, Europe and Asia.

- (d)(i) The proposed ordinary resolution 9 in item 10, will empower the Directors, within 60 days from the date of the AGM, to grant an option to Mr Boone Quek Howe Sear, who is the controlling shareholder of the Company, on the terms of and pursuant to the Avaplas Ltd Share Option Plan ("Share Option Plan"), to subscribe for 120,000 ordinary shares in the capital of the Company ("Shares") at a subscription price equal to the volume-weighted average price of the Shares for the three (3) consecutive trading days immediately preceding the date of this AGM. As this resolution relates to the authorisation for the Company to grant options to Mr Boone Quek Howe Sear, the latter and his associates will abstain from voting on this resolution at the AGM and shall decline any appointment as proxies for shareholders to vote on this resolution unless the shareholders concerned have given specific instructions in their respective proxy forms as to the manner in which their votes are to be cast in respect of this resolution. Shareholders who are employees and directors of the Company and subsidiaries and who are eligible to participate in the Share Option Plan will abstain from voting on this resolution and shall decline any appointment as proxies for shareholders to vote on this resolution unless the shareholders concerned have given specific instructions in their respective proxy forms as to the manner in which their votes are to be cast in respect of this resolution.
- (d)(ii) The participation of and the grant of options to Mr Boone Quek Howe Sear have been approved by the shareholders at the Extraordinary General Meeting duly held on 23 August 2001. The basis for the participation and the grant of options to Mr Boone Quek Howe Sear has been provided in the Circular dated 7 August 2001 ("the Circular"). A copy of the Circular may be inspected at the registered office of the Company at 19 Changi South Street 1, Changi South Industrial Estate, Singapore 486779 during normal business hours from the date hereof up to and including the date of the Annual General Meeting.
- (d)(iii) Mr Boone Quek Howe Sear is currently the Chief Executive Director ("CEO") of the Company. He is also the founder of the Company and has been the Chief Executive Director of the Company since the Company's inception in March 1993. With over 20 years of experience in the plastic moulding industry, he has an in-depth knowledge of market trends and conditions. Mr Boone Quek Howe Sear is responsible for the overall strategy for business growth and corporate development of the Group. The Group's operations in the past four years faced severe competitive pressure in a very difficult business environment. The Board is of the view that the CEO and his management team have performed creditably and diligently under such adverse business conditions. However no profit sharing bonuses was earned by the CEO and the management in the past four years in accordance with the rules of the Company's profit sharing scheme. Further the CEO downsized the Singapore plant and relocated most of its operations to lower cost centres in order to effect a turnaround in the Company operating results in the new financial year.

# Notice of Annual General Meeting and Notice of Books Closure Date

- (d)(iv) In recognition of the efforts and initiative of the CEO and his management team and as motivation to further align their interests with that of other shareholders, the Company is proposing to grant an option to Mr Boone Quek Howe Sear to subscribe for 120,000 ordinary shares at a subscription price equal to the volume-weighted average price of the Shares for the three (3) consecutive trading days immediately preceding the date of this AGM. The number of options to be granted to Mr Boone Quek Howe Sear has been set and approved by the Remuneration Committee in accordance with Clause 2.1 of the Circular to Shareholders in relation to Avaplas Ltd Share Option Plan dated 7 August 2001, which took into consideration the value of the options to be granted, arrived at based on Blacksholes Model, relative to the total remuneration of the employee vis-a-vis competitive market practice.
- (d)(v) As at todate, a total of 15,810,750 share options have been granted by the Company since inception of the Share Option Plan. This is within the limits of the Share Option Plan.
- d(vi) As at to-date, the aggregate number of shares available to controlling shareholders and their associates have not exceeded 25% of the shares available under the Share Option Plan and the number of shares available to each controlling shareholder or his associates have not exceeded 10% of the shares available under the Share Option Plan pursuant to the Rule 845(2) and (3) of the Listing Manual.

The Directors collectively and individually accept full responsibility for the accuracy of the information given and confirm that, having made all reasonable enquiries, to the best of their knowledge and belief, the facts stated and opinions expressed herein are fair and accurate and there are no material facts the omission of which would make any statement misleading.

## Notes to Proxy Form:

- (i) A member entitled to attend and vote at the Annual General Meeting is entitled to appoint one or two proxies to attend and vote in his stead. A proxy need not be a member of the Company.
- (ii) If a proxy is to be appointed, the form must be deposited at the registered office of the Company, 19 Changi South Street 1, Changi South Industrial Estate, Singapore 486779 not less than 48 hours before the time set for the meeting.
- (iii) The form of proxy must be signed by the appointor or his attorney duly authorised in writing.
- (iv) In the case of joint shareholders, all holders must sign the form of proxy.

