# K-STAR SPORTS LIMITED (Malaysia Branch Registration No. 995214-D)

# ANNUAL REPORT



Additional Compliance Information

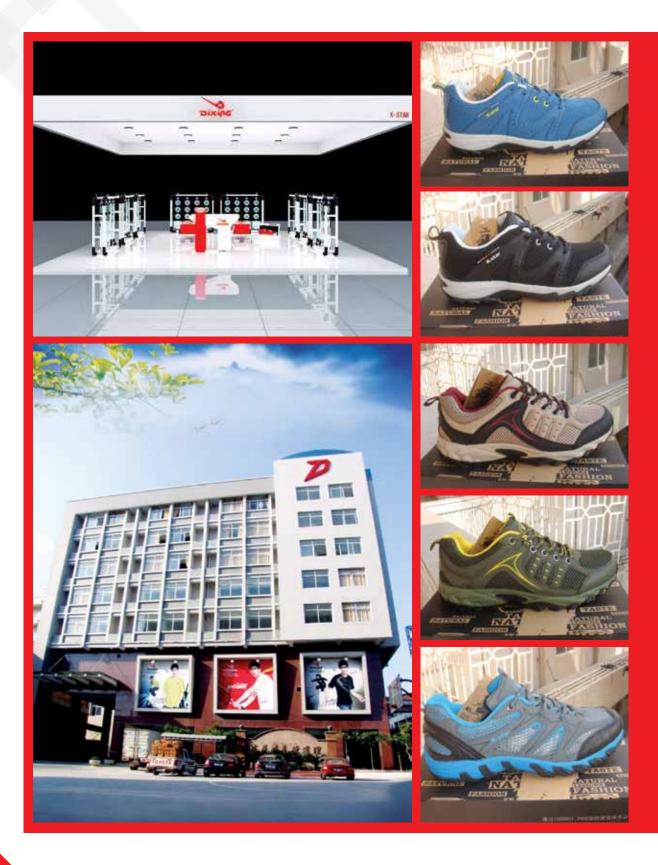
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Proxy Form Enclosed



# **OUR** PRODUCTS



# Our Products (cont'd)



# **CORPORATE INFORMATION**

#### **Board Of Directors**

#### Ding JianPing

(Executive Chairman and Chief Executive Officer)

Ding ZiDi

(Executive Director)

Lim Ghim Chai

(Independent Non-Executive Director)

(Resigned on 24 March 2014)

Teoh Tow Kean

(Independent Non-Executive Director)

Xiao LuXi

(Independent Non-Executive Director)

Lee Yew Weng

(Independent Non-Executive Director)

(Appointed on 24 March 2014)

#### **Audit Committee**

#### Lee Yew Weng

(Chairman/Independent Non-Executive Director)

Xiao LuXi

(Member/Independent Non-Executive Director)

Teoh Tow Kean

(Member/Independent Non-Executive Director)

#### Remuneration Committee

#### Teoh Tow Kean

(Chairman/Independent Non-Executive Director)

Lee Yew Weng

(Member/Independent Non-Executive Director)

Xiao LuXi

(Member/Independent Non-Executive Director)

#### **Nomination Committee**

#### Xiao LuXi

(Chairperson/Independent Non-Executive Director)

Lee Yew Weng

(Member/Independent Non-Executive Director)

Teoh Tow Kean

(Member/Independent Non-Executive Director)

#### Company Secretaries

Thum Sook Fun Elaine Wong Wei Syn

#### Registered Office In Singapore

138 Cecil Street, #12-01A Cecil Court Singapore 069538

Tel: (65) 6534 0181 Fax: (65) 6725 0522

#### Registered Branch Office In Malaysia

B-11-10 Level 11, Megan Avenue II Jalan Yap Kwan Seng 50450 Kuala Lumpur, Malaysia Tel: (603) 2166 9718 Fax: (603) 2166 9728

#### Principal Place Of Business/ Management Office

No. 125-127 Jiangtou Qianjin Road North Jiangtou Industrial Zone Jiangtou Village, Chendai Town Jinjiang City, Fujian Province Postal Code 362211 People's Republic of China Tel: (86) 595 8518 2868

