

# C-LINK SQUARED LIMITED

*(Incorporated in the Cayman Islands with limited liability)*

(於開曼群島註冊成立的有限公司)

Stock code 股份代號 : 1463



INTERIM  
REPORT  
**2022**  
中期報告



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# CORPORATE INFORMATION

## 公司資料

### BOARD OF DIRECTORS

#### Executive Directors

Mr. Ling Sheng Hwang  
(Chairman of the Board and Chief Executive Officer)  
Mr. Ling Sheng Chung

#### Non-Executive Directors

Mr. Ling Sheng Shyan  
Dr. Wu Xianyi

#### Independent Non-Executive Directors

Mr. Lee Yan Kit  
Dr. Zeng Jianhua  
Mr. Ma Shengcong  
Mr. Yang Junhui (appointed on 21 March 2022)  
Mr. Qian Jianguang (appointed on 18 August 2022)  
Mr. Tso Sze Wai (appointed on 31 December 2021  
and resigned on 21 March 2022)

### AUDIT COMMITTEE

Mr. Yang Junhui (Chairman) (appointed on 21 March 2022)  
Mr. Ling Sheng Shyan  
Mr. Lee Yan Kit  
Mr. Ma Shengcong  
Mr. Tso Sze Wai (appointed on 31 December 2021  
and resigned on 21 March 2022)

### REMUNERATION COMMITTEE

Mr. Yang Junhui (Chairman) (appointed on 21 March 2022)  
Mr. Ling Sheng Hwang  
Mr. Ling Sheng Chung  
Mr. Lee Yan Kit  
Mr. Ma Shengcong  
Mr. Tso Sze Wai (appointed on 31 December 2021  
and resigned on 21 March 2022)

### NOMINATION COMMITTEE

Mr. Ling Sheng Hwang (Chairman)  
Mr. Ling Sheng Chung  
Mr. Lee Yan Kit  
Mr. Ma Shengcong  
Mr. Yang Junhui (appointed on 21 March 2022)  
Mr. Tso Sze Wai (appointed on 31 December 2021  
and resigned on 21 March 2022)

### 董事會

#### 執行董事

Ling Sheng Hwang先生  
(董事會主席兼行政總裁)  
Ling Sheng Chung先生

#### 非執行董事

Ling Sheng Shyan先生  
吳賢毅博士

#### 獨立非執行董事

李殷傑先生  
曾建華博士  
馬生聰先生  
楊軍輝先生 (於2022年3月21日獲委任)  
錢劍光先生 (於2022年8月18日獲委任)  
曹思維先生 (於2021年12月31日獲委任，並於  
2022年3月21日辭任)

#### 審核委員會

楊軍輝先生 (主席) (於2022年3月21日獲委任)  
Ling Sheng Shyan先生  
李殷傑先生  
馬生聰先生  
曹思維先生 (於2021年12月31日獲委任，並於  
2022年3月21日辭任)

#### 薪酬委員會

楊軍輝先生 (主席) (於2022年3月21日獲委任)  
Ling Sheng Hwang先生  
Ling Sheng Chung先生  
李殷傑先生  
馬生聰先生  
曹思維先生 (於2021年12月31日獲委任，並於  
2022年3月21日辭任)

#### 提名委員會

Ling Sheng Hwang先生 (主席)  
Ling Sheng Chung先生  
李殷傑先生  
馬生聰先生  
楊軍輝先生 (於2022年3月21日獲委任)  
曹思維先生 (於2021年12月31日獲委任，並於  
2022年3月21日辭任)

# CORPORATE INFORMATION

## 公司資料

### AUTHORISED REPRESENTATIVES

Mr. Ling Sheng Hwang  
Ms. Chan Lok Yee

### COMPANY SECRETARY

Ms. Chan Lok Yee (ACG HKACG)

### REGISTERED OFFICE

Windward 3, Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

### PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room 1901, 19/F, Lee Garden One  
33 Hysan Avenue  
Causeway Bay  
Hong Kong

### HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS

No. 1, Persiaran Sungai Buloh  
Taman Industri Sungai Buloh  
Kota Damansara  
47810 Petaling Jaya  
Selangor  
Malaysia

### CAYMAN ISLANDS PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Ocorian Trust (Cayman) Limited  
Windward 3, Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

### HONG KONG BRANCH SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited  
Shops 1712-1716, 17th Floor  
Hopewell Centre  
183 Queen's Road East  
Wan Chai, Hong Kong

### 授權代表

Ling Sheng Hwang先生  
陳潔而女士

### 公司秘書

陳潔而女士 (ACG HKACG)

### 註冊辦事處

Windward 3, Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

### 香港主要營業地點

香港  
銅鑼灣  
希慎道33號  
利園一期19樓1901室

### 總部及主要營業地點

No. 1, Persiaran Sungai Buloh  
Taman Industri Sungai Buloh  
Kota Damansara  
47810 Petaling Jaya  
Selangor  
Malaysia

### 開曼群島股份過戶登記總處

Ocorian Trust (Cayman) Limited  
Windward 3, Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

### 香港股份過戶登記分處

香港中央證券登記有限公司  
香港灣仔  
皇后大道東183號  
合和中心  
17樓1712-1716號舖



# CORPORATE INFORMATION

## 公司資料

### HONG KONG LEGAL ADVISOR

Taylor Wessing  
21/F, No. 8 Queen's Road Central  
Hong Kong

### COMPLIANCE ADVISER

Grand Moore Capital Limited  
Unit 1607, 16/F  
Silvercord Tower 1  
30 Canton Road  
Tsim Sha Tsui  
Kowloon, Hong Kong

### INDEPENDENT AUDITOR

Ernst & Young PLT  
*Chartered Accountants and Recognized Public Interest Entity Auditors*  
Level 23A, Menara Milenium  
Jalan Damanlela  
Pusat Bandar Damansara  
50490, Kuala Lumpur, Malaysia

### PRINCIPAL BANKER

CIMB Bank Berhad  
43-G Jalan PJU 5/20  
The Strand Pusat  
Perdagangan Kota Damansara  
Kota Damansara  
47810 Petaling Jaya  
Selangor, Malaysia

### STOCK CODE

1463

### WEBSITE

[www.clinksquared.com](http://www.clinksquared.com)

### 香港法律顧問

泰樂信律師事務所  
香港  
皇后大道中8號21樓

### 合規顧問

中毅資本有限公司  
香港九龍  
尖沙咀  
廣東道30號  
新港中心1座  
16樓1607室

### 獨立核數師

Ernst & Young PLT  
*特許會計師及認可公眾利益實體核數師*  
Level 23A, Menara Milenium  
Jalan Damanlela  
Pusat Bandar Damansara  
50490, Kuala Lumpur, Malaysia

### 主要往來銀行

CIMB Bank Berhad  
43-G Jalan PJU 5/20  
The Strand Pusat  
Perdagangan Kota Damansara  
Kota Damansara  
47810 Petaling Jaya  
Selangor, Malaysia

### 股份代號

1463

### 網站

[www.clinksquared.com](http://www.clinksquared.com)

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

### BUSINESS REVIEW AND OUTLOOK

C-Link Squared Limited (the “**Company**”), together with its subsidiaries (collectively, the “**Group**”), are principally engaged in (i) the provision of outsourced services, including the provision of outsourced document management services and related software applications and enterprise software solutions services in Malaysia as well as the provision of outsourced insurance risk analysis services and insurance marketing services in the People’s Republic of China (the “**PRC**”, which for the purposes of this report only, excludes Hong Kong, Taiwan and Macau Special Administrative Region of the PRC, unless otherwise specified), and (ii) the distribution and sales of medical equipment in the PRC. Our outsourced document management services represent our largest revenue stream and include (a) electronic document delivery; (b) document print and mail fulfilment; (c) magnetic ink character recognition cheque print and mail fulfilment; (d) medical ID card print and mail fulfilment; and (e) document imaging and scanning services. Our non-wholly owned subsidiary in the PRC acquired in July 2021 is principally engaged in the operation of outsourced insurance risk analysis services and insurance marketing services business as well as the distribution and sales of medical equipment business.

Over the years, we have successfully developed proprietary enterprise software applications focused on IT technologies that drive digital transformation for large companies in the banking, insurance and retail industries in Malaysia. Our solutions are developed by our team of experienced IT engineers having longstanding experience in both the IT and the financial services industries, with the objective of optimising the IT document management of our clients.

We have experienced an increased demand for software as a service of subscription (“**SaaS**”) for software application solution delivery in Malaysia which will lead to an increase in demand from existing and new customers to adopt our Streamline Suite. As our customers are mostly financial institutions in Malaysia, our Streamline Suite and services will be hosted in a tier 3 compliant data centre (the “**Data Centre**”) in Malaysia.

In light of the above, we are upgrading our IT infrastructure and expanding our capacity to host and provide our Streamline Suite in a Data Centre facility in Malaysia. This new Data Centre facility will contribute to our Group’s outsourced document management services and enterprise software solutions services by allowing our Group to enhance our document hosting capability for electronic distribution and enterprise software solutions to our customers. Please refer to the sub-section headed “Future Plans and Prospects” in this report for more details.

### 業務回顧及前景

C-Link Squared Limited (「**本公司**」, 連同其附屬公司統稱「**本集團**」) 主要從事(i)於馬來西亞提供外判服務, 其中包括提供外判文件管理服務及相關軟件應用程序及企業軟件解決方案服務以及於中華人民共和國(「**中國**」, 僅就本報告而言, 除另有說明者外, 不包括香港、台灣及中國澳門特別行政區)提供外判保險風險分析服務及保險營銷服務, 以及(ii)於中國分銷及銷售醫療設備。我們的外判文件管理服務為我們的最大收益來源, 包括(a)電子文件傳遞;(b)文件打印及郵件專遞;(c)磁墨水字符識別支票打印及郵件專遞;(d)醫療ID卡打印及郵件專遞;及(e)文件成像及掃描服務。我們於2021年7月收購的中國非全資附屬公司主要從事外判保險風險分析服務及保險營銷服務之業務以及醫療設備分銷及銷售業務。

多年來, 我們成功開發專注於資訊科技技術的專有企業軟件應用程序, 為馬來西亞的銀行、保險及零售業的大型公司推動數碼化轉型。我們的解決方案由在資訊科技及金融服務行業擁有豐富經驗的資深資訊科技團隊開發, 目的是優化客戶的資訊科技文件管理。

我們經歷了對軟件應用程序解決方案交付的軟件即訂閱服務(「**SaaS**」)於馬來西亞的需求增加, 這將增加現有及新客戶採用我們的Streamline Suite的需求。由於我們的客戶主要為於馬來西亞的金融機構, 我們的Streamline Suite及服務將託管於馬來西亞符合三級標準的數據中心(「**數據中心**」)。

鑑於上述情況, 我們正在升級我們的資訊科技基礎設施, 並擴展我們於馬來西亞的數據中心設施中託管及提供Streamline Suite的能力。該新數據中心設施將使我們集團能夠增強我們為客戶提供電子分發及企業軟件解決方案的文檔託管能力, 從而為本集團的外判文件管理服務及企業軟件解決方案服務提供助力。更多詳情, 請參閱本報告「未來計劃及前景」分節。

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

Furthermore, during the six months ended 30 June 2022 (the “**Reporting Period**”), we successfully expanded and diversified our PRC business by establishing business in the distribution and sales of medical equipment in Qingdao, the PRC. Capitalising on the resources and network of our non-wholly owned subsidiary in the PRC acquired in July 2021, we have secured stable supply of and demand for medical equipment of both domestic and foreign brands including anesthesia laryngoscope and defibrillator. To the best of the Company’s knowledge, during the Reporting Period, all of our supplier and customer in this segment were independent third parties of and were not connected with the Company and its connected persons (as defined in the Rules (the “**Listing Rules**”) Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”). Our revenue generated from this business amounted to approximately RM7.5 million, representing approximately 12.7% of the total revenue for the Reporting Period (six months ended 30 June 2021: Nil). Our distribution and sales of medical equipment is complemented by our health management service which adopts advanced cloud technology. We believe that as the advanced cloud technology-based service system of our PRC subsidiary continues to develop, our capability in sourcing and distributing quality medical equipment will add to our strength in utilising the service system to capture opportunities of developing health management, telemedicine services and other health-related business. We are optimistic about the prospects of this business, especially when the general public has become more health-conscious in the post-COVID-19 world.

### FUTURE PLANS AND PROSPECTS

We intend to achieve sustainable growth in our business and create long-term shareholders’ value. To achieve our goals, we proposed to implement the following strategies:

- (i) Expanding the Group’s data processing and technical capacity:
  - (a) converting an existing building we have acquired during the Reporting Period into a new Data Centre to upgrade our information technology infrastructure for expanding our outsourced document management services and our enterprise software solutions;
  - (b) strengthening our Group’s technical operation support team; and
  - (c) engaging external software development vendors to develop new applications within our Streamline Suite and front-end solutions.

