

The logo for Willas-Array, featuring the company name in a bold, sans-serif font. The letter 'A' in 'ARRAY' is stylized with a red triangle pointing upwards, and the letter 'A' in 'WILLAS' is stylized with a red triangle pointing downwards.

WILLAS-ARRAY ELECTRONICS (HOLDINGS) LIMITED

威雅利電子(集團)有限公司

(Incorporated in Bermuda with limited liability)

(Hong Kong stock code: 854)

(Singapore stock code: BDR)

Annual Report 2022/23

The main title of the report, 'Heralding a New Dawn', is centered on the page. The text is in a large, bold, orange-gold font. The background features a glowing sun rising over a horizon, with a grid of light lines and a circuit board pattern overlaid on the scene. The overall color palette is warm, dominated by oranges, yellows, and reds.

CORPORATE PROFILE

Established in the early 1980s, and listed on the Main Board of Singapore Exchange Securities Trading Limited in 2001 (SGX: BDR) and also on the Main Board of The Stock Exchange of Hong Kong Limited in 2013 (SEHK: 854), Hong Kong-based Willas-Array Electronics (Holdings) Limited (“Willas-Array” and together with its subsidiaries, the “Group”) is principally engaged in the distribution of electronic components for use in the industrial, audio and video, telecommunications, home appliance, lighting, electronic manufacturing services and automotive segments, as well as the provision of engineering solutions.

Backed by long-standing relationships with over 20 internationally reputable principal suppliers, Willas-Array carries a wide product mix, distributing and marketing over 10,000 product items which cater to over 3,000 customers. Its main markets are in mainland China, Hong Kong and Taiwan.

The Group’s reputation is well-established among suppliers, customers and banks, many of whom are its long-term partners. Its sound management policies have ensured healthy inventory and cash flow levels. The Group was generally able to achieve healthy financial results and has strong profit track record period.

In mainland China, Willas-Array has established a network of offices strategically located in Beijing, Chongqing, Guangzhou, Qingdao, Shanghai, Shenzhen, Xiamen and Zhongshan. It has a wholly-owned subsidiary in the Free Trade Zone in Shanghai, which serves as a logistics centre for the Group in northern China. Willas-Array also has a wholly-owned subsidiary in Taipei to tap on the growing number of large electronic manufacturers in Taiwan doing business in mainland China.

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CORPORATE INFORMATION

DIRECTORS

Non-executive Directors

Xie Lishu (*Chairman*)

(appointed with effect from May 20, 2023)

Huang Shaoli

(appointed with effect from May 20, 2023)

Executive Directors

Hon Kar Chun (*Managing Director*)

Leung Hon Shing

Independent Non-executive Directors

Lim Lee Meng (*Lead Independent Director*)

(will retire by rotation and not offer himself for re-election at the annual general meeting on July 28, 2023 ("retire by rotation at the 2023 AGM"))

Tang Wai Loong Kenneth

(resignation to be effective from August 30, 2023)

Tong Kai Cheong

COMPANY SECRETARY

Leung Hon Shing

AUDIT COMMITTEE

Lim Lee Meng (*Chairman*)

(will retire by rotation at the 2023 AGM)

Tang Wai Loong Kenneth

(resignation to be effective from August 30, 2023)

Tong Kai Cheong

REMUNERATION COMMITTEE

Tong Kai Cheong (*Chairman*)

Lim Lee Meng

(will retire by rotation at the 2023 AGM)

Tang Wai Loong Kenneth

(resignation to be effective from August 30, 2023)

NOMINATION COMMITTEE

Tang Wai Loong Kenneth (*Chairman*)

(resignation to be effective from August 30, 2023)

Lim Lee Meng

(will retire by rotation at the 2023 AGM)

Tong Kai Cheong

COMPLIANCE COMMITTEE

Tong Kai Cheong (*Chairman*)

Lim Lee Meng

(will retire by rotation at the 2023 AGM)

Tang Wai Loong Kenneth

(resignation to be effective from August 30, 2023)

EMPLOYEE SHARE OPTION SCHEME COMMITTEE

Xie Lishu (*Chairman*)

(appointed with effect from May 20, 2023)

Hon Kar Chun

Tong Kai Cheong

AUTHORISED REPRESENTATIVES

Hon Kar Chun

Leung Hon Shing

REGISTERED OFFICE

Victoria Place, 5/F

31 Victoria Street

Hamilton HM10

Bermuda

CORPORATE INFORMATION

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

24/F, Wyler Centre, Phase 2
200 Tai Lin Pai Road
Kwai Chung, New Territories
Hong Kong

BERMUDA PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Ocorian Management (Bermuda) Limited
Victoria Place, 5/F
31 Victoria Street
Hamilton HM10
Bermuda

SINGAPORE SHARE TRANSFER AGENT

Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue
Keppel Bay Tower
#14-03/07
Singapore 098632

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Boardroom Share Registrars (HK) Limited
Room 2103B, 21/F
148 Electric Road
North Point
Hong Kong

INDEPENDENT AUDITOR

Deloitte & Touche LLP
Public Accountants and Chartered Accountants
6 Shenton Way
OUE Downtown 2
#33-00
Singapore 068809
Partner-in-charge: Toh Yew Kuan Jeremy
(Appointed on August 29, 2022)

COMPANY WEBSITE

www.willas-array.com

LISTING INFORMATION

Place of Listing

Main Board of The Stock Exchange of Hong Kong Limited
Main Board of Singapore Exchange Securities Trading Limited

Stock Code

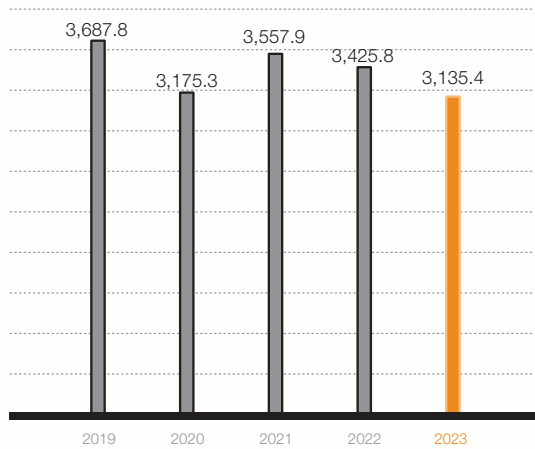
Hong Kong: 854
Singapore: BDR

Board Lot

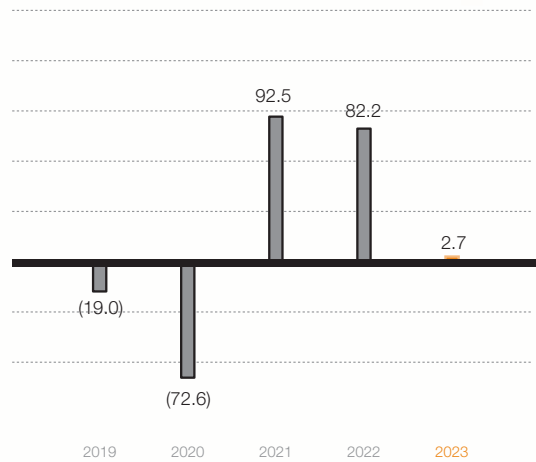
Hong Kong: 1,000 shares
Singapore: 100 shares

FINANCIAL HIGHLIGHTS

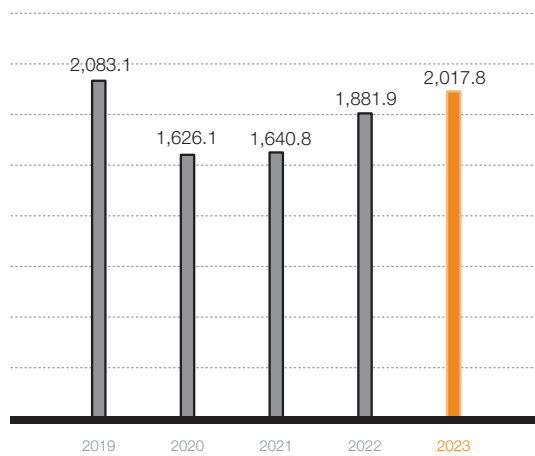
REVENUE (HK\$ Million)



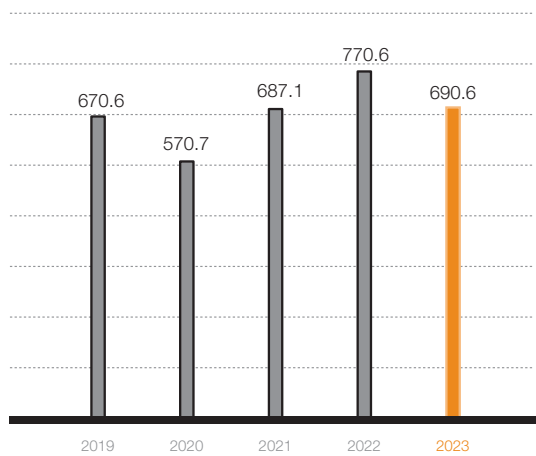
PROFIT (LOSS) ATTRIBUTABLE TO SHAREHOLDERS (HK\$ Million)



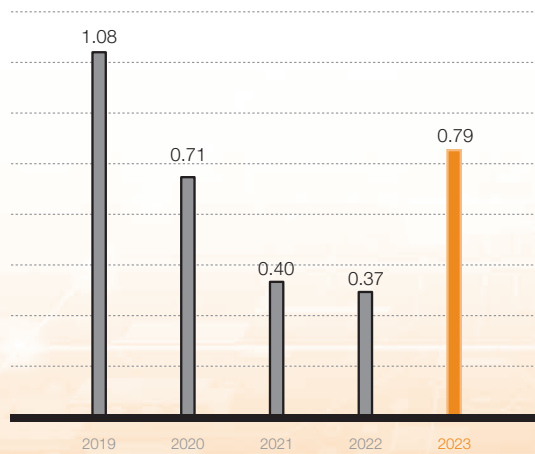
TOTAL ASSETS (HK\$ Million)



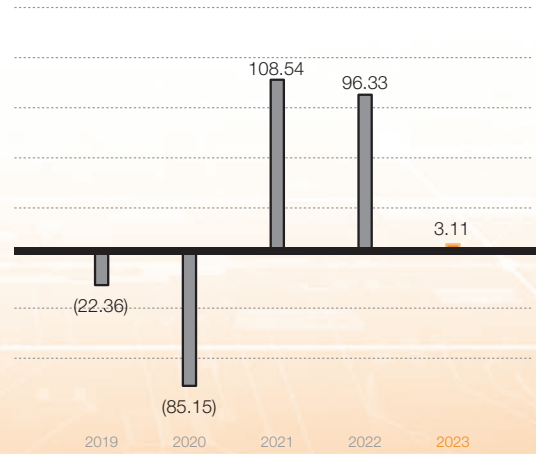
SHAREHOLDERS' FUND (HK\$ Million)



NET GEARING

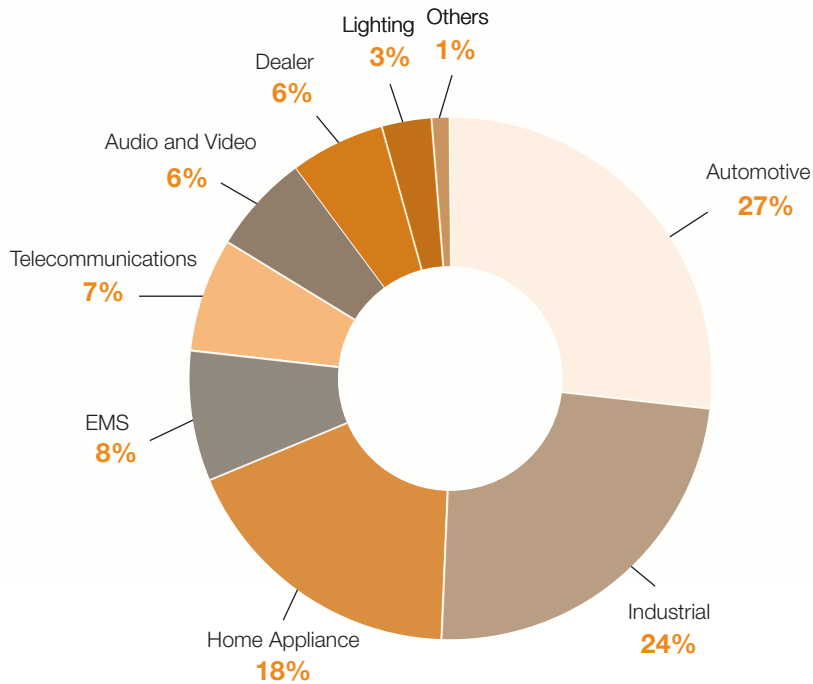


BASIC EARNINGS (LOSS) PER SHARE (HK Cents)

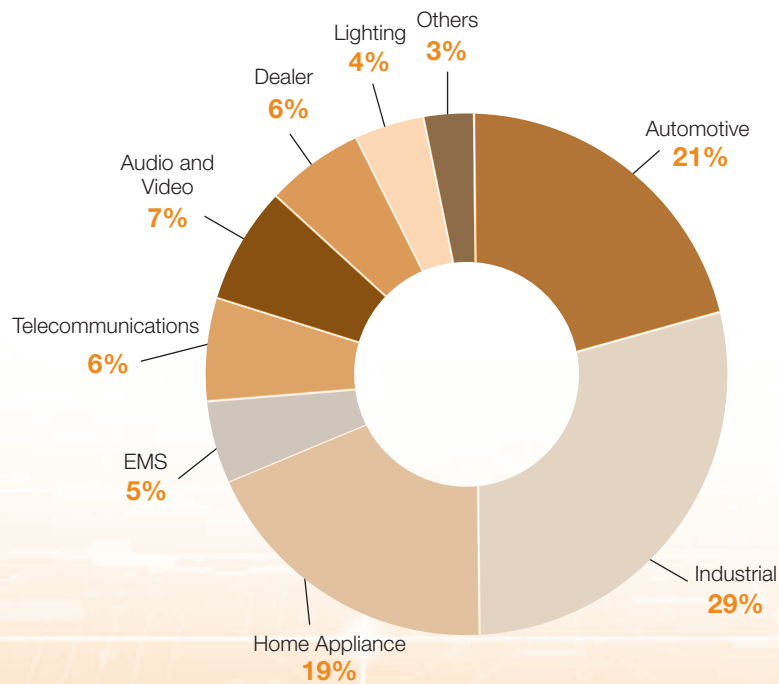


FINANCIAL HIGHLIGHTS

Turnover By Segments For The Year Ended March 31, 2023



Turnover By Segments For The Year Ended March 31, 2022



FINANCIAL HIGHLIGHTS

OPERATING RESULTS FOR THE GROUP

	Financial year ended March 31,				
	2019 HK\$'000	2020 HK\$'000	2021 HK\$'000	2022 HK\$'000	2023 HK\$'000
Revenue	3,687,827	3,175,259	3,557,935	3,425,832	3,135,433
Cost of sales	(3,360,314)	(2,969,100)	(3,224,334)	(3,091,042)	(2,856,756)
Gross profit	327,513	206,159	333,601	334,790	278,677
Other income	4,899	14,937	9,667	2,803	10,534
Distribution costs	(43,092)	(29,069)	(37,469)	(28,871)	(28,896)
Administrative expenses	(220,074)	(188,718)	(186,915)	(189,070)	(183,183)
Other gains and losses	(31,319)	(14,575)	15,323	808	(30,915)
Impairment losses reversed (recognised) under expected credit loss model, net	(8,835)	(23,978)	(10,141)	4,461	881
(Loss) gain on fair value change of investment property	–	(322)	1,312	439	995
Finance costs	(46,570)	(36,263)	(19,046)	(17,286)	(43,750)
Profit (loss) before tax	(17,478)	(71,829)	106,332	108,074	4,343
Income tax expense	(1,485)	(724)	(13,849)	(25,882)	(1,641)
Profit (loss) for the year	(18,963)	(72,553)	92,483	82,192	2,702
Non-controlling interests	–	–	–	–	14
Profit (loss) attributable to shareholders	(18,963)	(72,553)	92,483	82,192	2,716
Basic earnings (loss) per share (HK cents) (Note 2)	(22.36)	(85.15)	108.54	96.33	3.11

FINANCIAL HIGHLIGHTS

FINANCIAL POSITION OF THE GROUP

	As at March 31,				
	2019 HK\$'000	2020 HK\$'000	2021 HK\$'000	2022 HK\$'000	2023 HK\$'000
Current assets	1,782,760	1,322,183	1,334,036	1,564,612	1,723,016
Property, plant and equipment	279,355	259,787	270,142	284,293	265,418
Right-of-use assets	–	14,013	18,201	16,093	11,859
Investment property	–	8,200	9,512	9,951	10,946
Club debentures	2,001	2,001	2,001	2,001	2,001
Interest in an associate	–	–	–	–	–
Other non-current assets	19,030	19,866	6,893	4,962	4,549
Total assets	2,083,146	1,626,050	1,640,785	1,881,912	2,017,789
Current liabilities	1,383,855	1,020,218	910,764	1,065,180	1,292,930
Non-current liabilities	28,671	35,124	42,920	46,166	34,243
Non-controlling interests	–	–	–	–	66
Shareholders' equity	670,620	570,708	687,101	770,566	690,550
Total liabilities and equities	2,083,146	1,626,050	1,640,785	1,881,912	2,017,789
Net assets value per ordinary share (HK cents) (Note 3)	787.05	669.79	806.39	898.34	788.10

Notes:

- (1) The financial summary for the five financial years ended March 31, 2019 to 2023 presented above is extracted from the annual reports of the Company from 2019 to 2023.
- (2) The basic earnings (loss) per share for the years ended March 31, 2019 to 2023 are calculated based on profit (loss) attributable to shareholders of the Company and weighted average number of 84,811,622, 85,207,049, 85,207,049, 85,325,912 and 87,204,649 ordinary shares of the Company in issue during the financial years of 2019 to 2023 respectively.
- (3) The net assets value per ordinary share for the years ended March 31, 2019 to 2023 are calculated based on share capital of the Company at the end of financial year of 85,207,049, 85,207,049, 85,207,049, 85,777,049 and 87,622,049 shares respectively.

CHAIRMAN'S STATEMENT

Dear Shareholders,

I bring you my last message as the recently retired Chairman of Willas-Array Electronics (Holdings) Limited (the "Company", together with its subsidiaries, the "Group", "WAE", "We" or "Our"). It was my great pleasure and honour to serve as your Chairman for more than two decades since the listing of the Company on the Singapore Exchange in 2001, until December 31, 2022.

I am grateful for all the support I received from our shareholders, business partners, customers and my fellow directors on the board over the years.

The journey has been such a fulfilling one for me, seeing the Company grow from a small business into a leading distributor of electronic components based in Hong Kong. But after 41 years at the helm, it is time for me to step down and to make way for the next generation of leaders who will take the Group onward to its next lap.

Having built the business from scratch, it is my desire to see it continue to flourish long after my retirement. Please join me to warmly welcome Mr. Xie Lishu ("Mr. Xie") as the Group's new Chairman with effect from May 20, 2023. As Mr. Xie has extensive experience in the electronics industry for over 26 years, specialising in automotive electronics, I believe that there are strong synergies in having him lead the Group's strategic growth plans.

WAE celebrated its 40th anniversary last year. As we herald a new dawn under new leadership, I believe that we have established a strong foundation and built great resilience. I ask all shareholders to extend the same unwavering support to Mr. Xie that you have shown me.

Performance review

The industry has been on a roller coaster ride over the past few years. Indeed, there was never a dull moment. The COVID-19 pandemic crippled worldwide supply chains and drove up demand for consumer electronics and home appliances as people were forced to work from home for an extended period. This led to a global shortage in semiconductors from 2021 to mid-2022 with everyone scrambling for chips.

But the world emerged from the pandemic only to step into a very different environment with geopolitical tensions and the war in Eastern Europe fuelling high energy prices, inflation and economic uncertainties. This slowed down the demand for consumer electronics and home appliances and normalised the semiconductor situation with some sectors facing an oversupply.

The Group's performance over the last few years reflected such wild swings in industry conditions and uncertainties in the macro-environment. In the financial years ended March 31, 2021 and 2022 ("FY2022"), we benefitted from healthy end-consumer demand that was constrained by the semiconductor shortage but for the financial year ended March 31, 2023 ("FY2023"), our sales was affected by lower demand while our earnings felt the impact of foreign exchange losses and higher interest rates.

CHAIRMAN'S STATEMENT

As a result, the Group's revenue fell by 8.5% to HK\$3,135.4 million in FY2023, from HK\$3,425.8 million in FY2022. The decline was due to a slowdown in the consumer electronics market, which was worsened in the second half of FY2023. In particular, domestic demand and exports were impacted by an increasing inflationary and higher interest rate environment, exacerbated by China's lockdown measures, which lasted until early 2023.

Due to lower sales, a foreign exchange loss of approximately HK\$32.4 million from the depreciation of the Renminbi as well as an increase in finance costs from higher interest rates, the Group's net attributable profit declined by 96.7% year-on-year ("YoY") to HK\$2.7 million in FY2023.

To highlight the impact of currency fluctuations, the Group would have achieved net attributable profit of HK\$35.1 million in FY2023 if the foreign exchange loss was excluded.

Segmental results

Of our top three sales generators, our Automotive segment leapt to first place in FY2023 with revenue up by 18.9% YoY to HK\$845.2 million, overtaking the Industrial segment to become our largest revenue generator and contributing about 27.0% of total revenue. This was up from contribution of 20.7% of total revenue in FY2022.

The Automotive segment's stellar performance was driven by high crude oil prices and the support from the Chinese government in pursuing carbon neutrality, which accelerated the transition to electric vehicles ("EVs"), which has a high amount of electronic content. This was a trend that the Group had identified more than a decade ago when we began allocating more resources into this segment. We are pleased to see the strategy pay off with the rapid adoption of EVs as well as more electronic content being added to traditional internal combustion engine vehicles.

With many governments committing to ambitious net zero carbon goals by 2030 and several Chinese EV brands getting gaining in popularity on the world stage, we remain optimistic about this segment and will continue to invest in it. In fact, with the new Chairman's expertise in this segment, I believe that it is in good hands.

The other segment that defied macro headwinds was our Electronic Manufacturing Services ("EMS") segment, which became the fourth largest revenue generator in FY2023 as it achieved a 50.2% YoY increase in sales to HK\$245.1 million. This boosted the segment's contribution to 7.8% of total revenue in FY2023, up from 4.8% of total revenue in FY2022. The improved performance was mainly due to the revenue from a project secured in the first half of FY2023.

To capitalise on the rising number of EMS related projects in Greater China, we have strengthened our sales network in the region in order to pursue these opportunities more aggressively.

For all our other segments experiencing weak demand, we will continue to invest our resources according to growth potential, concentrating our energies particularly on those that are aligned with the Chinese government's areas of focus, including Industrial, Home Appliance and Automotive.

CHAIRMAN'S STATEMENT

Outlook

Looking ahead, we expect the next 12 months to be challenging. The ongoing geopolitical tensions in Eastern Europe and between the US and China have caused energy and raw material prices to stay elevated and volatile. To tame inflation, major central banks around the world have maintained their hawkish monetary policy. As a result, economic activity is expected to remain subdued with a possible recession on the cards.

Against this backdrop, the end consumer sentiment and demand for consumer electronics are expected to remain weak. However, we remain optimistic about the long-term prospects and sustainability of the business environment in mainland China because the Chinese government is expected to put in place expedient support measures to stabilise the country's economy.

With a legacy of more than 40 years to stand on, WAE has more than proven its business resilience and I believe that the Group will continue to reach new heights under its new leadership.

Appreciation

As I conclude my last message, I want to thank the management and staff of WAE, especially those who have been with me through the decades. Thank you for standing with me through thick and thin, as well as through both good and bad times. I will hold dearly the many achievements we accomplished and the many memories we made together.

I also want to thank the board of directors for your contribution in ensuring that WAE continues to uphold high standards of corporate governance and making sure that the interests of all stakeholders are taken care of.

Lastly, I want to thank all shareholders for keeping your faith in the Group for so many years.

I wish everyone good health and happiness.

Leung Chun Wah

Chairman (From January 1, 2001 until December 31, 2022)

May 30, 2023

CHAIRMAN'S STATEMENT

Dear Shareholders,

It is my pleasure to address you for the first time as Chairman of WAE.

I would like to start by thanking Mr. Leung Chun Wah (“Mr. Leung”) for the strong foundation and extensive business network he had established for WAE over the past four decades, which has made it one of the largest Hong Kong – based distributors of electronic components in Greater China region.

I know I have big shoes to fill. Mr. Leung is well-respected in the industry and highly regarded by the employees of the Company. He put in a place a highly qualified management team and a skilled workforce to ensure that the Company is professionally run and has good corporate governance.

As the new Chairman, I am committed to build on Mr. Leung’s legacy, and to leverage my own 26 years of experience in the electronics industry, to take WAE to the next level of growth.

I look forward to the continued support of business partners, customers and shareholders as we embarked on this new chapter together.

Xie Lishu

Chairman since May 20, 2023

May 30, 2023

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW

The Group recorded profit attributable to owners of the Company of HK\$2.7 million for the year ended March 31, 2023 (“FY2023”) compared to HK\$82.2 million for the year ended March 31, 2022 (“FY2022”). The decrease was mainly attributable to: (i) a decrease in sales and lower gross profit margin in FY2023; (ii) a foreign exchange loss of approximately HK\$32.4 million mainly arising from the depreciation of the Renminbi (“RMB”) in FY2023 as compared to FY2022 when there was no significant foreign exchange difference; and (iii) an increase in finance costs mainly due to rising weighted average effective interest rate in FY2023 as compared to FY2022. Excluding the foreign exchange difference, profit attributable to owners of the Company would have been HK\$35.1 million in FY2023.

Revenue

The Group’s revenue declined by 8.5% year-on-year (“YoY”) from HK\$3,425.8 million in FY2022 to HK\$3,135.4 million in FY2023. The decline was due to a slowdown in the consumer electronics market, which was worsened in the second half of FY2023. In particular, domestic demand and exports were impacted by rising inflation and a high interest rate environment and further exacerbated by China’s lockdown measures, which lasted until early 2023. Nevertheless, the Group’s Automotive segment recorded strong growth due to robust support from the Chinese government and the ongoing expansion of the electric vehicle (“EV”) industry during the period under review.

China’s economy and business activities have gradually normalized following the full easing of China’s COVID-19 restrictions in early 2023. The Group expects that this is beneficial to its business for the financial year ending March 31, 2024.

Revenue by Market Segment Analysis

	FY2023		FY2022		Increase/(Decrease)	
	HK\$’000	%	HK\$’000	%	HK\$’000	%
Automotive	845,174	27.0%	710,758	20.7%	134,416	18.9%
Industrial	758,243	24.2%	1,010,422	29.5%	(252,179)	-25.0%
Home Appliance	568,016	18.1%	660,797	19.3%	(92,781)	-14.0%
Electronic Manufacturing						
Services (“EMS”)	245,108	7.8%	163,241	4.8%	81,867	50.2%
Telecommunications	203,160	6.5%	213,945	6.2%	(10,785)	-5.0%
Audio and Video	191,876	6.1%	238,855	7.0%	(46,979)	-19.7%
Dealer	183,190	5.8%	218,577	6.4%	(35,387)	-16.2%
Lighting	97,990	3.1%	118,753	3.5%	(20,763)	-17.5%
Others	42,676	1.4%	90,484	2.6%	(47,808)	-52.8%
	3,135,433	100.0%	3,425,832	100.0%	(290,399)	-8.5%

MANAGEMENT DISCUSSION AND ANALYSIS

Automotive

In FY2023, the Automotive segment took over as the Group's largest revenue generator as it posted revenue of HK\$845.2 million in FY2023, increased by 18.9%, compared to FY2022. The segment benefited from high crude oil prices and the support from the Chinese government in pursuing carbon neutrality, which accelerated the transition to EVs. Although the total number of vehicles purchased in China has not increased significantly in FY2023, the electronics content in EVs is much higher than the traditional internal combustion engine vehicles. The Group expects this trend to continue, and thus, will commit more resources to ride on the uptrend for this segment.

Industrial

The Industrial segment achieved revenue of HK\$758.2 million in FY2023, representing a YoY decrease of 25.0% as compared to FY2022. The lower revenue contribution was due to a decline in exports and domestic demand in the second half of FY2023.

Despite the weakening of overall domestic consumption, there remains a strong demand for certain applications such as high-power application, renewable energy and energy storage products. To leverage this, the Group will manage price pressures and ensure that it has sufficient inventory to cater for these applications.

Home Appliance

Home Appliance, being the third largest revenue generating segment, recorded sales of HK\$568.0 million in FY2023, representing a decrease of 14.0% as compared to FY2022. Demand from this segment was impacted by the weak global consumer electronics market, which affected export sales, as well as slower domestic demand for home appliances because of the cooling measures implemented in mainland China's property market. With the easing of these property cooling measures at the start of 2023, the property market has rebounded. The Group believes that this healthy adjustment will support the long term growth of this market. Moreover, the Chinese government's economic and business policies remain supportive of domestic consumption, especially large home appliances. The Group will continue investing resources in this segment to seize opportunities.

EMS

The EMS segment recorded a YoY increase in revenue of 50.2% to HK\$245.1 million in FY2023 compared to FY2022. The higher revenue contribution was driven by a project secured in the first half of FY2023. The Group will continue to strengthen its sales network in Greater China to secure new projects and opportunities for this segment.

MANAGEMENT DISCUSSION AND ANALYSIS

Telecommunications

Revenue from the Telecommunications segment decreased by 5.0% YoY to HK\$203.2 million in FY2023 compared to FY2022. Although the overall demand for smartphone components has been weak since the second half of FY2022, the demand for the Optical Image Stabilisation (OIS) feature of the smartphone camera remained strong. The segment's revenue contribution is expected to remain stable as the Group had secured several projects during the financial year in review.

Audio and Video

The Audio and Video segment recorded revenue of HK\$191.9 million in FY2023, representing a YoY decrease of 19.7% as compared to FY2022. Given the current high interest rate and inflationary environment, demand for consumer electronics is expected to remain weak, especially for home entertainment and conference devices. The Group will carefully manage its order backlog and inventory level to avoid holding obsolete inventory.

Dealer

The Dealer segment registered revenue of HK\$183.2 million in FY2023, representing a YoY decline of 16.2% as compared to FY2022. Revenue contribution from the segment was impacted by weak exports and domestic demand for consumer electronics.

Lighting

The Lighting segment recorded revenue of HK\$98.0 million in FY2023, representing a YoY decline of 17.5%. Going forward, the Group will increase its efforts to market the commercial lighting application as it is expected to fetch higher returns than the consumer application.

Others

The Others segment registered a YoY decline in revenue of 52.8% to HK\$42.7 million in FY2023. The decline was due to lower demand for personal computers, electronic toys and portable devices, which reflected weak consumer spending.

Gross Profit Margin

The Group's gross profit margin declined to 8.9% in FY2023 from 9.8% in FY2022. The lower margin was mainly due to weaker demand for semiconductor chips in FY2023 as compared to the previous two financial years when there was a global shortage of semiconductor. This led to more intense competition as suppliers fought for market share.

MANAGEMENT DISCUSSION AND ANALYSIS

Other Income

Other income increased by HK\$7.7 million to HK\$10.5 million in FY2023 from HK\$2.8 million in FY2022, mainly due to the non-recurring subsidy of HK\$2.8 million from the Hong Kong government's Employment Support Scheme and HK\$2.2 million tax rebate from the Chinese government, which was recognised in FY2023. No such income was received in FY2022.

Distribution Costs

Distribution costs in FY2023 stood at HK\$28.9 million, which was similar to FY2022.

Administrative Expenses

Administrative expenses declined by HK\$5.9 million or 3.1% to HK\$183.2 million in FY2023 from HK\$189.1 million in FY2022 due to the tightening of such expenditure.

Other Gains and Losses

Other losses of HK\$30.9 million were incurred in FY2023, due to foreign exchange loss mainly arising from the depreciation of RMB, as compared to other gains of HK\$0.8 million recorded in FY2022 from foreign exchange gain mainly arising from the appreciation of RMB. The Group entered into several foreign currency forward contracts to hedge against the currency risk of depreciation of RMB against the US dollar ("USD").

Impairment Losses Reversed Under Expected Credit Loss Model, Net

There was a reversal of impairment losses of HK\$0.9 million in FY2023 (FY2022: HK\$4.5 million), which was mainly due to the reversal of impairment losses on trade receivables.

Finance Costs

Finance costs, which comprises interest expenses on trust receipt loans and bank borrowings, and interest on lease liabilities, increased by HK\$26.5 million or 153.1% to HK\$43.8 million in FY2023 from HK\$17.3 million in FY2022. The increase was mainly due to rising weighted average effective interest rate as well as an increase in average trust receipt loans as compared to FY2022.

MANAGEMENT DISCUSSION AND ANALYSIS

LIQUIDITY AND FINANCIAL RESOURCES

Financial Position

Trust receipt loans increased by HK\$171.7 million to HK\$658.1 million as at March 31, 2023, from HK\$486.4 million as at March 31, 2022. The increase was mainly due to the increase in inventories during the year under review.

Trade payables decreased to HK\$385.7 million as at March 31, 2023, from HK\$389.5 million as at March 31, 2022.

Trade receivables decreased by HK\$56.8 million to HK\$806.0 million as at March 31, 2023, from HK\$862.8 million as at March 31, 2022. The decrease was due to lower sales revenue towards the end of the financial year under review as compared to the corresponding period in FY2022. The debtors turnover days was 3.1 months as at March 31, 2023, which was the same as at March 31, 2022.

As at March 31, 2023, the Group's current ratio (current assets divided by current liabilities) was 1.33 (March 31, 2022: 1.47).

Inventories

Inventories increased to HK\$586.3 million as at March 31, 2023, from HK\$360.4 million as at March 31, 2022. The inventory turnover days increased to 2.5 months as at March 31, 2023, from 1.4 months as at March 31, 2022.

Cash Flow

As at March 31, 2023, the Group had a working capital of HK\$430.1 million which included a cash balance of HK\$317.2 million, compared to a working capital of HK\$499.4 million which included a cash balance of HK\$327.7 million as at March 31, 2022. The decrease in cash by HK\$10.5 million was primarily attributable to the net effect of cash outflow of HK\$184.1 million used in operating activities and cash inflow of HK\$181.6 million generated from financing activities. The Group's cash balance was mainly denominated in USD, RMB and Hong Kong dollars ("HKD").

Cash outflow in operating activities was mainly due to the net effect of an increase in operating cash flows before movement in working capital and the increases in inventories.

Cash inflow generated from financing activities was mainly attributable to the increases in trust receipt loans to finance the increased inventories during the year under review.

MANAGEMENT DISCUSSION AND ANALYSIS

Borrowings and Banking Facilities

As at March 31, 2023, the Group had bank borrowings of HK\$200.5 million, which were repayable within one year. Among the Group's bank borrowings, 63.9% was denominated in USD, 30.8% was denominated in HKD and the remainder was denominated in RMB. As at March 31, 2023, the fixed-rate bank borrowings and the variable-rate bank borrowings accounted for 73.3% and 26.7%, respectively. The fixed-rate bank borrowings bore interest at a weighted average effective rate of 6.83% per annum, while variable-rate bank borrowings bore interest at a weighted average effective rate of 5.74% per annum.

As at March 31, 2023, trust receipt loans of HK\$658.1 million were unsecured and repayable within one year and bore interest at a weighted average effective rate of 7.08% per annum. Among the trust receipt loans, 92.8% was denominated in USD and the remainder was denominated in HKD. As at March 31, 2023, the Group had unutilised banking facilities of HK\$416.6 million (March 31, 2022: HK\$980.1 million).

The aggregate amount of the Group's borrowings and debt securities was as follows:

Amount repayable in one year or less, or on demand

As at March 31, 2023		As at March 31, 2022	
Secured	Unsecured	Secured	Unsecured
HK\$'000	HK\$'000	HK\$'000	HK\$'000
100,663	757,914	49,434	561,359

Amount repayable after one year

As at March 31, 2023		As at March 31, 2022	
Secured	Unsecured	Secured	Unsecured
HK\$'000	HK\$'000	HK\$'000	HK\$'000
-	-	-	-

As at March 31, 2023, the Group's trade receivables amounting to HK\$92.9 million (March 31, 2022: HK\$43.2 million) were transferred to banks by discounting those trade receivables on a full recourse basis. As the Group had not transferred the significant risks and rewards relating to these receivables, it had continued to recognise the full carrying amount of the receivables and had recognised the cash received on the transfer as secured borrowings amounting to HK\$80.9 million (March 31, 2022: HK\$36.8 million).

As at March 31, 2023, the Group's remaining secured bank borrowings amounting to HK\$19.8 million (2022: HK\$12.6 million) had been secured by the pledge of certain bills receivables held by the Group amounting to HK\$23.0 million (2022: HK\$14.0 million).

MANAGEMENT DISCUSSION AND ANALYSIS

Foreign Exchange Risk Management

The Group operates in Hong Kong, the PRC and Taiwan. It incurred foreign currency risk mainly on sales and purchases that were denominated in currencies other than its functional currencies. Sales are mainly denominated in USD, RMB and HKD whereas purchases are mainly denominated in USD, Japanese yen (“JPY”), RMB and HKD. Therefore, the exposure in foreign exchange rate risks mainly arises from fluctuations in foreign currencies against the functional currencies. Given the pegged foreign exchange rate between HKD and USD, the exposure of entities that use HKD as their respective functional currencies to the fluctuations in USD is minimal. However, foreign exchange rate fluctuations between RMB and USD, RMB and JPY, HKD and JPY, or Taiwan dollars and USD could affect the Group’s performance and asset value. The Group has a foreign currency hedging policy to monitor and maintain its foreign exchange exposure at an acceptable level.

Net Gearing Ratio

As at March 31, 2023, the Group’s net gearing ratio was 78.6% (March 31, 2022: 37.0%). The net gearing ratio was derived by dividing net debts (representing interest-bearing bank borrowings, trust receipt loans and bills payables minus cash and cash equivalents and restricted bank deposits) by shareholders’ equity at the end of a given period and multiplied by 100%. The increase was mainly due to increases in trust receipt loans and bank borrowings and a decrease in shareholders’ equity (resulting from the dividends paid to the Shareholders in respect of FY2022).

STRATEGY AND PROSPECTS

The ongoing geopolitical tensions in Eastern Europe and between the US and China continue to drive inflationary pressures, pushing central banks around the world to tame inflation by aggressively raising interest rates. This is expected to exacerbate the drag on economic activity and give rise to recessionary risks across the globe amid rising energy prices and volatile raw material prices.

Such macroeconomic headwinds and worries about inflation and recession have dampened end-consumer sentiment and weakened demand for consumer electronics. This has led to significantly lower demand for semiconductor chips as compared to the height of the COVID-19 pandemic era when demand for consumer electronics was fueled by lockdown conditions that required people to work from home and study at home.

While the Group expects the next 12 months to be challenging, it remains optimistic about the long-term prospects and sustainability of the business environment in mainland China as the Chinese government is expected to put in place expedient support measures to stabilise the country’s economy.

In view of these challenges, the Group will continue to cautiously invest its resources in key growth segments such as Home Appliances, Industrial and Automotive, which continue to receive the support of the Chinese government. The Group will also work closely with its suppliers as well as customers to achieve mutually beneficial outcomes for all stakeholders. Lastly, the Group will also remain prudent in managing its operations and closely monitoring the liquidity position to weather the storm.

MANAGEMENT DISCUSSION AND ANALYSIS

EMPLOYEES AND REMUNERATION POLICIES

As at March 31, 2023, the Group had a workforce of 377 (March 31, 2022: 359) full-time employees, of which 30.8% worked in Hong Kong, 65.9% in the PRC and the remainder in Taiwan.

The Group actively pursues a strategy of recruiting, retaining and developing talented employees by (i) providing them with regular training programmes to ensure that they are kept abreast of the latest information pertaining to the products distributed by the Group, technological developments and market conditions of the electronics industry; (ii) aligning employees' compensation and incentives or bonus with their performance; and (iii) providing them with a clear career path with opportunities for taking on additional responsibilities and securing promotions. Besides, the Company has adopted an employee share option scheme to reward the directors of the Company (the "Directors") and the eligible employees for their contribution to the Group.

While the Group's employees in Hong Kong and Taiwan are required to participate in the mandatory provident fund scheme and a defined contribution pension scheme, respectively, the Group makes contributions to various government-sponsored employee-benefit funds, including social insurance fund, housing fund, basic pension insurance fund and unemployment, maternity and work-related insurance funds for its employees in the PRC in accordance with the applicable PRC laws and regulations.

Further, the remuneration committee of the Board reviews and recommends to the Board the remuneration and compensation packages of the Directors and senior management of the Group by reference to the salaries paid by comparable companies, their time commitment, responsibilities and performance as well as the financial results of the Group.

CONTINGENT LIABILITIES

The Group did not have any contingent liabilities as at March 31, 2023 (March 31, 2022: nil).

BOARD OF DIRECTORS

NON-EXECUTIVE DIRECTORS

Xie Lishu (*appointed with effect from May 20, 2023*)

Chairman and Non-executive Director

Chairman of the Employee Share Option Scheme Committee (“ESOSC”)

Date of first appointment as a director : May 20, 2023

Date of last re-election as a director : Not applicable

Xie Lishu, aged 50, was appointed as a Non-executive Director and the Chairman on May 20, 2023. Mr. Xie obtained a bachelor’s degree in applied chemistry from Tongji University in 1996. He has over 26 years of experience in the electronics industry. He was a sales manager of China Circuit Technology (Shantou) Corporation from 1996 to 1999, and the CEO of Shanghai YCT Electronics Group Co., Ltd. (上海雅創電子集團股份有限公司) (“Shanghai YCT”), which is a company listed on the ChiNext Board of the Shenzhen Stock Exchange in 2021, from 2008 to 2019. Mr. Xie has been both the CEO and the chairman of the board of directors of Shanghai YCT since 2019. Mr. Xie is also the husband of Ms. Huang Shaoli, a Non-executive Director. Mr. Xie is deemed to be interested in all of the shares held by Texin (HongKong) Electronics Co. Limited (“Texin”), a substantial shareholder of the Company under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “HK Listing Rules”), and a controlling shareholder of the Company under the Listing Manual of Singapore Exchange Securities Trading Limited (the “SGX-ST” and the “SGX-ST Listing Manual”, respectively).

Huang Shaoli (*appointed with effect from May 20, 2023*)

Non-executive Director

Date of first appointment as a director : May 20, 2023

Date of last re-election as a director : Not applicable

Huang Shaoli, aged 46, was appointed as a Non-executive Director on May 20, 2023. Ms. Huang graduated with Junior College Degree in International Business from Shanghai Institute of Science & Technology Management in 1999. Ms. Huang has over 19 years of experience in the electronics industry. She was a finance manager of Shanghai YCT from 2004 to 2010 and the vice president of Shanghai YCT from 2010 to 2019. She has been a director of Shanghai YCT since 2019. Ms. Huang is also the wife of Mr. Xie Lishu, a Non-executive Director and the Chairman. Ms. Huang is deemed to be interested in all of the shares held by Texin, a substantial shareholder of the Company under the HK Listing Rules, and a controlling shareholder of the Company under the SGX-ST Listing Manual.

BOARD OF DIRECTORS

EXECUTIVE DIRECTORS

Hon Kar Chun

***Managing Director, Executive Director and Authorised Representative
Member of ESOSC***

Date of first appointment as a director : June 28, 2013
Date of last re-election as a director : August 29, 2022

Hon Kar Chun, aged 60, was appointed as an Executive Director on June 28, 2013 and as the Managing Director on July 31, 2014. He is responsible for developing and managing the sales and marketing operations of the Group. He is also a director of various subsidiaries of the Company and an authorized representative under Rule 3.05 of the HK Listing Rules. Mr. Hon obtained a bachelor of science degree in physics from the University of Hong Kong in 1986 and a master's degree in business administration from The Hong Kong University of Science and Technology in 2000. Mr. Hon joined Array Electronics Limited in 1986 as a marketing executive and he was the general manager of Willas-Array Singapore (Private) Limited between 2000 and 2001. Mr. Hon became the general manager of a business group of Array Electronics Limited in 2001. In 2003, he was promoted to the general manager of the central product marketing department of Willas-Array Electronics Management Limited which was responsible for most of the semiconductor product lines of the Group. Mr. Hon became the sales director in 2006 and was appointed as the marketing director in 2010. He was the deputy managing director of sales and marketing from 2012 to July 2014.

Leung Hon Shing

Executive Director, Chief Financial Officer, Company Secretary and Authorised Representative

Date of first appointment as a director : July 31, 2014
Date of last re-election as a director : July 29, 2021

Leung Hon Shing, aged 57, was appointed as an Executive Director on July 31, 2014. He is also the chief financial officer and company secretary of the Company and is responsible for financial management and company secretarial matters of the Group. Mr. Leung is also a director of various subsidiaries of the Company and an authorized representative under Rule 3.05 of the HK Listing Rules. He is a fellow member of the Hong Kong Institute of Certified Public Accountants, a fellow member of the Association of Chartered Certified Accountants in England and an associate member of The Hong Kong Chartered Governance Institute (formerly known as The Hong Kong Institute of Chartered Secretaries) and The Chartered Governance Institute (formerly known as The Institute of Chartered Secretaries and Administrators) in England. He obtained a professional diploma in company secretaryship and administration from Hong Kong Polytechnic (now known as The Hong Kong Polytechnic University) in 1988. Mr. Leung joined the Group in 2002 as a financial controller and was appointed as the company secretary on March 28, 2006. He then became the chief financial officer in April 2014. Prior to joining us, he worked in a subsidiary of a publicly-listed company in Hong Kong from 1996 to 2001 and an international accounting firm from 1993 to 1996, where he gained extensive auditing, accounting and financial management experience.

BOARD OF DIRECTORS

INDEPENDENT NON-EXECUTIVE DIRECTORS

Lim Lee Meng (*will retire by rotation and not offer himself for re-election at the annual general meeting on July 28, 2023*)

Independent Non-executive Director

Lead Independent Director

Chairman of the Audit Committee (“AC”)

Members of the Nomination Committee (“NC”), the Remuneration Committee (“RC”) and the Compliance Committee (“CC”)

Date of first appointment as a director : May 28, 2020

Date of last re-election as a director : July 28, 2020

Lim Lee Meng, aged 67, was appointed as an Independent Non-executive Director on May 28, 2020. He graduated with a bachelor’s degree of Commerce (Accountancy) from the Nanyang University, Singapore in 1980. He also holds a Master’s Degree in Business Administration from the University of Hull, United Kingdom in 1992 and a Diploma in Business Law from the National University of Singapore in 1989. He is a fellow member of the Institute of Singapore Chartered Accountants, a fellow member of the Singapore Institute of Directors and an associate member of The Chartered Governance Institute, Singapore Division. In addition, Mr. Lim is an executive director of LeeMeng Capital Pte. Ltd.