Email: dxshoes@vip.163.com

www.dixing.com

#### Web

www.kstarsports.com

#### Company Agent In Malaysia

JLPW Business Solutions Sdn Bhd B-11-10 Level 11, Megan Avenue II Jalan Yap Kwan Seng 50450 Kuala Lumpur Malaysia Tel: (603) 2166 9718 Fax: (603) 2166 9728

#### **Auditors**

Messrs Chengco Singapore PAC 17 Upper Circular Road, #03-00 Juta Building Singapore 058415

Tel: (65) 6533 2725

#### **Principal Bankers**

China Construction Bank Corporation, Jinjiang Branch (中国建设银行晋江支行) Construction Bank Building Zhengjing Xiaoqu, Chingyang Town Jinjiang City, Fujian Province Postal Code 362200 People's Republic of China

#### Malaysian Share Registrar

Tricor Investor Services Sdn Bhd Level 17, The Gardens North Tower Mid Valley City, Lingkaran Syed Putra 59200 Kuala Lumpur

Tel.: (603) 2264 3883 Fax.: (603) 2282 1886

#### Stock Exchange Listing

Main Market of Bursa Malaysia Securities Berhad Stock Name: KSTAR Stock Code: 5172

Listed on 4 June 2010

# **GROUP** CORPORATE STRUCTURE



# **CORPORATE** MILESTONES

Year	Milestone/Achievement			
1992	Established Fujian Dixing in Jinjiang City, Fujian Province, the People's Republic of China			
1996	Built Factory A <sup>1</sup> installed first production line and started Original Design Manufacturer ("ODM") for Double Star (青岛双星)			
1997	Commenced Original Equipment Manufacturer ("OEM") for Canguro and AE			
1999	Built Factory B <sup>2</sup>			
2001	Commenced Original Equipment Manufacturer ("OEM") for Canguro and AE			
2003	Installed second production line			
2004	Installed third production line and started first specialty store			
2006	ODWOEM for Kappa and installed fourth production line			
2007	OEWODM for Le Coq Sportif			
2008	Awarded Quanzhou Well-known Trademark (泉州市知名商标)			
2008	Signed 2004 Olympic Diving Champion, Tian Liang (田亮) as "Dixing" spokeperson			
2009	Awarded Fujian Famous Trademark (福建省著名商标)			
2010	Launch Dixing sports apparel and accessories			
2010	Signed 2004 Olympic Diving Champion, Tian Liang (田亮) as "Dixing" spokeperson			
2011	Awarded Fujian Famous Trademark (福建省著名商标) Award for the 2 <sup>nd</sup> consecutive time			
2012	Commenced OEM for PRINCE			
2012	Achievement as 25th Annual Singapore 1000 Company			
2013	Awarded Jinjiang City Corporate R&D Centre (晋江市企业研发中心) by Jinjiang Technology and Information Bureau (晋江市科技与信息化局)			

#### Notes:-

- 1. Located at No. 125 127 Jiangtou Qianjin Road North, Jiangtou Industrial Zone, Jiangtou Village, Chendai Town, Jinjiang City, Fujian Province, PRC, Postal Code 362211.
- 2. Located at No.104 Yangding South Road, Jiangtou Industrial Zone, Jiangtou Village, Chendai Town, Jinjiang City, Fujian Province, PRC, Postal Code 362211.

