

BOARDROOM LIMITED

(Incorporated in the Republic of Singapore)
Company Registration Number 200003902Z

ANNOUNCEMENT

VOLUNTARY CONDITIONAL GENERAL OFFER FOR BOARDROOM LIMITED

1. Introduction

The Board of Directors (the “**Board**”) of Boardroom Limited (“**Boardroom**” or the “**Company**”) wishes to refer shareholders of the Company (“**Shareholders**”) to:

- (a) the announcement dated 6 August 2021 (the “**Pre-Conditional Offer Announcement**”) made by United Overseas Bank Limited (“**Offeror Financial Adviser**”), for and on behalf of Apricus Global Pte. Ltd. (“**Offeror**”), in relation to the pre-conditional voluntary general cash offer (the “**Offer**”) by the Offeror for all the issued and paid-up ordinary shares in the capital of the Company (“**Boardroom Shares**”), other than those already owned, controlled or agreed to be acquired by the Offeror and parties acting in concert with it as at the date of such offer. The Offeror is a special purpose vehicle incorporated by a consortium of investors for the purposes of making the Offer;
- (b) the announcement dated 10 January 2022 made by the Offeror Financial Adviser, for and on behalf of the Offeror, in relation to the making of the Offer (“**Formal Offer Announcement**”); and
- (c) the announcement dated 10 January 2022 made by GKGH, the major shareholder of the Company, in relation to the making of the Offer (the “**GKGH Announcement**”).

2. Voluntary General Offer

As announced in the Formal Offer Announcement, all of the Pre-Conditions have been satisfied and accordingly, the Offeror Financial Adviser has announced, for and on behalf of the Offeror, the Offeror’s firm intention to make the Offer.

A copy of the Formal Offer Announcement is attached as the **Appendix** to this Announcement and has been made available on the Company’s website at www.boardroomlimited.com. The GKGH Announcement is available on the website of the SGX-ST at www.sgx.com. Shareholders are advised to refer to the full text of the Formal Offer Announcement for, *inter alia*, the principal terms and conditions of the Offer.

3. Appointment of Independent Financial Adviser

As previously announced, the Board has, in connection with the Offer, appointed SAC Capital Private Limited as its independent financial adviser (the “**IFA**”) to advise the directors of the Company who are considered independent for the purposes of the Offer (the “**Independent Directors**”).

4. Offeree Circular

A circular containing the advice of the IFA and the recommendation of the Independent Directors (the “**Offeree Circular**”) will be sent to Shareholders within 14 days from the date of despatch of the offer document to be issued by the Offeror in connection with the Offer.

In the meantime, Shareholders are advised to refrain from taking any action in relation to their Boardroom Shares which may be prejudicial to their interests and to exercise caution when dealing in the Boardroom Shares, until they or their advisers have considered the information and the recommendations of the Independent Directors as well as the advice of the IFA which will be set out in the Offeree Circular.

5. Directors’ Responsibility Statement

The Directors (including those who may have delegated detailed supervision of this Announcement) have taken all reasonable care to ensure that the facts stated and all opinions expressed in this Announcement are fair and accurate and that no material facts have been omitted from this Announcement, and they jointly and severally accept responsibility accordingly.

Where any information has been extracted or reproduced from published or otherwise publicly available sources (including, without limitation, the Formal Offer Announcement), the sole responsibility of the Directors has been to ensure, through reasonable enquiries, that such information has been accurately extracted from such sources or, as the case may be, reflected or reproduced in this Announcement.

BY ORDER OF THE BOARD

Lim Ai Min
Company Secretary
Singapore, 10 January 2022

APPENDIX

FORMAL OFFER ANNOUNCEMENT

VOLUNTARY CONDITIONAL GENERAL OFFER

by



UNITED OVERSEAS BANK LIMITED

(Incorporated in Singapore)
(Company Registration No.: 193500026Z)

for and on behalf of

APRICUS GLOBAL PTE. LTD.

(Incorporated in Singapore)
(Company Registration No.: 202116826R)

to acquire all the issued and paid-up ordinary shares in the capital of

BOARDROOM LIMITED

(Incorporated in Singapore)
(Company Registration No.: 200003902Z)

other than those already owned, controlled or agreed to be acquired by the Offeror

OFFER ANNOUNCEMENT

1. INTRODUCTION

The Pre-Conditional Offer. United Overseas Bank Limited ("**UOB**") refers to (a) the announcement dated 6 August 2021 (the "**Pre-Conditional Offer Announcement**") pursuant to which UOB announced for and on behalf of Apricus Global Pte. Ltd. (the "**Offeror**") that, subject to the satisfaction or waiver of the Pre-Conditions (as defined in paragraph 2.1 of the Pre-Conditional Offer Announcement), the Offeror intends to make a voluntary conditional general offer (the "**Offer**") for all the issued and paid up ordinary shares (the "**Shares**") in the capital of Boardroom Limited (the "**Company**") (excluding Shares held in treasury), in accordance with Rule 15 of the Singapore Code on Take-overs and Mergers (the "**Code**") and (b) the announcement dated 22 December 2021 (the "**Pre-Conditions Update Announcement**") pursuant to which it was announced by the Offeror that the Pre-Conditions set out in paragraph 2.1(b) of the Pre-Conditional Offer Announcement had been satisfied.

