



**激成(馬來西亞)有限公司**  
**KECK SENG (MALAYSIA) BERHAD**

196801000565 (8157-D)

2024


ANNUAL REPORT

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## **ABOUT KECK SENG (MALAYSIA) BERHAD**



Keck Seng (Malaysia) Berhad (“KSM”) traces its history back to 1943 when Mr. Ho Yeow Koon co-founded a small trading business in Singapore which he subsequently expanded to Malaysia. He bought land in Masai, Johor, and ventured into rubber planting in 1959, followed by oil palm cultivation in 1965.

The plantation was the beginning of KSM, which was publicly listed on 26 May 1977. Over the years, we have grown to a diversified group with business operations extending from plantations to hotels, property development and investment.

### **Our Vision**

- To build a diversified corporation
- To provide sustainable long term growth and value to shareholders

### **Our Values**

We value our people as our strength, and will retain and develop our human capital through our core values of:

- integrity • commitment • diligence • cost efficiency • innovation

### **Our Community**

We believe in contributing to and growing together with our communities, and will continue to engage in socially beneficial activities.

## GROUP OVERVIEW

KSM has three core businesses:

### Plantations and Manufacturing

We are an integrated player with oil palm plantations, mill, refinery and manufacturing operations based in Johor, Malaysia.

### Property Development and Investment

We are a property developer focusing in Johor, Malaysia. Our projects include:

Projects	Location
Bandar Baru Kangkar Pulai	26 km north-west of Johor Bahru. Alongside the Jalan Skudai-Pontian road.
Tanjong Puteri Resort	35 km south-east of Johor Bahru. Adjacent to the Pasir Gudang Industrial Estate.
Taman Daya	13 km north-east of Johor Bahru (near Kampong Baru, Kangkar Tebrau).
Taman Bukit Cahaya	10 km east of Ulu Tiram and about 30 km north-east of Johor Bahru.

We are also involved in property investment. Our key investments include:

Buildings	Location	Description
Menara Keck Seng	203, Jalan Bukit Bintang, 55100 Kuala Lumpur.	Office
Regency Tower	8, Jalan Ceylon, 50200 Kuala Lumpur.	Condominium

### Hotels

We own hotels in the USA and Canada. They are:-

Hotels	Location	Description
DoubleTree by Hilton Alana - Waikiki Beach	1956, Ala Moana, Boulevard, Honolulu, Hawaii, 96815, USA.	18 storey hotel with 317 rooms and an adjoining 7 storey office building
SpringHill Suites New York Midtown Manhattan	25, West 37th Street, New York, NY, 10018, USA.	19 storey hotel with 173 rooms
Delta Hotels by Marriott Toronto Airport and Conference Centre	655, Dixon Road, Toronto, Ontario Canada, M9W 113.	12 storey hotel with 433 rooms



## FINANCIAL HIGHLIGHTS

<b>(RM'000)</b> <b>Revenue by business segments</b>	2020	2021	2022	2023	2024
Plantations and Manufacturing	627,665	1,057,706	1,438,939	850,104	<b>1,000,380</b>
Property	176,152	142,903	124,969	206,580	<b>255,468</b>
Hotels and Resort	63,870	102,309	256,015	305,318	<b>322,012</b>
Dividend Income	6,776	9,060	7,649	8,630	<b>15,017</b>
Total Revenue	874,463	1,311,978	1,827,572	1,370,632	<b>1,592,877</b>
(Loss)/Profit before tax	(85,230)	98,012	257,179	297,292	<b>200,648</b>
(Loss)/Profit net of tax	(71,974)	74,596	209,375	258,859	<b>151,945</b>
(Loss)/Profit attributable to owners of the parent	(64,561)	79,020	201,573	240,702	<b>143,281</b>
(Loss)/Earnings per share (sen)	(18)	22	56	67	<b>40</b>
Dividend per share (sen)	0	5	14	15	<b>14</b>
Equity attributable to owners of the parent	2,154,137	2,259,612	2,435,866	2,735,957	<b>2,813,915</b>
Total assets	2,655,231	2,756,073	2,926,288	3,044,976	<b>3,175,955</b>
Loans and borrowings	229,857	223,296	177,460	80,759	<b>101,436</b>

<b>Share Price (RM)</b>	2020	2021	2022	2023	2024
Highest daily close	4.69	4.01	3.99	4.78	<b>6.42</b>
Lowest daily close	3.41	3.32	3.36	3.40	<b>4.90</b>
Year-end closing	3.84	3.44	3.58	4.78	<b>5.57</b>

## CHAIRMAN'S STATEMENT

Dear Shareholders,

On behalf of the Board of Directors, I am pleased to present the Annual Report and Audited Financial Statements of the Group for the financial year ended 31 December 2024 ("FY2024").

### Performance Overview

2024 was marked by significant global economic uncertainties driven by persistent geopolitical tensions, inflationary pressures, and volatility in foreign exchange markets. Despite these challenges, our diversified business segments continued to demonstrate resilience, enabling the Group to deliver commendable operational results.

The Plantation Division achieved a 17.5% increase in Fresh Fruit Bunches (FFB) production. Although global volatility in crude palm oil supply led to fluctuations in prices, our commitment to certified sustainable practices ensured continued access to premium markets.

Our Manufacturing Division benefited from the commissioning of Dry Fractionation Plant 3, which enhanced production capacity and allowed us to meet rising demand for high-value and sustainable palm-based products. Investments in automation and environmental compliance further strengthened our capabilities.

In Hotels, all three overseas properties achieved strong performances. SpringHill Suites New York reached its highest-ever ADR (average daily rate). Delta by Marriott Toronto Airport surpassed its revenue and profit targets, supported by exceptional group business and ancillary revenue streams. Doubletree Alana Waikiki delivered solid growth, strategically targeting transient and group segments, despite continued weakness in its key inbound markets.

The Property Division recorded robust sales across new launches at Bandar Baru Kangkar Pulai, Tanjong Puteri Resort, and Taman Daya. Positive leasing momentum continued at Menara Keck Seng, while retrofitting works at Regency Tower — initiated in 2024, with major phases completed and enhancements to common facilities ongoing — are expected to drive improvements in both occupancy and rental performance.

The Group's results were affected by foreign exchange volatility, resulting in an unrealised foreign exchange loss. This arose from the relative strengthening of Ringgit Malaysia. As a result, profit net of tax decreased to RM151.9 million in 2024. Excluding such non-cash items, the Group's operational performance remained healthy.

### Outlook and Strategy

We enter 2025 with cautious optimism amidst continued global economic uncertainty, currency volatility, and evolving geopolitical developments. In the palm oil sector, we continue to respond to evolving international standards and the growing global demand for certified sustainable and specialty oils. Our investments in refining capacity and compliance readiness are designed to support long-term competitiveness in this market.

The property market in southern Peninsular Malaysia continues to benefit from catalytic projects such as the Johor-Singapore Rapid Transit System and Special Economic Zone, alongside rising foreign investment. We will continue to unlock value through targeted launches and prudent land development strategies.

The hospitality landscape in North America, while showing signs of recovery, remains sensitive to macroeconomic conditions, including concerns about tariffs, government spending, inflation, interest rates, and overall consumer sentiment. These factors could influence corporate, group and leisure travel activity, and we remain watchful of their potential impact on demand.

Across the Group, we remain focused on scaling sustainable production, enhancing operational efficiencies, and investing strategically in our core assets to drive long-term shareholder value.

## CHAIRMAN'S STATEMENT [cont'd]

### Dividends and Capital Management

The Company has declared a single-tier interim dividend of 5 sen and a single-tier final dividend of 9 sen for FY2024, reflecting our ongoing commitment to delivering sustainable returns to our shareholders. This dividend underscores our balanced approach between rewarding shareholders and exercising prudence in managing our capital position amid prevailing uncertainties.

Given the continued and potentially increasing global economic volatility, marked by fluctuations in foreign exchange rates and rising global protectionism, the Board remains committed to prudent capital management. We will therefore continue conserving capital to ensure sufficient financial flexibility to navigate potential risks and capitalise on emerging opportunities, thus safeguarding long-term shareholder value.

### Acknowledgment

On behalf of the Board, I extend our deepest gratitude to our shareholders, employees, customers, business associates, and regulators for their unwavering support and commitment to the Group. We remain cautiously optimistic for 2025 and will continue to strengthen our resilience and capabilities to navigate the evolving economic landscape.

Yours sincerely,

Ho Kim Swee @ Ho Kian Guan  
Chairman  
7 April 2025

## MANAGEMENT DISCUSSION AND ANALYSIS

### FINANCIAL REVIEW

For the financial year ended 31 December 2024, the Group reported total revenue of RM1,592.9 million, representing a 16% increase compared to RM1,370.6 million in 2023. This growth was driven by strong performance across key segments, particularly in Manufacturing, Hotels, and Property Development.

The Manufacturing segment remained the largest revenue contributor, recording RM1,000 million, an 18% increase from RM850 million in 2023. This growth was underpinned by higher quantities and selling prices of refined oil products. Profit before tax for this segment increased by 51.5%, from RM13.4 million in 2023 to RM20.3 million in 2024, driven by improved refining margins and operational efficiencies.

In 2024, the combined Property Development and Investment segments delivered a solid performance, contributing total revenue of RM255 million, an increase from RM207 million in 2023. The combined profit before tax rose to RM91.2 million, compared to RM77.6 million in the previous year.

This growth was driven by successful property launches and robust sales across key developments in Johor, particularly in Bandar Baru Kangkar Pulai, Tanjong Puteri Resort, and Taman Daya. Stable rental income and improved occupancy rates from key investment properties such as Menara Keck Seng and Regency Tower also supported this performance.

The Hotels segment recorded revenue of RM322 million, a growth of 6% from RM305 million in 2023. However, profit before tax declined significantly to RM47.2 million from RM96.4 million in the previous year. This decline was primarily due to the absence of a one-off gain recognised in 2023, where a reversal of impairment loss of RM56.9 million on an overseas hotel significantly boosted the prior year's profitability. In contrast, 2024 only saw a minor impairment loss of RM0.7 million, resulting in a net variance of approximately RM57.6 million between the two years. However, excluding the respective impairments and reversal of impairment, profits in 2024 was RM46.5 million, higher than profits of RM39.5 million in 2023.

Excluding the impact of these impairment adjustments, core hotel operations in 2024 remained resilient, supported by the increased occupancy and higher average daily rates across key properties. This reflects the segment's stable underlying performance despite the absence of one-off gains.

The Plantation segment saw a notable increase in profit before tax, rising from RM12.6 million in 2023 to RM28.8 million in 2024. This increase was driven by higher Fresh Fruit Bunch (FFB) production and improved average selling prices. FFB production rose by 17.5% year-on-year, reflecting the maturity of key plantation areas and favourable weather conditions.

Share Investments, after eliminations, recorded a lower profit of RM0.7 million in 2024, compared to RM11.5 million in 2023. This decline was primarily driven by a fair value loss on unquoted investments in 2024, compared to a fair value gain in the previous year, along with a foreign exchange loss in 2024, reversing the forex gain recorded in 2023. However, the segment saw a significant 74% increase in dividend income, demonstrating the resilience of the investments held by the Group.

The Group's overall profit before tax declined by 33% to RM200.7 million in 2024, down from RM297.3 million in 2023. The decrease was primarily driven by a significant foreign exchange loss of RM44.7 million, compared to a gain of RM39.2 million in the previous year. The substantial swing in forex impact significantly influenced overall profitability. Please refer to the Financial Highlights on page 4 of this Annual Report for details of the Group's financial position and liquidity.

In addition to financial performance, the Group monitors a range of non-financial indicators to assess operational effectiveness, sustainability commitments, and asset utilisation. These include maintaining industry-recognised certifications such as Roundtable on Sustainable Palm Oil (RSPO) and Malaysian Sustainable Palm Oil (MSPO), which reflect our adherence to responsible environmental and social practices. The Group's refinery is also ISO and Hazard Analysis and Critical Control Points (HACCP) certified, underscoring our commitment to maintaining high standards of quality and food safety, particularly for products destined for the export market. In line with evolving sustainability expectations, steps have also been taken to enhance traceability, improve waste management, and monitor greenhouse gas (GHG) emissions within our operations.



## MANAGEMENT DISCUSSION AND ANALYSIS [cont'd]

### FINANCIAL REVIEW (CONT'D)

The Group further tracks occupational health and safety, talent development, and workforce continuity as part of its broader human capital strategy.

Within the Property Division, key operational key performance indicators such as profit margins, sales of in-stock units, collection rates for ongoing projects, and take-up rates for new launches within the first year are actively monitored. These provide timely insights into market responsiveness and operational efficiency. Asset performance indicators, such as occupancy levels across our investment properties continue to offer valuable insights into leasing momentum and utilisation. Risk management remains integral to our governance framework, with systems in place to monitor regulatory compliance, operational risks, and environmental resilience.

### Capital Expenditure Requirements, Capital Structure, and Capital Resources

The Group's capital expenditure in 2024 focused on enhancing operational efficiency and sustainability. Significant investments included upgrades to existing manufacturing facilities, and key property development projects. These initiatives were funded through internally generated funds and existing financial facilities.

The Group maintains a prudent approach to capital management, ensuring sufficient internal resources and access to financial facilities to meet operational needs and support future strategic investments.

The Group's dividend policy is guided by financial performance, capital requirements, and prevailing economic conditions. Dividends are declared when deemed appropriate, ensuring that the Group maintains sufficient reserves to support its operational and strategic growth objectives.

### Risk Management and Mitigation Strategies

The Group adopts a structured approach to risk management, ensuring proactive identification, evaluation, and mitigation of potential financial, operational, and reputational risks across all divisions.

- **Environmental and Climate Risks:** Insurance for assets, including consequential loss, is reviewed annually. Fire safety systems and protocols are regularly maintained. Contractors for new projects are required to secure comprehensive insurance, including Workmen Compensation. The Group adheres to the RSPO, MSPO, and International Sustainability and Carbon Certification (ISCC) certifications and is aligning its reporting practices with the National Sustainability Reporting Framework (NSRF) to meet future environmental, social and governance (ESG) requirements.
- **Human Resource Risks:** Succession planning and talent development are prioritised. Workplace safety is reinforced through regular safety committee engagements and adherence to health and safety protocols.
- **Operational Risks:** Preventive maintenance, process automation (e.g., automated acid dosing in manufacturing), and contingency planning safeguard operational efficiency.
- **Compliance and Reputational Risks:** Regulatory compliance is maintained through regular audits. Ethics and anti-corruption policies are enforced with ongoing employee training.
- **Market and Financial Risks:** Global market trends and forex fluctuations are closely monitored. Diversified investment strategies and hedging policies mitigate financial exposures.

The Group continuously evolves its risk management practices to stay adaptive and resilient amidst emerging challenges.

## MANAGEMENT DISCUSSION AND ANALYSIS [cont'd]

### OPERATIONS REVIEW

#### Plantations

In 2024, the Plantation Division achieved a notable 17.5% increase in FFB production compared to 2023. This growth aligns with national trends reported by the Malaysian Palm Oil Board (MPOB) and was underpinned by improved harvesting practices and favourable weather conditions.

The average crude palm oil (CPO) price in Malaysia rose by 9.7% in 2024, reaching RM4,179.50 per tonne. This price increase was driven by adverse weather conditions affecting overall production, rising global demand for palm oil-based biodiesel, and global supply constraints.

Operational efficiencies significantly reduced FFB production costs, supporting profitability. Sustainability remained a central focus, with ongoing adherence to RSPO and MSPO certifications ensuring environmental stewardship, community rights protection, and supply chain transparency.

#### Manufacturing

In 2024, the Manufacturing Division demonstrated strong operational momentum, driven by significant improvements across both the Palm Oil Mill and the Refinery operations.

*Palm Oil Mill* CPO production rose by 13.5% in 2024. This growth was attributed to higher volumes of FFB intake. Operational efficiency initiatives and strategic process enhancements contributed to this increased output.

*Palm Oil Refinery* Refined oil production saw a notable increase of 8.7% in 2024. A key driver of this growth was the commissioning of Dry Fractionation Plant 3 during Q1 2024, bolstering production of high-value products such as Palm Mid Fraction (PMF).

These operational advancements underscore the division's commitment to enhancing production capabilities and responding to market demands for diversified, high-quality palm oil products.

Strategic initiatives included establishing a dedicated sustainability department in response to rising global demand for sustainable and specialty oils.

Capitalised projects undertaken during the year included advancing the installation of an electrostatic precipitator system.

Leveraging its International Sustainability and Carbon Certification (ISCC), the palm oil mill and refinery successfully launched sales of ISCC-certified waste oil and spent bleaching earth.

## MANAGEMENT DISCUSSION AND ANALYSIS (cont'd)

### OPERATIONS REVIEW (CONT'D)

#### Property

In 2024, the Property Division demonstrated resilience and strategic execution, with total net sales revenue rising by 25% compared to that of 2023. This growth was underpinned by successful new launches and steady demand across the key developments of Bandar Baru Kangkar Pulai, Tanjong Puteri Resort, and Taman Daya.

The Property Division capitalised on improving consumer sentiment driven by key catalysts such as the Johor-Singapore Rapid Transit System, the Johor-Singapore Special Economic Zone (SEZ), and increasing Foreign Direct Investments (FDI) into Johor, particularly in data centres and renewable energy industries. These developments contributed to healthy sales in 2024, despite broader economic challenges such as global monetary policy shifts, heightened geopolitical tensions, subsidy rationalisation, and higher interest rates affecting sales margins and consumer spending.

- **Bandar Baru Kangkar Pulai (BBKP):** The division introduced 72 units of double-storey shop offices under the Centralis 72 project in 2024, achieving a strong 72% sales rate. Sustained demand was also observed across Amber Hills, Ruby Hills, and Citrine Hills residential projects, where several phases reached over 90% sales rates. Moving into 2025, preparations are underway for further launches of residential cluster and terrace homes, alongside commercial properties to tap into buoyant market demand. Key infrastructure projects, including the near-completion of the Econsave Hypermarket and continuous progress in shop office developments, will further enhance BBKP's appeal as an integrated township.
- **Tanjong Puteri Resort (TPR):** TPR witnessed an encouraging market response, particularly with the launches of Alysia II and Aster II, which contributed significantly to the 20% growth in total net sales revenue compared to 2023. The successful repositioning of industrial lands into larger plots addressed the growing demand for sizeable industrial properties, further diversifying the project's revenue base.

Phase 4D Double-Storey Shop Offices recorded a 59% sales rate by the end of 2024. The remaining unsold units, including both non-Bumiputera and Bumiputera-designated units, have been substantially leased out. The leasing of Bumiputera units was carried out with approval from the State Housing Authority, ensuring optimal utilisation of the property and contributing to a steady stream of rental income.

- **Taman Daya (TD):** Phase 1 of Greenwoods Residence, featuring double-storey cluster, semi-detached, and link bungalow homes, recorded full sales for its non-Bumiputera units in 2024. Phase 2 is scheduled for launch in 2025. Additionally, groundwork for the division's first condominium development, Daya 1 Residence, is well underway, with the groundbreaking ceremony having taken place on 5 February 2025. Taman Daya also continued to strengthen its commercial offerings, with 100% occupancy across its retail outlets in TD Central. This reinforces the project's position as a key community hub. Meanwhile, Taman Bukit Cahaya saw significant progress in infrastructure development, setting the foundation for upcoming residential and commercial launches in 2025.
- In 2024, Menara Keck Seng achieved strong rental performance, with total rental income increasing by 8.1%. The average occupancy remained stable and robust, supported by steady lease renewals and interest from foreign companies, particularly Chinese businesses expanding into Malaysia's finance, technology, and trade sectors. Despite competitive market conditions, Menara Keck Seng sustained its occupancy levels through strong tenant relationships and its strategic location in the Kuala Lumpur City Centre. To further enhance competitiveness and long-term value, management submitted renovation plans for approval and initiated the tender process, with works having commenced in Q1 2025.
- Regency Tower also recorded positive momentum, with rental income rising by 24.1%, supported by an improved occupancy rate. The successful retrofitting of additional units in 2024 contributed to this growth by increasing available units and enhancing the overall value and appeal of the property. This initiative not only boosted occupancy rates but also positioned Regency Tower more competitively in the rental market. Further upgrades to the gymnasium and common areas are planned for 2025 to attract and retain tenants, reinforcing the property's long-term market appeal.

## MANAGEMENT DISCUSSION AND ANALYSIS [cont'd]

### OPERATIONS REVIEW (CONT'D)

#### Hotels

In 2024, the Hotels Division achieved significant milestones and market outperformance across key properties despite some regional market headwinds.

##### ***SpringHill Suites (SHS), New York***

In 2024, SHS achieved notable milestones, outperforming its competitive set amidst a dynamic market landscape. The New York hotel market sustained robust demand with a +9.2% revenue growth, building upon an impressive +18.1% rebound in 2023. The city's RevPAR (Revenue Per Available Room) reached USD268.72, surpassing pre-pandemic levels of USD220.06 in 2019.

Leveraging this momentum, SHS sustained strong performance in a competitive market. The hotel achieved an occupancy rate of 86.8%, slightly up from 86.0% in 2023. The Average Daily Rate (ADR) surpassed the USD300 mark for the first time, rising by 3% to USD305.7, contributing to a 4% increase in RevPAR to USD265.2.

Total revenue grew by 4% to USD17.03 million, supported by a strategic focus on balancing room rates and occupancy.

Losses narrowed by 47% compared to 2023, driven by improved cost controls and operational efficiencies.

Looking ahead to 2025, SHS aims to push its occupancy rate to 87.2% while focusing on enhancing ADR through premium suite up-selling strategies targeting corporate and group segments. Digital marketing efforts will be strengthened to support rate growth. Additionally, plans for future guestroom renovations and hotel upgrades are underway to reinforce the hotel's competitiveness in the dynamic New York market.

##### ***Delta by Marriott Toronto Airport***

In 2024, Delta by Marriott Toronto Airport achieved robust financial and operational performance, successfully surpassing its revenue and profit targets despite operating within a competitive market landscape.

The hotel recorded an occupancy rate of 72.8%, marking a 4% year-over-year increase. The ADR rose modestly by 1% to CAD178.5, contributing to a 5% increase in RevPAR, which reached CAD129.9.

Total revenue for the year climbed to CAD36.78 million, a 12% increase over 2023. This growth was primarily driven by a strong performance in group business and solid ancillary revenues, reflecting the resiliency of the hotel's management team.

The hotel's group business segment remained a significant strength, with its sizeable convention space attracting strong bookings. This resulted in an impressive Revenue Generating Index (RGI) of 155.8%, significantly outperforming its competitive set. Other ancillary revenue streams also performed well, with food and beverages revenue increasing by 14%, parking revenue nearly doubling after infrastructure upgrades, and revenue from attrition and cancellation fees surging by 38%.

Despite these positive results, net income declined by 49%, primarily due to tax provisions. Nevertheless, the hotel's core operations remained resilient, and it successfully exceeded its full-year revenue and profit targets. Looking forward, while early 2025 revenue trends are slightly behind expectations, management remains optimistic about sustaining momentum, particularly by leveraging the hotel's competitive positioning in the group business segment.

##### ***DoubleTree Alana Waikiki***

In 2024, DoubleTree Alana Waikiki demonstrated robust operational and financial performance, outperforming the broader Oahu market despite ongoing challenges. Travel demand from Japan, traditionally a key market, remained significantly dampened due to the appreciation of the USD-Yen exchange rate, which surged to 161, affecting Japanese outbound travel affordability.

While Oahu recorded a modest 1.3% growth in revenue and a minimal 0.2% increase in occupancy, the hotel's strategic revenue management initiatives enabled it to achieve superior results.

## MANAGEMENT DISCUSSION AND ANALYSIS [cont'd]

### OPERATIONS REVIEW (CONT'D)

#### Hotels (Cont'd)

##### *DoubleTree Alana Waikiki (Cont'd)*

Occupancy at DoubleTree Alana Waikiki rose to 89.0%, marking a significant 7% increase compared to 2023. The ADR also improved by 2%, reaching USD204.2, which contributed to a 9% increase in RevPAR, bringing it to USD181.8. These gains drove a 9% increase in total revenue, which reached USD26.36 million for the year. Growth was particularly strong in the transient and group segments, which saw notable uplifts through targeted marketing and sales strategies.

Profitability strengthened in tandem with revenue growth. Management continued its strong focus on both revenue growth and disciplined cost controls.

Looking ahead to 2025, the hotel anticipates a slight decline in occupancy levels due to the Federal Government reducing general government travel. However, strategic efforts will focus on the transient segment to mitigate this impact. The hotel also expects marginal improvements in ADR and RevPAR, supported by intensified digital marketing initiatives and targeted sales strategies. Despite the ongoing slow recovery of Japanese tourist arrivals, DoubleTree Alana Waikiki remains well-positioned to navigate market fluctuations and sustain profitability.

### CONCLUSION

Despite foreign exchange headwinds, geopolitical and global market uncertainties, the Group maintained operational resilience and delivered solid growth across key segments. Strategic investments, disciplined cost management, and a commitment to sustainability underpinned this performance. The Group remains financially robust and operationally agile, positioning it to capitalise on emerging opportunities while navigating evolving market dynamics. These strengths provide a solid foundation for the Group's continued pursuit of sustainable growth.



## CORPORATE INFORMATION

### BOARD OF DIRECTORS

Ho Kim Swee @ Ho Kian Guan	<i>Executive Chairman</i>
Dato' Ho Cheng Chong @ Ho Kian Hock	<i>Managing Director</i>
Ho Eng Chong @ Ho Kian Cheong	<i>Non-Independent Non-Executive Director</i>
Ho Chung Kain (He ChongJing)	<i>Executive Director</i>
Lee Huee Nan @ Lee Hwee Leng (f)	<i>Executive Director</i>
Liew Foong Yuen	<i>Executive Director</i>
Too Hing Yeap @ Too Heng Yip	<i>Non-Independent Non-Executive Director</i>
Tai Lam Shin	<i>Independent Non-Executive Director</i>
Mahathir Bin Mohamed Ismail	<i>Independent Non-Executive Director</i>
Dato' Dr. Zaha Rina Binti Zahari (f)	<i>Independent Non-Executive Director</i>
Ho Chung Hui	<i>Alternate to Lee Huee Nan @ Lee Hwee Leng (f)</i>
Ho Chung Kiat, Sydney (He ChongJie, Sydney)	<i>Alternate to Ho Eng Chong @ Ho Kian Cheong</i>

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### COMPANY SECRETARIES

Te Hock Wee  
(SSM PC No. 202008002124)  
(MAICSA 7054787)  
Kuan Hui Fang  
(SSM PC No. 202008001235)  
(MIA 16876)  
(Resigned on 28.08.2024)  
Song Mei Kuan  
(SSM PC No. 202308000488)  
(MAICSA 7069259)  
(Resigned on 27.12.2024)  
Chan Siow Mui  
(SSM PC No. 202408000504)  
(MAICSA 7058742)  
(Appointed on 27.12.2024)

### AUDITORS

Ernst & Young PLT  
Registration No. 202006000003  
(LLP0022760-LCA & AF 0039)  
Chartered Accountants  
B-15, Menara IIB, Persiaran Medini Sentral 1,  
Bandar Medini Iskandar,  
79250 Iskandar Puteri,  
Johor Darul Takzim,  
Malaysia.  
Tel: 607-288 3111  
Fax: 607-288 3112

## CORPORATE INFORMATION [cont'd]

### REGISTERED OFFICE

L2-02, 1 Medini Hub, Persiaran Medini Utara 3,  
Medini Iskandar,  
79000 Nusajaya,  
Johor Darul Takzim,  
Malaysia.  
Tel: 607-818 0350  
Email: [info@vistra.com](mailto:info@vistra.com)

### SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd  
Registration No. 197101000970 (11324-H)  
Unit 32-01, Level 32, Tower A,  
Vertical Business Suite,  
Avenue 3, Bangsar South,  
No. 8, Jalan Kerinchi,  
59200 Kuala Lumpur,  
Wilayah Persekutuan,  
Malaysia.  
Tel: 603-2783 9299 Fax: 603-2783 9222  
Email: [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

### PRINCIPAL BANKERS

Malayan Banking Berhad  
Registration No. 196001000142 (3813-K)

OCBC Bank (Malaysia) Berhad  
Registration No. 199401009721 (295400-W)

### LISTING

Main Market of Bursa Malaysia Securities Berhad

### STOCK CODE

3476

### WEBSITE

<https://my.keckseng.com>

## DIRECTORS' PROFILE

### HO KIM SWEE @ HO KIAN GUAN

Executive Chairman

**AGE/GENDER NATIONALITY**

Age 79/Male Singaporean

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Business Administration and Commerce.

**DATE APPOINTED/WORK EXPERIENCE**

Mr. Ho was appointed to the Board on 15 September 1970. He has spent 54 years successfully steering the Group.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up) and Lim & Lim Plantations Berhad.