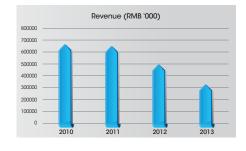
# **FINANCIAL** HIGHLIGHTS

Summary of financial performance since listing\*

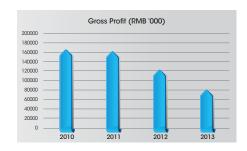
Key Results	31 December 2010 (RMB '000)	31 December 2011 (RMB '000)	<b>31 December 2012</b> (RMB '000)	31 December 2013 (RMB '000)
Revenue	670,868	652,553	497,720	329,075
EBITDA	128,861	70,581	(6,307)	(70,365)
Profit/(Loss) before tax	123,447	63,229	(16,723)	(82,389)
Profit/(Loss) after tax	88,247	44,257	(26,605)	(82,561)
Net profit/(loss) attributable to equity holders	88,247	44,257	(26,605)	(82,561)
Total assets	463,543	530,722	501,165	409,628
Total borrowings	15,300	24,980	23,330	24,000
Cash & cash equivalents	124,078	216,975	139,268	91,819
Shareholders' equity	420,509	455,637	429,032	346,471
Return on equity (%)	20.99	9.71	(6.20)	(23.83)
Return on total assets (%)	19.04	8.34	(5.31)	(20.16)
Gearing ratio (%)	3.64	5.48	5.44	6.93
Interest cover (times)	169.87	57.20	(7.09)	(68.47)
Basic earnings/(loss) per share (cents)	36.76	16.61	(9.99)	(30.99)
Net Assets per share (RMB)	1.58	1.71	1.61	1.30

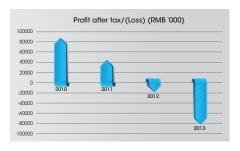
Note:

\* K-Star Sports Limited was listed on 4 June 2010









## **BOARD OF DIRECTORS' PROFILE**

#### Ding JianPing (丁建萍), Chinese

(Executive Chairman and Chief Executive Officer)

Age: 57

#### Qualifications:

He graduated from secondary school in 1975.

#### Working experience :

He is primarily responsible for the business strategy and development, management of the financial affairs, overall administrative management and operations of our Group. He joined the Group since its inception in 1992 and has been instrumental in the expansion of our Group's business to its current status. He has more than 30 years of experience in the shoe manufacturing industry. In 1981, he started his career as a sales supervisor under the employment with Fujian Jinjiang Jiangtou Leather Factory No. 10 (福建省晋江市江头皮革十厂). From 1984 to 1987, he worked as a sales director in Jianatou Leather and Fabric Shoes Factory (江头皮革布鞋厂). From 1988 to 1992, he worked as a factory manager in Jiangtou Nanfang Leather and Plastics Factory (江头南 方皮朔厂). His vast experience in the shoe manufacturing industry is integral to our Group's success and growth in the industry. He has been the Deputy President of Russia. China Minnan Commerce Association (俄罗斯中国闽南 商会) since 2006.

Date appointed to the Board: 3 November 2008

Board Committee(s): None

Ding ZiDi (丁梓迪), Chinese (Executive Director)

**Age**: 31

#### Qualifications:

He graduated from Xiamen University (夏门大学) with an associate degree in e-business (电子商务) in 2006.

#### Working experience :

He is responsible for managing the design and development department, and human resource and administration department of our Group. He joined the Group as a management associate upon his graduation and was subsequently appointed as a Manager of the research and development department in June 2007. He is the committee member of Jinjiang City Chinese People's Political Consultative Conference Committee (晋江市政协) since 2011.

Date appointed to the Board: 16 September 2009

Board Committee(s): None

#### Teoh Tow Kean, Malaysian

(Independent Non-Executive Director)

**Age** : 32

#### Qualifications:

He graduated with BA (Honours) from the University of Central Lancashire at Lancashire County, United Kingdom.

#### Working experience :

He started his career with one of the top 10 international accounting and consulting firm and was later promoted to be the senior project director. He is currently a director of an international consultancy firm based in Malaysia and Singapore which provides business consultancy and corporate governance services. He has years of experiences in the manufacturing industry and is currently providing consultation to clients of SMEs, public listed companies as well as multinational corporations. He is also a member of Institute of Internal Auditors Malaysia and a member of Institute of Internal Auditors Singapore.

Date appointed to the Board: 31 August 2010

#### Board Committee(s):

Chairman of Remuneration Committee and member of Audit Committee and Nomination Committee.

Xiao LuXi (肖璐茜), Singaporean (Independent Non-Executive Director)

**Age**: 31

#### Qualifications:

She graduated from Quanzhou HuaQiao University, PRC.

#### Working experience :

She was a national badminton player of Singapore (ladies' doubles top 10 world ranking in 2001) from 1996 to 2004. In 2004, she started her career as a General Manager in tea industry. From 2009 to present, she is a manager of a trading company and is responsible for the overall management and operations of the company.