Copies of the Pre-Conditional Offer Announcement and the Pre-Conditions Update Announcement are available on the "Shareholder Information | Shareholder Announcements" page on the Company's website at <https://www.boardroomlimited.com/shareholder-information-2021>.

Capitalised terms used but not defined in this announcement ("**Announcement**") shall have the respective meanings given to them in the Pre-Conditional Offer Announcement.

2. THE PRE-CONDITIONS

As at the date of this Announcement (the "**Offer Announcement Date**"), all of the Pre-Conditions have been satisfied and **accordingly, UOB wishes to announce, for and on behalf of the Offeror, the Offeror's firm intention to make the Offer.**

3. THE OFFER

3.1 **Offer Terms.** Subject to the terms and conditions to be set out in the formal offer document containing the terms and conditions of the Offer (the "**Offer Document**"), the Offeror will make the Offer in accordance with Rule 15 of the Code upon the following terms and conditions:

- (a) **Offer Shares.** The Offer will be extended to all the Shares other than those already owned, controlled or agreed to be acquired by the Offeror ("**Offer Shares**") subject to the terms and conditions set out in the Offer Document.
- (b) **Offer Price.** The consideration for each Offer Share (the "**Offer Price**") will be as follows:

For each Offer Share: S\$1.48828 in cash

The Offer Price is final and the Offeror does not intend to revise the Offer Price.

The aggregate Offer Price that is payable by the Offeror to any shareholder of the Company ("Shareholder") who has accepted the Offer in respect of the Offer Shares held by such Shareholder will be rounded down to the nearest whole cent.

- (c) **No Encumbrances.** The Offer Shares are to be acquired (i) fully paid; (ii) free from all liens, equities, mortgages, charges, encumbrances, rights of pre-emption and other third party rights and interests of any nature whatsoever, and (iii) together with all rights, benefits and entitlements attached thereto as at the date of the Pre-Conditional Offer Announcement (the "**Pre-Conditional Offer Announcement Date**") and hereafter attaching thereto, including but not limited to the right to receive and retain all dividends, rights, other distributions and/or return of capital (if any) declared, paid or made by the Company in respect of the Offer Shares (collectively, "**Distributions**") on or after the Pre-Conditional Offer Announcement Date.
- (d) **Adjustment for Distributions.** Without prejudice to the foregoing, the Offer Price has been determined on the basis that the Offer Shares will be acquired with the right to receive any Distribution that may be declared, paid or made by the Company on or after the Pre-Conditional Offer Announcement Date.

Accordingly, save for the Fixed Interim Dividend (as defined below) and Contingent Interim Dividend (as defined below) declared by the Company in respect of the Definitiv Interest (as defined in paragraph 6.2(b) below) ("**Excluded Distributions**"), in the event that any Distribution is or has been declared, paid or made by the Company in respect of the Offer Shares on or after the Pre-Conditional Offer Announcement Date, the Offer Price payable to a Shareholder who validly accepts or has validly accepted the Offer shall be reduced by an amount which is equal to the amount of such Distribution, depending on when the settlement date in respect of the Offer Shares tendered in acceptance of the Offer by such accepting Shareholder falls, as follows:

- (i) if such settlement date falls on or before the books closure date for the determination of entitlements to the Distribution (the "**Books Closure Date**") and the Offeror is registered as the holder of such Offer Shares as at the Books Closure Date, the Offer Price shall remain unadjusted for each such Offer Share, as the Offeror will receive the Distribution in respect of such Offer Share from the Company; and
- (ii) if such settlement date falls after the Books Closure Date or if such settlement date falls on or before the Books Closure Date but the Offeror is not registered as the holder of such Offer Shares as at the Books Closure Date, the Offer Price for each Offer Share shall be reduced by an amount which is equal to the amount of the Distribution in respect of each Offer Share, as the Offeror will not receive the Distribution in respect of such Offer Share from the Company.