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## AVAPLAS LTD

Company Reg. No.: 199301788C  
(Incorporated in Singapore)

### ANNUAL GENERAL MEETING

# PROXY FORM

#### Important

1. For investors who have used their CPF monies to buy Avaplas Ltd shares, this Annual Report is sent to them at the request of their CPF Approved Nominees and is sent solely FOR INFORMATION ONLY.
2. This Proxy Form is not valid for use by CPF investors, and shall be ineffective for all intents and purposes if used or purported to be used by them.
3. CPF investors who wish to attend the Meeting as an observer must submit their requests through their CPF Approved Nominees within the time frame specified. If they also wish to vote, they must submit their voting instructions to the CPF Approved Nominees within the time frame specified to enable them to vote on their behalf.

I/We \_\_\_\_\_ (Name) of \_\_\_\_\_ (Address)

being a member/members of AVAPLAS LTD hereby appoint:-

| Name | Address | NRIC/Passport Number | Proportion of Shareholdings (%) |
|------|---------|----------------------|---------------------------------|
|      |         |                      |                                 |

and/or (delete as appropriate)

| Name | Address | NRIC/Passport Number | Proportion of Shareholdings (%) |
|------|---------|----------------------|---------------------------------|
|      |         |                      |                                 |

or failing the person, or either or both of the persons, referred to above, the Chairman of the Meeting, as my/our proxy/proxies to vote for me/us on my/our behalf, at the Annual General Meeting of the Company to be held on 29 July 2008 and at any adjournment thereof in the following manner:

| Resolution No | Resolutions relating to :   | For | Against |
|---------------|---|-----|---------|
| 1.            | Adoption of Reports and Accounts.   |     |         |
| 2.            | Re-election of Mr David Chia Tian Bin, a director retiring under Article 91 of the Articles of Association.                   |     |         |
| 3.            | Re-election of Mr Ng Jwee Phuan@Frederick (Eric), a director retiring under Article 91 of the Articles of Association.        |     |         |
| 4.            | To approve first and final dividend.  |     |         |
| 5.            | To approve Directors' Fees.   |     |         |
| 6.            | Re-appointment of Auditors and authorisation of directors to fix their remuneration.  |     |         |
| 7.            | To approve the ordinary resolution pursuant to Section 161 of the Companies Act, Chapter 50.                                  |     |         |
| 8.            | To renew the Shareholders' Mandate for Interested Person Transactions   |     |         |
| 9.            | Authority for directors to grant options and issue shares to Mr Boone Quek Howe Sear under the Avaplas Ltd Share Option Plan. |     |         |

If you wish to exercise all your votes For or Against, please tick with '√'. Alternatively, please indicate the number of votes For or Against each resolution.

If this form of proxy contains no indication as to how the proxy should vote in relation to each resolution, the proxy will vote or abstain from voting at his/her discretion, as he/she will on any other matter arising at the Meeting.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2008.

|                                 |  |
|---------------------------------|--|
| <b>Total No. of Shares Held</b> |  |
|---------------------------------|--|

\_\_\_\_\_  
Signature(s) of Member(s)/Common Seal

**IMPORTANT: PLEASE READ NOTES OVERLEAF**

## NOTES

1. A member entitled to attend and vote at the Meeting is entitled to appoint one or two proxies to attend and vote in his stead. A proxy need not be a member of the Company.
2. Where a member appoints more than one proxy, the appointments shall be invalid unless he specifies the proportion of his holding (expressed as a percentage of the whole) to be represented by each proxy.
3. Completion and return of this instrument appointing a proxy shall not preclude a member from attending and voting at the Meeting. Any appointment of a proxy or proxies shall be deemed to be revoked if a member attends the Meeting in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the instrument of proxy, to the Meeting.
4. A member should insert the total number of shares held. If the member has shares entered against his name in the Depository Register (as defined in Section 130A of the Companies Act, Cap. 50 of Singapore), he should insert that number of shares. If the member has shares registered in his name in the Register of Members of the Company, he should insert that number of shares. If the member has shares entered against his name in the Depository Register and registered in his name in the Register of Members, he should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all shares held by the member.
5. The instrument appointing a proxy or proxies must be deposited at the Company's registered office at 19 Changi South Street 1, Changi South Industrial Estate, Singapore 486779 not less than 48 hours before the time set for the Meeting.
6. The instrument appointing a proxy or proxies must be under the hand of the appointor or of his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or a duly authorised officer.
7. Where an instrument appointing a proxy is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.

## GENERAL

The Company shall be entitled to reject a Proxy Form which is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified on the Proxy Form. In addition, in the case of shares entered in the Depository Register, the Company may reject a Proxy Form if the member, being the appointor, is not shown to have shares entered against his name in the Depository Register as at 48 hours before the time appointed for holding the Meeting, as certified by The Central Depository (Pte) Limited to the Company.





# Avaplas Ltd

19 Changi South Street 1, Changi South Industrial Estate, Singapore 486779  
PHONE (65) 6546 2655 FAX (65) 65462455 EMAIL [avaplas@pacific.net.sg](mailto:avaplas@pacific.net.sg)

[www.avaplas.com.sg](http://www.avaplas.com.sg)

Company Registration No. 199301788C