



**LIFE-LONG HEALTH
AND WELLNESS FOR
WOMEN**

Annual Report 2016

ABOUT THIS REPORT

Welcome to our second Annual Report 2016. This Annual Report has been prepared based on the integrated reporting format that we hope communicates in a holistic way, our business, our governance and how we have performed against our stated objectives in a clear, concise and 'reader-friendly' manner. It attempts to provide a snapshot of where we aspire to be and how we attain our business goals in a sustainable manner.

This report contains a new section called the 'Sustainability Report'. The Sustainability Report is prepared in accordance with the Global Reporting Initiative ("GRI") Standards principles.

The report provides facts on key non-financial indicators, i.e. environmental, social and governance ("ESG") performance that are of importance to SOG's current business and future aspirations.

As we seek to continually improve our future Annual Reports, your views are warmly welcomed. Please do direct your feedbacks and comments to:

Mr. Eric Choo
Financial Controller
Singapore O&G Ltd.
34 Cassia Crescent #01-80
Singapore 390034

Or via email to:
eric@sog.com.sg

ABOUT SOG

Singapore O&G ("SOG") is a leading group of Specialist Medical Practitioners dedicated to women's health and wellness, with a long and established track record in the Obstetrics and Gynaecology ("O&G") field in Singapore.

SOG's goal is to provide women comprehensive life-long health and wellness. Currently, its areas of specialisation are: pregnancy care and delivery; the female reproductive system; gynaecological and breast cancer; skin and aesthetic treatments; and other ancillary medical services.

SOG is a public company listed on the Catalist board of the Singapore Exchange since 4 June 2015. The aim of the listing was to provide SOG with the financial strength and market discipline to enable it to achieve its goal of providing comprehensive life-long health and wellness for women profitably.

As at 31 December 2016, the Group had a total of ten Specialist Medical Practitioners:

- Six O&G Specialists;
- Three Cancer Specialists: One Gynae-Oncologist and two Breast and General Surgeons; and
- One Dermatologist.

The ten Specialist Medical Practitioners together form our three business segments, namely O&G, Cancer-related and Dermatology.

Dermatology segment was established in 2016. We warmly welcomed Dr. Joyce Lim Teng Ee who joined the Group in January 2016 and is currently the Medical Director and Head of our Dermatology segment.

SOG has also successfully recruited two Specialist Medical Practitioners in 2016 – Dr. Lim Siew Kuan (Breast and General Surgeon) and Dr. Hong Sze Ching (O&G Specialist). Dr. Lim and Dr. Hong joined the Group in May and July respectively.

For the financial year ended 31 December 2016 ("FY 2016"), SOG generated S\$28.7 million of revenues and S\$8.8 million of net profit after tax, and above our forecast. SOG achieved these results due to organic growth which saw an increase of 5.8% in total number of deliveries from 1,633 babies in 2015 to 1,728 babies in 2016; with new Specialist Medical Practitioners joining. SOG declared an interim and final dividend of 3.10 Singapore cents per share.

SOG's market capitalisation stood at S\$280.1 million as at 31 December 2016. The earnings per share improved by 39.7% from 2.67 Singapore cents in FY 2015 to 3.73 Singapore cents for FY 2016.

This Annual Report has been prepared by the Company and its contents have been reviewed by the Company's Sponsor, Hong Leong Finance Limited (the "Sponsor"), for compliance with the relevant rules of the Singapore Exchange Securities Trading Limited (the "SGX-ST"). The Sponsor has not independently verified the contents of this Annual Report. This Annual Report has not been examined or approved by the SGX-ST and the SGX-ST assumes no responsibility for the contents of this Annual Report including the correctness of any of the statements or opinions made or reports contained in this Annual Report.

The contact person for the Sponsor is Mr. Tang Yeng Yuen, Vice-President, Head of Corporate Finance, at 16 Raffles Quay, #40-01A Hong Leong Building, Singapore 048581. Telephone number: (65) 6415 9886.

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STATEMENT FROM **CHAIRMAN**



“Our ultimate goal is to provide life-long health and wellness for women.”

Dr. Heng Tung Lan
Chairman

Dear Fellow Shareholders,

I am pleased to take over the new term of chairmanship on a 2-year rotational basis from Dr. Lee Keen Whye. I would like to thank Keen Whye for so ably managing the Board.

In my first year as the Chairman, it is my pleasure to share with you our achievements in 2016.

We were delighted to announce the results for FY 2016 profits on 16 February 2017. The Group achieved a net profit after tax of S\$8.8 million, an increase of 64.8% as compared to FY 2015, and paid a full year dividend of 3.10 Singapore cents per share, an increase of 52.7% as compared to the full year dividend of 2.03 Singapore cents per share for FY 2015.

When I co-founded SOG, together with Dr. Lee Keen Whye and Dr. Ng Koon Keng, we had the same vision and that is to bring like-minded professionals together so that we can provide a spectrum of high quality medical service to existing and potential patients. This has never changed. As a doctor, I am a strong believer in ensuring our patients are given the best medical care and treatment at an affordable cost. Thus, we are stringent with our recruitment process to ensure we bring in only doctors with the right mindset and cultural fit to SOG.

As an Obstetrician and Gynaecologist, and as a woman myself, I am very passionate about delivering new lives (babies). I see the joy of my patients and their families for

each delivery I conduct. This gives me the motivation to push on whenever I encounter any difficult cases. I believe my doctors in the Group share the same conviction.

Our ultimate goal is to provide life-long health and wellness for women. This is the reason why we started our Dermatology segment and we are indeed happy and honoured to have Dr. Joyce Lim, one of Singapore's leading Dermatologist, join us in 2016. Our patients and their families can now visit Dr. Joyce Lim for any skin problems.

We will continue to focus on our Cancer-related segment to help enhance, preserve and extend lives. As early detection is the key to curing the vast majority of cancer-related cases, we want to make it easy for our patients to come to us for regular check-ups. In the event cancer is detected, we can provide case management and surgical intervention early.

Finally, I would like to thank all my doctors and nurses for their dedication and professionalism, and our patients and their families for their trust in us. We will continue to uphold our corporate values and serve our patients wholeheartedly.

Dr. Heng Tung Lan
Chairman



OUR MISSION, VISION AND VALUES

OUR MISSION

We bring new life, preserve life and extend life for our patients and their families while preserving our core values of sincerity, professionalism and commitment.

OUR VISION

SOG is a leading group of Specialist Medical Practitioners dedicated towards women's health and wellness. Our goal is to provide women comprehensive medical care and services for their whole lives.

We are expanding our specialties and aspire:

- to be the premier specialist healthcare provider in holistic and comprehensive care for women and children.
- to be the number one choice for patients seeking private specialist healthcare.
- to be affordable, convenient and welcoming.
- to increase the Company's share value and its returns to shareholders.
- to be a good corporate citizen.

We endeavour to deal with all stakeholders in a transparent and fair manner. On a continuing basis, we attach great importance in the development of our Specialist Medical Practitioners, clinical staff and employees.

OUR VALUES

Our Specialist Medical Practitioners, clinical staff and employees are guided by the following values:

ACCOUNTABILITY

We are responsible for our actions and attitudes.

COMMITMENT TO EXCELLENCE

We are committed to do the best for our patients, their families and other stakeholders.

INTEGRITY

We are open, honest and ethical, and we care for our patients and their families.

RESPECT

We embrace diversity and treat one another with dignity and empathy.

TEAMWORK

We work together in delivering the best outcomes and highest quality service.



OUR CORPORATE PHILOSOPHY: PREPARING WOMEN FOR LIFE-LONG HEALTH AND WELLNESS

At SOG, we have identified the rainforest tree to symbolise our robust business and growth we are gearing for.

Like a rainforest tree, a seedling must first establish a sound foundation. As it grows into a young tree, it is important that it receives the essential elements for it to grow into a bigger tree. During the growing process, the young tree can be propagated by grafting where different plants can be connected to achieve a set of combined attributes for a stronger tree.

Rainforest tree is tall and majestic but boasts a balanced and wonderful density. We strive to grow SOG in the same way (our "SOG Tree").

With the foundation laid by our two very established and respected Obstetrician & Gynaecologists, namely Dr. Heng Tung Lan and Dr. Lee Keen Whye, SOG was able to create joy and grow our O&G segment by bringing new healthy lives (babies) into the world. Together with our CEO, Dr. Ng Koon Keng, the three co-founders have established strong values that remain the core of the Group's beliefs and thereby, enable SOG to continue to attract new talents and retain existing talents. In 2016, we were delighted to recruit Dr. Hong Sze Ching to strengthen our O&G services.