On 15 December 2021, the Company declared (a) a fixed interim dividend of S\$0.030023 per Share ("**Fixed Interim Dividend**") from the proceeds of the disposal by Boardroom Pty Limited ("**BPL**") of its 31.5% interest in Definitiv Group Pty Ltd ("**Definitiv**") to Access Workspace Pty Ltd ("**Access Workspace**" and the disposal, the "**Definitiv Disposal**"), following adjustments to account for debt, tax liabilities, working capital amounts and cash balances as at the completion of the Definitiv Disposal and net of all and any estimated taxes, expenses and foreign exchange currency costs, and (b) a contingent interim dividend of up to the Singapore dollar equivalent of A\$0.020529 per Share ("**Contingent Interim Dividend**") from the expected aggregate proceeds of any earn-out amounts payable pursuant to the earn-out arrangements entered into between BPL and Access Workspace in connection with the Definitiv Disposal, net of all and any estimated taxes, expenses and foreign currency exchange costs that would be incurred to repatriate any such earn-out amounts to the Company and convert the proceeds into Singapore Dollars, with the payment of the Contingent Interim Dividend being subject to and conditional upon certain conditions being met. As the Fixed Interim Dividend and the Contingent Interim Dividend relate to the Definitiv Interest and are Excluded Distributions, accordingly, for the avoidance of doubt, the Offer Price will not be reduced by the amount of such dividends.

- 3.2 **Acceptance Condition.** The Offer will be conditional upon the Offeror having received, by the close of the Offer, valid acceptances (which have not been withdrawn) in respect of such number of Offer Shares which, when taken together with the Shares owned, controlled or

agreed to be acquired by the Offeror and parties acting in concert with it (either before or during the Offer and pursuant to the Offer or otherwise), will result in the Offeror and parties acting in concert with it holding such number of Shares representing not less than 90% of the voting rights attributable to all the Shares in issue (excluding Shares held in treasury) as at the close of the Offer (the "**Acceptance Condition**").

Accordingly, the Offer will not become or be capable of being declared unconditional as to acceptances until the close of the Offer, unless at any time prior to the close of the Offer, the Offeror has received valid acceptances (which have not been withdrawn) in respect of such number of Offer Shares which, when taken together with the Shares owned, controlled or agreed to be acquired by the Offeror and parties acting in concert with it (either before or during the Offer and pursuant to the Offer or otherwise), will result in the Offeror and parties acting in concert with it holding such number of Shares carrying not less than 90% of the voting rights attributable to all the Shares in issue (excluding Shares held in treasury) as at the close of the Offer.

Save for the Acceptance Condition, the Offer will be unconditional in all other respects.

The Acceptance Condition will be fulfilled upon the acceptance of the Offer by G. K. Goh Holdings Limited ("**GKGH**") and Symphony House Sdn. Bhd. ("**SHSB**", together with GKGH, the "**Undertaking Shareholders**" and each, an "**Undertaking Shareholder**") in respect of all and not some only of their respective Relevant Shares (as defined in paragraph 6.2(a) below) pursuant to the Irrevocable Undertaking (as defined in paragraph 6.1(a) below) respectively given by each of them in favour of the Offeror.

3.3 **Offer Document.** Further information on the Offer and the terms and conditions upon which the Offer will be made will be set out in the Offer Document.

4. INFORMATION ON THE COMPANY AND ITS SUBSTANTIAL SHAREHOLDERS

4.1 **The Company.** The Boardroom Group¹ is one of Asia-Pacific's leading providers of corporate secretarial, share registry, business solutions and advisory (accounting, taxation and payroll) services, with a presence in Singapore, Australia, Malaysia, Hong Kong and the People's Republic of China. The Company was delisted from the Main Board of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") with effect from 1 August 2019 and as at the Offer Announcement Date, the Company is an unlisted public company.

4.2 **Share Capital.** Based on publicly available information and the latest information available to the Offeror, as at the Offer Announcement Date, the Company has:

- (a) an issued and paid-up share capital of S\$51,393,746.37 comprising 209,660,184 Shares (excluding Shares held in treasury); and
- (b) no outstanding instruments convertible into, rights to subscribe for, or options in respect of any Shares.

¹ "**Boardroom Group**" means, collectively, the Company and its subsidiaries and associated companies.

- 4.3 **GKGH.** Based on the latest information available to the Offeror, as at the Offer Announcement Date, Salacca Pte. Ltd. ("**Salacca**") is the beneficial owner of 192,919,905 Shares, representing approximately 92.02% of the total number of Shares, and Salacca is a wholly-owned subsidiary of GKGH. GKGH is a public limited company incorporated in Singapore and listed on the Main Board of the SGX-ST.
- 4.4 **SHSB.** Based on the latest information available to the Offeror, the Company has another substantial shareholder, SHSB, which as at the Offer Announcement Date, holds 16,000,000 Shares, representing approximately 7.63% of the total number of Shares.