[Both companies are subsidiaries of the Company]

**FAMILY RELATIONSHIP**

Mr. Ho is the brother of Dato' Ho Cheng Chong @ Ho Kian Hock (Managing Director) and Mr. Ho Eng Chong @ Ho Kian Cheong (Non-Independent Non-Executive Director).

[Both are substantial shareholders of the Company]

Mr. Ho is the uncle of Mr. Ho Chung Kain (He ChongJing), Mr. Ho Chung Hui and Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney).

**CONFLICT OF INTERESTS**

None.

**CONVICTIONS FOR OFFENCES**

Mr. Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

**BOARD MEETINGS ATTENDED**

5 out of 5.

### DATO' HO CHENG CHONG @ HO KIAN HOCK

Managing Director

**AGE/GENDER NATIONALITY**

Age 77/Male Singaporean

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Science and Engineering (1st Class Honours), University of New South Wales, Australia.

**DATE APPOINTED/WORK EXPERIENCE**

Dato' Ho was appointed to the Board on 8 June 1971 and has been the Managing Director since 11 June 1975. He has over 50 years of working experience in Corporate Planning and Management.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up) and Lim & Lim Plantations Berhad.

[Both companies are subsidiaries of the Company]

## DIRECTORS' PROFILE (cont'd)

### **DATO' HO CHENG CHONG @ HO KIAN HOCK (cont'd)**

Managing Director

#### **FAMILY RELATIONSHIP**

Dato' Ho is the brother of Mr. Ho Kim Swee @ Ho Kian Guan (Executive Chairman) and Mr. Ho Eng Chong @ Ho Kian Cheong (Non-Independent Non-Executive Director).

[Both are substantial shareholders of the Company]

Dato' Ho is the father of Mr. Ho Chung Kain (He ChongJing) and Mr. Ho Chung Hui.

Dato' Ho is the uncle of Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney).

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Dato' Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.

### **HO ENG CHONG @ HO KIAN CHEONG**

Non-Independent Non-Executive Director

#### **AGE/GENDER NATIONALITY**

Age 75/Male Singaporean

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Science Degree, University of Singapore.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Ho was appointed to the Board on 21 September 1987. He has more than 40 years of working experience in the management of private and public companies.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

#### **FAMILY RELATIONSHIP**

Mr. Ho is the brother of Mr. Ho Kim Swee @ Ho Kian Guan (Executive Chairman) and Dato' Ho Cheng Chong @ Ho Kian Hock (Managing Director).

[Both are substantial shareholders of the Company]

Mr. Ho is the father of Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney).

Mr. Ho is the uncle of Mr. Ho Chung Kain (He ChongJing) and Mr. Ho Chung Hui.

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.

## DIRECTORS' PROFILE [cont'd]

### HO CHUNG KAIN (HE CHONGJING)

Executive Director

#### **AGE/GENDER NATIONALITY**

Age 50/Male Singaporean

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Business Administration, Murdoch University, Perth, Australia.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Ho was Alternate Director to Dato' Ho Cheng Chong @ Ho Kian Hock from 24 February 2011 to 26 November 2023, before being appointed as an Executive Director on 27 November 2023. He has more than 20 years of working experience in property development, property management, plantations, palm oil mill and refinery. Mr. Ho is also a member of the Board of the Singapore Hotel Association.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up) and Lim & Lim Plantations Berhad.

[Both companies are subsidiaries of the Company]

#### **FAMILY RELATIONSHIP**

Mr. Ho is the son of Dato' Ho Cheng Chong @ Ho Kian Hock.

[Managing Director and substantial shareholder of the Company]

Mr. Ho is the nephew of Mr. Ho Kim Swee @ Ho Kian Guan (Executive Chairman) and Mr. Ho Eng Chong @ Ho Kian Cheong (Non-Independent Non-Executive Director).

[Both are substantial shareholders of the Company]

Mr. Ho is the brother of Mr. Ho Chung Hui.

Mr. Ho is the cousin of Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney).

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.



## DIRECTORS' PROFILE (cont'd)

### LEE HUEE NAN @ LEE HWEE LENG

Executive Director

**AGE/GENDER NATIONALITY**

Age 73/Female Malaysian

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Diploma in Business Studies, Ngee Ann College, Singapore.

**DATE APPOINTED/WORK EXPERIENCE**

Ms. Lee was appointed to the Board on 29 April 1980. She has more than 40 years of working experience in corporate administration and financial management.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up) and Lim & Lim Plantations Berhad.

[Both companies are subsidiaries of the Company]

**FAMILY RELATIONSHIP**

None.

**CONFLICT OF INTERESTS**

None.

**CONVICTIONS FOR OFFENCES**

Ms. Lee has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

**BOARD MEETINGS ATTENDED**

5 out of 5.

### LIEW FOONG YUEN

Executive Director

**AGE/GENDER NATIONALITY**

Age 54/Male Malaysian

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Laws (Hons.), University of Warwick, United Kingdom; and  
Masters of Business Administration (Finance), City University, London, United Kingdom.

**DATE APPOINTED/WORK EXPERIENCE**

Mr. Liew was appointed to the Board as Independent Non-Executive Director on 29 November 2019 and was redesignated as an Executive Director with effect from 17 July 2023. He is a lawyer by training, having qualified to practise in England and Wales and in Malaysia. He began his career in London before returning to work in Malaysia and Singapore and was in practise for 19 years before taking on a senior management role in a multi-disciplinary professional services group.

**OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

**FAMILY RELATIONSHIP**

None.

## DIRECTORS' PROFILE (cont'd)

### **LIEW FOONG YUEN (cont'd)**

Executive Director

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Liew has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.

### **TOO HING YEAP @ TOO HENG YIP**

Non-Independent Non-Executive Director

#### **AGE/GENDER NATIONALITY**

Age 77/Male Malaysian

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Laws, 2nd Class Honours (Upper Division), University of Singapore.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Too was appointed to the Board as an Independent Non-Executive Director on 27 April 2010. He was then redesignated as Non-Independent Non-Executive Director on 26 May 2023.

After graduating from the University of Singapore in 1971, Mr. Too joined Shook Lin & Bok ("SLB") in 1972 as a legal assistant. He taught briefly at the University of Malaya in the 1970's. He was emplaced as a Limited Partner of SLB in 1975, thereafter as a General Partner in 1980 and then as Deputy Managing Partner in 1992. He was SLB's Executive Partner since 1998 and was also the Head of the Banking and Finance Litigation Department until his retirement in December 2012.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

#### **FAMILY RELATIONSHIP**

None.

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Too has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.

## DIRECTORS' PROFILE [cont'd]

### TAI LAM SHIN

Independent Non-Executive Director  
*Chairman of the Audit Committee*  
*Member of the Nominating Committee*  
*Member of the Remuneration Committee*

**AGE/GENDER NATIONALITY**

Age 67/Male Malaysian

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Chartered Accountant, Malaysian Institute of Accountants (MIA); and  
Fellow of Chartered Association of Certified Accountants (FCCA, United Kingdom).

**DATE APPOINTED/WORK EXPERIENCE**

Mr. Tai was appointed to the Board on 26 June 2014. He is exposed and experienced in areas of audit assurance, financial and corporate advisory, due diligence review and reporting accountants to public listed corporations, multinationals and private companies.

**OTHER DIRECTORSHIP**

Listed Issuers : MCE Holdings Berhad and White Horse Berhad.  
Public Companies : Nil.

**FAMILY RELATIONSHIP**

None.

**CONFLICT OF INTERESTS**

None.

**CONVICTIONS FOR OFFENCES**

Mr. Tai has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

**BOARD MEETINGS ATTENDED**

5 out of 5.

### MAHATHIR BIN MOHAMED ISMAIL

Independent Non-Executive Director  
*Member of the Audit Committee*  
*Chairman of the Nominating Committee*  
*Chairman of the Remuneration Committee*

**AGE/GENDER NATIONALITY**

Age 75/Male Malaysian

**ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Commerce & Accounting, University of Western Australia;  
Fellow, CPA Australia; and  
Chartered Accountant, Malaysian Institute of Accountants (MIA).

**DATE APPOINTED/WORK EXPERIENCE**

Mr. Mahathir was appointed to the Board on 23 June 2015. He has considerable experience in the banking and finance field with his tenure at 3 Malaysian financial institutions, listed companies and private companies from January 1976 to March 2005. Thereafter from June 2005 to 31 December 2018, he was a Lecturer in Audit & Corporate Governance, Audit & Assurance, Accounting and Business Ethics in Taylor's University.

## DIRECTORS' PROFILE (cont'd)

### **MAHATHIR BIN MOHAMED ISMAIL (cont'd)**

Independent Non-Executive Director  
*Member of the Audit Committee*  
*Chairman of the Nominating Committee*  
*Chairman of the Remuneration Committee*

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.  
Public Companies : Nil.

#### **FAMILY RELATIONSHIP**

None.

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Mahathir has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.

### **DATO' DR. ZAHA RINA BINTI ZAHARI**

Independent Non-Executive Director  
*Member of the Audit Committee*  
*Member of the Nominating Committee*  
*Member of the Remuneration Committee*

#### **AGE/GENDER NATIONALITY**

Age 63/Female Malaysian

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Doctorate in Business Administration, University of Hull, United Kingdom;  
MBA, University of Hull, United Kingdom; and  
Bachelor of Accounting and Finance, Leeds Metropolitan University, United Kingdom.

#### **DATE APPOINTED/WORK EXPERIENCE**

Dato' Dr. Zaha Rina was appointed to the Board on 26 August 2021. She has more than 30 years of working experience in financial (including Islamic), commodities and securities industries and the developing of the Malaysian capital market, mergers and acquisitions in insurance and Takaful companies.

She is also an independent board member in financial institutions, licensed by the Securities Commission Malaysia to provide corporate advisory services and a member of the Appeals Committee of Bursa Malaysia Berhad.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Manulife Holdings Berhad, Hibiscus Petroleum Berhad, IGB Berhad and Pacific & Orient Berhad.  
Public Companies : Pacific & Orient Insurance Co. Berhad and Mizuho Bank (Malaysia) Berhad.

#### **FAMILY RELATIONSHIP**

None.

## DIRECTORS' PROFILE [cont'd]

### **DATO' DR. ZAHA RINA BINTI ZAHARI (cont'd)**

Independent Non-Executive Director  
*Member of the Audit Committee*  
*Member of the Nominating Committee*  
*Member of the Remuneration Committee*

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Dato' Dr. Zaha Rina has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

#### **BOARD MEETINGS ATTENDED**

5 out of 5.

### **HO CHUNG HUI**

Alternate to Ms. Lee Huee Nan @ Lee Hwee Leng

#### **AGE/GENDER NATIONALITY**

Age 49/Male Singaporean

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Bachelor of Science in Economics, The London School of Economics, United Kingdom.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Ho was appointed as Alternate Director to Ms. Lee Huee Nan @ Lee Hwee Leng on 26 June 2014. He is presently the Commercial/Corporate Director of Keck Seng (Malaysia) Berhad. He had previously worked for a major US consultancy firm on various practices of strategy, finance and business process re-engineering and human capital in Singapore.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors' Voluntary Winding Up) and Lim & Lim Plantations Berhad.  
[Both companies are subsidiaries of the Company]

#### **FAMILY RELATIONSHIP**

Mr. Ho is the son of Dato' Ho Cheng Chong @ Ho Kian Hock.  
[Managing Director and substantial shareholder of the Company]

Mr. Ho is the nephew of Mr. Ho Kim Swee @ Ho Kian Guan (Executive Chairman) and Mr. Ho Eng Chong @ Ho Kian Cheong (Non-Independent Non-Executive Director).  
[Both are substantial shareholders of the Company]

Mr. Ho is the brother of Mr. Ho Chung Kain (He ChongJing).

Mr. Ho is the cousin of Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney).

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



## DIRECTORS' PROFILE [cont'd]

### HO CHUNG KIAT, SYDNEY (HE CHONGJIE, SYDNEY)

Alternate to Mr. Ho Eng Chong @ Ho Kian Cheong

#### **AGE/GENDER NATIONALITY**

Age 41/Male Singaporean

#### **ACADEMIC/PROFESSIONAL QUALIFICATION**

Master of Engineering in Electrical and Electronic Engineering (First Class Honours), Imperial College of Science, Technology and Medicine, United Kingdom.

#### **DATE APPOINTED/WORK EXPERIENCE**

Mr. Ho was appointed as Alternate Director to Mr. Ho Eng Chong @ Ho Kian Cheong on 15 October 2018. He is presently the Executive Director of Hub Synergy (S) Pte. Ltd., Leefon Corporation Pte. Ltd. and i.Contemporary Living Pte. Ltd. He is responsible for the marketing and operations of a commercial building, supervising the redevelopment of a 26-storey commercial building and for the day-to-day operations, marketing and leasing of warehouse lots in an industrial building. Previously, he was also involved in the development of a 49-unit, 30-storey residential project.

#### **OTHER DIRECTORSHIP**

Listed Issuers : Nil.

Public Companies : Nil.

#### **FAMILY RELATIONSHIP**

Mr. Ho is the son of Mr. Ho Eng Chong @ Ho Kian Cheong.

[Non-Independent Non-Executive Director and substantial shareholder of the Company]

Mr. Ho is the nephew of Mr. Ho Kim Swee @ Ho Kian Guan (Executive Chairman) and Dato' Ho Cheng Chong @ Ho Kian Hock (Managing Director).

[Both are substantial shareholders of the Company]

Mr. Ho is the cousin of Mr. Ho Chung Kain (He ChongJing) and Mr. Ho Chung Hui.

#### **CONFLICT OF INTERESTS**

None.

#### **CONVICTIONS FOR OFFENCES**

Mr. Ho has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## KEY SENIOR MANAGEMENT'S PROFILE

### PLANTATIONS

#### TEO AIK CHONG

General Manager, Plantation and Mill  
Johor, Malaysia

#### AGE/GENDER NATIONALITY

Age 44/Male Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Mechanical Engineering, Wichita State University.

#### DATE APPOINTED/WORK EXPERIENCE

Mr. Teo commenced his career at KSM's Palm Oil Mill Division on 1 April 2006. In May 2023, he was concurrently assigned to manage KSM's Plantation Division and was subsequently promoted to his current position on 12 March 2024.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### MANUFACTURING

#### CHUA TECK NGIN

Senior General Manager  
Johor, Malaysia

#### AGE/GENDER NATIONALITY

Age 72/Male Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Chemical Engineering, University Malaya; and  
P. Eng (Malaysia).

#### DATE APPOINTED/WORK EXPERIENCE

Mr. Chua has been with KSM since 1 August 1984 and was promoted to Senior General Manager on 12 March 2024.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Lim & Lim Plantations Berhad.  
[A subsidiary of the Company]

### MANUFACTURING

#### TEO ENG SENG

General Manager of Refinery and Supervitamins  
Johor, Malaysia

#### AGE/GENDER NATIONALITY

Age 44/Male Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Engineering (Hons), Chemical at University  
Technology Malaysia.  
MIEM, P.Eng (Malaysia)

#### DATE APPOINTED/WORK EXPERIENCE

Mr. Teo commenced his career at KSM's Palm Oil Refinery Division on 1 July 2006 as Project Engineer. He was promoted to Refinery Deputy General Manager on 1 Jan 2022 before being appointed to current position on 12 March 2024.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### PROPERTY DEVELOPMENT

#### DATO' DR. ABDUL RAHIM BIN RAMLI

Senior Advisor to Keck Seng (Malaysia) Berhad  
Johor, Malaysia

#### AGE/GENDER NATIONALITY

Age 83/Male Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Arts (Honors) Economics, University Malaya.  
Honorary PhD Pengurusan Kesultanan Johor from University Tun  
Hussein Onn Johor.

#### DATE APPOINTED/WORK EXPERIENCE

Dato' has been the Chief Executive Officer of Tanjong Puteri Golf Resort Berhad since January 1997 and presently Senior Advisor to KSM effective from 12 September 2018.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Tanjong Puteri Golf Resort Berhad (In Creditors'  
Voluntary Winding Up).  
[A subsidiary of the Company]

## KEY SENIOR MANAGEMENT'S PROFILE [cont'd]

### PROPERTY DEVELOPMENT

#### KENNY KOH GUAN KAI

General Manager  
Johor, Malaysia

#### AGE/GENDER NATIONALITY

Age 46/Male Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Science in Civil Engineering, University Technology Malaysia ("UTM")

#### DATE APPOINTED/WORK EXPERIENCE

Mr. Koh started his career in the construction industry. He was with the Singapore Tunnel Project in 2002. Thereafter in 2006, he worked in Malaysia as a Project Manager with a contractor's firm where he was involved in the construction of both buildings and infrastructures. Mr. Koh joined KSM – Property Division as a Project Manager on 1 June 2015 to oversee the planning and construction of development projects. He later assumed the role of Deputy General Manager from 1 January 2022 until 1 March 2023 before being appointed to his current position on 2 March 2023.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### PROPERTY INVESTMENT

#### SIM YOKE KENG

General Manager  
Kuala Lumpur, Malaysia

#### AGE/GENDER NATIONALITY

Age 48/Female Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Diploma in Programming, Informatics College; and Postgraduate Diploma in Marketing, The Chartered Institute of Marketing.

#### DATE APPOINTED/WORK EXPERIENCE

Ms. Sim joined HKH Holdings Sdn. Bhd. on 11 July 2006 and was promoted to her current position on 1 April 2017.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### PROPERTY INVESTMENT

#### PAULINE TAN

General Manager  
Kuala Lumpur, Malaysia

#### AGE/GENDER NATIONALITY

Age 68/Female Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Diploma in Business Administration.

#### DATE APPOINTED/WORK EXPERIENCE

Pauline has been with Lusaka Holdings Sdn. Bhd. since 1 September 1989. She has over 30 years of experience in administration, leasing and building management.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### HOTEL

#### COLIN WANG

Regional VP, Asset Management (West Coast)  
New York, USA

#### AGE/GENDER NATIONALITY

Age 54/Male Singaporean

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Higher Diploma in Hotel, Catering & Tourism Management – IMI International Management Institute, Switzerland; General Managers Program; and Cornell-Nanyang Institute of Hospitality Management (Singapore).

#### DATE APPOINTED/WORK EXPERIENCE

Colin has over 30 years of international experience in the hotel industry (Hong Kong, London, Abu Dhabi, Dubai, various states in the USA and Singapore). He was previously the Vice President, Operations and General Manager based out of Los Angeles under the Millennium & Copthorne Group of Hotels. He has been with KSM Group since 2018.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

## KEY SENIOR MANAGEMENT'S PROFILE [cont'd]

### HOTEL

#### ROBERT ROY

Regional Vice President (RVP)  
New York, USA

#### AGE/GENDER NATIONALITY

Age 61/Male Canadian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Commerce Honors, University of Ottawa; and  
Baccalaureate in Administration.

#### DATE APPOINTED/WORK EXPERIENCE

Robert was appointed as RVP effective from 1 April 2015. He was previously the General Manager at Sheraton Ottawa Hotel, Canada.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### HOTEL

#### WOLFGANG BOETTCHER

Director of Global Hotel Operations

#### AGE/GENDER NATIONALITY

Age 56/Male German

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Certifications in Meat Science Berufsschule Friedrichshafen; and  
Certification as Instructor for Culinary Education.

#### DATE APPOINTED/WORK EXPERIENCE

Mr. Boettcher was appointed as Director of Hotel Operations Asia Pacific in March 2018. He was with Starwood Hotels & Resorts and Marriott International for the past 27 years. His past experiences included appointments as an Area Vice President, Area Managing Director and other various General Manager roles in Southeast Asia and Greater China. Mr. Boettcher was appointed to his current role in October 2023.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### HOTEL

#### GRACE LOK

Vice President, Corporate Finance  
San Francisco, USA

#### AGE/GENDER NATIONALITY

Age 53/Female American

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Master of Science Taxation, San Jose State University;  
Master of Business Administration, University of Hawaii;  
Bachelor of Business Administration Honors in Accounting;  
Distinction in Finance, University of Hawaii; and  
Affiliate member, American Institute of Certified Public Accountants.

#### DATE APPOINTED/WORK EXPERIENCE

Grace was appointed as Senior Corporate Controller in September 2021. She was promoted to her current position on 1 July 2023. She was in the capacity of Financial Controller/Director of Finance for 20 years. She was previously the Market Director of Finance-Hong Kong with Marriott International and Area Director of Finance-Hong Kong, Macau and Taiwan with Starwood Hotels & Resorts.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### INVESTMENT HOLDING

#### PAUL TSE SEE FAN

Director  
Hong Kong

#### AGE/GENDER NATIONALITY

Age 70/Male Hong Kong, China

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Master of Business Administration.

#### DATE APPOINTED/WORK EXPERIENCE

Paul Tse has been an Executive Director of Keck Seng Investments (Hong Kong) Limited, an affiliate of the Company, since 1979. He also holds directorships in numerous companies within the affiliated Group and is also a Non-Executive Director of Banco Nacional Ultramarino, a note-issuing bank in the Macau Special Administrative Region. Paul Tse was appointed as Director in two of KSM's investment holding subsidiaries on 30 January 1981 and 27 December 1984 respectively.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

## KEY SENIOR MANAGEMENT'S PROFILE [cont'd]

### GROUP FINANCE

#### REUSON SEET

Group Accountant  
Johor, Malaysia

#### AGE/GENDER NATIONALITY

Age 52/Male Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Commerce (majoring in Accounting), Curtin University of Technology, Australia;  
Chartered Accountant of the Malaysian Institute of Accountants;  
Fellow of CPA Australia; and  
Associate of the Chartered Tax Institute of Malaysia.

#### DATE APPOINTED/WORK EXPERIENCE

Reuson started his career as an auditor with Arthur Andersen, where he gained valuable experience in audit, accounting and taxation. In 2000, he joined KSM as an Accountant and was subsequently promoted as Group Accountant in 2014. He has more than 20 years of experience in IFRS financial accounting and reporting, group consolidation, tax compliance and planning, risk management and internal controls.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

### GROUP FINANCE

#### GAN KIM BUAN

Financial Consultant  
Johor, Malaysia

#### AGE/GENDER NATIONALITY

Age 76/Male Malaysian

#### ACADEMIC/PROFESSIONAL QUALIFICATION

Bachelor of Accountancy, University of Singapore.

#### DATE APPOINTED/WORK EXPERIENCE

Mr. Gan was appointed as KSM's Accountant in July 1975. He is in his current position since 2014.

#### OTHER DIRECTORSHIP

Listed Issuers : Nil.  
Public Companies : Nil.

*None of the key senior management team has:*

- 1) *any family relationship with any director and/or major shareholder of the Company;*
- 2) *any conflict of interests with the Company; and*
- 3) *any conviction for offences (other than traffic offences, if any) within the past 5 years or any sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2024.*



## **CORPORATE GOVERNANCE OVERVIEW STATEMENT**

The Board of Directors (“the Board”) of Keck Seng (Malaysia) Berhad (the “Company”) and its subsidiaries (collectively referred to as “the Group”) acknowledges that good corporate governance (“CG”) is in shareholders’ interest and promotes sustainable long-term success, growth, and value. The Board and Senior Management, who are responsible for the governance of the Group are committed to ensure good CG practices are adopted and continued.

The Board is pleased to provide its shareholders and other stakeholders an insight of the Group’s CG approach, practices, and areas of emphasis for the financial year ended 31 December 2024 (“FY 2024”) through its CG Overview Statement (“CGOS”) and CG Report (“CGR”).

The CGOS and CGR are prepared in compliance with the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and guided by Practice Note 9 of the MMLR, the CG Guide (4th edition) issued by Bursa Securities and the Malaysian Code on Corporate Governance (“CG Code”).

To better understand the Group’s CG principles and practices, the CGOS should be read together with the CGR and other statements in the Annual Report (“AR”), including the Statement on Risk Management and Internal Control and the Audit Committee Report. The CGR is available on the Company’s website, <https://my.keckseng.com> and Bursa Securities’ website.

### **ADOPTION OF THE CG CODE**

The Company has generally applied the best practices under the CG Code for FY 2024.

The CGR explains the extent of the Group’s application, departures and alternative measures adopted for its CG practices.

The Board continues to evaluate the Group’s governance practices and enhance it in response to adopting best practices and the changing needs of the Group.

### **PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS**

#### **I. Board Responsibilities**

The Board is responsible for the overall leadership, values, directions, and performance of the Group. An effective Board is imperative in establishing and achieving the Group’s strategies.

The Board Charter which is available on the Company’s website, <https://my.keckseng.com>, outlines the responsibilities of the Board, both individually and collectively, and on matters reserved for the Board.

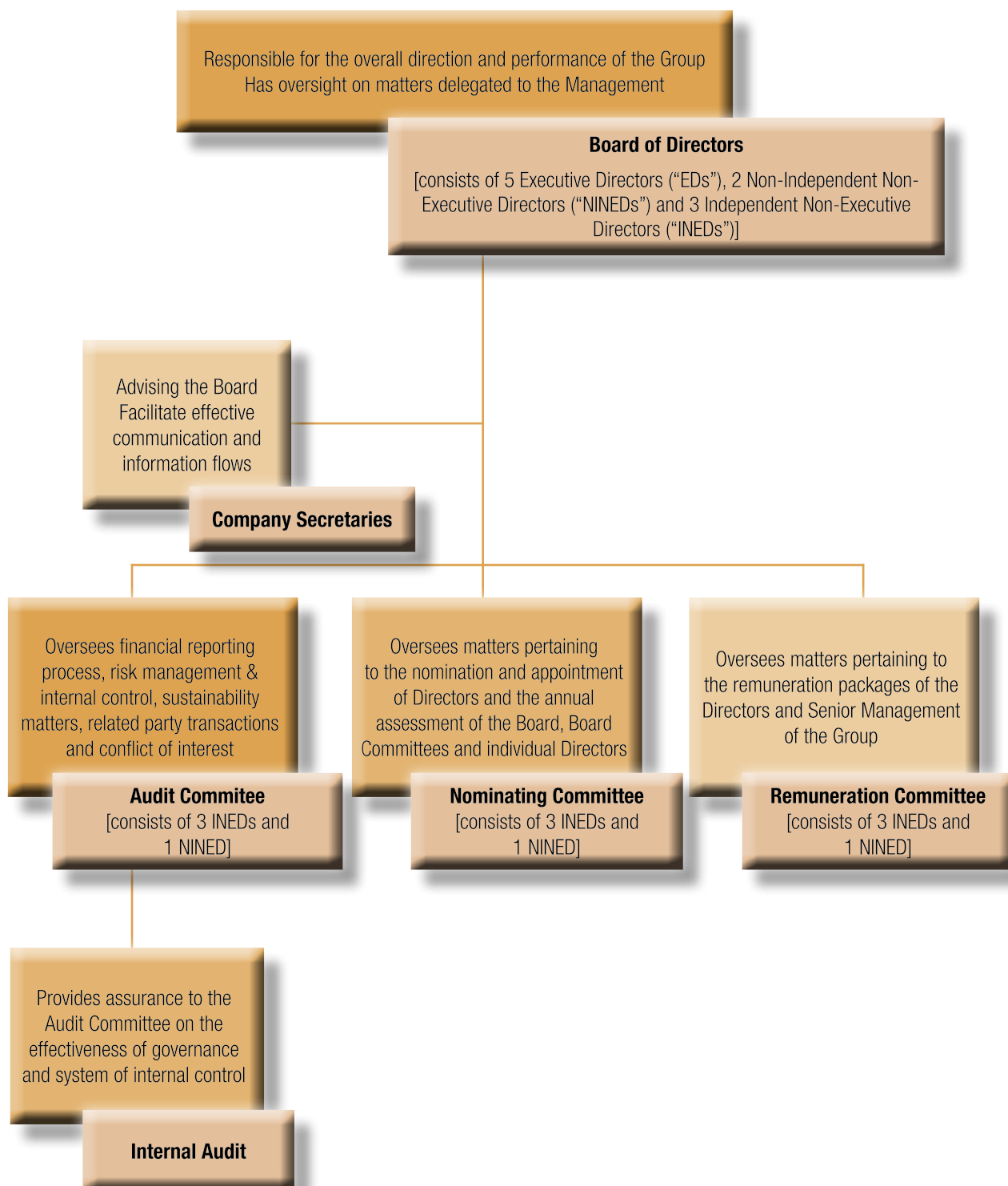
The Board has constituted 3 Board Committees, namely Audit Committee (“AC”), Nominating Committee (“NC”) and Remuneration Committee (“RC”) to which it has delegated its authorities in certain matters to support the Board. The Board is informed of the activities of the Board Committees by the respective Board Committee chairman, through minutes of meetings, briefings and reports. Further details on the work of the AC, NC and RC are provided in the respective sections of this AR. Notwithstanding that, the ultimate responsibilities for the final decision on all matters lies with the Board.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### I. Board Responsibilities (Cont'd)

The governance structure of the Board is as follows:



## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### I. Board Responsibilities (Cont'd)

EDs' and INEDs'/NINEDs' roles:

ED	INED / NINED
<ul style="list-style-type: none"> <li>Plan the business directions of the Group.</li> <li>Implement the Board's decisions.</li> <li>Drive the Group's businesses and performance.</li> <li>Deal with day-to-day operational matters.</li> </ul>	<ul style="list-style-type: none"> <li>Advise and support the Board.</li> <li>Provide independent and objective judgement, scrutiny, and experience.</li> <li>Ensure the effectiveness of the system of risk management and internal control.</li> <li>Involved in various Board Committees.</li> </ul>

Key matters considered by the Board in FY 2024 are:

Strategic matters	Governance matters	Financial and other matters
<ul style="list-style-type: none"> <li>Business performance and strategic plans</li> <li>Succession planning</li> <li>Dividend decisions</li> <li>Manpower and business rationalisation exercise</li> </ul>	<ul style="list-style-type: none"> <li>Conflict of interest situation ("COI") (including potential COI)</li> <li>Corporate statements and reports for inclusion in the AR</li> <li>Risk management, internal control, and sustainability framework</li> <li>Internal audit reports, risk assessment analysis and sustainability matters reports</li> <li>Incident or suspicion of fraud updates, if any</li> <li>Annual evaluation of Board, Board Committees, and individual Directors</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly unaudited financial results and annual audited financial statements of the Group including announcements thereof</li> <li>Related party transactions and/or recurrent related party transactions</li> <li>External Auditors' reports on audit findings and updates</li> </ul>

Moving forward, the Board's focus is to:

- Monitor business strategies and performance.
- Promote and enhance the Group's Environmental, Social and Governance ("ESG") practices and disclosures.
- Explore new business opportunities.
- Continue succession planning for Board and Senior Management.
- Review the participation of women in Senior Management roles.
- Align policies and procedures with applicable new laws and regulations.
- Assess non-application of CG practices for adoption.