Tang Wai Loong Kenneth (*resignation to be effective from August 30, 2023*)

Independent Non-executive Director

Chairman of NC

Members of AC, RC and CC

Date of first appointment as a director : January 1, 2022

Date of last re-election as a director : August 29, 2022

Tang Wai Loong Kenneth, aged 53, was appointed as an Independent Non-executive Director on January 1, 2022. He graduated with a Bachelor of Laws (Honours) degree from the University of Newcastle upon Tyne in 1992. He also holds a Master of Laws degree from the University of London (King’s College) (1994), a Master of Business Administration degree from the University of London (Imperial College) (2003) and a Master of Science (Finance) degree from Baruch College, City University of New York (2009). He is an Advocate and Solicitor in Singapore, a Barrister of the Middle Temple, a Solicitor (England and Wales), an Attorney and Counselor-at-law (New York), a Fellow of the Chartered Institute of Arbitrators, a Fellow of the Singapore Institute of Arbitrators and an Accredited Mediator of the Chartered Institute of Arbitrators. Mr. Tang has been a senior partner of a Singapore law firm, Chang See Hiang & Partners since January 2021 and was a partner in that firm from 2000 to 2020.

BOARD OF DIRECTORS

Tong Kai Cheong
Independent Non-executive Director
Chairman of RC and CC
Members of AC, NC and ESOSC

Date of first appointment as a director : June 1, 2022
Date of last re-election as a director : August 29, 2022

Tong Kai Cheong, aged 62, was appointed as an Independent Non-executive Director on June 1, 2022. He graduated with a Master of Science in Finance from The City University of Hong Kong in 1995. He is an associate of The Chartered Institute of Bankers, England. Mr. Tong has over 40 years of experience in the banking industry. He had previously also held senior positions in various international and local banks in Hong Kong.

SENIOR MANAGEMENT

Chan Fan Cheong, Patrick
General Manager – Risk Management

Chan Fan Cheong, Patrick, aged 64, is responsible for establishing the policy and collection procedures, and strengthening the internal control system and risk management of the Group. He obtained a master's degree in professional accounting from the Open University of Hong Kong in 2001. He was elected as an associate of The Hong Kong Institute of Bankers in 1998. Mr. Chan joined us in 2002 as an assistant credit control manager and was promoted to credit control manager in 2003, senior credit manager in 2007 and assistant general manager of risk management in 2012. He was appointed as the general manager of risk management in January 2016. Prior to joining us, he worked as a credit control officer for Circle International Limited from 1993 to 1999 and a credit manager for Future Electronics (HK) Limited from 2000 to 2001.

Cheung Yiu Wing, Teddy
General Manager – South China

Cheung Yiu Wing, Teddy, aged 49, is responsible for all of the business operations in the Southern China Region. He graduated from the Hong Kong Technical College with a higher diploma in communications engineering in 1996 and obtained a master's degree in EMBA from The Chinese University of Hong Kong in 2016. Mr. Cheung joined Willas Company Limited as a sales engineer in 1996 and he was promoted to assistant product manager and senior sales manager in 2000 and 2007, respectively. He was appointed as the assistant general manager of sales in the Southern China Region in 2012 and as the general manager of South China in January 2020.

Hon Wai Keung, Ken
General Manager – Technical Department

Hon Wai Keung, Ken, aged 50, is responsible for supervising the technical marketing and field application department. He obtained a bachelor's degree in engineering from The Chinese University of Hong Kong in 1995. Mr. Hon has over 25 years of experience in the electronics and semiconductor industry. He joined us as a field application manager in 2008 and was promoted to senior technical manager in 2010 and to assistant general manager of technical marketing and field application department in 2012. He was appointed as the general manager of technical department in January 2017. Prior to joining us, he worked as an application engineer for Protech Components Ltd. from 1995 and was subsequently promoted to assistant general manager of the engineering department in 2006.

SENIOR MANAGEMENT

Kwan Wing Kin, Samuel
General Manager of Marketing

Kwan Wing Kin, Samuel, aged 56, is responsible for marketing of product lines of various brands. He obtained a bachelor's degree in electronics engineering from the City College of The City University of New York, United States in 1993. Mr. Kwan joined Array Electronics Limited as a product engineer in 1993 and was promoted to product manager in 2001, senior product manager in 2006, assistant general manager of central product marketing in 2008 and general manager of central product marketing in 2013. He was appointed as the general manager of marketing in January 2014.

Lai Sze Chuen, Pele
Deputy Managing Director of Marketing

Lai Sze Chuen, Pele, aged 59, is responsible for overseeing the marketing activities of Business Unit 3 of the Group. He obtained a bachelor's degree in engineering (electrical) from the Carleton University, Ottawa, Canada in 1986. Mr. Lai joined us in 2013 as a general manager of marketing. He was promoted to marketing director in January 2016, and then was promoted to deputy managing director of marketing in January 2018. Prior to joining us, Mr. Lai worked as sales director for Valence Technology Limited (a former subsidiary of the Company) from 2005 and was subsequently promoted to vice president of sales and marketing in 2012.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

1. ABOUT THIS REPORT

This Environmental, Social and Governance (“ESG”) Report (the “ESG Report”) highlights Willas-Array Electronics (Holdings) Limited’s (hereinafter referred to as the “Willas-Array”, and together with its subsidiaries referred to as the “Group”) ESG performance, with disclosure reference made to the ESG Reporting Guide as described in Appendix 27 to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (the “Listing Rules” and the “SEHK” respectively) and Guidance on Climate Disclosures set out by the SEHK, Rule 711B of the Listing Manual of the Singapore Exchange Securities Trading Limited (the “SGX-ST”), and the SGX Core ESG Metrics set out by the SGX-ST. The Group has prioritised the adoption of globally-recognised frameworks. This ESG Report was prepared in accordance with the Global Reporting Initiative (“GRI”) Standards issued by Global Sustainability Standards Board (“GSSB”). Additionally, the Group recognised the significance of evaluating the climate risks and opportunities of its business, and has therefore disclosed climate-related issues in alignment with the Task Force on Climate-related Financial Disclosures (“TCFD”) framework. By adopting these frameworks, the Group aims to integrate sustainability into its business strategy and operations, and to provide its stakeholders with reliable and comprehensive information.

This ESG Report has been reviewed and approved by the board of directors (the “Board” and the “Directors”, respectively) of the Company. The Group has also engaged its internal auditor for the internal review of the ESG Report, as mandated by the SGX-ST.

Scope and Reporting Period

The Group is principally engaged in the distribution of electronic components for use in industrial, audio and video, telecommunications, home appliance, lighting, electronic manufacturing services and automotive segments, as well as the provision of engineering solutions. This ESG Report covers the overall performance in two subject areas, namely, the Environmental and Social aspects of its major business operations in Hong Kong and the mainland of the People’s Republic of China (the “PRC”) from April 1, 2022 to March 31, 2023 (the “reporting period”), unless otherwise stated. This ESG Report covers the Group’s major business operations that constitute major revenue, namely,

- (i) The headquarters office in Hong Kong;
- (ii) The Southern China headquarters office in Shenzhen of the PRC;
- (iii) The Northern China headquarters office in Shanghai of the PRC;
- (iv) The warehouse in Hong Kong; and
- (v) The warehouse in Waigaoqiao Free Trade Zone, Shanghai of the PRC.

Other business operations that have insignificant environmental and social impacts on the Group were excluded from the reporting scope. The reporting scope for this reporting period remained unchanged when compared to that of the previous reporting period.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

1. ABOUT THIS REPORT – *continued*

Reporting Principles

The contents covered in this ESG Report are in compliance with the four reporting principles of materiality, quantitiveness, balance and consistency required in Appendix 27 to the Listing Rules and their referred documentations as set out by the SEHK. Combining the application of the nine reporting principles of accuracy, balance, clarity, comparability, completeness, materiality, sustainability context, timeliness and verifiability set out by the GRI Standards, the Group ensures quality and proper presentation of the reported information. The reporting principles applied are consolidated as follows:

<p><i>Accuracy and Quantitativeness</i></p> <p>Qualitative information in the ESG Report has been reported in consistent with the available evidence. Quantitative key performance indicators (“KPI”s) have been established, and are measurable and applicable to make valid comparisons under appropriate conditions; information on the standards, methodologies, assumptions, and/or calculation tools used, and sources of conversion factors used, have been disclosed when applicable.</p>	<p><i>Balance</i></p> <p>The Group’s performance during the reporting period has been presented in an impartial manner, avoiding choices, omissions or presentation formats that may unduly influence readers’ decisions or judgements. Performance data is reported in a way that allows information users to see negative and positive year-on-year trends in impacts.</p>
<p><i>Clarity</i></p> <p>Information presented in the ESG Report is accessible and understandable, and reported in a concise way without omitting necessary details. A content index has been prepared for easy navigation of information.</p>	<p><i>Consistency and Comparability</i></p> <p>Consistent statistical methodologies and presentation of KPIs have been used to allow meaningful comparisons of related data over time.</p>
<p><i>Completeness</i></p> <p>Activities, events and impacts for the reporting period have been presented without omitting information that is necessary for understanding the Group’s impacts.</p>	<p><i>Materiality</i></p> <p>Materiality assessments have been carried out to identify material environmental and social issues that have major impacts on investors and other stakeholders, the significant stakeholders, procedures, and results of the engagement of which are presented in the section “Stakeholder Engagement and Materiality Assessment” in the ESG Report.</p>

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

1. ABOUT THIS REPORT – *continued*

Reporting Principles – *continued*

<p><i>Sustainability Context</i></p> <p>Information about the Group’s impacts has been reported in relation to sustainable development goals and conditions.</p>	<p><i>Timeliness</i></p> <p>Consistency has been maintained for the lengths of reported information. Time period covered by the ESG Report has been indicated clearly.</p>
<p><i>Verifiability</i></p> <p>Decision-making processes underlying the ESG Report has been documented to allow examination of the key decisions and processes. Internal controls have been set up and documentation has been organised to facilitate verification processes.</p>	

About Willas-Array

Established in the early 1980s, and listed on the Main Board of SGX-ST in 2001 (SGX: BDR) and also on the Main Board of the SEHK in 2013 (SEHK: 854), Hong Kong-based Willas-Array is principally engaged in the distribution of electronic components for use in the industrial, audio and video, telecommunications, home appliance, lighting, electronic manufacturing services (“EMS”) and automotive segments, as well as the provision of engineering solutions.

Backed by long-standing relationships with over 20 internationally reputable principal suppliers, Willas-Array carries a wide product mix, distributing and marketing over 10,000 product items which cater to over 3,000 customers. Its main markets are in mainland China, Hong Kong and Taiwan.

The Group’s reputation is well-established among suppliers, customers and banks, many of whom are its long-term partners. Its sound management policies have ensured healthy inventory and cash flow levels. The Group has generally been able to achieve healthy financial results and has strong profit track record periods.

In mainland China, Willas-Array has established a network of offices strategically located in Beijing, Chongqing, Guangzhou, Qingdao, Shanghai, Shenzhen, Xiamen and Zhongshan. It has a wholly-owned subsidiary in the Free Trade Zone in Shanghai, which serves as a logistics centre for the Group in northern China. Willas-Array also has a wholly-owned subsidiary in Taipei to tap on the growing number of large electronic manufacturers in Taiwan doing business in mainland China.

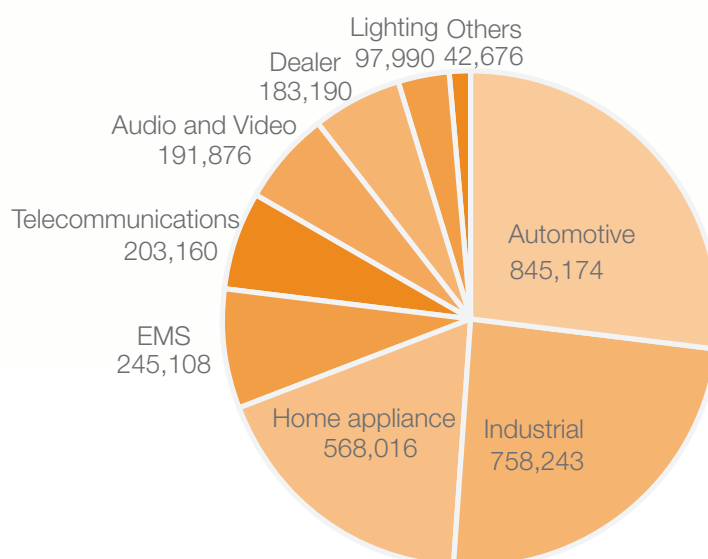
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

1. ABOUT THIS REPORT – *continued*

About Willas-Array – *continued*

There were no significant changes to the Group's size, structure, ownership or supply chain during the reporting period. The Group's product sales by market segments are shown below.

Sales by Market Segment (in HK\$'000)



The Board's Statement

I am delighted to present to you the ESG Report of Willas-Array for the year ended March 31, 2023. Despite the uncertainties caused by the COVID-19 pandemic, global political and economic outlook, and the climate emergency, the Group has remained committed to its core values and worked closely with its stakeholders to adapt to the new normal. Our focus has been on smart and sustainable living, promoting a greener environment, and improving society.

At Willas-Array, we recognise that our corporate responsibilities are just as important as our operational performance. ESG responsibility is embedded at all levels within the Group, with the establishment of the Group's sustainability strategy and reporting being our primary responsibility. Heads of supporting units and general staff at all levels implement measures to ensure goal alignment across the Group. Our ESG task-force team (the "ESG Team") takes a proactive approach to planning and implementing sustainability strategies, supporting the Board in overseeing effective ESG risk management and internal control systems, evaluating material ESG matters and climate risks, and setting relevant targets for continuous improvement.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

1. ABOUT THIS REPORT – *continued*

The Board's Statement – *continued*

In the face of adversity, we have remained resilient and agile. We see climate change as both a risk to mitigate and an opportunity for the Group to explore new market opportunities and expedite the transformation of its products to low-carbon, energy-efficient, and climate-resilient. The shift in consumer preferences for low-carbon products and the favourable sustainable policies in China have encouraged us to expand our product portfolio towards the provision of clean energy and low-carbon solutions in the automotive and industrial segments.

Our sustainability journey has focused on topics that are important to both the Group's economic and sustainable development. The top material topics of the Group are identified through stakeholder engagement and impact assessment of the Group's activities. We pay attention to details and seize emerging climate-related opportunities while developing our business. This year, we are proud to present our ESG Report 2022/23, which enhances the transparency of our business operation, improves our risk management on sustainability issues, and strengthens communication with our stakeholders and investors. We have also started disclosing climate issues in alignment with the TCFD framework.

Developing and maintaining talent is crucial to the Group's business growth. We are committed to building our talent pool and nurturing talents through comprehensive training programmes. Staff safety is a top priority, and during the COVID-19 outbreak, we demonstrated resilience and responded promptly through effective cross-departmental collaborations to update and cascade epidemic prevention measures across the Group.

Moving forward, Willas-Array will continue to maintain its robust and efficient development, introduce greener and more innovative solutions that encourage energy efficiency, remain true to its mission, shoulder corporate social responsibilities, and become a global corporate citizen with a strong sense of social responsibility.

Hon Kar Chun

Executive Director and Managing Director

May 30, 2023

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH

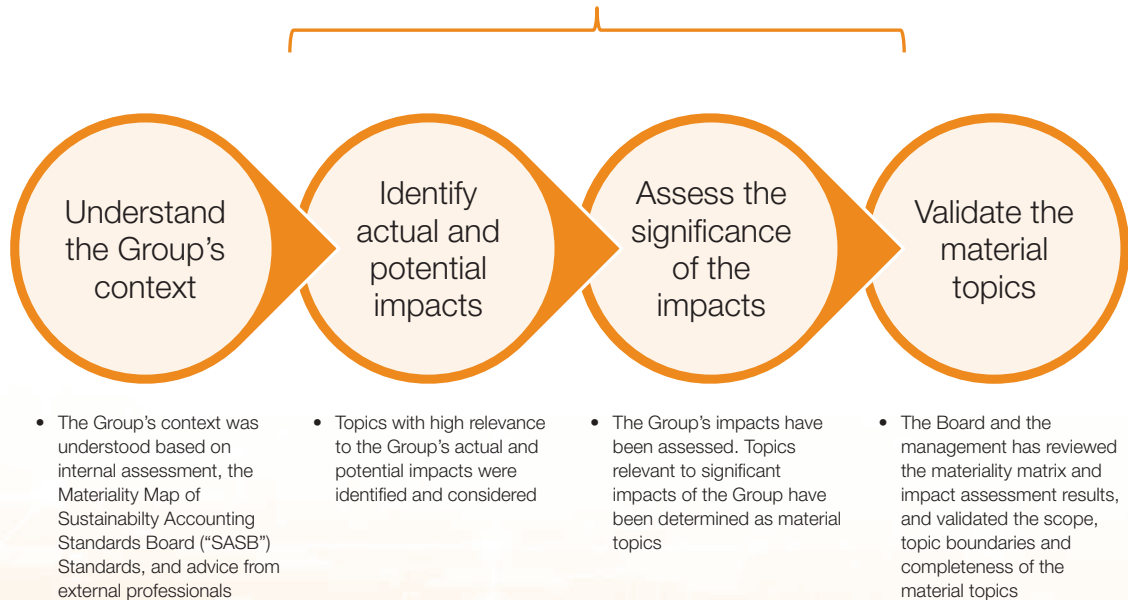
Stakeholder Engagement and Materiality Assessment

Stakeholder Engagement

The materiality assessment process is crucial to the decision-making process of the Group and its sustainability reporting. It helps identify and prioritise the issues that matter most to its stakeholders. The Group has revised its materiality assessment process this year based on the updated GRI Standards, incorporating considerations on the Group’s context, actual and potential impacts and the significance of the identified impacts.



Stakeholder Engagement Process



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Stakeholder Engagement and Materiality Assessment – *continued*

Stakeholder Engagement – *continued*

The Group's key stakeholders and communication channels are as follows:

Stakeholder Group	Communication Channels
Employees	<ul style="list-style-type: none"> – Employee orientation training – Training sessions – Employee engagement activities – Meetings – Annual appraisal interviews
Shareholders and investors	<ul style="list-style-type: none"> – Annual general meeting – Annual and interim reports – Press releases, announcements and circulars – Investor meetings – Company website – E-mails
Suppliers	<ul style="list-style-type: none"> – Distributor sales conference – Annual and interim reports – Press releases, announcements and circulars – Networking events – Company website – E-mails – Social media (e.g. WeChat and LinkedIn)
Customers	<ul style="list-style-type: none"> – Regular site visits – Annual and interim reports – Press releases, announcements and circulars – Networking events – Company website – E-mails – Social media (e.g. WeChat and LinkedIn)
Government and regulators	<ul style="list-style-type: none"> – Company website – Media – Work meetings
Local communities	<ul style="list-style-type: none"> – Local recruitments – Volunteering and fund-raising activities

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

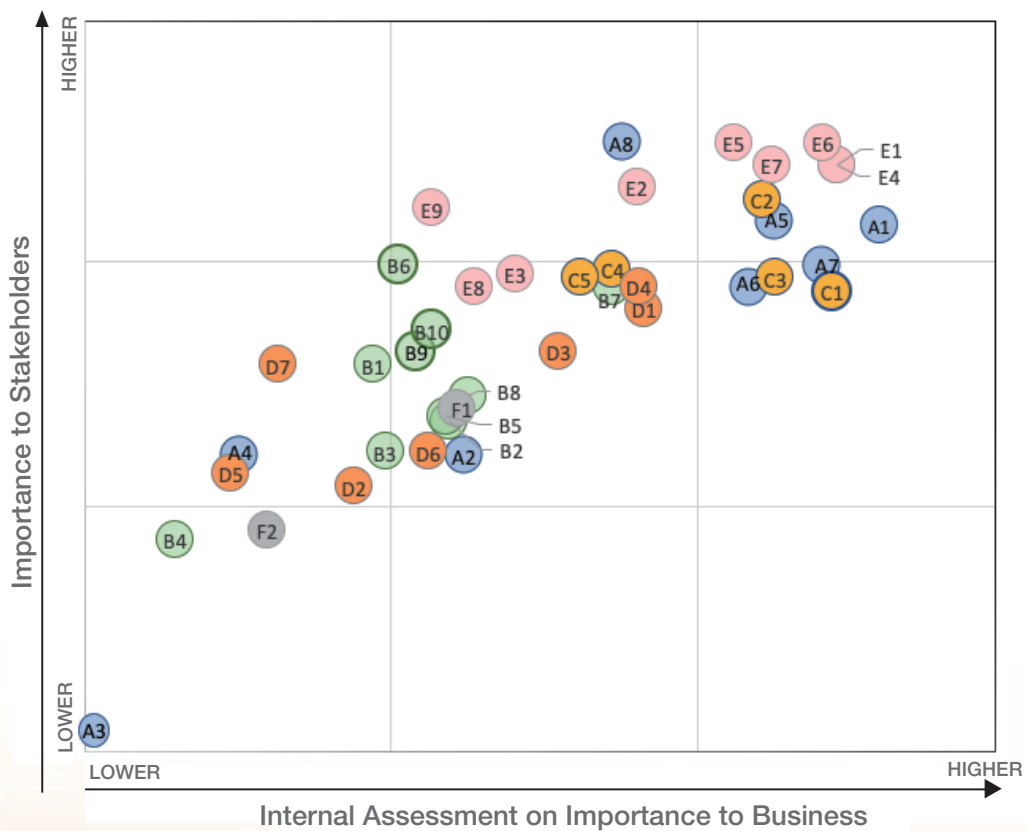
Stakeholder Engagement and Materiality Assessment – *continued*

Stakeholder Engagement – *continued*

There were 41 economic, environmental, and social-related ESG aspects identified to be related to the Group’s business operation. The Group engaged the board members, senior management, frontline staff, vendors and customers to share views regarding the identified ESG aspects of the Group’s operation through surveys. The Group has utilised the outcomes of the materiality matrix carried out during the prior reporting period, as there were no changes in the business operation during the current reporting period compared to the previous one. The result of the materiality matrix is illustrated below.

Materiality Matrix

Materiality of Different Topics from Stakeholder Engagement



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Stakeholder Engagement and Materiality Assessment – *continued*

Materiality Matrix – *continued*

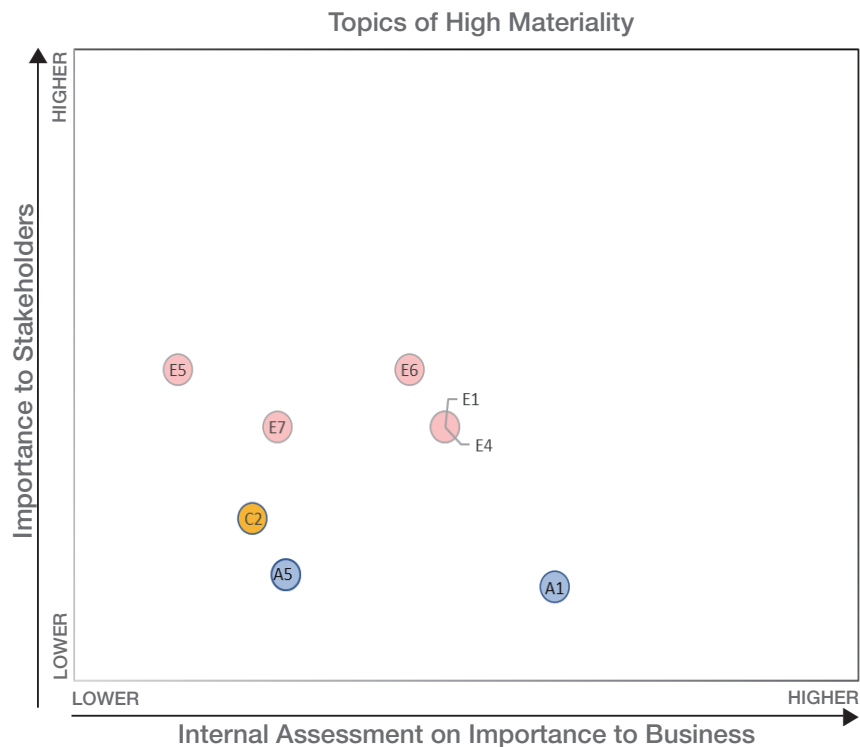
A	Economic and Corporate Governance	D	Human Rights
1	Economic Performance	1	Non-discrimination
2	Market Presence	2	Freedom of Association and Collective Bargaining
3	Indirect Economic Impacts	3	Preventing Child Labour
4	Procurement Practices	4	Preventing Forced or Compulsory Labour
5	Anti-corruption	5	Rights of Indigenous Peoples
6	Anti-competitive Behaviour	6	Human Rights Assessment
7	Tax	7	Security Personnel Practices
8	Socioeconomic Compliance		
B	Environmental	E	Product Responsibility
1	Material Consumption	1	Product Quality
2	Energy Management	2	Customer Health and Safety
3	Water and Effluents Management	3	Marketing and Labeling
4	Biodiversity	4	Customer Satisfaction
5	Emissions	5	Customer Privacy
6	Waste Management	6	Information Security
7	Environmental Compliance	7	Intellectual Property Rights
8	Climate Change Responses	8	Supplier Environmental Assessment
9	Environmental Protection Policies	9	Supplier Social Assessment
10	Green Product Research and Development		
C	Labour Management	F	Social Participation
1	Employment	1	Community Investment
2	Labour/Management Relations	2	Public Policy
3	Occupational Health and Safety		
4	Training and Education		
5	Diversity and Equal Opportunity		

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Stakeholder Engagement and Materiality Assessment – *continued*

Materiality Matrix – *continued*



The material aspects identified as most important to stakeholders and the business were all social aspects, the top eight material aspects included:

- Economic performance;
- Anti-corruption;
- Labour/management relations;
- Product quality;
- Customer satisfaction;
- Customer privacy;
- Information security; and
- Intellectual property rights.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Stakeholder Engagement and Materiality Assessment – *continued*

Assessment of Impacts

Apart from engaging the Group's stakeholders, the Board and the management of the Group have assessed the actual and potential impacts that the Group's operation could bring based on the external professional's advice and the Materiality Map of SASB Standards. The significance of the impacts was also assessed. In view of the Group's environmental impacts resulting from the operation of its warehouses, even though on a relatively small scale, the Board and management have determined that energy management, preventing child labour and preventing forced/ compulsory labour should be added as a material topic in the Group's ESG reporting. Going forward, the Board and management will regularly assess the materiality of topics through the materiality matrix and impact evaluation.

The Top Material Topics of the Group and Their Boundaries

The material topics from the materiality assessment in the previous reporting period mainly focused on economics, corporate governance, and product responsibility. Based on the impact assessment, the material topics have expanded during the reporting period which also covered energy management. These topics are vital to the Group's business operation, as well as to our stakeholders. The table below outlined the impact boundaries and our management approach toward the material topics. Details are discussed in relevant sections in this ESG Report.

Material Topics	Impact Boundaries				Management Approach
	Employees	Customers	Suppliers	Shareholders & Investors	
Economic performance	✓	✓	✓	✓	<ul style="list-style-type: none"> – Strengthen and expand the sales coverage in the Greater China region to provide excellent service to our customers – Expand product portfolio to cope with business development – Communicate economic value generated and distributed through the annual report, annual general meetings and investor meetings

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Stakeholder Engagement and Materiality Assessment – *continued*

The Top Material Topics of the Group and Their Boundaries – continued

Material Topics	Impact Boundaries				Management Approach
	Employees	Customers	Suppliers	Shareholders & Investors	
Anti-corruption	✓	✓	✓		<ul style="list-style-type: none"> – Rolled out a specific anti-corruption policy during the reporting period – Adhere to the internal Code of Business Conduct in all business interactions – Encourage employees to raise concerns about misconduct, malpractice or irregularities with the whistleblowing policy in place
Preventing child labour	✓		✓		<ul style="list-style-type: none"> – Prohibit child and forced/compulsory labour in the Group's operation – Perform detailed evaluation during selection of suppliers taking into account the suppliers' performance in fulfilling their social responsibilities and commitments
Preventing forced/compulsory labour	✓		✓		
Energy management	✓				<ul style="list-style-type: none"> – Continuously monitor energy consumption of the warehouses of the Group – Implement energy-saving measures in warehouses and offices to avoid unnecessary energy use
Labour/management relations	✓				<ul style="list-style-type: none"> – Conduct consultation with relevant parties affected by significant business decisions – Explain to affected parties the impacts of the significant business decisions and avoid negative impacts as much as possible

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Stakeholder Engagement and Materiality Assessment – *continued*

The Top Material Topics of the Group and Their Boundaries – continued

Material Topics	Impact Boundaries				Management Approach
	Employees	Customers	Suppliers	Shareholders & Investors	
Product quality	✓	✓	✓		<ul style="list-style-type: none"> – Ensure consistent and high standard of product quality as per the product quality standard procedure – Include warranty terms when establishing vendor agreements with our suppliers
Customer satisfaction	✓	✓	✓		<ul style="list-style-type: none"> – Manage customers' expectations by listening to and understanding their views – Act on complaints and negative reviews according to the customer complaint handling procedure – Evaluate complaint reports to continuously improve customer experience
Customer privacy	✓	✓	✓		<ul style="list-style-type: none"> – Only collect personal data that is relevant and required to conduct our business – Maintain appropriate security systems and measures designed to prevent unauthorised access to personal data – Include confidentiality clauses in employee contracts

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Stakeholder Engagement and Materiality Assessment – *continued*

The Top Material Topics of the Group and Their Boundaries – continued

Material Topics	Impact Boundaries				Management Approach
	Employees	Customers	Suppliers	Shareholders & Investors	
Information security	✓	✓	✓		<ul style="list-style-type: none"> – Adhere to the procedures for handling virus or ransomware attacks from the Standard ITD Handling Procedure – Raise employees' awareness of cyber security through regular email reminders – Review information security systems whenever necessary
Intellectual property rights	✓	✓	✓		<ul style="list-style-type: none"> – Prohibit the use of illegal software products and development tools in the Group – Review database of patent information regularly

The assessment results have provided important references for the Group to enhance its ESG performance and disclosure. The Group regularly reviews ESG risks of its business and ensures compliance with relevant laws and regulations. It will continue to identify areas of improvement for the concerned aspects and keep in close communication with its stakeholders to gain further insights on ESG material aspects.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Sustainability Governance

The Group has dedicated an ESG Team for the systematic planning and implementation of sustainability strategies for its departments and subsidiaries. The ESG Team is coordinated by the Chief Financial Controller and comprised of staff members from the Finance and Accounting Department and Human Resources Department. It supports the Board in overseeing and maintaining effective ESG risk management and internal control systems. The ESG Team reports to the Board annually. The Board meets annually to evaluate and prioritise material ESG-related issues, identify risks and opportunities regarding climate change, and review ESG-related targets. To embed sustainability into the Group's business, the Board has set up a rigid governance structure to communicate ESG strategies, review ESG performance and targets, and evaluate ESG risks and opportunities across the Group. The governance structure and responsibilities of different parties are shown below.

Board of Directors

- Formulate and review ESG approach and targets
- Evaluate and prioritise material ESG-related issues
- Identify climate change-related risks and opportunities
- Review, approve and communicate ESG approach, performance and targets to stakeholders

The ESG Team

- Plan and implement ESG strategies across departments and subsidiaries
- Establish effective ESG monitoring and evaluation mechanism
- Supervise the implementation of ESG strategies across departments and subsidiaries
- Support the Board in decision-making, identifying and managing ESG opportunities and risks

Management from various departments

- Implement major tasks assigned by the Board and the ESG Team
- Implement and monitor ESG strategies, performance and targets
- Establish an effective ESG data monitoring mechanism
- Identify and manage ESG opportunities and risks

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Sustainability Governance – *continued*

Aside from the rigid sustainability governance structure, the audit committee of the Board (the “Audit Committee”) ensure the effectiveness of the Group’s financial control, operational control, internal control, compliance control, information technology control and risk management and internal control systems. Details are shown in the Corporate Governance Report of the Annual Report 2022/23.

Governance Structure and Composition

The Board leads the Group by providing strategic and effective governance. The chairman of the Board is also a senior executive of the Group. The chairman is responsible for determining the overall strategies and direction of the Group. To prevent and mitigate conflicts of interest, a clear division of responsibilities between the role of a chairman and the managing director is established. A lead independent director has been appointed to provide leadership in situations where conflict of interest potentially exists when the chairman executes his duties. If a director has a conflict of interest in a matter to be considered by the Board, which the Board has determined to be material, the matter will be dealt with by a physical Board meeting rather than a written resolution. All directors facing conflicts of interest will recuse themselves from discussions and decisions involving the issues of conflict.

The Board comprises three executive directors and three independent non-executive directors (the “INED”) as of March 31, 2023. The tenure of services for the members on the Board is 2 years. While the Board has no cross-board membership, cross-shareholding with suppliers and other stakeholders, and transactions and outstanding balances with related parties during the reporting period, as per the Listing Rules, the Board shall make sure to disclose the existence of controlling shareholders or any related parties, their relationships, transactions, and outstanding balances if such entities exist. Details are shown in the sections “Material Contracts” and “Controlling Shareholders’ Interests in Transactions, Arrangements or Contracts of Significance” of the Annual Report 2022/23.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Sustainability Governance – *continued*

Governance Structure and Composition – *continued*

The competencies of the Directors relevant to the Group’s impacts are described in the “Board of Directors” section of the Annual Report 2022/23. The list of Directors and their gender and roles and functions as of March 31, 2023 is shown below.

Director	Gender	Roles	Audit Committee	Nomination Committee	Remuneration Committee	Compliance Committee	Employee Share Option Scheme Committee
Leung Chi Hang Daniel ¹	M	Chairman of the Board and Executive Director	-	-	-	-	chairman
Hon Kar Chun	M	Managing Director and Executive Director	-	-	-	-	member
Leung Hon Shing	M	Executive Director	-	-	-	-	-
Lim Lee Meng	M	INED	chairman	member	member	member	-
Tang Wai Loong Kenneth	M	INED	member	chairman	member	member	-
Tong Kai Cheong	M	INED	member	member	chairman	chairman	member

Note 1: *Leung Chi Hang Daniel ceased to be the Chairman of the Board and the Executive Director of the Company with effect from April 27, 2023.*

Board Selection and Diversity

In order to support its strategic objectives and sustainable development, the Group views enhancing diversity at the Board level as a crucial factor in achieving a balanced and sustainable development. The Company has implemented a nomination policy and board diversity policy to promote diversity and inclusion in its corporate governance practices. The nomination policy sets out the approach to guide the nomination committee (the “Nomination Committee”) of the Board in relation to selection, appointment and re-appointment of the directors of the Company. The board diversity policy sets out the framework that the Company has in place to achieve and maintain the appropriate diversity of the Board. Through these policies, the Company aims to ensure that the Board has a balance of skills, experience, knowledge and diversity of perspectives appropriate to the requirements of the Group’s business.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Sustainability Governance – *continued*

Board Selection and Diversity – *continued*

The Nomination Committee may consult any source it considers appropriate in identifying or selecting suitable candidates, such as referrals from existing Directors, and recommendations from a third-party agency firm with due consideration given to the above criteria and may adopt any process it considers appropriate in evaluating the suitability of the candidates, such as interviews and background checks. The remuneration committee (the “Remuneration Committee”) of the Board considers the remuneration package for the selected candidate. In the case of re-appointment of a retiring Director, the Nomination Committee will evaluate the overall contribution and service of the retiring Director to the Company. The Nomination Committee will thereafter make the recommendation to the Board in relation to the proposed appointment or re-appointment.

The Nomination Committee evaluates, selects and recommends candidate(s) for directorships to the Board and evaluates and recommends the retiring Director(s) for re-appointment by giving due consideration to certain criteria, including but not limited to:

- (i) diversity in the aspects, amongst others, of gender, age, cultural and educational background, professional experience, skills, knowledge and length of service;
- (ii) commitment for responsibilities of the Board in respect of available time and relevant interest;
- (iii) qualifications, both academic and professional, including accomplishment and experience in the relevant industries in which the Company’s business is involved;
- (iv) independence (for the INEDs);
- (v) reputation for integrity;
- (vi) potential contributions that the individual can bring to the Board; and
- (vii) plan(s) in place for an orderly succession of the Board.

Shareholders may put forward proposals in general meetings to nominate any person to stand for election as a director of the Company according to the Company’s procedures for shareholders to propose a person for election as a director.

Recognising that the Board with only one gender as of March 31, 2023 was not considered diverse, the Company has committed to appointing a director of a different gender before the end of 2024.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Sustainability Governance – *continued*

Remuneration Policies

The Group actively pursues a strategy of recruiting, retaining and developing talented employees by (i) providing them with regular training programmes to ensure that they are kept abreast of the latest information pertaining to the products distributed by the Group, technological developments and market conditions of the electronics industry; (ii) aligning employees' compensation and incentives or bonus with their performance; and (iii) providing them with a clear career path with opportunities for taking on additional responsibilities and securing promotions. Besides, the Company has adopted an employee share option scheme to reward the directors of the Company and the eligible employees for their contribution to the Group.

Further, the Remuneration Committee reviews and recommends to the Board the remuneration and compensation packages of the Directors and senior management of the Group by reference to the salaries paid by comparable companies, their time commitment, responsibilities and performance as well as the financial results of the Group.

Although there are no independent remuneration consultants, the Code of Corporate Governance 2018 of Singapore requires all Remuneration Committee members to be non-executive directors ("NEDs"), with the majority (including the Chairman of the Remuneration Committee) to be independent directors. At all times during the reporting period, all members of the Remuneration Committee are INEDs.

The Remuneration Committee has adopted a framework which consists of a base fee to remunerate INEDs based on their appointments and roles in the respective committees of the Board, taking into account the level of contribution and factors such as effort, time spent and responsibilities. Directors' fees to be paid to the INEDs will be tabled for the approval by the Company's shareholders. The Directors' fees are reviewed annually to ensure that the INEDs are not overcompensated to the extent that their independence may be compromised. For details of the five highest paid individuals for the reporting period, please refer to the "Remuneration and Benefits of Directors and Top Five Key Executives" section of the Annual Report 2022/23.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Sustainability Governance – *continued*

The Board's Engagement

The Board engages the Group's internal and external stakeholders through various channels stated in the section "Stakeholder Engagement and Materiality Assessment" of this ESG Report. The Board receives stakeholders' feedback on the Group's ESG performance through monthly and quarterly meetings with various departments. The received feedback will be taken into consideration during meetings of the Board annually, where the effectiveness of the Board's governance and management of the Group's impacts on economy, environment and the people is also reviewed.

In November 2022, the Board has rolled out the shareholders' communication policy which outlined how the Company's shareholders can access information and express their views on matters impacting the Group. The policy also details how the Company seeks to understand its shareholders' perspectives and facilitates active stakeholder engagement. Critical concerns can be raised by stakeholders through channels stated in the shareholders' communication policy and "Stakeholders' Feedback" of this ESG Report to the company secretary of the Company (the "Company Secretary"). Critical concerns will be reported to the Board by the Company Secretary and addressed by the Board immediately. During the reporting period, the Group has not received critical concerns raised by stakeholders.

Collective Knowledge of the Board

The Board recognises the importance of appropriate training for its directors and participation in continuous professional development by its directors. All the directors and senior management personnel are encouraged to participate, at the Company's expense, in continuous professional development to develop and refresh their skills and knowledge, particularly on relevant new laws and regulations affecting, and the changing commercial risks relating to, the Group's business and governance practices from time to time. Additionally, our INEDs had undergone sustainability matters training as prescribed under Rule 720(7) of the Listing Manual set out by the SGX-ST during the reporting period. The Company will arrange for the executive directors of the Company to undergo training on sustainability matters in the next financial year.

Due Diligence

The Board and the senior management of the Group strive to avoid or minimise negative impacts on the economy, environment and people, including impacts on their human rights whenever possible. Upon identification of potential negative impacts, the Group will develop corresponding prevention or mitigation measures. If the Group's operation has caused actual negative impact, the Group will spare no effort to remediate the impacts. The Group's impacts on the economy, people and the environment and their corresponding prevention or mitigation measures are described in the sections "Business Strategy", "Environmental" and "Social" of the ESG Report respectively.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. OUR SUSTAINABILITY APPROACH – *continued*

Stakeholders' Feedback

The Group welcomes stakeholders' feedback on its ESG approach and performance. Please give your suggestions or share your views with us by sending your opinion to esg@willas-array.com.

3. BUSINESS STRATEGY

Willas-Array has a strategic objective to maintain robust and sustainable growth while creating and sharing long-term value with its stakeholders. It upholds a strong sense of social responsibility and holds on to its mission.

As one of the largest Hong Kong-based distributors of electronics components in the Greater China region, the Group has always been keeping abreast of the market needs and trends. Bolstered by the Chinese government's plan in increasing domestic consumption and achieving carbon neutrality, the Group has been exploring new market opportunities and accelerating the low-carbon transformation of its products. It has gradually shifted its focus of development to providing clean energy and low-carbon solutions in the automotive and industrial segments. In particular, the Group will strengthen sales in Greater China and expand the product portfolio to grow and diversify its revenue base.

Building a talent pool and nurturing talents are crucial to the Group's success. The Group allocates abundant resources to retaining talents, promoting occupational health and safety, providing comprehensive training programmes and collecting feedback from employees. It treasures feedback from its employees and provides employees with a clear career path with job advancement opportunities.

The Group prides itself on the long-standing relationships and close cooperation with its suppliers and clients. Maintaining long-term relationships with its partners provides opportunities for continual improvements and enables value sharing. The Group seeks to leverage the strengths of collaborating partners to provide an exceptional customer experience to clients. To align the expectations of collaborating parties, the Group has established open and effective communication channels with its suppliers and clients.

During the reporting period, the Group obtained a government grant from the HKSAR government as part of the Employment Support Scheme, and incentive subsidies from the Chinese government. The amount granted was shown in the section "Notes to the Consolidated Financial Statements – Other Income" of the Annual report 2022/23. There was no government ownership in the Group's shareholding structure.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL

Emissions

The Group is committed to continuously improving its environmental performance. It strives to achieve more efficient use of resources and reduction of waste, save energy and raise environmental awareness among staff. An environmental policy is in place to guide the implementation of environmental initiatives, encourage staff to contribute ideas on green practices and foster staff engagement and contribution to environmental protection. Moreover, the Group has organised a variety of activities to promote environmental awareness and participation among the employees, such as the “Green Corner” set up in the Hong Kong, Shenzhen and Shanghai offices. In collaboration with CLP Power Hong Kong Limited (the “CLP”), the Group has upgraded the lighting fixtures at its headquarters office to light emitting diodes (“LED”) tubes, which are more energy efficient and environmentally friendly compared to the original incandescent and florescent lamps being used before December 2021.

Since environmental topics are not considered material topics to the Group and stakeholders, the Group has not set environmental targets regarding emissions, waste generation and water consumption during the reporting period. It has, however, set a target of replacing all traditional lightings with LED lightings at its Shanghai office by the end of its next financial year to further reduce energy consumption. The Group will regularly review the necessity of target setting in its operations.

Air Emissions

During the reporting period, petrol was consumed by the Group-owned vehicles, which contributed to the emission of 5.01 kg of nitrogen oxides (“NO_x”), 0.17 kg of sulphur oxides (“SO_x”) and 0.37 kg of particulate matter (“PM”)¹. The emissions of NO_x, SO_x and PM decreased slightly mainly due to the reduced consumption of petrol and the reduced mileage travelled by the Group’s vehicles².

Air Emission Data	Air Emission in FY 2022/23	Air Emission in FY 2021/22
NO _x (in kg)	5.01	6.63
SO _x (in kg)	0.17	0.18
PM (in kg)	0.37	0.49

¹ Emission factors were made by reference to Appendix 27 to the Listing Rules and their referred documentation as set out by the SEHK.

² The emission factors used for calculating the NO_x, SO_x and PM emissions from petrol during the reporting period and the last reporting period were 0.0747g/km, 0.0147 g/L and 0.0055g/km, with reference to the Appendix 27 to the Listing Rules and their referred documentation as set out by the SEHK. There was no change to the calculation methodologies used for the reporting period and the previous reporting period.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL – continued

Emissions – continued

Greenhouse Gas (“GHG”) Emissions

During the reporting period, the Group’s business operation contributed to the GHG emission of 427.76 tonnes of carbon dioxide equivalent (“tCO₂eq.”), mainly carbon dioxide, methane, nitrous oxide and hydrofluorocarbons. The overall intensity of the GHG emissions for the Group was <0.01 tCO₂eq./ft² with reference to the floor area of the Group’s business operations and 1.47 tCO₂eq./employee with reference to the total number of employees as of March 31, 2023. When compared to the last reporting period, the GHG emission intensity (in tCO₂eq./employee) has dropped by 3%.

Scope of GHG Emissions	Emission Sources	GHG Emission (tCO ₂ eq.) in FY 2022/23	GHG Emission (tCO ₂ eq.) In FY 2021/22
Scope 1 Direct Emission			
Combustion of fuel for mobile sources ¹	Petrol	31.15	31.71
Scope 2 Indirect Emission			
Purchased electricity ²		358.74	368.53
Scope 3 Other Indirect Emission			
Paper waste disposed of in landfills ³		14.90	19.32
Electricity used for freshwater treatment		0.08	0.10
Electricity used for sewage treatment		0.04	0.05
Business air travel ⁴		22.86	13.46
TOTAL		427.76	433.17
INTENSITY (tCO₂eq./ft²)		<0.01	<0.01
INTENSITY (tCO₂eq./employee)		1.47	1.51

Note 1: Emission factors were made by reference to Appendix 27 to the Listing Rules and their referred documentation as set out by the SEHK, unless stated otherwise. Scope 3 emissions were only calculated based on the available emission factors from the referred documentation.

Note 2: Combined margin emission factor of 0.581 tCO₂/MWh and 0.6101 tCO₂/MWh were used for purchased electricity in financial years 2022/23 and 2021/22 respectively, according to the Ministry of Ecology and Environment of People’s Republic of China.

Note 3: Paper waste disposed of at landfills was calculated under the assumption of all purchased paper was consumed and disposed of during the reporting period.

Note 4: CO₂ emissions from the Group’s business air travels were reported in accordance with the International Civil Aviation Organisation (“ICAO”) Carbon Emission Calculator.

Note 5: There was no change to the calculation methodologies used for the reporting period and the previous reporting period.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL – *continued*

Emissions – *continued*

Hazardous Waste

Although no substantial hazardous waste was generated by the Group, a small number of batteries have been used for office electronic devices. Used batteries were collected separately with the collection trays at offices and recycled at the designated public collection points in metro stations or building management collection points. There were no batteries disposal, hence no hazardous wastes generated by the Group during the reporting period.

Hazardous Waste Data	Waste Generation in FY 2022/23	Waste Generation in FY 2021/22
Hazardous waste (in kg)	0	5.54
Hazardous waste generation intensity (in kg/employee)	0	0.02

Non-hazardous Waste

A total of 3.10 tonnes of wastepaper and 8.72 tonnes of commercial wastes and plastic bottles were generated during the reporting period, contributing to the total non-hazardous waste of 11.82 tonnes and an overall waste generation intensity of 0.04 tonnes/employee. Compared to the previous reporting period, there has been a 19% reduction in non-hazardous waste generation intensity per employee.

Non-hazardous Waste Data	Waste Generation in FY 2022/23	Waste Generation in FY 2021/22
Non-hazardous waste (in tonnes)	11.82	13.17
Non-hazardous waste generation intensity (in tonnes/employee)	0.04	0.05

Emissions Mitigation and Targets

Although business air travel is essential to sustainable business growth, the Group is aware of the GHG emission generated and therefore has taken proactive measures to minimise unnecessary travel. The Group's green travel policy has stipulated that business air travel must be reasonable and necessary. With the lifting of COVID-19 related restriction measures, the number of business air travels have increased during the reporting period. The GHG emissions from business travels during the Reporting Period has therefore increased significantly by 70% when compared to the last reporting period.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL – *continued*

Emissions – *continued*

Emissions Mitigation and Targets – *continued*

Since the Group's business operation does not involve production, the major greenhouse gas emission source was purchased electricity. In the previous reporting period, the Group established a goal to replace incandescent and fluorescent tubes with LED lighting at the Shenzhen office before the end of FY2022/23. The Group successfully accomplished this objective during the reporting period, and also investigated the feasibility of transitioning to LED lighting for its Shanghai office during the reporting period. The Group aims to replace all incandescent and fluorescent tubes at its Shanghai office by the end of FY2023/24.