5. INFORMATION ON THE OFFEROR AND THE CONSORTIUM

- 5.1 **The Offeror.** The Offeror is a special purpose vehicle incorporated in Singapore on 11 May 2021 by a consortium of investors (the "**Consortium**") for the purposes of making the Offer. As at the Offer Announcement Date, the Offeror has an issued and paid-up share capital of S\$65,990,228.37, comprising 2,039,022,837 ordinary shares (the "**Offeror Ordinary Shares**") and 45,600,000 preference shares in the capital of the Offeror (the "**Offeror Preference Shares**").
- 5.2 **Consortium.** The members of the Consortium comprise (a) 65EP Investment III Pte. Ltd. (formerly known as Capsol Investment III Pte. Ltd.) ("**65EP III**"), an independently managed indirect wholly-owned subsidiary of Temasek Holdings (Private) Limited ("**Temasek**"), and (b) Tower Capital Corporate Services LP ("**TC Fund**"), a limited partnership set up in Singapore and managed by Tower Capital Asia Pte. Ltd. ("**TCA**").

65EP III is a wholly-owned subsidiary of 65 Equity Partners Pte. Ltd. (formerly known as 65 Equity Partners Holdings Pte. Ltd.) ("**65EP**"), which is an indirect wholly-owned subsidiary of Temasek. 65EP is independently managed by its own management team and board of directors, who are majority non-Temasek employees. Temasek does not have any discretionary authority over the investments of 65EP and its subsidiaries. 65EP focuses on providing flexible capital solutions to entrepreneur led and family owned businesses in Singapore, Southeast Asia, Europe and US. In Singapore, the strategy of 65EP is to provide capital solutions to local enterprises with fundamentally sound businesses to help them expand regionally and/or transform strategically as well as invest in leading, high growth companies to enable their eventual listing on the SGX-ST.

TC Fund is a limited partnership set up in Singapore for the purpose of investing in the Offeror with Tower Capital Corporate Services GP Pte. Ltd. ("**TC GP**") as the general partner of TC Fund and several institutional investors as limited partners who provide the investment capital to TC Fund. Consistent with the practice of private equity firms, TC GP is a special purpose vehicle with no employees and the responsibilities and functions of TC GP is delegated by TC GP to TCA, a private equity fund management firm licensed by the Monetary Authority of Singapore. TCA has a board of directors and its own management team. Since 2016, TCA has led investments in the privatisation and buyout of Southeast Asian businesses in close partnership with business sponsors. Together with its panel of deeply experienced senior advisors, TCA seeks to work closely with the founders or substantial shareholders and the

management team of the portfolio companies of TC Fund post-investment, rejuvenating established business models and driving value creation for the long term.

5.3 **Shareholding in the Offeror.** As at the Offer Announcement Date, the shareholding proportion of 65EP III and TC Fund in relation to the Offeror Ordinary Shares is 40% and 60% respectively and 65EP III holds all of the Offeror Preference Shares. It is anticipated that the shareholding proportion of 65EP III and TC Fund in relation to the Offeror Ordinary Shares will remain the same as at the close of the Offer. As at the Offer Announcement Date, the board of directors of the Offeror comprises the following members:

- (a) Mr. Koh Thong Meng, Danny; and
- (b) Ms. Lau Hwei Lynn.

6. IRREVOCABLE UNDERTAKINGS

6.1 **Irrevocable Undertakings.** As at the Offer Announcement Date:

- (a) the Undertaking Shareholders have each provided an irrevocable undertaking to the Offeror (the "**Irrevocable Undertakings**" and each, an "**Irrevocable Undertaking**"), pursuant to which each Undertaking Shareholder has undertaken, *inter alia*:
 - (i) subject to the Offer being made, to accept and/or procure the acceptance of the Offer in respect of all and not some only of the Relevant Shares, no earlier than the date falling three (3) Business Days after the date of despatch of the Offer Document and no later than the date falling five (5) Business Days² after the date of despatch of the Offer Document (or, in relation to any Shares falling within paragraphs 6.2(a)(i)(B) and 6.2(a)(ii)(B) below, as soon as practicable after GKGH, Salacca or SHSB (as the case may be) becomes the registered holder or, to the extent no undertaking is given by the registered holder, the beneficial owner of, or if it becomes otherwise interested in, such Shares) (such date of acceptance of the Offer by GKGH or Salacca being, the "**GKGH Acceptance Date**");
 - (ii) from the date of the relevant Irrevocable Undertaking until the date on which such Irrevocable Undertaking lapses, not to directly or indirectly, (A) offer; (B) (except pursuant to the Offer) sell, transfer, give or otherwise dispose of; (C) grant any option, right or warrant to purchase in respect of; (D) charge, mortgage, pledge or otherwise create an encumbrance over; or (E) enter into any swap or other arrangement that transfers to another, in whole or in part, any of the legal, beneficial or economic consequences of ownership of, all or any of the Relevant Shares or any interest therein, or enter into any agreement with a view to effecting any of the foregoing; and

² "**Business Day**" means a day (other than a Saturday, Sunday or gazetted public holiday) on which commercial banks are open for business in Singapore.