#### Chairman and Managing Director's Role

To be effective, clarity of various roles and responsibilities of individual directors must exist. A clear division of responsibilities has been established between the Executive Chairman ("EC") and Managing Director ("MD"). The positions are held by different individuals to ensure that there is a balance of power and authority. Both the EC and MD are not members of the Board Committees.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### I. Board Responsibilities (Cont'd)

##### Chairman and Managing Director's Role (Cont'd)

The division of responsibilities between the EC and MD is as follows:

EC Mr. Ho Kim Swee @ Ho Kian Guan	MD Dato' Ho Cheng Chong @ Ho Kian Hock
<ul style="list-style-type: none"> <li>Leads and ensures Board effectiveness, governance, and conduct.</li> <li>With the assistance of the Company Secretary, Board meetings are scheduled in advance and clear information are disseminated to Board members, enabling the Board to perform their duties effectively.</li> <li>Acts as a facilitator during Board meetings.</li> <li>Ensures that the Board Committees function properly and that open, healthy and effective debates are conducted.</li> <li>Encourages constructive and respectful relations between the Board members and between the Board and Management.</li> <li>Ensures that sufficient time is given on deliberation of issues.</li> </ul>	<ul style="list-style-type: none"> <li>Fulfills the Chief Executive Officer's role.</li> <li>Oversees the Group's day-to-day operations.</li> <li>Is overall responsible for the financial performance and development of the Group's strategies.</li> <li>Ensures principal risks and sustainability matters of the Group are monitored.</li> <li>Ensures that internal control and management information systems are in place.</li> <li>Ensures effective implementation of policies and strategies adopted by the Board throughout the entire organisation.</li> </ul>

The Board Charter sets out the responsibilities of the EC and the MD.

##### Company Secretaries

The Board is supported by Company Secretaries who are Associate members of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA) and qualified Chartered Secretaries under Section 235(2)(a) of the Companies Act 2016.

All Directors have unfettered access to the advice and services of the Company Secretary. The Company Secretary attends all Board and Board Committee meetings and is responsible to ensure that meeting procedures at all Board and Board Committee meetings are adhered to, deliberations and conclusions are recorded. The draft minutes of the Board and respective Board Committee meetings are circulated for comments before confirmation at the next meeting.

The Company Secretary provides advice on the Company's Constitution and periodic updates on governance matters and the latest regulatory developments including Directors' disclosure obligations as well as assisting in the induction of new Directors and providing suggestions for continuing professional development as required. She also facilitates the effective flow of information between the Board, Board Committees, and relevant management parties.

Together with the Board, the Company Secretary ensures compliance with the Companies Act 2016, MMLR and relevant laws and regulations applicable to the Company.

The appointment and removal of the Company Secretary is determined by the Board as a whole. The Board was satisfied with the support rendered by the Company Secretary to the Board during FY 2024 in discharging their duties.

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]**

### **PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**

#### **I. Board Responsibilities (Cont'd)**

##### **Access to Information and Advice**

The Board has unrestricted access to timely and accurate information based on the agreed meeting agenda. The information is not restricted to quantitative information but may include other information deemed proper.

All Directors are furnished with meeting agendas and Board papers at least 7 days prior to each Board meeting. Sufficient time is given to enable the Directors to read and understand the matters to be deliberated on, and where necessary, to obtain further explanation, information or be properly briefed before the meeting. The Board papers encompass all aspects of the matters being considered, enabling the Board to look at both the quantitative and qualitative factors so that informed decisions are made.

In furtherance of their duties, where necessary and in appropriate circumstances, the Board is entitled to seek independent professional advice at the Company's expense to enable it to discharge its responsibilities effectively. The Directors are also accessible to the Management for information and exchange of views outside formal Board meetings.

##### **Board and Board Committee Charters**

The Board Charter acts as a source of reference and primary induction material in providing insights to Board members and Senior Management. It defines, among others, the Board's objectives, roles, responsibilities, individual and collective authorities of the Board, its committees and meeting procedures.

Apart from the Board's responsibilities mentioned in the Board Charter, the Board reserves specific decision rights on matters relating to:

- COI issues;
- Material acquisitions and disposal of assets not in the ordinary course of business;
- Significant capital expenditure;
- Strategic investments, mergers and acquisitions and corporate exercises;
- Limits of authority;
- Treasury policies;
- Risk management policies; and
- Key human resource issues.

The matters listed above are not exhaustive and may be amended by the Board, where necessary.

The Board Committee Charters encompass the respective Committees' responsibilities and authorities. The Board Charter and Board Committee Charters are periodically reviewed and updated in accordance with the needs of the Company or when changes arise in the corporate and business environment.

The Board Charter was last reviewed on 25 November 2022 whilst the AC Charter was last reviewed and approved by the Board on 27 November 2023. The Board and Board Committee Charters are publicly available on the Company's website.

All other matters not specifically reserved for the Board or the Board Committees but are necessary for the day-to-day operations of the Group have been delegated to the Management. The Management's responsibilities conferred by the Board are delegated through the MD and is under the MD's purview.

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]**

### **PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**

#### **I. Board Responsibilities (Cont'd)**

##### **Board and Board Committee Charters (Cont'd)**

The responsibilities of the Management are to ensure that:

- Plans are formulated and implemented to meet strategic objectives;
- Risk and sustainability frameworks are in place;
- Effective internal control systems are in place;
- Succession plans are in place;
- Compliance with legal and statutory requirements;
- Policies and procedures are drawn up, reviewed, and updated, where necessary; and
- Timely, accurate and clear financials and information are maintained and available.

##### **Code of Conduct and Ethics, Anti-Bribery & Anti-Corruption, Whistleblowing Policy and Conflict of Interest Policy**

The Group's commitment to uphold high ethical standards, governance and professional conduct at all times is reflected from the establishment of the following Board policies:

- Code of Conduct and Ethics ("Code") – sets the principles, ethical and standards of business ethics and conduct of the Group that aim to promote ethical conduct throughout the Group;
- Anti-Bribery & Anti-Corruption ("ABAC") Policy – sets out the parameters on unacceptable activities/practices and guidance on how to deal with such issues that may arise in the course of conducting business. The ABAC Policy is applicable to all Directors, employees and stakeholders who are performing work or services for and on behalf of the Group, whether directly or indirectly;
- Whistleblowing Policy – provides an avenue by which an individual, may in confidence, raise genuine concerns on possible improprieties in financial reporting, suspected criminal offence, breaches in legal obligations, non-compliance, endangerment, unfair treatment, misconduct, wrongdoings, corruption, bribery, blackmail and instances of fraud, waste, and/or abuse involving the resources of the Group. Complaints can be channelled in an appropriate and timely manner to any Senior Management and/or MD or AC Chairman or the Head of Internal Audit. Protections will be accorded to the whistleblower; and
- COI Policy – guides all directors and employees of the Group on how to identify, declare and deal with COI situations as they arise, persist or may arise.

The Code, ABAC, Whistleblowing and COI Policies are available on the Company's corporate website.

##### **Sustainable Practices**

As the Board is accountable to its shareholders and stakeholders for the conduct and long-term success of the Group, the plans and business strategies that it forms must ensure that sustainable issues are considered. The Board is committed in ensuring that there is proper governance throughout the Group, and business activities and practices do not detrimentally impact society and environment.

Through Management's various engagements with relevant stakeholders, sustainability risks and opportunities are identified, reviewed, and assessed prior to any decision-making and implementation of plans and strategies.

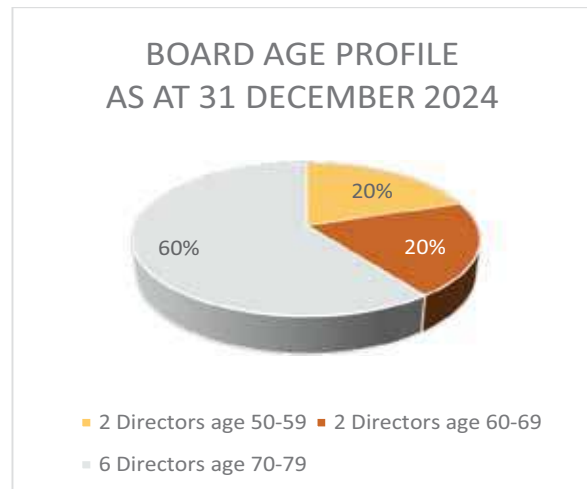
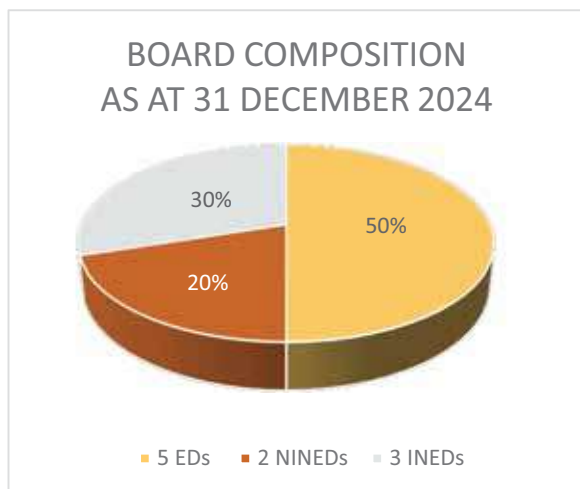
Shareholders and other stakeholders can find details on the Group's initiatives on sustainable practices in the Sustainability Statement featured on pages 59 to 111.

The Board stays updated on sustainability issues through discussions with Senior Management, reviewing sustainability-related articles, and participating in professional development updates and programmes. Details of the Directors' training and professional development during FY 2024 can be found on pages 39 to 40.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition



#### Independent Directors

There were no changes to the composition of the Board in FY 2024. The number of INEDs on the Board remained at 3 INEDs.

The composition of the current Board complies with Paragraph 15.02 of the MMLR of Bursa Securities which requires at least 2 directors or 1/3 of the Board of the Company, whichever is the higher to be independent directors and with at least 1 female director. In the event of any vacancy on the Board which results in non-compliance with this requirement, the Board will ensure that such vacancy be filled within 3 months. None of the Directors are active politicians.

The INEDs play an important role in corporate accountability because they provide objective and independent judgement, bring strategic guidance and constructive challenges to the Management.

The Board together with the NC have performed an annual assessment of the INEDs and concluded that each of the INEDs remains independent in character and judgement as they are able to provide unbiased and independent views to the Board, provide objective challenge to the Management on commercial and corporate governance matters. The INEDs have declared that they have no business or other relationships with the Group or substantial shareholders which are likely to affect their independence.

Further to the annual assessment, each INED has also submitted an annual independence declaration. All the INEDs have fulfilled the criteria of "independence" as defined in the MMLR of Bursa Securities and other criteria pursuant to the CG Code.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Independent Directors (Cont'd)



Practice 5.2 of the CG Code states that at least half of the Board comprises independent directors. Although the Board is aware that its current position departs from the recommended practice, it believes that the goal of independence and objectivity in such practice is not compromised as a result of such composition.

In accordance with Paragraph 1.01 of the MMLR, which limits the tenure of an independent director to a cumulative period of 12 years from the date of his first appointment as an Independent Director, the Board notes that as of FY 2024, two Independent Directors, Mr. Tai Lam Shin and En. Mahathir, have served beyond nine years. After due consideration and assessment, the Board is satisfied that their independence remains intact, given their objective judgment and valuable contributions.

As a matter of policy, the Board will not seek shareholders' approval at each Annual General Meeting ("AGM") and conduct the two-tier voting process for Independent Directors serving beyond nine years. This decision aligns

with regulatory requirements while ensuring continuity and stability in Board composition. The Board remains committed to ongoing governance reviews to maintain an effective balance of experience, independence, and board refreshment.

#### Diversity

The Board recognises the value of a diverse board. The NC annually reviews the size, composition, skills mix and experience of the Board and Board Committees to ensure that the Board and Board Committee members have the required mix of industry-specific knowledge, broad business, and commercial experience to govern the Group effectively.

KSM's Directors are professionals in the following fields:



They also bring informed, independent, and balanced perspective to the Group's strategy and performance so as to ensure that the Group maintains the highest standards of conduct and integrity.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Diversity (Cont'd)

The Group is committed to appointing female directors to make up at least 30% of its Board composition, underscoring its support for gender diversity and inclusivity. The Board advocates that fair and equal opportunities be given to all suitable candidates by taking into consideration the candidate's skills, knowledge, expertise, experience, professionalism, integrity, competencies, independence and diversity (including gender diversity, ethnicity, and age).

The Group has traditionally had a largely male-dominated workforce as certain works in the Plantations and Manufacturing segments were felt more suitable for men due to the heavy physical nature of the tasks.

However, the Group acknowledges changing social attitudes towards gender-specified roles and jobs, and is committed to promoting a culture of diversity, inclusivity, fairness, integrity, honesty, courtesy, respect, dignity, and equal opportunity, where employees can succeed based on personal ability and contribution. The Group's current workforce encompasses a wide age range and represents a diverse mix of nationalities, genders, cultural background, skills, and experiences. This diversity grants the Group a competitive advantage, fostering access to new ideas, improved decision-making, and the capacity to connect with a diverse set of cultures. The Group promotes workplace diversity through:

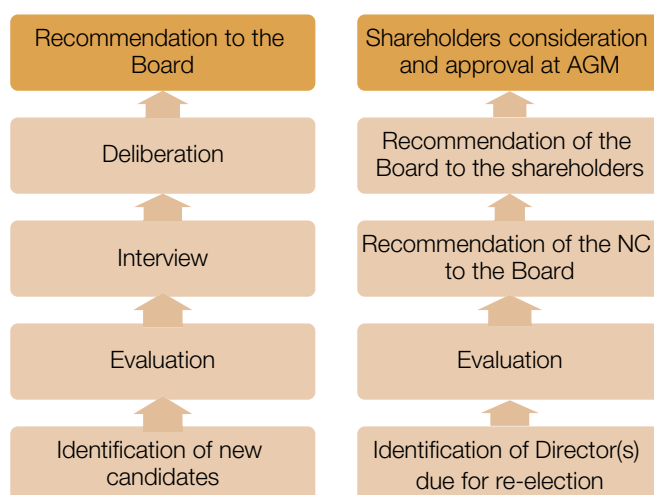
- Merit and experience-based recruitment;
- Developing potential through training and mentoring; and
- Promoting an inclusive and supportive culture.

The Company has in place a Diversity Policy which outlines the Group's approaches in achieving and maintaining diversity (including gender diversity, ethnicity, and experience) on its Board and Senior Management positions. The Diversity Policy was last reviewed on 25 November 2022 and is available on the Company's website.

##### Appointments and Annual Assessment

The NC was established by the Board to ensure a formal and transparent procedure is in place for the appointment and re-election of Directors of the Company.

The processes for Board appointments and the re-election of Directors are outlined in the following flow charts:



## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Appointments and Annual Assessment (Cont'd)

The Board had adopted a Directors' Fit and Proper Policy for the appointment and re-election of Directors of the Group, a copy of which is available on the Company's website. The NC will evaluate the suitability of a candidate for appointment or re-election as Director of the Board based on the following 4 main criteria: -

- Probity, character, and integrity;
- Experience and competency;
- Time and commitment; and
- Financial integrity.

Existing Directors and potential candidates are required prior to their appointment to declare any COI that may arise from their current or future activities. Any existing or future COI must be identified, reviewed, and reported to the AC, with measures taken to resolve, eliminate or mitigate the situation. The Directors are frequently reminded of their obligations in relation to COI situations.

The NC is tasked with reviewing the composition of the Board and is authorised to recommend the appointment of new executive or non-executive directors to the Board. In formulating these recommendations, the Chairman of the NC must consult with all Directors, ensuring that their input is reflected in the recommendations presented to the Board. Candidates for appointment as directors may be identified through recommendations from Directors, Management, advisors, business associates and any other external parties and professional bodies.

The NC has direct access to the advice and services of the Company Secretary who is responsible for ensuring that all appointments and re-elections are properly executed and all necessary information is obtained and documented.

All newly appointed Directors undergo induction programmes to familiarise themselves with the Group's business activities. The programmes are designed to help the new Director understand the Group's operational environment and the distinct operations across various divisions, through discussions with management and/or participation in relevant training programmes. Additionally, all Directors will receive regular updates on the Group's business, the competitive and regulatory environments in which it operates and other significant changes, through briefings and meetings. Directors will also be thoroughly briefed on their legal and other obligations as Directors of a listed company.

In accordance with the Company's Constitution, all newly appointed directors are subject to re-election by the shareholders at the next AGM subsequent to their appointment. The Constitution also provides that at least 1/3 of the Board including the MD is subject to re-election at each AGM and at least once in every 3 years.

All Directors are expected to devote sufficient time in discharging their duties and responsibilities in the best interest of the Company. Consequently, each Director is restricted to holding not more than 5 directorships in listed issuers. Directors must consult the Chairman of the Board prior to accepting any new directorship in other listed issuers and inform the Board of any changes to their external appointments. The Directors are required to disclose and update their directorships and shareholding details in other companies as and when necessary. For details of the Directors' other directorships, please refer to Directors' Profile on pages 15 to 23 of this AR.

Meetings for each financial year are scheduled in advance, enabling Directors to plan their schedules. The Board convenes at least four meetings a year at regular intervals. Additional meetings are held as and when required. The Directors are expected to attend all Board and Board Committee meetings, although it is acknowledged that exceptional circumstances such as personal commitments or health-related reasons may preclude their attendance.

The NC facilitates the annual assessment of the Board, Board Committees and individual Director's performance and effectiveness based on a set of predetermined criteria. In addition, the NC procures fit and proper declarations from retiring directors before recommending their re-election to the Board.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Board and Board Committees Composition and Meeting Attendance

During FY 2024, the Board and Board Committees members have discharged their duties and responsibilities through their attendance at the respective meetings set out in the table below:

Members	Board	AC	NC	RC
Mr. Ho Kim Swee @ Ho Kian Guan Executive Chairman	5/5			
Dato' Ho Cheng Chong @ Ho Kian Hock Managing Director	5/5			
Mr. Ho Eng Chong @ Ho Kian Cheong (Alternate: Mr. Ho Chung Kiat, Sydney [He ChongJie, Sydney]) Non-Independent Non-Executive Director	5/5			
Mr. Ho Chung Kain (He ChongJing) Executive Director	5/5			
Ms. Lee Huee Nan @ Lee Hwee Leng (Alternate: Mr. Ho Chung Hui) Executive Director	5/5			
Mr. Liew Foong Yuen Executive Director	5/5			
Mr. Too Hing Yeap @ Too Heng Yip Non-Independent Non-Executive Director	5/5	5/5	1/1	1/1
Mr. Tai Lam Shin Independent Non-Executive Director	5/5	5/5	1/1	1/1
Encik Mahathir Bin Mohamed Ismail Independent Non-Executive Director	5/5	5/5	1/1	1/1
Dato' Dr. Zaha Rina Binti Zahari Independent Non-Executive Director	5/5	5/5	1/1	1/1

	Chairman of the Board / Chairman of Board Committees
	Member

#### Summary of the Activities of the NC

The NC has carried out the following activities in discharging its duties and responsibilities for FY 2024:

- Reviewed the size, composition and dynamics of the Board and Board Committees and it was satisfied that:
  - the Board possesses the required mix of skills, experience, competencies, and other qualities needed by the Group for its business activities; and
  - the respective Board Committees have the necessary skills set, experience, competencies, and other qualities to undertake the duties and responsibilities defined in the respective Committees' Charters.
- Conducted internally an annual assessment that comprises performance, independence and peer and self-evaluations of the individual Directors, Board and Board Committees collectively. The assessment exercise was facilitated by the Company Secretary. The assessment process encompasses the completion of questionnaires, collation of results, preparation of findings and deliberations. Based on the results of the assessments, no major findings were identified. The NC was satisfied with the performance and effectiveness of the Board and Board Committees.
- Reviewed the terms of office and performance of the AC and each of its members pursuant to the MMLR of Bursa Securities.
- Reviewed the trainings undertaken by the Directors and determined the training needs of each Director.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Summary of the Activities of the NC (Cont'd)

- Assessed each of the Directors who is due for re-election, to ensure the fulfillment of the fit and proper criteria before recommending to the Board for consideration.
- Reviewed the tenure of Independent Directors exceeding nine years and recommended to the Board that their continued service is beneficial.
- Concluded that the long-serving INEDs continue to provide independent and objective judgment in Board deliberations.
- Obtained an annual independence declaration from each Independent Non-Executive Director.

##### Directors' Professional Development

To address the challenges encountered by the Board and to effectively fulfill their roles and responsibilities, the Directors recognise the necessity of staying current with pertinent regulatory developments. This is achieved by attending webinars, seminars, conferences, or dialogues organised by relevant regulatory authorities, professional bodies, commercial training providers or through sessions organised by the in-house tax department. There were also briefings presented by the External Auditors and the Company Secretaries on the relevant updates on statutory and regulatory requirements from time to time during the Board and Board Committees meetings.

During the financial year under review, the Directors have attended the following webinars/seminars/conferences/dialogues:-

Topic Reference Members	1	2-3	4-5	6	7	8-10	11	12-14	15	16-17	18	19-20	21	22	23	24	25
Mr. Ho Kim Swee @ Ho Kian Guan									✓				✓			✓	
Dato' Ho Cheng Chong @ Ho Kian Hock									✓				✓			✓	
Mr. Ho Eng Chong @ Ho Kian Cheong (Alternate: Mr. Ho Chung Kiat, Sydney [He ChongJie, Sydney])									✓								
Mr. Ho Chung Kain (He ChongJing)											✓		✓			✓	
Ms. Lee Huee Nan @ Lee Hwee Leng (Alternate: Mr. Ho Chung Hui)											✓		✓			✓	
Mr. Liew Foong Yuen											✓					✓	
Mr. Too Hing Yeap @ Too Heng Yip									✓								
Mr. Tai Lam Shin		✓		✓		✓		✓							✓		✓
Encik Mahathir Bin Mohamed Ismail											✓						
Dato' Dr. Zaha Rina Binti Zahari	✓		✓		✓		✓			✓		✓					
Mr. Ho Chung Hui													✓	✓		✓	
Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney)									✓								

## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. Board Composition (Cont'd)

##### Directors' Professional Development (Cont'd)

Topic Reference – Webinars/Seminars/Conferences/Dialogues attended:

Topics	Date
1. Affin Bank Market Outlook 2024 • Propelling Malaysia Forward	30/01/2024
2. Implementation of e-invoicing in Malaysia	30/01/2024
3. Capital Gains Tax (CGT) on Foreign and Domestic Transactions	21/02/2024
4. Offshore Technology Conference (OTC) Asia 2024	27/02/2024 – 01/03/2024
5. Palm & Lauric Oil Price Outlook Conference (POC 2024)	04/03/2024 – 06/03/2024
6. ESG Matters @ ACCA : Applying IFRS Sustainability Disclosures Standards (ISSB S1&S2)	08/04/2024
7. E-Learning CPE Course Topic: Mastering ChatGPT: Unlocking the Potential of Conversational AI	07/05/2024
8. Leadership in a Changed World: Upskill your leadership capabilities to drive resilient teams	09/05/2024
9. KPMG ESG Talk-Addressing challenges in implementing ISSB Standards	16/05/2024
10. ESG Matters @ ACCA-Decoding Greenhouse Gas Emissions (GHG) Accounting: Scope 1, Scope 2 and Scope 3	27/05/2024
11. Succession Planning A Catalyst For Business Growth and Sustainability	24/06/2024
12. Bursa Academy: Conflict of Interest ("COI") and Governance of COI	10/07/2024
13. ESG Matters @ ACCA-Green Gold: Dive into Climate Finance Certification	21/08/2024
14. ISSB: Applying the IFRS Sustainability Disclosure Standards	13/09/2024
15. Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	18/09/2024 – 19/09/2024
16. Building Sustainable Credibility: Assurance, Greenwashing and The Rise of Green-Hushing	24/09/2024
17. Mizuho Bank – Board Training Topic: Economic Outlook and Market Update / Treasury and Capital Market/Investment Update	25/09/2024
18. Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	25/09/2024 – 26/09/2024
19. Mizuho Bank – Board Training Knowledge Sharing & Engagement Session between Board of Directors And Shariah Committee	03/10/2024
20. Mizuho Bank – Board Training Topic : Cybersecurity Leadership	03/10/2024
21. Executive Training Organized by Belleview Research Pte Ltd	07/10/2024
22. Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	28/10/2024 – 29/10/2024
23. Market Trends For An Unscripted World	12/11/2024
24. KSM In-house Tax Seminar • 2025 Budget Highlights • Update on Status of E-Invoice Implementation for KSM Group	13/11/2024
25. Deloitte TaxMax – The 50th Series	28/11/2024

## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### III. Remuneration

##### Remuneration of Directors and Senior Management

The Executive Directors' and Senior Management's remuneration packages are structured to ensure that they are competitive and sufficient to attract, retain and motivate people of calibre, expertise, and relevant experience to manage the Group and the Company in a competitive environment. Their remuneration packages are linked to the strategic objectives of the Group, measured against financial and sustainability targets set at the start of the financial year, takes into account their job responsibilities, complexity of their role(s) and the prevailing market practice. Their remuneration packages are made up of fixed components i.e., basic salary, allowances, and benefits-in-kind ("BIK") and variable components i.e. performance related bonuses.

The INEDs' remuneration packages are structured to ensure that it does not conflict with their obligations to bring objective and independent judgement to Board and Board Committee meetings.

The remuneration in the form of Directors' fees and meeting allowances paid is tailored to reflect the individual Director's engagement, encapsulating their attendance, responsibilities, and the extent of their contributions across various Board and Board Committees. This approach takes into account the statutory and fiduciary duties each Director undertakes, alongside considerations of the risk, the intensity and complexity of the work involved, and the requisite time commitment and effort. Such a remuneration strategy ensures that the compensation is equitable and commensurate with each Director's role and input to the governance and strategic direction of the organisation.

Senior Management's remuneration packages are reviewed annually together with the other employees' annual increment evaluation and is under the purview of the MD.

The Remuneration Policy and Procedures for Directors and Senior Management was last reviewed on 25 November 2022 and is available on the Company's website.

The RC has carried out the following activities in discharging its duties and responsibilities for FY 2024:

- Reviewed the remuneration packages of EDs.
- Reviewed and recommended the remuneration packages of the Non-Executive Directors to the Board, save and except where the remuneration is in respect of any member or members of the RC.
- Reviewed and recommended the salary increment and bonus of the Executive Directors and Senior Management.

The remuneration packages, including Directors' fees and meeting allowances, undergo a thorough review, discussion, and approval process at both the RC and Board levels. The fees and allowances paid/payable for every financial year are subject to shareholders' approval at AGM.