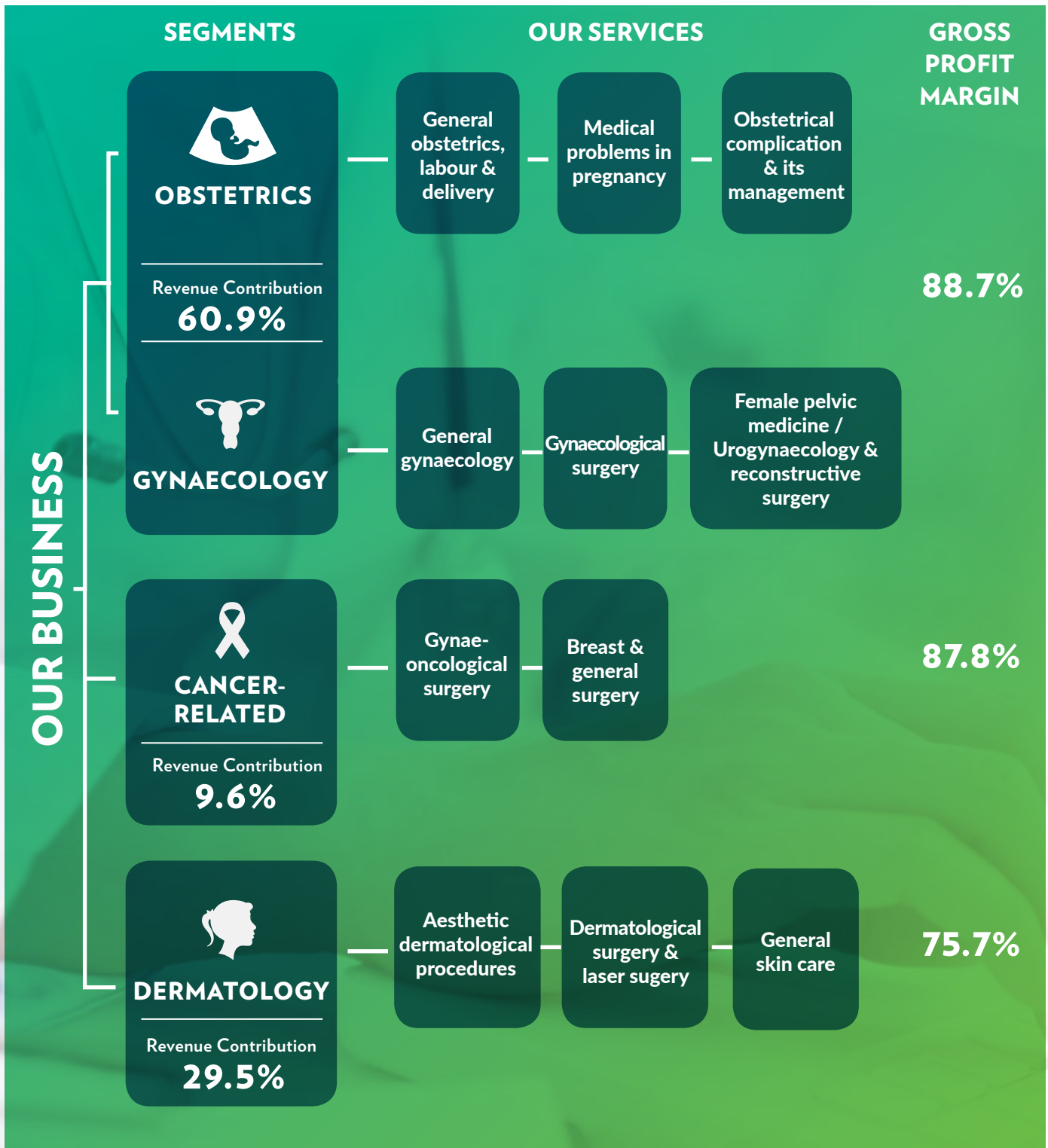
Recognising the need to prepare our patients and their families for life-long health and wellness, we strengthened our Cancer-related segment and introduced a Dermatology segment in 2016. In a sense, we sprouted new growth impetus being:

1. The setting up of a new clinic, by way of incorporating SOG-SK Lim Breast & General Surgicare Clinic, and recruiting Dr. Lim Siew Kuan (Breast and General Surgeon) to captain it; and
2. The setting up of a Dermatology segment by acquiring the entire rights, title and interest in JL Laser & Surgery Centre Pte. Ltd. ("JLLSC"), JL Esthetic Research Centre Pte. Ltd. ("JLERC") and JL Dermatology Pte. Ltd. ("JLD", and together with JLLSC and JLERC, collectively known as the "Targets"), in the Target's business and medical practices on 1 January 2016 (the "Acquisition of JL") and retaining Dr. Joyce Lim Teng Ee ("Dr Joyce Lim").

We intend to further grow and strengthen our SOG Tree.

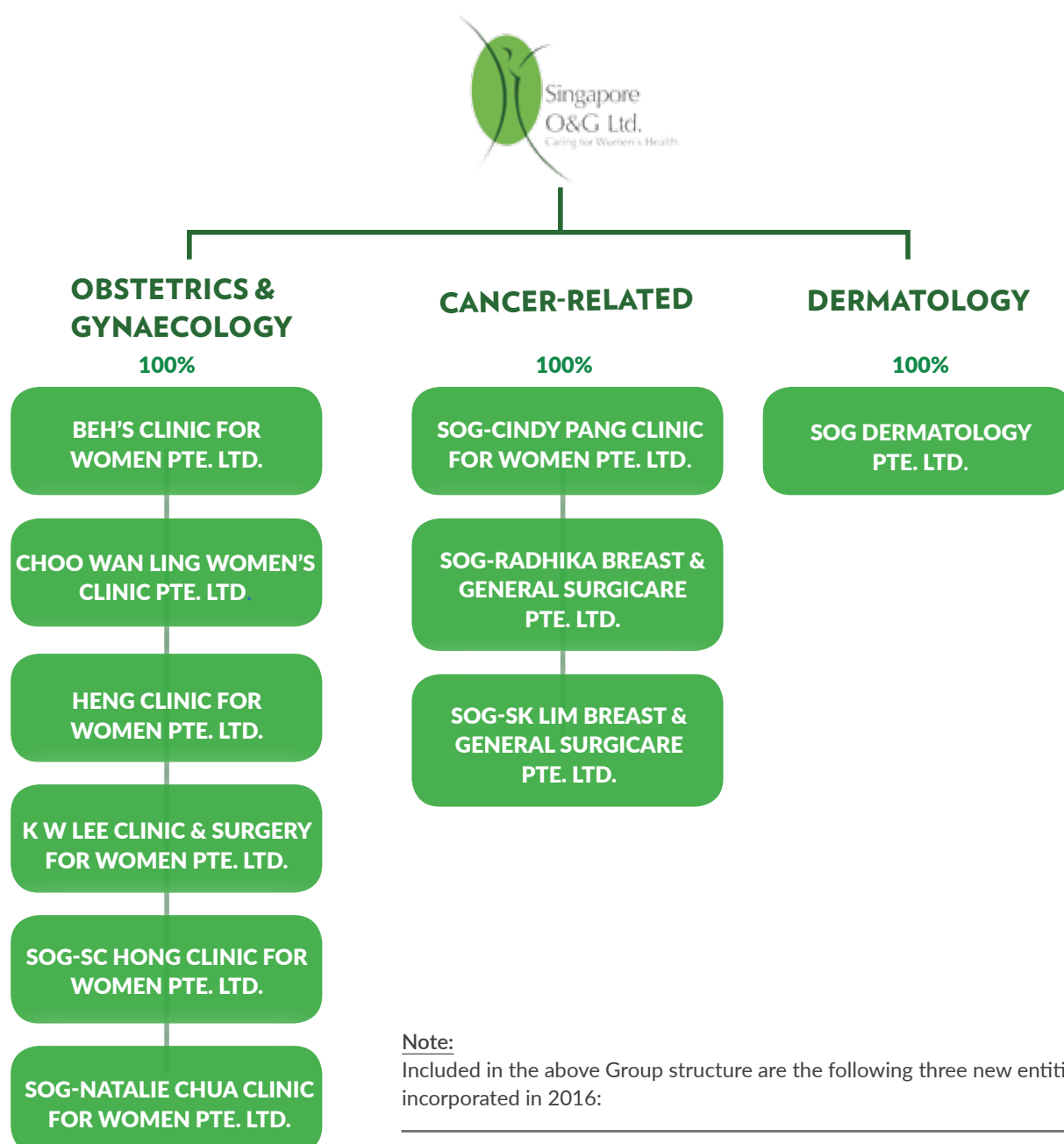


SNAPSHOT OF SOG



OUR GROUP STRUCTURE

Our Group's Structure as at 31 December 2016 is as follows:



Note:

Included in the above Group structure are the following three new entities incorporated in 2016:

Entity	Incorporation date
SOG-Natalie Chua Clinic for Women Pte. Ltd.	29 January 2016
SOG-SK Lim Breast & General Surgicare Pte. Ltd.	29 January 2016
SOG-SC Hong Clinic for Women Pte. Ltd.	11 April 2016

STATEMENT FROM CHIEF EXECUTIVE OFFICER



“SOG takes ‘Stork’ level to new heights, bringing 2016 to a spectacular close.”

Dr. Ng Koon Keng
Chief Executive Officer

Dear Shareholders,

It has been another year of strong performance from SOG. We were able to achieve outstanding growth in all our sectors due to committed and focused contributions from every employee within the Company. We were also able to successfully merge our newly acquired aesthetic dermatological business into our culture, and profit contribution from this new pillar has both been significant and exceptional.

Our recruitment program continues to contribute to our organic growth. With the dedication of the existing team of Specialist Medical Practitioners, clinical and management staff, we were able to achieve very strong growth in both revenue and bottom line profit. We continue to abide by our promise of being a strong yield stock and are happy to declare a healthy increase in our dividend payout for 2016.