Waste Reduction and Targets

The environmental policy of the Group stated that all waste handling practices shall comply with the relevant laws and regulations and shall have no harmful effect on the environment and human health.

The Group adopted the principles of reducing, reusing, recycling and replacing for its waste management. To reduce paper consumption, the Group deployed an e-leave system for leave applications, e-payslip and business trip applications. It has also launched the e-Company Brochure to replace the printed brochure being distributed to its customers previously. Employees are constantly reminded to reuse single-sided paper, envelopes and carton boxes for internal use. They are also encouraged to bring their own containers or water bottles for drinks when they go out or attend meetings. Employees are encouraged to use electronic means for communicating with clients or promoting products. To separate recyclable materials from other wastes at the source, green boxes have been provided in the workplace for collecting paper for reuse or recycling. Collection bins for plastic bottles and aluminium have also been provided for recycling and employees should handle recycling materials properly before placing them in collection bins. The recyclable wastes collected will be delivered to the nearest public recycling bins by the human resources department. The Group has not recorded the amount of paper being recycled. During the reporting period, the Group generated 23% less paper waste than that in the last reporting period.

The waste generated from the Group's business activities was minimal, and the Group has not set any target regarding waste reduction. Having said that, the Group spares no effort in avoiding waste generation at the source, and reusing and recycling wastes.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL – *continued*

Use of Resources

The Group has not established policies on the efficient use of resources, nevertheless, employees are reminded of resource conservation practices in offices.

Energy Consumption

Energy Consumption Sources	Direct/Indirect Consumption in FY2022/23	Consumption in FY2022/23 (in MWh)	Consumption in FY2021/22 (in MWh)
Electricity	829.06 MWh	829.06	868.05
Petrol	11,711.30 L	113.50	115.55
TOTAL (in MWh)		942.56	983.60
Energy Consumption Intensity (in kWh/ft²)		8.75	8.94
Energy Consumption Intensity (in kWh/employee)		3,239.02	3,427.18

The Group's total energy consumption was 942.56 MWh during the reporting period, with an overall energy intensity of 8.75 kWh/ft² and 3,239.02 kWh/employee. Compared to the previous reporting period, there has been a 2% reduction in energy consumption intensity per overall floor area and a 5% reduction in energy consumption intensity per employee.

Water Consumption

The Group consumed freshwater supplied by the municipal freshwater supplier. Water was mainly consumed for domestic use, in which the consumption amount was minimal. Water consumption of the warehouses in Shanghai and Hong Kong during the reporting period was 178 m³, with an intensity of <0.01 m³/ft² and 0.61 m³/employee. Water consumption of the offices was not included since the consumption was managed by the building management, thus relevant data was not accessible. There was no issue in sourcing water for the Group's business operation. The total water consumption has reduced by 21% compared to the last reporting period. Compared to the previous reporting period, there has been a 20% reduction in water consumption intensity per overall floor area and a 22% reduction in water consumption intensity per employee.

Water Consumption	Consumption in FY 2022/23	Consumption in FY 2021/22
Water consumption (in m ³)	178	226
Water Consumption Intensity (in m ³ /ft ²)	<0.01	<0.01
Water Consumption Intensity (in m ³ /employee)	0.61	0.79

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL – *continued*

Use of Resources – *continued*

Energy Use Efficiency Initiatives and Targets

The major type of energy consumption in the Group's warehouses was electricity. The Group strives to control the level of energy consumption while providing a comfortable working environment for employees and maintaining an appropriate temperature and humidity for the inventories at warehouses using air-conditioners along with ceiling fans. To further enhance energy efficiency, the Group has constantly monitored the energy consumption in the Hong Kong warehouse. Several measures have been adopted such as adjusting the temperature of the air-conditioners according to the weather and some of the air-conditioning units are turned off after normal work hours to reduce unnecessary energy use. In office areas, employees should also ensure that monitors are switched off when they are away from their desks for more than 15 minutes. All computers, printers and office equipment should be switched off after office hours and should be set in power-saving mode wherever possible. The Group also places preferences on procuring equipment with energy efficient features, such as appliances with Grade 1 energy labels under the Mandatory Energy Efficiency Labelling Scheme in Hong Kong.

The Group has always been exploring opportunities to switch lights from incandescent and fluorescent tubes to LED lights. The headquarters office in Hong Kong has completed switching to LED lighting in phases. During the reporting period, the Group has also replaced incandescent and fluorescent tubes at the Shenzhen office with around 160 sets of LED lightings.

By the end of its next financial year, the Group aims to replace all incandescent and fluorescent tubes at the Shanghai office with LED lighting. Simultaneously, the Group will study the feasibility of setting quantitative targets for energy reduction.

Water Use Efficiency Initiatives and Targets

The Group encourages water conservation and reduces water wastage whenever possible. It has installed water-saving devices and examined water pipes regularly to avoid water leakage. Since fresh water was used for domestic use and the consumption is insignificant, there were no related targets set.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL – *continued*

Use of Resources – *continued*

Packaging Materials

During the reporting period, the Group consumed a total of 9.75 tonnes of bubble wraps, plastic wraps and cardboard boxes for product packaging, contributing to a consumption intensity of 0.09 kg/ft². The Group overall consumed 43% less packaging materials than in the last reporting period due to the Group's effort in using the suppliers' original packaging as much as possible and the less outbound distribution during the Reporting Period.

Type of Packaging Materials	Consumption in FY 2022/23	Consumption in FY 2021/22
Bubble/plastic wraps (in tonnes)	0.72	0.25
Cardboard boxes (in tonnes)	9.03	16.95
TOTAL (in tonnes)	9.75	17.20
Consumption Intensity (in kg/ft²)	0.09	0.16

To minimise the use of packaging materials, the Group uses original packaging and dry ice provided by suppliers for delivery whenever possible. Unless specifically requested by customers, all original carton boxes should be used for shipping. In case the original packaging is inadequate for product protection or repackaging is required for small orders, the Group uses bubble/plastic wraps and cardboard boxes for packaging. Bubble/plastic wraps included bubble wraps, shrink wrap films and inflated bags. All pallets, unused carton boxes and inflated bags should be reused or recycled. Suppliers are also encouraged to reduce the use of unnecessary packaging materials.

The Environment and Natural Resources

Sources of emissions the Group involved during the reporting period included petrol, electricity, paper, water and business air travel. The Group was in strict compliance with the national and local laws and regulations relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. There was no non-compliance concerning air and GHG emissions, discharges into water and land, and generation of hazardous and non-hazardous waste that have a significant impact on the Group recorded during the reporting period.

Being a responsible organisation, the Group aims to minimise waste and fully utilise resources. When developing new product sales, the Group acts in a precautionary manner putting in mind the possible environmental impacts associated with the product life cycle. The Group will continue to monitor its resource consumption and waste generation to reduce the adverse impact on the environment.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL – *continued*

Climate Change

The Group acknowledges the significant impacts of climate change and the need for prompt action. It faces risks from both physical and transition impacts of climate change. However, the Company also recognises the opportunities arising from the transition to a low-carbon economy. The Group is dedicated to managing these risks and capitalising on the opportunities presented by sustainable business development. This year, the Group has taken its first step to disclosing its climate-related information aligning with the four core elements, namely, Governance, Strategy, Risk Management and Metrics and Targets of TCFD recommendations on climate-related financial disclosure.

Governance

The Board has the responsibility to oversee the Group's strategy and risk management, including identification and assessment of climate-related risks and opportunities. The Board evaluates ESG performance of the Group including climate-related issues and reviews the effectiveness of governance and management practices in addressing these issues. The Group has established clear roles and responsibilities for overseeing climate-related risks and opportunities and engages regularly with stakeholders to understand their perspectives and concerns. The management of the Group assists the Board to identify climate-related risks and opportunities, assesses the likelihood and potential of relevant physical and transition risks, and develop appropriate strategies to mitigate risks and capitalise on opportunities. The Board and the management regularly reviews and monitors effectiveness of climate-related strategies to ensure they remain relevant and effective in addressing climate-related risks and opportunities.

Although no policies have been formulated, practices have been implemented to ensure that climate-related risks and opportunities are integrated into decision-making processes, and its governance practices and performance have been communicated to stakeholders through this ESG Report.

Strategy

The Group considers climate change not only as a risk to mitigate but also as an opportunity for the Group to explore new market opportunities and foster the low-carbon transformation of its products. The shift in consumer preferences for low-carbon products led to increasing demand for home appliances with energy-saving and energy-efficient features. The sustainable policies in China have also supported the Group to expand its product portfolio towards the provision of clean energy and low-carbon solutions in the automotive and industrial segments. In terms of climate-related risks, the Board has identified the risks and assessed the potential impacts. In particular, the policy transition risks and the physical risks are the significant risks that would affect the Group's operation.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL – *continued*

Climate Change – *continued*

In terms of climate-related risks, the Group has identified relevant climate-related risks and assessed their potential financial impacts. The climate risks identified, their time horizon, trend, and the potential financial impacts affecting the Group are shown below.

	Climate Risks	Time horizon	Trend	Potential financial impact
Physical Risks	Acute	Short to medium term	Increase	With extreme weather events of cyclones, hurricanes, storm surges and floods in increased severity, the warehouses of the Group may face property damage, business interruption and supply chain disruptions. They bring about damage of warehouses and inventory, resulting in repair and replacement costs, loss of revenue from disrupted operations and potential increases in insurance premiums.
	Chronic	Long term		Longer-term shifts in climate patterns can increase operating costs and reduce revenue, resulting from higher energy and water costs, as well as increased maintenance and repair expenses for the warehouses. The Group may also face challenges for reduced availability of insurance on assets in locations with high exposure to natural disasters.
Transition Risks	Policy and Legal	Short term	Increase	Upon implementation of tightened environmental laws and the carbon pricing system could result in increased compliance costs for the Group such as investments in clean energy technologies or changes to supply chain practices. These increase compliance costs and reduce revenue of the Group.
	Reputation	Medium to long term	Increase	Negative perceptions of the Group's environmental and sustainability-related practices could impact its brand value and customer loyalty. As a result of reputational damage, the Group may face increased costs in marketing and implementation of sustainability initiatives.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL – *continued*

Climate Change – *continued*

Risk Management

An ESG risk assessment was conducted based on assessing the possibility and impact of each identified risk into three levels: high, medium and low. The overall risk levels are then classified into the risk levels, high, medium and low based on the possibility and impact ratings. The overall risk level was then prioritised by the Group.

Risk levels	Definition of the overall risk levels
High	Risks at this level may have serious consequences. It is highly likely that there will be some impacts to the Group and hindrance for the Group to achieve strategic goals.
Medium	Risks at this level may have serious consequences, but they are less likely to occur. Conversely, the consequences could be minor in nature, but the probability of occurrence is higher.
Low	Risks at this level have limited harm and consequences for the Group to achieve its strategic goals, and the probability of occurrence is low.

The Group has identified its risk profile based on the climate-related risks suggested by the TCFD recommendations on climate-related financial disclosure. The relevant climate risks, their overall risk levels and management approach are shown below.

	Climate risks	Overall risk level	Management Approach
Physical Risks	Acute	High	<ul style="list-style-type: none"> – Screen out warehouses in the basement and the ground floor – Contain warehouses in different geographical regions – Engage suppliers from various geographical regions
	Chronic	High	
Transition Risks	Policy and Legal	Medium	<ul style="list-style-type: none"> – Continuously monitor the latest climate-related regulations and trends – Engage professional consultants to provide insights on climate-related issues – Enhance disclosure to ensure effective communication with stakeholders
	Reputation	Low	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

4. ENVIRONMENTAL – continued

Climate Change – continued

Metrics and Targets

To measure the level and impact of the Group’s climate-related risks, the Group monitors metrics and indicators to ensure an effective and quantitative assessment. The Group monitors and reviews its Scope 1, Scope 2, Scope 3 GHG emissions (in tCO₂eq.), total GHG emissions (in tCO₂eq.) and the GHG emission intensity (in tCO₂eq./ft² and tCO₂eq./employee) regularly. The GHG emission data is shown in the section “Emissions” of this ESG Report.

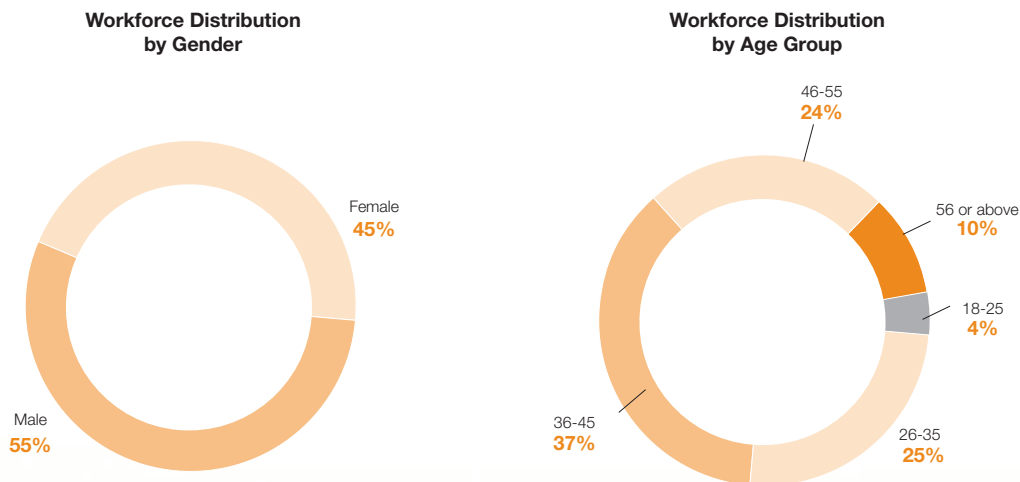
5. SOCIAL

Employment and Labour Practices

Employment

Total Workforce and Turnover

The business operations covered in the reporting scope had a total number of 291 employees as of March 31, 2023, all of them were full-time and permanent employees. The workforce distribution graphs by gender, age group, employee category and geographical region are shown below³.



³ There were no employees whose gender were not disclosed or others (gender as specified by the employees themselves).

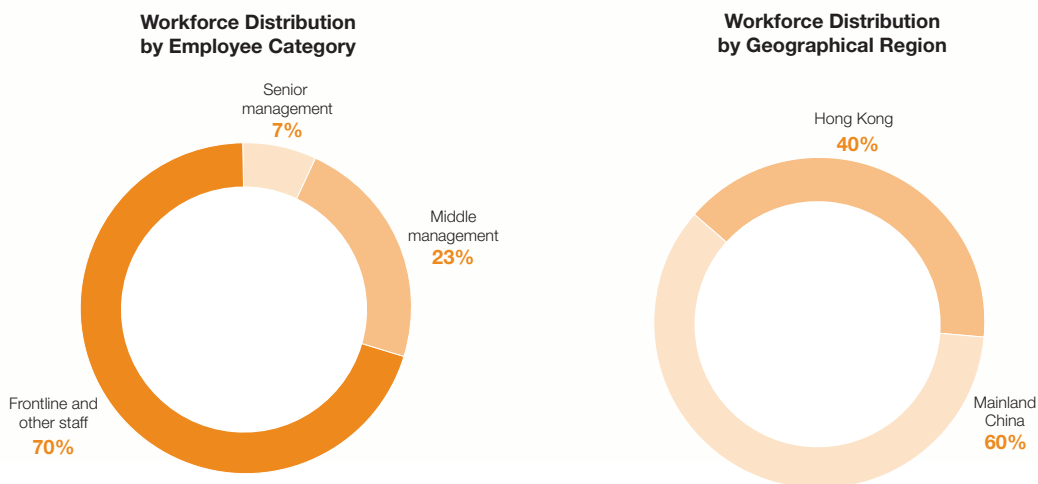
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – continued

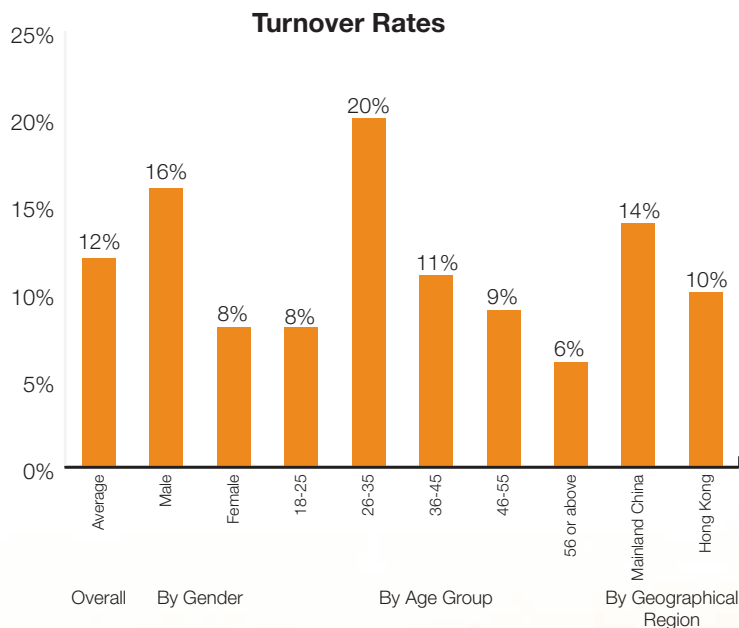
Employment and Labour Practices – continued

Employment – continued

Total Workforce and Turnover – continued



A total of 41 employees left the Group during the reporting period, representing an annual average turnover rate⁴ of 12.3%.



Note: The turnover rate by specific category was calculated by the total number of employees who left the Group in the specific category during the reporting period/(total number of employees in the specific category as of March 31 of the reporting period plus the total number of employees in the specific category who left the Group during the reporting period)*100%.

⁴ The annual average turnover rate was calculated by the total number of employees who left the Group during the reporting period/ (total number of employees as of March 31 of the reporting period plus the total number of employees who left the Group during the reporting period) *100%. Employees who left the Group within the probationary period are not counted.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – continued

Employment and Labour Practices – continued

Employment – continued

Employee Benefits and Equal Opportunity

The human resources policy of the Group stipulates procedures and terms regarding recruitment, promotion, code of conduct, discipline, working hours, leaves and other benefits. The Group offers attractive compensation packages to attract and retain talents, with the provision of medical insurance, life insurance, personal accident insurance, long service award and retirement schemes. Remuneration is reviewed annually based on the performance of the employee and the market trend. On top of the statutory holidays and leaves, employees are also entitled to one day off with pay to celebrate their birthdays. During the reporting period, member companies of the Group was accredited as the “Good MPF Employer 5 Years+” and presented with the e-Contribution Award and the MPF Support Award by the Mandatory Provident Fund Schemes Authority. The Group has a performance evaluation system to facilitate better working relationships and employees’ performance.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – *continued*

Employment and Labour Practices – *continued*

Employment – *continued*

Employee Benefits and Equal Opportunity – *continued*

The Group values and respects diversity in the workplace. It has a general policy regarding equal employment opportunities, which aims to provide an equal employment opportunity environment to job seekers and employees in respect of recruitment, employment, remuneration, benefits, training, promotion, transfer, redundancy, job changes, and all other employment-related issues between male and female, disability and non-disability, and irrespective of family status, race, nationality, or religion. To ensure fairness in recruitment and selection processes, the Group has a set of consistent selection criteria which are based on genuine occupational qualifications such as experience, academic and professional qualifications, skills, personal qualities, and physical and other capabilities required. All employees have equal opportunities for promotion, transfer and training based on ability, work performance or other objective criteria. The policy also stipulated what constitutes certain discrimination according to the Sex Discrimination Ordinance (Cap. 480 of the Laws of Hong Kong), Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong) and Family Status Discrimination Ordinance (Cap. 527 of the Laws of Hong Kong). A lactation room has been provided in the Hong Kong office, which provides a private and appropriate room for lactation breaks.

The Group abides by all applicable employment and labour-related laws of Hong Kong and the PRC, including but not limited to the Employment Ordinance (Cap. 57 of the Laws of Hong Kong) and the Labour Law of the PRC. There was no material non-compliance relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare during the reporting period.

Human Rights

Human rights have gained increasing significance to achieving a sustainable economy. The Group is aware of the rights set out in the UN International Bill of Human Rights and the principles concerning fundamental rights set out in the International Labour Organisation (“ILO”) Declaration on Fundamental Principles and Rights at Work. The Group reviews the human rights policies and procedures on a regular basis to ensure that it conducts business in a way that reflects its commitment to supporting and respecting internationally proclaimed human rights.

It is more common that risks of human rights are discovered through the business’s supply chain. Along its employment and its value chain, the Group respects:

- Rights not to be subjected to slavery, servitude or forced labour;
- Rights to freedom of thought, conscience and religion;
- Rights to enjoy just and favourable conditions of work; and
- Rights to health.

The Group’s commitments and practices for respecting human rights are described in the sections “Employee Benefits and Equal Opportunity” and “Labour Standards” of this Report.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – *continued*

Employment and Labour Practices – *continued*

Employment – *continued*

Employee Communication

The Group respects its employees and keeps employees engaged when there are changes in company policies and operational practices. It consults employees that will be substantially affected before coming to a decision with employees' views considered. Such consultations and communications are conducted through monthly meetings, forecast meetings and emails. The objectives of these meetings are to communicate the reason for changes in an open manner, explain how the changes would affect them and provide detailed guidelines on how the changes will be carried out. If there are significant operational changes such as restructuring, outsourcing of operations, closures, expansions or mergers, the Group will discuss them with the employees as soon as appropriate. The Group will provide at least one week's notice to the employees that will be substantially affected by the significant operational changes whenever appropriate.

To foster work-life balance, the Group regularly organises social, sports and recreational activities for employees. During the reporting period, the Group has conducted yoga class, dance class and small quizzes through the Group's WeChat account. This also enhances employees' sense of belonging and satisfaction.

Employee Health and Safety

Employee health and safety are of utmost importance in the Group's operation. The Group is committed to providing and maintaining a safe, healthy and hygienic working environment for its employees. The Group's general policy has provided clear guidelines for workplace safety. It provides appropriate training, and evacuation exercises, and sets up safety programmes for the prevention of accidents. Emergency evacuation maps are displayed in conspicuous locations. Employees at every level are committed to and accountable for implementing health and safety initiatives.

The Group is aware of the potential hazards associated with a warehouse operation. Its guideline on workplace safety guided actions to be taken when encountering emergencies (such as interrupted power supply and gas leakage) and guidance on electrical safety. New employees must familiarise themselves with the emergency routes, the assembly points and the locations of fire extinguishers. All employees should attend the briefing regarding fire safety measures which is organised once to twice a year. Apart from ensuring fire safety and emergency preparedness, the Group strives to enhance employee awareness of the potential hazards. Its guideline on workplace safety has stipulated proper postures for manual handling. Employees should use lifting aids and equipment provided by the Group to avoid manual lifting and reduce accident risk. To avoid potential hazards of slips and falls, mechanical hydraulic safety gates were installed on the upper deck of the mezzanine to ensure that a safety distance between the loading area and staff will be maintained while the gates are opened for lifting and lowering of the cartons. Signage is displayed at shelves and racks indicating their maximum loading levels to avoid overloading. The Group's Hong Kong warehouse at ATL Logistics Centre allows warehouse platforms to be reached by vehicles and reduced the risk of manual handling injuries.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – *continued*

Employment and Labour Practices – *continued*

Employee Health and Safety – *continued*

In response to the COVID-19 outbreak since January 2020, the Group has implemented special arrangements, stepped up precautionary measures, and formed an Emergency Response Team that closely monitors the development of the epidemic. The health and safety of employees in times of the pandemic remains the Group's primary concern.

The implemented special arrangements included:

- Flexible work arrangements (e.g., work from home, flexible working hours, early release and split team office);
- Enforcing the use of face masks in the workplace;
- Routine monitoring of body temperature;
- Banning business travel; and
- Using video conferencing to avoid large-scale meetings.

Adhering to the “people-oriented” principle, the Group has also adopted the following preventive measures during the epidemic:

- Casual wear in the office;
- Encourage employees to perform stretching exercises in the office to relieve stress;
- Provide employees with useful anti-epidemic measures from time to time; and
- Strengthen workplace hygiene.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – continued

Employment and Labour Practices – continued

Employee Health and Safety – continued

Following the HKSAR government's decision to lift the mandatory mask-wearing requirements, various measures, including early release arrangements, face mask requirements, routine body temperature monitoring, restrictions on business travel, and casual wear arrangements in the office have been lifted.

The Group ensures that appropriate fire safety provisions such as fire sprinklers, fire extinguishers and smoke detectors have been installed in warehouses and offices. The warehouses and offices have been equipped with first-aid kits, which are checked monthly by the human resources department. Employees are reminded to work safely with display screen equipment and to avoid potential hazards when using printers, shredders, cutting boards and other sharp tools. Any work-related injuries should be recorded. In addition to the Guideline on Workplace Safety, a procedure for reporting workplace accidents has been developed. The Group complied with the laws and regulations relating to providing a safe working environment and protecting employees from occupational hazards during the reporting period, including but not limited to the PRC Law on the Prevention and Control of Occupational Diseases and the Occupational Safety and Health Ordinance (Cap. 509) in Hong Kong. There were no work related fatalities in the past three years including the reporting year.

Occupational Health and Safety Data	in FY2022/23	in FY2021/22	In FY 2020/21
Work related fatality	0	0	0
Work related fatality rate	0%	0%	0%
Work injury cases >3 days	0	0	0
Work injury cases ≤3 days	0	0	0
Lost days due to work injury	0 days	0 days	0 days

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

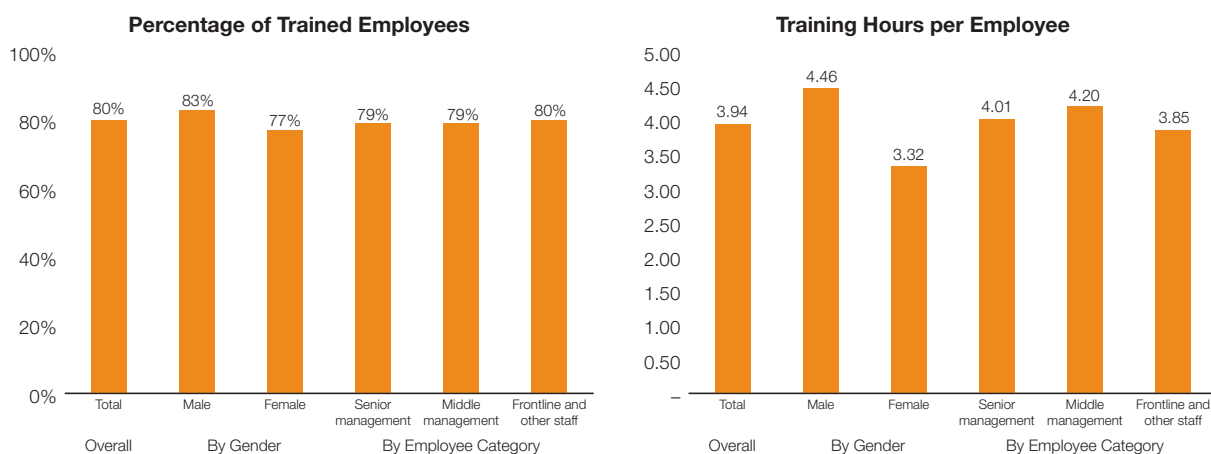
5. SOCIAL – continued

Employment and Labour Practices – continued

Development and Training

High-calibre talents are one of the Group's most important assets. The Group believes that providing a constant learning environment cultivates highly skilled and experienced employees. Although the Group has no policy concerning development and training, it supports the development of employees through the provision of in-house training and subsidization of external training. It will consider developing relevant policy and setting an annual training budget in the future.

Orientation programmes are provided to new employees to facilitate their adaptation to the new working environment. The Group promotes openness and creative thinking. In-house training, peer learning, on-the-job coaching and internal briefing sessions are arranged to foster creativity and knowledge sharing within and among work teams. The Group also encourages employees to participate in job-related training. For example, employees attend external courses and seminars to stay abreast of the changes in new product development, accounting standards and corporate governance issues. The percentage of trained employees and average training hours completed per employee by categories are shown below^{5, 6}.



⁵ The percentage of trained employees is calculated by trained employees in specific category/number of employees in specific category as of March 31 of the reporting period.

⁶ The average training hours per employee is calculated by the training hours delivered for specific category/number of employees in specific category as of March 31 of the reporting period.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – *continued*

Employment and Labour Practices – *continued*

Labour Standards

In pursuance of the Employment Ordinance (Cap. 57 of the Laws of Hong Kong), the Labour Law of the PRC and other applicable laws and regulations, there was no child labour nor forced labour working in the Group. To ensure that job applicants have met the legal working age, the Group verifies the identities of job applicants against their valid identity documents when they are invited to attend the interview. The Group strictly prohibits forced work using physical punishment, abuse, involuntary servitude, peonage or trafficking. Any child or forced labour discovered will be prohibited from work immediately and the Group will perform detailed investigation and rectification accordingly. If necessary, the Group will coordinate with its legal department to carry out investigation and rectification. Along the supply chain, the Group strives to screen and select suppliers taking into consideration of the suppliers' performance in fulfilling their social responsibilities and commitments.

During the reporting period, there were no operations and suppliers considered to have significant risk for incidents of child labour and young workers exposed to hazardous work. In addition, there were no operations and suppliers considered to have significant incidents of child and forced or compulsory labour in terms of type of operation and supplier, and countries or geographic areas with operations and suppliers considered at risk. No material non-compliance with laws and regulations regarding the prevention of child and forced labour was recorded during the reporting period.

Operating Practices

Supply Chain Management

Given the rising environmental concerns in society, the Group is aware of the importance of managing the environmental and social risks of its supply chain partners. The Group has also embedded environmental and social considerations in the procurement process to promote responsible supply chains. It identifies and reduces environmental and social risks along the supply chain by assessing suppliers' environmental and social practices. With the Group's development focusing on providing clean energy and low-carbon solutions, the Group also screened and selected suppliers supplying energy-efficient electronic components.

The Group holds each entity accountable for upholding ethical business operations and adhering to transparent and open procurement practices. In the selection of suppliers, the Group evaluates the statutory qualifications, reputation, previous track record, satisfaction of past cooperation partners of its suppliers, and takes into account suppliers' performance in fulfilling their social responsibilities and commitment to environmental protection. The Group requires suppliers to comply with the laws and regulations in their principal places of business, and operate in good faith by adhering to the business ethics. The majority of the Group's suppliers have developed corporate social responsibility ("CSR") policies for social contribution, compliance, human rights, environmental conservation, and community investment, and meanwhile established systems and committees to promote CSR activities and improve CSR performance.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

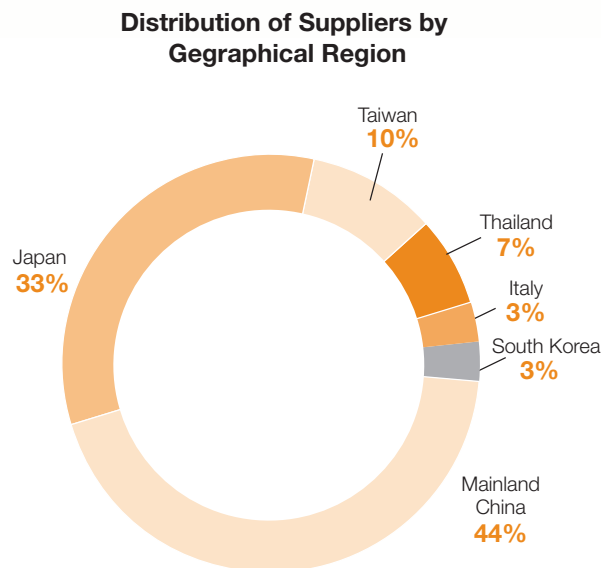
5. SOCIAL – continued

Operating Practices – continued

Supply Chain Management – continued

The Group has been evaluating existing key suppliers twice a year with the Principal Performance Evaluation scorecard since 2013. The scores of the suppliers are rated based on their services, business terms and quality performances. Quality and environmental standards of the Group's key suppliers are regularly reviewed by its marketing department, which includes but is not limited to the European Union ("EU") Restriction of Hazardous Substances ("RoHS") Directive, the EU Registration, Evaluation, Authorisation and Restriction of Chemicals ("REACH") regulation, AEC-Q100/Q200, ISO 9001, ISO 14001 and TS16949.

There were no significant changes in the location, operation and relationships with the suppliers during the reporting period.



Product Responsibility

As a distributor of electronic components, the Group ensures that trading goods are stored and delivered in good condition and strives to deliver value-added services to customers. There was no material non-compliance relating to health and safety, advertising and privacy matters that have a significant impact on the Group during the reporting period.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – *continued*

Operating Practices – *continued*

Product Responsibility – *continued*

Product Quality and Customer Service

The Group has standardised procedures ensuring product consistency and quality. The Group safeguards its inventories by maintaining appropriate temperature and humidity for storage in the warehouses. It optimizes all resources with constantly improving logistics. Trading goods are received, stored, packaged and dispatched to separate areas to ensure smooth and efficient workflow. The Group accesses and analyses real-time information and data using Enterprise Resource Planning (“ERP”) system. Trading goods are trackable and traceable with the barcode and batch management systems deployed for its inbound management. Warranty terms are included in vendor agreements with its suppliers to make sure that the products it distributes are of high grade. In case of reports of faulty products from customers, the Group’s product managers will liaise with the suppliers for follow-up actions. During the reporting period, there were no products recalled in relation to health and safety reasons. A total of 88 complaints related to suppliers’ product quality, delayed shipment, packing and labelling issue were received during the reporting period. All complaint cases have been resolved with the agreement from the suppliers and the customers.

To provide comprehensive support to customers, the Group provides product technical support and services in major cities of China, such as Beijing, Shanghai and Shenzhen, etc. The Group also organised seminars to provide suppliers and customers with a platform to share technical knowledge and experience. During the seminars, suppliers introduce product features while customers learn about the innovative product designs. By delivering premium value-added services, the Group aims to create a win-win situation for its suppliers and customers. The Group has also invested in Electronic Data Interchange (“EDI”) system with suppliers and made use of a secure and advanced electronic platform for sending documents to customers in order to reduce paper consumption and enhance the efficiency of communications. It aims to continuously lead the industry to create a long-term sustainable environment.

The Group manages customers’ expectations by listening to its customers and understanding their views. It strives to avoid customer complaints by ensuring an excellent customer experience. However, when a complaint is lodged, the Group handles the complaint according to a standard customer complaint handling procedure in a systematic and expeditious manner. The reason for the complaint will first be investigated. A customer complaint report will be filed for complaints with valid reasons, and the report will be evaluated by the management including the sales manager, product manager and general manager. Sales returns will be issued with the approval of the management if appropriate.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – *continued*

Operating Practices – *continued*

Product Responsibility – *continued*

Intellectual Property (“IP”) Rights

The Group’s technical and marketing departments gather IP information including patent information of different countries and consult suppliers regarding the IP rights of their tangible or intangible products (such as hardware circuitry, software and hardware source code) for all custom-made products or in-house developed solutions. During the reporting period, the Group has revised the Code of Business Conduct which stated that employees must not violate the Group’s intellectual property or trade secrets policies. Upon leaving the company, employees may be required to sign confidentiality or competition restriction agreements depending on the circumstances, and they are obligated to comply with these agreements. Only legal software products and development tools are used for project developments in the Group. Patents, copyrights and other IP rights owned by the Group are not entitled to commercial development by employees that left. The IP rights owned by the Group were registered and filed systematically. The Group reviews and reinforces its management of IP rights whenever necessary.

Customer Data Collection and Privacy

The Group ensures stringent compliance with the statutory requirements to meet a high standard of security and confidentiality of personal data privacy protection. The Group is firmly committed to upholding the data protection principles as follows:

- Only collect personal data that is believed to be relevant and required to conduct its business;
- Use personal data only for the purpose for which data is collected or for a directly related purpose unless consent with a new purpose is obtained;
- No transfer or disclosure of personal data to any entity that is not a member of the Group without consent unless it is required by law or it was previously notified;
- Maintain appropriate security systems and measures designed to prevent unauthorized access to personal data; and
- Include the confidentiality clauses in the employee contracts.

There was no material non-compliance with laws and regulations in relation to customer data protection and privacy that have a significant impact on the Group recorded during the reporting period. No substantiated complaint concerning breaches of customer privacy and losses of customer data was received during the reporting period.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – *continued*

Operating Practices – *continued*

Product Responsibility – *continued*

Information Security

A sound information security system protects data collected by the Group and ensures a safe business operation. The Group recognises the importance to avoid, identify and respond to internal and external threats posing to the Group's information assets. In view of the increased and evolved cyber-attack activities, the Group has rolled out the standard handling procedure against virus or ransomware attacks during the reporting period. When there is a virus or ransomware attack, the IT Department will be responsible for isolating the virus or ransomware spread across any wired or wireless networks. Infected machines will first be disconnected from all network connections immediately. The source of the virus or ransomware will be identified and blocked in the firewall or gateway. The IT Department will update the definition file in the Anti-Virus server and block any security holes. It will also announce to all staff about the virus attack to raise their awareness. The Group regularly reminds staff to stay vigilant about cybersecurity and to report any suspicious emails or websites.

Anti-corruption

The Group has a code of business conduct and a whistleblowing policy to ensure that all employees conduct business activities with statutory compliance and integrity. The Board is responsible for developing and implementing the Group's anti-corruption programme, oversight and monitoring, and communication and training. During the reporting period, the Group has rolled out a new policy specifically for anti-corruption to provide guidance on standards of conduct regarding the prevention of corruption, bribery extortion and fraud. Employees violating the policies will be subject to disciplinary actions, including the possibility of dismissal without compensation.

The anti-corruption policy of the Group applies to all directors, officers, and employees of the Group and third-party representatives engaged to represent the Group, including but not limited to advisers, agents, consultants, introducers and finders, and political lobbyists if there is any. The policy outlined guidelines for accepting or offering advantages, prohibiting improper payments, kickbacks and other forms of bribery, and requirements for the business partners of the Group. Employees are required to strictly abide by the laws and regulations preventing corruption, bribery, extortion, fraud and money laundering. Employees should not solicit and/or accept advantages, conduct improper transactions and/or gamble with parties having business relationships with the Group. Conflict of interest should be avoided to prevent potential damage to personal and the Group's interest and reputation.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – *continued*

Operating Practices – *continued*

Anti-corruption – *continued*

The whistleblowing policy encourages employees to raise concerns, in confidence, about misconduct, malpractice or irregularities in any matters related to the Group. Whistle-blowers can make a report in writing and by post or by email. Upon receipt of a complaint under the policy, the Group will evaluate every report received to decide whether a full investigation is necessary. If an investigation is warranted, an investigator (with suitable seniority and without previous involvement in a matter of the same or similar nature) will be appointed by the Audit Committee to look into the matter. Where the report discloses a possible criminal offence, the Audit Committee, in consultation with the legal advisors, will decide if the matter should be referred to the authorities for further action. Persons making genuine and appropriate complaints under the policy are assured of protection against unfair dismissal, victimisation or unwarranted disciplinary action, even if the concerns turn out to be unsubstantiated. The whistleblowing policy is reviewed annually to ensure the effectiveness of the associated processes and procedures.

The departments and business units of the Group should ensure that employees are informed about and understand its anti-corruption policy. Regular training is provided to employees to comply with relevant laws and regulations regarding fraud and bribery risks. The anti-corruption training delivered to managerial grade or above differs from that provided to general staff. Training delivered to general staff covered topics of current corruption scene, corruption prone areas, legal and administrative controls and Independent Commission Against Corruption (the “ICAC”) services, while training provided to managerial grade or above also covered the topic of building an ethical culture. A total of 112.6 training hours were spent on anti-corruption training, 90 employees including the directors, management and general staff have participated in the training.

The Group complied with all applicable laws prohibiting corruption and bribery of Hong Kong and the PRC. There were no legal proceedings regarding corrupt practices brought against the Group, its employees, or its business partners during the reporting period.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – *continued*

Community Investment

The Group strives to implement corporate social responsibility and actively participates in public welfare activities. The Group's management will review and consider contributing to community engagement to understand the needs of local communities and to ensure the Group's activities take into consideration the communities' interests in the coming years.

To show the Group's continuous support for environmental conservation and sustainability issues, the Group placed money with Standard Chartered Bank (Hong Kong) Limited's ("Standard Chartered Bank") sustainable deposit account during the reporting period. The sustainable balance will reference qualified green and sustainable activities funded by Standard Chartered Bank. These activities include green financing, sustainable infrastructure projects, microfinance and access to finance for small and medium enterprises ("SMEs") that qualify in terms of Standard Chartered Bank's Green and Sustainable Product Framework.

In an effort to encourage a healthy way of life and foster the spirit of marathon running within the community of Hong Kong, the Group made a donation of HK\$6,000 to the Standard Chartered Hong Kong Marathon (the "SCHKM"), which was organised by Standard Chartered Bank on February 12, 2023. The donation was directed towards the Futuremakers' First Job Youth Employment and Subsidy Programme, which was introduced jointly by Standard Chartered Bank and St. James' Settlement. In addition, six employees from the Group actively participated in the SCHKM by running in the marathon.

In May 2022, the Ohio State University Alumni Club of Hong Kong ("OSUACHK") and TWGHs Lee Ching Dea Memorial College Alumni Association ("LCDMCAA") organised the Shave with Love event, which children with cancer and their families were the target beneficiaries. Employees from various departments of the Group supported the event and three employees of the Group shaved their hair for the event.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

5. SOCIAL – continued

Community Investment – continued

In August 2022, the Group participated in the Flag Day for the Tung Wah Group of Hospitals on August 31, 2022. Many colleagues donated to show their support, resulting in a total fundraising amount of approximately HK\$3,600. A certificate of appreciation was awarded by the Tung Wah Group of Hospitals to the Group for participating in the fundraising activities.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. APPENDICES

Appendix I – SEHK ESG Reporting Guide Index

General Disclosures and KPIs	Description	Section(s) (Page number)
Environmental		
Aspect A1: Emissions		
General disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Emissions (47)
KPI A1.1	The types of emissions and respective emissions data.	Air Emissions (47)
KPI A1.2	Greenhouse gas emissions in total and, where appropriate, intensity.	Greenhouse Gas (“GHG”) Emissions (48)
KPI A1.3	Total hazardous waste produced and, where appropriate, intensity.	Hazardous Waste (49)
KPI A1.4	Total non-hazardous waste produced and, where appropriate, intensity.	Non-hazardous Waste (49)
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Emissions (47); Emissions Mitigation and Targets (49)
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Emissions (47); Waste Reduction and Targets (50)
Aspect A2: Use of Resources		
General disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Use of Resources (51)
KPI A2.1	Direct and/or indirect energy consumption by type in total and intensity.	Energy Consumption (51)
KPI A2.2	Water consumption in total and intensity.	Water Consumption (51)
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Emissions (47); Energy Use Efficiency Initiatives and Targets (52)
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Emissions (47); Water Use Efficiency Initiatives and Targets (52)
KPI A2.5	Total packaging material used for finished products and, if applicable, with reference to per unit produced.	Packaging Materials (53)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. APPENDICES – *continued*

Appendix I – SEHK ESG Reporting Guide Index – *continued*

General Disclosures and KPIs	Description	Section(s) (Page number)
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources.	The Environment and Natural Resources (53)
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	The Environment and Natural Resources (53)
Aspect A4: Climate Change		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Climate Change (54)
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate Change (54)
Social		
Employment and Labour Practices		
Aspect B1: Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Employment and Labour Practices (57)
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Total Workforce and Turnover (57)
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. APPENDICES – *continued*

Appendix I – SEHK ESG Reporting Guide Index – *continued*

General Disclosures and KPIs	Description	Section(s) (Page number)
Aspect B2: Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Employee Health and Safety (61)
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	
KPI B2.2	Lost days due to work injury.	
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	
Aspect B3: Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Development and Training (64)
KPI B3.1	The percentage of employees trained by gender and employee category.	
KPI B3.2	The average training hours completed per employee by gender and employee category.	
Aspect B4: Labour Standards		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child or forced labour.	Labour Standards (65)
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. APPENDICES – continued

Appendix I – SEHK ESG Reporting Guide Index – continued

General Disclosures and KPIs	Description	Section(s) (Page number)
Operating Practices		
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Supply Chain Management (65)
KPI B5.1	Number of suppliers by geographical region.	
KPI B5.2	Description of practices relating to engaging supplies, number of supplies where the practices are being implemented, how they are implemented and monitored.	
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain and how they are implemented and monitored.	
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	
Aspect B6: Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Product Responsibility (66)
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Product Quality and Customer Service (67)
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Product Quality and Customer Service (67)
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Intellectual Property ('IP') Rights (68)
KPI B6.4	Description of quality assurance process and recall procedures.	Product Quality and Customer Service (67)
KPI B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Customer Data Collection and Privacy (68); Information Security (69)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. APPENDICES – *continued*

Appendix I – SEHK ESG Reporting Guide Index – *continued*

General Disclosures and KPIs	Description	Section(s) (Page number)
Aspect B7: Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Anti-corruption (69)
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	
KPI B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	
KPI B7.3	Description of anti-corruption training provided to directors and staff.	
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Community Investment (71)
KPI B8.1	Focus areas of contribution.	
KPI B8.2	Resources contributed to the focus area.	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. APPENDICES – *continued*

Appendix II – GRI Standards Content Index

Statement of use	Willas-Array Electronics (Holdings) Limited has reported in accordance with the GRI Standards for the period April 1, 2022 to March 31, 2023.
GRI 1 used	GRI 1: Foundation 2021
Application GRI Sector Standard	Not Applicable

GRI Standard/ other sources GRI	Disclosure	Section(s) (Page number)	Omission		
			Requirement(s) Omitted	Reason	Explanation
General Disclosures					
	The organization and its reporting practices				
GRI 2: General Disclosure 2021	2-1 Organizational details	About Willas-Array (28)			
	2-2 Entities included in the organization's sustainability reporting	Scope and Reporting Period (26)			
	2-3 Reporting period, frequency and contact point	Scope and Reporting Period (26) Stakeholders' Feedback (46)			
	2-4 Restatements of information	No information restatement			
	2-5 External assurance	No external assurance has been conducted but the ESG Report was reviewed by the Group's internal auditor. About this Report (26)			
	Activities, value chain and other business relationships				
	2-6 Activities, value chain and other business relationships	About Willas-Array (28)			
	2-7 Employees	Employment (57)			
	2-8 Workers who are not employees	The Group did not involve in a significant portion of organisation's activities performed by workers who are not employees. Employment (57)			

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. APPENDICES – *continued*

Appendix II – GRI Standards Content Index – *continued*

GRI Standard/ other sources GRI	Disclosure	Section(s) (Page number)	Omission		
			Requirement(s) Omitted	Reason	Explanation
	Governance				
	2-9 Governance structure and composition	Governance Structure and Composition (41)			
	2-10 Nomination and selection of the highest governance body	Board Selection and Diversity (42)			
	2-11 Chair of the highest governance body	Governance Structure and Composition (41)			
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance (40) Due Diligence (45) The Board's Engagement (45)			
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance (40)			
	2-14 Role of the highest governance body in sustainability reporting	About this Report (26) Sustainability Governance (40)			
	2-15 Conflicts of interest	Governance Structure and Composition (41)			
	2-16 Communication of critical concerns	The Board's Engagement (45)			
	2-17 Collective knowledge of the highest governance body	Collective Knowledge of the Board (45)			
	2-18 Evaluation of the performance of the highest governance body	Sustainability Governance (40) The Board's Engagement (45)			
	2-19 Remuneration policies	Remuneration Policies (44)			
	2-20 Process to determine remuneration	Remuneration Policies (44)			
	2-21 Annual total compensation ratio	Omitted	GRI 2-21	Confidentiality constraints	Compensation ratios were not disclosed due to confidentiality constraints.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. APPENDICES – *continued*

Appendix II – GRI Standards Content Index – *continued*

GRI Standard/ other sources GRI	Disclosure	Section(s) (Page number)	Omission		
			Requirement(s) Omitted	Reason	Explanation
	Strategy, policies and practices				
	2-22 Statement on sustainable development strategy	The Board's Statement (29)			
	2-23 Policy commitments	Sustainability Governance (40) The Environment and Natural Resources (53) Operating Practices (65)			
	2-24 Embedding policy commitments	Operating Practices (65)			
	2-25 Processes to remediate negative impacts	Stakeholder Engagement and Materiality Assessment (31) The Board's Engagement (45) The Environment and Natural Resources (53)			
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Engagement and Materiality Assessment (31) The Board's Engagement (45)			
	2-27 Compliance with laws and regulations	There were no significant instances of non-compliance with laws and regulations during the reporting period.			
	2-28 Memberships associations	The Group has not joined any memberships of associations			
	Stakeholder engagement				
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment (31)			
	2-30 Collective bargaining agreements	There were no collective bargaining agreements in the Group during the Reporting Period.			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholder Engagement (31)			
	3-2 List of material topics	Materiality Matrix (33)			

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. APPENDICES – *continued*

Appendix II – GRI Standards Content Index – *continued*

GRI Standard/ other sources GRI	Disclosure	Section(s) (Page number)	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 201: Economic Performance 2016					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46)			
GRI 201-4	Financial assistance received from the government	Business Strategy (46)			
GRI 205: Anti-corruption 2016					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46)			
GRI 205-3	Confirmed incidents of corruption and actions taken	Anti-corruption (69)			
GRI 302: Energy 2016					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46)			
GRI 302-1	Energy consumption within the organisation	Energy Consumption (51)			
GRI 402: Labour/Management Relations 2016					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46)			
GRI 402-1	Minimum notice periods regarding operational changes	Employment - Employee Communication (61)			
GRI 408: Child Labour 2016					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46)			
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	Labour Standards (65)			

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. APPENDICES – continued

Appendix II – GRI Standards Content Index – continued

GRI Standard/ other sources GRI	Disclosure	Section(s) (Page number)	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 409: Forced or Compulsory Labour 2016					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46)			
GRI 409 - 1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Labour Standards (65)			
Product Quality					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46) Product Responsibility – Product Quality and Customer Service (67)			
Customer Satisfaction					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46) Product Responsibility – Product Quality and Customer Service (67)			
GRI 418: Customer Privacy 2016					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46)			
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Product Responsibility – Customer Data Collection and Privacy (68)			
Information Security					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46) Product Responsibility – Information Security (69)			
Intellectual Property Rights					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Strategy (46) Product Responsibility – Intellectual Property ("IP") Rights (68)			

CORPORATE GOVERNANCE REPORT

CORPORATE GOVERNANCE PRACTICES

The board of directors (the “Directors” and the “Board”, respectively) and the management of Willas-Array Electronics (Holdings) Limited (the “Company”, together with its subsidiaries, the “Group”) are committed to the maintenance of good corporate governance practices and procedures. The Board firmly believes that conducting the Group’s business in a transparent and responsible manner and following good corporate governance practices will serve the long-term interests of all the shareholders of the Company (the “Shareholders”).