此外，於截至2022年6月30日止六個月（「**報告期**」）內，我們通過於中國青島開展醫療設備分銷及銷售業務，成功擴展及多元化我們的中國業務。利用我們於2021年7月收購的中國非全資附屬公司的資源及網絡，我們已獲得麻醉喉鏡及除顫器等國內外品牌醫療設備的穩定供應及需求。據本公司所知，報告期內，我們於該分部的所有供應商及客戶均為本公司及其關連人士（定義見香港聯合交易所有限公司（「**聯交所**」）證券上市規則（「**上市規則**」）的獨立第三方，與本公司並無關連。我們由該業務產生的收入約為7.5百萬令吉特，佔報告期總收入約12.7%（截至2021年6月31日止六個月：無）。我們的醫療設備分銷及銷售與我們採用先進雲技術的健康管理服務相輔相成。我們相信，隨著我們中國附屬公司基於雲技術的先進服務系統不斷發展，我們採購及分銷優質醫療設備的能力將增加我們利用服務系統的實力，以抓住發展健康管理、遠程醫療服務及其他與健康相關的業務的機會。我們對該業務的前景持樂觀態度，尤其是於COVID-19後的世界中，公眾對健康的意識越來越強。

### 未來計劃及前景

我們擬實現業務可持續增長及創造長期股東價值。為實現我們的目標，我們擬實施以下策略：

- (i) 擴大本集團的數據處理及技術能力：
  - (a) 於報告期內改造一幢我們已收購的現有樓宇為一個新數據中心，以升級資訊科技基礎設施，擴大我們的外判文件管理服務及我們的企業軟件解決方案；
  - (b) 加強本集團的技術運營支持團隊；及
  - (c) 聘請外部軟件開發供應商，以於 Streamline Suite及前端解決方案內開發新應用程序。



# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

- (ii) Expanding our market presence locally and exploring expansion regionally to capture further market share:
    - (a) maintaining and strengthening our relationship with existing customers and capturing new customers within Malaysia, Singapore and the PRC; and
    - (b) pursuing appropriate strategic acquisitions and business opportunities.
  - (iii) Increasing the Group's visibility, operational efficiency and profitability through obtaining Multimedia Super Corridor Malaysia status.
- (ii) 擴大我們在當地的市場佔有率及探索區域擴展以獲取更多市場份額：
    - (a) 維持及加強與現有客戶的關係，並於馬來西亞、新加坡及中國獲得新客戶；及
    - (b) 尋求適當的戰略收購及商機。
  - (iii) 通過獲得馬來西亞多媒體超級走廊地位來提高本集團的知名度、營運效率及盈利能力。

The Group has applied approximately RM6.2 million (equivalent to approximately HK\$12.0 million) out of its internal resources for the design and project management of the Data Centre since 2020. However, as a result of the unprecedented outbreak of COVID-19 since the beginning of 2020, the Malaysia Government has taken a series of preventative measures throughout the country, including but not limited to the Movement Control Order (“MCO”). Due to the outbreak of COVID-19 and the country-wide lockdown measures under the MCO, the construction plan of our new Data Centre has been postponed, and as disclosed in the announcement of the Company dated 4 November 2021 (the “**2021 Announcement**”), the Company subsequently decided to acquire and convert an existing building in Malaysia into the Data Centre instead of building one itself. As at 30 June 2022, the Group has acquired a building in Malaysia for such purpose at the consideration of RM12.0 million (equivalent to approximately HK\$22.3 million), of which RM10.3 million (equivalent to approximately HK\$19.5 million) was paid out of the net proceeds of the Company's share offer and placing (the “**Share Offer**”), further details of which are set out in the Company's prospectus (the “**Prospectus**”) dated 17 March 2020 and the 2021 Announcement.

In addition to the delay in the development of this new Data Centre, the COVID-19 pandemic has resulted in material adverse effects on Malaysia's overall economy since 2020 and is expected to have continuous material adverse effects on Malaysia's economy in 2022. However, we believe that the post-COVID-19 world will see the hastened acceleration of the rapid shift of financial organisations toward interaction with customers through the adoption of omni-channel and artificial intelligence to facilitate engagement with customers and automation to enhance business processes. The rates of adoption of such digitisation will not be limited to customer-facing elements of organisations but will also encompass the core internal operations (such as back-office and customer service) in the supply chain.

自2020年以來，本集團已從內部資源中動用約6.2百萬令吉特（相當於約12.0百萬港元）用於數據中心的設計及項目管理。然而，由於自2020年初爆發史無前例的COVID-19，馬來西亞政府已在全國範圍採取一系列預防措施，包括（但不限於）行動管制令（「**行動管制令**」）。由於COVID-19爆發及根據行動管制令在全國實施封城措施，我們新數據中心的建設計劃已押後，且誠如本公司日期為2021年11月4日的公告（「**2021年公告**」）所披露，本公司其後決定收購馬來西亞的一棟現有樓宇並將其改造為數據中心，而放棄自建。於2022年6月30日，本集團已就此目的於馬來西亞收購一幢樓宇，代價為12.0百萬令吉特（相當於約22.3百萬港元），其中10.3百萬令吉特（相當於約19.5百萬港元）已由本公司股份發售及配售（「**股份發售**」），進一步詳情載於本公司日期為二零二零年三月十七日之招股章程（「**招股章程**」）及二零二一年公告的所得款項淨額支付。

COVID-19疫情除了導致該新數據中心的發展延誤外，亦已對馬來西亞自2020年以來的整體經濟造成重大不利影響，並預期於2022年將繼續對馬來西亞經濟造成持續重大不利影響。然而，我們相信，COVID-19後的世界中，金融組織將加速轉向透過採納全渠道及人工智能與客戶互動，以促進與客戶互動及自動化以增強業務流程。有關數碼化的採用率將不僅限於面向客戶的組織元素，而且會涵蓋供應鏈中的核心內部運營（如後台及客戶服務）中。



# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

Unsurprisingly, compared with the pre-COVID-19 world, there has been an increase in (i) top management alignment to implement these changes; (ii) funding of digital initiatives; and (iii) execution of the necessary changes to position the financial organisations better than they were. With this faster adoption, there will be opportunities in SaaS for online health care, education, commerce and financial segments.

The COVID-19 crisis has made these technology-related changes more imperatively urgent than ever. We believe that this momentum along with the top management alignment on a company's digital strategy will continue in the future. The Group will also continuously and closely monitor any changes in the situation and make timely response in the implementation of the aforesaid growth strategies.

Since July 2021, the Group has expanded its footprint in the PRC and provided outsourced insurance risk analysis services and insurance marketing services. In addition, the Group has begun its distribution and sales of medical equipment business in the PRC since April 2022. Going forward, the Group expects to develop advanced internet cloud technology and big data analysis to create a comprehensive and efficient service system for customers in the insurance and insurance related industries in the PRC. In addition, the Group aims to further internationalise and diversify its businesses based on this service system. Potential business opportunities include (i) the insurance big data business; (ii) the development of health management, equipment sales and big health business related to insurance data; and (iii) data cloud services for various small-to-medium enterprises, such as telemedicine, video conferencing and other business opportunities. The Group currently aims to maintain a prudent attitude in this business and develop it at a steady speed in the PRC, and will review its performance, strategies and development regularly.

The Group's business in the PRC is subject to the PRC Data Security Law, the PRC Personal Information Protection Law and a series of relevant industry regulations and policies of the PRC. The Group has internal policies in place to comply with relevant regulations, and will make corresponding changes in operations in accordance with the updates of relevant regulations and policies issued by the government and regulatory agencies to cooperate with those regulations and policies, so as to achieve legal compliance in its operations.

不出所料的是，與COVID-19前的世界相比，(i)高級管理層為配合實施該等變動而作出的調整；(ii)為數碼化舉措提供的資金；及(iii)執行的必要變動均有所增加，使金融組織處於較以往有利的地位。隨著加快採取此等措施，線上醫療保健、教育、商業及金融分部的SaaS將出現機遇。

COVID-19危機使該等與科技相關的變革比以往任何時候都更加迫切。我們相信，此勢頭加上最高管理層對公司數碼化策略的配合將在未來繼續。本集團亦將繼續密切監察情況的任何變化，並在實行上述增長策略時作出及時反應。

自2021年7月起，本集團已擴大其於中國的足跡，並提供外判保險風險分析服務及保險營銷服務。此外，自2022年4月起，本集團已開始於中國開展其醫療設備分銷及銷售業務。展望未來，本集團預期開發先進的互聯網雲技術及大數據分析，為中國的保險及保險相關行業客戶創建全面及高效的服務系統。此外，本集團計劃以此服務體系為基礎，尋求進一步把業務國際化及多元化，潛在業務機會包括：(i)保險大數據業務；(ii)開展保險數據相關的健康管理、設備銷售及大健康業務；及(iii)面向各類中小企數據雲服務，比如遠程醫療，視頻會議等多方面的業務機會。本集團目前旨在保持審慎的態度並於中國穩步發展該業務，並將定期檢視其業績、策略及發展。

本集團在中國的業務，須遵守《中華人民共和國數據安全法》、《中華人民共和國個人信息保護法》及一切中國相關行業的法規及政策。本集團已制定內部政策以遵守相關法規，並按照政府及監管機構對頒佈相關法規及政策的更新，將在營運上作出相應改變配合，盡力達致營運合法合規。

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

### FINANCIAL REVIEW

#### Revenue from contracts with customers

Our total revenue amounted to approximately RM59.2 million and RM45.4 million for the six months ended 30 June 2022 and 30 June 2021, respectively. Our revenue for the six months ended 30 June 2022 was mainly derived from (i) the provision of outsourced services, including the provision of outsourced document management services and related software applications and enterprise software solutions services in Malaysia as well as outsourced insurance risk analysis services and insurance marketing services in the PRC, which in aggregate represented approximately 87.3% of the total revenue of the Group, and (ii) the distribution and sales of medical equipment in the PRC, which represented approximately 12.7% of the total revenue of the Group.

#### Provision of outsourced services

##### Outsourced document management services

Our revenue generated from the provision of outsourced document management services represented approximately 64.5% and 95.4% of our total revenue for the six months ended 30 June 2022 and 30 June 2021, respectively. The revenue from the provision of outsourced document management services decreased by approximately RM5.1 million or 11.7% from approximately RM43.3 million for the six months ended 30 June 2021 to approximately RM38.2 million for the six months ended 30 June 2022. Such decrease in revenue was mainly due to the decrease in demand for document print and mail fulfilment services for the six months ended 30 June 2022 as a result of the slowdown of the economy in Malaysia during the Reporting Period.

##### Outsourced insurance risk analysis services and insurance marketing services

We provided outsourced insurance risk analysis services and insurance marketing services to our customers in the insurance or insurance related industries in the PRC during the Reporting Period.

Our revenue generated from the provision of outsourced insurance risk analysis services and insurance marketing services represented approximately 18.5% of the total revenue for the six months ended 30 June 2022 (six months ended 30 June 2021: Nil) and amounted to approximately RM10.9 million. Such revenue was mainly contributed by the Group's non-wholly owned subsidiary in the PRC acquired in July 2021.

### 財務回顧

#### 來自與客戶訂立合約的收益

截至2022年及2021年6月30日止六個月，我們的總收益分別約為59.2百萬令吉特及45.4百萬令吉特。我們截至2022年6月30日止六個月的收益主要來自(i)提供外判服務，其中包括於馬來西亞提供外判文件管理服務及相關軟件應用程序及企業軟件解決方案服務以及於中國提供外判保險風險分析服務及保險營銷服務，合共佔本集團總收益約87.3%，以及(ii)於中國分銷及銷售醫療設備，佔本集團總收益約12.7%。

#### 提供外判服務

##### 外判文件管理服務

截至2022年及2021年6月30日止六個月，我們提供外判文件管理服務產生的收益分別佔總收益約64.5%及95.4%。提供外判文件管理服務產生的收益由截至2021年6月30日止六個月約43.3百萬令吉特減少約5.1百萬令吉特或11.7%至截至2022年6月30日止六個月約38.2百萬令吉特。有關收益減少乃主要由於於報告期間馬來西亞經濟放緩，令截至2022年6月30日止六個月文件打印及郵件專遞服務的需求減少。

##### 外判保險風險分析服務及保險營銷服務

於報告期間，我們向中國保險或保險相關行業的客戶提供外判保險風險分析服務及保險營銷服務。

我們提供外判保險風險分析服務及保險營銷服務產生的收益佔截至2022年6月30日止六個月的總收益約18.5%（截至2021年6月30日止六個月：無），約為10.9百萬令吉特。有關收益主要來自本集團於2021年7月收購的中國非全資附屬公司作出的貢獻。

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

### Enterprise software solutions

We provide enterprise software solutions to our customers using our proprietary Streamline software and generated revenue mainly from license fees, maintenance fees and implementation fees.

Our revenue generated from the provision of enterprise software solutions represented approximately 4.3% and 4.6% of our total revenue for the six months ended 30 June 2022 and 2021, respectively. Our revenue from the provision of enterprise software solutions increased by approximately RM0.5 million or 23.2% from approximately RM2.1 million for the six months ended 30 June 2021 to approximately RM2.6 million for the six months ended 30 June 2022. The increase in revenue generated from the provision of enterprise software solutions during the Reporting Period was mainly due to the gradual rebound in demand for enterprise software solutions services, which was tremendously affected by the unprecedented outbreak of COVID-19 in the past two years.

### Distribution and sales of medical equipment

We have been engaged in the distribution and sales of medical equipment in the PRC since April 2022. For details, please refer to the sub-section headed “Business Review and Outlook” in this report.

Our revenue generated from the the distribution and sales of medical equipment represented approximately 12.7% of our total revenue for the six months ended 30 June 2022 (six months ended 30 June 2021: Nil) and amounted to approximately RM7.5 million. Such revenue was mainly contributed by the Group’s non-wholly owned subsidiary in the PRC acquired since July 2021.