SOG's financial performance exceeded internal forecasts and more importantly, we are able to meet the investment community's expectations. With a Specialist team comprising six Obstetricians and Gynaecologists, one GynaeOncologist, two Breast Surgeons and a Dermatologist Aesthetician, we achieved a 74.7% increase in gross revenue of S\$28.7 million, and a 64.8% increase in net profit of S\$8.8 million over the previous year. Our net profit margin remains healthy at 30.7%.

With a net contribution of S\$2.6 million, representing 29.3% of our net profit, SOG Dermatology segment helmed by Dr. Joyce Lim has indeed established itself as an excellent addition to SOG's medical services. Her tireless working attitude and a penchant for perfection continues to amaze us. We will endeavour to build a team of aesthetic physicians under her and firmly establish this as a major contributing pillar.

SOG Women Cancer Specialists made a dramatic turnaround. Our Cancer Specialists' gross revenue increased by 79.9% to S\$2.8 million and contributed 3.0% to the Group's net profit. The strong revenue growth was due to: the expertise and commitment shown by our existing specialists, Dr. Cindy Pang and Dr. Radhika; and the addition of Dr. Lim Siew Kuan who is a breast cancer specialist. We believe with the expertise and commitment shown by Dr. Lim, Dr. Pang and Dr. Radhika, our cancer pillar will continue to be a dominant option for patients seeking women's cancer treatment.

Our team of Obstetrician and Gynaecologists has grown to six with the addition of Dr. Hong Sze Ching in July 2016. Dr. Hong was a Consultant at KKH and she has a special interest in minimally invasive surgery. She will be a strong factor in SOG's quest to increase market share in the private birth delivery market, which increased from 6.7% in FY 2015 to 7.5% in FY 2016. In absolute terms, this came in at 1,728 healthy live births, or approximately one baby delivered by a SOG obstetrician every 5.1 hours.

Obstetrics and Gynaecology segment continues to perform strongly. This combined segment contributed approximately 60.9% to our overall revenue and 67.8% to our net profit. We continue to experience encouraging support from patients residing in Singapore and the Company is looking at alternatives to increase patient traffic from our neighbouring countries. Efforts to forge collaborations with international agencies to increase medical tourism will be enhanced in the coming year.

SOG continues to look at ways to increase revenue organically and by acquisition. We are constantly on the lookout for dedicated Specialists relevant to our structure and business model and we hope to establish our paediatric pillar this year. We are also hopeful of setting up a satellite aesthetic clinic to increase market share and to leverage on Dr. Joyce Lim's reputation and branding.

Finally, I would like to express my gratitude to our patients for their loyal support, our investors for their patience, and to SOG's Board of Directors, Specialist Medical Practitioners, clinical and management staff for their hard work and dedication. We will continue to strive for medical excellence which will be the cornerstone for sustainable growth and increasing share value.

Dr. Ng Koon Keng
Chief Executive Officer



FINANCIAL HIGHLIGHTS

REVIEW OF THE GROUP'S FINANCIAL PERFORMANCE

	FY 2016 (S\$)	FY 2015 (S\$)	Increase/ (Decrease) (S\$)	%	The increase or (decline) in FY 2016 as compared to FY 2015 is mainly due to:
Revenue	28,674,632	16,412,739	12,261,893	74.7%	<ul style="list-style-type: none"> • S\$8.5 million from Dermatology segment; and • Remaining due to increase in patient loads from O&G and Cancer-related segments.
Other operating income	266,009	182,016	83,993	46.1%	<ul style="list-style-type: none"> • More government grants such as Wage Credit Scheme and Special Employment Credit received in FY 2016; and • Clinic rental rebate of S\$66,000 received in FY 2016.
Consumables and medical supplies used	(4,365,796)	(1,857,776)	2,508,020	135.0%	<ul style="list-style-type: none"> • S\$2.0 million of consumables and medical supplies used by Dermatology segment (due to nature of that business); and • Only a modest additional S\$0.3 million and S\$0.2 million of consumables and medical supplies used by O&G and Cancer-related segments respectively.
Employee benefits expense	(11,003,716)	(6,283,428)	4,720,288	75.1%	<ul style="list-style-type: none"> • Three new Specialist Medical Practitioners; and • Increase in clinical staff average headcount from 22 for FY 2015 to 32 for FY 2016.
Depreciation of plant and equipment	(380,160)	(240,006)	140,154	58.4%	<ul style="list-style-type: none"> • Plant and equipment from the Acquisition of JL; • Acquisition of a new laser machine; and • Acquisition of two new ultrasound machines.
Other operating expense	(2,794,993)	(2,158,519)	636,474	29.5%	<ul style="list-style-type: none"> • Other operating expense of S\$0.5 million incurred by Dermatology segment (due to nature of that business).
Profit from operations	10,395,976	6,055,026	4,340,950	71.7%	
Finance income	135,880	126,573	9,307	7.4%	<ul style="list-style-type: none"> • Interest income earned from cash deposits.
Finance expense	(449,399)	-	449,399	>100%	<ul style="list-style-type: none"> • An accounting (i.e. non-cash flows item) finance expense related to the Acquisition of JL.
Net finance (expense)/income	(313,519)	126,573	440,092	>100%	
Profit before income tax	10,082,457	6,181,599	3,900,858	63.1%	
Income tax expense	(1,278,779)	(840,274)	438,505	52.2%	<ul style="list-style-type: none"> • Higher profits in FY 2016.
PROFIT FOR THE YEAR	8,803,678	5,341,325	3,462,353	64.8%	

REVIEW OF THE GROUP'S FINANCIAL POSITION

	31 December 2016 (S\$)	31 December 2015 (S\$)	Increase/ (Decrease) (S\$)	%	The increase or (decline) as at 31 December 2016 as compared to 31 December 2015 is mainly due to:
ASSETS					
Non-current assets					
Goodwill	26,929,999	842,295	26,087,704	>100%	Goodwill comprises of: <ul style="list-style-type: none"> • S\$446,000 and S\$396,000 for the acquisition of Beh's Clinic for Women Pte. Ltd. and Choo Wan Ling Women's Clinic Pte. Ltd. in 2014; and • S\$26.1 million* for the acquisition of the entire rights, title and interest of Dr. Joyce Lim and JL Laser & Surgery Centre Pte. Ltd., JL Esthetic Research Centre Pte. Ltd. and JL Dermatology Pte. Ltd. (the "Targets") in the Target's business and medical practices on 1 January 2016 (the "Acquisition of JL").
Plant and equipment	1,554,794	678,680	876,114	129.1%	<ul style="list-style-type: none"> • Plant and equipment from the Acquisition of JL; and • Acquisition of a new laser machine for SOG Dermatology Clinic; and • Acquisition of two new ultrasound machines for SK Lim Clinic and SC Hong Clinic.
Available-for-sale financial assets	148,411	148,411	-	-	
Deferred tax assets	10,450	-	10,450	100%	<ul style="list-style-type: none"> • Timing differences in the Group's plant and equipment.
Total non-current assets	28,643,654	1,669,386			
Current assets					
Inventories	2,152,469	278,452	1,874,017	>100%	<ul style="list-style-type: none"> • Inventories at our SOG Dermatology Clinic.
Trade and other receivables	2,092,939	1,477,586	615,353	41.6%	<ul style="list-style-type: none"> • S\$0.2 million in rental deposits for our new clinics; • S\$0.2 million increase in our Specialist Medical Practitioner's professional fees due from hospitals and insurance companies; • S\$0.1 million in prepayment for a new laser machine for our SOG Dermatology Clinic to be delivered at a later date; and • S\$0.1 million in prepayment for other operating expenses.

* The purchase price allocation exercise for the Acquisition of JL has been finalised and accounted for as at 31 December 2016. The goodwill of S\$26.1 million includes the excess in fair value of the purchase consideration: (1) S\$15.2 million in shares (i.e. 20,401,501 new shares at S\$0.7459 weighted average price of SOG share on 31 December 2015), (2) S\$14.0 million in cash payable in three tranches – first tranche of S\$6.0 million paid on 1 January 2016, second tranche of S\$4.0 million (fair value of S\$3.5 million) paid in January 2017, and the third tranche of S\$4.0 million (fair value of S\$3.5 million) to be paid on 1 January 2018, over the acquired net tangible asset of S\$2.2 million.

LETTER FROM OUR FINANCIAL CONTROLLER



Dear Shareholders,

2016 was a year of phenomenal growth as the Group charged on with our strategy to increase our market share in Singapore through the acquisition of Dr. Joyce Lim's group of companies, and having two new Specialist Medical Practitioners on board.

With the three new Specialist Medical Practitioners, the Group now has a total of ten Specialist Medical Practitioners:

- Six O&G Specialists;
- Three Cancer Specialists: One GynaeOncologist and two Breast and General Surgeons; and
- One Dermatologist.

Apart from the assets as presented in our Financial Position as at 31 December 2016, these ten Specialist Medical Practitioners together with our clinical staff team, form our human capital. We empower our Specialist Medical Practitioners and healthcare professionals with the fullest latitude of professional freedom, governed only by SOG's corporate values and commitments to our stakeholders. Our sustained financial performance is determined by the revenue they generate through the patient loads they have wholeheartedly served.