- (iii) from the date of the relevant Irrevocable Undertaking until the date on which such Irrevocable Undertaking lapses, not to (A) accept any other offer for all or any of the Relevant Shares, whether or not such other offer is at a price higher than the Offer Price for the Relevant Shares and/or on more favourable terms than under the Offer; (B) directly, indirectly or through any other person acting on its behalf, solicit, encourage, initiate or participate in any negotiations or discussions with, or entertain any approach from, any other person in relation to or with a view to obtaining, or to the extent reasonably likely to result in or lead to, any Competing Proposal (as defined in each Irrevocable Undertaking); (C) take any action which may be prejudicial to the successful outcome of the Offer; or (D) enable any person (other than the Offeror and its representatives) to undertake due diligence on any of the Group Companies³ or make available to such person, or permit such person, to receive any non-public information relating to any Group Company in connection with the formulation, development or finalisation of an actual, proposed or potential Competing Proposal.
- (b) GKGH has, pursuant to the Irrevocable Undertaking given by GKGH in favour of the Offeror, also undertaken that it shall, and shall procure that the Boardroom Group shall, use all reasonable endeavours to take all actions and/or make arrangements in compliance with all applicable laws to procure and ensure that the Definitiv Interest will not be held by the Boardroom Group on or before the GKGH Acceptance Date (the "**Definitiv Restructuring**")⁴. Such actions and/or arrangements may include, but are not limited to, a disposal of the Definitiv Interest by the Boardroom Group to a third party prior to the GKGH Acceptance Date. Pursuant to the Irrevocable Undertaking given by GKGH, (i) GKGH and the Offeror have agreed that they shall consult each other on and, if applicable, negotiate in good faith, the actions and/or arrangements to be taken by GKGH and/or the Boardroom Group in relation to the Definitiv Restructuring, including responding to any questions or issues raised by any tax and/or regulatory authorities in relation to the Definitiv Restructuring and in respect of any alternative arrangements or actions to be taken by either GKGH and the Offeror to give effect to the Definitiv Restructuring in response to any such tax and/or regulatory queries or issues raised and (ii) the Offeror has agreed that, where applicable, it shall, subject to all applicable laws, use its reasonable endeavours to do and execute all such things and documents as agreed between GKGH and the Offeror (both acting reasonably) required to effect the Definitiv Restructuring and shall procure that its nominee(s) shall do the same.

GKGH and the Offeror agree in principle that, with respect to the Definitiv Restructuring:

- (i) Shareholders (other than the Offeror) shall be entitled, on a pro-rata basis (based on their shareholdings in the Company), to the 31.5% interest in

³ "Group Company" means any member of the Boardroom Group.

⁴ Please refer to the announcements made by GKGH on 17 August 2021 (the "**Definitiv Disposal Announcement**") and 15 December 2021 in respect of the disposal by the Boardroom Group of the Definitiv Interest and the Definitiv Restructuring available on GKGH's website at the URL <http://www.gkgoh.com/investor.aspx>, which is also available on the SGX-ST website at the URL <https://www.sgx.com/securities/company-announcements>.

Definitiv held by BPL, and all and any rights to and/or any interests in the net proceeds arising from the Definitiv Disposal⁵; and

- (ii) accordingly, none of the Offeror, BPL and any Group Company has any claim to, and disclaims (A) all and any rights to the 31.5% interest in Definitiv; and (B) any consideration received or to be received by the Boardroom Group pursuant to Definitiv Disposal in connection with or pursuant to the Definitiv Restructuring.

GKGH and Salacca shall ensure that none of the Offeror, BPL and any Group Company shall be required to bear any costs, expenses, obligations, liabilities and taxes, whether contractual or otherwise, incurred by BPL and/or any Group Company pursuant to the Definitiv Restructuring (including, but not limited to the Definitiv Disposal) (to the extent not already indemnified).