### Cost of sales

Our cost of sales increased significantly by approximately RM13.4 million or 38.1% from approximately RM35.2 million for the six months ended 30 June 2021 to approximately RM48.6 million for the six months ended 30 June 2022. Such increase in cost of sales was mainly attributable to (i) the service fees charged by third party contractors in relation to our provision of outsourced insurance risk analysis services and insurance marketing services and the costs of machines in relation to the distribution and sales of medical equipment business by our non-wholly owned subsidiary acquired in July 2021 in the PRC, which fees and costs were absent in the six months ended 30 June 2021; and (ii) the increase in staff costs, which were partially offset by the decrease in postage cost during the Reporting Period since the demand for document print and mail fulfillment services decreased as a result of the slowdown of the economy in Malaysia.

### 企業軟件解決方案

我們使用專有Streamline軟件向客戶提供企業軟件解決方案，並主要自授權費、維護費及實施費賺取收益。

截至2022年及2021年6月30日止六個月，我們提供企業軟件解決方案產生的收益分別佔總收益的約4.3%及4.6%。我們提供企業軟件解決方案產生的收益由截至2021年6月30日止六個月的約2.1百萬令吉特增加約0.5百萬令吉特或23.2%至截至2022年6月30日止六個月的約2.6百萬令吉特。於報告期內，提供企業軟件解決方案產生的收益增加主要由於企業軟件解決方案服務需求逐漸反彈所致，而有關需求因過去兩年爆發史無前例的COVID-19而受到嚴重影響。

### 醫療設備分銷及銷售

我們自2022年4月起於中國從事醫療設備分銷及銷售。詳情請參閱本報告「業務回顧及前景」分節。

截至2022年6月30日止六個月，我們自醫療設備分銷及銷售產生的收益佔總收益約12.7%（截至2021年6月30日止六個月：無），約為7.5百萬令吉特。有關收益主要由本集團自2021年7月起收購的中國非全資附屬公司貢獻。

### 銷售成本

我們的銷售成本由截至2021年6月30日止六個月的約35.2百萬令吉特大幅增加約13.4百萬令吉特或38.1%至截至2022年6月30日止六個月的約48.6百萬令吉特。銷售成本增加主要歸因於(i) 第三方承包商就我們提供的外判保險風險分析服務及保險營銷服務收取的服務費及於2021年7月於中國收購的非全資附屬公司從事醫療設備分銷及銷售業務的機器成本，而截至2021年6月30日止六個月並無有關費用及成本；及(ii) 員工成本增加，部分由於對文件打印及郵件專遞服務的需求因馬來西亞經濟放緩而減少，令報告期間郵資成本減少所抵銷。



# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

### Gross profit and gross profit margin

Our gross profit increased by approximately RM0.5 million or 4.6% from approximately RM10.1 million for the six months ended 30 June 2021 to approximately RM10.6 million for the six months ended 30 June 2022. Our gross profit margin decreased by approximately 4.4% from approximately 22.3% for the six months ended 30 June 2021 to approximately 17.9% for the six months ended 30 June 2022. The increase in gross profit was mainly attributable to the increase in revenue generated from the provision of enterprise software solution services and the outsourced insurance risk analysis services and insurance marketing services to our customers, while the decrease in gross profit margin was mainly due to the increase in revenue generated from the provision of the outsourced insurance risk analysis services and insurance marketing services and the distribution and sales of medical equipment, which had a significantly lower gross profit margin.

### Other income and gains

Our other income and gains increased by approximately RM0.4 million or 83.0% from approximately RM0.4 million for the six months ended 30 June 2021 to approximately RM0.8 million for the six months ended 30 June 2022, which was mainly attributable to the increase in interest income generated from fixed deposits and low-risk investment products and the increase in foreign exchange gain during the Reporting Period.

### Administrative expenses

Our administrative expenses increased by approximately RM3.3 million or 49.7% from approximately RM6.6 million for the six months ended 30 June 2021 to approximately RM9.9 million for the six months ended 30 June 2022. The increase was mainly attributable to (i) the increase in staff costs and research and development costs as a result of the business expansion of the Group, including our business expansion in the PRC after the acquisition of our non-wholly owned subsidiary in the PRC in July 2021; (ii) the increase in legal and other professional fees incurred by the Group for meeting its post-listing obligations; and (iii) the increase in expected credit losses on trade receivables.

### Finance costs

Our finance costs decreased by approximately RM0.1 million or 17.8% from approximately RM0.3 million for the six months ended 30 June 2021 to approximately RM0.2 million for the six months ended 30 June 2022. The decrease was mainly due to the decrease in the outstanding balance of a term loan of the Group.

### 毛利及毛利率

我們的毛利由截至2021年6月30日止六個月的約10.1百萬令吉特增加約0.5百萬令吉特或4.6%至截至2022年6月30日止六個月的約10.6百萬令吉特。我們的毛利率由截至2021年6月30日止六個月的約22.3%下跌約4.4%至截至2022年6月30日止六個月的約17.9%。毛利增加主要歸因於向客戶提供企業軟件解決方案服務以及外判保險風險分析服務及保險營銷服務所產生的收益增加，而毛利率下降乃主要由於提供外判保險風險分析服務及保險營銷服務以及醫療設備分銷及銷售（其毛利率顯著較低）所產生的收益增加。

### 其他收入及收益

我們的其他收入及收益由截至2021年6月30日止六個月的約0.4百萬令吉特增加約0.4百萬令吉特或83.0%至截至2022年6月30日止六個月的約0.8百萬令吉特，主要由於報告期內固定存款及低風險投資產品產生的利息收入增加以及外匯收益增加所致。

### 行政開支

我們的行政開支由截至2021年6月30日止六個月的約6.6百萬令吉特增加約3.3百萬令吉特或49.7%至截至2022年6月30日止六個月的約9.9百萬令吉特。該增加主要由於(i)本集團擴展業務令員工成本及研發成本增加，包括於2021年7月收購我們於中國的非全資附屬公司後我們於中國的業務擴展；(ii)本集團為履行其上市後義務而產生的法律及其他專業費用增加；及(iii)貿易應收款項的預期信貸虧損增加。

### 融資成本

我們的融資成本由截至2021年6月30日止六個月的約0.3百萬令吉特減少約0.1百萬令吉特或17.8%至截至2022年6月30日止六個月的約0.2百萬令吉特。該減少主要由於本集團的定期貸款尚未償還結餘減少所致。



# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

### Profit before tax

Our profit before tax amounted to approximately RM1.3 million for the six months ended 30 June 2022 (six months ended 30 June 2021: profit before tax of approximately RM3.7 million). Such decrease in profit before tax was mainly due to the increase in administrative expenses which was partially offset by the increase in gross profit and other income and gains as abovementioned.

### Income tax expense

Our income tax expense decreased by approximately RM0.5 million or 26.8% from approximately RM1.8 million for the six months ended 30 June 2021 to approximately RM1.3 million for the six months ended 30 June 2022. Such decrease in income tax expenses was mainly due to the decrease in taxable profits generated from outsourced document management services by certain subsidiaries of the Company in Malaysia.

### (Loss)/profit for the period

Our loss for the period amounted to approximately RM17,000 for the six months ended 30 June 2022 (six months ended 30 June 2021: profit for the period of approximately RM1.9 million). Such loss for the period was primarily due to the increase in administrative expenses which was partially offset by the increase in gross profit and other income and gains as abovementioned.

### Interim dividend

The board (the “**Board**”) of directors of the Company (the “**Directors**”) does not recommend the payment of an interim dividend for the six months ended 30 June 2022 (six months ended 30 June 2021: Nil).

### 除稅前溢利

截至2022年6月30日止六個月，我們的除稅前溢利約為1.3百萬令吉特（截至2021年6月30日止六個月：除稅前溢利約3.7百萬令吉特）。有關除稅前溢利減少主要由於上述提及的行政開支增加所致，部分由毛利以及其他收入及收益增加所抵銷。

### 所得稅開支

我們的所得稅開支由截至2021年6月30日止六個月約1.8百萬令吉特減少約0.5百萬令吉特或26.8%至截至2022年6月30日止六個月約1.3百萬令吉特。有關所得稅開支減少主要由於本公司若干馬來西亞附屬公司提供外判文件管理服務產生的應課稅溢利減少所致。

### 期內（虧損）／溢利

截至2022年6月30日止六個月，我們的期內虧損約為17,000令吉特（截至2021年6月30日止六個月：期內溢利約1.9百萬令吉特）。有關期內虧損主要由於上述行政開支增加所致，部分由毛利以及其他收入及收益增加所抵銷。

### 中期股息

本公司董事（「**董事**」）會（「**董事會**」）不建議就截至2022年6月30日止六個月派發中期股息（截至2021年6月30日止六個月：無）。

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

### Liquidity and financial resources

As at 30 June 2022, total loans and borrowings of the Group amounted to approximately RM14.7 million (31 December 2021: approximately RM16.2 million), representing a decrease of approximately RM1.5 million or 9.3% as compared with that as at 31 December 2021. The Group's loans and borrowings were at floating interest rates of 3.50% to 5.85% (31 December 2021: 3.50% to 5.60%) and denominated in Ringgit Malaysia ("RM") during the Reporting Period. As at 30 June 2022, the loans and borrowings included secured bank loans of approximately RM5.4 million (31 December 2021: approximately RM6.7 million) with maturity of more than 2 years but not exceeding 5 years, secured bank loans of approximately RM2.6 million (31 December 2021: approximately RM2.6 million) with maturity of more than 1 year but not exceeding 2 years, and secured bank loans and bank overdrafts of approximately RM6.7 million (31 December 2021: approximately RM6.9 million) with maturity of less than a year or in aggregate, which were repayable within one year. As at 30 June 2022, loans and borrowings of the Group of RM14.7 million were secured by first party open charge over the leasehold land, factory building and shoplot of the Group, and the corporate guarantee by the Company.

As at 30 June 2022, the Group had cash and bank balances of approximately RM50.2 million (31 December 2021: approximately RM66.3 million), which were mainly denominated in RM, Renminbi ("RMB") and Hong Kong Dollars.

The Group maintained a solid financial position and was in a net cash position as at 30 June 2022. The Group is able to meet its obligations when they become due in its ordinary and usual course of business. The current ratio, being the ratio of total current assets to total current liabilities, was around 5.4 times as at 30 June 2022 (31 December 2021: approximately 5.3 times). The Group's working capital requirements were mainly financed by internal resources during the Reporting Period.

### Contingent liabilities

As at 30 June 2022, the Group did not have any material contingent liabilities (31 December 2021: Nil).

### Capital commitments

As at 30 June 2022, the Group had no material capital commitments (31 December 2021: Nil).

### 流動資金及財務資源

於2022年6月30日，本集團的貸款及借款總額約為14.7百萬令吉特（2021年12月31日：約16.2百萬令吉特），較2021年12月31日減少約1.5百萬令吉特或9.3%。本集團於報告期內的貸款及借款乃按介乎3.50厘至5.85厘的浮動利率（2021年12月31日：3.50厘至5.60厘）計息，並以馬來西亞令吉特（「令吉特」）計值。於2022年6月30日，貸款及借款包括到期日為兩年以上但不超過五年的有抵押銀行貸款約5.4百萬令吉特（2021年12月31日：約6.7百萬令吉特）、到期日為一年以上但不超過兩年的有抵押銀行貸款約2.6百萬令吉特（2021年12月31日：約2.6百萬令吉特），以及到期日為少於一年或合計須於一年內償還的有抵押銀行貸款及銀行透支約6.7百萬令吉特（2021年12月31日：約6.9百萬令吉特）。於2022年6月30日，本集團的貸款及借款14.7百萬令吉特以對本集團租賃土地、工廠樓宇及商舖佔地的第一方公開押記以及本公司所提供的公司擔保作抵押。

於2022年6月30日，本集團主要以令吉特、人民幣（「人民幣」）及港元計值的現金及銀行結餘為約50.2百萬令吉特（2021年12月31日：約66.3百萬令吉特）。

本集團保持穩健的財政狀況，於2022年6月30日，本集團處於淨現金狀況。本集團有能力應付於日常業務過程中到期的責任。於2022年6月30日，流動比率（即流動資產總值對流動負債總額的比率）約為5.4倍（2021年12月31日：約5.3倍）。於報告期內，本集團的營運資金需求主要以內部資源撥付。

### 或然負債

於2022年6月30日，本集團概無任何重大或然負債（2021年12月31日：無）。

### 資本承擔

於2022年6月30日，本集團概無任何重大資本承擔（2021年12月31日：無）。

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

### Funding and treasury policy

The Group has adopted a prudent financial management approach towards its treasury policy and thus maintained a healthy liquidity position for the six months ended 30 June 2022. To manage the liquidity risk, the Board closely monitors the Group's liquidity position to ensure that the liquidity structure of the Group's assets, liabilities and other commitments can meet its funding requirements from time to time. For the six months ended 30 June 2022, the Group did not use any risk hedging instrument and would consider if the need arises.

### Foreign currency risk

The Group mainly operates in Malaysia and the PRC with most of its transactions settled in RM and RMB. The assets, liabilities and transactions arising from its operations are mainly denominated in RM and RMB. Although the Group may be exposed to foreign currency exchange risks, the Board believes that the future currency fluctuations will not have a material impact on the Group's operations and the Group did not engage in any derivative contracts to hedge its exposure to foreign exchange risks for the six months ended 30 June 2022. The Group has not adopted formal hedging policies and would consider adopting such policies if the need arises.