The Company has adopted the fixed board fees plus set fees for chairperson or members of a committee. The structure of the fees payable to Directors of the Company for FY 2024 is as follows:

Appointment	Fees per annum (RM)			
	Board	AC	NC	RC
Chairman	157,000	25,000	20,000	20,000
Member	122,000	15,000	10,000	10,000



## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### III. Remuneration (Cont'd)

##### Remuneration of Directors and Senior Management (Cont'd)

The details of the remuneration of Directors of the Company comprising remuneration received/receivable from the Group and the Company during FY 2024 are as follows:

The Group	Salaries RM'000	Fees RM'000	Bonus RM'000	Others (*) RM'000	Total RM'000
<b>Executive</b>					
Mr. Ho Kim Swee @ Ho Kian Guan	1,690	161	745	(17)	<b>2,579</b>
Dato' Ho Cheng Chong @ Ho Kian Hock	3,845	138	1,669	(6)	<b>5,646</b>
Mr. Ho Chung Kain (He ChongJing)	716	138	283	122	<b>1,259</b>
Ms. Lee Huee Nan @ Lee Hwee Leng	540	138	282	106	<b>1,066</b>
Mr. Liew Foong Yuen	252	122	135	47	<b>556</b>
Mr. Ho Chung Hui (Alternate to Ms. Lee Huee Nan @ Lee Hwee Leng)	716	16	283	122	<b>1,137</b>

The Group	Salaries RM'000	Fees RM'000	Bonus RM'000	Others (*) RM'000	Total RM'000
<b>Non-Executive</b>					
Mr. Ho Eng Chong @ Ho Kian Cheong	—	122	—	7	<b>129</b>
Mr. Too Hing Yeap @ Too Heng Yip	—	157	—	15	<b>172</b>
Mr. Tai Lam Shin	—	167	—	15	<b>182</b>
Encik Mahathir Bin Mohamed Ismail	—	177	—	15	<b>192</b>
Dato' Dr. Zaha Rina Binti Zahari	—	157	—	15	<b>172</b>
Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney) (Alternate to Mr. Ho Eng Chong @ Ho Kian Cheong)	—	—	—	—	<b>—</b>
Total	7,759	1,493	3,397	441	<b>13,090</b>

The Company	Salaries RM'000	Fees RM'000	Bonus RM'000	Others (*) RM'000	Total RM'000
<b>Executive</b>					
Mr. Ho Kim Swee @ Ho Kian Guan	1,440	157	808	(15)	<b>2,390</b>
Dato' Ho Cheng Chong @ Ho Kian Hock	3,180	122	1,794	(14)	<b>5,082</b>
Mr. Ho Chung Kain (He ChongJing)	540	122	283	122	<b>1,067</b>
Ms. Lee Huee Nan @ Lee Hwee Leng	540	122	282	107	<b>1,051</b>
Mr. Liew Foong Yuen	252	122	135	47	<b>556</b>
Mr. Ho Chung Hui [N1] (Alternate to Ms. Lee Huee Nan @ Lee Hwee Leng)	540	—	283	122	<b>945</b>

## CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### III. Remuneration (Cont'd)

##### Remuneration of Directors and Senior Management (Cont'd)

The details of the remuneration of Directors of the Company comprising remuneration received/receivable from the Group and the Company during FY 2024 are as follows: (Cont'd)

The Company	Salaries RM'000	Fees RM'000	Bonus RM'000	Others (*) RM'000	Total RM'000
<b>Non-Executive</b>					
Mr. Ho Eng Chong @ Ho Kian Cheong	–	122	–	7	<b>129</b>
Mr. Too Hing Yeap @ Too Heng Yip	–	157	–	15	<b>172</b>
Mr. Tai Lam Shin	–	167	–	15	<b>182</b>
Encik Mahathir Bin Mohamed Ismail	–	177	–	15	<b>192</b>
Dato' Dr. Zaha Rina Binti Zahari	–	157	–	15	<b>172</b>
Mr. Ho Chung Kiat, Sydney (He ChongJie, Sydney) (Alternate to Mr. Ho Eng Chong @ Ho Kian Cheong)	–	–	–	–	<b>–</b>
<b>Total</b>	<b>6,492</b>	<b>1,425</b>	<b>3,585</b>	<b>436</b>	<b>11,938</b>

(\*) Others – Include benefits-in-kind, allowances and EPF contributions on salary and bonus by employer.

[N1] – Remuneration paid by virtue of his position as Commercial/Corporate Director of KSM.

The Board has determined that the remuneration details for Senior Management will not be disclosed on an individual basis. The decision is based on the belief that such disclosure could potentially not serve the Group's best interests, particularly in the light of the competitive market environment. The remuneration of the top 5 Senior Management is as follows:

Remuneration Band	No. of Pax
RM0 to RM650,000	–
RM650,001 to RM700,000	1
RM700,001 to RM750,000	–
RM750,001 to RM800,000	1
RM800,001 to RM850,000	1
RM850,001 to RM900,000	–
RM900,001 to RM950,000	1
RM950,001 to RM1,000,000	–
RM1,000,001 to RM1,050,000	–
RM1,050,001 to RM1,100,000	1
<b>Total</b>	<b>5</b>

Note: Remuneration of certain Senior Management personnel have been paid in foreign currencies and converted at the exchange rate prevailing at year end.

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]**

### **PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT**

#### **I. AC**

##### **AC Composition**

The AC comprises 3 INEDs and 1 NINED. The AC is chaired by Mr. Tai Lam Shin, an INED, who is distinct from the Chairman of the Board. None of the current AC members is an alternate director nor was a former audit partner of the Company's external audit firm or corporation.

##### **External Auditors' Independence**

The AC is established to support the Board in maintaining the integrity of the Group's financial statements. Its roles include reviewing, assessing, and monitoring the performance, suitability, objectivity, and independence of the External Auditors ("EA"). The AC has established the External Auditors' Independence Policy which governs the guidelines and procedures to ensure the suitability and independence of the EA and is entrusted with the duty to:

- oversee the appointment, remuneration and removal of the EA;
- assess the EA's competency and resources;
- assess the EA's independence;
- assess whether non-audit services rendered would impair the independence of the EA;
- ensure that the audit partner responsible for the audit of the Group is rotated according to the By-Laws of the Malaysian Institute of Accountants;
- ensure that the Company observes a cooling off period of at least 3 years before appointing any former audit partner to be a member of the AC;
- review the annual audit plan of the EA; and
- carry out an annual assessment on the performance, suitability, objectivity, and independence of the EA.

The External Auditors' Independence Policy was last reviewed on 25 November 2022 and is accessible via the Company's website.

##### **Related Party Transactions**

The AC has reviewed the related party transactions of the Group to ensure that these transactions are conducted at arm's length, fair, reasonable and in the best interest of the Group and not detrimental to the interest of the minority shareholders. The Directors are aware that they have to declare their respective interests in transactions with the Group and the Company, if any and abstain from deliberation and voting on the relevant resolution in respect of such transactions.

##### **Financial Reporting**

The Board is responsible for presenting a fair assessment of the Group and the Company's position and prospects through quarterly reports to Bursa Securities and the AR to shareholders and is required under Paragraph 15.26(a) of the MMLR of Bursa Securities to issue a statement, which is appended below, explaining its responsibility for preparing the annual audited financial statements. In assessing the financial statements and the disclosures made, the Board relies on management's information and the structures and processes maintained within the Group that supports the maintenance of proper records.

The AC assists the Board by overseeing, monitoring, and assessing the reliability and quality of the financial statements and financial reporting practices.

##### **Directors' Responsibility Statement in relation to the Financial Statements**

The Directors are responsible to ensure that the Group and the Company's annual audited financial statements for the financial year are drawn up in accordance with the applicable Financial Reporting Standards and the provisions of the Companies Act 2016 so as to give a true and fair view of the financial position of the Group and the Company as at 31 December 2024 and of the financial performance and cash flows of the Group and the Company for the financial year.

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]**

### **PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)**

#### **I. AC (Cont'd)**

##### **Directors' Responsibility Statement in relation to the Financial Statements (Cont'd)**

In preparing for the abovementioned statements, the Directors are of the opinion that:

- appropriate accounting policies have been adopted and applied consistently;
- judgements and estimates made are reasonable and prudent;
- all applicable approved accounting standards have been adopted, subject to any material departures disclosed in the notes to the financial statements;
- impact of new accounting standards or policies that became effective during the year is stated in the notes to the financial statements;
- financial statements have been prepared on a going concern basis;
- reasonable steps have been taken to ensure that the Group and the Company maintain proper accounting and other records as required by the Companies Act 2016 and disclosed with reasonable accuracy the financial position of the Group and the Company;
- appropriate internal controls are in place to safeguard the assets of the Group and the Company; and
- steps are taken to prevent and detect fraud, irregularities, and material misstatements.

The Directors are satisfied that the Group and the Company's quarterly and annual financial results which are released to shareholders, within the stipulated time frame reinforce the Board's commitment to provide a true and fair view of the Group and Company's state of affairs.

#### **II. Risk Management and Internal Control Framework**

##### **Risk Management and Internal Control Function**

The Board is responsible for establishing and maintaining a sound risk management framework and internal control system that is designed to provide reasonable assurance regarding the effectiveness and efficiency of operations, as well as compliance with applicable laws and regulations. A well-structured risk management framework and internal control system are fundamental in protecting the investments of shareholders, the interest of stakeholders, and the assets of the Group. Additionally, it guides the Group in identifying, assessing, and managing risks, while also establishing the level of risk the Group is prepared to accept in the pursuit of its business activities.

The AC supports the Board in overseeing the Group's risk management and internal control function, assessing the adequacy and efficacy of the Group's risk management framework and internal control system, ensuring that appropriate measures are established to mitigate those risks and continuously monitor such risks.

Throughout FY 2024, the Board actively engaged in evaluating the effectiveness of the Group's risk management framework and internal control system, ensuring that the frameworks and systems established by the Risk and Sustainability Committees ("RSC") were effectively implemented. The activities of the AC in relation to the Group and the Company's risk management, material sustainability and internal control matters for FY 2024 are set out in the AC Report on pages 49 to 51, whilst the management of the risk management framework and internal control system are outlined in the Statement on Risk Management and Internal Control on pages 53 to 58.

##### **Internal Audit Function**

The Group's internal audit function is carried out by its dedicated in-house Internal Audit Department ("IAD"). The IAD reports directly to the AC and supports the AC in discharging its responsibility. This line of reporting promotes independence and allows the IAD to have unrestricted access to operations, records, property and personnel within the Group.

The appointments and resignations of the internal auditors are under the purview of the AC. The IAD consists of professional and accounting graduates and is headed by the Head of Internal Audit, who is a qualified Accountant registered with the Malaysian Institute of Accountants, a Fellow member of the Chartered Certified Accountants, UK, and The Institute of Internal Auditors, Malaysia.

All the Internal Audit members are free from any relationship with any Director and/or major shareholder of the listed issuer and from any conflict of interests with the listed issuer, which could otherwise impair their objectivity and independence.

The internal audit was conducted using a risk-based approach and in accordance with a recognised framework, i.e., International Professional Practice Framework (IPPF). The activities of the IAD for FY 2024 are guided by the Internal Audit Charter and Annual Audit Plan. These activities are separately set out in the AC Report on page 52.

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]**

### **PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS**

#### **I. Engagement with Stakeholders**

Guided by the MMLR's Continuing Disclosure Requirements and the Company's Corporate Disclosure Policy, the Company commits to ensuring timely dissemination of corporate announcements, quarterly financial reports, AR and AGM minutes to all stakeholders through announcements to Bursa Securities and/or publication on the Company's website. The Company's Corporate Disclosure Policy sets out the procedures and practices on corporate disclosures encompassing material information, timing of announcements, public dissemination, events that may require trading halt or suspension, clarification of rumours, unusual market activities, unwarranted promotional disclosure, and insider trading. This Policy is available to the public on the Company's website.

The Group's investor relations activities are aimed at developing, foster and sustain a positive relationship with all its stakeholders. The Group undertakes active two-way communications with stakeholders, underscoring a commitment to a high standard of integrity and transparency through timely, accurate and comprehensive disclosure of material information, and in the process to enhancing stakeholders' understanding of the Group's core businesses and operations, allowing them to make informed decision.

In line with the Group's efforts to promote sustainability and efficiency, the Company encourages its shareholders to adopt electronic communication. As at 18 April 2025, 70.13% of the shareholders of the Company had opted to receive notices electronically.

#### **II. Conduct of General Meetings**

The AGM serves as the principal forum for meaningful engagement between the Board, Management, and shareholders of the Company. It provides a platform for the Board and Management to directly hear and understand the perspectives and feedback of shareholders, which are invaluable to the Board and Management's decision-making process.

To ensure shareholders have sufficient time to prepare, the Notice of AGM is issued at least 28 days prior to the date of the AGM. For example, the Notice of the 54th AGM was sent to the shareholders on 30 April 2024, and also published on the Company's website and advertised in The New Straits Times on the same day.

Embracing the benefits of digital communication, the Board successfully engaged with shareholders during the virtually conducted AGM. The Company's 54th AGM was held on 29 May 2024 and live streamed from a designated broadcast venue, in line with the Securities Commission Guidance Note on the Conduct of General Meetings for Listed Issuers.

To foster informed decision-making by shareholders, explanatory notes accompany each agenda item are set out in the Notice of AGM. Shareholders are encouraged to post questions, clarify facts, and provide feedback to the Board and Management using the Remote Participation and Voting ("RPV") facilities provided by KSM's Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd ("Tricor") via TIH Online at <https://tiah.online>. Tricor has put in place information security measures to prevent cyber threats and data breaches.

Provisions are in place for appointed proxies to participate and vote on behalf of the shareholders. Shareholders are also encouraged to forward their questions in advance of the AGM to the Board. All the Directors, Senior Management and External Auditors are present at the AGM to provide meaningful responses to questions raised by the shareholders during the AGM. During the 54th AGM, ample time was allocated to shareholders to pose questions.

Poll voting in respect of all resolutions was carried out via RPV facilities. All shareholders were briefed on the voting procedures by a step-by-step video guide beforehand. The poll results were verified by the Independent Scrutineers appointed by the Company and announced on the same day of the AGM.

## **CORPORATE GOVERNANCE OVERVIEW STATEMENT [cont'd]**

### **PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)**

#### **II. Conduct of General Meetings (Cont'd)**

During the 54th AGM, the Company has adopted/complied with:

- Practice 13.3 of the CG Code – leverage technology to facilitate (a) voting including voting in absentia; and (b) remote shareholders' participation at general meetings, as well as to take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats;
- Practice 13.6 of the CG Code – the minutes of the general meeting are circulated to shareholders no later than 30 business days after the meeting;
- Paragraph 9.21(2)(b) of MMLR – a summary of key matters discussed during the AGM, as soon as practicable after the conclusion of the AGM is published on the Company's website;
- Paragraph 8.29(A)(1) of MMLR – all resolutions are voted by poll; and
- Paragraph 8.29(A)(2) of MMLR – to appoint at least one scrutineer to validate the votes cast at the AGM.

The minutes of the 54th AGM together with the responses to questions raised by shareholders were made available on the Company's website on 12 July 2024.

In line with the recent amendment to the MMLR, the Company will be conducting its 55th AGM in a fully physical format. This decision is aimed at enhancing shareholder engagement by offering a more interactive and transparent platform for dialogue.

### **OTHER COMPLIANCE INFORMATION**

#### **Utilisation of Proceeds**

No proceeds were raised from corporate proposals or exercises during the financial year.

#### **Audit and Non-Audit Fees**

Details of the audit and non-audit fees for services rendered by the External Auditors to the Group and the Company for FY 2024 are disclosed in the AC Report on page 50 and Note 7 of the Financial Statements on page 144 of this AR.

#### **Material Contracts Involving the Interests of Directors and Major Shareholders**

No material contracts were entered into by the Company and/or its subsidiaries involving the interests of the Directors and major shareholders, either still subsisting at the end of the previous financial year or during the financial year.

#### **Recurrent Related Party Transactions of a Revenue or Trading Nature ("RRPT")**

The details of the RRPT undertaken by the Company during FY 2024 are disclosed on Note 38 of the Financial Statements on page 176 of this AR.

Although the Company is no longer required to seek shareholders' mandate for RRPT, these transactions are still closely monitored and tracked by the Management and regularly reported to the AC.

## AUDIT COMMITTEE REPORT

Pursuant to Paragraph 15.15 of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), the Board of Directors (“the Board”) of Keck Seng (Malaysia) Berhad (“the Company”) is pleased to present the Audit Committee Report for the financial year ended 31 December 2024 (“FY 2024”).

### COMPOSITION AND MEETINGS

#### Composition

All Audit Committee (“AC”) members are Non-Executive Directors, with a majority being Independent Directors.

The current composition of the AC and their respective designation are as follows:

Chairman:

- **Mr. Tai Lam Shin**  
(Independent Non-Executive Director)

Members:

- **Encik Mahathir Bin Mohamed Ismail**  
(Independent Non-Executive Director)
- **Dato’ Dr. Zaha Rina Binti Zahari**  
(Independent Non-Executive Director)
- **Mr. Too Hing Yeap @ Too Heng Yip**  
(Non-Independent Non-Executive Director)

The biography of each AC member is set out in the Directors’ Profile on pages 15 to 23. None of the current AC member is an alternate director nor was a former key audit engagement partner of the external auditors of the Company.

All AC members are financially literate and able to read and understand matters under the purview of the AC during the financial reporting process to effectively discharge their duties and responsibilities. Both Mr. Tai Lam Shin and Encik Mahathir Bin Mohamed Ismail are members of the Malaysian Institute of Accountants, thus complied with Paragraph 15.09(1) of the MMLR of Bursa Securities.

The term of office and performance of each of the AC members is reviewed annually by the Nominating Committee (“NC”) to determine whether the AC has carried out their duties in accordance with the AC Charter.

#### Meetings

During FY 2024, the AC met on 5 occasions. Their attendance details can be found on page 38 of this Annual Report (“AR”).

Other Board members, employees and/or representatives of the External and Internal Auditors, upon invitation by the AC, were also present at the meetings to provide briefings, updates and clarifications on matters under the AC’s purview. The AC Chairman may call for additional meetings on matters relating to the Group at any time at his discretion. Both the External and Internal Auditors may also request for a meeting, where necessary.

The Company Secretary is entrusted to assist the AC to develop and distribute agendas and meeting papers, and record the meeting proceedings and decisions made by the AC. Minutes of each AC meeting, including those held via instantaneous telecommunication device are properly recorded and tabled for confirmation at the following AC meeting and subsequently circulated to the Board for notation. The AC Chairman reports on key issues discussed at the AC meeting to the Board following each AC meeting.

#### AC Charter

The roles and responsibilities of the AC, as well as their rights are set out in the AC Charter and is available on the Company’s website at <https://my.keckseng.com>. The AC Charter is reviewed periodically to ensure it complies with current legislation and best practices. The AC Charter was last reviewed on 27 November 2023.



## AUDIT COMMITTEE REPORT [cont'd]

### ANNUAL PERFORMANCE REVIEW OF THE AC

An annual assessment and evaluation on the performance and effectiveness of the AC for FY 2024 was undertaken by the NC. The AC was assessed for overall effectiveness and quality, internal and external audit functions, financial reporting, compliance with legal and regulatory requirements and adequacy and effectiveness of the risk management framework.

The Board was satisfied that the AC has discharged its functions, duties and responsibilities appropriately and effectively and in accordance with its Charter.

### SUMMARY OF WORK

During FY 2024, the AC continued to assist the Board in fulfilling its fiduciary duties as well as providing oversight on the process and integrity of the Group's audit processes and financial reporting, adequacy and effectiveness of the risk management framework and internal control system, performance management system and compliance with applicable laws, standards and regulations.

The activities carried out by the AC for FY 2024 are as follows:

#### 1. Financial Reporting

- reviewed the unaudited quarterly financial results and audited financial statements for FY 2024 and recommended to the Board for approval and announcement to Bursa Securities. It focuses on:
  - financial reporting process;
  - integrity of the Group's financial reporting;
  - clarity and presentation of disclosures;
  - adoption and consistent application of suitable accounting policies;
  - changes or implementation of new accounting principles and standards, issues or practices;
  - major judgements or estimates;
  - going concern assessment;
  - uncorrected misstatements;
  - key audit matters;
  - significant and unusual events or transactions and financial treatment of these matters; and
  - compliance with the MMLR, applicable Financial Reporting Standards and other legal and regulatory requirements.
- reviewed and recommended the proposed interim dividend of 5.0 sen and final dividend of 9.0 sen per ordinary share for FY 2024 to the Board for approval after taking into consideration the profits, cash flow and solvency of the Company.

#### 2. External Audit

- reviewed and endorsed the audit plan for FY 2024 from the External Auditors ("EA") to ensure that the scope of work adequately covers the activities of the Group and the Company;
- discussed key audit matters ("KAM") presented during the audit review session. The identification of KAM was based on materiality and the extent of management's judgements or estimates;
- assessed the suitability, objectivity and independence of the EA. The EA have confirmed their independence and remain in compliance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants and the International Code of Ethics for Professional Accountants (including International Independence Standards);
- briefed by the EA on their 2024 Transparency Report;
- reviewed and discussed with the Management and the EA the key audit areas in relation to the audited financial statements for FY 2024 including KAM and internal control observations, recommendations and management responses. The AC was informed that the Management is responsive and receptive to audit findings and recommendation made by the EA;
- reviewed unadjusted misstatement identified by the EA during their course of audit;
- held 2 private meetings with the EA on 28 August 2024 and 7 April 2025 respectively without the presence of the Management to discuss on audit-related matters. No major issues were raised during the private meetings;

## AUDIT COMMITTEE REPORT [cont'd]

### SUMMARY OF WORK (CONT'D)

#### 2. External Audit (Cont'd)

- evaluated the competence of the audit team, quality and effectiveness of the audit, communication and interaction with the Management, ability to meet deadlines and resources capacity of the EA, before recommending to the Board their re-appointment as EA of the Company for the ensuing year;
- reviewed with the EA, the Statement on Risk Management and Internal Control for inclusion in the Company's AR;
- reviewed audit fees; and
- reviewed non-audit services rendered by the EA as part of its independence assessment. These fees constituted approximately 8.20% of the total audit fees and do not compromise the independence of the EA.

The amount of audit and non-audit fees incurred for FY 2024 are as follows:

	<b>Audit Fee (RM'000)</b>	<b>Non-Audit Fee (RM'000)</b>
<b>The Company</b>		
- Current	244	20
<b>The Group</b>		
- Current	*1,243	20
- Underprovision in prior year	82	—

\* Includes audit fees amounting to RM743,000 paid to other auditors of subsidiaries in Singapore, Canada, Hong Kong and the United States of America.

Following the review and assessment, the AC was satisfied with the performance and independence of the EA and concluded that the EA possess the competency, independence and experience required to fulfil their duties effectively. The Board, based on the recommendation of the AC, will seek shareholders' approval on the re-appointment of Ernst & Young PLT as EA of the Company at the forthcoming Annual General Meeting.

#### 3. Internal Audit

- reviewed and approved the proposed risk-based annual audit plan;
- reviewed the adequacy of the scope of audit, programmes and processes to ensure that principal risks, key entities and functions have been adequately identified and covered in the internal audit plan;
- assessed the independence, competency, performance and effectiveness of the Internal Auditors ("IA");
- reviewed the internal audit reports on their findings, recommendations and the Management's responses and corrective actions;
- reviewed the follow-up reports and the status of mitigating measures taken by the Management to ensure all key risks and control weakness have been properly addressed;
- reviewed the adequacy of the Internal Audit Department's ("IAD") resources;
- reviewed the findings on investigative case(s) and recommendations including the Management's responses and resolutions thereon; and
- held 1 private meeting with the IA on 7 April 2025, without the presence of the Management to discuss any issues, significant matters and to ensure that there is proper corporate accountability and no restrictions were place on the IA. No critical issues were raised by the IA, and they confirmed that they had received full cooperation from the Management throughout their audits.

## AUDIT COMMITTEE REPORT [cont'd]

### SUMMARY OF WORK (CONT'D)

#### 3. Internal Audit (Cont'd)

The AC was satisfied that the:

- audits of the Group's systems of internal control have been carried out impartially, proficiently and with due professional care and that it is able to obtain the necessary assurance it requires on the effectiveness of the systems of internal control;
- work conducted was balanced in terms of focus, objectives and means utilised;
- IAD's resources are adequate;
- IAD can access information to undertake its duties effectively; and
- IA's independence has been maintained to ensure effective governance and oversight.

#### 4. Risk Management

- reviewed the Risk Assessment Analysis ("RAA") dashboards/reports and the Sustainability Matters ("SM") dashboards/reports;
- assessed the adequacy and effectiveness of the risk management framework of the Group and the appropriateness of the corrective actions taken by the Management in mitigating the risks as well as ensuring all risks were adequately controlled;
- ensured that the Company's risk tolerance is not exceeded and report to the Board on any significant financial and/or reputational risks identified in the RAA dashboard/reports; and
- assessed the SM and Material Sustainability Matters identified by the Risk and Sustainability Committees and monitored the achievability of the sustainability targets.

The AC has considered the current risk management and sustainability framework and opined that it is adequate in identifying, assessing, and monitoring the Group's risks and sustainability matters.

#### 5. Annual Report

- reviewed and endorsed Corporate Governance Report and the following statements/reports before recommending the same to the Board for approval and inclusion in the AR:
  - Corporate Governance Overview Statement;
  - AC Report;
  - Statement on Risk Management and Internal Control; and
  - Sustainability Statement;
- reviewed the applicable amendments to the MMLR and the extent of the Group's application of the best practices set out in the Malaysian Code on Corporate Governance.

#### 6. Related Party Transactions

- reviewed the Related Party Transactions ("RPT") and Recurrent Related Party Transactions ("RRPT") entered by the Group and the Company on quarterly basis, to ensure that such transactions are undertaken at arm's length basis, on normal commercial terms and on terms not more favourable to the related party than those generally available to the public and are not detrimental to the interests of the minority shareholders.
- reviewed conflict of interest transactions that may give rise to questions of the Board or Senior Management's integrity.

During FY 2024, there were no RPT and RRPT that triggered the disclosure threshold under the MMLR and required shareholders' approval, nor were there any conflict of interest situations (including potential conflict of interest situation) that required disclosure.

### TRAINING

During FY 2024, the AC members had attended webinars and kept abreast of relevant developments in accounting and auditing standards, practices and rules. The AC's training and professional development details are available on pages 39 to 40 of this AR.

## AUDIT COMMITTEE REPORT [cont'd]

### INTERNAL AUDIT FUNCTION

The AC is supported by an independent and adequately resourced in-house IAD, which is essential in assisting the AC in obtaining the assurance it requires regarding the adequacy and effectiveness of the Group's systems of internal control.

The IAD provides independent and objective assurance and advisory services to add value and improve the operations and internal controls of the Group. The IAD is governed by its Internal Audit Charter, which has been approved by the Board. The IAD conducts risk-based audits in accordance with a professional recognised framework, i.e. Internal Professional Practices Framework (IPPF) in a systematic, disciplined and credible manner.

The IAD consists of four (4) independent associates and is headed by Ms. Suenitha Chupaya. The IAD associates consist of two (2) Qualified Professionals and two (2) Accounting & Finance Degree Holders.

The main functions of the IAD are to:

- undertake regular and systematic reviews of the effectiveness and adequacy of the systems of internal control. The review and assessment process must be carried out impartially, proficiently and with due professional care;
- assess and report on the Management's progress and effectiveness in addressing weaknesses in internal controls and update on the extent to which recommendations have been implemented within the required timeframe to ensure that all potential weaknesses under review are mitigated or are within acceptable levels;
- review and report on the extent of the Management's compliance with established internal policies and procedures; and
- investigate and report on suspected fraud or malpractices (if any).

### INTERNAL AUDIT WORK

During FY 2024, the IAD performed the following:

- operational and financial audits and reviews based on the approved risk-based annual audit plan for 2024;
- business process improvement reviews;
- reviewing inter-company/related party transactions of the Group;
- performing follow-up audits to ensure proper and effective remedial actions have been taken on issues reported in the previous audits, highlighting any recurring issues that have yet to be resolved satisfactorily; and
- conducting an impact assessment of the system of internal controls resulting from operational exercises.

All internal audits were conducted in-house. The IAD performs routine audits and reviews on all operating business units within the Group and special audits, where necessary. During FY 2024, a total of 27 routine internal audit reports were presented to the AC incorporating findings, IA recommendations and the Management's comments. The internal audit reports covered the following business segments:

Segment	No. of Reports
Plantations	4
Manufacturing	5
Property Development and Investment	10
Hotels and Resort	3
Share Investment	5
Total	27

The IAD held a meeting with the EA without the presence of the Board or Management on 16 October 2024, to discuss its audit coverage during the year, issues that arose during their audit, their resolutions and any other areas of audit concern. This meeting was held to ensure that the audit coverage is efficient and effective for both the Internal and External Auditors and to exchange information.

The total cost incurred to manage the internal audit function of the Group for FY 2024 was RM595,000 (RM612,700 in 2023).

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### INTRODUCTION

The Board of Directors (the “Board”) of Keck Seng (Malaysia) Berhad (“KSM”) is pleased to present the Statement on Risk Management and Internal Control (“SORMIC”) for the financial year ended 31 December 2024 (“FY 2024”), issued in compliance with paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”).

This statement is guided by the Statement on Risk Management & Internal Control: Guidelines for Directors of Listed Issuers and reflects best practices, including emerging regulatory expectations concerning climate-related financial risks.