6.2 For the purposes of this Announcement:

(a) **"Relevant Shares"** means:

(i) in respect of GKGH:

(A) 192,919,905 Shares beneficially owned by Salacca, representing approximately 92.02% of all the Shares; and

(B) any other Shares which Salacca or GKGH may become the registered holder or beneficial owner of or in which Salacca or GKGH may become otherwise interested after the date of the Irrevocable Undertaking given by GKGH, including any Shares which may be issued to Salacca or GKGH whether pursuant to any bonus issue, rights issue, distribution of Shares or otherwise, on or after the date of the Irrevocable Undertaking given by GKGH; and

(ii) in respect of SHSB:

(A) 16,000,000 Shares legally and beneficially owned by SHSB, representing approximately 7.63% of all the Shares; and

(B) any other Shares which SHSB may become the registered holder or beneficial owner of or in which SHSB may become otherwise interested after the date of the Irrevocable Undertaking given by SHSB, including any Shares which may be issued to SHSB whether pursuant to any bonus issue, rights issue or distribution of Shares or otherwise, on or after the date of the Irrevocable Undertaking given by SHSB; and

⁵ As announced by GKGH in the Definitiv Disposal Announcement, BPL has disposed of its 31.52% interest in Definitiv as at 6 August 2021 to Access Workspace. Access Workspace is part of The Access Group, a leading provider of business management software to mid-sized organisations. Further details are set out in the Definitiv Disposal Announcement, a copy of which is available on GKGH's website at the URL <http://www.gkgoh.com/investor.aspx>, and is also available on the SGX-ST website at the URL <https://www.sgx.com/securities/company-announcements>.

- (b) **"Definitiv Interest"** means the 31.5% interest in Definitiv held by BPL as at the date of the Irrevocable Undertaking given by GKGH in favour of the Offeror, and all and any rights to and/or interests in any consideration received or to be received by the Boardroom Group pursuant to, and all obligations, liabilities and taxes, whether contractual or otherwise, arising from any disposal of such interest by the Boardroom Group.

6.3 **Duration of the Irrevocable Undertakings.** Pursuant to the terms of the Irrevocable Undertakings, the Irrevocable Undertakings shall lapse if, *inter alia*:

- (a) the Offeror fails to despatch the Offer Document in accordance with the timeline stipulated under the Code;
- (b) the Offer closes, lapses or is withdrawn;
- (c) the Offeror agrees with each Undertaking Shareholder by mutual consent in writing to terminate the relevant Irrevocable Undertaking; or
- (d) the financial adviser to the Offeror in connection with the Offer resigns or otherwise ceases to act as the financial adviser to the Offeror in connection with the Offer and no replacement financial adviser of international repute is appointed in substitution thereof within seven (7) Business Days after such resignation or ceasing to act (as the case may be).

6.4 **Major Shareholder Irrevocable Undertaking.** As the acceptance or the procuring of the acceptance of the Offer by GKGH in respect of all the Shares in the capital of the Company held legally or beneficially by GKGH, and the disposal or the procuring of the disposal by GKGH of all the Shares in the capital of the Company held legally or beneficially by GKGH pursuant to the Irrevocable Undertaking given by GKGH (the **"Acceptance"**) constitutes a "major transaction" for GKGH under Chapter 10 of the listing manual of the SGX-ST, the approval of the shareholders of GKGH by way of an ordinary resolution for the Acceptance at an extraordinary general meeting to be convened (the **"EGM"**) would need to be obtained prior to the Acceptance. GKGH had obtained an irrevocable undertaking from GKG Investment Holdings Pte Ltd (**"GKGI"**), which holds more than 50% of the issued share capital of GKGH, to vote at the EGM in favour of the relevant resolution(s) required to approve the Acceptance. As announced by GKGH on 10 January 2022, the relevant resolution to approve the Acceptance has been passed and GKGI has voted in favour of such resolution.

6.5 **No Other Undertakings.** Save for the Irrevocable Undertakings, as at the Offer Announcement Date, neither the Offeror nor any party acting in concert with the Offeror has received any undertakings from any other party to accept the Offer.

7. RATIONALE FOR THE ACQUISITION AND OFFEROR'S INTENTIONS

7.1 **Compliance with the Code.** The Code applies to the acquisition of all the Shares by the Offeror pursuant to the Offer as the Company is a public company with more than 50 Shareholders and

has net tangible assets of S\$5 million or more. Accordingly, the Offer is being made in compliance with the Code.

- 7.2 **Exit Opportunity for Shareholders in an Unlisted Company.** The Offer presents Shareholders with an opportunity to realise the value of their Shares in cash. The Offer Price also represents a premium of 69.12% over the previous offer price of S\$0.88 per Share offered by Salacca in the voluntary unconditional cash offer made by Salacca in 2019 for all the Shares (other than those already owned or agreed to be acquired by Salacca).
- 7.3 **Long-term Commercial Justification.** The Boardroom Group with its established operations and leading position in its key markets in the Asia-Pacific region is well positioned to provide best-in-class services to support its existing and new customers to meet their growing business needs both locally and regionally. The Offer presents long-term commercial benefits to the Offeror as it is of the view that the Consortium can provide the Boardroom Group with the resources and ambition to chart its next phase of growth, by creating value from organic and inorganic growth plans, and through efficiency improvements and digital transformation.
- 7.4 **Offeror's Intentions in relation to the Company.** Save as disclosed above, the Offeror presently has no intention to (a) introduce any major changes to the business of the Company; (b) redeploy the fixed assets of the Company; or (c) discontinue the employment of the employees of the Boardroom Group, other than in the ordinary and usual course of business. However, the Offeror retains the flexibility at any time to consider any option in relation to the Boardroom Group which may present itself or which the Offeror may regard to be in the interest of the Offeror and the Boardroom Group.