### Gearing ratio

As at 30 June 2022, the Group's gearing ratio was approximately 16.6% (31 December 2021: approximately 18.4%), representing the total loans and borrowings as a percentage of total equity as at the end of the respective period. The decrease in gearing ratio was mainly attributable to the decrease in interest-bearing bank loans from approximately RM16.2 million as at 31 December 2021 to approximately RM14.7 million as at 30 June 2022.

### 資金及庫務政策

本集團已對其庫務政策採取審慎的財務管理方針，故於截至2022年6月30日止六個月維持健康的流動資金狀況。為管理流動資金風險，董事會密切監察本集團的流動資金狀況，以確保本集團資產、負債及其他承擔的流動資金架構可應付不時的資金需要。於截至2022年6月30日止六個月，本集團並無使用任何風險對沖工具，並將於有需要時考慮使用。

### 外匯風險

本集團主要在馬來西亞及中國營運，大部分交易以令吉特及人民幣結算，營運產生的資產、負債及交易主要以令吉特及人民幣計值。儘管本集團或會面臨外匯風險，董事會相信，未來外匯波動將不會對本集團的營運造成任何重大影響，故本集團於截至2022年6月30日止六個月並無運用任何衍生合約對沖外匯風險。本集團尚未採納正式對沖政策，並會於有需要時考慮採納該等政策。

### 資本負債比率

於2022年6月30日，本集團的資本負債比率約16.6%（2021年12月31日：約18.4%），指於各期末貸款及借款總額佔權益總額的百分比。資本負債比率下降乃主要由於計息銀行貸款由2021年12月31日約16.2百萬令吉特減少至於2022年6月30日約14.7百萬令吉特。

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

### Significant Investment, Material Acquisition and Disposal

The management adopted a prudent investment strategy to utilise surplus cash to generate stable interest income from low-risk investment products. The management also monitors the investment performance of those products on a regular basis. On 18 October 2021, the Group invested in a structured financial product which was a money market fund issued by CIMB Islamic Bank Berhad (the “Portfolio”) in the principal amount of RM3.0 million, which would be matured in April 2022. As at 31 December 2021, the total value of the Portfolio amounted to RM3.0 million. The Group regularly monitored the performance of the Portfolio in order to assess the Group’s investment or divestment decisions, and the Group withdrew all of its investments in the Portfolio on 18 April 2022 when it matured at its original principal amount of RM3.0 million and a total interest of approximately RM35,000. During the period from 1 January 2021 to 18 April 2022, there was no material change in the value of the Portfolio and the Group earned an interest of approximately RM21,000 from the Portfolio during such period.

Save as disclosed herein, the Group did not have any significant investment nor did the Group carry out any material acquisition and disposal of subsidiaries, associates and joint ventures during the six months ended 30 June 2022.

### Future Plans for Material Investments and Capital Assets

Save as disclosed in the sub-section headed “Issue of Shares and Use of Proceeds from the Share Offer” in this report, the Group does not have any other future plans for material investments and capital assets as at the date of this report.

### Purchase, Sale or Redemption of the Company’s Shares

Neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company’s listed securities during the six months ended 30 June 2022.

### Events After the Reporting Period

Save as disclosed in this report, there are no significant subsequent events undertaken by the Group after 30 June 2022 and up to the date of this report.

### 重大投資、重大收購及出售

管理層採取謹慎的投資策略，動用盈餘現金自低風險投資產品產生穩定利息收入。管理層亦定期監察該等產品之投資表現。於2021年10月18日，本集團以本金額3.0百萬令吉特投資於聯昌國際回教銀行發行的貨幣市場基金結構性金融產品（「投資組合」），該產品將於2022年4月到期。於2021年12月31日，該投資組合的總價值為3.0百萬令吉特。本集團定期監察投資組合的表現，以評估本集團的投資或撤資決定，而本集團於2022年4月18日按原來的本金額3.0百萬令吉特另加利息合共約35,000令吉特撤回其於投資組合中的所有到期的投資。於2021年1月1日至2022年4月18日期間，投資組合的價值未發生重大變動，且本集團於有關期間自投資組合賺取利息約21,000令吉特。

除本報告所披露者外，截至2022年6月30日止六個月，本集團並無任何重大投資，且本集團亦無進行任何重大收購及出售附屬公司、聯營公司及合營企業。

### 重大投資及資本資產的未來計劃

除本報告「股份發行及股份發售所得款項用途」分節所披露者外，本集團截至本報告日期並無任何其他有關重大投資及資本資產的未來計劃。

### 購買、出售或贖回本公司股份

截至2022年6月30日止六個月，本公司或其任何附屬公司概無購買、出售或贖回本公司任何上市證券。

### 報告期後事項

除本報告所披露者外，本集團於2022年6月30日後及直至本報告日期止並無進行重大結算日後事項。



# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

### Employees and Remuneration Policies

As at 30 June 2022, the Group had approximately 165 employees (as at 30 June 2021: 162 employees). The total remuneration cost (including staff costs capitalised as software development expenditure, if any) amounted to approximately RM6.2 million for the six months ended 30 June 2022 (six months ended 30 June 2021: approximately RM4.9 million).

The terms of the Group's employment of employees conform to normal commercial practice. The remuneration of the employees, Directors and senior management of the Group is set and paid on the basis of the relevant employees' qualifications, competence, work performance, industry experience, relevant market trend, and the Group's operating results, etc. Discretionary bonuses are granted to employees based on merit and in accordance with industry practice. Other benefits including share options, retirement benefits, subsidised medical care, pension funds and training programmes are offered to eligible employees.

### Share Option Scheme

The Company had conditionally adopted a share option scheme on 11 March 2020 (the "Share Option Scheme"). Details of the Share Option Scheme are set out in the section headed "Statutory and General Information – F. Share Option Scheme" in Appendix V to the Prospectus. No share option has been granted by the Company pursuant to the Share Option Scheme since its adoption.

### Issue of Shares and Use of Proceeds from the Share Offer

The Shares were listed on the Main Board of the Stock Exchange on 27 March 2020 with a total of 200,000,000 Shares issued at HK\$0.63 each by way of the Share Offer, raising net proceeds of approximately HK\$73.7 million after deducting underwriting commissions and all related expenses.

Having considered the property market and business environment in Malaysia as affected by the outbreak of the COVID-19 pandemic and the development needs of the Group as set out in the 2021 Announcement, the Board resolved to, among others, change the use of the unutilised net proceeds which were originally allocated to building the Data Centre to acquiring and converting an existing building in Malaysia into the Data Centre. For details, please refer to the 2021 Announcement.

### 僱員及薪酬政策

於2022年6月30日，本集團有僱員約165名（於2021年6月30日：162名）。截至2022年6月30日止六個月，薪酬成本總額（包括資本化為軟件開發開支的員工成本，如有）為約6.2百萬令吉特（截至2021年6月30日止六個月：約4.9百萬令吉特）。

本集團的僱員聘用條款符合一般商業慣例。本集團的僱員、董事及高級管理層薪酬根據相關僱員之資格、能力、工作表現、行業經驗、相關市場趨勢及本集團之經營業績等制訂及支付。本公司根據行業慣例向優秀僱員授予酌情花紅，並向合資格僱員提供其他福利，包括購股權、退休福利、醫療補貼、退休金及培訓項目。

### 購股權計劃

本公司於2020年3月11日有條件採納購股權計劃（「購股權計劃」）。購股權計劃詳情載於招股章程附錄五「法定及一般資料- F.購股權計劃」一節。自採納起，本公司尚未根據購股權計劃授出購股權。

### 股份發行及股份發售所得款項用途

股份於2020年3月27日在聯交所主板上市，通過股份發售按每股0.63港元的價格合共發行200,000,000股股份，籌得款項淨額約73.7百萬港元（已扣除包銷佣金及所有相關開支）。

誠如2021年公告所載，經考慮到COVID-19疫情爆發對馬來西亞的房地產市場及營商環境的影響以及本集團的發展所需，董事會決議（其中包括）變更原分配用於建造數據中心的未動用所得款項淨額的用途，將其用於收購馬來西亞的一幢現有樓宇並將其改造為一個數據中心。詳情請參閱2021年公告。

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

On 10 January 2022, Compugraphic Media Sdn. Bhd., an indirect wholly-owned subsidiary of the Company, as purchaser entered into a provisional agreement with Authentek Holdings Sdn. Bhd. as vendor to acquire a building in Malaysia for conversion into a Data Centre at the consideration of RM12.00 million (equivalent to approximately HK\$22.27 million), and completion of which took place in late June 2022. For further details, please refer to the Company's announcement dated 10 January 2022.

本公司間接全資附屬公司Compugraphic Media Sdn. Bhd. (作為買方) 於2022年1月10日與 Authentek Holdings Sdn. Bhd. (作為賣方) 訂立臨時協議，以按12.00百萬令吉特(相當於約22.27百萬港元)的代價，收購位於馬來西亞的一幢已於2022年6月底竣工的樓宇以改造成數據中心。有關進一步詳情，請參閱本公司日期為2022年1月10日之公告。

A summary of the planned use and actual use of the net proceeds from the Share Offer is set out below:

股份發售所得款項淨額計劃用途及實際用途概要載列如下：

Purposes of the use of the net proceeds	所得款項淨額用途	Percentage of total net proceeds	Intended use of net proceeds as stated in the Prospectus and the 2021 Announcement	Actual amount of utilised net proceeds during the Reporting Period and up to 30 June 2022	Actual amount of utilised net proceeds as at 30 June 2022	Actual amount of unutilised net proceeds as at 30 June 2022	Expected timeline for utilisation of unutilised net proceeds as at the date of this report
			招股章程及2021年公告所述的所得款項淨額擬定用途	於報告期內及直至2022年6月30日已動用所得款項淨額的實際金額	於2022年6月30日已動用淨額的實際金額	於2022年6月30日未動用所得款項淨額的實際金額	
		(approximate)	(approximate)	(approximate)	(approximate)	(approximate)	
		(%)	HK\$'million	HK\$'million	HK\$'million	HK\$'million	
		(%)	百萬元	百萬元	百萬元	百萬元	
<b>To increase technological capability and capacity to develop into other market vertical/parallels</b>	<b>增加技術實力及發展其他垂直/平行市場的能力</b>	<b>88.6%</b>	<b>65.3</b>	<b>(19.5)</b>	<b>(19.5)</b>	<b>45.8</b>	
- to acquire and convert an existing building into a Data Centre and upgrade IT infrastructure	- 收購一幢現有樓宇並將其改造為數據中心以及升級資訊科技基礎設施	76.7%	56.5	(19.5)	(19.5)	37.0	By December 2023 2023年12月前
- to strengthen the Group's technical operation support system	- 加強本集團的技術運營支持系統	6.8%	5.0	-	-	5.0	By December 2023 2023年12月前
- to engage external software development vendors and develop new applications within the software development plan	- 聘請外部軟件開發供應商並在軟件開發計劃內開發新應用程序	5.1%	3.8	-	-	3.8	By December 2023 2023年12月前
<b>To expand market presence locally and explore expansion regionally to capture further market share</b>	<b>擴展本地市場份額及探索區域擴張，進一步獲取市場份額</b>	<b>11.4%</b>	<b>8.4</b>	<b>(0.3)</b>	<b>(0.5)</b>	<b>7.9</b>	
- to step up the Group's marketing and sale efforts to reach out to new customers	- 加大本集團的營銷及推廣力度以觸及新客戶	3.6%	2.7	(0.3)	(0.5)	2.2	By December 2023 2023年12月前
- to be used in potential strategic acquisition and business opportunities	- 用於潛在戰略收購及商機	7.8%	5.7	-	-	5.7	By December 2023 2023年12月前
		<b>100.0%</b>	<b>73.7</b>	<b>(19.8)</b>	<b>(20.0)</b>	<b>53.7</b>	



# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論及分析

The balance of unutilised net proceeds brought forward to 2022 from the year ended 31 December 2021 amounted to approximately HK\$73.5 million. Although the utilisation of the net proceeds had been delayed as a result of the outbreak of the COVID-19 pandemic, as at 30 June 2022 the net proceeds have been used and are expected to be applied for purposes which are consistent with those as disclosed in the section headed “Future Plans and Proposed Use of Proceeds” of the Prospectus, the annual report of the Company for the year ended 31 December 2021 (the “**2021 Annual Report**”), and the 2021 Announcement. The unutilised portion of the net proceeds has been deposited in reputable banks in Malaysia and Hong Kong.

The business objectives, future plans and planned use of proceeds as stated in the Prospectus and the 2021 Announcement were based on the best estimation and assumption of future market conditions and industry development made by the Company at the time of preparing the Prospectus and the 2021 Announcement while the proceeds will be applied based on the actual development of the Group’s business, the industry and the economic conditions as impacted by the COVID-19 pandemic. As at 30 June 2022 and the date of this report, there was no change in the intended use of net proceeds as previously disclosed in the Prospectus, the 2021 Annual Report and the 2021 Announcement.

The Company did not issue any of the Company’s securities for cash (including securities convertible into equity securities) during the Reporting Period.