As at 31 December 2016, the Group maintained a strong financial position with a net asset value of S\$41.6 million, an increase of 73.3% from S\$24.0 million as at 31 December 2015. Net asset value per share rose by 58.7% from 11.01 Singapore cents as at 31 December 2015 to 17.47 Singapore cents as at 31 December 2016.

The Group generated a net operating cash flow of S\$10.4 million for FY 2016 as compared to S\$6.4 million for FY 2015. As at 31 December 2016, the Group had cash and cash equivalents of S\$21.4 million, with no borrowings or any debt securities and instruments.

Equally importantly, we are proud to highlight that SOG won the Best Annual Report Award (Merit) under the First Year Listed Company category awarded by the Singapore Corporate Award 2016. Judged by an eminent panel of business leaders in Singapore, the award gives recognition to maiden annual reports of First-Year Listed companies that show an excellent standard of disclosure. This recognition spurs the SOG team with greater confidence to vigilantly maintain greater transparency in our reporting framework and standards of disclosure to enhance our shareholders' confidence in us.



Chairman, Dr. Heng Tung Lan (second from left), and senior management at Singapore Corporate Award 2016.



Our award-winning Annual Report 2015.



Chief Executive Officer, Dr. Ng Koon Keng, receiving the Best Annual Report Award (Merit) under the First Year Listed Company category at Singapore Corporate Award 2016.

Since our first implementation of the Enterprise Risk Management framework in 2015, we have continued to perform a risk refresher in 2016 to identify the top 10 risks of the Group. This refresher enables us to continually monitor the risks identified and ensure sufficient mitigation plans are in place. As the Risk Officer of the Company, I am responsible to provide periodic updates and reports of the risk to the Audit Committee that has been charged to oversee the risks as well as the Board of Directors, to ensure our responsiveness to the risk and the readiness of risk mitigation measures.

Ahead of the 2018 deadline, we have pro-actively incorporated a section on "Sustainability Report" in accordance to Global Reporting Initiative ("GRI") Standards as our first step to align with the SGX guidelines for the upcoming implementation of sustainability reporting. We have adopted the GRI framework as our first efforts to align our reporting akin to the international guidelines for the non-financial key performance indicators.

As part of our sustainability programme, we have launched our first corporate social responsibility programme for a community day held on 15 December 2016. Over 48 directors, management and staff personnel volunteered to host an afternoon Christmas party for 200 under-privileged seniors living in Geylang Bahru rented flats. It is our goal to further SOG's contribution to the community as our active role as a responsible corporate citizen.

Moving forward, I seek to drive an integrated approach to sustainability management for the Company, both in financial and non-financial aspects, in propelling SOG's sustained profitability.

Eric Choo
Financial Controller

OUR SPECIALIST MEDICAL PRACTITIONERS AND CLINICS

SOG is powered by, and its principle asset are, a team of 10 Specialist Medical Practitioners who serves their patients and families through sound specialised medical skills, strong ethics, and evidence based medicine. Our 10 Specialist Medical Practitioners (in alphabetical order and by their specialty focus) are:

O&G SPECIALISTS

OBSTETRICIAN & GYNAECOLOGIST



DR. BEH SUAN TIONG

MBBS (Singapore), MRCOG (UK), FAMS (Singapore)

"Besides specialising in antenatal, intrapartum and postnatal care, Dr. Beh's special interest is in minimally invasive surgery for various gynaecological conditions."

Dr. Beh Suan Tiong is a Consultant Obstetrician and Gynaecologist and operates his own practice at the Thomson Medical Centre. He graduated in 1987 and obtained his specialist membership from The Royal College of Obstetricians and Gynecologists in 1993. Besides specialising in antenatal, intrapartum and postnatal care, Dr. Beh's special interest is in minimal invasive surgery (key hole surgery), laparoscopic and hysteroscopic surgery for various gynaecological conditions. He received further training for such techniques and in other areas of specialty in leading medical centers in the United States.

Dr. Beh is actively involved in the development, training and teaching of minimally invasive surgery ("MIS") in Singapore, and is also a senior consultant in the MIS unit in Kandang Kerbau Women's and Children's Hospital on a part time basis. As a firm believer in continuous medical education, he has helped to organise numerous scientific meetings and taken part in many local and overseas congresses and workshops.

Dr. Beh Suan Tiong is the first doctor recipient of the KK Service from the Heart Award, which recognises excellence in service. He was the past President of the Obstetrical & Gynaecological Society of Singapore and the past Treasurer of the College of O&G, Singapore. His present appointments include Chairman of the Operating Room and ICU Committee of Thomson Medical Centre, Member of the medical advisory board of Thomson Medical Centre and Chairman of the Gynaecology Endoscopy Subsection.

SOG-Beh Clinic for Women in Thomson Medical Centre, offers comprehensive pregnancy and gynaecological services for the complete health care needs of women.



Dr. Choo Wan Ling is a Consultant Obstetrician and Gynaecologist who graduated from the National University of Singapore in 1994 with a Bachelor's degree in Medicine and Surgery. She obtained her Masters in Obstetrics and Gynaecology at the National University of Singapore in 2000 and is also the winner of the IV Asian Obstetrics and Gynaecology Congress Gold Medal (2000) which recognises academic excellence.

A prolific writer, Dr. Choo has published in scientific journals such as Gynaecologic and Obstetric Investigations – Vaginal Delivery after Previous Caesarean Section, Annals of Medicine – Osteoporosis in relation to Menopause and contributed to various medical publications in her field of specialisation. Dr. Choo has also contributed chapters to a guidebook for expectant mothers, published by Oxford University Press.

In 2003, Dr. Choo was elected as a council member of the Obstetrical and Gynaecological Society of Singapore, and was the Honorary Treasurer from 2004-2006. During that time, Dr. Choo was instrumental in organising the fifth and sixth Singapore Congress of O&G for the Obstetrical & Gynecological Society of Singapore.

Dr. Choo is experienced in antenatal and gynaecological scans, antenatal care and risk assessment, prenatal screening, vaginal, assisted and caesarean delivery. She is an advocator of natural birth and breastfeeding. Being a mother to 2 girls herself, she is familiar with the difficulties some mothers-to-be go through during the pregnancy and after. She is also well versed in the management and treatment, both medical and surgical, of gynaecological issues (infection, endometriosis, uterine fibroids, ovarian cysts), pap smear abnormalities, colposcopy, fertility challenges and treatment. She also has a special interest in menopausal care and female sexual dysfunction.

Dr. Choo currently operates out of SOG-Choo Wan Ling Clinic for Women in Mount Elizabeth Novena Specialist Centre.

OBSTETRICIAN & GYNAECOLOGIST



DR. CHOO WAN LING

MBBS (Singapore), MMed (O&G), FAMS (Singapore)

“Being a mother to 2 girls herself, Dr. Choo is familiar with the difficulties some mothers-to-be go through during the pregnancy and after.”



OUR SPECIALIST MEDICAL PRACTITIONERS AND CLINICS

OBSTETRICIAN & GYNAECOLOGIST



DR. HENG TUNG LAN

MBBS (Singapore), MMed (O&G), FAMS (Singapore)

“Despite practicing as an O&G Specialist for more than three decades, Dr. Heng still finds each delivery special because of the joy each new baby brings to his and her family.”

Dr. Heng Tung Lan is a leading Consultant Obstetrician and Gynaecologist practicing in Parkway East Medical Centre and a shophouse unit in Cassia Crescent. She graduated from the National University of Singapore with a Bachelor’s degree in Medicine and Surgery in 1981 (MBBS) and started her traineeship in Obstetrics & Gynaecology at Kangar Kerbau Women’s and Children’s Hospital. She obtained her Master of Medicine (O&G) in 1988 and was admitted to the Academy of Medicine Singapore in 2004.

Dr. Heng established her private practice in September 1993 and has since built a solid reputation as a renowned physician well-liked and respected by her peers and patients. Although Dr Heng has delivered many babies in her long career which spans over 30 years, she still finds each delivery special because of the joy each new baby brings to his or her family.

Dr. Heng is highly sought after for her medical and interpersonal skills. She specializes in pregnancy care and delivery, female health screening, menopause and female wellness enhancement. Known for her bubbly and friendly disposition, she never fails to greet her patients with a smile and her positive energy. Despite practicing as an Obstetrician & Gynaecologist for more than three decades, her sense of fulfillment and job satisfaction have not abated. More often than not, the children she saw into the world return to her to deliver their children.

Dr. Heng remains very passionate about her field of specialization and occasionally shares her expertise in public forums and talks. She is often featured in numerous publications to promote awareness for family planning and female fertility issues.

Dr. Heng is effectively bilingual in English, Mandarin, and also conversant in several local dialects. She currently operates her practice, SOG-Heng Clinic for Women, out of Parkway East Medical Centre and a shophouse unit in Cassia Crescent.