8. COMPULSORY ACQUISITION AND OFFEROR'S INTENTIONS

- 8.1 **Compulsory Acquisition.** Pursuant to Section 215(1) of the Companies Act, Chapter 50 of Singapore (the "**Companies Act**"), in the event that the Offeror acquires not less than 90% of the total number of Shares (other than those already held by the Offeror, its related corporations or their respective nominees as at the date of the Offer and which, for the avoidance of doubt, excludes any Shares held in treasury), the Offeror would be entitled to exercise the right to compulsorily acquire all the Shares of Shareholders who have not accepted the Offer at a price equal to the Offer Price.

In addition, pursuant to Section 215(3) of the Companies Act, if the Offeror acquires pursuant to the Offer such number of Shares which, together with any Shares held in treasury and the Shares held by the Offeror, its related corporations and their respective nominees, comprise 90% or more of the total number of Shares, Shareholders who have not accepted the Offer have a right to require the Offeror to acquire their Shares at the Offer Price. **Shareholders who wish to exercise such a right are advised to seek their own independent legal advice.**

- 8.2 **Offeror's Intentions.** The Offeror intends to make the Company its wholly-owned subsidiary. **Accordingly, the Offeror when entitled, intends to exercise its rights of compulsory acquisition under Section 215(1) of the Companies Act.**

As mentioned above, the Acceptance Condition will be fulfilled upon the acceptance of the Offer by the Undertaking Shareholders in respect of all and not some only of their respective Relevant Shares pursuant to their respective Irrevocable Undertakings, and accordingly, the Offeror will be entitled to exercise its rights of compulsory acquisition under Section 215(1) of the Companies Act.

9. CONFIRMATION OF FINANCIAL RESOURCES

UOB, as the sole financial adviser to the Offeror in respect of the Offer, confirms that sufficient financial resources are available to the Offeror to satisfy full acceptances of the Offer by the Shareholders.

10. OFFER DOCUMENT

The Offer Document setting out the full terms and conditions of the Offer and enclosing the relevant form(s) of acceptance will be electronically disseminated to Shareholders via the Company's website at <https://www.boardroomlimited.com> not earlier than 14 days and not later than 21 days from the Offer Announcement Date.

Hardcopies of a written notification (the "**Electronic Despatch Notification**") informing Shareholders of, *inter alia*, the electronic dissemination of the Offer Document and related documents and the manner for their electronic retrieval, and the relevant form(s) of acceptance, will be despatched to the Shareholders.

In the meantime, Shareholders are advised to exercise caution and seek appropriate independent professional advice when dealing in their Shares.

11. DISCLOSURES

11.1 **Holdings and Dealings in Relevant Securities.** As at the Offer Announcement Date, based on the latest information available to the Offeror, save for the Irrevocable Undertakings, none of the Offeror and any persons acting in concert with it (collectively, the "**Relevant Persons**"):

- (a) owns, controls or has agreed to acquire any (i) Shares, (ii) securities which carry voting rights in the Company; or (iii) convertible securities, warrants, options and derivatives in respect of Shares or securities which carry voting rights in the Company (collectively, the "**Relevant Securities**"); or
- (b) has dealt for value in any Relevant Securities during the period commencing three (3) months preceding the Pre-Conditional Offer Announcement Date and ending on the Offer Announcement Date.

11.2 **Other Arrangements.** As at the Offer Announcement Date, based on the latest information available to the Offeror, save for the Irrevocable Undertakings and the financing arrangements made by the Offeror in connection with the Offer (including the creation of security interests

over, amongst others, all present and future Shares legally and beneficially owned by the Offeror in favour of UOB (as the security agent)), none of the Relevant Persons has:

- (a) received any irrevocable commitment from any person to accept the Offer;
- (b) entered into any arrangement (whether by way of option, indemnity or otherwise) in relation to shares of the Offeror or the Company which might be material to the Offer; and
- (c) in respect of any Relevant Securities:
 - (i) granted any security interest to another person, whether through a charge, pledge or otherwise;
 - (ii) borrowed from another person (excluding borrowed securities which have been on-lent or sold); or
 - (iii) lent to another person.