由截至2021年12月31日止年度結轉至2022年的尚未動用所得款項淨額餘額約為73.5百萬港元。儘管因COVID-19疫情爆發，所得款項淨額之動用已延遲，於2022年6月30日所得款項淨額已動用及預期使用的用途與招股章程「未來計劃及所得款項擬定用途」一節、本公司截至2021年12月31日止年度之年報（「**2021年年報**」）及2021年公告所披露者一致。所得款項淨額的未動用部份已存放於馬來西亞及香港信譽卓越的銀行。

招股章程及2021年公告所述之業務目標、未來計劃及所得款項計劃用途乃基於編製招股章程及2021年公告時本公司對未來市場狀況及行業發展之最佳估計及假設，而所得款項將基於COVID-19疫情影響下本集團業務、行業及經濟環境之實際發展以作應用。於2022年6月30日及本報告日期，過往於招股章程、2021年年報及2021年公告所披露的所得款項淨額擬定用途並無變動。

於報告期內，本公司並無發行任何本公司證券以獲取現金（包括可轉換為股本證券的證券）。

# UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

## 未經審核簡明綜合全面收益表

For the six months ended 30 June 2022 截至2022年6月30日止六個月

		For the six months ended 30 June		
		截至6月30日止六個月		
		2022	2021	
		2022年	2021年	
		RM'000	RM'000	
		千令吉特	千令吉特	
		(Unaudited)	(Unaudited)	
		(未經審核)	(未經審核)	
	Notes			
	附註			
Revenue from contracts with customers	來自與客戶訂立合約的收益	4	59,236	45,358
Cost of sales	銷售成本		(48,648)	(35,233)
<b>Gross profit</b>	<b>毛利</b>		<b>10,588</b>	10,125
Other income and gains	其他收入及收益	5	820	448
Administrative expenses	行政開支		(9,894)	(6,608)
Finance costs	融資成本	6	(217)	(264)
<b>Profit before tax</b>	<b>除稅前溢利</b>	7	<b>1,297</b>	3,701
Income tax expense	所得稅開支	8	(1,314)	(1,794)
<b>(Loss)/profit for the period</b>	<b>期內(虧損)/溢利</b>		<b>(17)</b>	1,907
<b>Other comprehensive income</b>	<b>其他全面收益</b>			
<i>Other comprehensive income to be reclassified to profit or loss in subsequent periods:</i>	<i>將於後續期間重新歸類至損益的</i>			
	<i>其他全面收益：</i>			
Exchange differences on translation of foreign operations	換算海外業務產生的匯兌差額		501	651
Other comprehensive income for the period, net of tax	期內其他全面收益(扣除稅項)		501	651
<b>Total comprehensive income for the period</b>	<b>期內全面收益總額</b>		<b>484</b>	2,558



# UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

## 未經審核簡明綜合全面收益表

For the six months ended 30 June 2022 截至2022年6月30日止六個月

		For the six months ended 30 June 截至6月30日止六個月	
		2022	2021
		2022年	2021年
		RM'000	RM'000
		千令吉特	千令吉特
		(Unaudited)	(Unaudited)
		(未經審核)	(未經審核)
	Notes 附註		
<b>(Loss)/profit attributable to:</b>	<b>以下人士應佔(虧損)/溢利:</b>		
Equity holders of the Company	本公司股權持有人	<b>(401)</b>	1,907
Non-controlling interests	非控股權益	<b>384</b>	–
		<b>(17)</b>	1,907
<b>Total comprehensive income attributable to:</b>	<b>以下人士應佔全面收益總額:</b>		
Equity holders of the Company	本公司股權持有人	<b>85</b>	2,558
Non-controlling interests	非控股權益	<b>399</b>	–
		<b>484</b>	2,558
<b>(Loss)/earnings per share attributable to equity holders of the Company:</b>	<b>本公司股權持有人應佔每股(虧損)/盈利:</b>		
– Basic and diluted (RM sen)	– 基本及攤薄(令吉特仙)	10 <b>(0.05)</b>	0.24

# UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## 未經審核簡明綜合財務狀況表

As at 30 June 2022 於2022年6月30日

		30 June 2022 2022年 6月30日 RM'000 千令吉特 (Unaudited) (未經審核)	31 December 2021 2021年 12月31日 RM'000 千令吉特 (Audited) (經審核)
<b>ASSETS</b>	<b>資產</b>		
<b>Non-current assets</b>	<b>非流動資產</b>		
Property, plant and equipment	物業、廠房及設備	19,175	7,290
Right-of-use assets	使用權資產	3,274	3,432
Intangible assets	無形資產	2,426	2,987
Prepayments	預付款項	1,011	837
Deferred tax assets	遞延稅項資產	500	521
		<b>26,386</b>	15,067
<b>Current assets</b>	<b>流動資產</b>		
Inventory	存貨	4,014	-
Trade receivables	貿易應收款項	22,222	21,257
Prepayments, deposits and other receivables	預付款項、按金及其他應收款項	9,498	11,282
Income tax recoverable	可收回所得稅	610	272
Financial asset at fair value through profit or loss	按公平值計入損益的金融資產	-	3,000
Cash and bank balances	現金及銀行結餘	50,194	66,284
		<b>86,538</b>	102,095
<b>Total assets</b>	<b>資產總值</b>	<b>112,924</b>	117,162
<b>EQUITY AND LIABILITIES</b>	<b>權益及負債</b>		
<b>Current liabilities</b>	<b>流動負債</b>		
Trade payables	貿易應付款項	2,529	2,934
Other payables and accruals	其他應付款項及應計費用	2,441	3,973
Contract liabilities	合約負債	2,943	3,005
Income tax payable	應付所得稅	1,378	2,395
Loans and borrowings	貸款及借款	6,665	6,919
Lease liabilities	租賃負債	161	196
		<b>16,117</b>	19,422
<b>Net current assets</b>	<b>流動資產淨值</b>	<b>70,421</b>	82,673

# UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## 未經審核簡明綜合財務狀況表

As at 30 June 2022 於2022年6月30日

		Notes 附註	30 June 2022 2022年 6月30日 RM'000 千令吉特 (Unaudited) (未經審核)	31 December 2021 2021年 12月31日 RM'000 千令吉特 (Audited) (經審核)
<b>Non-current liabilities</b>	<b>非流動負債</b>			
Deferred tax liabilities	遞延稅項負債		413	500
Loans and borrowings	貸款及借款		8,036	9,284
Lease liabilities	租賃負債		-	82
			<b>8,449</b>	9,866
<b>Total liabilities</b>	<b>負債總額</b>		<b>24,566</b>	29,288
<b>Net assets</b>	<b>資產淨值</b>		<b>88,358</b>	87,874
<b>Equity</b>	<b>權益</b>			
Share capital	股本	13	4,233	4,233
Reserves	儲備		80,999	80,914
			<b>85,232</b>	85,147
Non-controlling interest	非控股權益		3,126	2,727
<b>Total equity</b>	<b>權益總額</b>		<b>88,358</b>	87,874
<b>Total equity and liabilities</b>	<b>權益及負債總額</b>		<b>112,924</b>	117,162

# UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

## 未經審核簡明綜合權益變動表

For the six months ended 30 June 2022 截至2022年6月30日止六個月

Group 本集團	Note 附註	Attributable to the equity holders of the Company 本公司股權持有人應佔						Total 總計	Non- controlling interest 非控股權益	Total equity 權益總額
		Share capital 股本	Share premium 股份溢價	Merger reserve 合併儲備	Capital reserve 資本儲備	Exchange reserve 匯率儲備	Retained earnings 保留盈利			
		23(a) RM'000 千令吉 (unaudited) (未經審核)	23(b) RM'000 千令吉 (unaudited) (未經審核)	24(a) RM'000 千令吉 (unaudited) (未經審核)	RM'000 千令吉 (unaudited) (未經審核)	RM'000 千令吉 (unaudited) (未經審核)	RM'000 千令吉 (unaudited) (未經審核)			
At 1 January 2021	於2021年1月1日	4,233	47,227	4,800	(470)	-	25,127	80,917	-	80,917
Profit for the period	期間溢利	-	-	-	-	-	1,907	1,907	-	1,907
Other comprehensive income for the period:	期間其他全面收入：									
Exchange differences on translation of foreign operations	換算海外業務時的匯兌差額	-	-	-	651	-	-	651	-	651
Total comprehensive income for the period:	期間全面開支總額：	-	-	-	651	-	1,907	2,558	-	2,558
At 30 June 2021	於2021年6月30日	4,233	47,227	4,800	181	-	27,034	83,475	-	83,475
At 1 January 2022	於2022年1月1日	4,233	47,227	4,800	92	942	27,853	85,147	2,727	87,874
Profit for the year	年度溢利	-	-	-	-	-	(401)	(401)	384	(17)
Exchange differences on translation of foreign operations	換算海外業務時的匯兌差額	-	-	-	-	486	-	486	15	501
Total comprehensive income	全面收入總額	-	-	-	-	486	(401)	85	399	484
At 30 June 2022	於2022年6月30日	4,233	47,227	4,800	92	1,428	27,452	85,232	3,126	88,358



# UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

## 未經審核簡明綜合現金流量表

For the six months ended 30 June 2022 截至2022年6月30日止六個月

		For the six months ended 30 June 截至6月30日止六個月	
		2022 2022年 RM'000 千令吉特 (Unaudited) (未經審核)	2021 2021年 RM'000 千令吉特 (Unaudited) (未經審核)
<b>Cash flows from operating activities</b>	<b>經營活動所得現金流量</b>		
Net cash flows generated from/(used in) operating activities	經營活動所得/(所用)現金流量淨額	<b>(5,099)</b>	3,720
<b>Cash flows from investing activities</b>	<b>投資活動所得現金流量</b>		
Purchases of property, plant and equipment	購買物業、廠房及設備	<b>(12,715)</b>	(196)
Interest received	已收利息	<b>406</b>	191
Withdrawal of financial asset at fair value through profit or loss	提取按公平值計入損益的金融資產	<b>3,000</b>	4,200
Withdrawal/(placement) of fixed deposit with a licensed bank with maturity of more than 3 months	提取/(存置)一間持牌銀行三個月以上到期的定期存款	<b>4,000</b>	4,801
Net cash flows generated from/(used in) investing activities	投資活動所得/(所用)現金流量淨額	<b>(5,309)</b>	8,996
<b>Cash flows from financing activities</b>	<b>融資活動所得現金流量</b>		
Repayment of loans and borrowings	償還貸款及借款	<b>(1,400)</b>	(2,774)
Interest paid	已付利息	<b>(204)</b>	(252)
Repayment of lease liabilities	償還租賃負債	<b>(122)</b>	(122)
Net cash flows generated from/(used in) financing activities	融資活動所得/(所用)現金流量淨額	<b>(1,726)</b>	(3,148)
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>現金及現金等價物增加/(減少)淨額</b>	<b>(12,134)</b>	9,568
<b>Cash and cash equivalents at the beginning of the period</b>	<b>期初現金及現金等價物</b>	<b>21,894</b>	16,528
Effect of foreign exchange rate changes, net	匯率變動影響淨額	<b>156</b>	169
<b>Cash and cash equivalents at the end of the period</b>	<b>期末現金及現金等價物</b>	<b>9,916</b>	26,265

# UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

## 未經審核簡明綜合現金流量表

For the six months ended 30 June 2022 截至2022年6月30日止六個月

		For the six months ended 30 June 截至6月30日止六個月	
		2022 2022年 RM'000 千令吉特 (Unaudited) (未經審核)	2021 2021年 RM'000 千令吉特 (Unaudited) (未經審核)
<b>ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS</b>		<b>現金及現金等價物結餘分析</b>	
Cash and bank balances	現金及銀行結餘	<b>11,563</b>	10,394
Bank overdraft	銀行透支	<b>(1,647)</b>	(988)
Non-pledged time deposits with original maturity of either three months or less than three months when acquired	於取得時原到期日少於三個月的無質押定期存款	—	16,859
Cash and cash equivalents as stated in the condensed consolidated statement of cash flows	簡明綜合現金流量表所示的現金及現金等價物	<b>9,916</b>	26,265
Bank overdraft	銀行透支	<b>1,647</b>	988
Non-pledged time deposits with original maturity of over three months when acquired	於取得時原到期日多於三個月的無質押定期存款	<b>38,631</b>	19,502
Cash and bank balances as stated in the condensed consolidated statement of financial position	簡明綜合財務狀況表所示的現金及銀行結餘	<b>50,194</b>	46,755

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 1. GENERAL INFORMATION

C-Link Squared Limited is an exempted company with limited liability incorporated in the Cayman Islands. The registered office of the Company is located at Windward 3, Regatta Office Park, PO Box 1350, Grand Cayman KY1-1108, Cayman Islands. The headquarters and principal place of business of the Company is located at No. 1, Persiaran Sungai Buloh, Taman Industri Sungai Buloh, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The principal place of business of the Company in Hong Kong is located at Room 1901, 19/F, Lee Garden One, 33 Hysan Avenue, Causeway Bay, Hong Kong.

The principal activity of the Company is investment holding. During the Reporting Period, the Company's principal subsidiaries were mainly engaged in the provision of outsourced services, including the provision of outsourced document management services and related software applications and enterprise software solutions services in Malaysia as well as the provision of outsourced insurance risk analysis services and insurance marketing services in the PRC, and the distribution and sales of medical equipment in the PRC. There have been no significant changes in the nature of the principal activities of the Group during the Reporting Period.