### RESPONSIBILITIES

#### The Board

The Board affirms its responsibility to establish and maintain a sound risk management framework and internal control system, which includes its role in providing risk oversight, setting the tone and culture for effective risk management, and ensuring governance structures address emerging risks. The Board continually evaluates and refines the Group’s risk management system and internal controls to ensure:

- operational efficiency and effectiveness;
- readily available and reliable financial information;
- laws and regulations are complied with; and
- shareholders’ and other stakeholders’ interests and Group assets are safeguarded.

The Board acknowledges that:

- internal controls are designed to manage risk rather than eliminate them, and they provide reasonable rather than absolute assurance against material misstatements, losses, fraud, errors, illegal acts or unforeseen circumstances; and
- the process of identifying, evaluating, and mitigating risks is a collective and ongoing effort.

#### Audit Committee

The Audit Committee (“AC”) is established by the Board to provide independent oversight in ensuring the integrity of the Group’s financial reporting, the effectiveness of the risk management and internal control framework, and compliance with applicable laws, regulations and corporate governance practices. The AC operates under its Charter which defines its authority, responsibilities and reporting structure. As part of its mandate, the AC:

- oversees the financial reporting process to ensure compliance with financial reporting standards and regulatory requirements;
- reviews the adequacy and effectiveness of the Group’s risk management and internal control systems to safeguard shareholders’ interests;
- monitors regulatory compliance with Bursa Securities’ Main Market Listing Requirements, corporate governance best practices, and applicable laws;
- evaluates reports from internal and external auditors, ensuring that key findings and recommendations are addressed effectively; and
- supports continuous improvement by overseeing the implementation of corrective actions to strengthen governance and risk mitigation.

In FY 2024, the AC conducted 2 risk reviews, as part of its approved annual work plan, assessing key risks and their potential impact on the Group’s operations and financial position.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (cont'd)

### RESPONSIBILITIES (CONT'D)

#### Internal Audit Department

The Internal Audit Department ("IAD") is an integral part of the Group's internal control and risk management framework. To preserve its independence and objectivity, the IAD reports directly to the AC and operates in accordance with its Internal Audit Charter, which outlines its scope, authority, and responsibilities.

The IAD adopts a risk-based approach to auditing and conducting reviews of the Group's business units, operations, and support functions based on an approved annual audit plan. The IAD's primary role is to provide an independent, reasonable and objective assurance on the adequacy and effectiveness of the Group's internal controls, and governance processes while providing recommendations for enhancing operational efficiencies.

Key responsibilities of the IAD include:

- evaluating the adequacy and effectiveness of the system of internal control in mitigating risks;
- assessing compliance with Group policies, procedures and regulatory requirements; and
- ensuring the reliability and integrity of financial and operational information.

Audit findings, including material control weaknesses, along with corresponding recommendations and follow-up reviews are presented to the AC for deliberation and oversight. The AC monitors corrective actions taken to address identified gaps and ensuring continuous improvements in the Group's internal control and risk management framework.

#### Risk and Sustainability Committees

Risk and Sustainability Committees ("RSCs") have been established within key business units, each led by senior management personnel, to provide structured oversight in risk management and sustainability governance. The RSCs play a critical role in ensuring that risk and sustainability considerations are embedded into strategic decision-making and operational practices across the Group.

The RSCs operate under a structured framework and are responsible for the following key functions:

- identify, evaluate, monitor and manage key enterprise, operational, financial, compliance and sustainability risks affecting the Group;
- develop and recommend appropriate risk response strategies, including mitigation and contingency plans, to ensure risks remain within the Group's risk appetite and tolerance levels;
- ensure that climate-related risks, environmental, social, and governance (ESG) factors, and corporate sustainability objectives are aligned with regulatory and stakeholder expectations;
- update existing risks and sustainability matters to reflect changes in ratings, status and action plans;
- review and update risk management and sustainability policies, procedures, and guidelines, to align these with regulatory frameworks and requirements;
- ensure policies, laws and regulations are complied with; and
- provide timely reports to the Managing Director ("MD"), AC and Board on the Group's risk exposure, control effectiveness, and sustainability performance.

## **STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL [cont'd]**

### **KEY ELEMENTS OF THE GROUP'S SYSTEM OF RISK MANAGEMENT AND INTERNAL CONTROL**

The key elements of the Group's system of risk management and internal controls are structured to ensure robust governance, risk oversight, and operational effectiveness as follows:

#### **Organisational Structure and Authorisation Procedures**

The Group has established a clearly defined organisational structure with well-delineated roles, responsibilities, and reporting lines.

#### **Policies and Procedures**

The Group has established policies and procedures to monitor and regulate financial and operating activities, ensuring adherence to internal controls, regulatory requirements, and corporate governance standards. These policies are periodically reviewed and updated to reflect changes in business conditions, laws and regulations.

#### **Integrity and Ethics**

The Group is committed to upholding the highest standards of corporate integrity, ethical business conduct, and compliance with applicable laws. To reinforce this commitment, the Group has established the following code and policies to guide its Directors, employees, business associates, and external service providers:

- Code of Conduct and Ethics ("Code") – sets out clear ethical standards and expectations of business conduct for Directors, management, employees, business associates and external stakeholders;
- Anti-Bribery & Anti-Corruption Policy – establishes a zero-tolerance policy against bribery and corruption, in alignment with the MACC Act 2009 and Bursa Securities' Corporate Governance Guidelines;
- Whistleblowing Policy – provides a dedicated, confidential, and independent whistleblowing channel for employees and external parties to report concerns related to fraud, corruption, and misconduct without fear of retaliation;
- Directors' Fit and Proper Policy – ensures that individuals appointed or re-elected as Directors of the Group and its subsidiaries meet fit and proper criteria, in line with Bursa Securities' Corporate Governance Guide and
- Conflict of Interest Policy – set out guidelines for identifying, declaring and managing conflict of interest situations (including potential conflict of interest situations).

#### **Regular Performance Review and Reporting**

Business units hold daily or regular meetings to address operational issues and emerging risks.

Management teams continuously monitor financial performance of their respective business units, with monthly reports submitted to the MD and Executive Directors ("ED") for assessment. Regular meetings are also held between the MD, ED and management teams.

Quarterly and annual financial statements together with key performance reports covering financial performance and key business indicators are reviewed by the AC and approved by the Board prior to the submission to Bursa Securities.

#### **Insurance**

The Group maintains comprehensive insurance coverage to mitigate financial exposure from insurable risks. Annual reviews are conducted to assess coverage adequacy. Necessary adjustments are made to ensure that there is adequate coverage against losses.

#### **Human Capital**

The Group's human capital function oversees talent management, workforce development, and succession planning to ensure operational continuity. Strategic initiatives focus on attracting, retaining, and developing a skilled workforce to support long-term business sustainability.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL [cont'd]

### RISK MANAGEMENT FRAMEWORK AND REVIEWS

The RSCs develop, implement and maintain the Group's risk management framework which has been tailored to its culture, needs, size and business diversity to ensure risk exposure remains within acceptable limits. Identified risks and mitigation measures are reported to the AC and the Board in accordance with the approved annual work schedule.

In FY 2024, the respective RSCs reviewed and updated significant risks in their Business Units' ("BUs"), reassessing financial risks and reputational impacts, and recommending mitigation measures. A total of 10 Risk Assessment Analysis ("RAA") reports were tabled before the AC and the Board for deliberation. These RAA reports have been communicated to the respective risk owners for monitoring and implementation:-

- Strategic – risks that affect business directions.
  - market shifts.
  - consumer trends.
  - competitors.
  - governmental policy changes.
  - geo-political issues.

Note: Strategic risks are monitored closely by senior management.

- Operational – risks that affect the day-to-day business operations.
  - business continuity.
  - efficiencies and yield.
  - safety & health of our employees and business associates.
  - environmental impact.
  - manpower supply, retention and succession.
  - supply chain.

Note: The management of operational risks are decentralised and managed by the respective BUs and guided by their respective policies and procedures.

- Compliance – risks that affect legal, statutory and governance.
  - maintaining certifications and accreditations due to changes in laws and regulations.
  - adherence to legal and other regulatory bodies' timelines and requirements.

Note: Each BU is governed by the relevant laws and regulations. Professionals such as in-house tax department, legal advisors and company secretary guide the Company and its subsidiaries in meeting the necessary regulatory compliance requirements.

- Information Technology ("IT") – risks that affect data storage, cybersecurity and accessibility of the IT system to users.

Note: Adequate security infrastructure such as firewalls and antivirus software are in place to defend the Group's IT network system.

- Financial – risks that affect financial processes and reporting.
  - credit exposure.
  - cash management.
  - interest rates and market fluctuations.
  - foreign currency exchange fluctuations.

Note: The Group's financial risks management objectives and policies are reflected on pages 180 to 187 of this Annual Report.



## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (cont'd)

### RISK MANAGEMENT FRAMEWORK AND REVIEWS (CONT'D)

- Code of Conduct and Corruption – risks that affect human rights, diversity, ethical standing, company reputation, bribery and corruption.

Note: Policies are in place to guide employees in upholding ethical value.

- Climate-Related – as part of the Group's commitment to sustainable business practices and in alignment with Bursa Securities' climate risk disclosure guidelines, KSM has identified climate-related risks as a critical component of its risk management framework. The Group recognises that climate risks may arise from both physical and transitional factors, impacting financial stability, regulatory compliance, and long-term business sustainability.

#### Key Climate-Related Risks

1. **Physical Risks** – Extreme weather events, rising temperatures, and resource scarcity affecting business operations and supply chains.
2. **Transition Risks** – Policy shifts, regulatory changes, stricter sustainability mandates, ESG disclosure obligations, and evolving consumer preferences impacting the business model.
3. **Reputational Risks** – Stakeholder expectations regarding sustainability commitments and corporate environmental responsibility.

Note: The Group has embarked on and successfully completed its benchmarking exercise under the National Sustainability Reporting Framework (NSRF), aligning with Bursa Securities' enhanced sustainability reporting requirements. These requirements mandate that listed issuers prepare their sustainability statements in accordance with the IFRS Sustainability Disclosure Standards, specifically IFRS S1 and IFRS S2, to improve transparency and comparability in sustainability disclosures.

The AC has reviewed the RAA reports and considered the effectiveness of the current risk assessment process in identifying, assessing, addressing and monitoring the risks of the Group.

### BOARD ASSESSMENT AND CONCLUSION

The Board has received assurance from the MD and Group Accountant that, to the best of its abilities, the Group has taken appropriate measures to mitigate risks and that the risk management and internal control systems are operating adequately and effectively, in all material aspects during the financial year under review. Similar assurances have been provided by the General Managers and Heads of Accounts/Finance of the respective BUs. Additionally, the IAD has confirmed to the Board that the Group's internal control system remains adequate.

The Board therefore concludes and confirms that:

- the Group has implemented necessary risk mitigation measures, adapting business processes to evolving conditions and changes in the type, complexity, or characteristics of risks to ensure business continuity;
- the risk management and internal control systems are operating adequately and effectively within acceptable risk parameters;
- the Group has an established risk management process for identifying, analysing, evaluating and managing the significant risks; and
- the internal control framework is robust and provides reasonable, but not absolute assurance against material misstatements, financial losses, contingencies, uncertainties, defalcations or fraud, or other risks that would warrant disclosure in the Annual Report 2024.

## **STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL [cont'd]**

### **REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS**

The External Auditors ("EA"), Ernst & Young PLT have reviewed this Statement on Risk Management and Internal Control for inclusion in the Annual Report 2024. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide 3 ("AAPG 3"): Guidance for Auditors on Engagement to Report on the Statement on Risk Management and Internal Control, issued by the Malaysian Institute of Accountants. AAPG 3 does not require the auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control of the Group.

The EA state that nothing has come to their attention and caused them to believe that this statement, in all material aspects, was not prepared in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management & Internal Control: Guidelines for Directors of Listed Issuers nor is this SORMIC factually inaccurate.

This Statement on Risk Management and Internal Control is made in accordance with a resolution of the Board dated 7 April 2025.

## SUSTAINABILITY STATEMENT

This Sustainability Statement ("Statement") is prepared in accordance with Paragraph 29, Part A of Appendix 9C and Practice Note 9 of the Main Market Listing Requirements of Bursa Securities ("Bursa Securities") and has also considered the Sustainability Reporting Guide (3rd edition), its accompanying Toolkits and the Illustrative Sustainability Report published by Bursa Securities. In determining Keck Seng (Malaysia) Berhad ("KSM") Group's sustainability scope and governance structure, the Board has considered the Group's culture, needs, size, business diversity and its maturity in responding to sustainability matters. This Statement outlines our sustainability initiatives and commitments across Business Units ("BU") and operations, aimed at benefiting our stakeholders and the environment while supporting our business growth.

This Statement provides an overview of the Group's sustainability performance during the period of 1 January 2024 to 31 December 2024 ("FY 2024"), unless stated otherwise.

Restatement of information for this reporting cycle can be found in the Performance Data table page 69, 70, 79 and 101.

### REPORTING SCOPE

KSM Group's structure and principal activities have remained mainly unchanged during the financial year ended 31 December 2024 ("FY 2024"). The scope of this Statement covers the activities of the Company and Business Units that fall under the main four (4) business segments, namely, Plantations Segment ("Plantation"), Manufacturing Segment ("Manufacturing"), Property Development & Investment Segment ("PD"), and Hotels Segment ("Hotel").

Details of the respective BU and the Group's segmental information can be found on pages 187 to 192 of this Annual Report ("AR").

### GOVERNANCE STRUCTURE

The roles of each team in the Governance Structure are as follows:-

<b>Board of Directors ("Board")</b>	<ul style="list-style-type: none"> <li>Responsible for: <ul style="list-style-type: none"> <li>➢ establishing sustainability strategies, priorities and targets;</li> <li>➢ the governance of Material Sustainable Matters ("MSM"); and</li> <li>➢ the Sustainability Statement.</li> </ul> </li> </ul>
<b>Audit Committee ("AC")</b>	<ul style="list-style-type: none"> <li>Oversees the: <ul style="list-style-type: none"> <li>➢ management of identified MSM; and</li> <li>➢ preparation of the Sustainability Statement.</li> </ul> </li> <li>Reviews the Sustainability Matters ("SM") Report and recommends to the Board for approval.</li> </ul>
<b>Managing Director ("MD")</b>	<ul style="list-style-type: none"> <li>Reviews and approves the SM Report prior to the AC's review, deliberation and approval.</li> </ul>
<b>Risk and Sustainability Committees ("RSC")</b>	<ul style="list-style-type: none"> <li>The RSC are led by the respective Senior Management personnel.</li> <li>Assist the MD to: <ul style="list-style-type: none"> <li>➢ identify, evaluate, monitor, manage and report on SM; and</li> <li>➢ categorise and prioritise SM to identified MSM, at least on an annual basis.</li> </ul> </li> </ul>
<b>Department Managers</b>	<ul style="list-style-type: none"> <li>Manage the identified SM and align practices on the ground with the company-wide sustainability agendas and strategies to ensure that objectives and targets are achieved.</li> <li>Executing, monitoring and reporting sustainability activities and performance to the RSC.</li> </ul>

During FY 2024, 8 SM Reports were presented to the AC for review, deliberation and approval. The AC is of the view that the Group's sustainability framework is adequate in identifying and addressing environment, social and governance ("ESG") matters.

## SUSTAINABILITY STATEMENT (cont'd)

### SUSTAINABILITY MATTERS

#### Stakeholders' Engagements and Prioritisation

Through Management's various engagements with relevant stakeholders, the Group can identify groups that may be significantly impacted by the Company or BU. These engagement sessions help the respective BU understand and fulfill their key stakeholders' expectations as well as to communicate the Company's sustainability performance, strategies, priorities and targets to them. Through the different modes of engagements held with key stakeholders, the Company and BU can identify the SM that impact their respective operations.

Stakeholders Group	Mode of engagement	Topics	Solutions / Actions
Board	Board Meetings	<ul style="list-style-type: none"> <li>Performance.</li> <li>Dividend payouts.</li> <li>Risk Management and Sustainability risks, opportunities and strategies.</li> <li>Manpower and business rationalisation exercise.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to build on the Company's core strength to deliver to shareholders.</li> <li>Uphold high ethical standards, governance and professional conduct.</li> <li>Include Risk Management and Sustainability Matters as a Board agenda.</li> </ul>
Shareholders	Annual General Meetings Announcements Company Website	<ul style="list-style-type: none"> <li>Investment in A2I Holdings S.A R.L ("A2I") and its returns.</li> <li>Return on equity via higher dividend payouts or bonus issue.</li> <li>Outlook and margins for its Plantations and Property Development segments.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor A2I investment and future returns.</li> <li>The Board maintains a reasonable and prudent dividend policy.</li> <li>The impacts of climate change on the Plantations Segment's production and inflationary factors on the Property Development Segment's operating expenses necessitate mitigative measures. Management's mitigating plan involves moderating the construction costs and adopting economical housing designs.</li> </ul>
Government / Regulators	Meetings Inspections Joint Surveys Seminars Talks Correspondences	<ul style="list-style-type: none"> <li>ESG issues.</li> <li>Local and sectoral development.</li> <li>Compliance with legal, regulatory and listing requirements.</li> <li>Improving governmental and regulatory ties.</li> <li>Product quality and food safety.</li> <li>Certifications.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with legal, regulatory, trade industry and listing requirements and keep all counterparts updated and aligned with the latest laws and regulations.</li> <li>Joint patrolling exercise.</li> <li>Engage more certified competent persons.</li> <li>Continuous research &amp; development efforts.</li> <li>Relevant certifications are obtained and maintained.</li> </ul>
Non-Governmental Organisations	Meetings	<ul style="list-style-type: none"> <li>Environmental protection.</li> <li>Biodiversity conservation.</li> <li>Social welfare.</li> </ul>	<ul style="list-style-type: none"> <li>Engage in collaborative projects to rehabilitate riparian buffer zones, mangrove forest reserve, establish wildfire corridors and protect wildlife and foster positive social and environmental impact on communities.</li> </ul>

## SUSTAINABILITY STATEMENT (cont'd)

### SUSTAINABILITY MATTERS (CONT'D)

#### Stakeholders' Engagements and Prioritisation (Cont'd)

Stakeholders Group	Mode of engagement	Topics	Solutions / Actions
Customers	Meetings Tele-conversation Emails Social Media Feedback Dialogue	<ul style="list-style-type: none"> <li>• Certifications.</li> <li>• Sustainable procurement practices.</li> <li>• Market competitiveness.</li> <li>• Product and services review.</li> <li>• Uptrend, support and sustain commercial and community activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant certifications are obtained and maintained.</li> <li>• Meet with customers to discuss and solve issues to achieve 100% traceability supply chain.</li> <li>• Maintain and improve on its integrated palm oil processing complex.</li> <li>• Refinement on design of development projects.</li> <li>• Maintain price affordability range for the properties developed.</li> <li>• Consistently uptrend, support and sustain the commercial and community activities within its townships.</li> <li>• Upkeep investment, hotels and provide quality services to customers.</li> </ul>
Suppliers	Meetings Tele-conversation Emails Social Media Feedback Dialogue	<ul style="list-style-type: none"> <li>• Sustainable procurement practices.</li> <li>• Compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with suppliers to discuss and solve issues to achieve 100% traceability supply chain.</li> </ul>
Employees	Meetings Conferences Social Impact Assessment Dialogue and direct engagement Annual Performance Appraisal	<ul style="list-style-type: none"> <li>• Staff retention.</li> <li>• Awareness on safety and health, sustainability requirements and company policies and procedures.</li> <li>• Staff welfare, labour policy and practices, human rights and quality of life.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual performance appraisal and assessment.</li> <li>• Hold briefings and training sessions.</li> <li>• Hold meetings with workers' representatives to discuss and resolve issues raised.</li> </ul>
Local Communities	Meetings Dialogue Direct engagements Social Media Company Website	<ul style="list-style-type: none"> <li>• Relationship with the Company.</li> <li>• Employment opportunities.</li> <li>• Complaints and grievances, including health and safety issues.</li> <li>• Community development.</li> <li>• Environmental impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Create share valued initiatives.</li> <li>• Open employment opportunities to eligible locals.</li> <li>• Attend and resolve any complaints and grievances.</li> <li>• Contribute to community development / projects through Corporate Social Responsibility ("CSR") activities.</li> <li>• Close interaction with local communities via social media exchanges, social media feedback and participate in community events.</li> <li>• Source quality operators for the Group's developed/developing townships.</li> </ul>

## SUSTAINABILITY STATEMENT (cont'd)

### SUSTAINABILITY MATTERS (CONT'D)

#### Stakeholders' Engagements and Prioritisation (Cont'd)

Following the identification of the SM, a materiality assessment process is conducted to further identify MSM. The MSM are determined from common sustainability issues arising from the oil palm, palm oil mill & refinery industries and through SM assessments and ratings. The respective segment's MSM are indicated High (H) under each Segment's performance data table.

The Group has commenced physical stakeholders' engagement sessions but continues to hold engagements through social media platforms, survey forms or via phone interviews.

### ENVIRONMENT

#### Plantations Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C4	<b>Energy Management</b>						E1
C4(a)	Total energy consumption	MW	35.58	8.06	Not available	Improve usage energy efficiency	
C9	<b>Water Management (H)</b>						E2
C9(a)	Total volume of water used	ML	Not applicable	Not applicable	Not applicable		
C10	<b>Waste Management (H)</b>						E3
C10(a)	Total waste generated	MT	6.43	21.48	0.00		
C10(a)(i)	Total waste diverted from disposal	MT	6.43	21.48	0.00	90.00% diversion	
		%	100.00%	100.00%	0.00%		
C10(a)(ii)	Total waste directed to landfill	MT	0.00	0.00	0.00		
-	Total scheduled waste disposed	MT	6.43	3.34	1.66		
-	Number of summons or penalties from regulators	Number	0	0	0	Zero summon or penalty	
C11	<b>Emission Management (H) [N1]</b>						E4
C11(a)	Scope 1 emissions in tonnes of CO <sub>2</sub> e	tCO <sub>2</sub> e	49,619.84	Not available	Not available		
C11(b)	Scope 2 emissions in tonnes of CO <sub>2</sub> e	tCO <sub>2</sub> e	518.25	Not available	Not available		

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### Plantations Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C11(c)	Scope 3 emissions in tonnes of CO <sub>2</sub> e (business travel and employee commuting)	tCO <sub>2</sub> e	3.53	Not available	Not available		
-	GHG: CO <sub>2</sub> e/Hectare	tCO <sub>2</sub> e	2.7	1.86	1.70	<2.0tCO <sub>2</sub> e/Hectare	
	<b>Biodiversity (H)</b>						E5
S1(a)	Percentage of existing operations or projects assessed for biodiversity risks	%	100.00%	100.00%	100.00%	100.00%	
S1(b)	Development on Peat land and High Conservation Value ("HCV") land / Size and location of all habitat areas protected or restored	Hectare	52.00	52.00	52.00	To maintain at 52.00 Hectares	
S1(c)	Total number of International Union for Conservation of Nature ("IUCN") Red List of Threatened Species and national conservation list of species with habitats in areas affected by the operations of the Segment/Division/ Company	Number	0	0	0		
	<b>Land Conservation (H)</b>						E5
-	Soil erosion incidents	Number	0	0	0	Zero soil erosion incidents	
	<b>Pest Control and Chemical Usage (H)</b>						E6
-	Pesticides used per hectare - Active ingredients	Litre / Hectare	0.055	0.014	0.050	<2.00 litres of pesticides - Active ingredient/ hectare	

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### *Plantations Segment (Cont'd)*

Initiatives:

E1. *Energy Management*

The Plantations Segment's energy consumption is deemed negligible, as such no monitoring was conducted in prior years. However, as of July 2023, a separate electricity meter has been installed for monitoring purposes. This will assist the Plantations Segment to assess and reduce its future GHG emissions. The energy consumption FY 2024 will become the target's base year.

E2. *Water Management*

The water consumption incurred by our Plantations Segment is deemed insignificant; as such, no consumption monitoring has been and will be carried out. Our Plantations Segment has developed and implemented a comprehensive water management plan to maintain the quality and availability of surface and ground water which includes maintaining buffer or riparian zones, conducting annual water sampling, reusing gray water for gardening and ensuring all taps, pipes and toilets are properly maintained to avoid leakages.

E3. *Waste Management*

Plantations Segment's domestic wastes are mainly managed through recycling, where staff and workers are encouraged to recycle plastic, aluminium, paper and glass. Its scheduled waste is monitored and controlled following a scheduled waste management guideline, and the disposal of these wastes is made through licensed contractors. The Plantations' Agricultural Manual outlines the responsible methods on cutting palm fronds and replanting methods of biomass. Our empty fruit bunches are shredded for mulching and composting.

As part of our efforts to reduce pollutants that contribute to climate change, our Plantations Segment adopts and adheres to a zero-burning policy. No fire is used for the preparation or clearing of land areas. Our oil palms are felled, chipped, exposed to direct sunlight and left to decompose. These decomposing chips will add nutrients to the soil and inhibit the spread of Ganoderma, a fungus responsible for basal stem rot disease.

All forms of open burning by our workers, staff and contractors are prohibited within our premises. Plantation employees and workers are trained to respond to fire emergency situations, and frequent patrols are conducted to ensure no open burning or fire outbreaks occur within the plantations. Other emission management efforts include reducing nitrogen emission from fertiliser applications by adopting the Agronomist's oil palm manuring recommendation, planting legume cover crops such as *Mucuna Bracteata* to recycle nitrogen back into the soil, reducing soil erosion and water runoff. Timely maintenance is performed on our tractors to reduce carbon emissions from these vehicles.

E4. *Emission Management*

Carbon emissions per hectare had increased in FY 2024 (2.70 vs. 1.86 tCO<sub>2</sub>e/ha) due to lower crop sequestration, despite unchanged planted area. As palms age, sequestration declines from slower growth, reduced photosynthesis, and biomass saturation, with older palms storing less CO<sub>2</sub> than younger ones. [N1].

No emission reduction target has been set for FY2024. Instead, the total GHG Emissions calculated for FY 2024 will serve as the baseline against which FY 2025 targets will be established. Nevertheless, the Plantations Segment is committed to reducing its carbon footprint by implementing the management methods prescribed by RSPO. This includes using the PalmGHG V4 calculator to identify the Group's gross carbon emissions on an annual basis.

N1: Emission factor source: Refers to Index 1: Emission Factor List page 74.



## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### *Plantations Segment (Cont'd)*

Initiatives: (Cont'd)

##### E5. *Biodiversity and Land Conservation*

We are aware that negligence towards preserving HCV areas and buffer zones will result in significant negative impacts towards the environment. Thus, our conservation efforts involved the following:

- **HCV Areas and Biodiversity:**
  - maintain and/or enhance identified HCV areas;
  - allocate HCV areas and buffer zones within our operating boundaries;
  - put up signages to create awareness of prohibited acts such as trespassing and hunting;
  - frequent monitoring of HCV areas;
  - preserve and protect flora and fauna species; and
  - handing over any endangered wildlife species found on our premises to the Department of Wildlife and National Parks.
- **Buffer Zone or Riparian Area:**
  - maintain natural or engineered buffer zone or riparian area;
  - mark palms and place warning signages to raise awareness that these areas are considered as conservation area;
  - no new planting or replanting is carried out in these areas;
  - agrochemical activities are not allowed;
  - strict adherence to water management plan, which includes prohibiting chemical spraying or fertiliser application in the buffer zone and conducting water sampling/analysis to ensure water quality is maintained; and
  - educate workers on the importance of maintaining buffer zones or riparian reserves.



**Buffer zone maintained at replanting area**



**Buffer zone at water stream**

- **Soil Protection:**
  - restrict new development or new planting on certain terrain;
  - conserve existing cover crop, vegetation or planting of forest plants on flat or low gradient land;
  - maintain soil condition, moisture and stability;
  - monitor, identify and estimate areas vulnerable to any potential erosion incidents; and
  - strictly adhere to the soil erosion management plan, which forms part of our efficient planting techniques to ensure sustainable land cultivation.
- **Peatland Development:**
  - prohibit the planting of palms on peatland.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### Plantations Segment (Cont'd)

Initiatives: (Cont'd)

##### E6. Integrated Pest Management ("IPM") and Chemical Usage

Pest management is an important process in which we can successfully grow palm trees that produce high-quality yield. To address pest problems, the Plantations Segment has adopted IPM methods. IPM's aim is to maintain a delicate equilibrium between the destructive insect pests and the natural biological agents, whilst its strategies are to:

- maintain good ground cover, preserve beneficial plants, and have a thorough knowledge of pests, their benefits, and their enemies;
- monitor closely for any outbreak of pest infestation in our oil palm plantations to ensure that it is quickly brought under control and maintained below the economic damage threshold level;
- introduce mitigating measures such as biological and physical controls to reduce dependency on chemical-based herbicides and pesticides;
- use mechanical spreaders and provide personal protection equipment ("PPE") to minimise human contact with chemicals;
- ensure sound chemical management is in place throughout the chemicals' life cycle, with spills containment kits and PPE prepared for the management of chemical leaks and spills;
- ensure standard operating procedures ("SOPs") are in place for weed management;
- brief workers on work safety before commencement of work and ensure that they are subjected to annual medical check-ups; and
- routinely undergo Chemical Health Risk Assessments ("CHRA") to ensure workers understand chemical hazards to health.