OBSTETRICIAN & GYNAECOLOGIST

Dr. Hong Sze Ching is a Consultant Obstetrician and Gynaecologist who graduated from the National University of Singapore with Bachelor of Medicine and Surgery in 2005 and went on to complete her specialist training in Obstetrics and Gynaecology with Kandang Kerbau Women's and Children's Hospital ("KKH"). She attained the Membership of the Royal College of Obstetrics and Gynaecology ("MRCOG") in UK and was conferred the Master of Medicine in Obstetrics and Gynaecology (Singapore) in 2011. She went on to obtain her Specialist Accreditation in 2013. Dr. Hong is a certified colposcopist, a member of the Society for Colposcopy & Cervical Pathology of Singapore, and a member of the Obstetrics and Gynaecology Society of Singapore. She is also a Fellow of the Academy of Medicine, Singapore.

Dr. Hong was a Consultant with KKH Minimally Invasive Surgery Unit since November 2013. She was awarded a HMDP fellowship to further her training in this area with The Ottawa Hospital, Minimally Invasive Surgery Unit in 2015 where she underwent training in her areas of interest, namely management of endometriosis and advanced laparoscopic surgery. Apart from laparoscopic work, she also specialises in obstetric care and management of general gynaecological conditions. She was awarded the Singhealth Health Quality Service Awards – Silver in 2015 in recognition for her dedication to patient care. She is currently a Visiting Consultant to KKH.

On top of her clinic work, she has been active in undergraduate and postgraduate education, having taught medical students and residents alike. She was appointed Adjunct Instructor of NUS Yong Loo Lin School of Medicine as well as Adjunct Assistant Professor with Duke-NUS Obstetrics and Gynaecology Academic Clinical Programme and was involved as trainer in local surgical workshops and congresses. She also has several publications in peer-reviewed journals and written book chapters.

As a mother of one, Dr. Hong is a strong advocate of natural birth and breastfeeding and believes in supporting women's choices regarding their health.

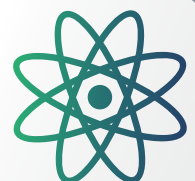
Dr. Hong currently operates out of SOG-SC Hong Clinic for Women in Mount Alvernia Medical Centre.



DR. HONG SZE CHING

MBBS (Singapore), MRCOG (UK),
MMed (O&G), FAMS (Singapore)

"Apart from laparoscopic work, Dr. Hong specialises in obstetric care and management of general gynaecological conditions. She believes in supporting women's choices regarding their health."



OUR CLINICS

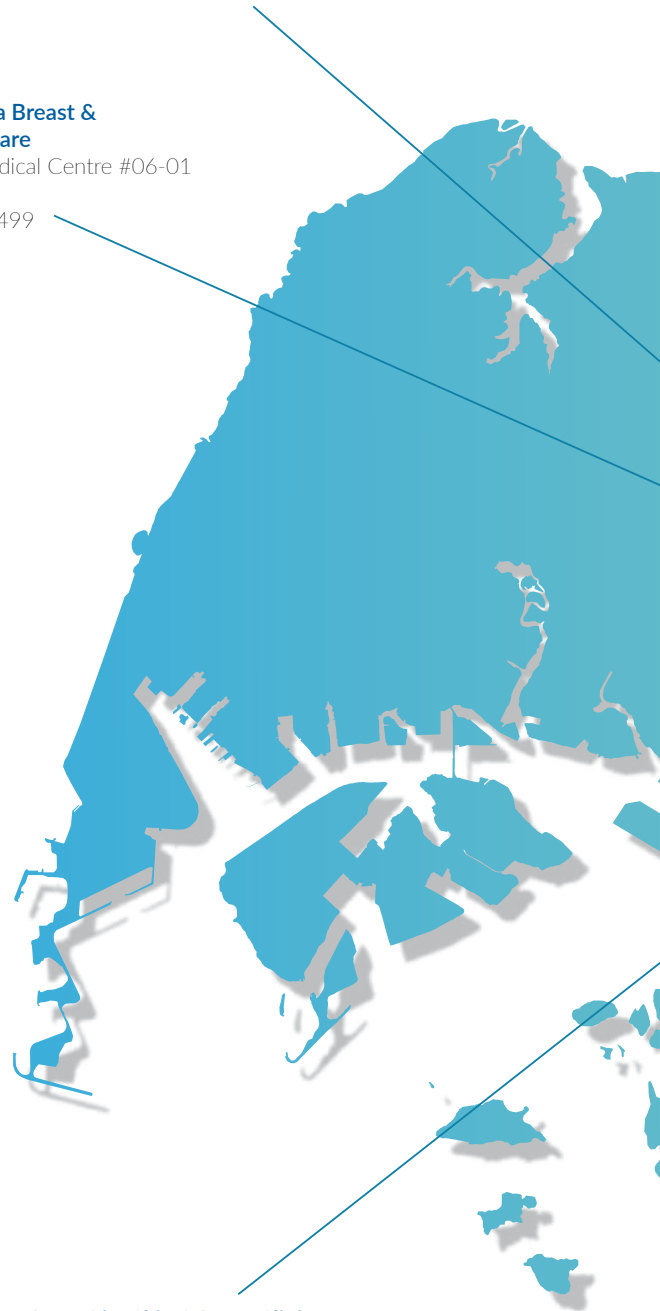


SOG – KW Lee Clinic for Women

Gleneagles Medical Centre #08-14/15/16
6 Napier Road
Singapore 258499

SOG – Radhika Breast & General Surgicare

Gleneagles Medical Centre #06-01
6 Napier Road
Singapore 258499



Joyce Lim Skin & Laser Clinic

Paragon Medical Suites #11-16/20
290 Orchard Road
Singapore 238859



SOG - Beh Clinic for Women
Thomson Medical Centre #05-03
339 Thomson Road
Singapore 307677

SOG - SC Hong Clinic for Women
820 Thomson Road #07-62
Mount Alvernia Medical Centre
Singapore 574623

**SOG - Natalie Chua
Clinic for Women**
Parkway East Medical Centre #02-07
319 Joo Chiat Place
Singapore 427989

SOG - Heng Clinic for Women
Parkway East Medical Centre #02-08
319 Joo Chiat Place
Singapore 427989

SOG - Heng Clinic for Women
34 Cassia Crescent #01-80
Singapore 390034

**SOG - Cindy Pang Clinic for
Women & GynaeOncology**
Mount Elizabeth Novena
Specialist Centre #08-25
38 Irrawady Road
Singapore 329563

**SOG - SK Lim Breast &
General Surgicare**
Mount Elizabeth Novena
Specialist Centre #06-53
38 Irrawady Road
Singapore 329563

**SOG - Choo Wan Ling
Clinic for Women**
Mount Elizabeth Novena
Specialist Centre #10-30
38 Irrawady Road
Singapore 329563

REPORT FROM AUDIT COMMITTEE



Dear Shareholders,

On behalf of the Audit Committee, I am pleased to present our Audit Committee Report for the year ended 31 December 2016.

AUDIT COMMITTEE MEMBERSHIPS DURING THE YEAR

Chan Heng Toong, Chooi Yee-Choong and I were the only members of the Audit Committee (the "Committee"). We are independent Non-Executive Directors. Chan Heng Toong and I have extensive financial knowledge while Chooi Yee-Choong has extensive operating management expertise. Thus, the Board and Sponsors believe that all the Audit Committee members are appropriately qualified and experienced to fulfil their role.

KEY ACTIVITIES OF THE AUDIT COMMITTEE DURING THE YEAR

We operate within the Terms of Reference described on Page 123 to 126.

In 2016, we met formally four times but also had four informal telephone calls or video conferences on selected issues. The main areas dealt by the Committee included:

- Review of the quarterly, half-yearly and full-yearly financial statements of the Group and review of the half-yearly and full-yearly financial announcements that were approved by the Board and release via the Singapore Exchange Securities Trading Limited ("SGX-ST").
- Review of the 2017 budget and 2018 forecast.
- Review of the acquisition of Dr. Joyce Lim's group of companies and the treatment of goodwill, finance expense and financial information.
- Review of proposed hirings and related forecasts.
- Review and comment on potential non-organic growth acquisitions and investment areas.
- Review of related party transactions, if any.
- Approval of the audit plans and strategies received from external and internal auditors for the year ended 31 December 2016.

- Review report of audit issues, audit report and management letter points by external auditor, Foo Kon Tan LLP. The Audit Committee also held a private meeting with the auditor without the presence of the executive directors and management, and confirmed their independence.
- Review report of control issues and internal audit report by the internal auditor, BDO LLP.
- Review of the Enterprise Risk Management (“ERM”) report by BDO LLP and the risk register that was established under the ERM framework.
- Review of the scope of work for and the final sustainability report.
- Review the need for new policies.
- A review of the significant accounting policies, the notes to the accounts and significant judgements applied in the preparation of the financial statements.
- Review of the existing risk management and internal control framework for compliance with the relevant guidelines and regulations such as the Code of Corporate Governance 2012, Rules of Catalist of the SGX-ST, the Companies Act (Cap. 50 of Singapore) and the Audit Committee Guidance Committee Guidebook.
- Review of the Annual Report to ensure it is fair, balanced and readable/accessible.

The Chairman and/or the Committee regularly meets with the external and internal auditors without management being present to ensure honest and challenging conversations take place.

ENGAGEMENT OF THE EXTERNAL AUDITOR

The external auditor is engaged to express an opinion on the Group’s financial statements. The auditor’s responsibilities for the audit of the Group’s financial statements are set out on Page 142 of the Independent Auditor’s Report.