Since the listing of the Company’s ordinary shares (the “Shares”) on the Main Board of The Stock Exchange of Hong Kong Limited (the “SEHK”) on December 6, 2013, the Company has adopted, for corporate governance purposes, the code provisions of the Corporate Governance Code set out in Appendix 14 to the Rules Governing the Listing of Securities on the SEHK (the “HK Listing Rules” and the “HK CG Code”, respectively), in addition to the Code of Corporate Governance 2018 of Singapore (the “Singapore CG Code”). Throughout the financial year ended March 31, 2023 (the “Year”), save as disclosed below, the Company had complied with all the code provisions of the HK CG Code and the principles and provisions of the Singapore CG Code.

Provision 2.2 of the Singapore CG Code stipulates that independent directors make up a majority of the board where the chairman is not independent. Provision 2.3 of the Singapore CG Code stipulates that non-executive directors make up a majority of the board. The Company notes that the Board composition during the Year was a variation from Provisions 2.2 and 2.3 of the Singapore CG Code as (i) the Board comprised seven members, one of whom was non-executive Director and also the chairman of the Board (the “Chairman”), three of whom were executive Directors and three of whom were INEDs during April 1, 2022 to December 31, 2022; and (ii) the Board comprised six members, three of whom were executive Directors including one of whom was also the Chairman and three of whom were INEDs during January 1, 2023 till the end of March 31, 2023. The current Board comprises seven members, two of whom are executive Directors, two of whom are non-executive Directors including one of whom is also the Chairman, and three of whom are INEDs. The Board has plan to ratify the situation by appointing more new independent Directors so that INEDs make up a majority of the Board, if suitable candidates are identified in the financial year ending March 31, 2024. In the interim, the Board will ensure that all members of each of the three key Board committees, namely the audit committee (the “Audit Committee”), nomination committee (the “Nomination Committee”) and the remuneration committee (the “Remuneration Committee”), shall solely comprise independent Directors, which will act as an additional check and balance on management.

In the event of any conflict among the bye-laws of the Company (the “Bye-Laws”), the HK CG Code and the Singapore CG Code, the Company will comply with the more onerous provision. As such, the Board considers that sufficient measures are in place to ensure the adequateness of the Company’s corporate governance practices.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS

Composition

The composition of the Board during the Year was and as of the date of this report is as follows:

Non-Executive Directors (the “NEDs”)

Mr. Leung Chun Wah (*Chairman*) (*resigned with effect from January 1, 2023*)

Mr. Xie Lishu (*Chairman*) (*appointed with effect from May 20, 2023*)

Ms. Huang Shaoli (*appointed with effect from May 20, 2023*)

Executive Directors

Mr. Leung Chi Hang Daniel (*Chairman*) (*resigned with effect from April 27, 2023*)

Mr. Hon Kar Chun (*Managing Director*)

Mr. Leung Hon Shing

INEDs

Mr. Lim Lee Meng (*will retire by rotation and not offer himself for re-election at the annual general meeting on July 28, 2023*)

Mr. Tang Wai Loong Kenneth (*resignation to be effective from August 30, 2023*)

Mr. Tong Kai Cheong

Currently, the Board comprises seven members, two of whom are NEDs, two of whom are Executive Directors and three of whom are INEDs.

Pursuant to Provision 3.3 of the Singapore CG Code, the board should have a lead independent director to provide leadership in situations where the chairman is conflicted, and especially when the chairman is not independent. Accordingly, Mr. Lim Lee Meng (email address: ac@willas-array.com) was appointed by the Board as the lead independent Director. He is available to Shareholders where they have concerns and for which contact through the normal channels of communication with the Chairman, the Managing Director or the chief financial officer are inappropriate or inadequate.

During the Year, Mr. Leung Chun Wah, as a NED and the Chairman for the period from April 1, 2022 to December 31, 2022, is the father of Mr. Leung Chi Hang Daniel, who was an Executive Director through the Year up to April 26, 2023 and the Chairman for the period from January 1, 2023 to April 26, 2023.

Currently Mr. Xie Lishu, the Chairman and a NED, is the husband of Ms. Huang Shaoli, a NED. Save as disclosed above, there has been no financial, business, family or other material relationship amongst the Directors.

The Board, taking into account the nature of the operations of the Group, considers its current size and composition to be adequate for effective decision-making. Key information regarding the Directors' background, qualifications and other appointments is set out on pages 20 to 23 of this annual report.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS – *continued*

Composition – *continued*

The Board reviewed and considered that the following key features or mechanism under the Board are effective in ensuring that independent views and input are available to the Board:

- The compositions of the Board and the Board committees are periodically reviewed to ensure independency and competence of INEDs.
- Separation of the role of the Chairman and the Managing Director ensures that there is a balance of power and authority.
- INEDs receive fixed fees for their role as members of the Board and the Board committees as appropriate and are not entitled to participate in the employee share option scheme of the Company.
- Lead independent Director is appointed to provide leadership in situations where the Chairman is conflicted.
- Independent meetings between the Chairman and the INEDs have been held annually without executive directors present.

INEDs

During the Year, the Board at all times met the requirements of the HK Listing Rules relating to the appointment of not less than three INEDs representing at least one-third of the Board. Additionally, during the Year, the Board at all times met the requirements under Rule 210(5)(c) of the Listing Manual of Singapore Exchange Securities Trading Limited (the “SGX-ST” and the “SGX-ST Listing Manual”, respectively) relating to the appointment of at least two INEDs and that the independent Directors are to comprise at least one-third of the Board.

The Board also complied with the requirement that at least one of such INEDs should possess the appropriate professional qualifications or accounting or related financial management expertise under Rule 3.10 of the HK Listing Rules. Further, the Company has received from each current INED an annual written confirmation of his independence pursuant to Rule 3.13 of the HK Listing Rules and Rule 210(5)(d) of the SGX-ST Listing Manual and Provision 2.1 of the Singapore CG Code and the Board is satisfied that all the current INEDs were independent and met the independence guidelines set out in Rule 3.13 of the HK Listing Rules, Rule 210(5)(d) of the SGX-ST Listing Manual and Provision 2.1 of the Singapore CG Code throughout the Year or from his appointment date (as the case may be) and up to the date of this annual report.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS – *continued*

Role and Functions

The Board has the responsibility for the overall management of the Group. Apart from its statutory duties and responsibilities, the Board approves the nomination of Directors to the Board and the appointment of key management personnel upon the recommendation of the Nomination Committee, oversees the management of the business and affairs of the Group, approves the Company's corporate and strategic directions, determines the Company's policies and practices on corporate governance upon the recommendation of the compliance committee of the Board (the "Compliance Committee"), reviews the financial performance of the Group, approves its interim and annual results upon the review and recommendation of the Audit Committee and approves any investment proposals.

The Board's role is also to (a) ensure that the necessary financial and human resources are in place for the Company to meet its objectives; (b) establish a framework of prudent and effective controls, which enables risks to be assessed and managed, including safeguarding Shareholders' interests and the Company's assets; (c) identify the key stakeholder groups and recognise that their perceptions affect the Company's reputation; (d) set the Company's values and standards (including ethical standards) and ensure that obligations to Shareholders and other stakeholders are understood and met; and (e) consider sustainability issues e.g. environmental and social factors, as part of its strategic formulation.

To assist the Board in fulfilling its responsibilities, the Board is provided with management reports containing complete, adequate and timely information, and papers containing relevant background or explanatory information required to support the decision-making process. In addition to information volunteered by management, the Board is entitled to request from management, and management will provide the Directors with such additional information, in a timely manner, as needed for the Board to make informed decisions. To oversee particular aspects of the Group's affairs, the Board has established five Board committees, namely the Audit Committee, the Nomination Committee, the Remuneration Committee, the employee share option scheme committee (the "ESOS Committee") and the Compliance Committee (together, the "Board Committees"). The Board has delegated to the Board Committees responsibilities as set out in their respective terms of reference. All the Board Committees report to the Board on their decisions or recommendations made.

The Board has reserved for its consideration and approval issues in relation to (a) formulating the Group's strategic objectives; (b) considering and deciding the Group's significant operational and financial matters, including but not limited to substantial mergers, acquisitions and disposals; (c) overseeing the Group's corporate governance practices; (d) upon the recommendation of the Remuneration Committee, determining the framework of remuneration packages for all Directors and senior management personnel of the Company (the "Senior Management Personnel"); and (e) directing and monitoring the Senior Management Personnel in pursuit of the Group's strategic objectives. The Senior Management Personnel are mainly responsible for the day-to-day management and operation of the Group as well as the execution of the business plans, strategies and policies adopted by the Board and assigned to them from time to time. The Senior Management Personnel hold regular meetings to review and discuss the Group's performance against budget, business strategy, operational issues and matters relating to corporate services, including finance and accounting, human resources, logistics and information technology.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS – *continued*

Role and Functions – *continued*

Should Directors, whether as a group or individually, need independent professional advice in the furtherance of their duties, the cost of such professional advice will be borne by the Company. The Directors and key officers of the Group are under appropriate insurance cover on Directors' and key officers' liabilities in respect of their risks arising from the business of the Group.

Role of Chairman and Chief Executive

Mr. Leung Chun Wah was the Chairman for the period from April 1, 2022 to December 31, 2022 during the Year and Mr. Leung Chi Hang Daniel was the Chairman for the period from January 1, 2023 till the end of the Year and up to April 26, 2023. Mr. Xie Lishu currently is the Chairman effective from May 20, 2023. Mr. Hon Kar Chun was throughout the Year and is currently the Managing Director.

The roles of the Chairman and the Managing Director are separate and assumed by different individuals to ensure a balance of power and authority so that power is not concentrated in any one individual of the Board. The Chairman gives guidance on the corporate direction of the Group and is also involved in the scheduling and chairing of Board meetings and controlling the quality, quantity and timeliness of information supplied to the Board. The Chairman also (a) leads the Board to ensure its effectiveness on all aspects of its role; (b) promotes a culture of openness and debate at the Board; (c) ensures effective communication with Shareholders; (d) encourages constructive relations within the Board and between the Board and management; (e) facilitates the effective contribution of INEDs; and (f) promotes high standards of corporate governance. The Managing Director assists the Chairman in setting the business strategies and directions for the Company and manages the business operations of the Company with other management staff. Each of the Chairman and the Managing Director performs separate functions to ensure that there is an appropriate balance of power and authority, and accountability and independent decision-making are not compromised. In addition, the Chairman and the Managing Director are not related to each other.

Induction, Orientation, Training and Continuous Professional Development

Each new Director will be issued with a formal service agreement or letter of appointment (as appropriate) and will be informed of the Company's policies, procedures, and Board Committees' charters. New Directors will be provided with appropriate orientation to acquaint them with the business, operational structure, strategy, management and governance practices of the Company. The Board recognises the importance of appropriate training for its Directors and participation in continuous professional development by its Directors. All the Directors and the Senior Management Personnel are encouraged to participate, at the Company's expense, in continuous professional development to develop and refresh their skills and knowledge, particularly on relevant new laws and regulations affecting, and the changing commercial risks relating to, the Group's business and governance practices from time to time.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS – *continued*

Induction, Orientation, Training and Continuous Professional Development – *continued*

All the then Directors during the Year (except for Mr. Leung Chun Wah who had tendered his resignation as a Director at the time of the training), namely Mr. Leung Chi Hang Daniel, Mr. Hon Kar Chun, Mr. Leung Hon Shing, Mr. Lim Lee Meng, Mr. Tang Wai Loong Kenneth and Mr. Tong Kai Cheong attended a seminar organised by The Hong Kong Institute of Directors on “How Does “Environmental Social Governance” (ESG) Create Values for Company?” held in November 2022. The above training was arranged and funded by the Company during the Year. In addition, Mr. Tong Kai Cheong has attended relevant training programmes for first-time directors conducted by The Singapore Institute of Directors as prescribed in the SGX-ST Listing Manual from June to October 2022. The Company will arrange for Mr. Xie Lishu and Ms. Huang Shaoli, who have no prior experience as a director of an issuer listed on SGX-ST, to undergo the relevant training programmes for first-time directors conducted by the Singapore Institute of Directors as prescribed in the SGX-ST Listing Manual.

Additionally, each of Mr. Lim Lee Meng, Mr. Tang Wai Loong Kenneth and Mr. Tong Kai Cheong has undergone training on sustainability matters as prescribed by Rule 720(7) of the SGX-ST Listing Manual during the Year. The Company will arrange for Mr. Hon Kar Chun and Mr. Leung Hon Shing to undergo training on sustainability matters in the financial year ending March 31, 2024. At the same time, Mr. Xie Lishu and Ms. Huang Shaoli will attend the training on sustainability matters as part of their training programme for first-time directors conducted by the Singapore Institute of Directors.

APPOINTMENT AND RE-ELECTION OF DIRECTORS

Each of the Executive Directors has entered into a service agreement with the Company for a term of less than three years. Each of the INEDs and NEDs has received an appointment letter from the Company for a term of two years or less.

Subject to the Companies Act 1981 of Bermuda (the “Bermuda Act”) and in according with the Bye-Laws, the HK CG Code and Rule 720(5) of the SGX-ST Listing Manual, all the Directors, including the INEDs, shall retire by rotation at least once every three years and shall be eligible for re-election at the meeting at which he retires.

The Bye-Laws further provide that the Company may from time to time in general meeting by ordinary resolution elect any person to be a Director either to fill a casual vacancy or as an addition to the Board. According to the Bye-Laws, the Board shall also have the power from time to time and at any time to appoint any person as a Director either to fill a casual vacancy or, where a maximum number of Directors has been determined by the shareholders and the shareholders have authorised the Board to appoint additional Directors, as an additional Director. Any director so appointed either by the Company or by the Board shall hold office only until the first annual general meeting of the Company (the “AGM”) after such Director’s appointment and shall then be eligible for re-election at the meeting.

CORPORATE GOVERNANCE REPORT

APPOINTMENT AND RE-ELECTION OF DIRECTORS – *continued*

Conduct of Board proceedings and supply of and access to information

The Board held six meetings (including the prescribed four regular meetings) during the Year with notice given to the Directors at least 14 days in advance pursuant to the HK CG Code. Before each Board meeting, a draft agenda is sent out to all Directors at least 14 days (or such other period as agreed) in advance in order to allow the Directors to include in the agenda any other matters that are required for discussion and resolution in the meeting. To enable the Directors (and as far as practicable in all other cases) to make informed decisions, an agenda and accompanying Board papers together with all appropriate and relevant information in relation to the matters of the meeting are sent to all Directors or the Board Committee members (as the case may be) three days (or such other period as agreed) before each such meeting. Draft and final versions of minutes of all meetings would be sent to all Board and corresponding Board Committees' members for their comment and records within a reasonable time after the meetings.

All Directors have separate and independent access to the Senior Management Personnel and the company secretary of the Company (the "Company Secretary"), Mr. Leung Hon Shing, who is also an Executive Director. Where any Director requires more information than has been provided by management, that Director is able to make further enquiries where necessary, in order to fulfil his duties properly.

According to the HK Listing Rules, any Directors and their close associates (as defined in the HK Listing Rules) with a material interest in the transactions to be discussed in the Board meetings will abstain from voting on the resolutions approving such transactions and will not be counted in the quorum at the meetings. The Executive Directors meet more regularly and as required, review and discuss management and operational matters. In addition, Directors' resolutions in writing are also circulated for transactions that require Directors' approval. However, if a Director has a conflict of interest in a matter to be considered by the Board, which the Board has determined to be material, the matter will be dealt with by a physical Board meeting rather than a written resolution. All Directors facing conflicts of interest will recuse themselves from discussions and decisions involving the issues of conflict.

CORPORATE GOVERNANCE REPORT

APPOINTMENT AND RE-ELECTION OF DIRECTORS – *continued*

Number of Board, Board Committees and general meetings during the Year

The number of Board, Board Committees and general meetings of the Company held in the Year as well as the attendance record of every Board member at those meetings are as follows:

	Board Meeting	Audit Committee Meeting	Nomination Committee Meeting	Remuneration Committee Meeting	Compliance Committee Meeting	ESOS Committee Meeting	General Meeting
No. of Meetings Held in the Year	6	3	3	3	2	0	1
Name and Attendance of Directors:	Attended/ Eligible to Attend	Attended/ Eligible to Attend	Attended/ Eligible to Attend	Attended/ Eligible to Attend	Attended/ Eligible to Attend	Attended/ Eligible to Attend	Attended/ Eligible to Attend
Leung Chun Wah <i>(resigned with effect from January 1, 2023)</i>	5+1*/6	3*/3	3*/3	3*/3	2*/2	0/0	1/1
Leung Chi Hang Daniel	6/6	3*/3	x	1*/1	x	0/0	1/1
Hon Kar Chun	6/6	3*/3	x	x	x	0/0	1/1
Leung Hon Shing	6/6	3*/3	3*/3	3*/3	2*/2	x	1/1
Lim Lee Meng	6/6	3/3	3/3	3/3	2/2	x	1/1
Tang Wai Loong Kenneth	6/6	3/3	3/3	3/3	2/2	x	1/1
Lu Po Chan, Eugene <i>(resigned with effect from June 1, 2022)</i>	1/1	1/1	1/1	1/1	1/1	x	x
Tong Kai Cheong <i>(appointed with effect from June 1, 2022)</i>	5/5	2/2	2/2	2/2	1/1	0/0	1/1

x indicates not applicable

* indicates not a member of the relevant committee but attended by invitation

The non-executive directors (including the INEDs), led by the lead independent Director, meet at least once a year without the presence of management, and the lead independent Director provides feedback to the Board and/or the Chairman as appropriate after such meetings.

The Board Committees are provided with sufficient resources to discharge their duties. The respective written terms of reference for the Audit Committee, the Nomination Committee, the Compliance Committee and the Remuneration Committee are in line with the HK Listing Rules and posted on the respective websites of the SEHK and the Company.

The Company currently has no alternate Director.

CORPORATE GOVERNANCE REPORT

DIRECTORS' RESPONSIBILITY FOR FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for the preparation of the consolidated financial statements for the Year, which give a true and fair view of the state of affairs of the Company and the Group's results and cash flows for the Year and are properly prepared on a going concern basis in accordance with the applicable statutory requirements as well as financial reporting and accounting standards. The Directors are not aware of any material uncertainties relating to events or conditions which may affect the Company's business or cast significant doubt upon the Company's ability to continue as a going concern.

In addition, the statement made by Deloitte & Touche LLP ("Deloitte"), the Company's independent auditors, regarding their reporting responsibility on the Company's consolidated financial statements for the Year is set out in the section headed "Independent Auditor's Report" on pages 133 to 137 of this annual report.

ACCOUNTABILITY

The Board is accountable to the Shareholders while the management of the Company is accountable to the Board. The management presents to the Board monthly management accounts as well as the unaudited half-year and the audited full-year financial statements and such explanation and information on a monthly basis and as the Board may require from time to time to enable the Board to make a balanced and informed assessment of the Company's performance, position and prospects. The Audit Committee reports on the results to the Board for review and approval. The Board approves the financial results and authorises the release of the same to the SGX-ST, the SEHK and the public via SGXNET, the SEHK's website and the Company's website.

NOMINATION COMMITTEE

During the Year, the Nomination Committee comprised all INEDs, namely Mr. Tang Wai Loong Kenneth (as chairman), Mr. Lim Lee Meng, Mr. Lu Po Chan, Eugene (resigned with effect from June 1, 2022) and Mr. Tong Kai Cheong (appointed on June 1, 2022). All members of the Nomination Committee are INEDs.

The Nomination Committee performs the following major functions:

- (a) Reviewing and making recommendations to the Board on all candidates nominated for appointment to the Board;
- (b) Reviewing and recommending to the Board on an annual basis, the Board structure, size and composition, taking into account the balance between the executive and non-executive as well as independent and non-independent Directors and having regard at all times to the principles of corporate governance under the Singapore CG Code and the HK CG Code;
- (c) Identifying and making recommendations to the Board as to the Directors, including INEDs, who are to retire by rotation and to be put forward for re-election at each AGM, having regard to the Directors' contribution and performance;

CORPORATE GOVERNANCE REPORT

NOMINATION COMMITTEE – *continued*

- (d) Determining whether an INED is independent annually, and as and when circumstances require (taking into account the circumstances set out in the Singapore CG Code and the HK Listing Rules and other salient factors);
- (e) Proposing a set of objective performance criteria to the Board for approval and implementation, to evaluate the effectiveness of the Board as a whole and the contribution of each Director to the effectiveness of the Board, and each Board Committee;
- (f) Reviewing and making recommendations to the Board on Board succession and the appointment/replacement of key management personnel; and
- (g) Reviewing the Company's policy on Board diversity (the "Board Diversity Policy") and any measurable objectives that the Board has set for implementing the Board Diversity Policy and the progress on achieving the objectives.

The Nomination Committee meets at least once a year and additional meetings are held whenever necessary. Matters requiring approval of the Nomination Committee may also be approved by resolutions in writing.

During the Year, the Nomination Committee held three meetings and passed the resolutions (i) noting the resignation of Mr. Lu Po Chan, Eugene as an INED with effect from June 1, 2022; (ii) recommending the appointment of Mr. Tong Kai Cheong as an INED with effect from June 1, 2022; (iii) recommending the re-election of Mr. Leung Chun Wah as an NED at the AGM held on August 29, 2022 (the "2022 AGM") and nominating him as the Chairman following his re-election as an NED; (iv) recommending the re-election of Mr. Hon Kar Chun as an Executive Director at the 2022 AGM and nominating him as the Managing Director following his re-election as an Executive Director; (v) recommending the re-election of Mr. Tang Wai Loong Kenneth as an INED at the 2022 AGM; (vi) recommending the re-election of Mr. Tong Kai Cheong as an INED at the 2022 AGM; (vii) noting the resignation of Mr. Leung Chun Wah as an NED and his cessation as the Chairman with effect from January 1, 2023; and (viii) recommending the appointment of Mr. Leung Chi Hang Daniel as the Chairman with effect from January 1, 2023.

The Nomination Committee also evaluated the effectiveness of the Board as a whole and each of the Board Committees, based on a set of objective performance criteria, including factors such as its processes and access to information and management, and oversight of the Company's performance or its relevant function. Each Director was also individually assessed by the Nomination Committee having regard to his contribution and commitment to the Board and the relevant Board Committees, based on relevant criteria such as his attendance both at meetings and on an ad hoc basis, his participation and contributions at Board and Board Committees' meetings, as well as his business and industry knowledge. Executive Directors were also assessed based on qualitative and quantitative performance criteria, taking into account the profits and revenue growth of, and economic value added to, the Company. Each member of the Nomination Committee abstained from making any recommendations and/or participating in any deliberation and voting on any resolution in respect of the assessment of his own performance or re-appointment as a Director.

CORPORATE GOVERNANCE REPORT

NOMINATION COMMITTEE – *continued*

The Company adopted a nomination policy for Directors, which aims to set out the approach to guide the Nomination Committee in relation to the selection, appointment and re-appointment of the Directors. It also aims to ensure that the Board has a balance of skills, experience, knowledge and diversity of perspectives appropriate for the requirements of the Company's business. The Nomination Committee evaluates, selects and recommends candidate(s) for directorships to the Board and evaluates and recommends the retiring Director(s) for re-appointment by giving due consideration to certain criteria, including but not limited to (a) diversity in the aspects, amongst others, of gender, age, cultural and educational background, professional experience, skills, knowledge and length of service; (b) commitment for responsibilities of the Board in respect of available time and relevant interest; (c) qualifications, both academic and professional, including accomplishment and experience in the relevant industries in which the Company's business is involved; (d) independence (for the INEDs); (e) reputation for integrity; (f) potential contributions that the individual can bring to the Board; and (g) plan(s) in place for an orderly succession of the Board.

The Nomination Committee may consult any source it considers appropriate in identifying or selecting suitable candidates, such as referrals from existing Directors, and recommendations from a third party agency firm with due consideration given to the above criteria and may adopt any process it considers appropriate in evaluating the suitability of the candidates, such as interviews and background checks. In the case of re-appointment of a retiring Director, the Nomination Committee will evaluate the overall contribution and service of the retiring Director to the Company. The Nomination Committee will thereafter make the recommendation to the Board in relation to the proposed appointment or re-appointment.

The Company recognises and embraces the benefits of diversity of Board members. Therefore, the Company has established the Board Diversity Policy which sets out the framework that the Company has in place to achieve and to ensure that the Board has a balance of skills, experience, knowledge and diversity of perspectives appropriate to the requirements of the Company's business. All Board appointments and re-appointments will continue to be made on a merit basis with due regard to the benefits of diversity of the Board members. Selection of candidates will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, experience (professional or otherwise), skills and knowledge. The ultimate decision will be made upon the merits and contribution that the selected candidates will bring to the Board.

The Board Diversity Policy does not specify any specific targets or accompanying plans and timelines for achieving diversity. Nonetheless, the Nomination Committee believes that the current Board is diverse, having considered, among others, the diversity of skills, experience, knowledge and gender representations. The current Board members bring with them invaluable experience and collective core competencies such as accounting, finance, legal, business and management skills as well as industry expertise. These skills and experiences are particularly important in ensuring that the Board is effectively functioned.

CORPORATE GOVERNANCE REPORT

NOMINATION COMMITTEE – *continued*

As at March 31, 2023, the male to female ratio in the workforce of the Group (including the Senior Management Personnel) was approximately 1.2: 1, the Board considers that the gender diversity in its workforce has been achieved.

As at the date of this annual report, the Board consists of one female and six male Directors. The Board considers that the gender diversity in respect of the Board taking into account the business model and specific needs of the Company is satisfactory.

Pursuant to the Bye-Laws, every Director shall retire from office by rotation at least once every three years and will be eligible for re-election thereat. Accordingly, Mr. Lim Lee Meng, an INED, will retire from office by rotation at the forthcoming AGM pursuant to bye-law 104 of the Bye-Laws. However he has notified the Company of his intention not to offer himself for re-election.

Further, Mr. Xie Lishu and Ms. Huang Shaoli, who became NEDs with effect from May 20, 2023, shall hold office until the forthcoming AGM and pursuant to bye-law 107(B) of the Bye-Laws, being eligible, have offered themselves for re-election. The Nomination Committee has recommended to the Board that the above two retiring Directors be nominated for re-appointment at the forthcoming AGM. In making this recommendation, the Nomination Committee has considered the overall contribution and performance of the said Directors that had made and would make.

The Board has not determined the maximum number of listed company board representations which any Director may hold, and leaves it to each Director to personally determine the demands of his other responsibilities and commitments, and to assess whether he can continue to serve on the Board effectively. However, guided by the Nomination Committee, the Board considers whether each Director has dedicated sufficient time and attention to, and is able to perform and has adequately performed, his duties as a Director.

CORPORATE GOVERNANCE REPORT

REMUNERATION COMMITTEE

The Singapore CG Code requires all Remuneration Committee members to be NEDs, with the majority (including the chairman of the Remuneration Committee) to be independent Directors. During the Year, the Remuneration Committee comprised all INEDs, namely Mr. Iu Po Chan, Eugene (as chairman and resigned with effect from June 1, 2022), Mr. Tong Kai Cheong (as chairman and appointed with effect from June 1, 2022), Mr. Lim Lee Meng and Mr. Tang Wai Loong Kenneth. At all times, all members of the Remuneration Committee are INEDs.

The Remuneration Committee performs the following major functions:

- (a) Reviewing and recommending to the Board a framework of remuneration for the Board and the Senior Management Personnel covering all aspects of remuneration such as Director's fees, salaries, allowances, bonuses, options, benefits-in-kind, pension rights and compensation payments;
- (b) Reviewing and recommending to the Board on the specific remuneration package for each Executive Director and the Senior Management Personnel;
- (c) Reviewing and recommending to the Board on Directors' fees of the NEDs (including INEDs); and
- (d) Reviewing and approving the management's remuneration proposals by reference to the Board's corporate goals and objectives.

The Remuneration Committee meets at least once a year and additional meetings are held whenever necessary.

During the Year, the Remuneration Committee held three meetings and discussed and recommended to the Board for approval of the remuneration packages of the Executive Directors and recommended to the Board for approval of the Directors' fees of the NEDs (including INEDs).

Matters requiring approval of the Remuneration Committee may also be approved by resolutions in writing.

CORPORATE GOVERNANCE REPORT

REMUNERATION AND BENEFITS OF DIRECTORS AND TOP FIVE KEY EXECUTIVES

The Company advocates a performance-based remuneration system for the Executive Directors and the Senior Management Personnel that is flexible and responsive to the market, comprising a base salary as well as variable performance bonus structured so as to link rewards to the sustained performance and value creation of the Company. The remuneration is appropriate to attract, retain and motivate the Directors to provide good stewardship of the Company and Senior Management Personnel to successfully manage the Company for the long term. Executive Directors and the Senior Management Personnel are entitled to a basic salary and an incentive payment by reference to the amount of the net profit after taxation of the Group and/or the business segments that the Senior Management Personnel are responsible. The Remuneration Committee has adopted a framework which consists of a base fee to remunerate the NEDs (including the INEDs) based on their appointments and roles in the respective Board Committees, taking into account the level of contribution and factors such as effort, time spent and responsibilities. Directors' fees to be paid to the NEDs will be tabled for Shareholders' approval. The Directors' fees are reviewed annually to ensure that the INEDs are not overcompensated to the extent that their independence may be compromised. The following table shows a breakdown of the remuneration of the Directors for the Year:

	Directors'				Total	Total
	Salary	Bonus	Fees	Others		
	%	%	%	%	%	S\$'000
NED⁽¹⁾						
Leung Chun Wah ⁽²⁾	—	—	100	—	100	235
Executive Directors						
Leung Chi Hang Daniel ⁽³⁾	91	—	—	9	100	325
Hon Kar Chun	92	—	—	8	100	341
Leung Hon Shing	80	—	—	20	100	328
INEDs⁽¹⁾						
Iu Po Chan, Eugene ⁽⁴⁾	—	—	100	—	100	8
Lim Lee Meng	—	—	100	—	100	50
Tang Wai Loong Kenneth	—	—	100	—	100	50
Tong Kai Cheong ⁽⁵⁾	—	—	100	—	100	42

(1) NED and INEDs are paid Directors' fees.

(2) Mr. Leung Chun Wah resigned with effect from January 1, 2023.

(3) Mr. Leung Chi Hang Daniel was appointed as Chairman with effect from January 1, 2023 and resigned with effect from April 27, 2023.

(4) Mr. Iu Po Chan, Eugene resigned with effect from June 1, 2022.

(5) Mr. Tong Kai Cheong was appointed with effect from June 1, 2022.

CORPORATE GOVERNANCE REPORT

REMUNERATION AND BENEFITS OF DIRECTORS AND TOP FIVE KEY EXECUTIVES – continued

The remuneration of each of the top five Senior Management Personnel for the Year is as follows:

Remuneration Bands	Position as at March 31, 2023	Performance			Total
		Salary %	Bonus %	Others %	
Senior Management Personnel					
S\$250,000 - S\$499,999					
Lai Sze Chuen, Pele	Deputy Managing Director of Marketing	92	—	8	100
Below S\$250,000					
Chan Fan Cheong, Patrick	General Manager - Risk Management	94	—	6	100
Cheung Yiu Wing, Teddy	General Manager - South China	94	—	6	100
Hon Wai Keung, Ken	General Manager - Technical Department	94	—	6	100
Kwan Wing Kin, Samuel	General Manager of Marketing	94	—	6	100
Total Remuneration of top five Senior Management Personnel (S\$'000)		925	—	70	995
%		93%	—	7%	100%

No employee was a substantial Shareholder, or is an immediate family member of a Director, the Managing Director or a substantial Shareholder, and whose remuneration exceeded S\$100,000 during the Year.

The Company does not have any contractual provisions in its service agreements or employment contracts to reclaim incentive components of remuneration from the Executive Directors and the Senior Management Personnel. The Board is of the view that as the Group pays performance bonuses based on actual performance of the operating unit as well as individual performance, “claw-back” provisions in the service agreements or employment contracts may not be relevant or appropriate.

CORPORATE GOVERNANCE REPORT

EMPLOYEE SHARE OPTION SCHEME COMMITTEE

During the Year, the ESOS Committee comprised Mr. Leung Chun Wah (a NED resigned as chairman with effect from January 1, 2023), whose role was later succeeded by Mr. Leung Chi Hang Daniel (an Executive Director appointed as chairman with effect from January 1, 2023 and resigned as chairman with effect from April 27, 2023), Mr. Hon Kar Chun (an Executive Director) and Mr. Lu Po Chan, Eugene (an INED resigned with effect from June 1, 2022), whose role was later taken over by Mr. Tong Kai Cheong (an INED appointed with effect from June 1, 2022). As from May 20, 2023 up to the date of this report, the ESOS Committee comprises Mr. Xie Lishu (a NED appointed as chairman with effect from May 20, 2023), Mr. Hon Kar Chun and Mr. Tong Kai Cheong. The ESOS Committee is responsible for determining the persons who may participate in the Willas-Array Electronics Employee Share Option Scheme (“ESOS”) as well as the size, terms and conditions of the grants of share options.

During the Year, no meeting of the ESOS Committee was held as no new share option scheme was adopted and no share options were granted.

Willas-Array Electronics Employee Share Option Scheme III (“ESOS III”) was established pursuant to the approval of Shareholders at a special general meeting of the Company held on July 30, 2013. ESOS III will expire on July 29, 2023. No share options have been granted during the Year under ESOS III and an aggregate of 1,867,000 share options were outstanding as at March 31, 2023. For more information on ESOS, please refer to the section headed “Report of the Directors” (in particular, paragraph 23 thereof) and the consolidated financial statements (in particular, Note 39 thereof) of this annual report.

CORPORATE GOVERNANCE REPORT

COMPLIANCE COMMITTEE

During the Year, the Compliance Committee comprised all INEDs, namely Mr. Lu Po Chan, Eugene (as chairman and resigned with effect from June 1, 2022), Mr. Tong Kai Cheong (as chairman and appointed with effect from June 1, 2022), Mr. Lim Lee Meng and Mr. Tang Wai Loong Kenneth. All members of the Compliance Committee are INEDs.

The Compliance Committee performs the following major functions:

- (a) Reviewing and making recommendations to the Board in respect of the Company's policies and practices on corporate governance as well as compliance with applicable laws of Singapore and Hong Kong;
- (b) Monitoring the training and continuous professional development of the Directors and the Senior Management Personnel;
- (c) Reviewing and monitoring the Company's policies and practices on compliance with legal and regulatory requirements;
- (d) Developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to employees of the Company and the Directors; and
- (e) Reviewing the Company's compliance with the code provisions of the HK CG Code and the Singapore CG Code and the disclosure as required under the SGX-ST Listing Manual, the Singapore CG Code and the HK Listing Rules in relation to the Company's interim and annual reports, and the corporate governance report contained in the annual report in particular.

The Compliance Committee meets at least once a year and additional meetings are held whenever necessary.

During the Year, the Compliance Committee held two meetings and discussed and reviewed the Company's compliance with the code provisions of the HK CG Code and the principles and provisions of the Singapore CG Code.

CORPORATE GOVERNANCE REPORT

AUDIT COMMITTEE

During the Year, the Audit Committee comprised all INEDs, namely Mr. Lim Lee Meng (as chairman), Mr. Tang Wai Loong Kenneth, Mr. Lu Po Chan, Eugene (resigned with effect from June 1, 2022) and Mr. Tong Kai Cheong (appointed with effect from June 1, 2022). All members of the Audit Committee are INEDs.

The Audit Committee performs the following major functions:

- (a) Reviewing the effectiveness of the audit process, independence and objectivity of the external auditors;
- (b) Reviewing with the external auditors the audit plan and their audit report;
- (c) Reviewing the Group's financial controls, operational controls, internal controls, compliance controls, information technology controls and risk management and internal control systems and thereafter recommending the same to the Board for approval;
- (d) Reviewing with the internal auditors the scope and results of the internal audit procedures and their evaluation of the overall internal control system;
- (e) Reviewing the Company's draft financial results and announcements before submission to the Board for approval;
- (f) Reviewing the assistance given by management to external and internal auditors;
- (g) Reviewing significant findings of internal investigations and significant financial reporting issues and judgements;
- (h) Considering and making recommendations to the Board on the appointment/re-appointment of the external auditors and their remuneration and terms of engagement; and
- (i) Reviewing the interested person transactions (as defined in the SGX-ST Listing Manual) and the connected transactions (as defined in the HK Listing Rules).

The Audit Committee meets at least twice a year and additional meetings are held whenever necessary. The Audit Committee also holds informal meetings and discussions with the management from time to time. The Audit Committee has full discretion to invite any Director or executive officer to attend its meetings.

CORPORATE GOVERNANCE REPORT

AUDIT COMMITTEE – *continued*

The Audit Committee has been given full access to and is provided with the co-operation of the Directors and the Company's management. In addition, it has independent access to both internal and external auditors.

All the Audit Committee members are kept up to date with changes in accounting standards and issues through updates from the external auditors. The Board is of the view that the members of the Audit Committee all have sufficient accounting and financial management expertise and experience to discharge the functions of the Audit Committee.

The Audit Committee meets periodically and at least twice a year with the external auditors, and once a year with the internal auditors, without the presence of the Company's management and has sufficient resources to enable it to discharge its functions properly.

The Audit Committee has reviewed the fees of non-audit services provided by the external auditors to the Company, and is satisfied that the nature and extent of such services will not prejudice the independence and objectivity of the external auditors. During the Year, the Audit Committee met three times and reviewed the draft financial results of the Group for the year ended March 31, 2022 and the six months ended September 30, 2022 respectively, the audit plans and findings of the external auditors, the external auditors' independence, the Group's compliance with financial reporting/accounting standards, the HK Listing Rules and the SGX-ST Listing Manual and regulatory requirements, internal controls, risk management, adequacy of resources, staff qualifications and experience of the Company's finance and accounting functions.

The Company confirms that it is in compliance with Rules 712 and 715 of the SGX-ST Listing Manual. The Company has in place a whistleblowing policy which is also available on the Company's website.

INDEPENDENT AUDITOR'S REMUNERATION

The fees in respect of the Year paid or payable to Deloitte and its Hong Kong member firm included audit services of approximately HK\$2,585,000 and non-audit services rendered to the Group as follows:

	HK\$'000
Interim review fee for the consolidated financial results for the six months ended September 30, 2022	564
Tax representative service	203
Tax compliance services for transfer pricing	180
Other tax service	35
	<hr/>
Total non-audit services	982
	<hr/>

CORPORATE GOVERNANCE REPORT

COMPANY SECRETARY

The Company Secretary attends all Board and Board Committees' meetings, ensures that minutes of the Board, the Board Committees and general meetings of the Company are prepared and kept, and assists the Chairman in ensuring that Board procedures are followed and reviewed so that the Board functions effectively.

The Company Secretary also ensures that the Bye-Laws and relevant rules and regulations, including requirements of the Bermuda Act, the SGX-ST Listing Manual and the HK Listing Rules, are complied with. The appointment and removal of the Company Secretary is a matter for the Board as a whole to decide.

The Company Secretary has taken no less than 15 hours of relevant professional training in compliance with Rule 3.29 of the HK Listing Rules during the Year.

SHAREHOLDERS' RIGHTS, COMMUNICATIONS WITH SHAREHOLDERS AND CONDUCT OF SHAREHOLDER MEETINGS

All Shareholders are treated fairly and equitably and the Company fully recognises the need to facilitate the exercise of their rights as Shareholders. The Company has established a shareholders' communication policy (the "Shareholders' Communication Policy") for the Shareholders to obtain information from the Company and to communicate their views on various matters affecting the Company, as well as steps taken by the Company to solicit and understand the views of the Shareholders and stakeholders, and to allow the Shareholders to actively engage with the Company and to exercise their rights as Shareholders in an informed manner.

Further, Shareholders may make any query in respect of the Company and the Company will respond such query in a timely manner with relevant information (to the extent that such information is publicly available). Shareholders are also encouraged to provide their views to the Directors of the Company on matters affecting the Company. Such query and views can be addressed to the Company Secretary whose contact particulars are as follows:

Email address: ir@willas-array.com

Address: 24/F, Wyler Centre, Phase 2, 200 Tai Lin Pai Road, Kwai Chung, New Territories, Hong Kong

Tel. No.: (852) 2418 3799

Fax No.: (852) 2484 1050

Shareholders' enquiries can also be directed to the Company's principal place of business in Hong Kong located at 24/F, Wyler Centre, Phase 2, 200 Tai Lin Pai Road, Kwai Chung, New Territories, Hong Kong.

CORPORATE GOVERNANCE REPORT

SHAREHOLDERS' RIGHTS, COMMUNICATIONS WITH SHAREHOLDERS AND CONDUCT OF SHAREHOLDER MEETINGS – *continued*

The Company generally does not practise selective disclosure unless permitted under the relevant laws and regulations. Information is disseminated via SGXNET, news releases and the respective websites of the Company and the SEHK on a timely basis. Price-sensitive information is publicly released, announced within the mandatory period and available on the respective websites of the Company, SGXNET and the SEHK. All Shareholders will receive the annual reports, the circulars and the notices of AGM and special general meetings of the Company (the "SGM") (together, the "Corporate Communications"). At the AGM, all Shareholders will be given the opportunity to air their views and direct their questions regarding the Group to the Directors, including the chairmen of each of the Board Committees. The external auditors are also requested to be present to address any relevant queries by Shareholders. Shareholders are also given the opportunity to participate effectively in and vote at all general meetings of Shareholders. The Company informs Shareholders of the rules governing the conduct of such general meetings, including voting procedures. At the 2022 AGM, in compliance with the Bye-Laws, the Company provided Shareholders with the option to either personally attend and vote in real time via electronic means or to appoint a proxy to do so, or to appoint the chairman of the AGM as proxy to vote on their behalf.

There are separate resolutions at general meetings on each substantially separate issue. Where however the issues are interdependent and linked so as to form one significant proposal, the Company may propose "bundled resolutions", and will set out the reasons and material implications in the notices of the meetings. All the resolutions put to the vote at the AGM and the SGM will be voted on by poll and the detailed results of the poll will be announced via SGXNET and the respective websites of the SEHK and the Company. The minutes of the AGM and SGM, which record substantial and relevant comments or queries from Shareholders relating to the agenda of the AGM and SGM, and responses from the Board and management, are posted on the Company's website as soon as practicable after the meeting.

The Board has reviewed the implementation and effectiveness of the Shareholders' Communication Policy, including but not limited to (i) the proper despatch of the Corporate Communications; (ii) the steps taken at the general meetings to ensure the opportunities for the Company to have direct interactions with Shareholders, the handling of queries received (if any) from the Shareholders, and the participation of Board members, in particular, the chairmen of the Board Committees or their delegates, and external auditor at the AGMs; and (iii) the multiple channels of communication and engagement in place, as well as the update of information on the respective websites of the Company, SGXNET and the SEHK on a timely manner. With the above measures in place, the Board considers that the Shareholders' Communication Policy has been effectively implemented during the Year.

CORPORATE GOVERNANCE REPORT

STAKEHOLDER ENGAGEMENT

In relation to stakeholder engagement, the key stakeholders of the Group include employees, shareholders and investors, suppliers, customers, government and regulators and local communities. The Company recognises the importance of managing relationships with the various stakeholders and engages its stakeholders regularly in the determination of its material areas of focus in respect of its environmental, social and governance performance. In addition to issuing announcements and disclosures on SGXNET and the SEHK's website, the Company also maintains an informative investor relations website, through which Shareholders and the Company's other stakeholders can receive quality, meaningful and timely information on the Company. The Company also holds annual results briefings made available via webcast on its corporate website. Further details on the Company's approach to stakeholder engagement and materiality assessment can be found on pages 31 and 39 of this annual report.