**Prevention management – Preservation of Beneficial Plants (*Antigonon leptopus*)**



**Biological control – Barn Owl**

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### Manufacturing Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C4	<b>Energy Management (H)</b>						M1
C4(a)	Total energy consumption	MW	30,539.52	27,030.39	27,082.66	3.00% reduction in power used	
-	Total purchased energy consumed	MW	18,656.59	16,150.72	15,955.39	3.00% reduction in purchased energy	
-	Total renewable energy consumed	MW	11,882.93	10,879.67	11,127.27		
-	Total energy consumed to process per tonne of fresh fruit bunches ("FFB")	KWh	57.01	60.26	61.60		
C9	<b>Water Management (H)</b>						M2
C9(a)	Total volume of water used	ML	613.81	449.05	564.95		
-	Total volume of water used to process one MT of FFB	m <sup>3</sup> /MT	2.28	1.90	2.38	<3m <sup>3</sup> per tonne of FFB	
C10	<b>Waste Management (H)</b>						M3
C10(a)	Total waste generated	MT	5.16	10.23	Not available	<15MT	
C10(a)(i)	Total waste diverted from disposal	MT	0	0	Not available		
C10(a)(ii)	Total waste directed to landfill	MT	5.16	10.23	Not available	<15MT	
-	Total scheduled waste disposed	MT	11.24	14.93	11.25		
-	Number of summons or penalties from regulators	Number	0	0	0	Zero summon or penalty	
S8(a)	Total volume of water (effluent) produced over the reporting period	ML	446,668	431,047.27	298,889.28		
-	Total volume of water (effluent) treated & discharged over the reporting period	ML	470,160	454,440.00	462,480.00		

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### Manufacturing Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C11	<b>Emission Management (H)</b>						M4
C11(a)	Scope 1 emissions in tonnes of CO <sub>2</sub> e	tCO <sub>2</sub> e	25,981.17	7,722.40	Not available		
C11(b)	Scope 2 emissions in tonnes of CO <sub>2</sub> e	tCO <sub>2</sub> e	10,195.83	10,842.95	Not available		
C11(c)	Scope 3 emissions in tonnes of CO <sub>2</sub> e (business travel and employee commuting)	tCO <sub>2</sub> e	68.27	Not available	Not available		
-	GHG: CO <sub>2</sub> e per tonne of product (CPO, PK, PKO & PKE)	tCO <sub>2</sub> e	0.57-0.60	0.60-0.73	0.59-0.64	<3.50tCO <sub>2</sub> e/Product	
S4(a)	Amount of air pollutants and particulate matter: Dark smoke Sum of SO <sub>2</sub> Sum of NO <sub>2</sub> Carbon monoxide (CO)	Shade Mg/m <sup>3</sup> Mg/m <sup>3</sup> Mg/m <sup>3</sup>	Shade 1 N/A N/A 52	Shade 1 234.00 185.00 125.00	Shade 1 230.00 179.00 124.00	Shade 1 400mg/m <sup>3</sup> 400mg/m <sup>3</sup> 1000mg/m <sup>3</sup>	
S4(a)	Dust particulate emission limit	Mg/Nm <sup>3</sup>	41	110.00	97.00	<150mg/Nm <sup>3</sup>	

Initiatives:

#### M1. Energy Management

The Manufacturing Segment: Keck Seng Palm Oil Processing Complex is an integrated complex located in close proximity to most of our plantations. The complex encompasses our Palm Oil Mill ("POM"), our Kernel Crushing Plant ("RAGAMO"), our Palm Oil Refinery ("POR") and our Vitamin extraction plant ("SUPERVITAMIN"). Our POM, through its anaerobic digester tanks, can treat its Palm Oil Mill Effluent ("POME"). At the same time, the methane gas produced from our POME treatment process, together with the palm biomass, which consists of mesocarp fibres, shells and empty fruit bunches, are used as a renewable energy source to generate steam and electricity for our POM and POR. This source of renewable energy is environmentally sustainable and allows for annual savings of more than 85% and 40% of fossil fuel and power costs, respectively.

The volume of energy purchased correlates with the amount of Fresh Fruit Bunches (FFB) available for processing at the POM. The total purchased energy consumed increased by 15.52%. This increase was primarily due to a breakdown of our steam turbine, which generates our renewable energy. POM will begin the installation of a new biomass boiler to enhance the efficiency of steam supply to the cogeneration turbine ("Cogen"). The new boiler is expected to be commissioned in Q1 2026. We intend to fully utilise our Cogen energy supply by upgrading the manual power switching system to an Auto-Synchronization System.

#### M2. Water Management

POM uses water to process its FFB and generate steam to supply the POR and SUPERVITAMIN.

Water is widely used in our palm oil processing complex. We are committed to consistently supplying clean and safe water for our staff and workers' domestic usage and that the treated water meets our operational processing requirements without compromising on the quality of our POR's end products. We are guided by our water management manual for the treatment of raw water/wastewater, monitoring of river water quality, water outflow to the natural waterways, water usage in the mill, maintaining of buffer zones and effluent water analysis.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### Manufacturing Segment (Cont'd)

Initiatives: (Cont'd)

##### M3. Waste Management

Effluent treatment is the process of removing pollutants from wastewater before it is discharged into the environment, thereby minimising the wastewater's impact on ecosystems. Over the years, we have invested in and upgraded our effluent treatment system to ensure that the water discharged from our palm oil processing plant is treated and made safe before being released into the environment. We have also engaged skilled personnel to manage our effluent.

Competent and qualified personnel are appointed to manage the collection, inventory, and disposal of scheduled waste. The scheduled wastes are properly inventoried and stored in the Scheduled Waste Store prior to disposal through a licensed contractor, resulting in a decrease in the total scheduled waste disposed of in FY 2024 compared to FY 2023.

##### M4. Emission Management

Beginning in 2023, we initiated the calculation of our Scope 1 and 2 emissions. In 2024, we engaged a consultant for our Carbon Profiling (GHG Emissions Inventory) covering Scope 1, Scope 2, and Scope 3: categories 6 and 7. Our consultant developed a Carbon Profiling Template for estimating the GHG emissions of KSM's Malaysian entities. The template was created with reference to the Greenhouse Gas ("GHG") Protocol Corporate Standard and ISO 14064-1. It encompasses the accounting and reporting of the six greenhouse gases recognised by the Kyoto Protocol: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulphur hexafluoride (SF<sub>6</sub>), as well as the seventh GHG, nitrogen trifluoride (NF<sub>3</sub>), which was introduced following changes to international accounting and reporting rules under the UNFCCC/Kyoto Protocol.

Our Scope 1, Scope 2, and Scope 3 (Category 6 & 7) emissions for FY 2024 have been calculated as presented above. The total CO<sub>2</sub>e for Scope 1 increased because our consultant advised including more components in accordance with the UNFCCC/Kyoto Protocol during the carbon profiling process. No emission reduction target has been set for FY 2024. Instead, the total GHG Emissions calculated for FY 2024 will serve as the baseline against which FY 2025 targets will be established.

As part of the monitoring process, stack emission analysis is conducted and submitted to the Department of Environment ("DOE") annually. DOE no longer requires reporting the sum of SO<sub>2</sub> and NO<sub>2</sub>; thus, no data is reported for the year 2024. The amount of air emissions of pollutants remains within DOE's specification limits. To ensure that our boilers' dust particulate emission readings remain below the target reading of 150mg/Nm<sup>3</sup>, we installed and commissioned a new dust particulate arrestor system in April 2023.

N1: Emission factor source: Refers to Index 1: Emission Factor List page 74.

#### Property Development ("PD") and Investment ("PI") Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit		2024	2023	2022	Target	Initiatives
C4	<b>Energy Management</b>							P1
C4(a)	Total energy consumption	MW	PD	322.12	298.12 *	Not available	3.00% reduction	
			PI (H)	3,642.18	3,434.57	3,307.94	2.00%-5.00% reduction	
C9	<b>Water Management</b>							P2
C9(a)	Total volume of water used	ML	PD	1.54	1.24 *	Not available	3.00% reduction	
			PI (H)	29.03	30.32	26.91	5.00%-10.00% reduction	

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### Property Development ("PD") and Investment ("PI") Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit		2024	2023	2022	Target	Initiatives
C10	<b>Waste Management</b>							P3
C10(a)	Total waste generated	MT	PD (H)	363.57	344.79	Not available		
			PI	311.84	9.38	0.37		
C10(a)(i)	Total waste diverted from disposal	MT	PD	0	0	Not available		
		%	PD	0	0.00%	Not available		
		MT	PI	13.39	9.38	0.37		
		%	PI	4.00%	100.00%	100.00%		
C10(a)(ii)	Total waste directed to landfill	MT	PD	365.57	344.79	Not available		
			PI	298.00	0	0		
S8(a)	Total volume of water (effluent) discharged over the reporting period	ML	PD	Not available	Not available	Not available		
-	Total volume of water (effluent) treated over the reporting period	ML	PD	Not available	Not available	Not available		
C11	<b>Emission Management</b> [N1]							P4
C11(a)	Scope 1 emissions in tonnes of CO2e	tCO2e	PD (H)	947.02	219.07 *	Not available		
			PI	1.15	Not available	Not available		
C11(b)	Scope 2 emissions in tonnes of CO2e	tCO2e	PD (H)	218.83	185.43 *	Not available		
			PI	2,070.80	Not available	Not available		
C11(c)	Scope 3 emissions in tonnes of CO2e (business travel and employee commuting)	tCO2e	PD (H)	201.13	74.03 *	Not available		
			PI	141.05	Not available	Not available		
	<b>Biodiversity</b>							P5
S1(a)	Percentage of existing operations or projects assessed for biodiversity risks	%	PD	Not available	Not available	Not available		
S1(b)	Development on Peat land and High Conservation Value ("HCV") land / Size and location of all habitat areas protected or restored	Hectare	PD	Not available	Not available	Not available		



## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### *Property Development ("PD") and Investment ("PI") Segment (Cont'd)*

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit		2024	2023	2022	Target	Initiatives
S1(c)	Total number of International Union for Conservation of Nature ("IUCN") Red List of threatened species and national conservation list of species with habitats in areas affected by the operations of the Segment/Division/ Company	Number	PD	0	0	0		

Note: (\*) Restated

Initiatives:

#### P1. *Energy Management*

KSM's Property Division ("PD") has elected FY 2023 to commence its ESG initiatives, and as part of its initiative to reduce its carbon footprint, it has commenced:

- monitoring the energy consumption of its main/site offices and commercial properties/areas leased out;
- spreading awareness among its employees on ways to conserve energy;
- sourcing and replacing energy-saving equipment and appliances, where needed;
- encourage its current tenants to adopt green energy where possible; and
- studying the availability of alternative energy sources.

The energy consumption of our commercial and residential properties for FY 2024 has increased as operational activities have risen, and occupancy rates, along with tenant viewing frequencies, are also on the rise. We remain committed to conserving energy, and our efforts include carrying out regular maintenance on our plant and equipment, replacing inefficient equipment, ensuring that air-conditioning and lighting in vacant units are switched off, shutting down the chiller when the weather is cooler, converting to LED light fittings or equipment with motion sensors or timers, responding promptly to any necessary repairs, and educating users on ways to conserve energy. We also believe that, with the installation of repeaters and smart meters at our commercial building by Tenaga Nasional Berhad, users will be able to identify usage, control consumption, reduce wastage, and respond to outages far more quickly than before. This, in turn, will lead to a reduction in future carbon emissions.

#### P2. *Water Management*

PD has begun monitoring the water consumption of its main and site offices, as well as the commercial properties leased out, with the aim of reducing wastage of this scarce and critical resource.

Water consumption in our commercial and residential properties has also increased over the year due to higher occupancy rates and more frequent tenant viewings. In addition to preventing leakages, PD and the properties are exploring ways to minimize water consumption in operational activities, as well as encourage or educate their tenants about conserving water.

#### P3. *Waste Management*

PD is dedicated to ensuring that its property development initiatives do not have a significant impact on the environment and comply with all pertinent environmental laws, regulations, and guidelines pertaining to waste management and emissions control. Waste generated from our project development sites is appropriately disposed of at designated and regulated landfills rather than being incinerated or improperly disposed of. Starting in 2024, we have taken the initiative to encourage our staff to participate in recycling initiatives. Recycling bins are made available at the main and site offices.

Effluent data is unavailable as of 31 December 2024 due to the complexity and variability of accurately measuring and reporting this data across multiple sites.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### **Property Development ("PD") and Investment ("PI") Segment (Cont'd)**

Initiatives: (Cont'd)

##### P4. *Emission Management*

Management of the Property Investment Segment has taken measures to ensure that its GHG emissions are properly inventoried and will be computed and assessed starting FY 2024. Together with the rest of KSM's Malaysian entities, we have engaged a consultant for the FY 2024 GHG Profiling, and it was completed in early February 2025. In FY 2024, Scope 1, 2, and 3 emissions increased compared to FY 2023. This notable rise in GHG emissions is primarily due to the inclusion of land use change (LUC) emissions and the emissions from our main contractors' activities for our development projects in the calculations. We are now capturing a more comprehensive picture of our indirect emissions along the value chain. This expansion in the scope of our reporting demonstrates PD's commitment to more thorough and transparent emissions accounting.

No emission reduction target has been set for FY 2024. Instead, the total GHG Emissions calculated for FY 2024 will serve as the baseline against which FY 2025 targets will be established. Nevertheless, PD is committed to reducing its carbon footprint in the forthcoming years and has initiated employee training programs on this subject. PD complies with all policies, rules, and regulations set forth by pertinent authorities concerning greenhouse gas emissions, specifically CO<sub>2</sub> equivalent (in metric tons). Our objective is to proactively mitigate and minimize any negative impact that our operations may impose on the environment.

*N1: Emission factor source: Refers to Index 1: Emission Factor List page 74.*

##### P5. *Biodiversity*

Even though PD does not carry out any assessment on biodiversity risks or evaluate the size and location of habitat areas affected by its operations, PD is pleased to report that its development projects are not carried out on peat land or HCV areas and have not impacted any species listed under the IUCN red list of threatened species.

#### **Hotels Segment**

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C4	<b>Energy Management (H)</b>						H1
C4(a)	Total energy consumption	MW	17,472.51	17,641.05	17,345.31		
-	Total energy consumed per room	KWh	55.49	57.56	62.81	86.33KWh per room	
C9	<b>Water Management (H)</b>						H1
C9(a)	Total volume of water used	ML	168.57	158.70	136.73		
-	Total volume of water used per room	m <sup>3</sup>	0.53	0.53	0.51	0.65m <sup>3</sup> per room	
C10	<b>Waste Management (H)</b>						H2
C10(a)	Total waste generated	MT	1,190.79	1,049.08	805.78		
C10(a)(i)	Total waste diverted from disposal	MT	509.56	619.14	478.79	18.40% - 60.00% diversion rate	
C10(a)(ii)	Total waste directed to landfill	MT	681.23	429.94	326.99		



## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### Hotels Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C11	<b>Emission Management (H)</b>						H3
C11(a)	Scope 1 emissions in tonnes of CO <sub>2</sub> e	tCO <sub>2</sub> e	2,502.30	2,374.10	Not available		
C11(b)	Scope 2 emissions in tonnes of CO <sub>2</sub> e	tCO <sub>2</sub> e	2,642.30	41,088.60	Not available		
C11(c)	Scope 3 emissions in tonnes of CO <sub>2</sub> e (business travel and employee commuting)	tCO <sub>2</sub> e	177.76	623.10	Not available		

Initiatives:

#### H1. Energy Management and Water Management

Our Hotels Segment ("Hotels") is committed to implementing effective systems that reduce energy usage. We recognize that conserving energy and water, as well as recycling waste, necessitates teamwork and ongoing education for all staff members. Each hotel incorporates various conservation initiatives, such as:

- Employees are trained to monitor various areas and identify the underlying causes of energy wastage leakage;
- Provide remedial training to employees when necessary;
- Lead energy-using equipment are placed on maintenance agreement to ensure that they operate properly and efficiently;
- Carry out preventive maintenance checks and conduct annual inspections to ensure that equipment is run at its peak efficiency;
- Where feasible, replacing equipment with energy and water efficient alternatives;
- Equipment such as air-conditioners (temperature control), thermostats and washers (set at cold wash) are set to conserve energy;
- Encourage staff to use the stairs when travelling between 1 or 2 floors;
- Inculcate in all employees the habit of switching off the lights, computers and kitchen equipment when not in use;
- Where comparable, supplies are sourced locally to reduce the fuel consumption when transporting the items to our premises;
- Consolidate delivery or collection of goods to or from the property to reduce delivery trips made;
- Use water saver toilet flush valves, low flow shower heads and low flow aerators in the restrooms;
- Refrain from letting water run for extended periods while defrosting frozen food or washing; and
- Plant draught-resistant plants and use drip irrigation that is time-controlled.

#### H2. Waste Management

Our respective Hotels reduce their waste generation through prevention, reduction, recycling and reuse efforts that may include one or more of the following:

- Elimination of plastic bags;
- Promote and provide eco-friendly utensils;
- Have adequate and accessible bins available with proper signage and educational information to employees and visitors;
- Refurbish furniture to extend its useful life;
- Manage overages on employee meals or switch to made-to-order meals;
- Eliminate disposable containers used in the employee lounge and replace it with chinaware plating and silver utensils;
- Monitor food temperatures, rotate their stock and track food waste to decrease the need to discard food;
- The amount of food prepared should be commensurate with the occupancy rates, event guest count or need-to basis;
- Food products are cross-utilised to minimise waste;
- Use environmentally friendly cleaning agents and chemicals;
- Use latex paint to eliminate the use of thinners; and
- Recycle used computer paper for office use.

## SUSTAINABILITY STATEMENT (cont'd)

### ENVIRONMENT (CONT'D)

#### Hotels Segment (Cont'd)

Initiatives: (Cont'd)

#### H3. Emission Management

No emission reduction target has been set for FY 2024. Instead, the total GHG Emissions calculated for FY 2024 will serve as the baseline against which FY 2025 targets will be established. Nevertheless, the hotels are committed to decreasing their carbon footprint in the coming years by employing high-efficiency equipment and exploring the option of installing solar panels on the rooftops of their hotel in Hawaii. We also comply with local laws and regulations regarding emissions management.

#### Index 1: Emission Factors List

1. Tenaga Nasional (TNB) Sustainability Report 2023 Emission Intensity ([https://www.tnb.com.my/assets/annual\\_report/TNB\\_Sustainability\\_Report\\_2023.pdf](https://www.tnb.com.my/assets/annual_report/TNB_Sustainability_Report_2023.pdf))
2. Suruhanjaya Tenaga (Energy Commission) Grid Emission Factor (GEF) in Malaysia, 2017-2021 (<https://meih.st.gov.my/documents/10620/cdddb88f-aaa5-4e1a-9557-e5f4d779906b>)
3. Suruhanjaya Tenaga (Energy Commission) Malaysia Energy Statistics 2022 (<https://meih.st.gov.my/documents/10620/bc1de9b0-b1a9-4fff-8705-b47611065b20>)
4. ecoinvent 3.10 cutoff
5. Roundtable on Sustainable Palm Oil (RSPO) PalmGHG V4 Emission Factor (Updated on 23rd Nov 2020)
6. ISCC EU 205 Greenhouse Gas Emissions v.4.0 ([https://www.iscc-system.org/wp-content/uploads/2022/05/ISCC\\_EU\\_205\\_Greenhouse-Gas-Emissions-v4.0.pdf](https://www.iscc-system.org/wp-content/uploads/2022/05/ISCC_EU_205_Greenhouse-Gas-Emissions-v4.0.pdf))
7. ISCC EU 205 Greenhouse Gas Emissions v.4.1 ([https://www.iscc-system.org/wp-content/uploads/2024/01/ISCC\\_EU\\_205\\_Greenhouse-Gas-Emissions\\_v4.1\\_January2024.pdf](https://www.iscc-system.org/wp-content/uploads/2024/01/ISCC_EU_205_Greenhouse-Gas-Emissions_v4.1_January2024.pdf))
8. Cool Farm Tool and Platform - Technical Method Description - Methods 2.2.0 - CFT 2.10 and CFP 2.XX (<https://app.coolfarmtool.org/documentation/technical-description/>)
9. Carbon Footprinting in Fertilizer Production (CFC) Fertilizers Europe ([https://www.fertilizerseurope.com/wp-content/uploads/2020/01/The-carbon-footprint-of-fertilizer-production\\_Regional-reference-values.pdf](https://www.fertilizerseurope.com/wp-content/uploads/2020/01/The-carbon-footprint-of-fertilizer-production_Regional-reference-values.pdf))
10. Joint Committee on Climate Change (JC3) Climate Data Catalogue (<https://www.jc3malaysia.com/data-catalogue>)
11. Fourth Biennial Update Report Under the United Nations Framework Convention on Climate Change ([https://unfccc.int/sites/default/files/resource/MY%20BUR4\\_2022.pdf](https://unfccc.int/sites/default/files/resource/MY%20BUR4_2022.pdf))
12. IGES GRID EF published by country government (<https://www.iges.or.jp/en/pub/list-grid-emission-factor/en>)
13. UK Department for Energy Security and Net Zero Greenhouse gas reporting: conversion factors 2024 (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024>)
14. United States Environmental Protection Agency (EPA) GHG Emission Factors Hub (<https://www.epa.gov/climateleadership/ghg-emission-factors-hub>)
15. American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 34 Refrigerant Blends GWP April 2023 (<https://www.ashrae.org/file%20library/technical%20resources/refrigeration/unep---ashrae-factsheet--english---april2023.pdf>)
16. Association of Issuing Bodies (AIB) Residual Mixes and European Attribute Mix of 2023 (<https://www.aib-net.org/facts/european-residual-mix/2023>)
17. International Energy Agency Emission Factors 2023 (<https://www.iea.org/data-and-statistics/data-product/emissions-factors-2023>)
18. International Energy Agency (2005) Energy Statistics Manual
19. 2006 IPCC Guidelines for National Greenhouse Gas Inventories
20. 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories
21. 2013 Supplement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories: Wetlands
22. IPCC Six Assessment Report 2021
23. GHG Protocol. IPCC GWP Values (August 2024) (<https://ghgprotocol.org/sites/default/files/2024-08/Global-Warming-Potential-Values%20%28August%202024%29.pdf>)

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL

#### Plantations Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C2	<b>Community / Society</b>						E7
C2(a)	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	57,056.50	24,430.90	18,850.80		
C2(b)	Total number of beneficiaries of the investment in communities	Number	>600 pax	>900 pax	>600 pax		
-	Stakeholders' engagement	Number	Annually	Annually	Annually	Annually	
C3	<b>Diversity (H)</b>						E8
C3(a)	Employees by employee category	%				15.00% Female	
	Management		3.20%	3.51%	3.96%		
	Executive		5.60%	5.26%	5.94%		
	Non-Executive		91.20%	91.23%	90.10%		
	Employees by gender group	%					
	Management - Male		75.00%	75.00%	50.00%		
	Management - Female		25.00%	25.00%	50.00%		
	Executive - Male		42.86%	33.00%	33.00%		
	Executive - Female		57.14%	67.00%	67.00%		
	Non-Executive - Male		87.72%	87.00%	87.00%		
	Non-Executive - Female		12.28%	13.00%	13.00%		
C3(a)	Employees by age group	%					
	Management						
	18-30		0.00%	0.00%	0.00%		
	31-40		0.00%	25.00%	50.00%		
	41-50		75.00%	50.00%	0.00%		
	51-60		0.00%	0.00%	25.00%		
	61-70		25.00%	25.00%	25.00%		
	>70		0.00%	0.00%	0.00%		
	Executive						
	18-30		42.86%	33.33%	33.33%		
	31-40		28.57%	33.33%	33.33%		
	41-50		28.57%	16.67%	16.67%		
	51-60		0.00%	16.67%	16.67%		
	61-70		0.00%	0.00%	0.00%		
	>70		0.00%	0.00%	0.00%		

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### Plantations Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
	Non-Executive						
	18-30		50.00%	44.23%	14.28%		
	31-40		22.81%	23.08%	34.06%		
	41-50		16.67%	20.19%	21.98%		
	51-60		7.89%	7.69%	12.09%		
	61-70		2.63%	3.85%	13.19%		
	>70		0.00%	0.96%	4.40%		
C3(b)	Directors by gender group [N1]	%					
	Male		83.87%	83.87%	83.87%		
	Female		16.13%	16.13%	16.13%		
C3(b)	Directors by age group	%					
	Male						
	18-30		0.00%	0.00%	0.00%		
	31-40		0.00%	0.00%	0.00%		
	41-50		32.26%	32.26%	32.26%		
	51-60		12.90%	12.90%	12.90%		
	61-70		6.45%	6.45%	16.13%		
	>70		32.26%	32.26%	22.58%		
	Female						
	18-30		0.00%	0.00%	0.00%		
	31-40		0.00%	0.00%	0.00%		
	41-50		0.00%	0.00%	0.00%		
	51-60		0.00%	0.00%	0.00%		
	61-70		0.00%	0.00%	0.00%		
	>70		16.13%	16.13%	16.13%		
C5	<b>Health and Safety (H)</b>						E9
C5(a)	Number of work-related fatalities	Number	0	0	0	Zero work-related fatalities	
-	Number of non-life threatening cases	Number	70	31	1	Zero non-life threatening cases	
C5(b)	Lost time incident rate ("LTIR") [N2]	Rate	29.54	16.67	0.99	Zero LTIR	
C5(c)	Number of employees trained on health and safety standards	Number	217	149	70		

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### Plantations Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C6	<b>Labour Practices and Standards (H)</b>						E10
C6(a)	Training by employee categories	Hours					
	Management		56	46	8		
	Executive		222	200	232		
	Non-Executive		1,863	1,109	420		
C6(b)	Employees that are contractors or temporary staff	%	42%	38.00%	22.00%		
C6(c)	Employee turnover by employee category	Number					
	Management		0	2	0		
	Executive		1	1	2		
	Non-Executive		22	11	5		
C6(d)	Substantiated complaints concerning human rights violations	Number	0	0	0	Zero complaint	

Initiatives:

#### E7. Community / Society

A stakeholders' engagement meeting is held annually, together with the Manufacturing Segment's management team and representatives from the local communities, to address concerns and requests.

CSR activities engaged during FY 2024 focus on employee engagement and CSR activities in local communities. The details of these CSR activities can be found on pages 91 to 97 of this AR.

#### E8. Diversity

Given the nature of the plantation industry, achieving a female demographic of 30% is unlikely. We continue to advocate for equal opportunities for all interested individuals during the recruitment process and for fair remuneration and promotion for all deserving parties. Please refer to our manpower analysis charts on pages 88 to 90 of this AR.

*N1: The "Directors by Gender and Age Group" have been computed based on the total number of directors in each plantation based subsidiary, where certain directors are common directors.*

#### E9. Health and Safety

Management is pleased to report that there were no fatalities for FY 2024. However, the number of non-life-threatening cases has increased, as the criteria for recognising such cases have changed to include instances where medical leave of fewer than four (4) days is granted.

Please refer to page 91 of this AR for the Group's general health and safety initiatives. In addition to these initiatives, the Plantations Segment adopted mechanisation to reduce its field employees' exposure to fertilisers and chemicals. To safeguard the health of our local communities, anti-malaria / dengue spraying and fogging are regularly conducted around our plantations.

*N2: LTIR – Number of reported cases / Total number of hours worked X 200,000.*

#### E10. Labour Practices and Standards

Kindly refer to pages 91 to 97 of this AR for the Group's general labour practices and standards.