Foo Kon Tan LLP (“FKT”) was appointed on 12 November 2014 and has been the Group’s auditors since its IPO. FKT provides the Committee with the relevant reports and advice throughout the year.

In accordance with the SGX-ST rules, the Company’s auditor adheres to a partner rotation policy based on best practices. 2016 is the current partner’s third consecutive audit since her appointment.

During the year, the performance of the auditor was formally assessed by the Committee in conjunction with the senior management team. In making this assessment, the Committee focused on the robustness of the audit and the quality of the delivery of audit services. The Committee is satisfied that the audit continues to be effective and provides an appropriate independent challenge of the Group’s senior management. The Committee reviewed and is satisfied as to the objectivity and independence of the auditor.

SIGNIFICANT ACCOUNTING MATTERS OF THE GROUP

During the year, the Committee reviewed the key areas of management’s estimates and judgement applied for key financial issues. This included the type of business combination to be applied to the acquisition of Dr. Joyce Lim’s group of companies and the impairment of goodwill, both of which are Key Audit Matters.

With respect to the type of business combination to be applied to the acquisition of Dr. Joyce Lim’s group of companies, the Committee: reviewed management’s logic and the auditor’s comments; sought third party advice; and reviewed and approved the proposed disclosures. The Committee believes the purchase price allocation errs on the side of conservatism by assigning no value to Dr. Joyce Lim’s patients list. However, the Committee does not believe the matter to be material.

With respect to impairment of goodwill, the Committee: reviewed management’s cash flow projections, the projected growth rate and discount rate, compared it to actual and historical information, and compared it to macro, industry and other benchmarks; and considered them to be appropriate. The Committee concurs that impairment of goodwill is a significant matter and the issue was discussed in 3 of the 4 Committee meetings and with the Board.

We thank you for your attention.

Christopher Chong Meng Tak
Chairman of the Audit Committee

SUSTAINABILITY REPORT

At SOG, we recognise the importance and virtuous cycle of improvement of sustainability reporting. We embarked on sustainability reporting journey in 2015 by discussing the challenges and material issues that are important to our stakeholders, our strategy in managing these challenges and issues, and how we have performed in terms of our key performance indicators.

SCOPE OF THIS REPORT

During the year, we adopted a more formalised reporting approach by applying the international reporting framework, Global Reporting Initiative ("GRI") Standards, in preparing our first sustainability report.

For reference to the GRI Content Index, please refer to Page 78 to 86.



<p>Reporting Boundaries and Standards</p>	<p>The Report is also prepared in accordance with GRI Principles for defining report content, including:</p> <ul style="list-style-type: none"> ● Materiality: focusing on issues that impact business growth and are of utmost importance to stakeholders; ● Stakeholder Inclusiveness: responding to stakeholder expectations and interests; ● Sustainability Context: presenting performance in the wider context of sustainability; and ● Completeness: including all information that is of significant economic, environmental and social impact to enable stakeholders to assess the Company's performance. <p>We use a consolidated operating approach to determine organisational boundaries. Our data is an aggregation of our 11 clinics in Singapore. As this is our first report, our base year is FY 2015.</p>
<p>Report Period and Scope</p>	<p>This report covers data and information from 1 January 2016 to 31 December 2016 and discusses SOG's achievements and performance towards Environmental, Social and Governance ("ESG") issues.</p> <p>This report has been prepared in accordance to the GRI Standards: Core Option.</p>
<p>Accessibility</p>	<p>SOG continues to print only limited copies of this annual cum sustainability report as part of our environmental conservation efforts. Current electronic editions of the report is available at: www.sog.com.sg.</p>

OUR STRATEGIC APPROACH TO SUSTAINABILITY

With our vision and corporate values in mind, we are making an effort to integrate sustainability into the businesses of SOG so that it is systematic and seamless. Where possible, we incorporate sustainability considerations in our decision-making processes.

Our sustainability efforts are led by our senior management who ensures that the Company's business objectives are in line with our commitments to sustainable development. Senior management is responsible for on-going communication to the Board of Directors.



SOG's senior management determined focus areas where SOG can have the greatest economic, environmental and social impact, as well as the areas that are most important to our stakeholders.

SOG has taken efforts to seek the opinion of many stakeholders either in a casual or formal way. We aspire to understand the needs and expectations of our key stakeholders and strive to build mutual beneficial relationships.

SUSTAINABLE DEVELOPMENT STRATEGIES

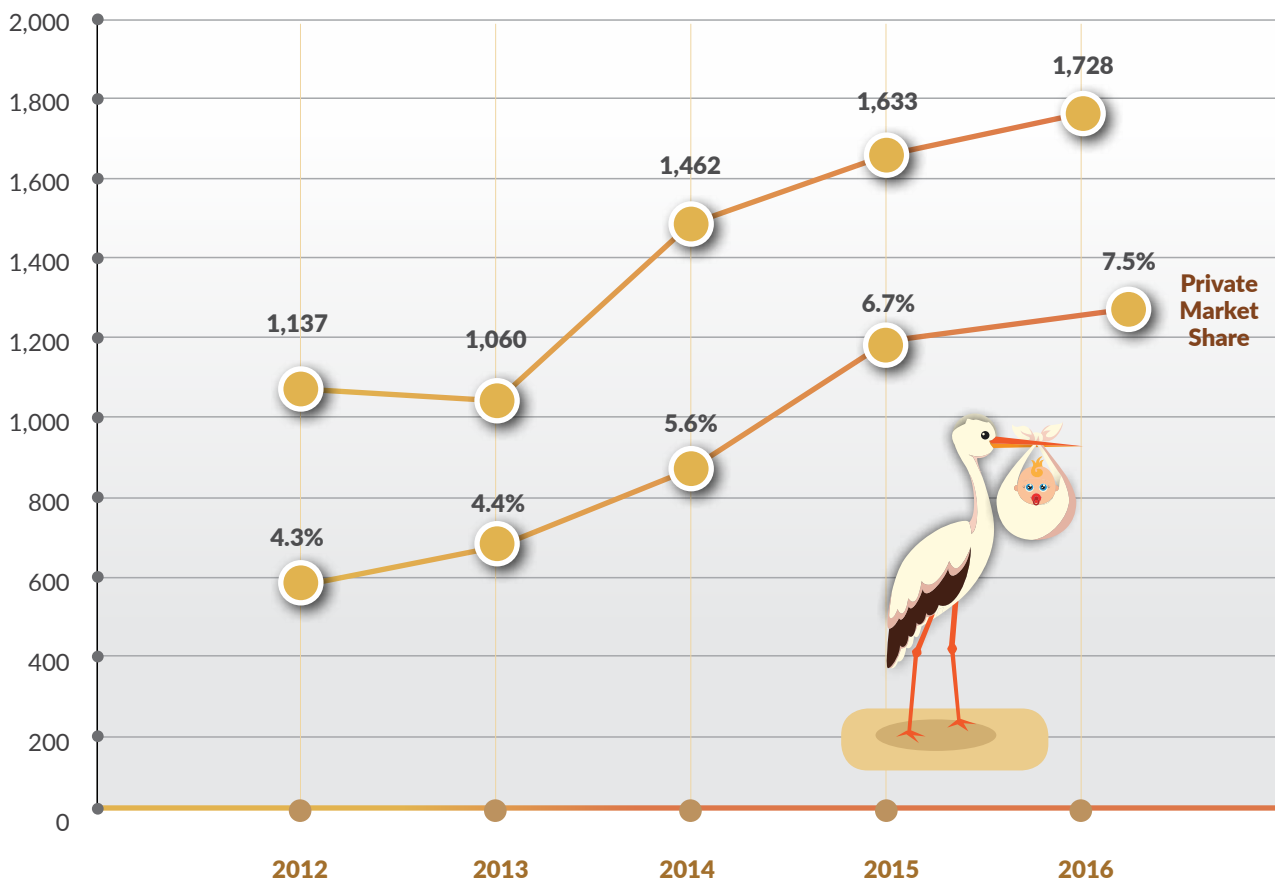
DELIVERING NEW LIVES (BABIES) IN SINGAPORE

2016 Highlights

Singapore is still struggling with low birth rates despite the efforts of the Singapore Government to encourage couples to have one or more babies. Various initiatives, measures and incentives, ranging from four months of paid maternity leave and cash incentives, have been introduced by the Singapore Government.

The delivery of newly-born babies is one of our core businesses. Despite the challenges of being a low birth rate country, the Group continues to increase our delivery numbers steadily.

NUMBER OF BABIES DELIVERED BY SOG



With the addition of Dr. Hong Sze Ching in 2016, our team of O&G Specialists delivered 1,728 babies or 7.5% market share of the private sector healthcare market. The number of babies delivered by SOG increased by 95 babies or 5.8% from 1,633 babies in 2015 to 1,728 babies in 2016.