### 2. BASIS OF PREPARATION AND CHANGES IN ACCOUNTING POLICIES

#### 2.1 Basis of Preparation

The unaudited condensed consolidated interim financial information of the Group has been prepared in accordance with International Financial Reporting Standards ("IFRSs") issued by the International Accounting Standards Board ("IASB") and the applicable disclosure requirements of Appendix 16 to the Rules (the "Listing Rules") Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Stock Exchange") and the Hong Kong Companies Ordinance.

The unaudited condensed consolidated interim financial information does not include all the information and disclosures required in the annual financial statements and should be read in conjunction with the Group's annual financial statements for the year ended 31 December 2021.

### 1. 一般資料

C-Link Squared Limited為一家於開曼群島註冊成立的獲豁免有限公司。本公司的註冊辦事處為Windward 3, Regatta Office Park, PO Box 1350, Grand Cayman KY1-1108, Cayman Islands。本公司的總辦事處及主要營業地點為No. 1, Persiaran Sungai Buloh, Taman Industri Sungai Buloh, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia。本公司於香港的主要營業地點為香港銅鑼灣希慎道33號利園一期19樓1901室。

本公司的主要活動為投資控股。於報告期內，本公司的主要附屬公司主要從事提供外判服務，其中包括於馬來西亞提供外判文件管理服務及相關軟件應用程序及企業軟件解決方案服務以及於中國提供外判保險風險分析服務及保險營銷服務以及於中國分銷及銷售醫療設備。於報告期內，本集團主要活動的性質並無重大變動。

### 2. 編製基準及會計政策變動

#### 2.1 編製基準

本集團的未經審核簡明綜合中期財務資料乃根據由國際會計準則委員會（「國際會計準則委員會」）所頒佈的國際財務報告準則（「國際財務報告準則」）以及香港聯合交易所有限公司（「聯交所」）證券上市規則（「上市規則」）附錄十六及香港公司條例的適用披露規定編製。

未經審核簡明綜合中期財務資料並無包括年度財務報表所需的全部資料及披露，並應與本集團截至2021年12月31日止年度的年度財務報表一併閱讀。

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 2. BASIS OF PREPARATION AND CHANGES IN ACCOUNTING POLICIES (Continued)

#### 2.1 Basis of Preparation (Continued)

The unaudited condensed consolidated interim financial information of the Group has been prepared in accordance with the same accounting policies adopted in the Group's annual financial statements for the year ended 31 December 2021, except for the adoption of the revised IFRSs as disclosed in Note 2.2 below.

This unaudited condensed consolidated interim financial information is presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand ("RM'000") except where otherwise indicated. This unaudited condensed consolidated interim financial information has not been audited or reviewed by the Company's external auditors, but has been reviewed by the Company's audit committee ("Audit Committee").

#### 2.2 Changes in Accounting Policies

In the accounting period beginning from 1 January 2022, the Group has adopted, for the first time, the following amendments to IFRSs:

Amendments to IFRS 3	Reference to the Conceptual Framework
Amendments to IAS 16	Property, Plant and Equipment – Proceeds before intended use
Amendments to IFRS 16	COVID-19-related Rent Concessions beyond 30 June 2021 (2021 amendment)
Amendments to IAS 37	Onerous Contracts – Cost of Fulfilling a Contract
Amendments to IFRSs	Annual Improvements to IFRS Standards 2018-2020

These amendments have had no material effect on the Group's results and financial position for the current or prior periods. The Group has not applied any other new standards or interpretation that is not yet effective for the current accounting period.

### 2. 編製基準及會計政策變動 (續)

#### 2.1 編製基準 (續)

除按下文附註2.2所披露採納經修訂國際財務報告準則外，本集團的未經審核簡明綜合中期財務資料乃根據本集團截至2021年12月31日止年度的年度財務報表中所採納的相同會計政策編製。

除另有所指外，本未經審核簡明綜合中期財務資料以馬來西亞令吉特（「令吉特」）呈列，而所有金額均約整至最接近千位數（「千令吉特」）。本未經審核簡明綜合中期財務資料未經本公司外部核數師審核或審閱，惟其已由本公司審核委員會（「審核委員會」）審閱。

#### 2.2 會計政策變動

於自2022年1月1日起開始的會計期間，本集團已首次採納下列國際財務報告準則之修訂本：

國際財務報告準則第3號 (修訂本)	參考概念框架
國際會計準則第16號 (修訂本)	物業、廠房及設備—預期用途前收益
國際財務報告準則第16號 (修訂本)	2021年6月30日後與COVID-19相關的租金優惠 (2021年修訂本)
國際會計準則第37號 (修訂本)	繁重的合約—履行合約的成本
國際財務報告準則 (修訂本)	2018-2020年國際財務報告準則年度改進

該等修訂對本集團於本期間或過往期間的業績及財務狀況並無重大影響。本集團尚未應用於本會計期間尚未生效的任何其他新訂準則或詮釋。



# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 3. OPERATING SEGMENT INFORMATION

IFRS 8 *Operating Segments* requires operating segments to be identified on the basis of internal reporting about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to segments and to assess their performance. For management purpose, resources are allocated to two reportable operating segments, namely (i) outsourced services; and (ii) distribution and sales of medical equipment.

The management monitors the results of the Group's operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on the reportable segment's profit/(loss), which is a measure of adjusted profit/(loss) before tax. The adjusted profit/(loss) before tax is measured consistently with the Group's profit/(loss) before tax except that interest income, corporate income/(expenses) and finance costs are excluded from such measurement.

The segment revenue and results of the Group for the six months ended 30 June 2022 are as follows:

### 3. 經營分部資料

國際財務報告準則第8號經營分部規定，經營分部按主要經營決策者為分配資源予各分部及評估其表現而定期審閱的有關本集團組成部分的內部報告為基礎而區分。就管理而言，資源會分配至兩個可呈報分部，即(i)外判服務；及(ii)醫療設備分銷及銷售。

管理層獨立監察本集團經營分部之業績，以就資源分配作出決定及評估表現。分部表現根據可呈報分部的溢利／（虧損）評估，其為除稅前經調整溢利／（虧損）計量。經調整溢利／（虧損）與本集團除稅前溢利／（虧損）的計算方式一致，惟利息收入、企業收入／（開支）以及財務成本並無計入有關計量。

本集團截至2022年6月30日止六個月之分部收益及業績如下：

		Outsourced services 外判服務 RM'000 千令吉特 (Unaudited) (未經審核)	Distribution and sales of medical equipment 醫療設備 分銷及銷售 RM'000 千令吉特 (Unaudited) (未經審核)	Total 總計 RM'000 千令吉特 (Unaudited) (未經審核)
<b>Segment revenue:</b>	<b>分部收益：</b>			
Revenue from external customers	來自外部客戶的收益	51,687	7,549	59,236
<b>Segment results</b>	<b>分部業績</b>	<b>5,271</b>	<b>14</b>	<b>5,285</b>
<b>Reconciliations:</b>	<b>對賬：</b>			
Interest income	利息收入			406
Other unallocated income	其他未分配收入			414
Corporate and other unallocated expenses	企業及其他未分配開支			(4,596)
Finance costs (other than interest on lease liabilities)	融資成本 (不包括租賃負債利息)			(212)
<b>Profit before tax</b>	<b>除稅前溢利</b>			<b>1,297</b>

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 3. OPERATING SEGMENT INFORMATION (Continued)

The segment revenue and results of the Group for the six months ended 30 June 2021 are as follows:

### 3. 經營分部資料 (續)

本集團截至2021年6月30日止六個月之分部收益及業績如下：

		Outsourced services 外判服務 RM'000 千令吉特 (Unaudited) (未經審核)	Total 總計 RM'000 千令吉特 (Unaudited) (未經審核)
<b>Segment revenue:</b>	<b>分部收益：</b>		
Revenue from external customers	來自外部客戶的收益	45,358	45,358
<b>Segment results</b>	<b>分部業績</b>	7,342	7,342
<b>Reconciliations:</b>	<b>對賬：</b>		
Interest income	利息收入		191
Other unallocated income	其他未分配收入		257
Corporate and other unallocated expenses	企業及其他未分配開支		(3,832)
Finance costs (other than interest on lease liabilities)	融資成本 (不包括租賃負債利息)		(257)
<b>Profit before tax</b>	<b>除稅前溢利</b>		<b>3,701</b>

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 3. OPERATING SEGMENT INFORMATION (Continued)

The segment assets and liabilities of the Group as at 30 June 2022 are as follows:

### 3. 經營分部資料 (續)

本集團於2022年6月30日之分部資產及負債如下：

		<b>Outsourced services</b>	<b>Distribution and sales of medical equipment</b>	<b>Total</b>
		外判服務	分銷及銷售	總計
		<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
		千令吉特	千令吉特	千令吉特
		<b>(Unaudited)</b>	<b>(Unaudited)</b>	<b>(Unaudited)</b>
		(未經審核)	(未經審核)	(未經審核)
Segment assets	分部資產	98,875	4,535	103,410
Unallocated assets	未分配資產			9,514
<b>Total assets</b>	<b>資產總值</b>			<b>112,924</b>
Segment liabilities	分部負債	22,745	1,130	23,875
Unallocated liabilities	未分配負債			691
<b>Total liabilities</b>	<b>負債總額</b>			<b>24,566</b>

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 3. OPERATING SEGMENT INFORMATION (Continued)

The segment assets and liabilities of the Group as at 31 December 2021 are as follows:

		Outsourced services 外判服務 RM'000 千令吉特 (Audited) (經審核)	Total 總計 RM'000 千令吉特 (Audited) (經審核)
Segment assets	分部資產	103,736	103,736
Unallocated assets	未分配資產		13,426
<b>Total assets</b>	<b>資產總值</b>		<b>117,162</b>
Segment liabilities	分部負債	28,636	28,636
Unallocated liabilities	未分配負債		652
<b>Total liabilities</b>	<b>負債總額</b>		<b>29,288</b>

For the purposes of monitoring segment performances and allocating resources among segments:

- all assets are allocated to reportable and operating segments other than certain prepayments, deposits and other receivables and certain cash and cash equivalents; and
- all liabilities are allocated to reportable and operating segments other than certain other payables.

### 3. 經營分部資料 (續)

本集團於2021年12月31日之分部資產及負債如下：

		Outsourced services 外判服務 RM'000 千令吉特 (Audited) (經審核)	Total 總計 RM'000 千令吉特 (Audited) (經審核)
Segment assets	分部資產	103,736	103,736
Unallocated assets	未分配資產		13,426
<b>Total assets</b>	<b>資產總值</b>		<b>117,162</b>
Segment liabilities	分部負債	28,636	28,636
Unallocated liabilities	未分配負債		652
<b>Total liabilities</b>	<b>負債總額</b>		<b>29,288</b>

就監察分部表現及於分部間分配資源而言：

- 除若干預付款項、按金及其他應收款項以及若干現金及現金等價物外，所有資產均分配至可呈報及經營分部；及
- 除若干其他應付款項，所有負債均分配至可呈報及經營分部。



# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 3. OPERATING SEGMENT INFORMATION

(Continued)

#### (a) Geographical information

Geographical information for the Group is presented in Note 4.1.

#### (b) Non-current assets

Malaysia	馬來西亞
PRC	中國
Hong Kong	香港

Total 總計

### 3. 經營分部資料 (續)

#### (a) 地域資料

本集團地域資料呈列於附註4.1。

#### (b) 非流動資產

		<b>30 June</b>	31 December
		<b>2022</b>	2021
		<b>2022年</b>	2021年
		<b>6月30日</b>	12月31日
		<b>RM'000</b>	RM'000
		<b>千令吉特</b>	千令吉特
		<b>(Unaudited)</b>	(Audited)
		<b>(未經審核)</b>	(經審核)
		<b>25,256</b>	14,096
		<b>119</b>	132
		<b>1,011</b>	839
		<b>26,386</b>	15,067

Non-current assets for this purpose consist of property, plant and equipment, right-of-use assets, prepayments, deferred tax assets and intangible assets.