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### Manufacturing Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C2	<b>Community / Society</b>						M5
C2(a)	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	6,100.00	510.00	0		
C2(b)	Total number of beneficiaries of the investment in communities	Number	>1000 pax	13 pax	0		
-	Stakeholders' engagement	Number	Annually	Annually	Annually	Annually	
C3	<b>Diversity</b>						M6
C3(a)	Employees by employee category [N1]	%				15.00% Female	
	Management		6.22%	6.17%	6.26%		
	Executive		8.71%	8.65%	9.40%		
	Non-Executive		85.07%	85.18%	84.34%		
	Employees by gender group	%					
	Management - Male		80.00%	80.00%	81.00%		
	Management - Female		20.00%	20.00%	19.00%		
	Executive - Male		57.00%	60.00%	56.00%		
	Executive - Female		43.00%	40.00%	44.00%		
	Non-Executive - Male		88.00%	88.00%	89.00%		
	Non-Executive - Female		12.00%	12.00%	11.00%		
C3(a)	Employees by age group	%					
	Management						
	18-30		0.00%	0.00%	0.00%		
	31-40		20.00%	20.00%	23.08%		
	41-50		40.00%	40.00%	38.46%		
	51-60		12.00%	12.00%	15.38%		
	61-70		8.00%	8.00%	7.69%		
	>70		20.00%	20.00%	15.39%		
	Executive						
	18-30		25.71%	28.57%	28.21%		
	31-40		28.57%	25.71%	20.51%		
	41-50		2.86%	2.86%	2.56%		
	51-60		14.29%	14.29%	23.08%		
	61-70		25.71%	28.57%	23.08%		
	>70		2.86%	0.00%	2.56%		

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### Manufacturing Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
	Non-Executive						
	18-30		37.13%	35.65%	36.57%		
	31-40		23.10%	24.35%	27.14%		
	41-50		22.51%	22.90%	21.43%		
	51-60		11.70%	11.59%	10.57%		
	61-70		4.97%	4.93%	4.29%		
	>70		0.58%	0.58%	0.00%		
C3(b)	Directors by gender group [N2]	%					
	Male		78.95%	78.95% *	78.95%		
	Female		21.05%	21.05% *	21.05%		
C3(b)	Directors by age group	%					
	Male						
	18-30		0.00%	0.00%	0.00%		
	31-40		0.00%	0.00%	0.00%		
	41-50		10.53%	15.79% *	10.53%		
	51-60		10.53%	5.26% *	10.53%		
	61-70		5.26%	15.79% *	15.79%		
	>70		52.63%	42.11% *	42.10%		
	Female						
	18-30		0.00%	0.00%	0.00%		
	31-40		0.00%	0.00%	0.00%		
	41-50		0.00%	0.00%	0.00%		
	51-60		0.00%	0.00%	0.00%		
	61-70		5.26%	5.26% *	5.26%		
	>70		15.79%	15.79% *	15.79%		
C5	<b>Health and Safety (H)</b>						M7
C5(a)	Number of work-related fatalities	Number	0	0	0	Zero work-related fatalities	
-	Number of non-life-threatening cases	Number	61	34	12	Zero non-life threatening cases	
C5(b)	LTIR [N3]	Rate	13.12	7.19	2.62	Zero LTIR	
C5(c)	Number of employees trained on health and safety standards	Number	372	163	68		

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### Manufacturing Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C6	<b>Labour Practices and Standards (H)</b>						M8
C6(a)	Training by employee categories	Hours				2000 hours	
	Management		673.5	817	56		
	Executive		1129	1,193	1,189		
	Non-Executive		2676	2,082	790		
C6(b)	Employees that are contractors or temporary staff	%	2%	0.00%	0.00%		
C6(c)	Employee turnover by employee category	Number				<20 pax	
	Management		0	1	0		
	Executive		3	6	4		
	Non-Executive		47	47	57		
C6(d)	Substantiated complaints concerning human rights violations	Number	0	1	1	Zero complaint	

Note: (\*) Restated

Initiatives:

#### M5. Community / Society

A stakeholders' engagement meeting is held annually, together with the Plantations Segment's management team and representatives from the local communities to address concerns and requests. The Manufacturing Segment's CSR activities during FY 2024 focus on employee engagement and CSR activities in local communities. Further details can be found on pages 91 to 97 of this AR.

#### M6. Diversity

Given the nature of the palm oil industry, achieving an overall 30% female demographic is unlikely. We continue to advocate for equal opportunities for all interested individuals during recruitment and that fair remuneration and promotions be provided to all deserving parties. Please refer to our manpower analysis charts on pages 88 to 90 of this AR.

N1: Past years' headcount has been revised to account for an omission made.

N2: The "Directors by Gender and Age Group" have been computed based on the total number of directors in each manufacturing base subsidiary, where certain directors are common directors.

#### M7. Health and Safety

Management is pleased to report that there were no fatalities for FY 2024. However, the number of non-life-threatening cases has increased as the criteria for recognising such cases have expanded to include instances where medical leave of less than four (4) days is granted. Please refer to page 91 of this AR for the Group's general health and safety initiatives.

In addition to the general initiatives, the Manufacturing Segment has conducted further awareness training and engineering improvements to reduce the occurrence of non-life-threatening incidents, which arose mainly due to employee negligence.

N3: LTIR – Number of reported cases / Total number of hours worked X 200,000.



## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### Manufacturing Segment (Cont'd)

Initiatives: (Cont'd)

##### M8. *Labour Practices and Standards*

The management of the Manufacturing Segment is committed to improving employee competency. On-the-job training and job-related training are provided to employees to develop their skills and capabilities knowledge. All local or foreign workers are provided with contracts, monthly pay slips, EPF contributions (for local workers only), insurance or SOCSO contributions, trading licenses, valid passports & valid work permits. Overall employee turnover by category is manageable.

The Gender Committee has been established, comprising representatives from various genders, departments, levels, categories, and communities. The committee meets regularly to raise awareness and identify as well as address matters of concern, including women's rights, opportunities, and improvements.

Please refer to pages 91 to 97 of this AR for the Group's general labour practices and standards.

#### Property Development ("PD") and Investment ("PI") Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit		2024	2023	2022	Target	Initiatives
C2	<b>Community / Society</b>							P6
C2(a)	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	PD	13,332.00	40,293.20	24,000.00		
			PI (H)	12,000.00	1,000.00	0		
C2(b)	Total number of beneficiaries of the investment in communities	Number	PD	>500 pax	>500 pax	Not available		
			PI	>600 pax	10 pax	0		
C3	<b>Diversity</b>		PD & PI (H)					P7
C3(a)	Employees by employee category [N1]	%						
	Management			26.47%	25.96%	22.77%		
	Executive			28.43%	28.84%	30.69%		
	Non-Executive			45.10%	45.20%	46.54%		
	Employees by gender group	%						
	Management - Male			70.00%	70.00%	65.00%		
	Management - Female			30.00%	30.00%	35.00%		
	Executive - Male			34.00%	27.00%	26.00%		
	Executive - Female			66.00%	73.00%	74.00%		
	Non-Executive - Male			61.00%	62.00%	64.00%		
	Non-Executive - Female			39.00%	38.00%	36.00%		

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### *Property Development ("PD") and Investment ("PI") Segment (Cont'd)*

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit		2024	2023	2022	Target	Initiatives
C3(a)	Employees by age group	%						
	Management							
	18-30			3.70%	7.41%	0.00%		
	31-40			29.63%	22.22%	17.39%		
	41-50			25.93%	29.63%	26.09%		
	51-60			11.11%	11.11%	17.39%		
	61-70			25.93%	25.93%	34.78%		
	>70			3.70%	3.70%	4.35%		
	Executive							
	18-30			10.34%	10.00%	29.03%		
	31-40			27.59%	20.00%	9.68%		
	41-50			31.03%	33.33%	25.81%		
	51-60			17.24%	23.33%	22.58%		
	61-70			13.79%	13.34%	12.90%		
	>70			0.00%	0.00%	0.00%		
	Non-Executive							
	18-30			4.35%	0.00%	4.26%		
	31-40			23.91%	29.79%	25.53%		
	41-50			23.91%	19.15%	12.77%		
	51-60			30.43%	34.04%	40.43%		
	61-70			17.39%	17.02%	17.01%		
	>70			0.00%	0.00%	0.00%		
C3(b)	Directors by gender group [N2]	%						
	Male			60.00%	60.00%	60.00%		
	Female			40.00%	40.00%	40.00%		
C3(b)	Directors by age group	%						
	Male							
	18-30			0.00%	0.00%	0.00%		
	31-40			0.00%	0.00%	0.00%		
	41-50			20.00%	20.00%	20.00%		
	51-60			20.00%	20.00%	20.00%		
	61-70			0.00%	0.00%	0.00%		
	>70			20.00%	20.00%	20.00%		

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### Property Development ("PD") and Investment ("PI") Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit		2024	2023	2022	Target	Initiatives
	Female							
	18-30			0.00%	0.00%	0.00%		
	31-40			0.00%	0.00%	0.00%		
	41-50			0.00%	0.00%	0.00%		
	51-60			0.00%	0.00%	0.00%		
	61-70			20.00%	20.00%	20.00%		
	>70			20.00%	20.00%	20.00%		
C5	<b>Health and Safety (H)</b>		PD & PI					P8
C5(a)	Number of work-related fatalities	Number		0	0	0	Zero work-related fatalities	
-	Number of non-life-threatening cases	Number		8	0	0	Zero non-life threatening cases	
C5(b)	LTIR	Rate		9.7	0	0	Zero LTIR	
C5(c)	Number of employees trained on health and safety standards	Number		13	22	0		
C6	<b>Labour Practices and Standards</b>		PD & PI (H)					P9
C6(a)	Training by employee categories	Hours					PI-180 hours	
	Management			700	687	250		
	Executive			704.5	508	24		
	Non-Executive			315	357	49		
C6(b)	Employees that are contractors or temporary staff	%		48%	50.00%	30.00%		
C6(c)	Employee turnover by employee category	Number						
	Management			2	3	1		
	Executive			2	5	4		
	Non-Executive			8	7	1		
C6(d)	Substantiated complaints concerning human rights violations	Number		0	0	0	Zero complaint	

Note: (\*) Restated

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### **Property Development ("PD") and Investment ("PI") Segment (Cont'd)**

Initiatives:

P6. *Communities / Society*

In FY 2024, PD's CSR activities included donations and volunteer work aimed at supporting local communities and fostering socio-economic development in our townships. Further details of PD's CSR activities can be found on pages 91 to 97 of this AR.

P7. *Diversity*

The PD gender workforce stands at approximately 56% male and 44% female employees. We uphold the gender equality principle in our recruitment and remuneration practices. Recruitment and remuneration are based on the person's qualification, experience and merit. Employees are treated with mutual respect regardless of gender, race or age.

*N1: Past year's headcount has been revised to account for an omission made.*

*N2: The "Directors by Gender and Age Group" have been computed based on the total number of directors in the property investment subsidiaries, where certain directors are common directors.*

P8. *Health and Safety*

The rise in non-life-threatening cases stemmed from employees' personal health issues and accidents that occurred during their commutes to and from work. To increase employees' awareness of health and safety, we sent them for Health and Safety courses.

To safeguard our local communities' health, anti-malaria / dengue spraying and fogging are regularly conducted around our property development worksites and investment properties. PD's management is updated through monthly Safety, Health and Environment Report submitted by the main contractor. Safety-coordination meetings are held on our worksites by our contractors' competent safety officers. Adequate first aid boxes and safety green books are available on-site, and other health and safety matters are also attended to regularly. Relevant health and safety trainings are organised and attended by the relevant employees.

Kindly refer to page 91 of this AR for the Group's general health and safety initiatives.

P9. *Labour Practices and Standards*

Kindly refer to pages 91 to 97 of this AR for the Group's general labour practices and standards.

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### Hotels Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C2	<b>Community / Society (H)</b>						H4
C2(a)	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	20,149.31	26,584.02	0.00		
C2(b)	Total number of beneficiaries of the investment in communities	Number	>1000 pax	>1000 pax	0		
C3	<b>Diversity (H)</b>						H5
C3(a)	Employees by employee category [N1]	%					
	Management		7.87%	7.99%	8.01%		
	Executive		4.05%	3.89%	4.37%		
	Non-Executive		88.08%	88.12%	87.62%		
	Employees by gender group	%					
	Management - Male		51.00%	66.00%	64.00%		
	Management - Female		49.00%	34.00%	36.00%		
	Executive - Male		53.00%	53.00%	56.00%		
	Executive - Female		47.00%	47.00%	44.00%		
	Non-Executive - Male		48.00%	47.00%	48.00%		
	Non-Executive - Female		52.00%	53.00%	52.00%		
C3(a)	Employees by age group	%					
	Management						
	18-30		10.81%	8.57%	6.06%		
	31-40		29.73%	31.43%	27.27%		
	41-50		29.73%	20.00%	33.33%		
	51-60		16.22%	14.29%	24.24%		
	61-70		10.81%	20.00%	9.10%		
	>70		2.70%	5.71%	0.00%		
	Executive						
	18-30		0.00%	0.00%	0.00%		
	31-40		21.05%	29.41%	22.22%		
	41-50		15.79%	11.76%	33.33%		
	51-60		36.84%	29.41%	27.78%		
	61-70		26.32%	23.53%	16.67%		
	>70		0.00%	5.89%	0.00%		

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### Hotels Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
	Non-Executive						
	18-30		16.67%	19.95%	16.34%		
	31-40		16.43%	15.03%	19.11%		
	41-50		23.67%	22.54%	20.50%		
	51-60		23.43%	21.76%	21.88%		
	61-70		16.43%	17.36%	18.56%		
	>70		3.38%	3.36%	3.61%		
C3(b)	Directors by gender group [N1]	%					
	Male		50.00%	80.00%	91.67%		
	Female		50.00%	20.00%	8.33%		
C3(b)	Directors by age group	%					
	Male						
	18-30		0.00%	0.00%	0.00%		
	31-40		0.00%	0.00%	0.00%		
	41-50		15.00%	60.00%	50.00%		
	51-60		15.00%	10.00%	25.00%		
	61-70		15.00%	0.00%	8.33%		
	>70		5.00%	10.00%	8.34%		
	Female						
	18-30		0.00%	0.00%	0.00%		
	31-40		5.00%	0.00%	0.00%		
	41-50		5.00%	20.00%	0.00%		
	51-60		10.00%	0.00%	0.00%		
	61-70		20.00%	0.00%	8.33%		
	>70		10.00%	0.00%	0.00%		
C5	<b>Health and Safety (H)</b>						H6
C5(a)	Number of work-related fatalities	Number	0	0	0	Zero work-related fatalities	
	Number of non-life-threatening cases	Number	4	10	2	Zero non-life threatening cases	
C5(b)	LTIR [N1]	Rate	7.5	6.03	4.18	Zero LTIR	
C5(c)	Number of employees trained on health and safety standards	Number	291	269	224		

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### Hotels Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C6	<b>Labour Practices and Standards (H)</b>						H7
C6(a)	Training by employee categories	Hours					
	Management		488	889	665		
	Executive		332	232	164		
	Non-Executive		4,873	2579	1136		
C6(b)	Employees that are contractors or temporary staff	%	0.7%	0.00%	0.00%		
C6(c)	Employee turnover by employee category	Number					
	Management		5	14	11		
	Executive		4	3	1		
	Non-Executive		48	59	89		
C6(d)	Substantiated complaints concerning human rights violations	Number	1	0	0	Zero complaint	

Initiatives:

#### H4. *Communities / Society*

The Hotels' CSR activities for FY 2024 included donations and volunteer work aimed at supporting local communities. Further details of the Hotels' CSR activities can be found on pages 91 to 97 of this AR.

#### H5. *Diversity*

The Hotels' gender workforce stands at approximately 48% male and 52% female employees. Employee recruitment and remuneration are based on merit, qualification and experience.

#### H6. *Health and Safety*

The LTIR relates to the New York hotel, as a few of its employees were on extended leave resulting from various injuries. The Hotels prioritise its employees' safety and health, among others, by conducting safety and health trainings, carrying out workplace inspections and producing newsletters to raise safety awareness. Health and Safety ("H&S") committees/Safety Office meet to discuss H&S topics, report on hazards and investigate unusual claims to determine the contributing factor to avoid future incidents.

Kindly refer to page 91 of this AR for the Group's general health and safety initiatives.

*N1: LTIR – Number of reported cases / Total number of hours worked X 200,000.*

#### H7. *Labour Practices and Standards*

Kindly refer to pages 91 to 97 of this AR for the Group's general labour practices and standards. The violation reported in 2024 related to a complaint of discrimination. The Human Resource Department has taken appropriate mediation action. KSG uses the Hilton grievance program.

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### KSM Group's Social Initiatives

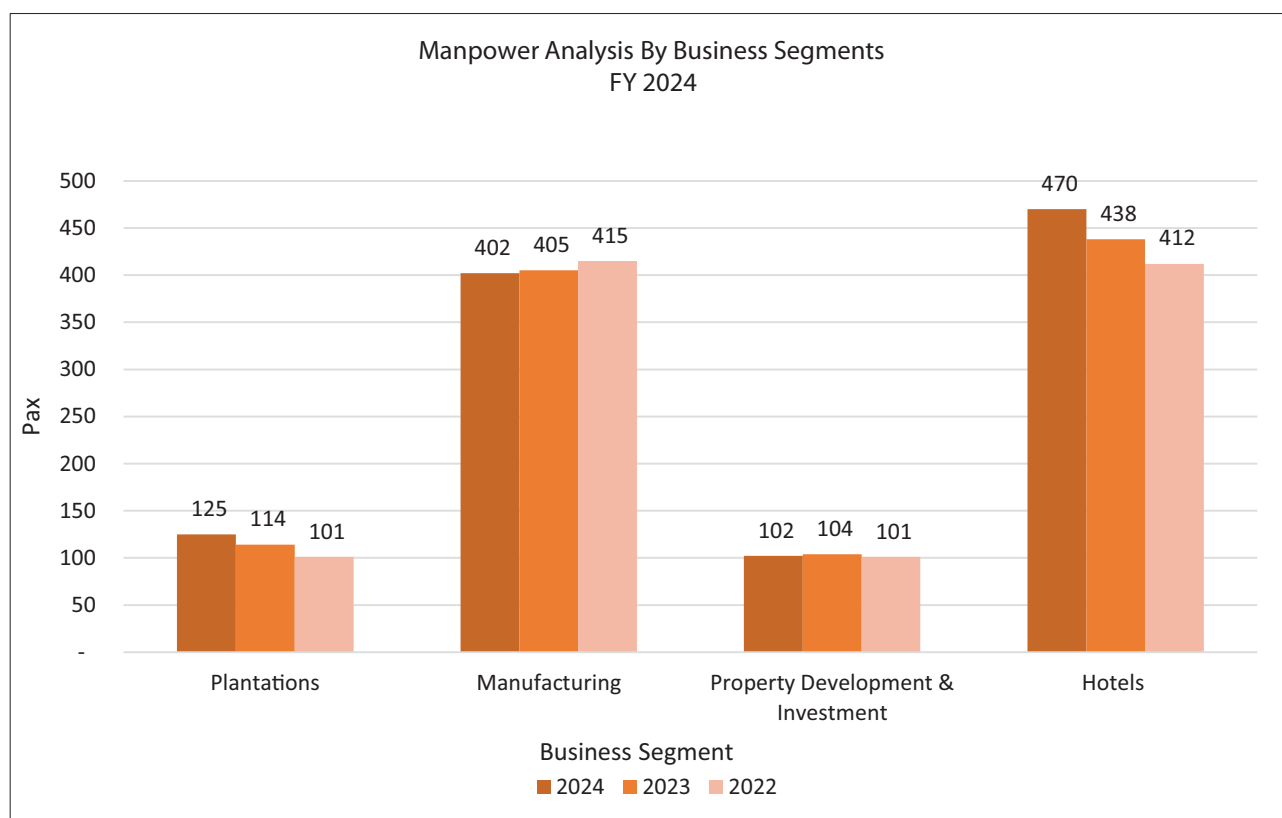
##### *Diversity*

We strongly believe that our people are key to propelling our businesses to greater heights. Hence, we strive to nurture a diverse and inclusive workplace where everyone can reach their full potential as well as promote a well-balanced work life.

As of 31 December 2024, we have a total of 1,099 (1,061 in 2023) employees and 218 (177 in 2023) contractors and temporary staff engaged across our major business segments.

Presented below is an analysis of our manpower as at 31 December 2024 (excluding contractors and temporary staff):-

#### KSM Group Manpower Analysis



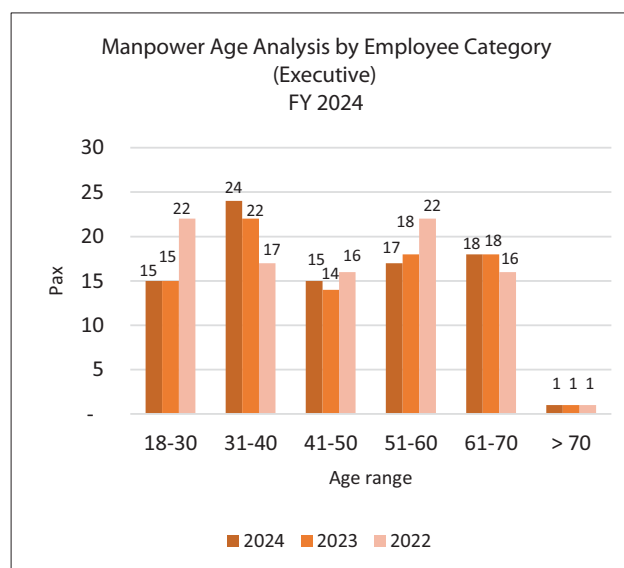
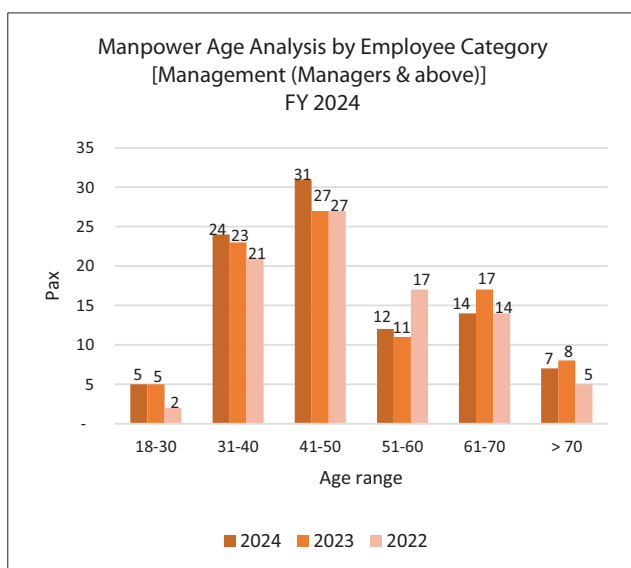
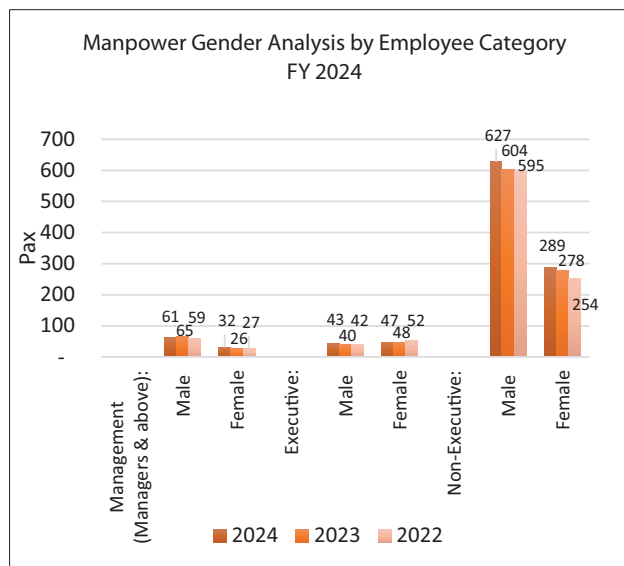
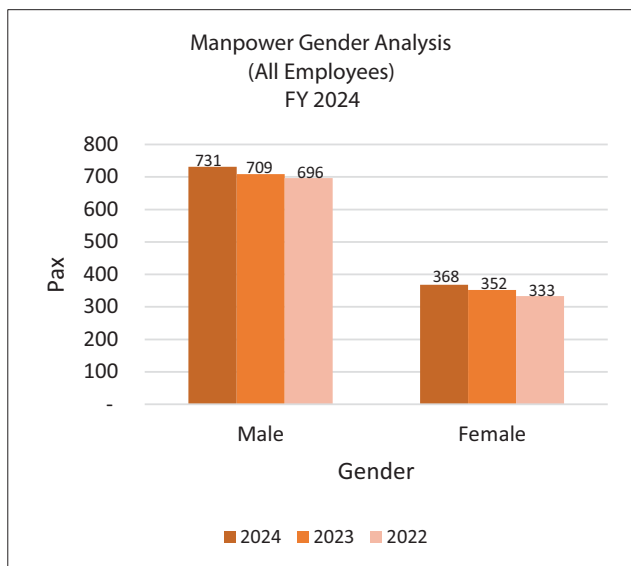


## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### KSM Group's Social Initiatives (Cont'd)

#### KSM Group Manpower Analysis (Cont'd)

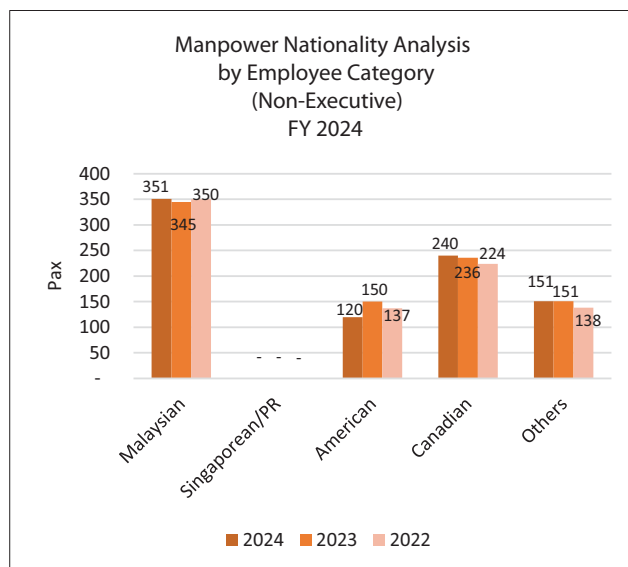
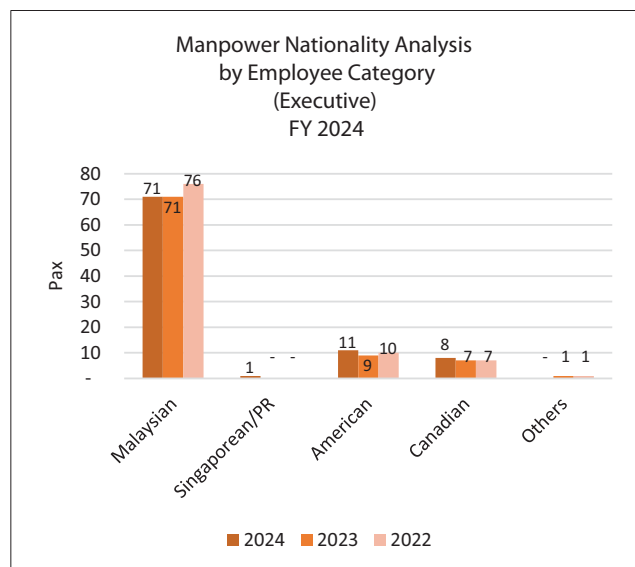
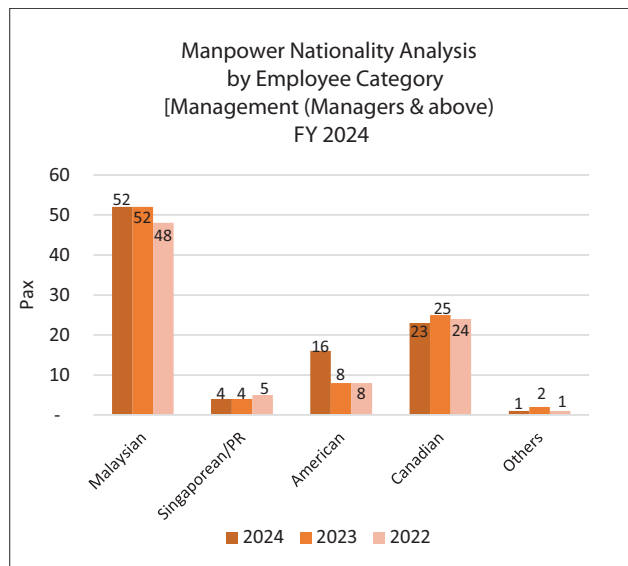
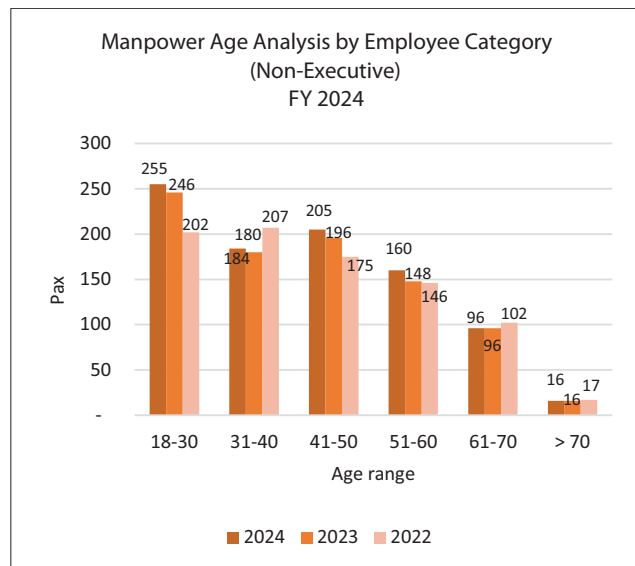


## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### KSM Group's Social Initiatives (Cont'd)

#### KSM Group Manpower Analysis (Cont'd)



## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### ***KSM Group's Social Initiatives (Cont'd)***

##### *Health and Safety*

In 2024, 893 employees of the Group were trained in health and safety standards.