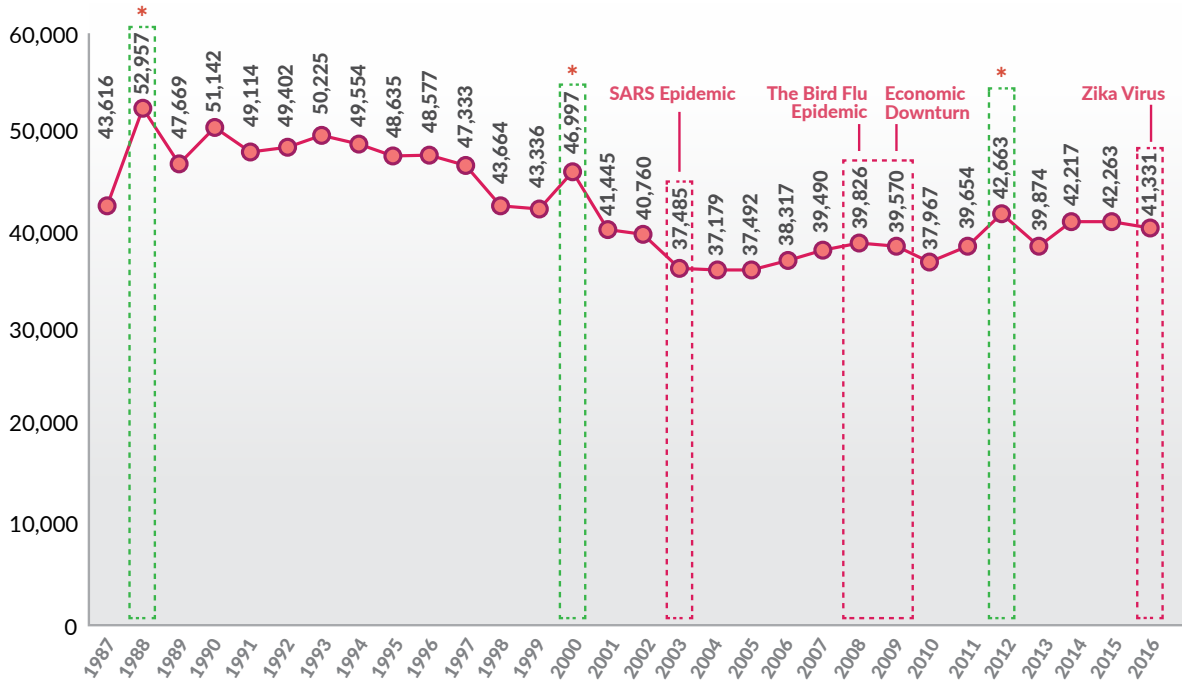
2017 Outlook

In addition to having four months maternity leave and two weeks of paternity leave, Singapore Government is now offering cash incentives of up to S\$18,000 for parents who have five children or more.

The Ministry of Manpower of Singapore has also introduced two funding schemes namely WoW! and Flexi-Works! funds to encourage companies to implement work-life balance strategies at their workplace.

With the attractiveness of the Singapore Government's initiatives, measures and incentives, we believe that they will entice couples to continue to have babies despite the uncertain economic outlook and/or outbreak of infectious diseases.

REVIEW OF HISTORICAL LIVE BIRTHS IN SINGAPORE



Source: Singapore Demographic Bulletin
Registry of Birth and Deaths, Immigration & Checkpoints Authority Singapore

● Live Births

*Year of Dragon: 1988, 2000, 2012

From the above historical live births data, we noted that the global economic downturn did not seem to have a significant impact to the birth rate in Singapore. The number of deliveries were 39,826 and 39,570 during the economic turmoil in 2008 and 2009 respectively. The number of live births in 2008 and 2009 were higher than 2007. However, we cannot infer conclusively that there is no effect as there are usually more than one factor affecting a family's decision to have or not to have a baby in any particular year.

In the Chinese zodiac year of Dragon i.e. 1988, 2000 and 2012, you can see a spike in new births. According to Chinese astrology, the dragon's qualities such as honesty, magnanimity, courage and power manifest in individuals born in the year of Dragon. Partly attributed to the myth of having a Dragon Year baby, our number of deliveries for 2012 was higher than 2013.

The outbreak of Zika virus in Singapore was confirmed by Ministry of Health on 28 August 2016. The impact of Zika virus on the new birth rate remains to be seen and will only be known in 2017. Nevertheless, there is a slight dip of 2.2% in new births in Singapore as compared to 2015.

SUSTAINABLE DEVELOPMENT STRATEGIES

ENHANCING, PRESERVING AND EXTENDING LIVES FOR OUR PATIENTS AND THEIR FAMILIES

2016 Highlights

Enhancing lives for our patients and their families

We had an excellent start in 2016 with our new Dermatology segment. This segment is headed by Dr. Joyce Lim who is a renowned skin specialist (Dermatologist). The Dermatology segment has added a new dimension to the Group's revenue stream and provided synergistic possibilities to our core O&G business.

Our patients from O&G segment who have skin problems due to pregnancy or going through hormonal changes either at puberty or during menopause can now consult Dr. Joyce Lim. With the referrals from our O&G Specialists, this has added on to the patient loads of Joyce Lim Skin & Laser Clinic at Paragon. In 2016, Dr. Joyce Lim alone has seen 6,963 patients.

Preserving and extending lives for our patients and their families

With the addition of Dr. Lim Siew Kuan to our team of Cancer Specialists in May 2016, our Cancer-related segment will form the pillar of medical services for patients seeking attentive and effective treatment for cancers, particularly breast and gynaecological cancers. Our Cancer Specialists team, comprising two Breast Surgeons and one Gynae-Oncologist, aims to provide holistic and altruistic options to support our patients in their fight against cancer.

Since the formation of our team of Cancer Specialists in 2015, we have seen a rise in the number of patients and surgeries performed.

	Specialist Medical Practitioner	Patients	Surgeries Performed
2016	3	1,781	292
2015	2	1,003	170

2017 Outlook

The Group is braced for the challenge to maintain, if not surpass, our performance in FY 2016. Notwithstanding that, we are confident of better results in 2017 if our expansion and growth strategies for our Dermatology and Cancer-related segments were to materialise this year.

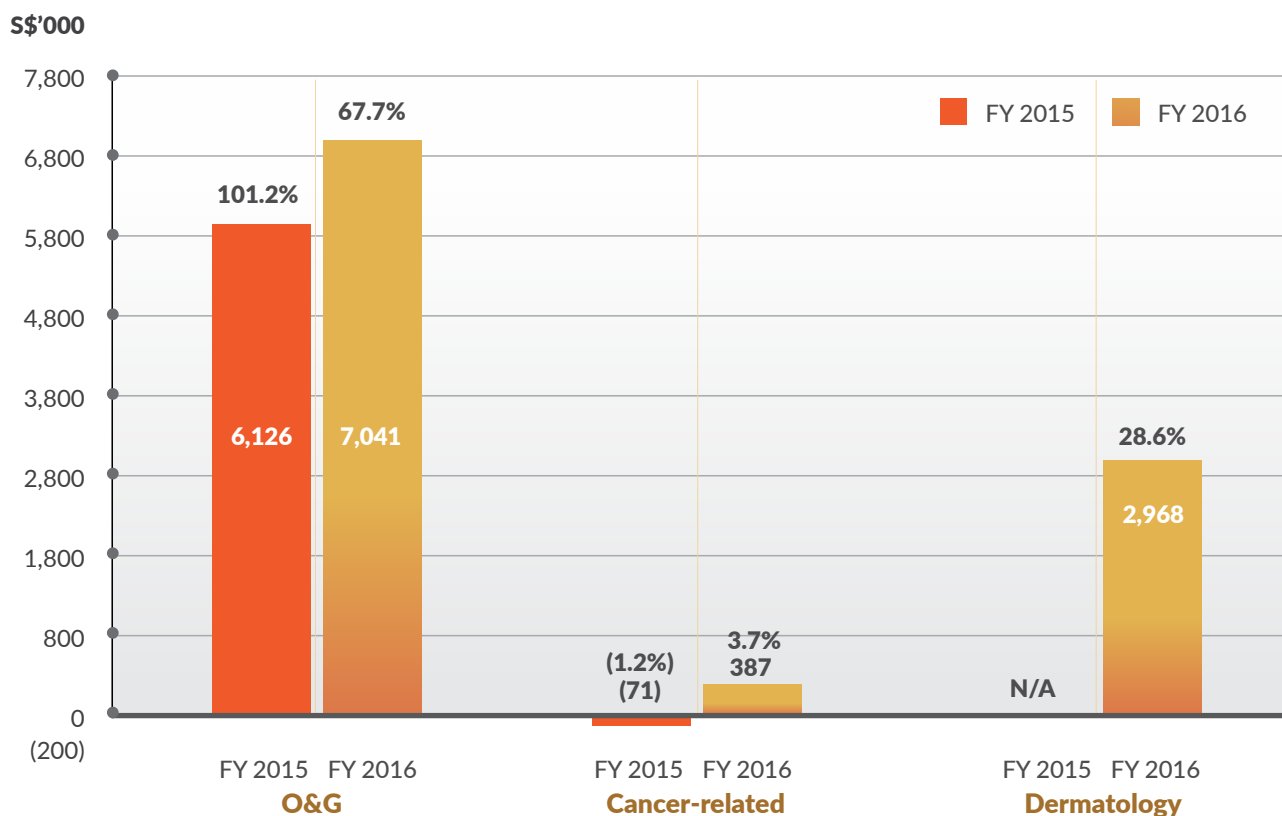
With the range of Dr. Joyce Lim's proprietary skin care products, we will continue to market and sell through our SOG clinics. We will explore the possibilities of recruiting junior Aestheticians to be trained by Dr. Joyce Lim to help grow our Dermatology segment. Under the direction of Dr. Joyce Lim, we are confident of assembling a team of Dermatology/Aesthetics Specialists to expand our existing list of recurring patients.