就此而言的非流動資產包括物業、廠房及設備、使用權資產、預付款項、遞延稅項資產及無形資產。

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 3. OPERATING SEGMENT INFORMATION

(Continued)

#### (c) Information about major customers

Revenue from top five customer groups of the Group for the respective reporting period is set out below:

### 3. 經營分部資料 (續)

#### (c) 有關主要客戶的資料

於相關報告期間來自本集團五大客戶組別的收益載列如下：

		Representing % of total revenue 佔總收益的 百分比 (Unaudited) (未經審核)	Sales amount 銷售額 RM'000 千令吉特 (Unaudited) (未經審核)
<b>For the six months ended 30 June 2022 截至2022年6月30日止六個月</b>			
Bank Group A	銀行集團A	20.9%	12,363
Distributor B	分銷商B	12.7%	7,549
Bank Group C	銀行集團C	11.4%	6,780
Retail Customer D	零售客戶D	11.4%	6,754
Bank Group E	銀行集團E	8.5%	5,036
<b>Total</b>	<b>總計</b>	<b>64.9%</b>	<b>38,482</b>
<b>For the six months ended 30 June 2021 截至2021年6月30日止六個月</b>			
Bank Group A	銀行集團A	31.7%	14,354
Bank Group C	銀行集團C	17.9%	8,095
Bank Group E	銀行集團E	11.8%	5,344
Insurance Group F	保險集團F	5.8%	2,611
Bank Group G	銀行集團G	9.5%	4,307
<b>Total</b>	<b>總計</b>	<b>76.7%</b>	<b>34,711</b>

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 4. REVENUE FROM CONTRACTS WITH CUSTOMERS

#### 4.1 Disaggregated revenue information

Set out below is the disaggregation of the Group's revenue from contracts with customers:

### 4. 來自與客戶訂立合約的收益

#### 4.1 收益分類資料

下文載列本集團來自與客戶訂立合約的收益分類：

		For the six months ended 30 June 截至6月30日止六個月	
		2022 2022年 RM'000 千令吉特 (Unaudited) (未經審核)	2021 2021年 RM'000 千令吉特 (Unaudited) (未經審核)
<b>Type of services</b>	<b>服務類型</b>		
Outsourced services:	外判服務：		
– Document management	– 文件管理	<b>38,194</b>	43,279
– Insurance marketing	– 保險營銷	<b>8,105</b>	–
– Insurance risk analysis	– 保險風險分析	<b>2,827</b>	–
– Enterprise software solutions:	– 企業軟件解決方案：		
– Customised software	– 定製軟件	<b>2,233</b>	1,556
– Electronic document warehouse services	– 電子文件存儲服務	<b>328</b>	523
Others:	其他：		
– Distribution and sales of medical equipment	– 醫療設備分銷及銷售	<b>7,549</b>	–
<b>Total revenue from contracts with customers</b>	<b>來自與客戶訂立合約的總收益</b>	<b>59,236</b>	45,358
<b>Geographical markets</b>	<b>地域市場</b>		
Malaysia	馬來西亞	<b>39,628</b>	44,268
Singapore	新加坡	<b>1,127</b>	1,090
PRC	中國	<b>18,481</b>	–
<b>Total revenue from contracts with customers</b>	<b>來自與客戶訂立合約的總收益</b>	<b>59,236</b>	45,358
<b>Timing of revenue recognition</b>	<b>收益確認的時間</b>		
At a point in time	按時間點	<b>56,675</b>	43,279
Over time	按一段時間	<b>2,561</b>	2,079
<b>Total revenue from contracts with customers</b>	<b>來自與客戶訂立合約的總收益</b>	<b>59,236</b>	45,358

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 4. REVENUE FROM CONTRACTS WITH CUSTOMERS (Continued)

#### 4.2 Performance obligations

Information about the Group's performance obligations is summarised below:

##### **Outsourced document management services**

The performance obligation is satisfied at a point in time and payment is generally due upon completion of the service.

##### **Outsourced insurance risk analysis services and insurance marketing services**

The performance obligation is satisfied at a point in time and payment is generally due upon completion of the service.

##### **Customised software**

The performance obligation is satisfied over-time and payment is generally due upon achieving pre-agreed billing milestones.

##### **Electronic document warehouse services**

The performance obligation is satisfied over-time and payment is generally due in advance at the beginning of the service period.

##### **Distribution and sales of medical equipment**

The performance obligation is satisfied upon delivery of the goods and payment is generally due in advance before delivery.

### 4. 來自與客戶訂立合約的收益 (續)

#### 4.2 履約責任

有關本集團履約責任的資料概述如下：

##### **外判文件管理服務**

履約責任按時間點履行且一般於服務完成時付款。

##### **外判保險風險分析服務及保險營銷服務**

履約責任按時間點履行且一般應於服務完成時付款。

##### **定製軟件**

履約責任於一段時間內履行且一般於達致預先協定的賬款期時支付。

##### **電子文件存儲服務**

履約責任於一段時間內履行且一般於服務期開始前支付。

##### **醫療設備分銷及銷售**

履約責任於交付貨品時履行且一般須於交付前提前付款。



# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 4. REVENUE FROM CONTRACTS WITH CUSTOMERS (Continued)

#### 4.2 Performance obligations (Continued)

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at the respective reporting date is as follows:

		<b>30 June 2022 2022年 6月30日 RM'000 千令吉特 (Unaudited) (未經審核)</b>	31 December 2021 2021年 12月31日 RM'000 千令吉特 (Audited) (經審核)
<b>Expected to be recognised:</b>	<b>預期於以下時間確認：</b>		
Within one year	一年內	<b>4,196</b>	4,258
More than one year	一年以上	<b>2,881</b>	3,175
		<b>7,077</b>	7,433

The Group applies the practical expedient on the exemption to disclose the information on the remaining performance obligations that have original expected durations of one year or less.

The remaining performance obligations expected to be recognised in more than one year as at 30 June 2022 relate to the maintenance services to be satisfied either within or more than two years (31 December 2021: within or more than two years).

### 4. 來自與客戶訂立合約的收益 (續)

#### 4.2 履約責任 (續)

於相關報告日期分配予剩餘履約責任 (未履行或部分未履行) 的交易價格如下：

本集團就豁免披露預期原期限為一年或以內的剩餘履約責任的資料使用實際權宜法。

於2022年6月30日，預期於一年以上確認的剩餘履約責任與將於兩年內或以上 (2021年12月31日：兩年內或以上) 履行的維護服務有關。

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 5. OTHER INCOME AND GAINS

### 5. 其他收入及收益

		For the six months ended 30 June 截至6月30日止六個月	
		2022 2022年 RM'000 千令吉特 (Unaudited) (未經審核)	2021 2021年 RM'000 千令吉特 (Unaudited) (未經審核)
Bank interest income	銀行利息收入	406	191
Foreign exchange gain, net	匯兌收益淨額	400	241
Government grants*	政府補助*	9	–
Others	其他	5	16
		<b>820</b>	<b>448</b>

\* The Group received certain government grants for the stabilisation of employment in Hong Kong during the six months ended 30 June 2022. There were no unfulfilled conditions or contingencies relating to these grants as at 30 June 2022.

\* 截至2022年6月30日止六個月，本集團就穩定香港僱傭收取若干政府補助。於2022年6月30日，概無有關此等補助而尚未達成的條件或或然事項。

### 6. FINANCE COSTS

### 6. 融資成本

		For the six months ended 30 June 截至6月30日止六個月	
		2022 2022年 RM'000 千令吉特 (Unaudited) (未經審核)	2021 2021年 RM'000 千令吉特 (Unaudited) (未經審核)
Interest expense on:	下列項目的利息開支：		
– term loan	– 定期貸款	197	240
– overdraft	– 透支	5	7
– lease liabilities	– 租賃負債	5	7
Amortisation of transaction costs	交易成本攤銷	10	10
		<b>217</b>	<b>264</b>

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 7. PROFIT BEFORE TAX

The following items have been included in arriving at profit before tax:

### 7. 除稅前溢利

於計算除稅前溢利時已計入下列項目：

		For the six months ended 30 June 截至6月30日止六個月	
		2022	2021
		2022年	2021年
		RM'000	RM'000
		千令吉特	千令吉特
		(Unaudited)	(Unaudited)
		(未經審核)	(未經審核)
Salaries and performance related bonuses	薪金及與表現相關的花紅	5,548	4,407
Pension scheme contributions	退休金計劃供款	645	456
Other employee benefits	其他僱員福利	27	8
Staff costs	員工成本	6,220	4,871
Depreciation of property, plant and equipment	物業、廠房及設備折舊	829	887
Depreciation of right-of-use assets	使用權資產折舊	159	126
Amortisation of intangible assets	無形資產攤銷	561	561
Allowance/(reversal of allowance) for expected credit losses on trade receivables	貿易應收款項預期信貸虧損撥備／(撥備撥回)	88	(183)
Legal and other professional fees	法律及其他專業費用	3,875	3,217
Research and development	研發	1,016	–

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 8. INCOME TAX EXPENSE

### 8. 所得稅開支

		For the six months ended 30 June 截至6月30日止六個月	
		2022 2022年 RM'000 千令吉特 (Unaudited) (未經審核)	2021 2021年 RM'000 千令吉特 (Unaudited) (未經審核)
Current income tax:	即期所得稅：		
– Malaysia	—馬來西亞	1,113	2,010
– PRC	—中國	267	–
Deferred tax:	遞延稅項：		
– Relating to origination and reversal of temporary differences	—與暫時差額的產生及撥回有關	(66)	(216)
Income tax expense	所得稅開支	1,314	1,794

### 9. INTERIM DIVIDEND

The Board does not recommend the payment of an interim dividend for the six months ended 30 June 2022 (six months ended 30 June 2021: Nil).

### 9. 中期股息

董事會不建議派付截至2022年6月30日止六個月的中期股息（截至2021年6月30日止六個月：無）。

### 10. (LOSS)/EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE COMPANY

The calculation of basic loss per share attributable to equity holders of the Company for the six months ended 30 June 2022 is based on the loss attributable to equity holders of the Company for the period of approximately RM401,000 (six months ended 30 June 2021: profit attributable to equity holders of the Company of approximately RM1,907,000) and the weighted average number of 800,000,000 ordinary shares of the Company (the “Shares”) in issue during the period (six months ended 30 June 2021: 800,000,000 ordinary Shares).

### 10. 本公司股權持有人應佔每股（虧損）／盈利

截至2022年6月30日止六個月本公司股權持有人應佔每股基本虧損乃根據本公司股權持有人應佔期內虧損約401,000令吉特（截至2021年6月30日止六個月：本公司股權持有人應佔溢利約1,907,000令吉特）及期內本公司已發行普通股（「股份」）加權平均數為800,000,000股普通股（截至2021年6月30日止六個月：800,000,000股普通股）計算。



# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 10. (LOSS)/EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE COMPANY (Continued)

The weighted average number of ordinary Shares used to calculate the basic loss per share attributable to equity holders of the Company for the six months ended 30 June 2022 represented 800,000,000 ordinary Shares of the Company in issue throughout the six months ended 30 June 2022.

The weighted average number of ordinary Shares used to calculate the basic earnings per share attributable to equity holders of the Company for the six months ended 30 June 2021 represented 800,000,000 ordinary Shares of the Company in issue throughout the six months ended 30 June 2021.

No adjustments have been made to the basic (loss)/earnings per share attributable to equity holders of the Company for the six months ended 30 June 2022 and 30 June 2021, as the Group had no potentially dilutive ordinary Shares in issue during these periods.

### 10. 本公司股權持有人應佔每股(虧損)/盈利(續)

用於計算截至2022年6月30日止六個月本公司股權持有人應佔每股基本虧損的普通股加權平均數指截至2022年6月30日止六個月整段期間已發行的800,000,000股本公司普通股。

用於計算截至2021年6月30日止六個月本公司股權持有人應佔每股基本盈利的普通股加權平均數指於截至2021年6月30日止六個月整段期間已發行的800,000,000股本公司普通股。

由於截至2022年6月30日及2021年6月30日止六個月本集團並無已發行潛在攤薄普通股，故並無對該等期間本公司股權持有人應佔每股基本(虧損)/盈利作出調整。

### 11. TRADE RECEIVABLES

		<b>30 June 2022 2022年 6月30日 RM'000 千令吉特 (Unaudited) (未經審核)</b>	31 December 2021 2021年 12月31日 RM'000 千令吉特 (Audited) (經審核)
<b>Trade receivables</b>	<b>貿易應收款項</b>		
Third parties	第三方	<b>22,557</b>	21,504
Less: Allowance for expected credit losses	減：預期信貸虧損撥備	<b>(335)</b>	(247)
Trade receivables, net	貿易應收款項淨額	<b>22,222</b>	21,257

Trade receivables are non-interest bearing and are generally on 30 days terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

### 11. 貿易應收款項

貿易應收款項不計息，期限通常為30天。其按原發票金額確認，有關金額代表其於初步確認時的公平值。

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 11. TRADE RECEIVABLES (Continued)

An ageing analysis of the Group's trade receivables as at the end of the respective reporting period, based on the invoice date and net of loss allowance, is as follows:

		<b>30 June 2022 2022年 6月30日 RM'000 千令吉特 (Unaudited) (未經審核)</b>	31 December 2021 2021年 12月31日 RM'000 千令吉特 (Audited) (經審核)
Within 1 month	1個月內	<b>8,687</b>	9,113
1 to 2 months	1至2個月	<b>5,212</b>	5,301
2 to 3 months	2至3個月	<b>2,559</b>	1,573
Over 3 months	3個月以上	<b>5,764</b>	5,270
		<b>22,222</b>	21,257

### 12. TRADE PAYABLES

<b>Trade payables</b>	<b>貿易應付款項</b>		
Third parties	第三方	<b>2,458</b>	2,866
Amounts due to related parties	應付關聯方款項	<b>71</b>	68

		<b>2,529</b>	2,934
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### 11. 貿易應收款項 (續)

本集團於相關報告期末按發票日期並扣除虧損撥備後的貿易應收款項的賬齡分析如下：

### 12. 貿易應付款項

		<b>30 June 2022 2022年 6月30日 RM'000 千令吉特 (Unaudited) (未經審核)</b>	31 December 2021 2021年 12月31日 RM'000 千令吉特 (Audited) (經審核)
<b>Trade payables</b>	<b>貿易應付款項</b>		
Third parties	第三方	<b>2,458</b>	2,866
Amounts due to related parties	應付關聯方款項	<b>71</b>	68

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 12. TRADE PAYABLES (Continued)

An ageing analysis of the Group's trade payables as at the end of the respective reporting period, based on the invoice date, is as follows:

		<b>30 June 2022 2022年 6月30日 RM'000 千令吉特 (Unaudited) (未經審核)</b>	31 December 2021 2021年 12月31日 RM'000 千令吉特 (Audited) (經審核)
Within 1 month	1個月內	2,131	2,349
1 to 2 months	1至2個月內	396	360
2 to 3 months	2至3個月內	-	62
Over 3 months	3個月以上	2	163
		<b>2,529</b>	2,934