PROCEDURES FOR SHAREHOLDERS TO PROPOSE A PERSON FOR ELECTION AS A DIRECTOR

Shareholder may put forward proposals in general meetings to nominate any person to stand for election as a Director.

A Shareholder who wishes to nominate a person to stand for election as a Director must duly lodge the following documents at the principal place of business in Hong Kong or at the registration offices of the Company as set out below for the attention of the Company Secretary:

- (a) a notice of the Shareholder's intention to propose such a resolution in the general meeting, duly signed by the Shareholder with his/her/its name and address stated clearly in a legible manner, the validity of which is subject to the verification and confirmation by the Company's branch share registrars/share transfer agent according to their records; and
- (b) a notice executed by the nominated candidate of his/her willingness to be appointed together with (i) such information of that candidate as would be required to be disclosed under Rule 13.51(2) of the HK Listing Rules, (ii) the candidate's written consent to the publication of his/her personal data, and (iii) the contact address and contact telephone number, etc. of the candidate.

In order to ensure that other Shareholders have sufficient time to receive and consider the information of the nominated candidate(s), Shareholders are urged to submit their proposals in case of nominating candidate(s) for election as Director, as early as practicable in advance of the relevant general meeting, but not less than eleven (11) clear days (where clear days in relation to a notice and/or a meeting means a period of days exclusive of the day on which it is served or deemed to be served and of the day for which it is given or scheduled to occur) before the date scheduled for holding the relevant general meeting, so that the Company can complete the verification procedure with the Company's share registrars, and procure the publication of an announcement and/or the despatch of a supplemental circular to Shareholders (where required) in compliance with the applicable requirements under the HK Listing Rules and the SGX-ST Listing Manual. In the event that any such proposal is received by the Company later than the 12th business day (where a business day means a day on which the SEHK and the SGX-ST are open for dealing/trading of securities) before the date of holding the relevant general meeting, the Company will need to consider whether to adjourn the relevant general meeting so as to give Shareholders a notice of at least ten (10) business days of the proposal in accordance with the HK Listing Rules.

CORPORATE GOVERNANCE REPORT

PROCEDURES FOR SHAREHOLDERS TO PROPOSE A PERSON FOR ELECTION AS A DIRECTOR – *continued*

Particulars of the principal place of business in Hong Kong and registration offices of the Company are set out below:

Principal Place of Business in Hong Kong:

24/F, Wyler Centre, Phase 2
200 Tai Lin Pai Road
Kwai Chung, New Territories
Hong Kong

Registration Office – Singapore:

Willas-Array Electronics (Holdings) Limited
c/o Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue
Keppel Bay Tower
#14-03/07
Singapore 098632

Registration Office – Hong Kong:

Willas-Array Electronics (Holdings) Limited
c/o Boardroom Share Registrars (HK) Limited
Room 2103B, 21/F
148 Electric Road
North Point
Hong Kong

Shareholders may refer to the relevant procedures available on the website of the Company (www.willas-array.com).

PROCEDURES FOR SHAREHOLDERS TO CONVENE SGMS

Shareholders who hold not less than 10% of the paid-up capital of the Company as at the date of depositing the requisition can convene a SGM by serving a written requisition notice to the Board or the Company Secretary for the purpose of requesting for convening a SGM. The written requisition shall be deposited at the Company's principal place of business in Hong Kong located at 24/F, Wyler Centre, Phase 2, 200 Tai Lin Pai Road, Kwai Chung, New Territories, Hong Kong, or the Company's registered office at Victoria Place, 5/F, 31 Victoria Street, Hamilton HM10, Bermuda for the attention of the Board or the Company Secretary.

The requisition will be verified by the Company's branch share registrar in Hong Kong or the Company's share transfer agent in Singapore (as the case may be). If the requisition is in order, the Board will, according to the applicable rules and regulations, issue sufficient notice to all Shareholders for convening the SGM. If the requisition is improper, the Company will notify the relevant requesting Shareholders of the objection and no SGM will be convened.

CORPORATE GOVERNANCE REPORT

PROCEDURES FOR SHAREHOLDERS TO SEND ENQUIRIES AND PROPOSALS TO THE BOARD

Shareholders can forward their questions about shareholding, share transfer, registration and dividend payment to the Company's share transfer agent in Singapore, Boardroom Corporate & Advisory Services Pte. Ltd. or the Company's branch share registrar in Hong Kong, Boardroom Share Registrars (HK) Limited (as the case may be) whose contact particulars have been provided above.

For enquiries about the Company's information, Shareholders can contact Mr. Leung Hon Shing, the Company Secretary, whose contact particulars are as follows:

Email address: ir@willas-array.com

Address: 24/F, Wyler Centre, Phase 2, 200 Tai Lin Pai Road, Kwai Chung, New Territories, Hong Kong

Tel. No.: (852) 2418 3700

Fax No.: (852) 2484 1050

or direct the enquiries to the Company's principal place of business in Hong Kong located at 24/F, Wyler Centre, Phase 2, 200 Tai Lin Pai Road, Kwai Chung, New Territories, Hong Kong.

To put forward proposals at an AGM or a SGM, Shareholders shall submit a written notice of those proposals with the detailed contact information to the Company Secretary at the Company's principal place of business in Hong Kong stated above.

The request will be verified by the Company's branch share registrar in Hong Kong or the Company's share transfer agent in Singapore (as the case may be) and upon its confirmation that the request is proper and in order, the Company Secretary will ask the Board to include the resolution in the agenda for the general meeting.

Moreover, the notice period concerning the notice to be given to all the other Shareholders for consideration of the proposals submitted by the Shareholders concerned varies as follows pursuant to bye-law 66 of the Bye-Laws and the HK Listing Rules as appropriate:

- (a) for an AGM and any SGM at which the passing of a special resolution is to be considered, it shall be called with notice of not less than twenty-one (21) clear days; and
- (b) for all other SGMs, they may be called with notice of not less than fourteen (14) clear days.

For the above purposes, a business day means a day on which the SEHK and the SGX-ST are open for dealing/trading in securities.

CONSTITUTIONAL DOCUMENTS

Except for the adoption of the amended Bye-Laws by Shareholders on August 29, 2022, there were no changes in the constitutional documents of the Company during the Year.

Pursuant to Rule 13.90 of the HK Listing Rules, the Company has published its memorandum of association and Bye-Laws on the respective websites of the SEHK and the Company.

CORPORATE GOVERNANCE REPORT

RISK MANAGEMENT AND INTERNAL CONTROLS AND INTERNAL AUDIT

The Company regularly reviews and improves its business and operational activities by taking into account the risk management perspective. The Board is directly responsible for the governance of risks and works closely with management to maintain a sound system of risk management and internal controls. The Board seeks to identify areas of significant business risks as well as appropriate measures to control and mitigate these risks, and then reviews all significant control policies and procedures. Implementation of risk mitigation measures is done under the direct oversight of the Board. All significant matters and issues relating to financial matters are brought to the attention of the Audit Committee. For more information on the Company's risk management policies and processes, please refer to Note 43 to the consolidated financial statements of this annual report.

The Company's risk management and internal controls systems are designed to provide reasonable, but not absolute, assurance as to the integrity and reliability of the financial information, to safeguard and maintain the accountability of Shareholders' investment and the Company's assets, and to manage rather than eliminate the risk of failure to achieve its business objectives.

The review of the systems of risk management and internal controls is an ongoing process and the Board recognises the importance of such systems. In view of the Company's business and scale of operations, and in order to adopt the most cost-effective method of conducting periodic reviews of the Company's internal controls and risk management systems, the Board has continued to outsource the internal audit function to an external consulting firm. RSM Consulting (Hong Kong) Limited, an international consulting firm, was re-appointed on August 16, 2021 as the Company's internal auditors for services from 2021 to 2025. They had conducted a review on the Company's treasury management, revenue and accounts receivable management, inventory control and inventory turnover management for Hong Kong and Shanghai operations and visited the Company's office in Hong Kong from August to September 2022 for two weeks. In carrying out their work, the internal auditors have unfettered access to all the Company's documents, records, properties and personnel, including the Audit Committee. The internal auditors reported directly to the chairman of the Audit Committee and the Audit Committee is satisfied that there has been no major shortfall in the areas of the Company's internal controls and risk management systems being evaluated and that adequate internal controls and risk management systems are in place. In view of the foregoing, the Audit Committee is satisfied that the internal audit function is independent, effective and adequately resourced with persons with relevant qualifications and experience, and has appropriate standing to discharge its responsibilities. The Company has conducted an annual review on whether there is a need to establish an internal audit department within the Company as there is presently no such department in the Company. Given the Company's relatively simple corporate and operational structure, as opposed to diverting resources to establish a separate internal audit department, the Audit Committee has recommended and the Board has concurred, that the Company will continue to outsource the internal audit function to an external consulting firm.

In addition to outsourcing the internal audit function to an external professional consulting firm, the Board, with the concurrence of the Audit Committee and after carrying out an annual review, is of the opinion that the internal controls and risk management systems of the Group are adequate and effective to address operational, financial, compliance and information technology risks. In arriving at the opinion, the Board considers that the internal controls and risk management systems of the Group provide reasonable assurance that the objectives set out below have been achieved.

CORPORATE GOVERNANCE REPORT

RISK MANAGEMENT AND INTERNAL CONTROLS AND INTERNAL AUDIT – *continued*

For the purpose of the Board expressing its opinion and in line with the Committee of Sponsoring Organizations of the Treadway Commission (“COSO”) Internal Control Integrated Framework, “internal controls” is broadly defined as a process effected by an entity’s board of directors and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories:

- (a) effectiveness and efficiency of operations;
- (b) reliability of financial reporting; and
- (c) compliance with applicable laws and regulations.

The first category addresses an entity’s basic business objectives, including performance and profitability goals and safeguarding of assets. The second category relates to the preparation of reliable published financial statements, including interim and full year financial reports and financial information derived from such statements, reported publicly. The third category deals with the compliance with those laws and regulations to which the entity is subject.

The Directors are of the view that the internal control measures currently implemented under the COSO Internal Control Integrated Framework are adequate and effective.

The Board has received assurance from the Managing Director and the chief financial officer of the Company that:

- (a) the financial records of the Group have been properly maintained and the financial statements for the Year give a true and fair view of the Group’s operations and finances; and
- (b) the systems of risk management and internal controls in place are adequate and effective in addressing the material risks of the Group in its current business environment.

WHISTLEBLOWING POLICY

The Company has in place a whistleblowing policy where employees and related third parties (e.g. customers and suppliers) of the Company may, in confidence, raise concerns about possible corporate improprieties in matters of financial reporting or other matters such as misconduct and malpractice. The Company has publicly disclosed on its website, and made available to employees, the existence of a whistleblowing policy and procedures for a whistle-blower to make a report to the Company on misconduct or wrongdoing relating to the Company and its officers.

To ensure that an independent investigation of such matters and an appropriate follow-up action are taken, all whistleblowing reports are sent to the chairman and/or members of the Audit Committee, who are also INEDs. The Audit Committee is responsible for oversight and monitoring of the administration of the whistleblowing. The objective of the Audit Committee is to ensure that arrangements are in place for the relevant concerns to be raised and independently investigated, and for appropriate follow-up action to be taken.

CORPORATE GOVERNANCE REPORT

WHISTLEBLOWING POLICY – *continued*

The Group will make every reasonable effort within its capacity to protect the identity of the whistle-blower so as to ensure that the identity of the whistle-blower is kept confidential, subject to legal or regulatory requirements. All information disclosed during the course of investigation will remain confidential, except as necessary or appropriate to conduct the investigation and to take any remedial action, in accordance with any applicable laws and regulations. The Group prohibits discrimination, retaliation or victimization of any kind against a whistle-blower who submits a complaint or report in good faith. Anonymous complaints will also be accepted and investigated.

No whistleblowing reports were received by the Audit Committee for the Year.

ANTI-CORRUPTION POLICY

The Company has in place an anti-corruption policy to provide guidance on standards of conduct regarding the prevention of corruption, bribery extortion and fraud and to assist such persons in recognizing circumstance which may lead to or give the appearance of involving corruption or unethical business conduct.

DISCLOSURE OF INSIDE INFORMATION

The Group acknowledges its responsibilities in accordance with the Guidelines on Disclosure of Inside Information published by the Securities and Futures Commission of Hong Kong in June 2012 and any applicable laws and regulations, including the provisions of the Hong Kong Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong, the HK Listing Rules, the Singapore Securities and Futures Act 2001 (Singapore) and the SGX-ST Listing Manual and has adopted an inside information policy. Under the policy, the procedures and internal controls for the handling and dissemination of inside information are as follows:

- (a) the Company should announce the inside information immediately where it is necessary to avoid the establishment of a false market in the Company's securities or would be likely to materially affect the price or value of the Company's securities;
- (b) the Board shall take reasonable precautions for preserving the confidentiality of inside information and the relevant draft announcement (if applicable) before publication;
- (c) the Company should make the announcement disclosing the inside information through the electronic publication systems operated by the SEHK, SGXNET and the Company's website; and
- (d) the Group has established and implemented procedures for dealing with media speculation, market rumours and analysts' reports.

CORPORATE GOVERNANCE REPORT

DEALING IN SECURITIES/DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted a code of conduct on share dealings by the Directors and the Senior Management Personnel. The guidelines set out in the code of conduct (Rule 1207(19) of the SGX-ST Listing Manual) include that the Directors and the Senior Management Personnel:

- (a) are prohibited from trading in the Shares for a period of one month prior to the publication of the Company's results announcement;
- (b) are reminded that they should not deal in the Shares on short-term considerations;
- (c) are strictly required to observe the insider trading laws under the Securities and Futures Act 2001 (Singapore) at all times; and
- (d) are required to report to the Company whenever they deal in the Shares. The Company will in turn report to the public through SGXNET announcements as required under the above Securities and Futures Act.

The Company has also adopted the Model Code for Securities Transactions by Directors of Listed Issuers as contained in Appendix 10 to the HK Listing Rules (the "HK Model Code") as its own code of conduct for dealing in securities of the Company by the Directors.

The Company had made a specific enquiry with each of the Directors in office during the Year and such Directors have confirmed their compliance with relevant required dealing standards stipulated in the HK Model Code during the Year.

DIVIDEND POLICY

The Board has approved and adopted a dividend policy (the "Dividend Policy"). The aim of the Dividend Policy is to allow Shareholders to participate in the Company's profits whilst retaining adequate reserves for the future growth of the Group.

In considering any dividend payout, the Board shall consider the following:

- (a) the Group's actual and expected financial results;
- (b) the financial conditions of the Group;
- (c) the Group's working capital requirements, capital expenditure requirements and future expansion plans;
- (d) the Group's liquidity position;

CORPORATE GOVERNANCE REPORT

DIVIDEND POLICY – *continued*

- (e) the possible effects on the Group's credit-worthiness, the financial covenants to which the Group is subject and any restrictions on the payment of dividends that may be imposed by the Group's lenders;
- (f) the general economic and political conditions and other external factors that may have an impact on the future business and financial performance of the Group; and
- (g) any other factors that the Board deems relevant.

The payment of dividend is also subject to compliance with applicable laws and regulations, including the laws of Bermuda, the financial reporting standards that the Group has adopted and the Bye-Laws. The Board will continually review the Dividend Policy from time to time and reserves the right to amend or modify the Dividend Policy as and when the Board may deem necessary. There can be no assurance that dividends will be paid in any particular amount for any given period.

MATERIAL CONTRACTS (RULE 1207(8) OF THE SGX-ST LISTING MANUAL)

No material contracts of the Company or its subsidiaries involving the interest of the Managing Director or any Director or controlling shareholders of the Company (as defined in the SGX-ST Listing Manual) subsisted at the end of the Year or were entered into since the end of the previous financial year ended March 31, 2022.

INTERESTED PERSON TRANSACTIONS (RULE 907 OF THE SGX-ST LISTING MANUAL)/CONNECTED TRANSACTIONS (CHAPTER 14A OF THE HK LISTING RULES)

The Group has established procedures to ensure that all transactions with interested persons (as defined in the SGX-ST Listing Manual) and connected transactions (as defined in the HK Listing Rules) are reported in a timely manner to the Audit Committee and that the transactions are conducted on an arm's length basis and are not prejudicial to the interests of the Company and the Shareholders as a whole. For the Year, there were no interested person or connected transactions of the Company which were required to comply with the disclosure and other requirements in accordance with applicable rules and regulations.

REPORT OF THE DIRECTORS

The directors (the “Directors”) of Willas-Array Electronics (Holdings) Limited (the “Company”) present their report together with the audited consolidated financial statements of the Company and its subsidiaries (collectively the “Group”), including the statement of financial position and the statement of changes in equity of the Company for the financial year ended March 31, 2023 (the “Year”).

1. PRINCIPAL ACTIVITIES

During the Year, the Company acted as an investment holding company and the principal activities of its subsidiaries were the distribution of electronic components in mainland China, Hong Kong and Taiwan.

2. BUSINESS REVIEW

A fair review of the business of the Group as well as a discussion on the Group’s future business development and the principal risks and uncertainties facing the Group can be found in the “Chairman’s Statement” and “Management Discussion and Analysis” set out on pages 8 to 11 and pages 12 to 19, respectively of this annual report. An analysis of the Group’s financial risk management is provided in Note 43 to the consolidated financial statements.

An analysis of the Group’s performance during the Year using financial key performance indicators is provided in the “Financial Highlights” on pages 4 and 7 of this annual report.

As the Group recognises its responsibility to protect the environment from its business activities, it continually seeks to identify and manage environmental impacts attributable to its operational activities in order to minimise these impacts, if possible. The Group aims to maximise energy conservation in its offices and warehouses by promoting an efficient use of the resources and adopting green technologies. For instance, the Group continues to upgrade the communication equipment such as video conference system to minimise carbon dioxide emissions and lessen the need to travel to offices located in various geographical locations.

During the Year, the Group had complied with all the laws and regulations applicable to the business operations of the Group, including but not limited to the Rules Governing the Listing of Securities (the “HK Listing Rules”) on The Stock Exchange of Hong Kong Limited (the “SEHK”) and the applicable laws of Bermuda in which the Company is incorporated.

REPORT OF THE DIRECTORS

2. BUSINESS REVIEW – *continued*

The Group's success depends on, amongst other matters, the support from key stakeholders which/who comprise employees, shareholders, customers and suppliers. Employees are regarded as the most important and valuable assets of the Group. The objective of the Group's human resource management is to reward and recognise good performing staff by providing a competitive remuneration package and implementing a sound performance appraisal system with appropriate incentives, and to promote career development and progression by providing appropriate training and opportunities within the Group for career advancement. One of the corporate goals of the Group is to enhance corporate value to all shareholders of the Company (the "Shareholders"). The Group is poised to foster business developments for improving the Group's financial performance and rewarding Shareholders by stable dividend pay-outs in the foreseeable future when sustainable earnings growth can be achieved, taking into account the capital adequacy levels, liquidity positions and business expansion needs of the Group. The Group aims to maintain not only good and sustainable relationship with its customers and suppliers in order to achieve stable growth in sales, but also a stable supply chain. The Group has an experienced and stable management team and its senior managers have an average of over 10 years of management experience.

Further discussion of the Group's policies on environmental, social and governance is set out in the "Environmental, Social and Governance Report" on pages 26 to 82 of this annual report.

There is no important events affecting the Group, which have occurred since the end of the Year.

3. RESULTS AND DIVIDEND

The results of the Group for the Year are set out in the consolidated statement of profit or loss and other comprehensive income on page 138 of this annual report.

The board of Directors (the "Board") has resolved not to recommend the payment of a final dividend for the Year as the Group intends to retain cash for the business operations and future growth (2022: a final dividend of HK33.0 cents per ordinary share of the Company (the "Share") and a special dividend of HK40.0 cents per Share).

REPORT OF THE DIRECTORS

4. CLOSURE OF REGISTER OF MEMBERS

For determining the entitlement to attend and vote at the 2023 annual general meeting of the Company (the “AGM” and the “2023 AGM”, respectively)

For the purpose of determining the entitlement of the Shareholders to attend and vote at the 2023 AGM, for Hong Kong Shareholders, the Hong Kong branch Register of Members (the “Hong Kong Branch Register”) will be closed from Tuesday, July 25, 2023 to Friday, July 28, 2023, both days inclusive. During this period, no transfer of the Shares will be registered. In order to qualify for attending and voting at the 2023 AGM, the non-registered Hong Kong Shareholders must lodge all duly completed and stamped transfer documents accompanied by the relevant share certificates for registration with the Company’s Hong Kong branch share registrar and transfer office, Boardroom Share Registrars (HK) Limited, at Room 2103B, 21/F, 148 Electric Road, North Point, Hong Kong not later than 4:30 p.m. on Monday, July 24, 2023.

For Singapore Shareholders, the share transfer books and Singapore branch Register of Members (the “Singapore Branch Register”) will be closed at 5:00 p.m. on Monday, July 24, 2023. Duly completed registrable transfers of Shares received by the Company’s share transfer agent in Singapore, Boardroom Corporate & Advisory Services Pte. Ltd. at 1 Harbourfront Avenue, Keppel Bay Tower, #14-03/07, Singapore 098632, up to and including 5:00 p.m. on Monday, July 24, 2023 will be registered to determine Singapore Shareholders’ entitlements to attend and vote at the 2023 AGM.

Any transfer of the Shares between the Hong Kong Branch Register and the Singapore Branch Register by way of deregistration from one branch Register of Members and registration on the other branch Register of Members has to be made not later than 4:30 p.m. on Friday, July 14, 2023 for Hong Kong Shareholders and not later than 5:00 p.m. on Friday, July 14, 2023 for Singapore Shareholders.

5. FIVE-YEAR FINANCIAL SUMMARY

A summary of the results as well as the assets and liabilities of the Group for the past five financial years is set out on pages 6 and 7 of this annual report.

REPORT OF THE DIRECTORS

6. PROPERTY, PLANT AND EQUIPMENT AND INVESTMENT PROPERTY

Details of movements in the property, plant and equipment and investment property of the Group during the Year are set out in Notes 17 and 19 respectively to the consolidated financial statements.

7. RESERVES

Details of movements in the reserves of the Group during the Year are set out in Note 38 to the consolidated financial statements and in the consolidated statement of changes in equity.

8. DISTRIBUTABLE RESERVES OF THE COMPANY

In addition to the retained profits, under the Companies Act 1981 of Bermuda, the contributed surplus account of the Company is available for distribution. However, the Company cannot declare or pay a dividend or make a distribution out of contributed surplus if:

- (1) it is, or would after the payment be, unable to pay its liabilities as they become due; or
- (2) the realizable value of its assets would thereby be less than the aggregate of its liabilities and its issued share capital and share premium account.

In the opinion of the Directors, the reserves of the Company which were available for distribution to Shareholders as at March 31, 2023 were approximately HK\$175,792,000 (2022: HK\$234,733,000).

9. SUBSIDIARIES AND AN ASSOCIATE

Details of the principal subsidiaries and an associate of the Company as at March 31, 2023 are set out in Notes 46 and 21 respectively to the consolidated financial statements.

10. SHARE CAPITAL

Details of movements in the share capital of the Company during the Year are set out in Note 37 to the consolidated financial statements.

REPORT OF THE DIRECTORS

11. DIRECTORS

The name of each Director during the Year and up to the date of this annual report is as follows:

Non-executive Directors:

Mr. Leung Chun Wah (*Chairman*) (*resigned with effect from January 1, 2023*)

Mr. Xie Lishu (*Chairman*) (*appointed with effect from May 20, 2023*)

Ms. Huang Shaoli (*appointed with effect from May 20, 2023*)

Executive Directors:

Mr. Leung Chi Hang Daniel (*Chairman*) (*resigned with effect from April 27, 2023*)

Mr. Hon Kar Chun (*Managing Director*)

Mr. Leung Hon Shing

Independent Non-executive Directors (the “INEDs”):

Mr. Lim Lee Meng (*will retire by rotation and not offer himself for re-election at the 2023 AGM*)

Mr. Tang Wai Loong Kenneth (*resignation to be effective from August 30, 2023*)

Mr. Tong Kai Cheong

In accordance with bye-law 107(B) of the Bye-Laws, (i) Mr. Xie Lishu and (ii) Ms. Huang Shaoli will retire from office and, being eligible for re-election at the 2023 AGM, each of them has offered himself/herself for re-election.

At all times during the Year, the Company had met the requirements under Rules 3.10 and 3.10A of the HK Listing Rules relating to the appointment of not less than three INEDs, representing at least one-third of the Board and with at least one of them possessing appropriate professional qualifications or accounting or related financial management expertise.

The Company has received from each of the current INEDs an annual written confirmation of his independence pursuant to Rule 3.13 of the HK Listing Rules as well as the provisions of the Code of Corporate Governance 2018 of Singapore and the Company considers that all current INEDs are independent.

12. DIRECTORS' SERVICE CONTRACTS

None of the Directors proposed for re-election at the 2023 AGM has or is proposed to have an unexpired service contract or appointment letter with the Company, which is not determinable by the Company within one year without payment of compensation, other than statutory compensation.

REPORT OF THE DIRECTORS

13. DIRECTORS' INTERESTS IN COMPETING BUSINESS

None of the Directors or any entity connected with them had a material interest in any business, apart from the business of the Group, which competed or was likely to compete, either directly or indirectly, with the business of the Group during the Year.

Mr. Xie Lishu (“Mr. Xie”) was appointed as a Non-executive Director and Chairman of the Board as well as the chairman of the employee share option scheme committee of the Board with effect from May 20, 2023. Ms. Huang Shaoli (“Ms. Huang”), the wife of Mr. Xie was appointed as a Non-executive Director with effect from the same date.

Mr. Xie and Ms. Huang (collectively, the “Appointed Directors”) are directors and controlling shareholders of Shanghai YCT Electronics Group Co. Ltd (“Shanghai YCT”). Since the Company and Shanghai YCT (including their respective underlying entities) are in the same industry (i.e., an authorized distributor of electronic components for use in various industries as well as provision of engineering solutions), have the same or similar business model, operate in the same geographical region and have overlapping upstream suppliers and end customers, the Appointed Directors may face potential conflicts of interests.

In order to implement effective conflict of interests management and delineate the business of the Company from that of Shanghai YCT, the Company is prepared to adopt/has adopted the following measures:

- (1) restricting the Appointed Directors from participating in the management of the Company’s business where there is actual or potential competition;
- (2) having a sufficient number of independent directors, who have requisite knowledge, industry experience and expertise, on the Board to advise on the conflicted transactions and business decisions, whilst the Appointed Directors would abstain from voting;
- (3) the Appointed Directors having provided an enforceable non-competition undertaking in favour of the Company (the “Undertaking”); and
- (4) the Appointed Directors having granted a right of first refusal to the Company on behalf of Shanghai YCT where it is aware of a new business opportunity relating to the business conducted by the Company or intends to dispose of the competing business.

REPORT OF THE DIRECTORS

13. DIRECTORS' INTERESTS IN COMPETING BUSINESS – *continued*

The content of the Undertaking includes:

- a) if each of the Appointed Directors proposes to the Board or the Company that any business lines, business segments, material end-customers or any core business strategies the Company currently and in the future focuses on shall be discontinued, reduced, and or transfer to Controlled Persons¹, close associates (as defined in the Hong Kong Listing Rules), and/or member companies of the Texin group, and/or any matters that may lead to potential conflicts of interest (“Proposals”), each of the Appointed Directors shall not be allowed to participate or if present in such meeting not be counted towards the quorum or allowed to vote in such meeting, and such Proposals shall be considered and decided solely by the other Board members who do not have an interest in the Proposal (the “Independent Board”);
- b) the Independent Board shall be responsible for deciding, without attendance by any of the Appointed Directors (except as invited by the Independent Board to assist them or provide any relevant information but in no circumstances shall the Appointed Directors participating in such meeting be counted towards the quorum or allowed to vote in such meeting), whether or not to take up a new business opportunity referred to the Company and exercise the right of first refusal;
- c) the independent non-executive directors of the Company (“INEDs”) may employ an independent financial/legal/industrial advisor (as the case may be) as they consider necessary to advise them on the terms of any new business opportunity and the right of first refusal (if applicable);
- d) each of the Appointed Directors shall make annual declaration by providing a written confirmation to the Company confirming he/she has fully complied with the non-competition undertakings;
- e) upon receiving the confirmation, the INEDs of the Company shall review, on an annual basis, the compliance of the non-competition undertakings given by each of the Appointed Directors, and any decisions in relation to new business opportunities referred to the Company, and exercise of right of first refusal (if applicable), and where required by the Hong Kong Listing Rules shall not be restricted in any way to state their basis and reasons in the Company’s annual report;
- f) the INEDs of the Company shall be granted full access of financial information and other information they request from the managers of the Company and the Appointed Directors in order to make an informed decision. The INEDs of the Company shall make each decision based on any factors they consider appropriate and which they consider is beneficial to the Group;

¹ “Controlled Persons” means in relation to each of the Appointed Directors and persons to whom each of the Appointed Directors provides financial assistance to set up and operate businesses.

REPORT OF THE DIRECTORS

13. DIRECTORS' INTERESTS IN COMPETING BUSINESS – *continued*

- g) the Company shall not be restricted in any way in disclosing details of any potential competing interests including the business being conducted by the Texin group from time to time in the Company's annual reports to its shareholders;
- h) the Company shall not be restricted in any way in disclosing any new development of any potential competing interests in the Company's annual reports to its shareholders; and
- i) in the event that the Company decides not to proceed with any particular projects or business opportunities and that the Appointed Directors or their close associates (as defined in the Hong Kong Listing Rules), Controlled Persons and/or member companies of the Texin group decide to proceed with such a project or business opportunity, the Company may determine to announce such decision by way of an announcement setting out therein the basis for the Company not taking up the project or business opportunity.

Further, the Appointed Directors shall also recuse themselves from discussions and decisions of the Board involving any issues of their conflict of interests, and shall abstain from voting as directors on the relevant matters.

14. DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

None of the Directors or an entity connected with a Director had a material interest, either directly or indirectly, in any transactions, arrangements or contracts of significance in relation to the business of the Group to which the Company or its holding company or any of its subsidiaries or fellow subsidiaries was a party, subsisting during or at the end of the Year.

15. CONTROLLING SHAREHOLDERS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

No controlling shareholder of the Company or any of its subsidiaries had a material interest, either directly or indirectly, in any transactions, arrangements or contracts of significance (whether for the provision of services to the Group or not) in relation to the business of the Group to which the Company or its holding company or any of its subsidiaries or fellow subsidiaries was a party during the Year.

16. ARRANGEMENTS TO PURCHASE SHARES OR DEBENTURES

Neither at the end of the Year nor at any time during the Year did there subsist any arrangement (to which the Company or any of its holding companies, fellow subsidiaries or subsidiaries was a party) whose object was to enable the Directors to acquire benefits by means of the acquisition of shares or debt securities (including debentures) of the Company or any other body corporate except for the share options mentioned in paragraphs 23 and 24 of this report.

REPORT OF THE DIRECTORS

17. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The Directors holding office at the end of the Year had no interests in the share capital and debentures of the Company and related corporations except as follows:

	Shareholdings registered in the name of a Director		Shareholdings in which a Director was deemed to have an interest	
	At beginning of the Year	At end of the Year	At beginning of the Year	At end of the Year
The Company				
Mr. Hon Kar Chun	322,080	292,080	–	–
Mr. Leung Hon Shing	274,824	224,824	–	–

The Directors' interests as at April 21, 2023 were the same as those at the end of the Year.

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

As at March 31, 2023, the interests and short positions of the Directors and chief executive of the Company in the shares, underlying shares and debentures of the Company or its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong (the "SFO")), which were: (i) notified to the Company and the SEHK pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO); or (ii) recorded in the register required to be kept by the Company pursuant to section 352 of the SFO; or (iii) notified to the Company and the SEHK pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix 10 to the HK Listing Rules (the "HK Model Code"), were as follows:

REPORT OF THE DIRECTORS

18. DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN THE SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS – *continued*

Long position in the Shares

Name of Directors/ Chief Executive	Personal interests (held as beneficial owner)	Number of Shares Held		Total	Approximate percentage of total shareholding in the Company ^(Note) (%)
		Family interests (interest of spouse)	Corporate interests (interest of a controlled corporation)		
Hon Kar Chun	292,080	–	–	292,080	0.33
Leung Hon Shing	224,824	–	–	224,824	0.26

Note:

The percentage represents the total number of the Shares interested divided by the number of issued Shares as at March 31, 2023 (i.e. 87,622,049 Shares).

Save as disclosed above, as at March 31, 2023, none of the Directors or the chief executive of the Company had any interests or short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which were: (i) notified to the Company and the SEHK pursuant to Divisions 7 and 8 of Part XV of the SFO; or (ii) recorded in the register required to be kept by the Company pursuant to section 352 of the SFO; or (iii) notified to the Company and the SEHK pursuant to the HK Model Code.

19. SUBSTANTIAL SHAREHOLDERS' AND OTHER PERSONS' INTERESTS OR SHORT POSITIONS IN THE SHARES OR UNDERLYING SHARES

As at March 31, 2023, so far as the Directors are aware, the following corporations which or persons (other than a Director or the chief executive of the Company) who had or were deemed or taken to have interests or short positions in the Shares or underlying Shares, which would fall to be disclosed under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company pursuant to section 336 of the SFO, were as follows:

REPORT OF THE DIRECTORS

19. SUBSTANTIAL SHAREHOLDERS' AND OTHER PERSONS' INTERESTS OR SHORT POSITIONS IN THE SHARES OR UNDERLYING SHARES – *continued*

Long position in the Shares

Name of Shareholders	Personal interests (held as beneficial owner)	Number of Shares Held		Total	Approximate percentage of total shareholding in the Company ⁽⁸⁾ (%)
		Family interests (interest of spouse)	Corporate interests (interest of controlled corporations)		
Leung Chun Wah ^{(1) and (4)} ("Mr. Leung")	1,230,130	805,134	19,909,813	21,945,077	25.05
Ms. Cheng Wai Yin, Susana ^{(2) and (4)} ("Ms. Cheng")	805,134	21,139,943	–	21,945,077	25.05
Max Power Assets Limited ^{(3) and (4)} ("Max Power")	19,909,813	–	–	19,909,813	22.72
Kwok Chan Cheung ("Mr. Kwok")	8,722,509	–	–	8,722,509	9.95
Yeo Seng Chong ^{(5) and (6)} ("Mr. Yeo")	749,200	575,000	7,086,784	8,410,984	9.60
Lim Mee Hwa ^{(5) and (6)} ("Ms. Lim")	575,000	749,200	7,086,784	8,410,984	9.60
Yeoman Capital Management Pte Ltd ⁽⁶⁾ ("YCMPL")	82,500	–	7,004,284	7,086,784	8.09
Yeoman 3-Rights Value Asia Fund VCC ⁽⁷⁾ ("Yeoman 3-Rights")	6,866,784	–	–	6,866,784	7.84
Hung Yuk Choy	5,614,309	–	–	5,614,309	6.41

REPORT OF THE DIRECTORS

19. SUBSTANTIAL SHAREHOLDERS' AND OTHER PERSONS' INTERESTS OR SHORT POSITIONS IN THE SHARES OR UNDERLYING SHARES – *continued*

Notes:

- (1) Mr. Leung (a former Director) is deemed to be interested in the 805,134 Shares held by his wife, Ms. Cheng, by virtue of the SFO. The 19,909,813 Shares are held by Max Power of which Mr. Leung is the sole director and shareholder. By virtue of the SFO, Mr. Leung is deemed to be interested in all of the Shares held by Max Power.
- (2) Ms. Cheng, the wife of Mr. Leung, is deemed under the SFO to be interested in (a) the 1,230,130 Shares held by Mr. Leung as beneficial owner and (b) the 19,909,813 Shares deemed to be held by Mr. Leung through Max Power.
- (3) The 19,909,813 Shares are held by Max Power of which Mr. Leung is the sole director and shareholder. By virtue of the SFO, Mr. Leung is deemed to be interested in all of the Shares held by Max Power.
- (4) On March 30, 2023, Max Power has as vendor entered into a conditional share purchase agreement with Texin (HongKong) Electronics Co. Limited ("Texin") as purchaser, pursuant to which Max Power conditionally agreed to transfer 15,000,000 Shares to Texin. The transaction under the agreement had been completed on April 26, 2023. For details, please refer to the two announcements of the Company dated March 30, 2023 and April 26, 2023. Texin is wholly owned by Kunshan Archer Electronics Co. Ltd ("Kunshan Archer"), which is in turn wholly owned by Shanghai YCT Electronics Group Co. Ltd ("Shanghai YCT"). Mr. Xie Lishu ("Mr. Xie") is the controlling shareholder of Shanghai YCT and the husband of Ms. Huang Shaoli ("Ms. Huang"). Kunshan Archer, Shanghai YCT, Mr. Xie and Ms. Huang are each deemed to be interested in the Shares in which Texin has an interest.
- (5) Mr. Yeo owns 749,200 Shares directly in his own name and his wife Ms. Lim owns 575,000 Shares directly in her own name. Both of them own equally YCMPL, a fund manager and therefore control YCMPL. YCMPL in turn has its own direct shareholding in the Company as well as its deemed interests through its clients' direct shareholdings in the Company. By virtue of the SFO, both Mr. Yeo and Ms. Lim are deemed to be interested in all of the Shares held beneficially and deemed to be held by YCMPL. Each of Mr. Yeo and Ms. Lim is also deemed under the SFO to be interested in all of the Shares held beneficially and deemed to be held by the other.
- (6) YCMPL owns 82,500 Shares directly in its own name and also has deemed interests through its clients' direct shareholdings in the Company. The clients of YCMPL are Yeoman 3-Rights and Yeoman Client 1, which directly own 6,866,784 Shares and 137,500 Shares, respectively.
- (7) Yeoman 3-Rights owns 6,866,784 Shares directly in its own name.
- (8) The percentage represents the total number of the Shares interested divided by the number of issued Shares as at March 31, 2023 (i.e. 87,622,049 Shares).

Save as disclosed above, as at March 31, 2023, the Directors are not aware of any corporations which or persons (other than a Director or the chief executive of the Company) who had or were deemed or taken to have interests or short positions in the Shares or underlying Shares, which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO or were recorded in the register required to be kept by the Company pursuant to section 336 of the SFO.

REPORT OF THE DIRECTORS

20. DIRECTORS' RECEIPT OF AND ENTITLEMENT TO CONTRACTUAL BENEFITS

During the Year, none of the Directors received or became entitled to receive a benefit by reason of a contract made by the Company or a related corporation with the Director or 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 attached consolidated financial statements.

21. BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

The biographical details of the Directors and senior management of the Group are set out on pages 20 to 25 of this annual report.

22. UPDATE ON THE DIRECTORS' INFORMATION UNDER RULE 13.51B(1) OF THE HK LISTING RULES

Pursuant to Rule 13.51B(1) of the HK Listing Rules, changes in the information of the Directors since the date of the 2022/23 interim report of the Company required to be disclosed in this annual report are as follows:

Mr. Leung Chun Wah ("Mr. Leung") resigned as a Non-executive Director and was engaged as the strategic advisor of the Company with effect from January 1, 2023. Accordingly, Mr. Leung also ceased to be the chairman of the Board (the "Chairman") as well as the chairman of the employee share option scheme committee of the Board (the "ESOS Committee") effective on the same date.

Subsequent to the cessation of Mr. Leung as the Chairman and the chairman of the ESOS Committee, Mr. Leung Chi Hang Daniel, an Executive Director, was appointed by the Board as the Chairman as well as the chairman of the ESOS Committee with effect from January 1, 2023. He resigned as an Executive Director, the Chairman as well as the chairman of the ESOS Committee with effect from April 27, 2023.

Mr. Xie Lishu ("Mr. Xie") who became a substantial Shareholder under HK Listing Rules and a controlling shareholder under SGX-ST Listing Manual as of April 26, 2023, was appointed as a Non-executive Director, the Chairman as well as the chairman of the ESOS Committee with effect from May 20, 2023.

Ms. Huang Shaoli, the wife of Mr. Xie who became a substantial Shareholder under HK Listing Rules and a controlling shareholder under SGX-ST Listing Manual as of April 26, 2023, was appointed as a Non-executive Director with effect from May 20, 2023.

REPORT OF THE DIRECTORS

22. UPDATE ON THE DIRECTORS' INFORMATION UNDER RULE 13.51B(1) OF THE HK LISTING RULES – *continued*

Mr. Lim Lee Meng (“Mr. Lim”), an Independent Non-executive Director (“INED”), to be retired by rotation at the 2023 AGM in accordance with the Bye-Laws, the HK CG Code and Rule 720(5) of the SGX-ST Listing Manual, has notified the Company of his intention not to offer himself for re-election at the 2023 AGM. Upon Mr. Lim’s retirement, he will also cease to be the lead independent director, the chairman of the audit committee of the Board (the “Audit Committee”), as well as a member of each of the nomination committee of the Board (the “Nomination Committee”), the remuneration committee of the Board (the “Remuneration Committee”) and the compliance committee of the Board (the “Compliance Committee”).

Mr. Tang Wai Loong Kenneth (“Mr. Tang”) has tendered his resignation as an INED, which will take effect on August 30, 2023. Accordingly, Mr. Tang will also cease to be the chairman of the Nomination Committee, as well as a member of each of the Audit Committee, the Remuneration Committee and the Compliance Committee on the same date.

23. SHARE OPTIONS TO TAKE UP UNISSUED SHARES

The Company had on July 30, 2013 adopted the Willas-Array Electronics Employee Share Option Scheme III (“ESOS III”) to grant share options to eligible employees, including the executive directors of the Group for the purpose of providing incentives or rewards for their contribution to the Group.

ESOS III in general

ESOS III was adopted by an ordinary resolution of the Shareholders at the special general meeting of the Company held on July 30, 2013. ESOS III will expire on July 29, 2023.

The total number of Shares available for issue under ESOS III was 1,867,000, which represented approximately 2.13% of the issued Shares as at the date of this annual report.

Fair values of the share options granted under ESOS III were calculated by using the Binomial option pricing model.

The grant of share options shall be accepted within 30 days from the date of grant, accompanied by payment of HK\$1.00 as consideration by the grantee.

The vesting period of the share options granted under ESOS III is one year after the date of grant.

The period within which a share option may be exercised under ESOS III will be determined by the Board at the time of grant, save that such period must not exceed 10 years from the date of grant of the relevant share option.

REPORT OF THE DIRECTORS

23. SHARE OPTIONS TO TAKE UP UNISSUED SHARES – *continued*

ESOS III in general – *continued*

Share options granted to a Director, chief executive or substantial shareholder (as defined in the HK Listing Rules) of the Company, or to any of their respective associates (as defined in the HK Listing Rules), are subject to the approval in advance by the INEDs. In addition, any share options granted to a substantial shareholder of the Company or an INED, or any of their respective associates, in the 12-month period up to and including the date of grant, in aggregate over 0.1% of the issued Shares and with an aggregate value (based on the closing price of the Shares on the date of grant) in excess of HK\$5 million, must be approved by the Shareholders in a general meeting.

Unless approved by the Shareholders in general meeting at which the relevant participant and his/her close associates (or his/her associates if the participant is a connected person) (as defined in the HK Listing Rules) of the Company abstain from voting in the manner prescribed by the relevant provisions of Chapter 17 of the HK Listing Rules and the listing manual (the “SGX-ST Listing Manual”) of Singapore Exchange Securities Trading Limited (the “SGX-ST”), the total number of Shares issued and to be issued upon exercise of the share options granted to such participant (including exercised, forfeited and outstanding share options) in any 12-month period must not exceed 1% of the Shares in issue at such time.

Particulars of ESOS III during the Year

Particulars of the share options outstanding under ESOS III during the Year and the share options granted, exercised, lapsed and forfeited during the Year were as follows:

Category of participants	Date of grant	Number of underlying Shares comprised in share options					Balance as at March 31, 2023	Exercise price per Share	Exercise period
		Balance as at April 1, 2022	Granted during the Year	Exercised during the Year	Lapsed during the Year	Forfeited during the Year			
Employees in aggregate	July 17, 2017	792,000	-	-	-	-	792,000	HK\$3.91	July 18, 2018 to July 17, 2027
Employees in aggregate	December 2, 2020	3,145,000	-	(1,845,000)	-	(225,000)	1,075,000	HK\$2.61	December 3, 2021 to December 2, 2030
		<u>3,937,000</u>	<u>-</u>	<u>(1,845,000)</u>	<u>-</u>	<u>(225,000)</u>	<u>1,867,000</u>		

During the Year, certain share option holders under ESOS III exercised part of their share options and subscribed for 1,845,000 Shares at an exercise price of HK\$2.61 per Share. The weighted average closing price of the Shares immediately before the dates on which the share options were exercised was HK\$4.18 per Share.

REPORT OF THE DIRECTORS

23. SHARE OPTIONS TO TAKE UP UNISSUED SHARES – *continued*

Particulars of ESOS III during the Year – *continued*

None of the employees holding outstanding share options granted under ESOS III (i) is a Director, the chief executive or a substantial shareholder (as defined in the HK Listing Rules) of the Company, or their respective associates (as defined in the HK Listing Rules); and (ii) was granted any share option entitling him/her to subscribe for Shares exceeding the respective percentage of the total number of the issued Shares in the 12-month period up to and including the date of grant as stated in ESOS III.

No participants of the ESOS III have received share options representing 5% or more of the total number of the underlying Shares available for issue under ESOS III.

No executive directors and employees of the Group have been granted any share options entitling them to subscribe for more than 1% of the total issued Shares in the 12-month period up to and including the date of grant.

Each share option grants the holder the right to subscribe for one Share. The share options may be exercised in full or in part thereof. Share options granted will be forfeited when the holder is no longer a full-time employee of the Company or any member corporation in the Group subject to certain exceptions at the discretion of the Company.

There were no participants of the ESOS III, who are controlling shareholders (as defined in the HK Listing Rules and the Main Board rules of the SGX-ST Listing Manual) of the Company and their associates.

24. SHARE OPTIONS EXERCISED

During the Year, 1,845,000 Shares had been issued by virtue of the exercise of share options under ESOS III to take up any unissued Shares.

25. UNISSUED SHARES UNDER OPTION AND EQUITY-LINKED AGREEMENTS

As at the end of the Year, there were no unissued shares of the Company or any member corporations in the Group under option, except for ESOS III disclosed in paragraph 23 above.

Save as the share options granted, no equity-linked agreements that (i) will or may result in the Company issuing Shares or (ii) require the Company to enter into any agreements that will or may result in the Company issuing Shares were entered into by the Company during the Year or subsisted at the end of the Year.

REPORT OF THE DIRECTORS

26. PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Bye-Laws or the laws of Bermuda, which would oblige the Company to offer new Shares on a pro-rata basis to the existing Shareholders.

27. SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors, at least 25% of the issued Shares have been held by the public (i.e. the prescribed minimum public float applicable to the Company under the HK Listing Rules) during the Year and thereafter up to the date of this annual report.

28. MAJOR CUSTOMERS AND SUPPLIERS

During the Year,

- (1) sales to the Group's five largest customers accounted for approximately 19.6% of the total sales for the Year and the single largest customer accounted for approximately 8.5%; and
- (2) purchases from the Group's five largest suppliers accounted for approximately 89.3% of the total purchases for the Year and the single largest supplier accounted for approximately 62.7%.