With cancer cases on the rise, we will continue to strengthen our team of Cancer Specialists and equip them with the necessary skills and medical technology to support our patients' fight against cancer. As our Cancer Specialists establish their bases in the various hospitals and medical centres, we expect an increasing trend in their patient loads.

SOG is committed to enhance, preserve and extend the lives of our patients and we are constantly looking to recruit the right Specialist Medical Practitioners to help us achieve our mission.

FUTURE PLANS

PROFIT FROM OPERATIONS BY SEGMENT



N/A: Not applicable as Dermatology is a new segment in FY 2016

With our addition of a Breast and General Surgeon, Dr. Lim Siew Kuan, to the team of Cancer Specialists in 2016, the financial results have shown that we have secured more market share. We will continue to grow our Cancer-related segment to be a significant pillar of our revenue stream and one that will also make an impact on our patient's lives.

The enlargement of our Cancer-related segment and our new Dermatology segment are aligned with our existing business strategy and future expansion plans.

FUTURE PLANS

WHAT WE AIM TO ACHIEVE IN THE FUTURE



At the heart of our future plans, we aim to:

- Develop a team of Specialist Medical Practitioners for Dermatology segment and under Dr. Joyce Lim's mentorship to increase market share and territorial advantage.
- Work with Dr. Joyce Lim to offer a range of pharmaceutical and cosmeceutical skin products through different distribution channels.
- With number of live birth delivered by SOG each year, we hope to create another new business segment by providing our patients with our own Paediatric care.
- Continue to recruit more O&G Specialist Medical Practitioners to enlarge our core segment of the Group.
- Increase the level of inter-clinic referrals through synergy awareness.
- Look out for overseas opportunities, especially in areas where not just profitability but also, the humanitarian and other ancillary perspective.
- Diversify our core O&G segment and build up the remaining business segments to achieve 25% revenue contribution from each of the four segments – O&G, Cancer-related, Dermatology and Paediatrics.

BOARD OF DIRECTORS



DR. HENG TUNG LAN

Executive Chairman

Board of Director

Date of appointment as Director: 18 October 2011

Length of service as Director: 5 years 2 months (as at 31 December 2016)

Board committees served on

Nil

Academic & Professional Qualification

- Bachelor of Medicine and Bachelor of Surgery (MBBS), National University of Singapore
- Master of Medicine (O&G), National University of Singapore
- Fellow of the Academy of Medicine (FAMS), Singapore

Present Directorships (as at 31 December 2016)

Our Group

- Heng Clinic for Women Pte. Ltd.
- SOG Dermatology Pte. Ltd.
- SOG-SK Lim Breast & General Surgicare Pte. Ltd.
- SOG-Natalie Chua Clinic for Women Pte. Ltd.
- SOG-SC Hong Clinic for Women Pte. Ltd.

Other companies

Nil

Past Directorships held over the preceding 5 years (1 January 2011 to 31 December 2016)

Our Group

Nil

Other companies

- DMK Company Pte. Ltd.



DR. LEE KEEN WHYE

Executive Director

Board of Director

Date of appointment as Director: 6 January 2011

Length of service as Director: 5 years 11 months (as at 31 December 2016)

Board committees served on

Nil

Academic & Professional Qualification

- Bachelor of Medicine and Bachelor of Surgery (MBBS), National University of Singapore
- Fellows of the Royal College of Obstetrician and Gynaecologists (FRCOG), United Kingdom
- Fellow of the Academy of Medicine (FAMS), Singapore

Present Directorships (as at 31 December 2016)

Our Group

- Beh's Clinic for Women Pte. Ltd.
- Choo Wan Ling Women's Clinic Pte. Ltd.
- Heng Clinic for Women Pte. Ltd.
- K W Lee Clinic & Surgery for Women Pte. Ltd.
- SOG-Cindy Pang Clinic for Women Pte. Ltd.
- SOG-Radhika Breast & General Surgicare Pte. Ltd.

Other companies

- Avesa Pte. Ltd.
- Lee & Lee Clinic Pte. Ltd.
- Singa Hotel Development Pte. Ltd.
- Singa Hotel Nagoya Pte. Ltd.
- Singa Management Pte. Ltd.
- Singa Project Development Pte. Ltd.
- Singa SV Investment Pte. Ltd.
- Singa Wealth Pte. Ltd.

Past Directorships held over the preceding 5 years (1 January 2011 to 31 December 2016)

Our Group

Nil

Other companies

- Depa Pte. Ltd.
- Dr LKW Pte. Ltd.
- Singapore Orthopaedic Specialists Pte. Ltd.
- Surgeons International Holdings Pte. Ltd.
- Surgeons SPV Pte. Ltd.

BOARD OF DIRECTORS



DR. BEH SUAN TIONG

Executive Director

Board of Director

Date of appointment as Director: 14 May 2015

Length of service as Director: 1 year 7 months (as at 31 December 2016)

Board committees served on

Nil

Academic & Professional Qualification

- Bachelor of Medicine and Bachelor of Surgery (MBBS), National University of Singapore
- Member of the Royal College of Obstetrician and Gynaecologists (FRCOG), United Kingdom
- Fellow of the Academy of Medicine (FAMS), Singapore

Present Directorships (as at 31 December 2016)

Our Group

- Beh's Clinic for Women Pte. Ltd.

Other companies

- Behealthy LLP

Past Directorships held over the preceding 5 years (1 January 2011 to 31 December 2016)

Our Group

- ST Surgery Pte. Ltd.

Other companies

- College of the Obstetricians and Gynaecologists, Singapore

SENIOR MANAGEMENT



MR. ERIC CHOO

Financial Controller

Mr. Eric Choo joined SOG in June 2014 as the Financial Controller, and was part of the team behind the initial public offering of the Company.

Mr. Eric Choo is responsible for the Group's finance, accounting and regulatory compliance functions including corporate governance, internal controls and sustainability reporting. He also oversees the Group's financial operations, corporate secretarial and tax matters, and assists our CEO on merger and acquisition activities.

Mr. Eric Choo began his career as an Accountant with Pacific Healthcare Holdings Ltd in 2002. Prior to joining our Group, he was an Audit Senior Manager with KPMG Singapore. Mr. Eric Choo has over nine (9) years of audit and assurance experience working as an Auditor in Singapore and the United States, and his professional experience includes providing audit and assurance services to public companies listed on the Singapore Exchange and stock exchanges in United States. During his tenure with KPMG Singapore, Mr. Eric Choo was involved in several sustainability advisory and assurance projects.

Mr. Eric Choo holds a Bachelor of Business (Accountancy) degree from the Royal Melbourne Institute of Technology and is a member of the Institute of Singapore Chartered Accountants and CPA Australia. He has over fourteen (14) years of experience in the accounting and finance sector.



CORPORATE INFORMATION

Board of Directors

Dr. Heng Tung Lan (Executive Chairman)
Dr. Lee Keen Whye (Executive Director)
Dr. Beh Suan Tiong (Executive Director)
Mr. Christopher Chong Meng Tak (Lead Independent Director)
Mr. Chan Heng Toong (Independent Director)
Mr. Chooi Yee-Choong (Independent Director)

Audit Committee

Mr. Christopher Chong Meng Tak (Chairman)
Mr. Chan Heng Toong
Mr. Chooi Yee-Choong

Remuneration Committee

Mr. Christopher Chong Meng Tak (Chairman)
Mr. Chan Heng Toong
Mr. Chooi Yee-Choong

Nominating Committee

Mr. Chan Heng Toong (Chairman)
Mr. Christopher Chong Meng Tak
Mr. Chooi Yee-Choong

Company Secretary

Ms. Lee Bee Fong
(a member of the Singapore Association of the Institute of
Chartered Secretaries and Administrators)

Registered Office

34 Cassia Crescent #01-80
Singapore 390034

Principal Place of Business and Contact Details

34 Cassia Crescent #01-80
Singapore 390034
Telephone Number: +65 64404123
Facsimile Number: +65 64408240

Share Registrar and Share Transfer Office

Tricor Barbinder Share Registration Services
(a division of Tricor Singapore Pte. Ltd.)
80 Robinson Road #02-00
Singapore 068898

Sponsor

Hong Leong Finance Limited
16 Raffles Quay
#40-01A Hong Leong Building
Singapore 048581

Auditors

Foo Kon Tan LLP
24 Raffles Place #07-03
Clifford Centre
Singapore 048621
Partner-in-charge: Ms. Ang Soh Mui
(Date of appointment: 12 November 2014)

Principal Bankers

United Overseas Bank Limited
DBS Bank Ltd



Singapore O&G Ltd.

(Company Registration No: 201100687M)

34 CASSIA CRESCENT #01-80

SINGAPORE 390034



(65) 6440 4123



(65) 6440 8240



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