Date appointed to the Board: 23 May 2011

#### Board Committee(s):

Chairperson of Nomination Committee and member of Audit Committee and Remuneration Committee.

# Board of Directors' Profile (cont'd)

#### Lee Yew Weng, Malaysian

(Independent Non-Executive Director)

**Age** : 36

#### Qualifications:

He graduated from the University of Adelaide, Australia with Bachelor of Commerce in 1999. Mr. Lee is a certified public accountant under the membership of CPA Australia since 2003.

#### Working experience :

Upon graduation from the University of Adelaide in 1999, Mr. Lee started his career in auditing with Horwath and KPMG in Kuala Lumpur, Malaysia. He joined Jotech Holdings Berhad, a company listed on Bursa Malaysia Securities Berhad, as its Group Accountant in 2002 handling accounting, finance, treasury, corporate finance and tax matters. In 2003, he joined the Corporate Finance Department of Amlouvestment Bank Berhad. He rose to the rank of Associate Director in 2008 and was subsequently transferred to the Investment Banking Department of Amlouvestment Bank Berhad in 2008. During his tenure in Amlouvestment Bank Berhad, he was involved in a wide range of corporate finance advisory services, including corporate restructuring, reverse take-overs, mergers and acquisitions, fund raising in equity and debt, initial public offerings and business valuation. Mr. Lee left Amlouvestment Bank Berhad in 2010 and is currently involved in business advisory and F&B businesses.

Date appointed to the Board: 24 March 2014

#### Board Committee(s):

Chairman of Audit Committee and member of Nomination Committee and Remuneration Committee.

#### Notes:

#### 1. Directorship in Public Companies.

None of the Directors hold any directorship in any public companies incorporated in Malaysia or companies which are the subsidiaries of public companies incorporated in Malaysia.

#### 2. Family Relationship

Save for the relationship between Ding JianPing and Ding ZiDi as father and son, none of the other Directors are related to each other nor has any family relationship with the substantial shareholder of the Company. In addition, other than as disclosed, they each do not have any personal interest in any business arrangement involving the Company.

#### 3. Directors' Shareholdings

Details of Directors' shareholdings in the Company can be found in the "Analysis of Shareholdings" section of this Annual Report.

#### 4. Non-Conviction of Offences

None of the Directors has been convicted of any offences, other than traffic offences, within the past ten (10) years.

#### 5. No Conflict of Interest

None of the Directors has any conflict of interest with the Company.

#### 6. Attendances at Board Meetings

The details of the Directors' attendance at the Board Meetings are set out in the Corporate Governance Statement of this Annual Report.

# **CHAIRMAN'S STATEMENT**

On behalf of the Board of Directors of K-STAR SPORTS LIMITED, I am pleased to present the Annual Report and Audited Financial Statements of the Group and the Company for the year ended 31 December 2013.



#### PERFORMANCE OVERVIEW

The year 2013 continued to feel the slowdown of the economy in China with the declining in consumer consumption spending and the intense competition in the sportswear industry continues to rage in 2013. The market continues to witness the oversupply of the sportswear which continue to weigh down on the margins. The rationalisation of the market would ease the situation one day and rebalance the industry.

For year 2013 in retrospective, the Group controlled the sales orders conservatively and recorded lower sales as compared to 2012. Despite the short term pain, the Group viewed that the sales order reduction is necessary to minimise our credit and inventory risk exposures. The Group would continue with its OEM operation which will continue to support the Group. The gross margin has taken a beating and was largely due to the increasing costs of operations.

Moving forward, the management remained optimistic for the year 2014 while waiting for the effects of the market rationalisation exercise to ease in. We shall continue to work hard to increase revenue and manage our costs.

#### **OUR BUSINESS MODEL**

Established in 1992, our Group is one of the leading sports footwear company in the PRC. We are principally engaged in the design, manufacture and distribution of sports footwear, sports apparel and accessories under our own Proprietary Brands ("Dixing" and "K-Star" brands, collectively) with strong emphasis on proprietary brand management, product quality and development.