None of the Directors or any of their close associates (as defined in the HK Listing Rules) or any Shareholders (who, to the best knowledge of the Directors, own more than 5% of the number of the issued Shares) had any interests in the Group's five largest customers and suppliers.

29. EMOLUMENT POLICY

The Remuneration Committee reviews and makes recommendations to the Board on the remuneration and compensation packages of the Directors and senior management by reference to the salaries paid by comparable companies, the time commitment and responsibilities of the Directors and senior management and the performance of the Group.

Details of the emoluments of the Directors and the five individuals of the Group with the highest emoluments for the Year are set out in Notes 13 and 14, respectively to the consolidated financial statements.

Employees of the Group are selected, remunerated and promoted on the basis of their merit, qualification, competence and contribution to the Group.

REPORT OF THE DIRECTORS

30. RETIREMENT BENEFIT SCHEMES/PENSION SCHEMES

The Group's employees in Hong Kong and Taiwan are required to participate in the mandatory provident fund scheme and a defined contribution pension scheme, respectively, whereby the Group is required to pay contributions for such employees at a certain rate of the wages determined by the relevant authorities in Hong Kong and Taiwan, respectively. The Group is also required to make contributions to various government sponsored employee-benefit funds, including social insurance fund, housing fund, basic pension insurance fund and unemployment, maternity and work-related insurance funds for its employees in China in accordance with the applicable laws and regulations of China.

The Group has no other material obligation for payment of retirement benefits or pension to its employees beyond the contributions described above. Details of the Group's retirement benefit schemes/pension schemes are set out in Note 41 to the consolidated financial statements.

31. TAX RELIEF

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

If the Shareholders are unsure about the taxation implications of purchasing, holding, disposing of, dealing in, or exercising any rights in relation to, the Shares, they are advised to consult a professional in taxation.

32. MANAGEMENT CONTRACT

No contracts, other than employment contracts and Directors' contracts of service, concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the Year.

33. PERMITTED INDEMNITIES

Pursuant to the Bye-Laws, the Directors, the company secretary and other officers and every independent auditor of the Company (the "Independent Auditor") shall be indemnified and secured harmless out of the assets of the Company from and against all actions, costs, charges, losses, damages and expenses, which any of them shall or may incur or sustain by or by reason of any act done, concurred or omitted in or about the execution of their respective duties, provided that this indemnity shall not extend to any matter in respect of any fraud or dishonesty, which may attach to any of the said persons or entities.

In addition, the directors and key officers of the Group are under appropriate insurance cover on directors' and key officers' liabilities in respect of their risks arising from the business of the Group. The scope of coverage of the insurance is subject to review annually.

The indemnity provision was in force during the course of the Year and remains in force as at the date of this report.

REPORT OF THE DIRECTORS

34. CHARITABLE DONATION

During the Year, charitable donations made by the Group amounted to HK\$6,000 (2022: nil).

35. REVIEW OF FINAL RESULTS BY AUDIT COMMITTEE

The Board has established the Audit Committee with written terms of reference in compliance with the HK CG Code and the SGX-ST Listing Manual and the Audit Committee has performed the functions as detailed in the Corporate Governance Report contained in this annual report. Currently, the Audit Committee comprises all the three INEDs, namely Mr. Lim Lee Meng (committee chairman), Mr. Tang Wai Loong Kenneth and Mr. Tong Kai Cheong. The Group's audited consolidated results for the Year and the relevant consolidated financial statements as well as this annual report have been reviewed by the Audit Committee.

36. CORPORATE GOVERNANCE

Details of the key corporate governance practices adopted by the Company are set out in the "Corporate Governance Report" on pages 83 to 111 of this annual report.

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

During the Year, the Company did not redeem any of its Shares listed on the Main Board of the SEHK and the SGX-ST nor did the Company or any of its subsidiaries purchase or sell any of such Shares.

38. RELATED COMPANY TRANSACTIONS

Related company transactions of the Group during the Year are disclosed in Note 40 to the consolidated financial statements. None of these related company transactions constituted connected transaction and/or continuing connected transaction (as the case may be) as defined under Chapter 14A of the HK Listing Rules, which is required to comply with the disclosure requirements in accordance with such Chapter.

REPORT OF THE DIRECTORS

39. INDEPENDENT AUDITOR

Deloitte & Touche LLP (“Deloitte Singapore”) was appointed as the new Independent Auditor following the retirement of Deloitte Touche Tohmatsu at the close of the 2022 AGM, to hold office for the Company’s financial year beginning on April 1, 2022 until the conclusion of the next AGM.

The Board, which concurs with the Audit Committee’s recommendation, has proposed the nomination of Deloitte Singapore for re-appointment as the Independent Auditor at the 2023 AGM.

Deloitte Singapore has expressed their willingness to accept the re-appointment.

On behalf of the Board

Mr. Xie Lishu

Chairman

May 30, 2023

Mr. Hon Kar Chun

Managing Director

STATEMENT OF DIRECTORS

In the opinion of the board of directors of Willas-Array Electronics (Holdings) Limited (the “Company” and the “Board”, respectively), the consolidated financial statements of the Company and its subsidiaries (collectively the “Group”), including the statement of financial position and the statement of changes in equity of the Company, as set out on pages 138 to 236 of this annual report are drawn up so as to give a true and fair view of the state of affairs of the Group and the Company as at March 31, 2023, and of the results, changes in equity and cash flows of the Group and changes in equity of the Company for the financial year then ended and as at the date of this statement, and there are reasonable grounds to believe that the Company will be able to pay its debts when they fall due.

On behalf of the Board

Mr. Xie Lishu

Chairman

Mr. Hon Kar Chun

Managing Director

May 30, 2023

INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF WILLAS-ARRAY ELECTRONICS (HOLDINGS) LIMITED

(incorporated in Bermuda with limited liability)

OPINION

We have audited the consolidated financial statements of Willas-Array Electronics (Holdings) Limited (the "Company") and its subsidiaries (collectively referred to as "the Group") set out on pages 138 to 236, which comprise the consolidated statement of financial position as at March 31, 2023, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at March 31, 2023, and of its consolidated financial performance, consolidated changes in equity and consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRS Standards") issued by the International Accounting Standards Board ("IASB") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

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

KEY AUDIT MATTER

Key audit matter is the matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements of the current period. This matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

INDEPENDENT AUDITOR'S REPORT

KEY AUDIT MATTER – *continued*

Key audit matter

How our audit addressed the key audit matter

Impairment assessment of trade receivables

We identified impairment assessment of trade receivables as a key audit matter due to the significance of trade receivables to the Group's consolidated financial position and the involvement of significant judgement and management estimates in evaluating the expected credit losses ("ECL") of the Group's trade receivables at the end of the reporting period.

As at March 31, 2023, the Group's net trade receivables amounted to HK\$806,043,000, representing approximately 40% of total assets of the Group, of which HK\$176,568,000 were past due.

As disclosed in Note 43 to the consolidated financial statements, the management of the Group estimates the amount of lifetime ECL of trade receivables that are not credit-impaired based on provision matrix through grouping of various debtors after considering internal credit ratings of trade debtors, aging and/or past due status of respective trade receivables. Estimated loss rates are based on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking information. In addition, trade receivables that are credit-impaired are assessed for ECL individually. The loss allowance amount of the credit-impaired trade receivables is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows with the consideration of expected future credit losses as at March 31, 2023.

As disclosed in Note 43 to the consolidated financial statements, the Group's lifetime ECL on trade receivables as at March 31, 2023 amounted to HK\$10,709,000.

Our audit procedures in relation to impairment assessment of trade receivables included:

- Understanding key controls of the management estimation on the loss allowance for trade receivables;
- Testing the integrity of information used by management to develop the grouping in collective basis, including trade receivables aging analysis as at March 31, 2023, on a sample basis, by comparing individual items in the analysis with the relevant supporting documents in relation to the determination of credit rating of the customers;
- Challenging management's basis and judgement in determining credit loss allowance on trade receivables as at March 31, 2023, including their identification of credit-impaired trade receivables, the reasonableness of management's grouping of the remaining trade debtors into different categories using the collective basis, and the basis of estimated loss rates applied in each category in the provision matrix with reference to historical default rates and forward-looking information;
- Performing test of the information used in determining loss allowance for trade receivables, such as the trade receivables ageing schedule;
- Performing retrospective testing on management estimates;
- Performing test of details on the settlement of a sample of trade receivables subsequent to the end of the reporting period; and
- Evaluating the disclosures regarding the impairment assessment of trade receivables in Notes 25 and 43, to the consolidated financial statements.

INDEPENDENT AUDITOR'S REPORT

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report but does not include the consolidated financial statements and our auditor's report thereon. The Financial Highlights, Chairman's Statement, Management Discussion and Analysis, Environment, Social and Governance Report, Corporate Governance Report, Report of the Directors, and Statement of Directors was obtained prior to the date of this auditor's report, and the remaining other information included in the annual report is expected to be made available to us after that date.

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

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

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

When we read the Corporate Information, Board of Directors, Senior Management, and Shareholders' Information, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and take appropriate actions in accordance with ISAs.

RESPONSIBILITIES OF DIRECTORS AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Standards issued by the IASB and the disclosure requirements of the Hong Kong Companies Ordinance, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair consolidated financial statements and to maintain accountability of assets.

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

Those charged with governance are responsible for overseeing the Group's financial reporting process.

INDEPENDENT AUDITOR'S REPORT

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion solely to you, as a body, in accordance with Section 90 of the Bermuda Companies Act, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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

- (a) Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- (d) Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

INDEPENDENT AUDITOR'S REPORT

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS – *continued*

- (f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

The engagement partner on the audit resulting in the independent auditor's report is Mr. Toh Yew Kuan Jeremy.

Deloitte & Touche LLP

Public Accountants and Chartered Accountants

Singapore

May 30, 2023

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED MARCH 31, 2023

	NOTES	2023 HK\$'000	2022 HK\$'000
Revenue	5	3,135,433	3,425,832
Cost of sales		(2,856,756)	(3,091,042)
Gross profit		278,677	334,790
Other income	7	10,534	2,803
Distribution costs		(28,896)	(28,871)
Administrative expenses		(183,183)	(189,070)
Other gains and losses	8	(30,915)	808
Impairment losses reversed under expected credit loss ("ECL") model, net	9	881	4,461
Gain on fair value change of investment property	19	995	439
Finance costs	10	(43,750)	(17,286)
Profit before tax		4,343	108,074
Income tax expense	11	(1,641)	(25,882)
Profit for the year	12	2,702	82,192
Other comprehensive income (expense)			
<i>Items that will not be reclassified to profit or loss:</i>			
– Gain on revaluation of owned properties		3,879	18,647
– Income tax relating to gain recognised in other comprehensive income	11	(509)	(3,292)
		3,370	15,355
<i>Item that may be reclassified subsequently to profit or loss:</i>			
– Exchange differences arising from translation of foreign operations		(26,952)	10,746
Other comprehensive (expense) income for the year		(23,582)	26,101
Total comprehensive (expense) income for the year		(20,880)	108,293
Profit (loss) attributable to:			
Owners of the Company		2,716	82,192
Non-controlling interests		(14)	–
		2,702	82,192
Total comprehensive (expense) income attributable to:			
Owners of the Company		(20,867)	108,293
Non-controlling interests		(13)	–
		(20,880)	108,293
Earnings per share	16		
– Basic (HK cents)		3.11	96.33
– Diluted (HK cents)		3.10	95.02

See accompanying notes to the consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AT MARCH 31, 2023

	NOTES	2023 HK\$'000	2022 HK\$'000
Non-current assets			
Property, plant and equipment	17	265,418	284,293
Right-of-use assets	18	11,859	16,093
Investment property	19	10,946	9,951
Club debentures	20	2,001	2,001
Interest in an associate	21	–	–
Financial assets measured at fair value through other comprehensive income (“FVTOCI”)	22	–	–
Long-term deposits	23	4,044	4,459
Deferred tax assets	36	505	503
Total non-current assets		<u>294,773</u>	317,300
Current assets			
Inventories	24	586,266	360,393
Trade receivables	25	806,043	862,816
Other receivables, deposits and prepayments	27	6,425	6,706
Income tax recoverable		6,304	4,567
Derivative financial instruments	28	748	–
Restricted bank deposits	29	–	2,457
Cash and cash equivalents	29	317,230	327,673
Total current assets		<u>1,723,016</u>	1,564,612
Total assets		<u><u>2,017,789</u></u>	1,881,912
Current liabilities			
Trade payables	30	385,665	389,528
Other payables	31	36,638	41,456
Contract liabilities	32	2,971	9,632
Income tax payable		903	5,204
Trust receipt loans	34	658,108	486,359
Bank borrowings	35	200,469	124,434
Derivative financial instruments	28	66	579
Lease liabilities	33	8,110	7,988
Total current liabilities		<u>1,292,930</u>	1,065,180
Net current assets		<u>430,086</u>	499,432
Total assets less current liabilities		<u>724,859</u>	816,732

See accompanying notes to the consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AT MARCH 31, 2023

	NOTES	2023 HK\$'000	2022 HK\$'000
Capital, reserves and non-controlling interests			
Share capital	37	87,622	85,777
Reserves		602,928	684,789
Equity attributable to owners of the Company		690,550	770,566
Non-controlling interests		66	–
Total equity		690,616	770,566
Non-current liabilities			
Deferred tax liabilities	36	30,153	38,154
Lease liabilities	33	4,090	8,012
Total non-current liabilities		34,243	46,166
Total liabilities and equity		2,017,789	1,881,912

The consolidated financial statements on pages 138 to 236 were approved and authorised for issue by the board of directors on May 30, 2023 and are signed on its behalf by:

Mr. Xie Lishu
DIRECTOR

Mr. Hon Kar Chun
DIRECTOR

See accompanying notes to the consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED MARCH 31, 2023

	Attributable to owners of the Company										
	Share capital	Capital reserves	Statutory reserve	Property revaluation reserve	Currency translation reserve	Financial assets measured at FVTOCI reserve	Other reserve	Accumulated profits	Subtotal	Non-controlling interests	Total
	HK\$'000	HK\$'000 (Note 38)	HK\$'000 (Note i)	HK\$'000	HK\$'000	HK\$'000	HK\$'000 (Note ii)	HK\$'000	HK\$'000	HK\$'000	HK\$'000
At April 1, 2021	85,207	194,255	22,974	117,441	10,852	(16,448)	(3,561)	276,381	687,101	-	687,101
Total comprehensive income for the year:											
Profit for the year	-	-	-	-	-	-	-	82,192	82,192	-	82,192
Other comprehensive income for the year	-	-	-	15,355	10,746	-	-	-	26,101	-	26,101
Total	-	-	-	15,355	10,746	-	-	82,192	108,293	-	108,293
Transactions with owners, recognised directly in equity:											
Exercise of share options (Note 39)	570	918	-	-	-	-	-	-	1,488	-	1,488
Recognition of equity-settled share-based payments (Note 39)	-	1,802	-	-	-	-	-	-	1,802	-	1,802
Dividend paid (Note 15)	-	-	-	-	-	-	-	(28,118)	(28,118)	-	(28,118)
Transfer from property revaluation reserve	-	-	-	(5,144)	-	-	-	5,144	-	-	-
Transfer of statutory reserve	-	-	5,108	-	-	-	-	(5,108)	-	-	-
Total	570	2,720	5,108	(5,144)	-	-	-	(28,082)	(24,828)	-	(24,828)
At March 31, 2022	85,777	196,975	28,082	127,652	21,598	(16,448)	(3,561)	330,491	770,566	-	770,566

See accompanying notes to the consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED MARCH 31, 2023

	Attributable to owners of the Company										
	Share capital	Capital reserves	Statutory reserve	Property revaluation reserve	Currency translation reserve	Financial assets measured at FVTOCI reserve	Other reserve	Accumulated profits	Subtotal	Non-controlling interests	Total
	HK\$'000	HK\$'000 (Note 38)	HK\$'000 (Note i)	HK\$'000	HK\$'000	HK\$'000	HK\$'000 (Note ii)	HK\$'000	HK\$'000	HK\$'000	HK\$'000
At April 1, 2022	85,777	196,975	28,082	127,652	21,598	(16,448)	(3,561)	330,491	770,566	-	770,566
Total comprehensive (expense) income for the year:											
Profit (loss) for the year	-	-	-	-	-	-	-	2,716	2,716	(14)	2,702
Other comprehensive (expense) income for the year	-	-	-	3,370	(26,953)	-	-	-	(23,583)	1	(23,582)
Total	-	-	-	3,370	(26,953)	-	-	2,716	(20,867)	(13)	(20,880)
Transactions with owners, recognised directly in equity:											
Capital contribution from non-controlling interests of a subsidiary	-	-	-	-	-	-	-	-	-	79	79
Exercise of share options (Note 39)	1,845	2,970	-	-	-	-	-	-	4,815	-	4,815
Share options forfeited	-	(165)	-	-	-	-	-	165	-	-	-
Dividend paid (Note 15)	-	-	-	-	-	-	-	(63,964)	(63,964)	-	(63,964)
Transfer from property revaluation reserve	-	-	-	(5,932)	-	-	-	5,932	-	-	-
Transfer of statutory reserve	-	-	689	-	-	-	-	(689)	-	-	-
Total	1,845	2,805	689	(5,932)	-	-	-	(58,556)	(59,149)	79	(59,070)
At March 31, 2023	87,622	199,780	28,771	125,090	(5,355)	(16,448)	(3,561)	274,651	690,550	66	690,616

Notes:

- (i) The statutory reserve is non-distributable and was appropriated from profit after tax of the Company's subsidiaries in the People's Republic of China (the "PRC") and Taiwan under the respective laws and regulations of the PRC and Taiwan.
- (ii) Other reserve comprises a debit amount of HK\$3,561,000 and represents the difference between the fair value of the consideration paid and the carrying amount of the net assets attributable to the additional interest in certain then subsidiaries acquired during the year ended March 31, 2017.

See accompanying notes to the consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2023

	2023	2022
	HK\$'000	HK\$'000
Operating activities		
Profit before tax	4,343	108,074
Adjustments for:		
Depreciation of property, plant and equipment	14,975	14,127
Depreciation of right-of-use assets	7,944	8,401
Interest expense on bank borrowings and trust receipt loans	43,332	16,726
Interest expense on lease liabilities	418	560
Share-based payment expense	–	1,802
Reversal of allowance for inventories	(1,000)	–
Impairment losses reversed under ECL model, net	(881)	(4,461)
Gain on disposal of property, plant and equipment	(206)	(6)
Gain on fair value change of investment property	(995)	(439)
Net (gain) loss on fair value changes of derivative financial instruments	(1,261)	473
Loss on lease modification	37	–
Unrealised exchange loss (gain)	16,258	(3,170)
Interest income	(3,475)	(487)
Operating cash flows before movements in working capital	79,489	141,600
Increase in inventories	(227,414)	(99,471)
(Decrease) increase in trade receivables (<i>Note</i>)	26,354	(66,705)
Decrease in other receivables, deposits and prepayments	165	1,455
Decrease (increase) in long-term deposits	201	(484)
Increase in trade payables	1,665	35,039
Decrease in other payables	(7,153)	(8,197)
(Decrease) increase in contract liabilities	(6,368)	648
Cash (used in) generated from operations	(133,061)	3,885
Income tax paid	(14,806)	(24,038)
Interest paid	(39,738)	(15,974)
Interest received	3,475	487
Net cash used in operating activities	(184,130)	(35,640)

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2023

	2023	2022
	HK\$'000	HK\$'000
Investing activities		
Purchase of property, plant and equipment	(4,905)	(4,036)
Withdrawal of restricted bank deposits	2,299	–
Proceeds from disposal of property, plant and equipment	293	75
	<hr/>	<hr/>
Net cash used in investing activities	(2,313)	(3,961)
	<hr/>	<hr/>
Financing activities		
Capital contribution from non-controlling interests of a subsidiary	79	–
Dividend paid to shareholders	(63,964)	(28,118)
Proceeds from exercise of share options	4,815	1,488
Repayments of trust receipt loans	(2,538,255)	(2,614,040)
Proceeds from trust receipt loans	2,709,448	2,754,626
Repayments of bank borrowings	(745,811)	(603,282)
Proceeds from bank borrowings	823,244	647,383
Repayments of lease liabilities	(8,004)	(8,615)
	<hr/>	<hr/>
Net cash generated from financing activities	181,552	149,442
	<hr/>	<hr/>
Net (decrease) increase in cash and cash equivalents	(4,891)	109,841
Cash and cash equivalents at beginning of the year	327,673	216,923
Effects of exchange rate changes on the balance of cash and cash equivalents held in foreign currencies	(5,552)	909
	<hr/>	<hr/>
Cash and cash equivalents at end of the year	317,230	327,673
	<hr/>	<hr/>

Note: During the year ended March 31, 2023, the Company discounted bills received from customers to banks with recourse to finance its operation and as such, the operating cash flow stated above did not include the related bills settlements of nil (2022: HK\$66,946,000) as it represented non-cash derecognition upon maturity.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

1. GENERAL INFORMATION

Willas-Array Electronics (Holdings) Limited (the “Company”) was incorporated in Bermuda on August 3, 2000 as an exempted company with limited liability under the Companies Act 1981 of Bermuda with its registered office at Victoria Place, 5/F, 31 Victoria Street, Hamilton HM10, Bermuda. Its principal place of business is located at 24/F, Wyler Centre, Phase 2, 200 Tai Lin Pai Road, Kwai Chung, New Territories, Hong Kong. The issued ordinary shares of the Company are listed and traded on the Main Board of Singapore Exchange Securities Trading Limited (the “SGX-ST”) and the Main Board of The Stock Exchange of Hong Kong Limited (the “SEHK”). The consolidated financial statements of the Group are presented in Hong Kong dollars (“HK\$”) which is also the functional currency of the Company. All values are rounded to the nearest thousand except otherwise indicated.

The principal activity of the Company is investment holding and the principal activities of the subsidiaries are disclosed in Note 46.

The consolidated financial statements of the Group for the year ended March 31, 2023 were authorised for issue by the board of directors on May 30, 2023.

2. APPLICATION OF AMENDMENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS (“IFRS STANDARDS”)

Amendments to IFRS Standards that are mandatorily effective for the current year

In the current year, the Group has applied the following amendments to IFRS Standards issued by the International Accounting Standards Board (“IASB”) for the first time, which are mandatorily effective for the Group’s annual period beginning on April 1, 2022 for the preparation of the consolidated financial statements:

Amendments to IFRS 3	Reference to the Conceptual Framework
Amendments to International Accounting Standards (“IAS”) 16	Property, Plant and Equipment – Proceeds before Intended Use
Amendments to IAS 37	Onerous Contracts – Cost of Fulfilling a Contract
Amendments to IFRSs	Annual Improvements to IFRSs 2018 – 2020

The application of the amendments to IFRSs in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

2. APPLICATION OF AMENDMENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS (“IFRS STANDARDS”) – *continued*

New and amendments to IFRS Standards in issue but not yet effective

The Group has not early applied the following new and amendments to IFRS Standards that have been issued but are not yet effective:

IFRS 17 (including the October 2020 and February 2022 Amendments to IFRS 17)	Insurance Contracts ¹
Amendments to IFRS 10 and IAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ²
Amendments to IFRS 16	Lease Liability in a Sale and Leaseback ³
Amendments to IAS 1	Classification of Liabilities as Current or Non-current ³
Amendments to IAS 1	Non-current Liabilities with Covenants ³
Amendments to IAS 1 and IFRS Practice Statement 2	Disclosure of Accounting Policies ¹
Amendments to IAS 8	Definition of Accounting Estimates ¹
Amendments to IAS 12	Deferred Tax related to Assets and Liabilities arising from a Single Transaction ¹

¹ Effective for annual periods beginning on or after January 1, 2023, with early application permitted.

² Effective for annual periods beginning on or after a date to be determined.

³ Effective for annual periods beginning on or after January 1, 2024, with early application permitted.

Except for the new and amendments to IFRS Standards mentioned below, the directors of the Company anticipate that the application of all other new and amendments to IFRS Standards will have no material impact on the consolidated financial statements in the foreseeable future.

Amendments to IAS 1 Classification of Liabilities as Current or Non-current

The amendments provide clarification and additional guidance on the assessment of right to defer settlement for at least twelve months from reporting date for classification of liabilities as current or non-current, which:

- specify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period. Specifically, the amendments clarify that:
 - (i) the classification should not be affected by management intentions or expectations to settle the liability within 12 months; and
 - (ii) if the right is conditional on the compliance with covenants, the right exists if the conditions are met at the end of the reporting period, even if the lender does not test compliance until a later date.
- clarify that if a liability has terms that could, at the option of the counterparty, result in its settlement by the transfer of the entity’s own equity instruments, these terms do not affect its classification as current or non-current only if the entity recognises the option separately as an equity instrument applying IAS 32 *Financial Instruments: Presentation*.

Based on the Group’s outstanding liabilities as at March 31, 2023, the application of the amendments will not result in reclassification of the Group’s liabilities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

2. APPLICATION OF AMENDMENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS (“IFRS STANDARDS”) – *continued*

New and amendments to IFRS Standards in issue but not yet effective – *continued*

Amendments to IAS 1 and IFRS Practice Statement 2 Disclosure of Accounting Policies

IAS 1 is amended to replace all instances of the term “significant accounting policies” with “material accounting policy information”. Accounting policy information is material if, when considered together with other information included in an entity’s financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.

The amendments also clarify that accounting policy information may be material because of the nature of the related transactions, other events or conditions, even if the amounts are immaterial. However, not all accounting policy information relating to material transactions, other events or conditions is itself material. If an entity chooses to disclose immaterial accounting policy information, such information must not obscure material accounting policy information.

IFRS Practice Statement 2 *Making Materiality Judgements* (the “Practice Statement”) is also amended to illustrate how an entity applies the “four-step materiality process” to accounting policy disclosures and to judge whether information about an accounting policy is material to its financial statements. Guidance and examples are added to the Practice Statement.

The application of the amendments is not expected to have significant impact on the financial position or performance of the Group but may affect the disclosures of the Group’s significant accounting policies. The impacts of application, if any, will be disclosed in the Group’s future consolidated financial statements.

Amendments to IAS 8 Definition of Accounting Estimates

The amendments define accounting estimates as “monetary amounts in financial statements that are subject to measurement uncertainty”. An accounting policy may require items in financial statements to be measured in a way that involves measurement uncertainty - that is, the accounting policy may require such items to be measured at monetary amounts that cannot be observed directly and must instead be estimated. In such a case, an entity develops an accounting estimate to achieve the objective set out by the accounting policy. Developing accounting estimates involves the use of judgements or assumptions based on the latest available, reliable information.

In addition, the concept of changes in accounting estimates in IAS 8 is retained with additional clarifications.

The application of the amendments is not expected to have significant impact on the Group’s consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

2. APPLICATION OF AMENDMENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS (“IFRS STANDARDS”) – *continued*

New and amendments to IFRS Standards in issue but not yet effective – *continued*

Amendments to IAS 12 Deferred Tax related to Assets and Liabilities arising from a Single Transaction

The amendments narrow the scope of the recognition exemption of deferred tax liabilities and deferred tax assets in paragraphs 15 and 24 of IAS 12 *Income Taxes* so that it no longer applies to transactions that, on initial recognition, give rise to equal taxable and deductible temporary differences.

As disclosed in note 3 to the consolidated financial statements, for leasing transactions in which the tax deductions are attributable to the lease liabilities the Group applies IAS 12 requirements to the relevant assets and liabilities as a whole. Temporary differences relating to relevant assets and liabilities are assessed on a net basis.

Upon the application of the amendments, the Group will recognise a deferred tax asset (to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised) and a deferred tax liability for all deductible and taxable temporary differences associated with the right-of-use assets and the lease liabilities.

The amendments are effective for annual reporting periods beginning on or after April 1, 2023. As at March 31, 2023, the carrying amounts of right-of-use assets and lease liabilities which are subject to the amendments amounted to HK\$4,568,000 and HK\$4,427,000 respectively. The Group is still in the process of assessing the full impact of the application of the amendments.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES

3.1 Basis of preparation of consolidated financial statements

The consolidated financial statements have been prepared in accordance with IFRS Standards issued by the IASB. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on the SEHK and by the Hong Kong Companies Ordinance.

The directors of the Company have, at the time of approving the consolidated financial statements, a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.1 Basis of preparation of consolidated financial statements – *continued*

The consolidated financial statements have been prepared on the historical cost basis except for certain properties and financial instruments that are measured at revalued amounts or fair values at the end of each reporting period, as explained in the accounting policies below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2 *Share-based Payment*, leasing transactions that are accounted for in accordance with IFRS 16 *Leases* ("IFRS 16"), and measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 *Inventories* or value in use in IAS 36 *Impairment of Assets* ("IAS 36").

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

For financial instruments and investment property which are transacted at fair value and a valuation technique that unobservable inputs is to be used to measure fair value in subsequent periods, the valuation technique is calibrated so that at initial recognition the results of the valuation technique equals the transaction price.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All intragroup assets, liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Investments in an associate

An associate is an entity over which the Group has significant influence. 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Investments in an associate – continued

The results and assets and liabilities of an associate are incorporated in these consolidated financial statements using the equity method of accounting, except when the investment, or a portion thereof, is classified as held for sale, in which case it is or the portion so classified is accounted for in accordance with IFRS 5 *Non-current Assets Held for Sale and Discontinued Operations*. Any retained portion of an investment in an associate that has not been classified as held for sale shall be accounted for using the equity method. The financial statements of an associate used for equity accounting purposes are prepared using uniform accounting policies as those of the Group for like transactions and events in similar circumstances. Under the equity method, an investment in an associate is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate. When the Group's share of losses of an associate exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

The Group assesses whether there is an objective evidence that the interest in an associate may be impaired. When any objective exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with IAS 36 to the extent that the recoverable amount of the investment subsequently increases.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Investments in an associate – continued

When the Group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in the investee with a resulting gain or loss being recognised in profit or loss. When the Group retains an interest in the former associate and the retained interest is a financial asset within the scope of IFRS 9 *Financial Instruments* (“IFRS 9”), the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition. The difference between the carrying amount of the associate and the fair value of any retained interest and any proceeds from disposing of the relevant interest in the associate is included in the determination of the gain or loss on disposal of the associate. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate on the same basis as would be required if that associate had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) upon disposal partial disposal of the relevant associate.

When the Group reduces its ownership interest in an associate but the Group continues to use the equity method, the Group reclassifies to profit or loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be reclassified to profit or loss on the disposal of the related assets or liabilities.

When a group entity transacts with the associate of the Group, profits and losses resulting from the transactions with the associate are recognised in the consolidated financial statements only to the extent of interests in the associate that are not related to the Group.

Revenue from contracts with customers

The Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when “control” of the goods or services underlying the particular performance obligation is transferred to the customer.

A performance obligation represents a good or service (or a bundle of goods or services) that is distinct or a series of distinct goods or services that are substantially the same.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Revenue from contracts with customers – *continued*

Control is transferred over time and revenue is recognised over time by reference to the progress towards complete satisfaction of the relevant performance obligation if one of the following criteria is met:

- the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- the Group's performance creates or enhances an asset that the customer controls as the Group performs; or
- the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Otherwise, revenue is recognised at a point in time when the customer obtains control of the distinct good or service.

A contract liability represents the Group's obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

Leases

Definition of a lease

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

For contracts entered into or modified on or after the date of initial application at IFRS 16 or arising from business combinations, the Group assesses whether a contract is or contains a lease based on the definition under IFRS 16 at inception or modification date, as appropriate. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

The Group as a lessee

Allocation of consideration to components of a contract

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

The Group applies practical expedient not to separate non-lease components from lease component, and instead account for the lease component and any associated non-lease components as a single lease component.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Leases – continued

The Group as a lessee – continued

Short-term leases

The Group applies the short-term lease recognition exemption to leases of properties including car parks, staff quarters and offices that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Lease payments on short-term leases are recognised as expense on a straight-line basis over the lease term.

Right-of-use assets

The cost of right-of-use asset includes:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date, less any lease incentives received;
- any initial direct costs incurred by the Group; and
- an estimate of costs to be incurred by the Group in dismantling and removing the underlying assets, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Except for those that are classified as investment property and measured under fair value model, right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

Right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The Group presents right-of-use assets as a separate line item on the consolidated statement of financial position.

Refundable rental deposits

Refundable rental deposits paid are accounted under IFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Leases – *continued*

The Group as a lessee – *continued*

Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

The lease payments include fixed payments.

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group accounts for the remeasurement of lease liabilities by making corresponding adjustments to the relevant right-of-use asset. When the modified contract contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

The Group as a lessor

Classification and measurement of leases

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease.

Refundable rental deposits

Refundable rental deposits received are accounted for under IFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments from lessees.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Foreign currencies

In preparing the financial statements of each individual group entity, transactions in currencies other than the functional currency of that entity (foreign currencies) are recognised at the rates of exchanges prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. 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 the retranslation of monetary items, are recognised in profit or loss in the period in which they arise.

For the purposes of presenting the consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated into the presentation currency of the Group (i.e. HK\$) using exchange rates prevailing at the end of each reporting period. Income and expenses items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during the period, in which case the exchange rates at the date of transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity under the heading of currency translation reserve.

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets until such time as the assets are substantially ready for their intended use or sale.

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

Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable. Such grants are presented under "other income".

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Employee benefits

Retirement benefit costs

Payments to defined contribution retirement benefit plans, state-managed retirement benefit schemes and the Mandatory Provident Fund Scheme (the “MPF”) in Hong Kong are recognised as an expense when employees have rendered the services entitling them to the contributions.

Short-term and other long-term employee benefits

Short-term employee benefits are recognised at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognised as an expense unless another IFRS requires or permits the inclusion of the benefit in the cost of an asset.

A liability is recognised for benefits accruing to employees (such as wages and salaries, annual leave and sick leave) after deducting any amount already paid.

Liabilities recognised in respect of other long-term employee benefits are measured at the present value of the estimated future cash outflows expected to be made by the Group in respect of services provided by employees up to the reporting date. Any changes in the liabilities' carrying amounts resulting from service cost, interest and remeasurements are recognised in profit or loss except to the extent that another IFRS requires or permits their inclusion in the cost of an asset.

Share-based payment

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

The fair value of the equity-settled share-based payments determined at the grant date without taking into consideration all non-market vesting conditions is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity (share options reserve). At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest based on assessment of all relevant non-market vesting conditions. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the share options reserve.

When share options are exercised, the amount previously recognised in share options reserve will be transferred to share premium. When the share options are forfeited after the vesting date or are still not exercised at the expiry date, the amount previously recognised in share options reserve will be transferred to accumulated profits.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Share-based payment – *continued*

When shares granted are vested, the amount previously recognised in share-based payments reserve will be transferred to accumulated profits.

Taxation

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 before tax because of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of each reporting period.

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

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and an associate, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period 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 assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Taxation – *continued*

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

For the purposes of measuring deferred tax for investment property that are measured using the fair value model, the carrying amount of such property is presumed to be recovered entirely through sale, unless the presumption is rebutted. The presumption is rebutted when the investment property is depreciable and is held within a business model whose objective is to consume substantially all of the economic benefits embodied in the investment property over time, rather than through sale.

For the purposes of measuring deferred tax for leasing transactions in which the Group recognises the right-of-use assets and the related lease liabilities, the Group first determines whether the tax deductions are attributable to the right-of-use assets or the lease liabilities.

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies IAS 12 *Income Taxes* requirements to the leasing transaction as a whole. Temporary differences relating to right-of-use assets and lease liabilities are assessed on a net basis. Excess of depreciation on right-of-use assets over the lease payments for the principal portion of lease liabilities resulting in net deductible temporary differences.

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 to the same taxable entity by the same taxation authority.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

Property, plant and equipment

Property, plant and equipment are tangible assets that are held for use in the production or supply of goods or services, or for administrative purposes. Property, plant and equipment are stated in the consolidated statement of financial position at cost or fair value less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Property, plant and equipment – *continued*

When the Group makes payments for ownership interests of properties which includes both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition. To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land is presented as “right-of-use assets” in the consolidated statement of financial position except for those that are classified and accounted for as investment properties under the fair value model. When the consideration cannot be allocated reliably between non-lease building element and undivided interest in the underlying leasehold land, the entire properties are classified as property, plant and equipment.

Any revaluation increase arising from revaluation of property, plant and equipment is recognised in other comprehensive income and accumulated in property revaluation reserve, except to the extent that it reverses a revaluation decrease of the same asset previously recognise in profit or loss, in which case the increase is credited to profit or loss to the extent of the decrease previously charged. A decrease in net carrying amount arising on revaluation of property, plant and equipment is recognised in profit or loss to the extent that it exceeds the balance, if any, on the revaluation reserve relating to a previous property revaluation of that asset. On the subsequent sale or retirement of a revalued asset, the attributable revaluation surplus is transferred to accumulated profits.

If a property becomes an investment property because its use has changed as evidenced by end of owner-occupation, any difference between the carrying amount and the fair value of that item (including the relevant leasehold land classified as right-of-use assets) at the date of transfer is recognised in other comprehensive income and accumulated in property revaluation reserve. On the subsequent sale or retirement of the property, the relevant revaluation reserve will be transferred directly to accumulated profits.

Depreciation is recognised so as to write off the cost or valuation of property, plant and equipment, less their residual values over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any 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 disposal proceeds and the carrying amount of the asset and is recognised in the profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Investment property

Investment property is property held to earn rentals and/or for capital appreciation.

Investment property is initially measured at cost, including any directly attributable expenditure. Subsequent to initial recognition, investment property is measured at fair value, adjusted to exclude any prepaid or accrued operating lease income.

Gains or losses arising from changes in the fair value of investment property are included in profit or loss for the period in which they arise.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognised.

Club debentures

Intangible assets with indefinite useful lives that are acquired separately are carried at cost less any subsequent accumulated impairment losses, if any.

Impairment of property, plant and equipment, right-of-use assets, and other intangible assets

At the end of each reporting period, the Group reviews the carrying amounts of its property, plant and equipment and right-of-use 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 relevant asset is estimated in order to determine the extent of the impairment loss (if any). Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that they may be impaired.

The recoverable amount of property, plant and equipment, right-of-use assets, and intangible assets are estimated individually. When it is not possible to estimate the recoverable amount individually, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Impairment of property, plant and equipment, right-of-use assets, and other intangible assets – continued

In testing a cash-generating unit for impairment, corporate assets are allocated to the relevant cash-generating unit when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of cash generating units for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the cash-generating unit or group of cash-generating units to which the corporate asset belongs, and is compared with the carrying amount of the relevant cash-generating unit or group of cash-generating units.

Recoverable amount is the higher of fair value less costs of disposal 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 (or a cash-generating unit) for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount. For corporate assets or portion of corporate assets which cannot be allocated on a reasonable and consistent basis to a cash-generating unit, the Group compares the carrying amount of a group of cash-generating units, including the carrying amounts of the corporate assets or portion of corporate assets allocated to that group of cash-generating units, with the recoverable amount of the group of cash-generating units. In allocating the impairment loss, the impairment loss is allocated first to reduce the carrying amount of any goodwill (if applicable) and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit or the group of cash-generating units. The carrying amount of an asset is not reduced below the highest of its fair value less costs of disposal (if measurable), its value in use (if determinable) and zero. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit or the group of cash-generating units. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount under another standard, in which case the impairment loss is treated as a revaluation decrease under that standard.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit or a group of cash-generating units) 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 (or cash-generating unit or a group of cash-generating units) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount under another standard, in which case the reversal of the impairment loss is treated as a revaluation increase under that standard.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Cash and cash equivalents

Cash and cash equivalents presented on the consolidated statement of financial position include cash, which comprises of cash on hand and demand deposits for the purposes of the consolidated statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost of inventories are determined on a first-in, first-out method. Net realisable value represents the estimated selling price for inventories less all estimated costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale.

Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument. All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with IFRS 15 *Revenue from contracts with customers* (“IFRS 15”). Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets or financial liabilities at fair value through profit or loss (“FVTPL”)) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at FVTPL are recognised immediately in profit or loss.

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income and interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and 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 asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Financial instruments – continued

Financial assets

Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets that meet the following conditions are subsequently measured at FVTOCI:

- the financial asset is held within a business model whose objective is achieved by both selling and collecting contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at FVTPL, except that at the date of initial application of IFRS 9/initial recognition of a financial asset the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if that equity investment is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which IFRS 3 *Business Combinations* applies.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling in the near term; or
- on initial recognition it is a part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative that is not designated and effective as a hedging instrument.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Financial instruments – *continued*

Financial assets – *continued*

Classification and subsequent measurement of financial assets – *continued*

In addition, the Group may irrevocably designate a financial asset that are required to be measured at the amortised cost or FVTOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

(i) Amortised cost and interest income

Interest income is recognised using the effective interest method for financial assets measured subsequently at amortised cost. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period following the determination that the asset is no longer credit-impaired.

(ii) Equity instruments designated as at FVTOCI

Investments in equity instruments at FVTOCI are subsequently measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the financial assets measured at FVTOCI reserve; and are not subject to impairment assessment. The cumulative gain or loss will not be reclassified to profit or loss on disposal of the equity investments, and will be transferred to accumulated profits.

Dividends from these investments in equity instruments are recognised in profit or loss when the Group's right to receive the dividends is established, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the other income line item in profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Financial instruments – *continued*

Financial assets – *continued*

Classification and subsequent measurement of financial assets – *continued*

(iii) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI or designated as FVTOCI are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss. The net gain or loss recognised in profit or loss excludes any dividend or interest earned on the financial asset and is included in the “other gains and losses” line item.

Impairment of financial assets subject to impairment assessment under IFRS 9

The Group performs impairment assessment under expected credit loss (“ECL”) model on financial assets (including trade receivables, other receivables, refundable deposits, amount due from an associate, restricted bank deposits and bank balances) which are subject to impairment assessment under IFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12 month ECL (“12m ECL”) represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessment is done based on the Group’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current conditions at the reporting date as well as the forecast of future conditions.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Financial instruments – *continued*

Financial assets – *continued*

Impairment of financial assets subject to impairment assessment under IFRS 9 – *continued*

The Group always recognises lifetime ECL for trade receivables. The ECL on these assets are assessed individually for debtors which are credit-impaired and collectively with appropriate groupings for debtors which are not credit-impaired.

For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless when there has been a significant increase in credit risk since initial recognition, in which case the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

(i) Significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor; and
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Financial instruments – *continued*

Financial assets – *continued*

Impairment of financial assets subject to impairment assessment under IFRS 9 – *continued*

(i) Significant increase in credit risk – *continued*

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

(ii) Definition of default

For internal credit risk management, the Group considers an event of default occurs when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Financial instruments – continued

Financial assets – continued

Impairment of financial assets subject to impairment assessment under IFRS 9 – *continued*

(iii) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- (a) significant financial difficulty of the issuer or the borrower;
- (b) a breach of contract, such as a default or past due event;
- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider; or
- (d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.

(iv) Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, for example, when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. A write-off constitutes a derecognition event. Any subsequent recoveries are recognised in profit or loss.

(v) Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data and forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights. The Group uses a practical expedient in estimating ECL on trade receivables using simplified approach taking into consideration historical credit loss experience and forward looking information that is available without undue cost or effort.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Financial instruments – *continued*

Financial assets – *continued*

Impairment of financial assets subject to impairment assessment under IFRS 9 – *continued*

(v) Measurement and recognition of ECL – *continued*

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

Lifetime ECL for certain trade receivables are considered on a collective basis taking into consideration past due information and relevant credit information such as forward looking macroeconomic information.

For collective assessment, the Group takes into consideration the following characteristics when formulating the grouping:

- Nature of financial instruments (i.e. the Group's trade receivables which are not credit-impaired, are assessed in different group, while credit-impaired trade receivables, other receivables, refundable deposits, amount due from an associate, restricted bank deposits and bank balances are assessed individually);
- Past-due status;
- Nature, size and industry of debtors; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on amortised cost of the financial asset.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of trade receivables where the corresponding adjustment is recognised through a loss allowance account.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Financial instruments – *continued*

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. 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.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the FVTOCI reserve is not reclassified to profit or loss, but is transferred to accumulated profits.

Financial liabilities and equity

Classification as financial liabilities or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements 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 an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND SIGNIFICANT ACCOUNTING POLICIES – *continued*

3.2 Significant accounting policies – *continued*

Financial instruments – *continued*

Financial liabilities and equity – *continued*

Financial liabilities at FVTPL

Financial liabilities are classified as at FVTPL when the financial liability is (i) either held for trading or (ii) it is designated as at FVTPL on initial recognition.

A financial liability is held for trading if:

- it has been incurred principally for the purpose of repurchasing in the near term; or
- on initial recognition it is part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative, except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument.

Financial liabilities at FVTPL are measured at fair value, with any gains or losses arising on remeasurement recognised in profit or loss. Fair value is determined in a manner described in Note 43.

Financial liabilities at amortised cost

Financial liabilities including trade payables, others payables, trust receipt loans and bank borrowings are subsequently measured at amortised cost, using the effective interest method.

Derivative financial instruments

Derivatives are initially recognised at fair value at the date when derivative contracts are entered into and are subsequently remeasured to their fair value at the end of the reporting period. The resulting gain or loss is recognised in profit or loss.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

4. KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 3, the directors of the Company are 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 underlying 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.

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Provision of ECL for trade receivables

Trade receivables with credit-impaired are assessed for ECL individually.

In addition, the Group uses the collective basis in estimating ECL on trade receivables which are not assessed individually. The provision rates are based on internal credit ratings as groupings of various debtors taking into consideration the Group's historical default rates and forward-looking information that is reasonable and supportable available without undue costs or effort. At every reporting date, the historical observed default rates are reassessed and changes in the forward-looking information are considered.

The provision of ECL is sensitive to changes in estimates. The information about the ECL and the Group's trade receivables are disclosed in Notes 43 and 25, respectively.

Allowance for inventories

The Group operates in the electronics industry which is subject to rapid technological changes and price changes. The Group's policy for allowance for inventories is based on management's judgement on the realisability of the inventories which takes into account the aging, latest selling prices, cost necessary to make the sales and historical loss incurred of relevant inventories. At the end of each reporting period, management is of the opinion that the allowance for inventories is adequate. The carrying amount of the Group's inventories at March 31, 2023 was HK\$586,266,000 (2022: HK\$360,393,000), net of allowance for inventories of HK\$8,117,000 (2022: HK\$9,382,000).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

4. KEY SOURCES OF ESTIMATION UNCERTAINTY – *continued*

Valuation of owned properties and investment property

Owned properties and investment property are stated at fair value based on the valuation performed by independent professional valuers. The determination of the fair value involves certain assumptions of market conditions which are set out in Notes 17 and 19, respectively.

In relying on the valuation report, the directors of the Company have exercised their judgement and are satisfied that the method of valuation is reflective of the current market conditions. Changes to these assumptions would result in changes in the fair values of the Group's owned properties and investment property, and the corresponding adjustment to the amount of gain or loss reported in the consolidated statement of profit or loss and other comprehensive income. The directors of the Company have performed internal assessment on the risks of change in macroeconomic environment through performing sensitivity analysis in relation to the Group's owned properties and investment property.