### 12. 貿易應付款項 (續)

截至相關報告期末，本集團貿易應付款項按發票日期的賬齡分析如下：

### 13. SHARE CAPITAL

		<b>30 June 2022 2022年 6月30日 (Unaudited) (未經審核) HK\$'000 千港元</b>	31 December 2021 2021年 12月31日 (Audited) (經審核) HK\$'000 千港元
Authorised:	法定：		
1,500,000,000 (31 December 2021: 1,500,000,000) ordinary Shares of HK\$0.01 (31 December 2021: HK\$0.01) each	1,500,000,000股 (2021年12月31日： 1,500,000,000股) 每股面值0.01港元 (2021年12月31日：0.01港元) 之 普通股	<b>15,000</b>	15,000
Issued and fully paid:	已發行及繳足：		
800,000,000 (31 December 2021: 800,000,000) ordinary Shares of HK\$0.01 (31 December 2021: HK\$0.01) each	800,000,000股 (2021年12月31日： 800,000,000股) 每股面值0.01港元 (2021年12月31日：0.01港元) 之 普通股	<b>8,000</b>	8,000
		<b>RM'000 千令吉特</b>	RM'000 千令吉特
Equivalent to	相等於	<b>4,233</b>	4,233

### 13. 股本

# NOTES TO UNAUDITED CONDENSED CONSOLIDATED INTERIM FINANCIAL INFORMATION

## 未經審核簡明綜合中期財務資料附註

### 14. RELATED PARTY TRANSACTIONS

#### (a) Sale and purchase of goods and services

In addition to the related party information disclosed elsewhere in the annual financial statements of the Group for the year ended 31 December 2021, the following significant transactions between the Group and its related parties took place at terms agreed between the parties during the respective reporting period:

		For the six months ended 30 June 截至6月30日止六個月	
		2022 2022年 RM'000 千令吉特 (Unaudited) (未經審核)	2021 2021年 RM'000 千令吉特 (Unaudited) (未經審核)
Related parties:	關聯方：		
Purchase of goods	購買商品	237	320
Director:	董事：		
Rental payable	應付租金	42	42

#### (b) Compensation of key management personnel

The remuneration of the key management personnel of the Group for the six months ended 30 June 2022 and 30 June 2021 is as follows:

		For the six months ended 30 June 截至6月30日止六個月	
		2022 2022年 RM'000 千令吉特 (Unaudited) (未經審核)	2021 2021年 RM'000 千令吉特 (Unaudited) (未經審核)
Directors' fees	董事袍金	349	324
Salaries, allowances and benefits in kind	薪金、津貼及實物利益	1,647	1,198
Pension scheme contributions	退休金計劃供款	167	106
		2,163	1,628

### 14. 關聯方交易

#### (a) 買賣商品及服務

除本集團截至2021年12月31日止年度的年度財務報表其他地方披露的關聯方資料外，本集團與其關聯方於各報告期按各方協定的條款進行下述重大交易：

#### (b) 主要管理人員薪酬

截至2022年6月30日及2021年6月30日止六個月，本集團主要管理人員的酬金如下：





## OTHER INFORMATION 其他資料

### **DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS OR SHORT POSITIONS IN SHARES, UNDERLYING SHARES, EQUITY DERIVATIVES AND DEBENTURE OF THE COMPANY OR ANY OF ITS ASSOCIATED CORPORATIONS**

As at 30 June 2022, none of the Directors or chief executives of the Company had or was deemed to have any interests or short positions in the Shares, underlying Shares, equity derivatives and debentures of the Company or its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance of Hong Kong (Chapter 571 of the Laws of Hong Kong) (the “SFO”), (i) which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO, or (ii) which were required to be entered in the register to be maintained by the Company pursuant to section 352 of the SFO, or (iii) which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code.

### **董事及最高行政人員於本公司或其任何相聯法團的股份、相關股份、權益衍生工具及債權證中的權益及淡倉**

於2022年6月30日，本公司董事或最高行政人員概無於本公司或其相聯法團（定義見香港證券及期貨條例（香港法例第571章）（「證券及期貨條例」）第XV部的任何股份、相關股份、權益衍生工具或債權證中擁有或被視為擁有任何(i)根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所的權益及淡倉，或(ii)須記錄於本公司根據證券及期貨條例第352條存置的登記冊的權益及淡倉，或(iii)根據標準守則須知會本公司及聯交所的權益及淡倉。

## OTHER INFORMATION 其他資料

### SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND EQUITY DERIVATIVES

As at 30 June 2022, so far as was known to the Directors, the following persons (not being the Directors or chief executives of the Company) had, or were deemed to have, interests or short positions in the Shares, underlying Shares or equity derivatives of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which would be recorded in the register required to be kept by the Company under section 336 of the SFO:

### 主要股東於股份、相關股份及權益衍生工具中的權益及淡倉

於2022年6月30日，就董事所知，以下人士（並非本公司董事或最高行政人員）於本公司的股份或相關股份或權益衍生工具中擁有根據證券及期貨條例第XV部第2及3分部的條文須向本公司作出披露或須記錄於本公司根據證券及期貨條例第336條存置的登記冊的權益或淡倉：

Name of Substantial Shareholder 主要股東姓名／名稱	Capacity/Nature of interests 身份／權益性質	Number of ordinary Shares held/interested in <sup>(1)</sup> 持有／擁有權益的普通股數目 <sup>(1)</sup>	Approximate percentage of shareholding interest <sup>(2)</sup> 股權概約百分比 <sup>(2)</sup>
Mr. Wang Yaxian 王亞顯先生	Beneficial interest 實益權益	174,000,000	21.75%
Mr. Wu Xianlong* 吳賢龍先生	Beneficial interest 實益權益	120,000,000	15.00%
Mr. Wan Shifang 萬世方先生	Beneficial interest 實益權益	54,000,000	6.75%
Mr. Liao Hui* 廖輝先生	Beneficial interest 實益權益	51,156,000	6.39%

\* For identification purpose only

\* 僅供識別

Notes:

附註：

(1) All the above Shares are held in long position.

(1) 以上所有股份均以好倉持有。

(2) The calculation is based on the total number of 800,000,000 Shares in issue as at 30 June 2022.

(2) 有關計算乃基於2022年6月30日合共有800,000,000股已發行股份作出。

## OTHER INFORMATION 其他資料

Save as disclosed above, so far as was known to the Directors, as at 30 June 2022, no person had any interests or short positions in the Shares, underlying Shares or equity derivatives which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which would be recorded in the register required to be kept under section 336 of the SFO.

### MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) set out in Appendix 10 to the Listing Rules as its own code of conduct regarding Directors’ securities transactions. The Company has made specific enquiries with all the Directors and all the Directors have confirmed that they have complied with the Model Code during the six months ended 30 June 2022.

The Company’s relevant employees, who are likely to be in possession of inside information of the Company, have also been subject to the Model Code for securities transactions. No incident of non-compliance of the Model Code by the Company’s relevant employees was noted by the Company during the six months ended 30 June 2022.

### CODE ON CORPORATE GOVERNANCE PRACTICES

Save for the deviation disclosed below, the Company had complied with all applicable Code Provisions set forth in the Corporate Governance Code (the “**CG Code**”) contained in Appendix 14 to the Listing Rules during the six months ended 30 June 2022.

Under Code Provision C.2.1 of the CG Code, the roles of chairman and chief executive should be separated and should not be performed by the same individual. Mr. Ling Sheng Hwang (“**Mr. F Ling**”) holds both positions. Mr. F Ling has been primarily responsible for corporate strategic planning and overall business development of our Group since he founded our Group in the 2000s. Taking into account the continuation of management and the implementation of our business strategies, the Directors (including the independent non-executive Directors) consider it is most suitable for Mr. F Ling to hold both the positions of chairman of the Board and the chief executive officer of the Company and the existing arrangements are beneficial and in the interests of our Company and our shareholders as a whole.

除上文所披露者外，據董事所知，於2022年6月30日，概無人士於股份、相關股份或權益衍生工具中擁有根據證券及期貨條例第XV部第2及3分部的條文須向本公司作出披露或須記錄於根據證券及期貨條例第336條存置的登記冊的任何權益或淡倉。

### 董事進行證券交易的標準守則

本公司已採納上市規則附錄十所載之上市發行人董事進行證券的交易守則作為其董事進行證券交易的行為守則（「**標準守則**」）。本公司已對全體董事作出特別查詢，全體董事均確認，彼等於截至2022年6月30日止六個月期間均已遵守標準守則。

本公司可能持有本公司內幕消息的有關僱員亦須就證券交易遵守標準守則的規定。於截至2022年6月30日止六個月期間，本公司並無發現本公司有關僱員違反標準守則的事件。

### 企業管治常規守則

除下述披露之偏離情況外，於上市日期起直至截至2022年6月30日止六個月，本公司已遵守上市規則第十四章所載《企業管治守則》（「**企業管治守則**」）所載所有適用守則條文。

根據《企業管治守則》守則條文第C.2.1條，主席與行政總裁的角色應有區分，並不應由一人同時兼任。Ling Sheng Hwang先生（「**F Ling先生**」）兼任兩個職務。自2000年代創建本集團以來，F Ling先生主要負責本集團的公司策略規劃及整體業務發展。考慮到管理層的連續性及業務策略的實施，董事（包括獨立非執行董事）認為，F Ling先生同時擔任董事會主席及本公司行政總裁職務最為合適，現有安排屬有利且符合本公司及股東的整體利益。

## OTHER INFORMATION 其他資料

Under the leadership of Mr. F Ling, the Board is and has been able to work effectively and perform its responsibilities with key and appropriate issues discussed in a timely manner. In addition, all major decisions are made in consultation with members of the Board and relevant Board committees, and there are five independent non-executive Directors on the Board offering independent perspectives. The Board is therefore of the view that there are adequate safeguards in place to ensure sufficient balance of powers and authorities between the Board and the management of the Company.

To maintain a high standard of corporate governance practices of the Company, the Board will review the effectiveness of the structure and composition of the Board from time to time in light of prevailing circumstances, and continue to review and consider splitting the roles of chairman of the Board and the chief executive officer of the Company at a time when it is appropriate by taking into account the circumstances of the Group as a whole.

### AUDIT COMMITTEE AND REVIEW OF FINANCIAL STATEMENTS

The Company established its Audit Committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and the CG Code on 11 March 2020. The Audit Committee consists of three independent non-executive Directors, namely Mr. Yang Junhui, Mr. Lee Yan Kit and Mr. Ma Shengcong, and the non-executive Director, Mr. Ling Sheng Shyan. Mr. Yang Junhui is the chairman of the Audit Committee.

The Audit Committee has considered and reviewed the accounting principles and policies adopted by the Group, the unaudited condensed consolidated interim financial information and the interim report of the Company for the six months ended 30 June 2022. The Audit Committee is of the view that the interim results of the Group for the six months ended 30 June 2022 are in compliance with the relevant accounting standards, rules and regulations, and appropriate disclosures have been duly made.

### CHANGES TO DIRECTORS' INFORMATION

Save as disclosed herein, the Directors confirm that no information is required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

於F Ling先生的領導下，董事會現在及過去一直能夠有效地工作並履行其職責，及時討論關鍵及適當問題。此外，所有重大決定均與董事會成員及相關董事會委員會協商，且董事會上有五名獨立非執行董事提供獨立的觀點。因此，董事會認為有足夠的保障措施，以確保董事會與本公司管理層之間的權力及權限足夠平衡。

為維持本公司高標準的企業管治常規，董事會將根據普遍情況不時審查董事會結構及組成的有效性，並繼續檢討，並會在計及本集團整體情況後考慮於適當時候將董事會主席與本公司行政總裁的角色分開。

### 審核委員會及審閱財務報表

我們於2020年3月11日成立審核委員會，其書面職權範圍符合上市規則第3.21條及企業管治守則的規定。審核委員會由三名獨立非執行董事（即楊軍輝先生、李殷傑先生及馬生聰先生）及非執行董事Ling Sheng Shyan先生組成。楊軍輝先生目前擔任審核委員會主席。

審核委員會已考慮及審閱本集團所採納之會計原則及政策，以及本公司截至2022年6月30日止六個月之未經審核簡明綜合中期財務資料及中期報告。審核委員會認為截至2022年6月30日止六個月的中期業績符合相關會計政策、規則及規例，並已作出合適的披露。

### 董事資料變動

除本報告披露者外，董事確認概無任何資料須根據上市規則第13.51B(1)條予以披露。





## OTHER INFORMATION 其他資料

### DISCLOSURE OF INFORMATION

The interim report of the Company will be published on the websites of both the Stock Exchange (<http://www.hkexnews.hk>) and the Company (<http://www.clinksquared.com>) and shall be dispatched to the shareholders timely and properly.

By order of the Board

**C-Link Squared Limited**

**Ling Sheng Hwang**

*Chairman of the Board and Executive Director*

Hong Kong, 30 August 2022

### 資料披露

本公司的中期報告將會刊載於聯交所網站(<http://www.hkexnews.hk>)及本公司網站(<http://www.clinksquared.com>)，並會適時寄發予股東。

承董事會命

**C-Link Squared Limited**

**董事會主席兼執行董事**

**Ling Sheng Hwang**

香港，2022年8月30日