### Chairman's Statement (cont'd)

#### **OUR PRODUCTS**

Our products range which has been endorsed by renowned Olympic Champion Tian Liang, comprises athletic footwear designed for specific sporting activities such as running, tennis, basketball and mountain climbing, as well as leisure footwear. In addition, we are also an OEM and ODM for international sports brands including Umbro, Diadora, Kappa, Le Coq Sportif, Canguro, Die Wilden Kerle, Cosby, Bridgestone and Prince as well as PRC footwear brand, Double Star (青岛双星).

#### **OUR MARKET**

Our proprietary products are distributed across 18 provinces in the PRC at over 534 retail locations and exported to Russia and other overseas markets, such as Ukraine, Belarus, the Czech Republic, Poland, Finland, Romania and Hungary.



#### **OUR DESIGN AND PRODUCTION CAPACITY**

We are strategically located in Jinjiang City, Fujian Province, the PRC, which is renowned as one of the world's largest sports shoes manufacturing hub. We generate over 700 designs annually and our current annual aggregate production output (including products manufactured by our contract manufacturers) was approximately 4 million pairs of quality sports footwear.

#### MARKET REVIEW AND BUSINESS OUTLOOK

During the financial year under review, the China's economy continued to slow down. The events of the international front continue to impact the domestic market. The oversupply of the sportswear brought the market prices down and eventually the profits as well. Discounts were offered to entice sales with the objective of clearing stocks.

Our Group remained focus in remaining profitable by working closely with our distributors and innovating our products to remain competitive. Our continued effort to bridge the highly intense market to reach our consumers require us to keep building our brand and increasing our distribution networks. As such, during the financial year, the Group continued to invest extensively in R&D, advertising and marketing activities to further enhance the Group's distribution network, product design and development to maintain our competitive edge in order to keep intact with the market development.



### Chairman's Statement (cont'd)



#### **FUTURE PROSPECT**

The future of the sports footwear and apparel market in China seemed to have reach a certain level of maturity and has entered a phase of stabilised growth after a period of trajectory expansion with double digit growth rate from year 2008 to 2010. Thereafter, it had plunged since 2011 following the intense industry rivalry which gave way to the oversupply of sports apparel and footwear in the market. This couple with the consistent high level of inflationary pressure has also affected the consumer sentiment, hindering the overall market growth as well as the Group's performance. Despite all these, the Group remains optimistic on the long term potential and sustainability of the sports industry in China as promulgated by the government to promote public sporting programmes, hosting of international events and increasing media exposure of sports.

With the hangover of the yesteryears' challenges from 2012, and then 2013, for year 2014, the Group continues to tread cautiously during this uncertain period of economy recovery and the intense competition to continue. Under these circumstances, the Group will undertake necessary and effective measures to extend rebates or subsidies to the retail channel as an incentive to support and sustain their business profitability in return sustaining the business as well.

In addition, the business also will see the consistent rising costs of labour and raw material to dent the profit margin of the Group. Accordingly, the Group will continue its focused effort in enhancing operational efficiency and effectiveness, brand positioning and rationalising sale and distribution channel to maintain our competitive edge and to reinforce long term sustainability.

The Board of Directors of K-Star ("Board") envisages that the Group's prospects for the financial year ending 31 December 2014 would be less favourable for any business expansion plan in view of the rationalisation of sportswear industry in China are expected to continue in the short term. In view of the softening market, the Group will continue to its focus in enhancing operational efficiency and effectiveness, brand positioning and rationalising sale and distribution channel to maintain our competitive edge and to reinforce long term sustainability.

#### ACKNOWLEDGEMENT AND APPRECIATION

On behalf of the Board, I would like to take this opportunity to record my appreciation to our valued shareholders for their continuing trust and loyalty and for growing the Group with us. My sincere gratitude also extended to our valued customers, bankers, suppliers and business associates for their continuing support and confidence and also to the Malaysian government and various regulatory authorities for their kind understanding, assistance, support and cooperation.

Last but not least, I would like to thank my fellow Board Members for their commitment to the Group and, to the management and staff, my heartfelt thanks for your loyalty, dedication and commitment to our Group.