As at March 31, 2023, the carrying amounts of the Group's owned properties and investment property are HK\$255,649,000 (2022: HK\$275,391,000) and HK\$10,946,000 (2022: HK\$9,951,000), respectively.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

5. REVENUE

Disaggregation of revenue from contracts with customers

	2023 HK\$'000	2022 HK\$'000
Types of goods or service		
Sales of electronic components	<u>3,135,433</u>	3,425,832
Market segments of the customers		
Automotive	845,174	710,758
Industrial	758,243	1,010,422
Home appliance	568,016	660,797
Electronic manufacturing services	245,108	163,241
Telecommunications	203,160	213,945
Audio and video	191,876	238,855
Dealer	183,190	218,577
Lighting	97,990	118,753
Others	<u>42,676</u>	90,484
Total	<u>3,135,433</u>	<u>3,425,832</u>

In addition, the Group's disaggregation of revenue by geographical markets is disclosed in Note 6.

Revenue is recognised at a point in time when control of the goods has been transferred, being when the goods have been delivered to port of discharge or the customer's specific location as stipulated in the sales agreement. The Group satisfied its performance obligations upon shipment or upon delivery in accordance with the contract signed with customers, who bears the risks of obsolescence and loss in relation to the goods.

Advance payments may be received based on terms of sales contract and any transaction price received by the Group is recognised as a contract liability until the control of the goods has been transferred to the customer. The normal credit term is 30 to 120 days (2022: 30 to 120 days) upon delivery.

Customers can only return or request refund if the goods delivered do not meet required quality standards. As at March 31, 2023 and 2022, all outstanding sales contracts are expected to be fulfilled within 12 months after the end of the reporting period. As permitted under IFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

6. SEGMENT INFORMATION

The Group is engaged in the trading of electronic components. Information reported to the executive directors of the Company, being the Group's chief operating decision maker (the "CODM") for the purposes of resource allocation and assessment of performance is based on geographical locations as follows:

- Southern China Region;
- Northern China Region; and
- Taiwan

In addition, the CODM also reviews revenue by customers' market industries.

The CODM focuses on reportable segment profit which is gross profit earned by each segment. Other income, distribution costs, administrative expenses, other gains and losses, impairment losses reversed under ECL model, net, gain on fair value change of investment property and finance costs are excluded from segment results. This is the measure reported to the CODM for the purposes of resource allocation and performance assessment.

No operating segments have been aggregated in arriving at the reportable segments of the Group.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

6. SEGMENT INFORMATION – continued

The following is an analysis of the Group's revenue and results by reportable and operating segments:

Year ended March 31, 2023

	Trading of electronic components					
	Southern China Region HK\$'000	Northern China Region HK\$'000	Taiwan HK\$'000	Sub-total HK\$'000	Elimination HK\$'000	Total HK\$'000
Revenue						
Sales – external	1,359,355	1,669,133	106,945	3,135,433	–	3,135,433
Sales – inter-company	1,444,769	610,380	1,649	2,056,798	(2,056,798)	–
	2,804,124	2,279,513	108,594	5,192,231	(2,056,798)	3,135,433
Cost of sales	(2,677,095)	(2,139,672)	(96,787)	(4,913,554)	2,056,798	(2,856,756)
Gross profit/segment results	127,029	139,841	11,807	278,677	–	278,677
Other income						10,534
Distribution costs						(28,896)
Administrative expenses						(183,183)
Other gains and losses						(30,915)
Impairment losses reversed under ECL model, net						881
Gain on fair value change of investment property						995
Finance costs						(43,750)
Profit before tax						4,343
Income tax expense						(1,641)
Profit for the year						2,702
Loss attributable to non-controlling interests						14
Profit attributable to owners of the Company						2,716

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

6. SEGMENT INFORMATION – continued

Year ended March 31, 2022

	Trading of electronic components					Total HK\$'000
	Southern China Region HK\$'000	Northern China Region HK\$'000	Taiwan HK\$'000	Sub-total HK\$'000	Elimination HK\$'000	
Revenue						
Sales – external	1,692,024	1,648,152	85,656	3,425,832	–	3,425,832
Sales – inter-company	1,065,612	451,162	208	1,516,982	(1,516,982)	–
	2,757,636	2,099,314	85,864	4,942,814	(1,516,982)	3,425,832
Cost of sales	(2,584,214)	(1,947,684)	(76,126)	(4,608,024)	1,516,982	(3,091,042)
Gross profit/segment results	173,422	151,630	9,738	334,790	–	334,790
Other income						2,803
Distribution costs						(28,871)
Administrative expenses						(189,070)
Other gains and losses						808
Impairment losses reversed under ECL model, net						4,461
Gain on fair value change of investment property						439
Finance costs						(17,286)
Profit before tax						108,074
Income tax expense						(25,882)
Profit attributable to owners of the Company						82,192

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

6. SEGMENT INFORMATION – *continued*

The accounting policies of the operating segments are the same as the Group's accounting policies described in Note 3.

Inter-segment and inter-company sales are charged at costs, which was included in the gross segment revenue presented to CODM for regular review.

The management monitors the Group's assets and liabilities in one pool, which is more efficient and effective. Accordingly, no segment assets and liabilities information was presented to the CODM.

Information about major customers

No single external customer amounts to more than 10% of the Group's revenue for each of the reporting period.

Geographical information

The Group's operations are substantially based in the PRC (including Hong Kong) and substantially all non-current assets of the Group are located in the PRC (including Hong Kong) and more than 95% of all the Group's revenue is generated from sales to external customers located in the PRC (including Hong Kong) for each of the reporting period. Therefore, no further analysis of geographical information is presented.

7. OTHER INCOME

	2023	2022
	HK\$'000	HK\$'000
Interest income from bank deposits	3,475	487
Government grant (<i>Note</i>)	5,033	841
Technical support fee income from a supplier	478	373
Rental income	246	261
Sales of scrapped stock	17	33
Income from credit insurance on customer default	785	271
Others	500	537
	10,534	2,803

Note: The government grant related to income that is receivable as compensation for expenses or for the purpose of giving immediate financial support to the Group and recognised in profit or loss in the year in which they become receivable. For the year ended March 31, 2023, the Group recognised government grants of HK\$2,832,000 (2022: nil) in respect of Employment Support Scheme provided by the Hong Kong government as part of Covid-19-related subsidies. The remaining amount represents incentive subsidies from the PRC government to encourage development in the region for the year ended March 31, 2023 and 2022.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

8. OTHER GAINS AND LOSSES

	2023 HK\$'000	2022 HK\$'000
Net foreign exchange (loss) gain (<i>Note</i>)	(32,382)	1,275
Net gain (loss) on fair value changes of derivative financial instruments	1,261	(473)
Gain on disposal of property, plant and equipment	206	6
	(30,915)	808

Note: During the year ended March 31, 2023, there was net foreign exchange loss amounting to HK\$32,382,000 due to the depreciation of Renminbi. While during the year ended March 31, 2022, there was net foreign exchange gain amounting to HK\$1,275,000 due to the appreciation of Renminbi.

9. IMPAIRMENT LOSSES REVERSED UNDER ECL MODEL, NET

	2023 HK\$'000	2022 HK\$'000
Impairment losses reversed (recognised) on:		
Trade receivables	881	4,614
Amount due from an associate	-	(153)
	881	4,461

Details of impairment assessment for the years ended March 31, 2023 and 2022 are set out in Note 43.

10. FINANCE COSTS

	2023 HK\$'000	2022 HK\$'000
Interest on:		
Bank borrowings and trust receipt loans	43,332	16,726
Lease liabilities	418	560
	43,750	17,286

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

11. INCOME TAX EXPENSE

	2023 HK\$'000	2022 HK\$'000
The income tax charge comprises:		
Current tax:		
Hong Kong	4,438	5,794
PRC Enterprise Income Tax ("EIT")	3,644	15,659
Taiwan	60	1,028
Taiwan withholding tax on dividends	602	431
	<u>8,744</u>	<u>22,912</u>
Under (Over) provision in respect of prior year:		
Hong Kong	-	171
PRC EIT	323	39
Taiwan	(13)	(88)
	<u>310</u>	<u>122</u>
Deferred tax:		
(Credit) Charge to the year (Note 36)	(7,413)	2,848
	<u>1,641</u>	<u>25,882</u>

Under the two-tiered profits tax rates regime, the Company was subject to Hong Kong Profits Tax at the rate of 8.25% for the first HK\$2,000,000 of assessable profits, and the remaining profits at 16.5%. Subsidiaries of the Company incorporated in Hong Kong were subject to Hong Kong Profits Tax at the rate of 16.5% for the years ended March 31, 2023 and 2022.

Under the Law of the PRC on EIT (the "EIT Law") and the Implementation Regulation of the EIT Law, the tax rate of the PRC subsidiaries is 25% (2022: 25%). The tax rate of the Taiwan subsidiary is 20% (2022: 20%).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

11. INCOME TAX EXPENSE – continued

Income taxes for overseas subsidiaries are calculated at the rates prevailing in the relevant jurisdictions.

	2023 HK\$'000	2022 HK\$'000
Profit before tax	<u>4,343</u>	<u>108,074</u>
Tax at Hong Kong Profits Tax rate of 16.5% (2022: 16.5%) (Note)	717	17,832
Tax effect of expenses not deductible for tax purpose	3,066	2,582
Tax effect of income not taxable for tax purpose	(2,090)	(1,638)
Under provision in respect of prior year	310	122
Tax effect of land appreciation tax and other associated tax arising on fair value change of investment property	863	282
Tax effect of deferred tax benefits not recognised	11	69
Effect of different tax rates of subsidiaries operating in other jurisdictions	130	4,275
Tax effect of deferred tax liabilities arising on undistributed earnings	(531)	2,657
Taiwan withholding tax on dividends	602	431
Others	<u>(1,437)</u>	<u>(730)</u>
	<u>1,641</u>	<u>25,882</u>

Note: The Hong Kong Profits Tax rate is used as it is the domestic tax in the jurisdiction where the operation of the Group is substantially based.

Income tax recognised in other comprehensive income

	2023 HK\$'000	2022 HK\$'000
Deferred tax (Note 36):		
Arising on income recognised in other comprehensive income:		
– Gain on revaluation of owned properties	<u>509</u>	<u>3,292</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

12. PROFIT FOR THE YEAR

Profit for the year has been arrived at or after charging:

	2023	2022
	HK\$'000	HK\$'000
Cost of inventories recognised as expenses (<i>Note i</i>)	2,856,756	3,091,042
Depreciation of property, plant and equipment	14,975	14,127
Depreciation of right-of-use assets	7,944	8,401
Directors' emoluments (<i>Note ii</i>)	7,841	11,758
Audit fees		
– Paid to auditor of the Company	727	2,185
– Paid to other auditors	2,020	152
Non-audit fees		
– Paid to auditor of the Company	220	726
– Paid to other auditors	762	–
Staff costs (excluding directors' emoluments) (<i>Note ii</i>)	119,886	117,568
Share-based payments expense	–	1,802

Notes:

- (i) During the year ended March 31, 2023, the amount included reversal of allowance for inventories amounting to HK\$1,000,000 (2022: nil).
- (ii) During the year ended March 31, 2023, cost of defined contribution plans amounting to HK\$16,216,000 (2022: HK\$15,389,000) was included in staff costs and directors' emoluments.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

13. DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS

The emoluments paid or payable to the directors of the Company for each of the reporting period were as follows:

Year ended March 31, 2023

	Fees HK\$'000	Salaries and other benefits HK\$'000	Contributions to retirement benefit scheme HK\$'000	Performance related incentive payments ⁽⁷⁾ HK\$'000	Total emoluments HK\$'000
Chairman and Non-executive Director:					
Leung Chun Wah ⁽¹⁾	1,337	-	-	-	1,337
Chairman and Executive Director:					
Leung Chi Hang Daniel ⁽²⁾	-	1,689	162	-	1,851
Executive Directors:					
Hon Kar Chun	-	1,780	162	-	1,942
Leung Hon Shing	-	1,709	156	-	1,865
Independent Non-executive Directors:					
Iu Po Chan, Eugene ⁽³⁾	48	-	-	-	48
Lim Lee Meng	284	-	-	-	284
Tang Wai Loong Kenneth ⁽⁴⁾	284	-	-	-	284
Tong Kai Cheong ⁽⁵⁾	230	-	-	-	230
Total	<u>2,183</u>	<u>5,178</u>	<u>480</u>	<u>-</u>	<u>7,841</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

13. DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS – continued

Year ended March 31, 2022

	Fees HK\$'000	Salaries and other benefits HK\$'000	Contributions to retirement benefit scheme HK\$'000	Performance related incentive payments ⁽⁷⁾ HK\$'000	Total emoluments HK\$'000
Chairman and Non-executive Director:					
Leung Chun Wah ⁽¹⁾	1,728	–	–	–	1,728
Executive Directors:					
Hon Kar Chun	–	1,768	162	1,155	3,085
Leung Hon Shing	–	1,712	156	1,155	3,023
Leung Chi Hang Daniel ⁽²⁾	–	1,747	156	1,155	3,058
Independent Non-executive Directors:					
Wong Kwan Seng, Robert ⁽⁶⁾	216	–	–	–	216
Iu Po Chan, Eugene ⁽³⁾	290	–	–	–	290
Lim Lee Meng	287	–	–	–	287
Tang Wai Loong Kenneth ⁽⁴⁾	71	–	–	–	71
Total	2,592	5,227	474	3,465	11,758

Notes:

- (1) Mr. Leung Chun Wah resigned with effect from January 1, 2023.
- (2) Mr. Leung Chi Hang Daniel appointed as Chairman with effect from January 1, 2023 and resigned with effect from April 27, 2023.
- (3) Mr. Iu Po Chan, Eugene resigned with effect from June 1, 2022.
- (4) Mr. Tang Wai Loong Kenneth appointed with effect from January 1, 2022.
- (5) Mr. Tong Kai Cheong appointed with effect from June 1, 2022.
- (6) Mr. Wong Kwan Seng, Robert resigned with effect from January 1, 2022.
- (7) The performance related incentive payment is determined based on the market practice, performance of the Group and performance of the individual.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

13. DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS – *continued*

The executive directors' emoluments shown above were for their services in connection with the management of the affairs of the Group. The non-executive directors' (including the independent non-executive directors') fees shown above were for their services as directors of the Company.

No emoluments were paid by the Group to any of the directors or the five highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office during the year.

No directors of the Company waived any emoluments in the years ended March 31, 2023 and 2022.

14. FIVE HIGHEST PAID EMPLOYEES

For the year ended March 31, 2023, the five highest paid individuals of the Group included three directors (2022: three directors), details of which are included in Note 13.

The emolument of the remaining two individuals (2022: two individuals) were as follows:

	2023	2022
	HK\$'000	HK\$'000
Salaries and other benefits	2,550	2,480
Contributions to retirement benefits scheme	210	204
Performance related incentive payments	–	1,650
Share-based payments	–	194
	2,760	4,528

The total emoluments of the remaining two individuals (2022: two individuals) were within the following bands:

	Number of individuals	
	2023	2022
HK\$1,000,001 to HK\$1,500,000	1	–
HK\$1,500,001 to HK\$2,000,000	1	1
HK\$2,000,001 to HK\$2,500,000	–	–
HK\$2,500,001 to HK\$3,000,000	–	1
	2	2

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

15. DIVIDEND

	2023 HK\$'000	2022 HK\$'000
Dividend recognised as distribution during the year:		
2022 – Final HK33.0 cents and special HK40.0 cents per share	63,964	–
2021 – Final HK33.0 cents per share	–	28,118
	63,964	28,118

During the year ended March 31, 2023, a final dividend of HK33.0 cents per share and a special dividend of HK40.0 cents per share, in an aggregate amount of HK\$63,964,000, were declared payable to the shareholders in respect of the financial year ended March 31, 2022. The final and special dividends were paid on September 21, 2022.

The board of directors does not recommend the payment of a final dividend for the year ended March 31, 2023.

16. EARNINGS PER SHARE

The calculation of the basic and diluted earnings per share attributable to owners of the Company is based on the following data:

Earnings

	2023 HK\$'000	2022 HK\$'000
Earnings for the purposes of basic and diluted earnings per share attributable to owners of the Company	2,716	82,192

Number of shares

	2023 '000	2022 '000
Weighted average number of ordinary shares for the purpose of basic earnings per share	87,205	85,326
Effect of dilutive potential ordinary shares:		
Share options	421	1,178
Weighted average number of ordinary shares for the purpose of diluted earnings per share	87,626	86,504

The computation of diluted earnings per share for the year ended March 31, 2023 and 2022 did not assume the exercise of certain of share options granted by the Company since the exercise price of those share options was higher than the average market price of the shares for the year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

17. PROPERTY, PLANT AND EQUIPMENT

	Owned properties HK\$'000	Motor vehicles HK\$'000	Plant and equipment HK\$'000	Computer equipment, furniture and fixtures HK\$'000	Total HK\$'000
COST OR VALUATION					
At April 1, 2021	261,719	5,798	3,309	66,666	337,492
Exchange difference	5,681	30	2	761	6,474
Additions	-	1,543	29	2,464	4,036
Disposals	-	(371)	(17)	(14)	(402)
Gain on revaluation	7,991	-	-	-	7,991
At March 31, 2022	275,391	7,000	3,323	69,877	355,591
Exchange difference	(12,456)	(66)	(19)	(1,810)	(14,351)
Additions	-	770	273	3,862	4,905
Disposals	-	(1,459)	(101)	(751)	(2,311)
Loss on revaluation	(7,286)	-	-	-	(7,286)
At March 31, 2023	255,649	6,245	3,476	71,178	336,548
At March 31, 2023 Comprising:					
Cost	-	6,245	3,476	71,178	80,899
Valuation	255,649	-	-	-	255,649
	255,649	6,245	3,476	71,178	336,548
ACCUMULATED DEPRECIATION					
At April 1, 2021	-	5,302	2,862	59,186	67,350
Exchange difference	81	25	2	702	810
Depreciation for the year	10,575	503	127	2,922	14,127
Disposals	-	(302)	(17)	(14)	(333)
Eliminated on revaluation	(10,656)	-	-	-	(10,656)
At March 31, 2022	-	5,528	2,974	62,796	71,298
Exchange difference	(46)	(64)	(14)	(1,629)	(1,753)
Depreciation for the year	11,212	531	152	3,080	14,975
Disposals	-	(1,459)	(101)	(664)	(2,224)
Eliminated on revaluation	(11,166)	-	-	-	(11,166)
At March 31, 2023	-	4,536	3,011	63,583	71,130
CARRYING AMOUNT					
At March 31, 2023	255,649	1,709	465	7,595	265,418
At March 31, 2022	275,391	1,472	349	7,081	284,293

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

17. PROPERTY, PLANT AND EQUIPMENT – *continued*

The above items of property, plant and equipment are depreciated on a straight-line basis at the following rates per annum:

Owned properties	Over the shorter of lease term or 50 years
Motor vehicles	20%
Plant and equipment	20%
Computer equipment, furniture and fixtures	20% to 33 $\frac{1}{3}$ %

As at March 31, 2023 and 2022, the Group has obtained the land use right certificates for all owned properties except for owned property with carrying amount of HK\$10,319,000 (2022: HK\$10,983,000). The land use right certificate for this property was obtained in April 2023.

As at March 31, 2023, property and equipment with an aggregate cost of HK\$59,965,000 (2022: HK\$60,601,000) were fully depreciated but in use.

Details of the owned properties held by the Group as at March 31, 2023 are set out below:

Description and location	Gross area (sq.ft.)	Tenure	Use
24/F and parking space Nos. P16 and P23 on 2/F of Wyler Centre Phase 2 200 Tai Lin Pai Road, Kwai Chung New Territories, Hong Kong ⁽¹⁾	25,618	99 years commencing from July 1, 1898 ⁽²⁾	Storage, office and car park
Parking space No. 42 on 2/F of Wyler Centre Phase 2, 200 Tai Lin Pai Road Kwai Chung, New Territories, Hong Kong ⁽¹⁾	N/A	99 years commencing from July 1, 1898 ⁽²⁾	Car park
14/F Jinyun Century Buildings, 6033 Shennan Main Road, Futian District, Shenzhen, the PRC ⁽¹⁾	18,542	50 years commencing from February 28, 1997	Office
33/F International Corporate City, 3000 North Zhongshan Road, Putuo District, Shanghai, the PRC ⁽¹⁾	19,108	50 years commencing from July 30, 2004	Office
Room 3311-3312 and parking space No. 147 on B2/F, China Resources Building (Tower A), No.6-D Shandong Road, Shinan District, Qingdao the PRC ⁽¹⁾	3,818	30 years expiring on June 21, 2051	Office and car park

Notes:

- (1) The allocation of leasehold land and building elements cannot be made reliably, hence the leasehold interests in land is accounted for as property, plant and equipment.
- (2) Pursuant to the Sino-British Joint Declaration, the term of the Crown lease was extended to June 30, 2047.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

17. PROPERTY, PLANT AND EQUIPMENT – *continued*

Fair value measurement of the Group's owned properties

The Group's owned properties are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation. The fair value measurements of the Group's leasehold land and buildings as at March 31, 2023 were performed by Assets Appraisal Limited ("AAL") and Ascent Partners Valuation Service Limited ("APV") (2022: AAL and APV), independent valuers not connected with the Group.

The fair value of the owned properties as at March 31, 2023 and 2022 were determined based on the direct comparison method that reflects recent transaction prices for similar properties, adjusted for differences in the location, view, floor area, lot size and age and condition of the properties under review.

In estimating the fair value of the properties, the highest and best use of the properties is their current use. The following tables give information about how the fair values of these properties are determined (in particular, the valuation techniques and inputs used).

Category of property, plant and equipment	Fair value at Level 3 hierarchy	Valuation technique(s) and key input(s)	Significant unobservable inputs	Relationship of unobservable inputs to fair value
Owned properties in Hong Kong – buildings and car park	HK\$102,000,000 (2022: HK\$102,000,000)	Direct comparison method – The key input is the market price.	Direct comparison method – based on price per square foot ("sq. ft.") for buildings or per unit for car parks, using market observable comparable prices. For buildings, similar prices ranging from HK\$3,286 to HK\$3,700 (2022: HK\$3,343 to HK\$4,185) per sq. ft., while for car parks, is ranging from HK\$1.48 million to HK\$2.00 million (2022: HK\$1.15 million to HK\$1.80 million) per unit and adjusted for differences in location, view, floor area, lot size and age and condition of the properties.	A significant increase in the adjusted market price used would result in a significant increase in fair value and vice versa.
Owned properties in PRC – buildings and car park	HK\$153,649,000 (2022: HK\$173,391,000)	Direct comparison method – The key input is the market price.	Direct comparison method - based on price per sq. ft. for buildings or per unit for car parks, using market observable comparable prices. For buildings, similar prices ranging from HK\$2,414 to HK\$4,590 (2022: HK\$2,511 to HK\$4,908) per sq. ft., while for car parks, is ranging from HK\$159,635 to HK\$225,200 (2022: HK\$165,284 to HK\$182,382) per unit and adjusted for differences in location, view, floor area, lot size and age and condition of the properties.	A significant increase in the adjusted market price used would result in a significant increase in fair value and vice versa.

There were no transfers into or out of Level 3 during the year.

If the owned properties had not been revalued, they would have been included in these consolidated financial statements at historical cost less accumulated depreciation and their carrying amount would be HK\$107,678,000 (2022: HK\$119,721,000).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

18. RIGHT-OF-USE ASSETS

	Leased properties	
	HK\$'000	
CARRYING AMOUNT		
As at April 1, 2021		18,201
Modification of leases		6,216
Depreciation charge		(8,401)
Exchange difference		77
		<hr/>
As at March 31, 2022		16,093
Additions to right-of-use assets from new leases		1,779
Modification of leases		2,299
Depreciation charge		(7,944)
Exchange difference		(368)
		<hr/>
As at March 31, 2023		11,859
		<hr/>
	2023	2022
	HK\$'000	HK\$'000
Expenses relating to short-term leases	(2,808)	(4,086)
Total cash outflow for leases (<i>Note</i>)	(10,812)	(12,701)
		<hr/>

Note: Amount includes payments of principal and interest portion of lease liabilities and short-term leases.

For both years, the Group leases various offices and warehouse premises for its operations. Lease contracts are entered into for fixed term of 2 years to 3 years. Lease terms are negotiated on an individual basis and contain different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

The Group regularly entered into short-term leases for properties including car parks, staff quarters and offices.

Restrictions on leases

In addition, lease liabilities of HK\$12,200,000 (2022: HK\$16,000,000) are recognised with related right-of-use assets of HK\$11,859,000 (2022: HK\$16,093,000) as at March 31, 2023. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

19. INVESTMENT PROPERTY

	HK\$'000
At April 1, 2021	9,512
Gain on fair value change recognised in profit or loss	<u>439</u>
At March 31, 2022	9,951
Gain on fair value change recognised in profit or loss	<u>995</u>
At March 31, 2023	<u>10,946</u>

Details of the residential apartment held by the Group as at March 31, 2023 are set out below:

Description and location	Gross area (sq.ft.)	Tenure	Use
Portion of Unit H, Level 6 and car parking space No.108, Maple Court, Shang-Mira Garden, Hongqiao Road, Shanghai, the PRC	1,408	62 years commencing from July 19, 2002	Residential and car park

The investment property was measured at fair value on March 31, 2023 as determined by the directors of the Company based on a valuation performed by AAL, an independent valuer not connected with the Group who has appropriate qualifications and recent experience in the fair value measurement of properties in the relevant location. A fair value gain of HK\$995,000 (2022: HK\$439,000) was recognised in profit or loss for the year.

In determining the fair value of the investment property, the management of the Group engages and works closely with AAL to establish the appropriate valuation techniques and inputs to the model for fair value measurement as prepared by the valuer. The management of the Group reports the findings to the board of directors of the Company on a regular basis to explain the cause of fluctuations in the fair value of the investment property.

The fair value of the investment property was determined based on the direct comparison method that reflects recent transaction prices for similar properties, adjusted for differences in the location, view, floor area, lot size and age and condition of the properties under review.

In estimating the fair value of the investment property, the highest and best use of the properties is their current use. The fair value of the investment property as at March 31, 2023 is HK\$10,946,000 (2022: HK\$9,951,000).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

19. INVESTMENT PROPERTY – *continued*

Category	Fair value hierarchy	Valuation technique(s) and key input(s)	Significant unobservable inputs	Relationship of unobservable inputs to fair value
Residential apartment	Level 3	Direct comparison method – The key input is the market price.	Direct comparison method – based on price per sq. ft., using market observable comparable prices of similar properties ranging from HK\$7,116 to HK\$8,626 (2022: HK\$6,540 to HK\$7,667) per sq. ft. and adjusted for differences in locations and other individual factors such as the location, view, floor area, lot size and age and condition of the properties.	A significant increase in the adjusted market price used would result in a significant increase in fair value and vice versa.

There were no transfers into or out of Level 3 during the year.

20. CLUB DEBENTURES

	2023 HK\$'000	2022 HK\$'000
Balance at beginning and end of the year	<u>2,001</u>	<u>2,001</u>

The amount represents investments in club debentures, which have no limit on their term. The investments in club debentures are tested for impairment annually when whenever there is an indication that they may be impaired.

On March 31, 2023, the directors of the Company conducted impairment review on the investments in club debentures. The recoverable amounts of the investments in club debentures have been determined based on the market price of similar club debentures. Based on the assessment, the directors of the Company expect the carrying amount of the investments in club debentures to be recoverable and there is no impairment of the investments in club debentures as at March 31, 2023 and 2022.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

21. INTEREST IN AN ASSOCIATE

	2023	2022
	HK\$'000	HK\$'000
Cost of interest in an associate	98,000	98,000
Deemed capital contribution	9,016	9,016
Share of post-acquisition reserves:		
Post-acquisition losses	(36,823)	(36,823)
Translation reserve	(113)	(113)
	70,080	70,080
Impairment loss	(70,080)	(70,080)
	-	-

Deemed capital contribution represents the fair value of financial guarantee contracts granted to the associate at initial recognition in prior years. The financial guarantee contracts had expired in prior years and were not in effect as at March 31, 2023 and 2022.

At the end of each reporting period, the Group had interests in the following associate:

Name of entity	Form of business structure	Place of incorporation	Principal place of operation	Class of share held	Proportion of ownership interest held by the Group		Proportion of voting power held by the Group		Principal activities
					2023	2022	2023	2022	
GW Electronics Company Limited ("GWE")	Incorporated	Hong Kong	Hong Kong	Ordinary	49%	49%	49%	49%	Inactive

During the year ended March 31, 2016, a winding-up petition was issued by a major supplier to GWE as a result of the termination of an authorised distributorship agreement. GWE ceased its operation in 2016. The directors of the Company reviewed and assessed this circumstance to be an indication for non-recoverability of the investment in GWE and a full impairment loss of HK\$70,080,000 was made on the investment in this associate as at March 31, 2016. For the year ended March 31, 2021, the court ruled that all proceedings in the winding-up order against GWE would be stayed altogether permanently. There is no reversal of impairment loss since the directors of the Company estimated the recoverable amount of it to be minimal based on value in use calculation.

No summarised financial information in respect of the Group's associate is presented as the associate has been fully impaired as at March 31, 2023 and 2022 and the Group has discontinued recognising its share of further losses.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

22. FINANCIAL ASSETS MEASURED AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

	2023 HK\$'000	2022 HK\$'000
Financial assets measured at FVTOCI	<u>—</u>	<u>—</u>

The amount represents investments in unlisted equity securities issued by private entities in Hong Kong and Korea. The directors of the Company have elected to designate these investments in equity instruments as at FVTOCI as they believe that recognising short-term fluctuations in these investments' fair value in profit or loss would not be consistent with the Group's strategy of holding these investments for long-term purposes and realising their performance potential in the long run.

As at March 31, 2023 and 2022, the directors of the Company consider that the fair values of these financial assets measured at FVTOCI were negligible considering that the Group holds insignificant shareholdings in both unlisted investees as at the end of the reporting period.

23. LONG-TERM DEPOSITS

	2023 HK\$'000	2022 HK\$'000
Refundable deposits (<i>Note</i>)	<u>4,044</u>	<u>4,459</u>

Note: Refundable deposits mainly consists of rental deposits, which is expected to be repayable over 1 year and shown under non-current assets.

24. INVENTORIES

	2023 HK\$'000	2022 HK\$'000
Finished goods held for sale	<u>586,266</u>	<u>360,393</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

25. TRADE RECEIVABLES

	2023	2022
	HK\$'000	HK\$'000
Trade receivables	816,752	904,535
Less: allowance for credit losses	(10,709)	(41,719)
	806,043	862,816

The Group allows a credit period of 30 to 120 days (2022: 30 to 120 days) to its trade customers.

As at April 1, 2021, trade receivables from contracts with customers amounted to HK\$844,049,000.

The following is an aging analysis of trade receivables, net of allowance for credit losses, presented based on the invoice date or bills issuance date at the end of the reporting periods.

	2023	2022
	HK\$'000	HK\$'000
Within 60 days	560,204	574,161
61 to 90 days	77,318	164,883
Over 90 days	168,521	123,772
	806,043	862,816

As at March 31, 2023, total bills received amounting to HK\$99,916,000 (2022: HK\$95,061,000) are held by the Group for future settlement of trade receivables. The Group does not hold any collateral over the balance. All bills received by the Group are with a maturity period of less than one year.

As at March 31, 2023, included in the Group's net trade receivables balance are debtors with aggregate carrying amount of HK\$176,568,000 (2022: HK\$191,133,000) which are past due as at the reporting date. No past due balances in both years has been past due 90 days or more and is not considered as in default.

Details of impairment assessment of trade receivables for the years ended March 31, 2023 and 2022 are set out in Note 43.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

26. TRANSFER OF FINANCIAL ASSETS

The following were the Group's trade receivables as at March 31, 2023 and 2022 that were transferred to banks by discounting those trade receivables on a full recourse basis. As the Group has not transferred the significant risks and rewards relating to these receivables, it continues to recognise the full carrying amount of the receivables and has recognised the cash received on the transfer as a secured borrowing amounting to HK\$80,874,000 (2022: HK\$36,845,000) (Note 35).

	2023	2022
	HK\$'000	HK\$'000
Carrying amount of transferred assets	92,927	43,217
Carrying amount of associated liabilities (Note 35)	(80,874)	(36,845)
Net position	12,053	6,372

Finance costs recognised for trade receivables and bills received discounted to banks for the year ended March 31, 2023 are HK\$3,143,000 and nil (2022: HK\$968,000 and HK\$488,000), respectively, which are included in interest on bank borrowings and trust receipt loans (Note 10).

27. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	2023	2022
	HK\$'000	HK\$'000
Deposits	1,662	1,622
Prepayments	3,351	3,065
Other tax recoverable	325	116
Others	1,087	1,903
	6,425	6,706

28. DERIVATIVE FINANCIAL INSTRUMENTS

	2023		2022	
	Assets	Liabilities	Assets	Liabilities
	HK\$'000	HK\$'000	HK\$'000	HK\$'000
Foreign exchange forward contracts	748	(66)	–	(579)
Analysis by:				
Current	748	(66)	–	(579)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

28. DERIVATIVE FINANCIAL INSTRUMENTS – continued

Foreign exchange forward contracts

The following table details the foreign exchange forward contracts outstanding at the end of the reporting period:

Outstanding contracts	Forward exchange rates		Amount in foreign currency		Total notional amount		Fair value	
	2023	2022	2023	2022	2023	2022	2023	2022
			'000	'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
Buy Japanese Yen ("YEN") and sell HK\$ less than 3 months (Note i)	YEN1/ HK\$0.0580	YEN1/ HK\$0.0680	YEN30,000	YEN50,000	1,740	3,402	32	(178)
Buy YEN and sell HK\$ less than 3 months (Note i)	N/A	YEN1/ HK\$0.0645	N/A	YEN60,000	N/A	3,872	N/A	(2)
Buy United States dollars ("USD") and sell Chinese Renminbi ("RMB") less than 3 months (Note ii)	USD1/ RMB6.7130	USD1/ RMB6.4007	RMB10,000	RMB7,500	11,694	9,171	257	(80)
Buy USD and sell RMB less than 3 months (Note ii)	USD1/ RMB6.7100	USD1/ RMB6.4063	RMB10,000	RMB7,500	11,699	9,163	252	(75)
Buy USD and sell RMB less than 3 months (Note ii)	USD1/ RMB6.8630	USD1/ RMB6.3640	RMB10,000	RMB7,500	11,438	9,224	(33)	(2)
Buy USD and sell RMB less than 3 months (Note ii)	USD1/ RMB6.8560	USD1/ RMB6.3715	RMB10,000	RMB7,500	11,450	9,213	(33)	(3)
Buy USD and sell RMB less than 3 months (Note ii)	N/A	USD1/ RMB6.4180	N/A	RMB7,500	N/A	9,147	N/A	(61)
Buy USD and sell RMB less than 3 months (Note ii)	N/A	USD1/ RMB6.4240	N/A	RMB7,500	N/A	9,138	N/A	(61)
Buy USD and sell RMB less than 3 months (Note ii)	USD1/ RMB6.8780	N/A	USD2,000	N/A	15,700	N/A	85	N/A
Buy USD and sell RMB less than 3 months (Note ii)	USD1/ RMB6.8780	N/A	USD2,000	N/A	15,700	N/A	122	N/A
Buy USD and sell RMB less than 1 year (Note ii)	N/A	USD1/ RMB6.3540	N/A	USD500	N/A	19,568	N/A	(117)

Notes:

- (i) The foreign currency forwards will be settled in gross on maturity of the contracts.
- (ii) The foreign currency forwards will be settled in net on maturity of the contracts.

Fair value changes of derivative financial instruments have been recognised in profit or loss as part of other gains and losses for both years.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

29. RESTRICTED BANK DEPOSITS AND CASH AND CASH EQUIVALENTS

	2023	2022
	HK\$'000	HK\$'000
Cash at banks	253,850	277,396
Term deposits	63,175	52,457
Cash on hand	205	277
	317,230	330,130
Analysis by:		
Restricted bank deposits (<i>Note i</i>)	–	2,457
Cash and cash equivalents (<i>Note ii</i>)	317,230	327,673
	317,230	330,130

Notes:

- (i) As at March 31, 2022, certain term deposits were pledged to a bank to facilitate the customs' clearing process and included in the amount was a balance of HK\$2,457,000 with contract tenure of less than one year and accordingly was classified as current assets. As at March 31, 2022, the restricted bank deposits bore an average effective interest of 2.75% per annum. The Group did not hold any restricted bank deposits as at March 31, 2023.
- (ii) As at March 31, 2023, cash and cash equivalents comprise cash held by the Group of HK\$254,055,000 (2022: HK\$277,673,000) and short-term bank deposits with an original maturity of three months or less of HK\$63,175,000 (2022: HK\$50,000,000). As at March 31, 2023, bank balances carry interest at market interest rates, ranging from 0.0001% to 0.90% (2022: 0.01% to 0.40%) per annum and the short-term deposits bear average effective interest of 4.07% (2022: 0.35%) per annum and for tenure of 3 to 61 days (2022: 61 to 90 days).

At the end of the reporting period, the carrying amounts of the Group's cash and cash equivalents and restricted bank deposits denominated in currencies other than the respective group entities' functional currencies are as follows:

	2023	2022
	HK\$'000	HK\$'000
USD	127,043	65,830
YEN	2,250	2,027
RMB	1,158	1,371
Singapore dollars ("S\$")	2,007	1,878
EUR	6	6
HK\$	4	49

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30. TRADE PAYABLES

	2023	2022
	HK\$'000	HK\$'000
Trade payables	385,665	389,528

The following is an aging analysis of trade payables presented based on the invoice date or bills issuance date at the end of the reporting period.

	2023	2022
	HK\$'000	HK\$'000
Within 30 days	257,580	281,386
31 to 60 days	128,085	108,142
	385,665	389,528

The average credit period on purchases of goods is 30 days (2022: 30 days). At the end of each reporting period, interest is charged at 2% per month by certain suppliers on any overdue trade payables.

As at March 31, 2023, HK\$295,403,000 (2022: HK\$257,038,000) of trade payables are eligible for the Group to obtain the trust receipt loans from the banks for settlement of trade payables to the vendors.

31. OTHER PAYABLES

	2023	2022
	HK\$'000	HK\$'000
Accrual for staff costs	10,920	20,944
Accrued expenses	8,828	8,986
Other tax payables	8,473	7,845
Interest payables	5,339	1,745
Others	3,078	1,936
	36,638	41,456

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32. CONTRACT LIABILITIES

	2023	2022
	HK\$'000	HK\$'000
Receipts in advances from customers	2,971	9,632

As at April 1, 2021, contract liabilities amounted to HK\$8,846,000.

The following table shows how much of the revenue recognised in the current year related to carried-forward contract liabilities:

	Receipts in advance from customers	
	2023	2022
	HK\$'000	HK\$'000
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	9,632	8,846

When the Group receives an amount from customers before products are delivered, this will give rise to contract liabilities at the beginning of a contract, until the customers obtain the control of the products.

33. LEASE LIABILITIES

	2023	2022
	HK\$'000	HK\$'000
Lease liabilities payable:		
Within one year	8,110	7,988
Within a period of more than one year but not more than two years	2,612	7,438
Within a period of more than two years but not more than five years	1,478	574
	12,200	16,000
Less: Amount due for settlement within 12 months shown under current liabilities	(8,110)	(7,988)
Amount due for settlement after 12 months shown under non-current liabilities	4,090	8,012

The weighted average incremental borrowing rates applied to lease liabilities range from 3.0% to 6.0% (2022: 3.0% to 4.0%).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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34. TRUST RECEIPT LOANS

The trust receipt loans are unsecured, bear fixed-rates with weighted average effective interest rate of 7.08% (2022: 2.94%) per annum, and are repayable within one year.

The trust receipts loans were drawn down by the Group from the banks for settlement of its trade payables. During the year ended March 31, 2023, gross amount of HK\$2,709,448,000 (2022: HK\$2,754,626,000) trade payables have been settled through the trust receipt loans provided by the banks. During the year ended March 31, 2023, gross amount of HK\$2,538,255,000 (2022: HK\$2,614,040,000) trust receipt loans have been repaid to banks.

At March 31, 2023, the Group's trust receipt loans with carrying amount of HK\$146,814,000 (2022: HK\$90,312,000) are required to comply with loan covenants to maintain certain amount of the Group's net tangible assets. The Group has complied with the loan covenants for both years.

At the end of the reporting period, the carrying amounts of the Group's trust receipt loans denominated in currencies other than the respective group entities' functional currencies are as follows:

	2023	2022
	HK\$'000	HK\$'000
USD	611,021	486,359

35. BANK BORROWINGS

	2023	2022
	HK\$'000	HK\$'000
Trade receivables and bills received discounted to banks with full recourse (<i>Note 26</i>)	80,874	36,845
Other bank borrowings	119,595	87,589
	200,469	124,434
The carrying amount of the above bank borrowings are repayable:		
Within one year (<i>Note i</i>)	200,469	124,434
Analysis by:		
Secured (<i>Note ii</i>)	100,663	49,434
Unsecured	99,806	75,000
	200,469	124,434

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

35. BANK BORROWINGS – *continued*

Notes:

- (i) The amounts due are based on scheduled repayment dates set out in the loan agreements and included in the balance are borrowings of HK\$164,080,000 (2022: HK\$97,335,000) under loan agreements which contain a repayment on demand clause.
- (ii) During the year ended March 31, 2023, the Group discounted trade receivables and bills received with recourse for bank borrowings in an aggregated amount of HK\$541,827,000 and nil (2022: HK\$405,279,000 and HK\$49,100,000), respectively.

As at March 31, 2023, the Group's bank borrowings amounted to HK\$19,788,000 (2022: HK\$12,589,000) had been secured by the pledged of the certain bills receivables held by the Group amounted to HK\$23,019,000 (2022: HK\$14,002,000).

As at March 31, 2023, the Group's fixed-rate borrowings with carrying amount of HK\$147,003,000 (2022: HK\$103,853,000) are repayable within one year.

In addition, the Group has variable-rate borrowings at March 31, 2023 with interest rates ranged from 1.10% to 1.51% (2022: 1.10% to 1.25%) per annum over respective bank's cost of fund, which are HIBOR or Term SOFR (2022: HIBOR or USD LIBOR) for the floating rate loans, where appropriate.

The weighted average effective interest rates (which are also equal to contracted interest rate) on the Group's borrowings are as follows:

	2023	2022
Weighted average effective interest rate:		
– fixed-rate borrowings	6.83%	2.60%
– variable-rate borrowings	5.74%	1.85%

As at March 31, 2023 and 2022, the Group's bank borrowings with carrying amount of HK\$42,191,000 and HK\$5,438,000, respectively, are required to comply with certain loan covenants. The directors of the Company have reviewed the covenants compliance and represented that they were not aware of any breach during both years.

At the end of the reporting period, the carrying amounts of the Group's bank borrowings denominated in currencies other than the respective group entities' functional currencies are as follows:

	2023	2022
	HK\$'000	HK\$'000
USD	128,150	36,080

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36. DEFERRED TAX

For the purposes of consolidated statement of financial position presentation, certain deferred tax assets and liabilities have been offset. The following is the analysis of the deferred tax balances for consolidated statement of financial position purposes:

	2023	2022
	HK\$'000	HK\$'000
Deferred tax assets	505	503
Deferred tax liabilities	(30,153)	(38,154)
	(29,648)	(37,651)

The following are major deferred tax assets (liabilities) recognised and movements thereon during the year:

	Revaluation of owned properties	Fair value change on investment property	Accelerated tax depreciation	Allowance	Undistributed profits of subsidiaries	Tax losses	Total
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
At April 1, 2021	(28,444)	(5,700)	(1,090)	684	(5,148)	8,670	(31,028)
Credit (charge) to profit or loss	1,235	(282)	(86)	285	(2,658)	(1,342)	(2,848)
Charge to other comprehensive income	(3,292)	-	-	-	-	-	(3,292)
Exchange difference	(483)	-	-	-	-	-	(483)
At March 31, 2022	(30,984)	(5,982)	(1,176)	969	(7,806)	7,328	(37,651)
Credit (charge) to profit or loss	1,369	(863)	67	(165)	531	6,474	7,413
Charge to other comprehensive income	(509)	-	-	-	-	-	(509)
Exchange difference	1,099	-	-	-	-	-	1,099
At March 31, 2023	(29,025)	(6,845)	(1,109)	804	(7,275)	13,802	(29,648)

Under the EIT Law and implementation regulations issued by the State Council, withholding tax at 10% or a lower treaty rate is imposed on dividends declared in respect of profits earned by the PRC subsidiary from January 1, 2008 onwards.

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36. DEFERRED TAX – *continued*

Under the Income Tax Act prescribed by the Ministry of Finance of Taiwan, dividends paid to non-resident shareholders shall be subject to withholding tax at a rate of 21% (2022: 21%).

At March 31, 2023, the total temporary differences attributable to the accumulated profits amounting to HK\$144,527,000 (2022: HK\$152,936,000). Based on the Group's expectation of the dividend payout ratio, deferred taxation has not been provided for in the consolidated financial statements in respect of temporary differences attributable to the accumulated profits of the PRC and Taiwan subsidiaries amounting to HK\$72,264,000 (2022: HK\$76,468,000) as the Group is able to control the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future.

Subject to the agreement by the tax authorities, at March 31, 2023, the Group has unutilised tax losses of HK\$94,650,000 (2022: HK\$53,700,000) available for offset against future profits. A deferred tax asset has been recognised in respect of HK\$83,646,000 (2022: HK\$44,412,000) of such losses for the Group as at March 31, 2023. No deferred tax asset has been recognised in respect of the remaining tax losses of HK\$11,004,000 (2022: HK\$9,288,000) due to the unpredictable profit stream. Tax losses of HK\$94,650,000 (2022: HK\$53,700,000) in current year that may be carried forward indefinitely.

At March 31, 2023, the Group has other deductible temporary differences on allowance for credit losses and inventories of HK\$7,218,000 (2022: HK\$8,101,000). No deferred tax asset has been recognised in relation to such deductible temporary differences as it is not probable that the deductible temporary differences can be utilised.

37. SHARE CAPITAL

	Number of shares		Share capital	
	2023 '000	2022 '000	2023 HK\$'000	2022 HK\$'000
Ordinary shares of HK\$1.0 each				
Authorised:				
At beginning and at end of the year	120,000	120,000	120,000	120,000
Issued and paid up:				
At beginning of the year	85,777	85,207	85,777	85,207
Exercise of share options	1,845	570	1,845	570
At end of the year	87,622	85,777	87,622	85,777

Fully paid ordinary shares carry one vote per share and a right to dividends as and when declared by the Company.

Share options granted under the employee share option scheme carry no rights to dividends and no voting rights. Further details of the employee share option scheme are contained in Note 39.

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FOR THE YEAR ENDED MARCH 31, 2023

38. CAPITAL RESERVES

	Share premium HK\$'000	Contributed surplus HK\$'000	Share options reserve HK\$'000	Total HK\$'000
At April 1, 2021	117,373	75,070	1,812	194,255
Exercised of share options	1,337	–	(419)	918
Recognition of equity-settled share-based payments	–	–	1,802	1,802
At March 31, 2022	118,710	75,070	3,195	196,975
Exercised of share options	4,325	–	(1,355)	2,970
Share options forfeited	–	–	(165)	(165)
At March 31, 2023	123,035	75,070	1,675	199,780

Contributed surplus represents the difference between the underlying net tangible assets of the subsidiaries which were acquired by the Company at the date of the group re-organisation in 2001 and the nominal amount of the shares issued by the Company under the re-organisation.

The share options reserve arises on the grant of share options to employees under the employee share option plan. Further information about share-based payments to employees is set out in Note 39.