11.3 **Disclosure of Dealings.** In accordance with the Code, the associates (as defined under the Code, and which includes all substantial shareholders) of the Company and the Offeror are hereby reminded to disclose their dealings in any securities of the Company and the Offeror under Rule 12 of the Code.

12. OVERSEAS SHAREHOLDERS

This Announcement does not constitute an offer to sell or the solicitation of an offer to subscribe for or buy any security, nor is it a solicitation of any vote or approval in any jurisdiction, nor shall there be any sale, issuance or transfer of the securities referred to in this Announcement in any jurisdiction in contravention of applicable laws. The Offer will be made solely by the Offer Document, and the relevant form(s) of acceptance accompanying the Offer Document, which will contain the full terms and conditions of the Offer, including details of how the Offer may be accepted.

The release, publication or distribution of this Announcement in certain jurisdictions may be restricted by law and therefore persons in any such jurisdictions into which this Announcement is released, published or distributed should inform themselves about, and observe, such restrictions.

Copies of this Announcement, the Electronic Despatch Notification and any formal documentation relating to the Offer are not being, and must not be, directly or indirectly, mailed or otherwise forwarded, distributed or sent in or into or from any jurisdiction where the making of or the acceptance of the Offer would violate the laws of that jurisdiction (a "**Restricted Jurisdiction**") and will not be capable of acceptance by any such use, instrumentality or facility within any Restricted Jurisdiction and persons receiving such documents (including custodians, nominees and trustees) must not mail or otherwise forward, distribute or send them in or into or from any Restricted Jurisdiction.

The Offer (unless otherwise determined by the Offeror and permitted by applicable laws and regulations) will not be made, directly or indirectly, in or into, or by the use of mails of, or by any means or instrumentality (including without limitation, telephonically or electronically) of interstate or foreign commerce of, or by any facility of a national, state or other securities exchange of, any Restricted Jurisdiction and the Offer will not be capable of acceptance by any such use, means, instrumentality or facilities.

The ability of the Shareholders who are not resident in Singapore (the "**Overseas Shareholders**") to accept the Offer may be affected by the laws of the relevant overseas jurisdictions in which they are located. Accordingly, Overseas Shareholders should inform themselves of, and observe, any applicable requirements in the relevant overseas jurisdictions.

The Offeror and UOB each reserves the right to notify any matter, including the fact that the Offer has been made, to any or all Shareholders (including Overseas Shareholders) by announcement on the Company's website at <https://www.boardroomlimited.com> or notice and if necessary, by paid advertisement in a newspaper published and circulated in Singapore, in which case such notice shall be deemed to have been sufficiently given notwithstanding any failure by any Shareholder (including Overseas Shareholders) to receive or see such announcement, notice or advertisement.

13. DIRECTORS' RESPONSIBILITY STATEMENT

The directors of the Offeror (including any director who may have delegated detailed supervision of the preparation of this Announcement) have taken all reasonable care to ensure that the facts stated and opinions expressed in this Announcement are fair and accurate and that there are no other material facts not contained in this Announcement, the omission of which would make any statement in this Announcement misleading.

Where any information in this Announcement has been extracted or reproduced from published or otherwise publicly available sources or obtained from the Company, the sole responsibility of the directors of the Offeror has been to ensure, through reasonable enquiries, that such information is accurately extracted from such sources or, as the case may be, reflected or reproduced in this Announcement.

The directors of the Offeror jointly and severally accept responsibility accordingly.

Issued by
United Overseas Bank Limited

For and on behalf of
Apricus Global Pte. Ltd.
10 January 2022

Any inquiries relating to this Announcement should be directed during office hours to:

United Overseas Bank Limited

Mergers & Acquisitions

Tel: (65) 6539 7066

Announcements

This Announcement and all future announcements relating to or in connection with the Offer will be posted on the Company's website at <https://www.boardroomlimited.com>.

Forward-Looking Statements

All statements other than statements of historical facts included in this Announcement are or may be forward-looking statements. Forward-looking statements include but are not limited to those using words such as "aim", "seek", "expect", "anticipate", "estimate", "believe", "intend", "project", "plan", "strategy", "forecast", "target" and similar expressions or future or conditional verbs such as "will", "would", "shall", "should", "could", "may" and "might". These statements reflect the Offeror's current expectations, beliefs, hopes, intentions or strategies regarding the future and assumptions in light of currently available information.

Such forward-looking statements are not guarantees of future performance or events and involve known and unknown risks and uncertainties. Accordingly, actual results may differ materially from those described in such forward-looking statements. Shareholders and investors should not place undue reliance on such forward-looking statements, and neither the Offeror nor UOB undertakes any obligation to update publicly or revise any forward-looking statements.