DING JIANPING (丁建萍) Executive Chairman

# MANAGEMENT DISCUSSION AND ANALYSIS

#### An overview

As China's sportswear industry braced itself through 2013, there were slow signs of market rationalisation towards the end of year 2013. This was a result of corrective actions taken by businesses to slow down the production, clear the inventories and closure of outlets and businesses. The current situation will continue into year 2014 as it is anticipated that the weaker domestic demand will continue in line with the slow growth of the Chinese economy. The corrective actions taken by the sportswear industry will be slow but surely in the rationalisation exercise. For the Company, the business has taken a beating as the Group surges to compete in an intense competition of getting the sales where large discounts and rock bottom prices continue to ride on. In response to this, the Group will continue with its strategy to tighten its costs and exploring opportunities to grow. The Group will continue to reinforce its presence in the market place with investment in research and development and intensive marketing efforts.

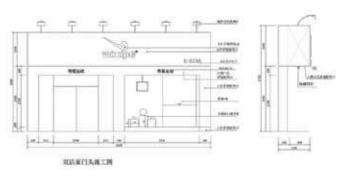
#### **Business** overview

The glut of the sportswear industry will continue to hamper efforts of recovery. The Group took the position to optimise its production activities, reduction of operating costs, efficient handling of distributors and customers' needs, offering sales rebates and incentives as well as revamp its overall operations. The precedency of our proprietary brand's growth strategy will prevail, specifically in brand building and product innovation, while the sales of the proprietary brand footwear is expected to remain stagnant in near term, the Group made further progress to elaborate on OEM activities to even out our production capacities. The sales of the OEM footwear were increased by 40.99% in year 2013 as compared to 2012.

#### Marketing strategies and brand building

China's sportswear industry remained as an exciting and promising market to long established businesses. The current situation will continue to rage and couple with the trend and development of the current situation, it might phase out slowly once the rationalisation of the market is over. While every company is competing to get a size of the market share, the euphoria of getting the sales remained a constant reminder of each other's marketing edge in facing off competition. The Group has been enhancing its marketing strategies and put in place several measures with the target of increasing sales. We will continue to establish our proprietary brand as a brand for trend-setting, high quality and fashionable sportswear. In achieving this, the Group has also continuously been building its brand with continuous research and development to create better and new products.





# Management Discussion and Analysis (cont'd)

#### Financial overview

The challenges of the last financial year continued to reinforce in the financial year under review. The Chinese economy slowed down in year 2013 with a decline in domestic consumption spending. While China and the world at large are facing challenges, on the local front, the sportswear industry continued to be plagued by the intensive competition to clear its inventory and manage its profitability in an intense and challenging market environment. The crux of the matter of the sportswear industry stemmed from its past practices of over stocking of inventories, rapid expansion and poor management of the retail outlets leading to a stagnant growth today. Any consolidation of the market would be slow to ease the raging price cutting, lower production, restructuring of the sales outlets, managing the ageing list and closure of businesses.

For the FYE 31 December 2013, the sales of the Group's proprietary brand footwear ("Dixing") and the sales of sports apparels and accessories were lowered by 42.36% and 50.64% respectively as compared to the FYE 31 December 2012. In view of the persistent issue of excessive inventory in China's sportswear industry, the management had taken proactive measures to minimise the retailers' inventory risks by implementing guidelines and prudent controls when placing and accepting orders. The impact of these short-term controls was inevitable to have put pressure on the Group's revenue and as a result, sales were relatively lower to compensate against the reduced risk of inventory and credit control management.



While the softening domestic demand has continued to drag down the domestic sales, the Group has broadened its overseas brand OEM operation to maintain its overall sales performance and profit margins. The production and delivery of new OEM footwear which has commenced since December 2012 has reflected a notable increase in OEM sales by 40.99% as compared to the preceding year.

The gross profit margin for the current financial year was 9.57%, fell 11.25% as compared to the gross profit margin of 20.81% recorded in the preceding year. This was mainly attributable to the escalating costs from both internal and outsourced production arising from the surging cost of raw materials and labour since the previous financial year.