39. SHARE-BASED PAYMENTS

Equity-settled share option scheme

The Company adopted the Willas-Array Electronics Employee Share Option Scheme III (“ESOS III”) by an ordinary resolution of the shareholders in a special general meeting of the Company held on July 30, 2013.

The share option scheme is administered by a committee (“ESOS Committee”) which has been authorised to determine the terms and conditions of the grant of the options.

The options under ESOS III grant the right to the holder to subscribe for new ordinary shares of the Company at the exercise price to be determined by the ESOS Committee, in its sole and absolute discretion, on the date of grant, which must be at least the higher of (i) the closing price of the shares as stated in the daily quotations sheet of the SEHK or the SGX-ST (whichever is higher) on the date of grant, which must be a business day; and (ii) the average closing prices of the shares as stated in the daily quotations sheet of the SEHK or the SGX-ST for the five consecutive business days immediately preceding the date of the grant of the option (whichever is higher). The number of shares in respect of which options may be granted under ESOS III, when aggregated with those granted under any other share option schemes of the Company and the time being in force, shall not exceed 15% of the issued share capital of the Company on the date preceding the date of the relevant grant.

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39. SHARE-BASED PAYMENTS – continued

Equity-settled share option scheme – continued

Under ESOS III, the period for the exercise of the share options will commence after the first anniversary of the date of grant and expire on the tenth anniversary of such date of grant.

For the year ended March 31, 2021, 3,835,000 share options under ESOS III were granted on December 2, 2020 with an exercise price of HK\$2.61 per share. The total estimated fair value as at the date of grant was approximately HK\$2,817,000.

Details of the Company's share options outstanding under ESOS III held by employees during the year are as follows:

	2023		2022	
	Number of share options	Weighted average exercise price HK\$	Number of share options	Weighted average exercise price HK\$
At the beginning of the year	3,937,000	2.87	4,577,000	2.83
Forfeited during the year (Note i)	(225,000)	2.61	(70,000)	2.61
Exercised during the year (Note ii)	<u>(1,845,000)</u>	2.61	<u>(570,000)</u>	2.61
At the end of the year	<u>1,867,000</u>	3.16	<u>3,937,000</u>	2.87
Exercisable at the end of the year	<u>1,867,000</u>		<u>3,937,000</u>	

The share options outstanding under ESOS III (Grant date: July 17, 2017) at the end of the reporting period have a weighted average remaining contractual life of 4.3 years (2022: 5.3 years) with an expiry date on July 17, 2027.

The share options outstanding under ESOS III (Grant date: December 2, 2020) at the end of the reporting period have a weighted average remaining contractual life of 7.7 years (2022: 8.7 years) with an expiry date on December 2, 2030.

Notes:

- (i) For the years ended March 31, 2023 and 2022, 225,000 and 70,000, respectively, share options under ESOS III were forfeited.
- (ii) For the year ended March 31, 2023, certain share options holders under ESOS III exercised part of their share options and subscribed for 1,845,000 shares (2022: 570,000 shares) of HK\$1.00 each of the Company at an exercise price of HK\$2.61 per share. The weighted average closing price of the Company's shares immediately before the dates on which the options were exercised was HK\$4.18 (2022: HK\$3.98) per share.

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39. SHARE-BASED PAYMENTS – *continued*

Equity-settled share option scheme – *continued*

Fair values of the share options granted under ESOS III were calculated using the Binomial option pricing model. The variables and assumptions used in computing the fair value of the share options are based on the directors' and valuer's best estimate. The value of an option varies with different variables of certain subjective assumptions. The inputs into the model were as follows:

	ESOS III	ESOS III
Grant date	December 2, 2020	July 17, 2017 (Note)
Share price at valuation date	HK\$2.25	HK\$4.07
Exercise price	HK\$2.61	HK\$4.30
Expected volatility	35.49%	48.41%
Risk-free rate	0.59%	1.49%
Expected dividend yield	0.00%	7.62%
Expected life	10 years	10 years
Exercisable period	9 years	9 years
Vesting period	1 year	1 year
Fair value per share option	HK\$0.73	HK\$1.23

Note: During the prior years, upon the bonus issue of shares becoming effective on August 28, 2018, (i) the exercise price of the outstanding share options granted under ESOS III was adjusted to HK\$3.91 per share; and (ii) the respective numbers of underlying shares comprised in the outstanding share options under ESOS III of the Company have been adjusted accordingly.

Expected volatility was determined by using the historical volatility of the Company's share price over the previous 10 years. The expected life used in the model has been adjusted, based on the directors' and valuer's best estimate, for the effects of non-transferability, exercise restrictions and behavioural considerations.

During the year ended March 31, 2022, share-based payment expense of HK\$1,802,000 was recognised in profit or loss. No such expense was recognised during the year ended March 31, 2023.

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40. RELATED COMPANY TRANSACTIONS

(a) Transactions and balances with an associate

At the end of the reporting period, the Group has the following balances with its associate:

	2023	2022
	HK\$'000	HK\$'000
Associate		
– other receivables (<i>Note</i>)	1,712	1,712

Amounts are unsecured, interest-free and repayable on demand.

Note: During the year ended March 31, 2022, a provision for impairment on amount due from an associate of HK\$153,000 was recognised in profit or loss for the year. Management has recognised lifetime ECL of HK\$1,712,000 (2022: HK\$1,712,000) on the amount due from its associate as at the end of the reporting period (*Note* 43).

(b) Compensation of directors and key management personnel

The emoluments of directors and other members of key management during the year are as follows:

	2023	2022
	HK\$'000	HK\$'000
Short-term benefits	12,624	19,451
Post-employment benefits	875	858
Share-based payments	–	412
	13,499	20,721

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

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FOR THE YEAR ENDED MARCH 31, 2023

41. RETIREMENT BENEFITS OBLIGATIONS

Defined Contribution Plans

The Group operates a MPF Scheme for all qualifying employees in Hong Kong. The assets of the schemes are held separately from those of the Group, in funds under the control of trustees. The Group contributes 5% of the relevant payroll costs to the scheme, which contribution is matched by employees. The maximum mandatory contributions for the MPF Scheme are capped at HK\$1,500 monthly.

The employees of the Group's subsidiaries in the PRC are members of a state-managed retirement benefit scheme operated by the government of the PRC. The subsidiaries are required to contribute certain percentage of payroll costs to the retirement benefit scheme to fund the benefits. The only obligation of the Group with respect to the retirement benefit scheme is to make the specified contributions.

Employees in Taiwan may choose a scheme where the rate of contribution by an employer should not be less than 6% of the employees' monthly salaries and the employees may also voluntarily contribute up to 6% of the monthly salaries to the provision fund account under the Labour Pension Act of Taiwan.

As at March 31, 2023 and 2022, the amount of forfeited contributions available to reduce contributions payable in the future years is insignificant.

42. OPERATING LEASE ARRANGEMENTS

The Group as lessor

A property held by the Group for rental purpose has committed leases for the next 1 year.

Undiscounted lease payments receivable on leases are as follows:

	2023	2022
	HK\$'000	HK\$'000
Within 1 year	94	100

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT

(a) Categories of financial instruments

	2023 HK\$'000	2022 HK\$'000
Financial assets		
Financial assets at amortised cost	1,129,819	1,200,653
Derivative financial instruments (FVTPL)	748	–
Financial assets measured at FVTOCI	–	–
Financial liabilities		
Financial liabilities at amortised cost	1,264,859	1,020,002
Derivative financial instruments (FVTPL)	66	579

(b) Financial risk management policies and objectives

The Group's major financial instruments include trade receivables, other receivables and refundable deposits, restricted bank deposits, cash and cash equivalents, financial assets measured at FVTOCI, derivative financial instruments, trade payables, other payables, trust receipt loans, bank borrowings and lease liabilities. Details of these financial instruments are disclosed in respective notes. The risks associated with these financial instruments and the policies on how to mitigate these risks are set out below. The management of the Group manages and monitors these exposures to ensure appropriate measures are implemented in a timely and effective manner.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Market risk

The risks arising from the Group's financial instruments are mainly foreign exchange risk, interest rate risk, credit risk and liquidity risk. The directors of the Company review policies for managing each of these risks, details of which are summarised below.

(i) Foreign exchange risk management

The group entities transact business in various foreign currencies, including USD, HK\$, YEN, RMB, Euro and S\$ relative to respective functional currencies mainly in HK\$.

At the end of the reporting period, the carrying amounts of monetary assets and monetary liabilities and intra-group balances denominated in currencies other than the respective group entities' functional currencies are as follows:

	2023		2022	
	Assets HK\$'000	Liabilities HK\$'000	Assets HK\$'000	Liabilities HK\$'000
USD	472,311	(1,084,813)	484,215	(878,828)
HK\$	4	–	160	–
YEN	4,677	(1,831)	5,569	(4,204)
RMB	1,910	(158)	1,523	(332)
Euro	35	–	36	–
S\$	2,007	–	1,878	–
Intra-group balances				
USD	240,841	(240,216)	211,103	(210,103)
HK\$	361	(27,676)	638	(37,540)
RMB	1,230	(1,275)	819	(1,164)

Certain companies in the Group use forward contracts to reduce the currency risk exposure. Further details on the forward exchange derivative instruments are set out in Note 28.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Market risk – *continued*

(i) Foreign exchange risk management – *continued*

Foreign currency sensitivity

The following table details the sensitivity to a 5% increase and decrease in the relevant foreign currencies against the functional currency of each group entity. 5% is the sensitivity rate used when reporting foreign currency risk 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 year end for a 5% change in foreign currency rates.

If the relevant foreign currency weakens by 5% against the functional currency of the respective group entity, post-tax profit (2022: post-tax profit) for the year will increase (decrease) (2022: increase (decrease)) by:

	2023 HK\$'000	2022 HK\$'000
USD ⁽ⁱ⁾	8,802	7,062
HK\$	1,079	1,451
YEN ⁽ⁱⁱ⁾	(112)	(54)
RMB ⁽ⁱⁱⁱ⁾	(67)	(33)
Euro	(1)	(1)
S\$	(79)	(74)

If the relevant foreign currency strengthens by 5% against the functional currencies of the respective group entity, there would be an equal and opposite impact on the profit after income tax.

Notes:

- (i) This is mainly attributable to the exposure on bank balances, trade receivables and payables and intra-group balances as at year end. Included in carrying amounts of monetary assets and monetary liabilities including intra-group balances denominated in USD of HK\$651,829,000 (2022: HK\$648,732,000) and HK\$1,040,879,000 (2022: HK\$863,557,000), respectively, were recognised by group entities with functional currency of HK\$ and being excluded for the sensitivity analysis since the HK\$ remains closely pegged to USD.

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FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Market risk – *continued*

(i) Foreign exchange risk management – *continued*

Foreign currency sensitivity – *continued*

Notes: – *continued*

(ii) This is mainly attributable to the exposure on bank balances, trade receivables and payables denominated in YEN as at end of the reporting period.

(iii) This is mainly attributable to the exposure on bank balances and intra-group balances denominated in RMB as at end of the reporting period.

(ii) Interest rate risk management

The Group is exposed to fair value interest rate risk in relation to restricted bank deposits (Note 29), fixed-rate bank borrowings (Note 35), lease liabilities (Note 33) and long-term deposits (refundable deposits) (Note 23). The Group is also exposed to cash flow interest rate risk in relation to variable-rate bank balances (Note 29) and variable-rate bank borrowings (Note 35). The Group cash flow interest rate risk is mainly concentrated on the fluctuation of interest rates on bank balances and HIBOR or SOFR arising from the Group's Hong Kong and US dollar denominated borrowings. The Group manages its interest rate exposures by assessing the potential impact arising from any interest rate movements based on interest rate level and outlook. The management will review the proportion of borrowings in fixed and floating rates and ensure they are within reasonable range.

A fundamental reform of major interest rate benchmarks has been undertaken globally to replace some interbank offered rates ("IBORs") with alternative nearly risk-free rates. Details of the impacts on the Group's risk management strategy arising from the interest rate benchmark reform and the progress towards implementation of alternative benchmark interest rates are set out under "interest rate benchmark reform" in this note.

The directors of the Company consider the Group's exposure on bank deposits is not significant as the interest rates have no material fluctuation during the year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Market risk – *continued*

(ii) Interest rate risk management – *continued*

Interest rate sensitivity

The sensitivity analyses below have been determined based on the exposure to interest rates for variable-rate bank borrowings at the end of the reporting period. The analysis is prepared assuming the financial instruments outstanding at the end of the reporting period were outstanding for the whole year. A 50 basis points (2022: 50 basis points) increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates had been 50 basis points (2022: 50 basis points) higher or lower and all other variables were held constant, the Group's post-tax profit (2022: post-tax profit) for the year ended March 31, 2023 would decrease or increase by HK\$223,000 (2022: decrease or increase by HK\$86,000).

Credit risk and impairment management

Credit risk refers to the risk that the Group's counterparties default on their contractual obligations resulting in financial losses to the Group. The Group's credit risk exposures are primarily attributable to trade receivables, restricted bank deposits, bank balances, amount due from an associate, other receivables and refundable deposits. The Group does not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets.

Trade receivables arising from contracts with customers

In order to minimise the credit risk, the management of the Group has delegated a team responsible for determination of credit limits and credit approvals. The Group also insured certain trade debtors with credit insurance agencies with the insurance coverage which was negotiable between the Group and the agencies based on the credit quality of respective debtors.

Before accepting any new customer, the Group uses an internal credit scoring system to assess the potential customer's credit quality and defines credit limits by customer. Limits and scoring attributed to customers are reviewed twice a year. Other monitoring procedures are in place to ensure that follow-up action is taken to recover overdue debts. The Group only accepts bills issued by reputable PRC banks if trade receivables are settled by bills and therefore the management of the Group considers the credit risk arising from the discounted bills is insignificant. In this regard, the management considers that the Group's credit risk is significantly reduced.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Credit risk and impairment management – *continued*

Trade receivables arising from contracts with customers – continued

In addition, the Group performs impairment assessment under ECL model on trade receivables with credit-impaired individually. Except for trade receivables with credit-impaired, which are assessed for impairment individually, the remaining trade receivables are grouped based on shared credit risk characteristics by reference to the Group's internal credit ratings, the aging and/or past due status of respective trade receivables. Impairment losses of HK\$881,000 were reversed (2022: HK\$4,614,000) during the year ended March 31, 2023. Details of the quantitative disclosures are set out below in this note.

Bank balances and restricted bank deposits

The credit risks on bank balances and restricted bank deposits are limited because the counterparties are mainly reputable banks with high credit ratings assigned by international credit-rating agencies in the PRC and Hong Kong.

The Group assessed 12m ECL for bank balances and restricted bank deposits by reference to information relating to probability of default and average loss rates of the respective credit rating grades published by external credit rating agencies.

Based on the average loss rates, the 12m ECL on bank balances and restricted bank deposits is considered insignificant.

Other receivables and refundable deposits

The management of the Group makes periodic individual assessment on the recoverability of other receivables and refundable deposits based on historical settlement records, past experience, and also available reasonable and supportive forward-looking information under ECL model. The management of the Group believes that there are no significant increase in credit risk of these amounts and the credit loss amount is insignificant, no loss allowance is recognised.

Amount due from an associate

The management of the Group determined that there was loss credit rating for amount due from an associate since the associate was remained inactive. The exposure to credit risk for these balances are assessed within lifetime ECL (credit-impaired) and impairment allowance of HK\$1,712,000 was provided by the Group as at March 31, 2023 (2022: HK\$1,712,000).

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FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Credit risk and impairment management – *continued*

The Group's internal credit risk grading assessment comprises the following categories:

Internal credit rating	Description	Trade receivables	Other financial assets/other items
Low risk	Low risk types customers represent the counterparty with good reputation and repayment history in general	Lifetime ECL – not credit-impaired	12m ECL
Normal risk	Normal risk types customers represent debtors occasionally repays after due dates but settle in full	Lifetime ECL – not credit-impaired	12m ECL
High risk	High risk types customers represent debtors frequently repays after due dates but usually settle in full	Lifetime ECL – not credit-impaired	Lifetime ECL – not credit-impaired
Doubtful	There have been significant increases in credit risk since initial recognition through information developed internally or external resources	Lifetime ECL – not credit-impaired	Lifetime ECL – not credit-impaired
Loss	There is evidence indicating the asset is credit-impaired	Lifetime ECL – credit-impaired	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery	Amount is written off	Amount is written off

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Credit risk and impairment management – *continued*

The tables below detail the credit risk exposures of the Group's financial assets as at March 31, 2023 and 2022 which are subject to ECL assessment:

Financial assets at amortised costs

2023	Notes	External credit rating	Internal credit rating	12m or lifetime ECL	Gross carrying amount HK\$'000
Bank balances	29	Aa1 to Baa3	N/A	12m ECL	317,230
Long-term deposits (refundable deposits)	23	N/A	Note 1	12m ECL	4,044
Other receivables and deposits	27	N/A	Note 1	12m ECL	2,502
Amount due from an associate	27	N/A	Loss (Note 3)	Lifetime ECL (Credit-impaired)	1,712
Trade receivables	25	N/A	Note 2	Lifetime ECL (Collective assessment)	816,752
			Loss	Lifetime ECL (Credit-impaired)	-

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – continued

(b) Financial risk management policies and objectives – continued

Credit risk and impairment management – continued

Financial assets at amortised costs – continued

2022	Notes	External credit rating	Internal credit rating	12m or lifetime ECL	Gross carrying amount HK\$'000
Restricted bank deposits	29	Baa3	N/A	12m ECL	2,457
Bank balances	29	Aa1 to Baa3	N/A	12m ECL	327,673
Long-term deposits (refundable deposits)	23	N/A	Note 1	12m ECL	4,459
Other receivables and deposits	27	N/A	Note 1	12m ECL	3,248
Amount due from an associate	27	N/A	Loss (Note 3)	Lifetime ECL (Credit-impaired)	1,712
Trade receivables	25	N/A	Note 2	Lifetime ECL (Collective assessment)	874,973
			Loss	Lifetime ECL (Credit-impaired)	29,562

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Credit risk and impairment management – *continued*

Financial assets at amortised costs – continued

Notes:

- (1) For the purposes of internal credit risk management, the Group uses repayment history or other relevant information to assess whether credit risk has increased significantly since initial recognition. As at March 31, 2023 and 2022, the balances of other receivables and refundable deposits are not past due and based on the historical default rates of these balances are considered as low risk.
- (2) For trade receivables, the Group has applied the simplified approach in IFRS 9 to measure the loss allowance at lifetime ECL. Except for debtors that are credit-impaired, the Group determines the expected credit losses on these items on a collective basis grouped by internal credit rating.

As part of the Group's credit risk management, the Group applies internal credit rating for its customers in relation to its sales of electronic components.

Trade receivables that are credit-impaired with an aggregate gross carrying amount of nil as at March 31, 2023 (2022: HK\$29,562,000) are assessed individually. The exposure to credit risk for these balances are assessed within lifetime ECL (credit-impaired) and impairment allowance of nil was provided by the Group as at March 31, 2023 (2022: HK\$29,562,000).

As part of the individual assessment of the lifetime ECL for each credit-impaired trade receivables, the management of the Group has obtained an analysis on the counterparties' credit risk characteristics by reviewing the trading history and historical settlement pattern with the Group. Such analysis also includes operational update and financial position, to the extent the Group is possible to obtain such information or from the observable data in the market. The management of the Group estimates the amount of lifetime ECL individually based on expectation on cash flows that take into account the credit risk characteristics of individual debtors taking into consideration of historical settlement record adjusted to reflect current conditions and forward-looking information, including gross domestic product rate, that is reasonably and supportably available to directors of the Company without undue cost or effort, and are updated at each reporting date if considered to be required.

The remaining trade receivables with gross carrying amount of HK\$816,752,000 (2022: HK\$874,973,000) are assessed based on the internal credit rating of the Group for its customers in relation to its operation. The following table provides information about the exposure to credit risk for trade receivables which is assessed on a collective basis as at March 31, 2023 and 2022 within lifetime ECL (not credit-impaired).

Gross carrying amount

	Average loss rate	2023 Gross carrying amount HK\$'000	Allowance amount HK\$'000	Average loss rate	2022 Gross carrying amount HK\$'000	Allowance amount HK\$'000
Low risk	0.00%	127,404	–	0.02%	128,724	26
Normal risk	1.07%	480,342	5,129	1.04%	590,476	6,141
High risk	2.67%	209,006	5,580	3.85%	155,773	5,990
		816,752	10,709		874,973	12,157

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – continued

(b) Financial risk management policies and objectives – continued

Credit risk and impairment management – continued

Financial assets at amortised costs – continued

Notes: – continued

(2) – continued

The following table shows the movement in ECL that has been recognised for trade receivables.

	Lifetime ECL (not credit- impaired) HK\$'000	Lifetime ECL (credit- impaired) HK\$'000	Total HK\$'000
As at April 1, 2021	16,268	30,045	46,313
Impairment losses recognised	12,157	–	12,157
Impairment losses reversed	(16,503)	(268)	(16,771)
Write off	–	(228)	(228)
Exchange difference	235	13	248
As at March 31, 2022	12,157	29,562	41,719
Impairment losses recognised	10,709	–	10,709
Impairment losses reversed	(11,590)	–	(11,590)
Transfer	(124)	124	–
Write off	–	(29,664)	(29,664)
Exchange difference	(443)	(22)	(465)
As at March 31, 2023	10,709	–	10,709

Changes in the loss allowance for trade receivables are mainly due to:

	2023 Increase (decrease) in lifetime ECL		2022 Increase (decrease) in lifetime ECL	
	Not credit- impaired HK\$'000	Credit- impaired HK\$'000	Not credit- impaired HK\$'000	Credit- impaired HK\$'000
Newly originated trade receivable balance with gross amount of HK\$816,752,000 (2022: HK\$874,973,000)	10,709	–	12,157	–
Settlement in full of trade debtors with a gross carrying amount of HK\$874,849,000 (2022: HK\$860,585,000)	(11,590)	–	(16,503)	(268)

The Group writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the trade receivables are over two years past due, whichever occurs earlier. None of the trade receivables that have been written off is subject to enforcement activities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – continued

(b) Financial risk management policies and objectives – continued

Credit risk and impairment management – continued

Financial assets at amortised costs – continued

Notes: – continued

- (3) The Group assessed the loss allowance for amount due from an associate on lifetime ECL for internal credit rating of loss (credit-impaired). In determining the ECL, the Group performs periodic review on the financial position on the associate, its settlement status and other contractual conditions to ensure it is financially viable to settle the amount balance. The Group has applied 100% (2022: 100%) of credit loss rate and concluded that adequate impairment loss is made for irrecoverable amount.

The following table shows the movement in ECL that has been recognised for other receivables.

	Lifetime ECL (not credit- impaired) HK\$'000	Lifetime ECL (credit- impaired) HK\$'000	Total HK\$'000
As at April 1, 2021	–	1,559	1,559
Impairment losses recognised	–	153	153
As at March 31, 2022 and 2023	–	1,712	1,712

Changes in the loss allowance for other receivables are mainly due to:

	2023 Increase in lifetime ECL		2022 Increase in lifetime ECL	
	Not credit- impaired HK\$'000	Credit- impaired HK\$'000	Not credit- impaired HK\$'000	Credit- impaired HK\$'000
Newly originated amount due from an associate balance with gross amount of nil (2022: HK\$153,000)	–	–	–	153

Liquidity risk management

Liquidity risk is the risk that the Group will encounter difficulty in meeting its financial obligations due to shortage of funds. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of committed credit facilities. As at March 31, 2023, the committed unutilised banking facilities made available to the Group are approximately HK\$417 million (2022: HK\$980 million).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Liquidity risk management – continued

The Group manages liquidity risk by maintaining sufficient cash and the availability of adequate banking facilities to finance the Group's operations and mitigate the effects of fluctuations in cash flows.

Non-derivative financial liabilities

The following tables detail the remaining contractual maturity for non-derivative financial liabilities for the Group. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. Specifically, bank loans and trust receipt loans with a repayable on demand clause were included in the earliest time band regardless of the probability of banks choosing to exercise their rights. The maturity dates for other non-derivative financial liabilities are based on the agreed repayment dates.

The table includes both interest and principal cash flows.

	Weighted average effective interest rate %	On demand or less than 3 months HK\$'000	3 months to 1 year HK\$'000	1 to 5 years HK\$'000	Total undiscounted cash flows HK\$'000	Carrying amount HK\$'000
At March 31, 2023						
Trade payables	-	385,665	-	-	385,665	385,665
Other payables	-	8,417	-	-	8,417	8,417
Trust receipt loans						
– fixed interest rates	7.08	658,108	-	-	658,108	658,108
Bank borrowings						
– variable interest rates	5.74	53,466	-	-	53,466	53,466
– fixed interest rate	6.83	136,471	10,532	-	147,003	147,003
Lease liabilities	3.0 – 6.0	1,985	6,448	4,245	12,678	12,200
		1,244,112	16,980	4,245	1,265,337	1,264,859

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Liquidity risk management – continued

Non-derivative financial liabilities – continued

	Weighted average effective interest rate %	On demand or less than 3 months HK\$'000	3 months to 1 year HK\$'000	1 to 5 years HK\$'000	Total undiscounted cash flows HK\$'000	Carrying amount HK\$'000
At March 31, 2022						
Trade payables	–	389,528	–	–	389,528	389,528
Other payables	–	3,681	–	–	3,681	3,681
Trust receipt loans						
– fixed interest rates	2.94	486,359	–	–	486,359	486,359
Bank borrowings						
– variable interest rates	1.85	20,581	–	–	20,581	20,581
– fixed interest rate	2.60	91,264	12,589	–	103,853	103,853
Lease liabilities	3.0 – 4.0	1,673	6,703	8,199	16,575	16,000
		993,086	19,292	8,199	1,020,577	1,020,002

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Liquidity risk management – continued

Non-derivative financial liabilities – continued

As at March 31, 2023, bank borrowings and trust receipt loans with a repayable on demand clause of HK\$822,188,000 (2022: HK\$583,694,000) are included in the “on demand or less than 3 months” time band in the above maturity analysis. Taking into account the Group’s financial position, the management does not believe that it is probable that the banks will exercise their discretionary rights to demand immediate repayment. Management believes that such bank loans will be repaid in accordance with the scheduled repayment dates set out in the loan agreement. At that time, the aggregate principal and interest cash outflow will amount to HK\$836,232,000 (2022: HK\$589,306,000).

Maturity analysis – Bank borrowings and trust receipt loans with a repayable on demand clause based on scheduled repayment

	Less than 3 months HK\$'000	3 months to 1 year HK\$'000	Total undiscounted cash flow HK\$'000	Carrying amount HK\$'000
March 31, 2023	836,232	–	836,232	822,188
March 31, 2022	589,306	–	589,306	583,694

Derivative financial instruments

The following table details the Group’s liquidity analysis for its derivative financial instruments. The tables have been drawn up based on the undiscounted contractual net cash inflows and (outflows) on derivative instruments that settle on a net basis, and the undiscounted gross inflows and (outflows) on those derivatives that require gross settlement. When the amount payable is not fixed, the amount disclosed has been determined by reference to the projected interest rates as illustrated by the yield curves existing at the end of the reporting period. The liquidity analysis for the Group’s derivative financial instruments is prepared based on the contractual settlement dates as the management of the Group considers that the settlement dates are essential for an understanding of the timing of the cash flows of derivatives.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – continued

(b) Financial risk management policies and objectives – continued

Liquidity risk management – continued

Derivative financial instruments – continued

	Within 1 year HK\$'000	More than 1 year HK\$'000	Total undiscounted cash flows HK\$'000	Carrying amount HK\$'000
At March 31, 2023				
Foreign exchange forward contracts – gross settlement				
– inflow	1,772	–	1,772	N/A
– outflow	(1,740)	–	(1,740)	N/A
	32	–	32	32
Foreign exchange forward contracts – net settlement				
– inflow	716	–	716	716
– outflow	(66)	–	(66)	(66)
	650	–	650	650
	682	–	682	682

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – continued

(b) Financial risk management policies and objectives – continued

Liquidity risk management – continued

Derivative financial instruments – continued

	Within 1 year HK\$'000	More than 1 year HK\$'000	Total undiscounted cash flows HK\$'000	Carrying amount HK\$'000
At March 31, 2022				
Foreign exchange forward contracts – gross settlement				
– inflow	7,094	–	7,094	N/A
– outflow	(7,274)	–	(7,274)	N/A
	(180)	–	(180)	(180)
Foreign exchange forward contracts – net settlement				
– outflow	(399)	–	(399)	(399)
	(579)	–	(579)	(579)

Interest rate benchmark reform

The Group is closely monitoring the market and managing the transition to new benchmark interest rates, including announcements made by the relevant IBOR regulators.

LIBOR

As at March 31, 2023, the Group does not have any borrowings linked to the LIBOR except for bank borrowings amounting to US\$500,515, which will mature on June 30, 2023. The LIBOR loan facility will be ceased immediately after June 30, 2023.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(b) Financial risk management policies and objectives – *continued*

Interest rate benchmark reform – continued

HIBOR

While the Hong Kong Dollar Overnight Index Average (“HONIA”) has been identified as an alternative to HIBOR, there is no plan to discontinue HIBOR. The multi-rate approach has been adopted in Hong Kong, whereby HIBOR and HONIA will co-exist. The Group’s bank loans/others (to specify) linked to HIBOR will continue till maturity and hence, not subject to transition.

(c) Fair value measurements of financial instruments

This note provides information about how the Group determines fair values of various financial assets and financial liabilities.

Fair value measurements and valuation process

In estimating the fair value, the Group uses market-observable data to the extent it is available. Where Level 1 inputs are not available, the management of the Company determines the fair value by reference to the valuation carried out as of the end of reporting period by banks and financial institutions for foreign currency forward contracts.

Information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed below.

Fair value of the Group’s financial assets and financial liabilities that are measured at fair value on a recurring basis

Some of the Group’s financial assets and financial liabilities are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets and financial liabilities are determined (in particular, the valuation technique(s) and inputs used).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(c) Fair value measurements of financial instruments – *continued*

Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis – continued

The management of the Group reports the findings to the directors of the Company every half year to explain the cause of fluctuations in the fair value of the financial assets and financial liabilities.

Financial assets/ financial liabilities	Fair value as at		Fair value hierarchy	Valuation technique(s) and key input(s)	Significant unobservable input(s)	Relationship of unobservable inputs to fair value
	March 31, 2023	March 31, 2022				
Foreign exchange forward contracts (see Note 28)	Assets - HK\$748,000 Liabilities - HK\$66,000	Assets - Level 2 nil Liabilities - HK\$579,000		Discounted cash flow. Future cash flows are estimated based on forward exchange rates (from observable forward exchange rates at the end of the reporting period) and contract forward rates, discounted at a rate that reflects the credit risk of various counterparties.	N/A	N/A

There were no transfers between the different levels of the fair value hierarchy for the year.

The directors of the Company consider that the carrying amounts of financial assets and liabilities recognised in the consolidated financial statements at amortised cost approximate their fair values.

(d) Capital 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 stakeholders through the optimisation of the debt and equity balance.

The capital structure of the Group consists of net debt, which includes the trust receipt loans and bank borrowings disclosed in Notes 34 and 35, respectively, lease liabilities, net of cash and cash equivalents, restricted bank deposits and equity attributable to owners of the Company, comprising share capital, reserves and accumulated profits as disclosed in the notes. The Group is required to comply with bank covenants in loan agreements with banks.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

43. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT – *continued*

(d) Capital management policies and objectives – *continued*

The management reviews the capital structure on an ongoing basis. As part of this review, the management considers the cost of capital and the risks associated with each class of capital. Based on the recommendations of the management, the Group will balance its overall capital structure through the payment of dividends, new share issues and share buy-backs as well as the issue of new debt or the redemption of existing debt. The Group's overall strategy remains unchanged throughout the year.

(e) Financial assets and financial liabilities subject to offsetting, enforceable master netting arrangements and similar agreements

The Group has entered certain derivative transactions that are covered by the International Swaps and Derivatives Association Master Agreements ("ISDA Agreements") signed with various banks. These derivative instruments are not offset in the consolidated statement of financial position as the ISDA Agreements are in place with a right of set off only in the event of default, insolvency or bankruptcy so that the Group currently has no legally enforceable right to set off the recognised amounts.

No further disclosure on the netting arrangement is presented as the financial impact is insignificant.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

44. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Interest payables	Lease liabilities	Dividend payable	Trust receipt loans	Bank borrowings	Total
	HK\$'000 (Note 31)	HK\$'000 (Note 33)	HK\$'000 (Note 15)	HK\$'000 (Note 34)	HK\$'000 (Note 35)	HK\$'000
At April 1, 2021	993	17,782	–	344,493	146,647	509,915
Financing cash flows	–	(8,615)	(28,118)	140,586	44,101	147,954
Dividend declared	–	–	28,118	–	–	28,118
Interest expense	16,726	560	–	–	–	17,286
Exchange difference	–	57	–	1,280	632	1,969
Modification of leases	–	6,216	–	–	–	6,216
Non-cash settlements	–	–	–	–	(66,946)	(66,946)
Interest paid	(15,974)	–	–	–	–	(15,974)
At March 31, 2022	1,745	16,000	–	486,359	124,434	628,538
Financing cash flows	–	(8,004)	(63,964)	171,193	77,433	176,658
Dividend declared	–	–	63,964	–	–	63,964
Interest expense	43,332	418	–	–	–	43,750
Exchange difference	–	(329)	–	556	(1,398)	(1,171)
New lease entered	–	1,779	–	–	–	1,779
Modification of leases	–	2,336	–	–	–	2,336
Interest paid	(39,738)	–	–	–	–	(39,738)
At March 31, 2023	5,339	12,200	–	658,108	200,469	876,116

45. MAJOR NON-CASH TRANSACTIONS

During the year, the Group entered into new lease agreements for the use of various offices for 3 years and modified lease agreements for the use of various offices and warehouse premises for 2 years to 3 years. On the lease commencement, the Group recognised HK\$1,779,000 right-of-use assets (2022: nil) and HK\$1,779,000 lease liabilities (2022: nil). On the effective date of modification, the Group recognised additions to right-of-use assets amounting to HK\$2,299,000 (2022: HK\$6,216,000) and additions to lease liabilities amounting to HK\$2,336,000 (2022: HK\$6,216,000). A resulting loss on lease modification amounting to HK\$37,000 (2022: nil) was recognised in profit or loss for the year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

46. LIST OF SUBSIDIARIES

Details of the Group's subsidiaries at March 31, 2023 and 2022 are as follows:

Name of subsidiary	Place of incorporation/ establishment and operation	Issued and fully paid share capital/ registered capital	Proportion of ownership and voting power held by the Company				Principal activities
			Directly		Indirectly		
			2023 %	2022 %	2023 %	2022 %	
Cleverway Profits Limited	British Virgin Islands ("BVI")/Hong Kong	US\$7	100	100	-	-	Investment holding
Array Electronics (China) Limited ^{(b), (c)}	Hong Kong/ PRC	HK\$2	-	-	100	100	Trading of electronic components
Array Electronics Limited ^{(b), (c)}	Hong Kong	HK\$2	-	-	100	100	Investment holding
Auto Be Cool Automotive Electronics Technology (Suzhou) Company Limited ^{(a), (f), (g)}	PRC	RMB2,500,000	-	-	100	-	Auto parts and modules design
Bestime Corporation Limited ^{(b), (c)}	Hong Kong	HK\$2	-	-	100	100	Investment holding
Brightway Transportation Limited ^{(b), (c)}	Hong Kong	HK\$2	-	-	100	100	Provision of transportation services
Elite Vantage Limited ^{(b), (c)}	Hong Kong	HK\$2	-	-	100	100	Trading of electronic components
Full Link Investment Limited ^{(b), (c)}	Hong Kong	HK\$2	-	-	100	100	Investment holding
Joy Port Limited ^{(b), (e)}	Hong Kong	HK\$2	-	-	100	100	Property holding
Kind Faith Limited ^{(b), (c)}	Hong Kong	HK\$2	-	-	100	100	Investment holding
Leader First Limited ^(c)	BVI/ Hong Kong	US\$1	-	-	100	100	Investment holding
Pinerise Limited ^(c)	BVI/PRC	US\$1	-	-	100	100	Investment holding
Starling Pacific Limited ^(c)	BVI/ Hong Kong	US\$1	-	-	100	100	Investment holding
Willas Company Limited ^{(b), (c)}	Hong Kong	HK\$35,001,002	-	-	100	100	Inactive
Willas-Array Electronics (Hong Kong) Limited ^{(b), (c)}	Hong Kong	HK\$1,001,002	-	-	100	100	Trading of electronic components

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

46. LIST OF SUBSIDIARIES – continued

Name of subsidiary	Place of incorporation/ establishment and operation	Issued and fully paid share capital/ registered capital	Proportion of ownership and voting power held by the Company				Principal activities
			Directly		Indirectly		
			2023 %	2022 %	2023 %	2022 %	
Willas-Array Electronics (Shanghai) Limited ^{(a), (e), (f)}	PRC	US\$7,000,000	-	-	100	100	Trading of electronic components
Willas-Array Electronics (Shenzhen) Limited ^{(a), (d), (f)}	PRC	US\$5,500,000	-	-	100	100	Trading of electronic components
Willas-Array Electronics (Taiwan) Inc. ^{(a), (c)}	Taiwan/PRC	NT\$1,000,000	-	-	100	100	Trading of electronic components
Willas-Array Electronics Management Limited ^{(b), (c)}	Hong Kong	HK\$2	-	-	100	100	Provision of management and consultancy services
Willas-Array Investments Limited ^{(b), (c)}	Hong Kong	HK\$2	-	-	100	100	Investment holding
WinStar Smart Technology (Suzhou) Company Limited ^{(a), (f), (h)}	PRC	RMB10,070,000	-	-	99.3	-	Provision of IoT application services

Notes:

- (a) Audited by Shanghai Hddy Certified Public Accountants Co., Ltd. and other local audit firms in the PRC/Taiwan for statutory financial report purpose
- (b) Statutory audit performed by Deloitte Touche Tohmatsu
- (c) Subsidiaries directly held by Cleverway Profits Limited
- (d) Subsidiary of Full Link Investment Limited
- (e) Subsidiaries directly held by Kind Faith Limited
- (f) Established in the PRC in the form of limited liability enterprise
- (g) Subsidiary directly held by Array Electronics Limited
- (h) Subsidiary directly held by Willas-Array Electronics Management Limited

None of the subsidiaries had issued any debt securities at the end of the year or at any time during the year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

46. LIST OF SUBSIDIARIES – continued

Information about the composition of the Group at the end of the reporting period is as follows:

Principal activities	Place of incorporation/ establishment and operation	Number of wholly-owned subsidiaries		Number of non-wholly owned subsidiaries	
		2023	2022	2023	2022
Investment holding	BVI/Hong Kong	3	3	-	-
	BVI/PRC	1	1	-	-
	Hong Kong	5	4	-	-
Trading	Hong Kong/PRC	1	1	-	-
	Hong Kong	2	2	-	-
	PRC	2	2	-	-
	Taiwan/PRC	1	1	-	-
Inactive	Hong Kong	1	2	-	-
Other	PRC	1	-	1	-
	Hong Kong	3	3	-	-
		20	19	1	-

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

47. INFORMATION ABOUT THE STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Statement of financial position of the Company

	2023 HK\$'000	2022 HK\$'000
Non-current assets		
Amount due from a subsidiary (<i>Note</i>)	33,814	33,814
Interests in subsidiaries	170,532	162,165
Total non-current assets	204,346	195,979
Current assets		
Amounts due from subsidiaries (<i>Note</i>)	190,402	249,381
Deposits and prepayments	112	17
Income tax recoverable	–	101
Cash and cash equivalents (<i>Note</i>)	4,932	3,588
Total current assets	195,446	253,087
Total assets	399,792	449,066
Current liabilities		
Amount due to a subsidiary (<i>Note</i>)	2,747	–
Other payables	503	1,510
Income tax payable	51	–
Financial guarantee liabilities	8,367	5,141
Total current liabilities	11,668	6,651
Net current assets	183,778	246,436
Total assets less current liabilities	388,124	442,415
Capital and reserves		
Share capital	87,622	85,777
Reserves	300,502	356,638
Equity attributable to owners of the Company	388,124	442,415
Total liabilities and equity	399,792	449,066

Note: ECL for amounts due from subsidiaries and bank balances are assessed on a 12m ECL basis as these had been no significant increase in credit risk since initial recognition and impairment allowance is considered to be insignificant. No provision for impairment loss has been recognised during the years ended March 31, 2023 and 2022.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2023

47. INFORMATION ABOUT THE STATEMENT OF FINANCIAL POSITION OF THE COMPANY – continued

Statement of change in equity of the Company

	Share capital HK\$'000	Capital reserves HK\$'000 (Note 38)	Accumulated profits HK\$'000	Total HK\$'000
At April 1, 2021	85,207	194,255	122,982	402,444
Profit for the year, representing total comprehensive income for the year	–	–	64,799	64,799
Transactions with owners, recognised directly in equity:				
Exercise of share options	570	918	–	1,488
Recognition of equity-settled share-based payments	–	1,802	–	1,802
Dividend paid (Note 15)	–	–	(28,118)	(28,118)
Total	570	2,720	(28,118)	(24,828)
At March 31, 2022	85,777	196,975	159,663	442,415
Profit for the year, representing total comprehensive income for the year	–	–	4,858	4,858
Transactions with owners, recognised directly in equity:				
Exercise of share options	1,845	2,970	–	4,815
Share options forfeited	–	(165)	165	–
Dividend paid (Note 15)	–	–	(63,964)	(63,964)
Total	1,845	2,805	(63,799)	(59,149)
At March 31, 2023	87,622	199,780	100,722	388,124

SHAREHOLDERS' INFORMATION

SHAREHOLDERS' INFORMATION AS AT JUNE 5, 2023

Authorised share capital	: HK\$120,000,000
Issued share capital	: HK\$87,622,049
Number of shares	: 87,622,049
Class of shares	: ordinary shares of HK\$1.00
Voting rights	: one vote per share

Based on the information available to the Company as at June 5, 2023, approximately 50.69% 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 Limited is complied with.

SHAREHOLDERS' DISTRIBUTION SCHEDULE

Size of Shareholdings	Shareholders		Shares Held	
	Number	Percentage	Number	Percentage
1 - 99	45	3.50%	1,349	0.00%
100 - 1,000	211	16.41%	100,025	0.11%
1,001 - 10,000	610	47.43%	2,766,423	3.16%
10,001 - 1,000,000	411	31.96%	21,632,881	24.69%
1,000,001 and above	9	0.70%	63,121,371	72.04%
	1,286	100%	87,622,049	100%

SHAREHOLDERS' INFORMATION

SUBSTANTIAL SHAREHOLDERS

As shown in the Register of Substantial Shareholders

Name of Shareholders	Number of Shares Held	
	Direct Interest	Deemed Interest
1 Xie Lishu (i)	–	18,614,309
2 Huang Shaoli (ii)	–	18,614,309
3 Texin (HongKong) Electronics Co. Limited	18,614,309	–
4 Kunshan Archer Electronics Co., Ltd (iii)	–	18,614,309
5 Shanghai YCT Electronics Group Co., Ltd (iii)	–	18,614,309
6 Kwok Chan Cheung	8,722,509	–
7 Max Power Assets Limited	4,909,813	–
8 Leung Chun Wah (iv)	1,230,130	5,714,947
9 Cheng Wai Yin, Susana (v)	805,134	6,139,943
10 Yeo Seng Chong (vi)	749,200	7,661,784
11 Lim Mee Hwa (vii)	575,000	7,835,984
12 Yeoman Capital Management Pte Ltd (viii)	82,500	7,004,284
13 Yeoman 3-Rights Value Asia Fund VCC	6,866,784	–

(i) Mr. Xie Lishu

Deemed interest in the shares held by Texin (HongKong) Electronics Co. Limited which is wholly owned by Kunshan Archer Electronics Co., Ltd, which is in turn wholly owned by Shanghai YCT Electronics Group Co., Ltd, which he is the controlling shareholder.

(ii) Ms. Huang Shaoli

Deemed interest in the shares held by Texin (HongKong) Electronics Co. Limited which is wholly owned by Kunshan Archer Electronics Co., Ltd, which is in turn wholly owned by Shanghai YCT Electronics Group Co., Ltd, which her husband, Mr. Xie Lishu is the controlling shareholder.

(iii) Kunshan Archer Electronics Co., Ltd, Shanghai YCT Electronics Group Co., Ltd

Deemed interest in the shares held by Texin (HongKong) Electronics Co. Limited which is wholly owned by Kunshan Archer Electronics Co., Ltd, which is in turn wholly owned by Shanghai YCT Electronics Group Co., Ltd.

(iv) Mr. Leung Chun Wah

Deemed interest in the shares held by Max Power Assets Limited of which he is the sole director and shareholder and shares held by his wife, Ms. Cheng Wai Yin, Susana.

SHAREHOLDERS' INFORMATION

(v) Ms. Cheng Wai Yin, Susana

Deemed interest in shares held by her husband, Mr. Leung Chun Wah directly and the shares held by Max Power Assets Limited of which Mr. Leung is the sole director and shareholder.

(vi) Mr. Yeo Seng Chong

Deemed interests in shares held by his wife, Ms. Lim Mee Hwa and the shares held by Yeoman Capital Management Pte Ltd and Yeoman 3-Rights Value Asia Fund VCC.

(vii) Ms. Lim Mee Hwa

Deemed interests in shares held by her husband, Mr. Yeo Seng Chong and the shares held by Yeoman Capital Management Pte Ltd and Yeoman 3-Rights Value Asia Fund VCC.

(viii) Yeoman Capital Management Pte Ltd

Deemed interests held through Yeoman 3-Rights Value Asia Fund VCC and Yeoman Client 1.

SHAREHOLDERS' INFORMATION

TOP TWENTY SHAREHOLDERS AS AT JUNE 5, 2023

S/No.	Name	Shares	
		Number	Percentage
1	HKSCC NOMINEES LIMITED	36,231,213	41.35%
2	KWOK CHAN CHEUNG	8,722,509	9.95%
3	TEXIN (HONGKONG) ELECTRONICS CO. LIMITED	3,614,309	4.12%
4	DB NOMINEES (SINGAPORE) PTE LTD	3,475,084	3.97%
5	DBS NOMINEES (PRIVATE) LIMITED	3,459,919	3.95%
6	LAM YEN YONG	2,404,420	2.74%
7	HUNG YUK CHOY	2,000,000	2.28%
8	UOB KAY HIAN PRIVATE LIMITED	1,997,281	2.28%
9	SEE BENG LIAN JANICE	1,216,636	1.39%
10	CHENG WAI YIN, SUSANA	805,134	0.92%
11	NOMURA SINGAPORE LIMITED	747,582	0.85%
12	PHILLIP SECURITIES PTE LTD	649,820	0.74%
13	LIM MEE HWA	575,000	0.66%
14	CHONG SIEW LEE MICHELE (ZHANG SHULI MICHELE)	550,600	0.63%
15	YEE LAT SHING	400,000	0.46%
16	NG CHEE KIONG	382,260	0.44%
17	YEO SENG CHONG	350,000	0.40%
18	OCBC SECURITIES PRIVATE LIMITED	349,058	0.40%
19	TEO TECK LIAM	333,170	0.38%
20	FSK INVESTMENT HOLDING PTE. LTD.	330,000	0.38%
		<hr/>	
		68,593,995	78.29%



WILLAS-ARRAY

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