# Management Discussion and Analysis (cont'd)

The sales and distribution expenses incurred in the current financial year was RMB92.44 million, stood approximately 6.36% lower as compared to the preceding year corresponding period of RMB 98.72 million. This was mainly due to, amongst others, reduction in sales rebates, retail renovation subsidy as well as significant cost cutting in sales related travelling, meeting and entertainment expenses on a year-to-year basis.

The Group's administrative expenses for the FYE 31 December 2013 was fairly consistent with a slight increase of 1.36% as compared the preceding year. Comparing to the preceding year, the Group reported a higher loss before taxation ("LBT") and loss after taxation ("LAT") resulting mainly from lower sales and shrinking gross profit margin.

Despite the loss reported in 2013, the management remained optimistic and to continue to ride the challenges of 2014 and beyond as our Group would continue to invest in research & development, advertising and marketing activities of the business in line with our strategic plan to continue to enhance market presence, distribution network and expansion of its range of fashion apparel and accessories. Like past years, we would improve relentlessly our effort to up sales and stay afloat in the highly challenging industry.

#### Key risks

Our business is operated in a highly competitive sportswear industry and facing off keen competition from international and domestic brands is a continuous business mantra. Our business model is the appointment of Authorised Regional Dealers and operators who operate Dixing Specialty Stores and shops-in-shops. We supervise and manage these dealers and operators regularly but also take cognisance that there can be no assurance that such supervision and management will be sufficient to avoid our proprietary brand being associated with inappropriate and poor service and any such negative association arising out of low quality or inappropriate and poor management by them which could damage our brand name and reputation and thus, have a material adverse effect in our business and financial performance. During the year 2013, we are not aware of any material non-compliance issues of our dealers and operators.

The sportswear manufacturing industry is labour intensive. The continued rising labour costs have greatly impacted our margins with no assurance of stabilising. The increase in cost is not in line with the corresponding increase of the prices of our products. The imbalance is felt greatly with the dwindling of the revenue from the sportswear while the labour costs remained an upscale matter.

Like the past years, our retailers for our proprietary brand products have continued to face increasing competition for suitable retail locations and space for Dixing Speciality Stores and other retail locations respectively to merchandise and sell our proprietary brand products. In securing preferred locations or commercially optimal locations, our retailers incurred higher costs which in turn will affect the business and financial performance of our Authorised Regional Dealers/and or our Group.

#### **Prospects**

The uncertainty of the economy weighs heavily on our business. Our strategy remained to be a consumer-specific-strategy by catering to the secondary and university students and working class. Our proprietary brand is distributed through our appointed Authorised Regional Dealers and operators in various cities in China. Our products are affordable and branded. We continue to be optimistic of the future of the sportswear which will undergo a market rationalisation exercise and based on our years of experience and firm footing in the market, the future remains challenging but positive.

# **CORPORATE** SUSTAINABILITY STATEMENT

#### Our Commitment

We have always value the way how our business is conducted. At K-Star Sports Limited, we perceived corporate sustainability as our commitment to create long term value for our shareholders, environment and society through innovation and excellence.

To embrace all these, we act with a purpose and conduct our business in a way that protects and preserves the environment, supports our employees and gives back to the society.

We are manufacturers of shoes. We consume natural resources. In the manufacturing process, we produce waste. We affect the environment in the way we do our business. We strive to work closely with our suppliers, employees and customers to minimise the impact to the environment. This is our responsibility.

#### **Environment**

We take responsibility to ensure that our business has minimal impact to the environment by reducing the emission of carbon. We try to reduce-reuse-recycle where possible. We source our products locally. This reduces the carbon emission for transport and supports local economy.

#### Factory and employees

We provide a safe and friendly factory for our employees. Our safety policy outlines the safety measures to be observed by our employees. Our employees are also provided with adjacent hostels attached with necessary facilities. We acknowledge the contribution of our employees in driving the performance of our business. We recognise good talents and reward them accordingly with promotions and incentives. We provide induction training for new staff to familiarise themselves with the new environment. To ensure continuity, we continuously identify key talents to be trained as part of our succession planning. We encourage our employees to work together in harmony to achieve a common vision. Every employee is given equal opportunity to rise up in their positions through hard work and dedication.

#### Moving forward

Our Company is committed to promote good corporate governance standards and building sustainability.