Maintaining the safety, health, and environment of our employees and stakeholders is a top priority for our Group. All Business Units strictly adhere to their respective local Occupational Safety and Health Policies, Acts, or other relevant regulations. Our Code of Conduct and Ethics ("Code") guides us in enhancing the working environment, health, and safety of our employees and business associates.

We aim to enhance well-being for everyone, regardless of age, by creating and sustaining a safe and healthy workplace environment. Any loss of life or injury could affect the families of those involved and their productivity. While we are responsible for implementing effective policies and procedures to reduce the risk of employee illness or injury in the workplace, we also encourage our employees to take ownership of their own health and safety. Every operational site has safety committees or qualified safety officers who routinely perform audits and assess risks related to illnesses and injuries. We continually conduct safety and health awareness programs, complemented by training sessions. Our strategy for overseeing health and safety standards involves strict supervision, prompt incident responses, and continuous improvements driven by prior incidents. Personal Protective Equipment (PPE) is supplied to employees who need it to safeguard them from injury while performing their tasks. We also inspect and evaluate critical operational risk areas to confirm that sufficient health and safety measures are established. Moreover, clinical treatments for employees receive substantial subsidies.

Throughout FY 2024, we encouraged our employees to maintain rigorous hygiene protocols and wear masks, not only to reduce the spread of viruses but also to prevent the transmission of other contagious diseases.

We are pleased to report that there were no fatalities due to workplace accidents, nor were there any significant accidents or incidents in our workplace or worksites in 2024.

##### *Labour Practices and Human Rights*

KSM Group recognises that our people are our greatest assets. We are committed to ensuring the success of our people and other stakeholders in securing a sustainable future and fostering economic growth. We strongly uphold our dedication to being a responsible and compassionate organisation and strive to offer all our employees the following:

- fair treatment;
- productive employment and decent work;
- equal opportunity in terms of recruitment, representation and progression;
- gender equality;
- human rights;
- available dispute, grievance or complaint avenues;
- free from sexual harassment and all other forms of violence against women at the work place or society at large;
- women's reproductive rights;
- right to form and join trade unions and to bargain collectively;
- ethical recruitment i.e., no to forced, trafficked or child (less than 16 years old) labour, zero recruitment fee, no withholding of personal travel documents;
- decent housing with basic necessities (for our foreign workers);
- easy access to medical care; and
- strict compliance to the respective countries' applicable labour laws, rules and regulations including minimum wage laws.

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### ***KSM Group's Social Initiatives (Cont'd)***

##### *Labour Practices and Human Rights (Cont'd)*

*How do we care?*

#### a) Training

To support our employees in achieving greater heights, we encourage them to participate in the necessary training and development programmes that will enhance their professional knowledge and skills.

During FY 2024, a total of 14,032 hours were spent on training our employees. These sessions covered topics such as employment, taxes, occupational safety and health, computer systems, cyber awareness, ESG issues, soft skills, customer service, administration skills, human resources, Bursa Securities updates, anti-bribery and corruption, firefighting, workshops for harvesters/manurers/chemical handlers, sexual harassment, waste management, and many more.



**In-house Training : ISO9001:2015 Awareness & Internal Auditing  
(29.05.2024 – 30.05.2024)**



**External Capacity Building: IFRS S1 & S2 Standard Awareness Training  
(14.11.2024)**

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### ***KSM Group's Social Initiatives (Cont'd)***

##### *Labour Practices and Human Rights (Cont'd)*

##### *How do we care? (Cont'd)*

##### a) Training (Cont'd)



**On Job Training: Palm Kernel Fractionation (PKF) Operations and Work Procedures  
(07/12/2024)**

##### b) Employees' Welfare

KSM Group is committed to promoting a healthy work-life balance for all employees. We understand that engaging employees is crucial for motivating our team to achieve their full potential. Our initiatives focus on valuing and promoting the well-being of our staff. We hold that robust employee engagement is key to creating a motivating work environment that encourages all employees and supports long-term growth and increased productivity.

Our employee engagements conducted in 2024 are as follows:

- Festive celebrations throughout the year e.g; Hari Raya Dinner, Chinese New Year Dinner, Deepavali Dinner
- Annual Department Lunch/Dinner
- Sports and recreational activities organized by Keck Seng Staff Recreational Club (KSSRC)
- Annual Staff Trip organized by KSSRC
- Zumba Class organised by Gender Committee

Through these activities, we hope to cultivate meaningful social connections between the employer and employees as well as among the employees' families. Furthermore, we prioritise our employees' health and well-being, organizing gotong royong in staff quarters areas to provide a clean and comfortable living environment and combat dengue in our communities.



**Staff Chinese New Year Dinner  
(01.03.2024)**



**Gotong Royong at Staff's Quarters Area  
(01.10.2024)**



## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### ***KSM Group's Social Initiatives (Cont'd)***

##### *Labour Practices and Human Rights (Cont'd)*

##### *How do we care? (Cont'd)*

##### b) Employees' Welfare (Cont'd)



**Staff Deepavali Dinner  
(08.11.2024)**



**KSSRC: Staffs trip to Temerloh, Pahang  
(11.08.2024)**

Apart from employee engagement, KSM also takes pride in caring for its employees by donating to families in need. Every year, the Gender Committee will do a donation in the form of food supply to the staffs during festive celebrations.



**Hari Raya Donations to the needy family of employees  
(27.03.2024)**



**Deepavali Donation to the needy family of employees  
(27.03.2024)**



## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### ***KSM Group's Social Initiatives (Cont'd)***

##### *Labour Practices and Human Rights (Cont'd)*

##### *How do we care? (Cont'd)*

##### c) Engaging Local Communities

KSM Group wholeheartedly believes in the power of strong connections with our local communities. We truly value their integral role in fostering social inclusion, empowering individuals, and supporting the sustainable growth of our business. By continuously engaging with these communities, we aim to understand their unique needs, and we proudly work together to enhance their lives and prioritize their well-being. To achieve this goal, throughout FY2024, we enthusiastically organized a variety of Corporate Social Responsibility (CSR) activities and outreach programs aimed at promoting shared values and uplifting our society together. We're committed to supporting vulnerable groups, either directly or through collaborations with Government Bodies and Non-Governmental Organizations (NGOs), implementing impactful programs that truly make a difference. By providing much-needed assistance and resources, we strive to uplift these wonderful communities and help them on their journey toward long-term development.

##### CSR Activities by KSM Group's Local BUs

In FY 2024, our Malaysian BUs engaged in CSR activities such as follows:

- Catering foods for the Hari Raya Aidil Fitri celebration with Persatuan Penduduk Selat Medana Kong Kong
- Sponsorship for Landscape Upgrading at the Seri Alam Police Station
- Donation to support the SJKC Masai Historical Room
- Donate Fire Extinguisher to Sekolah Kebangsaan Cahaya Baru
- Donate Smart TV to Sekolah Kebangsaan Cahaya Baru
- Appreciation of Recyclable Materials Donation
- Donation to Kelab Kakitangan MPKu and Kelab Kebajikan dan Rekreasi Pejabat Tanah Kulaijaya to support their welfare and recreational programs
- Donation to Persatuan Hawa Ria BBKP for Hari Raya events
- Donation to MPKu for Hari Kemerdekaan



**Donation in support of the World Kite Festival held at Pasir Gudang, Johor Bahru (02.02.2024)**



**Contribution of 4 units of solar street lighting for Kg. Sungai Penderam villagers (01.06.2024)**

## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### ***KSM Group's Social Initiatives (Cont'd)***

##### *Labour Practices and Human Rights (Cont'd)*

##### *How do we care? (Cont'd)*

##### c) Engaging Local Communities (Cont'd)



**Donation to Sansan Kokwang Temple for temple celebration (10.05.2024)**



**Foods Supply Donation to Sekolah Kebangsaan Kong Kong Laut (01.04.2024)**



**Contribution in conjunction with the 51st Annual SK Kong Kong Laut Sports Day Championships (28.07.2024)**



**Donate to Pusat Kebajikan Orang Terabai dan Warga Emas Rumah Kasih Kuala Lumpur (12.01.2024)**

#### CSR Activities by KSM Group's Overseas BUs

In FY 2024, our Overseas BUs engaged in CSR activities such as follows:

- Coldest Night of the Year Walk
- Volunteer Team Cleaning for the Earth Day
- Annual Bake Sale Fundraising for the Sick Kids Foundation
- Volunteer in the Community Genki Mud Ball Project and Magic Island Beach clean-up
- Celebrating Diversity International Women's Day
- Celebrating Diversity Pride Month
- Celebrating National Veteran & Military Month
- Hawaii Foodbank Volunteer and Food Donations
- Children's Miracle Network
- Marriott Business Council



## SUSTAINABILITY STATEMENT (cont'd)

### SOCIAL (CONT'D)

#### ***KSM Group's Social Initiatives (Cont'd)***

##### *Labour Practices and Human Rights (Cont'd)*

##### *How do we care? (Cont'd)*

##### c) Engaging Local Communities (Cont'd)



**Ala Moana Beach Clean Up  
(06.01.2024)**



**Denim Day – Food Bank  
(24.09.2024)**



**Hawaii Foodbank Volunteer - Senior Food Packing  
(19.11.2024)**



**Earth Day  
(22.04.2024)**

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE

#### Plantations Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
	<b>Economic Performance</b>						E11
-	Economic value generated (revenue)	RM'000	59,139	42,902	46,033	Annual Budget	
	Economic value distributed:	RM'000					
	Employee wages and benefits		1,554	1,513	1,057		
	Payment to government (taxes)		5,387	5,189	6,737		
C1	<b>Anti-Corruption (H)</b>						E12
C1(a)	Employees who have received training on anti-corruption by employee category	Number					
	Management		4	4	0		
	Executive		8	6	0		
	Non-Executive		0	0	0		
C1(b)	Operations assessed for corruption-related risks	%	100.00%	100.00%	100.00%		
C1(c)	Confirmed incidents of corruption and action take	Number	0	0	0	Zero incident of corruption	
C7	<b>Supply chain management</b>						E13
C7(a)	Proportion of spending on local suppliers	%	100.00%	100.00%	100.00%		
S6(a)	Percentage of new suppliers that were screened using environmental criteria	%	0.00%	0.00%	0.00%		
S6(b)	Number of suppliers assessed for environmental impacts	Number	0	0	0		
S7(a)	Percentage of new suppliers that were screened using social criteria	%	0.00%	0.00%	0.00%		
S7(b)	Number of suppliers assessed for social impacts	Number	0	0	0		
C8	<b>Data privacy and security</b>						E14
C8(a)	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0	Zero complaint	
	<b>Compliance (H)</b>						E15
-	Number of summonses, fines or penalties for environmental related incidents	Number	0	0	0	Zero summon or penalty	

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE (CONT'D)

#### Plantations Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
-	Number of summonses, fines or penalties for legal related incidents	Number	0	0	0	Zero summon or penalty	
	<b>Product and services commitment (H)</b>						E16
-	Number of certifications	Number	2	2	2	To maintain	
	<b>Material</b>						E17
S5(a)	Total weight or volume of material that are used to produce and package products and services:	MT or Litres					
	Fertilisers	MT	3,486.10	4,349.95	4,590.94		
	Pesticide and herbicide	Litres	5,013.00	6,293.50	3,529.70		
	Lubricant	Litres	2,065.00	876.00	1,301.00		

Initiatives:

E11. *Economic Performance*

KSM Plantation Division and its plantation-based subsidiaries sell 100% of its FFB to KSM Manufacturing Division.

E12. *Anti-corruption*

Kindly refer to page 106 of this AR for KSM Group's stance and initiatives taken on corruption.

E13. *Supply Chain Management*

Its supplies are purchased through local suppliers.

E14. *Data privacy and security*

There has been no report of personal data or security breaches for FY 2024. Our in-house Electronic Data Processing ("EDP") Department oversees and is responsible for maintaining the Information Technology ("IT") system and its integrity through necessary system configuration, policies and procedures.

E15. *Compliance*

Kindly refer to page 106 of this AR for our commitment to compliance.

E16. *Product and services commitment*

Kindly refer to page 107 of this AR for the list of certifications obtained and maintained.

E17. *Material*

Initiatives are taken to reduce the use of chemicals through our IPM and chemical usage/handling methods.

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE (CONT'D)

#### Manufacturing Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
	<b>Economic Performance</b>						M9
-	Economic value generated (revenue)	RM'000	1,121,247	951,679	1,586,213	Annual Budget	
	Economic value distributed:	RM'000					
	Employee wages and benefits		26,4633	27,794	24,729		
	Payment to government (taxes)		2,679	6,109	13,803		
C1	<b>Anti-Corruption</b>						M10
C1(a)	Employees who have received training on anti-corruption by employee category	Number					
	Management		13	16	0		
	Executive		29	24	0		
	Non-Executive		0	0	0		
C1(b)	Operations assessed for corruption-related risks	%	100.00%	100.00%	0.00%		
C1(c)	Confirmed incidents of corruption and action take	Number	0	0	0	Zero incident of corruption	
C7	<b>Supply chain management (H)</b>						M11
C7(a)	Proportion of spending on local suppliers	%	100.00%	100.00%	100.00%		
S6(a)	Percentage of new suppliers that were screened using environmental criteria	%	100.00%	100.00%	Not applicable		
S6(b)	Number of suppliers assessed for environmental impacts	Number	76	58	67		
S6(d)	Percentage of FFB sourced in accordance to certified environmental or sustainable standards	%	32%	33.00%	29.00%	50.00%	
S7(a)	Percentage of new suppliers that were screened using social criteria	%	100.00%	100.00%	Not applicable		
S7(b)	Number of suppliers assessed for social impacts	Number	76	58	67		
-	Percentage of CPO traceability to plantation rate	%	65.48%	62.37%	67.82%	100.00%	

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE (CONT'D)

#### Manufacturing Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C8	<b>Data privacy and security (H)</b>						M12
C8(a)	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0	Zero complaint	
	<b>Compliance (H)</b>						M13
-	Number of summonses, fines or penalties for environmental related incidents	Number	0	0	0	Zero summon or penalty	
-	Number of summonses, fines or penalties for legal related incidents	Number	0	0	0	Zero summon or penalty	
	<b>Product and services commitment (H)</b>						M14
-	Number of certifications [N2]	Number	19	19	18	To maintain	
	<b>Material</b>						M15
S5(a)	Total weight or volume of material that are used to produce and package products and services:						
	Processing materials	MT	2,898,722.81	2,493,575.89 *	2,664,141.00		
	Lubricant	Litres	32,984.00	32,195.00 *	27,059.00		
	FFB Processed	MT	268,844.00	236,591.00	237,467.00		
	External palm kernel	MT	471.04	2,827.00	2,252.00		
	CPO & CPKO	MT	150,041.02	130,751.38	160,843.52		

Note: (\*) Restated

Initiatives:

#### M9. Economic Performance

The Manufacturing Segment's FY 2024 revenue was higher compared to FY 2023 due mainly to higher quantities and selling prices for refined oil.

#### M10. Anti-corruption

Please refer to page 106 of this AR for KSM Group's stance and initiatives on corruption. On 7 June 2023, a standard operating procedure to govern the ABAC Policy was established.

#### M11. Supply Chain Management

Its supplies are purchased through local suppliers. A Responsible Sourcing Team has been established to assist in achieving our No Deforestation, No Development on Peat and No Exploitation ("NDPE") commitments in addition to our 100% traceability to plantation rate. All new suppliers in 2024 have been vetted for environmental and social impacts.

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE (CONT'D)

#### Manufacturing Segment (Cont'd)

Initiatives: (Cont'd)

**M12. Data privacy and security**

There has been no report of personal data or security breaches for FY 2024. Our in-house EDP Department oversees and is responsible for maintaining the IT system and its integrity through necessary system configuration, policies and procedures.

**M13. Compliance**

Kindly refer to page 106 of this AR for our commitment to compliance.

**M14. Product and services commitment**

Kindly refer to page 107 of this AR for the list of certifications obtained and maintained.

*N2: Certain entities have obtained similar certifications.*

**M15. Material**

The quantity of materials used by our manufacturing segment to produce our products depends very much on our plants' efficiency. Investments are made to ensure improvements that would increase efficiencies.

#### Property Development ("PD") and Investment ("PI") Segment

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit		2024	2023	2022	Target	Initiatives
	<b>Economic Performance</b>		PD & PI					
	Economic value generated (revenue)	RM'000		255,468	207,717	126,235	Annual Budget	
	Economic value distributed:	RM'000						
	Employee wages and benefits			12,192	11,246	10,327		
	Payment to government (taxes)			25,511	19,731	15,962		
C1	<b>Anti-Corruption (H)</b>		PD & PI					P11
C1(a)	Employees who have received training on anti-corruption by employee category	Number						
	Management			5	8	13		
	Executive			14	8	5		
	Non-Executive			10	11	5		
C1(b)	Operations assessed for corruption-related risks	%		33.00%	33.00%	33.00%	PD - 50%	
C1(c)	Confirmed incidents of corruption and action take	Number		0	0	0	0	

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE (CONT'D)

#### Property Development ("PD") and Investment ("PI") Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit		2024	2023	2022	Target	Initiatives
C7	<b>Supply chain management</b>		PD & PI (H)					P12
C7(a)	Proportion of spending on local suppliers	%		100.00%	100.00%	97.00%	100%	
S6(a)	Percentage of new suppliers that were screened using environmental criteria	%		Not available	Not available	Not available		
S6(b)	Number of suppliers assessed for environmental impacts	Number		Not available	Not available	Not available		
S6(c)	Percentage of the Division/ Company's total property portfolio certified to a recognised building management standard for property	%		Not available	Not available	Not available		
S7(a)	Percentage of new suppliers that were screened using social criteria	%		Not available	Not available	Not available		
S7(b)	Number of suppliers assessed for social impacts	Number		Not available	Not available	Not available		
C8	<b>Data privacy and security</b>		PD & PI (H)					P13
C8(a)	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number		0	0	0	Zero complaint	
	<b>Product and services commitment (H)</b>		PD & PI					P14
-	Number of customer complaints	Number		0	0	0	Zero complaint	
	<b>Material</b>							P15
S5(a)	Total weight or volume of material that are used to produce and package products and services	Kg or Litres		Not available	Not available	Not available		

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE (CONT'D)

#### ***Property Development ("PD") and Investment ("PI") Segment (Cont'd)***

Initiatives:

**P10. *Economic Performance***

PD's FY 2024 revenue was higher driven by successful property launches and robust sales across key developments and stable rental income and improved occupancy rates from key investment properties.

**P11. *Anti-corruption***

Kindly refer to page 106 of this AR for KSM Group's stance and initiatives taken on corruption. Reliance is placed on the existing ABAC Policy and internal controls in place to mitigate anti-corruption risk.

**P12. *Supply Chain Management***

Its supplies are procured from local suppliers. Our commitment to this will ensure that our local economy continues to thrive and that emissions and waste generated from unnecessary transportation and packaging will be reduced.

**P13. *Data privacy and security***

We adhere to the Personal Data Protection Act 2010 to ensure that our customers'/tenants' information remains confidential.

Our in-house EDP Department and external IT vendor are responsible for maintaining the IT systems and their integrity through necessary system configuration, policies, and procedures.

There has been no report of personal data or security breaches for FY 2024.

**P14. *Product and services commitment***

PD is dedicated to creating high-quality, value-for-money properties. We strive to make our townships sustainable, serving as centers for commerce, culture, and various forms of development, including social, human, and economic growth. Our new developments feature enhancements that boost lifestyle and add value, while reinforcing the environmental and social sustainability of our township and surrounding communities.

Our investment properties in Kuala Lumpur are managed by our dedicated in-house management teams, who ensure that the lettable office and residential units are well maintained.

P15: PD did not determine the quantity of materials used in its development projects as it deemed it impractical.

#### ***Hotels Segment***

Performance Data Table:

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
	<b>Economic Performance</b>						H8
	Economic value generated (revenue)	RM'000	322,012	305,318	256,015	Annual Budget	
	Economic value distributed:	RM'000					
	Employee wages and benefits		118,204	112,540	91,861		
	Payment to government (taxes)		269	269	(6,166)		



## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE (CONT'D)

#### Hotels Segment (Cont'd)

Performance Data Table: (Cont'd)

Bursa's Ref PN9	Sustainability Matter / Indicator	Unit	2024	2023	2022	Target	Initiatives
C1	<b>Anti-Corruption (H)</b>						H9
C1(a)	Employees who have received training on anti-corruption by employee category	Number					
	Management		19	21	8		
	Executive		17	16	10		
	Non-Executive		23	20	30		
C1(b)	Operations assessed for corruption-related risks	%	33.00%	67.00%	67.00%		
C1(c)	Confirmed incidents of corruption and action take	Number	0	0	0	Zero incident	
C7	<b>Supply chain management (H)</b>						H10
C7(a)	Proportion of spending on local suppliers	%	98.00%	98.00%	98.00%		
C8	<b>Data privacy and security (H)</b>						H11
C8(a)	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0	Zero complaint	

Initiatives:

H8. The hotels' results for FY 2024 have improved as core hotel operations in 2024 remained resilient, supported by increased occupancy and higher average daily rates across key properties.

H9. Kindly refer to page 106 of this AR for KSM Group's stance and initiatives taken on corruption.

H10. Its supplies are mostly purchased through approved appointed suppliers which have been vetted for their commitment to sustainability. Supplies are sourced locally where possible, and where quality and pricing are comparable.

H11. There have been no complaints concerning breaches of data privacy and security.

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE (CONT'D)

#### ***KSM Group's Governance Initiatives***

##### *Performance*

KSM Group has recorded the following:

	Unit	2024	2023	2022
Economic value generated (revenue)	RM'000	1,592,877	1,370,632	1,827,572
Economic value distributed:	RM'000			
Employee wages and benefits		158,413	153,092	127,974
Payment to government (taxes)		39,924	31,475	30,975

Reference can be made to Notes 4, 7, 8 and Statements of Cash Flows of the Financial Statements on pages 141, 144, 145 and 129 of this AR.

##### *Anti-Corruption*

We conduct our business legally and professionally with the highest standards of integrity and ethics. We know that failure to do so may negatively impact our people, community, and perhaps the environment, which will inevitably threaten KSM Group's integrity and reputation.

Our directors and employees are governed by our Code, the Anti-Bribery & Anti-Corruption ("ABAC") Policy and Conflict of Interest ("COI") Policy, which reinforces our value of integrity by providing guidance on moral, ethical behaviour in laws, business dealings, policies, standards and procedures. Business associates have been informed of our ABAC Policy and have been requested to support our commitment to adhere to it. Our Whistleblowing Policy facilitates reporting on any violation of our Code, COI Policy, concerns of wrongdoing, corruption and fraud.

The Code, Whistleblowing Policy, ABAC Policy and COI Policy are accessible via the Company's website, <https://my.keckseng.com>.

There were no complaints brought against KSM Group on Code, ABAC Policy and COI breaches, nor were there confirmed bribery or corruption cases or penalties imposed for legal and regularity breaches for FY 2024. The number of employees in the Group that attended anti-bribery & anti-corruption trainings in 2024 amounted to 142 pax.

##### *Supply Chain Management*

Where practical and where supplies are of comparable quality, our BUs in the respective segments are committed to source for their supplies locally.

##### *Compliance*

As laws and regulations differ from country to country, to ensure compliance, the respective Management works closely with all relevant parties and agencies that we operate in. We understand that any non-compliance with laws and regulations may result in a negative financial impact, reputational impact, or both. Thus, we set targets and performance indicators to monitor our compliance and operational effectiveness. We ensure that the people engaged are competent in their relevant field of work.

Regular audits, surveys and site visits conducted by accreditation bodies ensure that weaknesses are improved. Thus, ensuring that our product or service quality standards are maintained and/or improved.

## SUSTAINABILITY STATEMENT (cont'd)

### GOVERNANCE (CONT'D)

#### ***KSM Group's Governance Initiatives (Cont'd)***

##### *Products and Services Commitment*

KSM Group is committed in ensuring that our products and services are of quality and safe for consumption.

POM monitors the source and quality of its FFB and the palm oil refinery through research and development to meet the expectations of regulators, market and consumers in developing better, safer and healthier products for consumption.

External assurance is provided wherever possible to enhance credibility and build trust with relevant stakeholders. This is reflected in our sustainability and quality-related assurance and certificates obtained by the BU under our Plantations and Manufacturing Segments, which include:

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#### **Certifications**

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- RSPO Principles & Criteria
- RSPO Supply Chain (Mass Balance) / (Segregation)
- Malaysian Sustainable Palm Oil (MSPO) MS2530-3:2013 / MS2530-4:2013
- Malaysian Palm Oil Board Code of Practice (MPOB COP)
- MSPO Supply Chain Certification Standards (MSPO-SCCS)
- Hazard Analysis and Critical Control Points (HACCP)
- Good Manufacturing Practice (GMP)
- ISO: 9001: 2015
- Kosher Certification
- International Sustainability and Carbon Certification (ISCC EU)
- Malaysian JAKIM HALAL Certification MS1500:2019

In addition, our overseas hotels are managed under the Marriott and Hilton business standards accordingly. Hotels operating under the Marriott and Hilton brand names are required to maintain high service standards in the hospitality industry.

## SUSTAINABILITY STATEMENT [cont'd]

### KSM GROUP PERFORMANCE DATA TABLE ON COMMON SM

Indicator	Measurement Unit	2022	2023	2024
<b>Bursa (Energy management)</b>				
Bursa C4(a) Total energy consumption	Megawatt	47,735.91	48,412.18 *	52,011.92
<b>Bursa (Water)</b>				
Bursa C9(a) Total volume of water used	Megalitres	728.58	639.31 *	812.94
<b>Bursa (Waste management)</b>				
Bursa C10(a) Total waste generated	Metric tonnes	-	-	1,877.79
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	-	529.38
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	-	1,347.96
<b>Bursa (Emissions management)</b>				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	-	79051.23*
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	-	15,646.01
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	-	591.75*
<b>Bursa (Community/Society)</b>				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	42,850.80	92,818.12	108,637.81
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	600	2,413	2,900
<b>Bursa (Diversity)</b>				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Management Under 30	Percentage	2.33	5.49	5.38
Management Between 31-40	Percentage	24.42	25.28	25.81
Management Between 41-50	Percentage	31.39	29.67	33.33
Management Between 51-60	Percentage	19.77	12.09	12.9
Management Between 61-70	Percentage	16.28	18.68	15.05
Management Above 70	Percentage	5.81	8.79	7.53
Executive Under 30	Percentage	23.4	17.05	16.67
Executive Between 31-40	Percentage	18.09	25	26.67
Executive Between 41-50	Percentage	17.02	15.91	16.67
Executive Between 51-60	Percentage	23.41	20.45	18.89
Executive Between 61-70	Percentage	17.02	20.45	20
Executive Above 70	Percentage	1.06	1.14	1.11
Non-executive Under 30	Percentage	23.79	27.89	27.84
Non-executive Between 31-40	Percentage	24.38	20.41	20.09
Non-executive Between 41-50	Percentage	20.61	22.22	22.38
Non-executive Between 51-60	Percentage	17.2	16.78	17.47
Non-executive Between 61-70	Percentage	12.02	10.88	10.48
Non-executive Above 70	Percentage	2	1.82	1.75
Gender Group by Employee Category				
Management Male	Percentage	68.6	71.43	65.59
Management Female	Percentage	31.4	28.57	34.41
Executive Male	Percentage	44.68	45.45	47.78
Executive Female	Percentage	55.32	54.55	52.22
Non-executive Male	Percentage	70.08	68.48	68.45
Non-executive Female	Percentage	29.92	31.52	31.55
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	80.56	78.57 *	71.25
Female	Percentage	19.44	21.43 *	28.75
Under 30	Percentage	0	0	0
Between 31-40	Percentage	0	0	0
Between 41-50	Percentage	27.78	30.00 *	21.25
Between 51-60	Percentage	15.28	11.43 *	13.75
Between 61-70	Percentage	18.05	7.14 *	7.5
Above 70	Percentage	38.89	30.00 *	28.75
<b>Bursa (Health and safety)</b>				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	2.47	9.09	17.21
Bursa C5(c) Number of employees trained on health and safety standards	Number	362	603	893

Internal assurance    External assurance    No assurance    (\*)Restated

## SUSTAINABILITY STATEMENT (cont'd)

### KSM GROUP PERFORMANCE DATA TABLE ON COMMON SM (CONT'D)

Indicator	Measurement Unit	2022	2023	2024
<b>Bursa (Labour practices and standards)</b>				
<b>Bursa C6(a) Total hours of training by employee category</b>				
Management	Hours	979	2,439	1,918
Executive	Hours	1,609	2,133	2,388
Non-executive	Hours	2,395	6,127	9,727
<b>Bursa C6(b) Percentage of employees that are contractors or temporary staff</b>	Percentage	7	14	17
<b>Bursa C6(c) Total number of employee turnover by employee category</b>				
Management	Number	12	20	7
Executive	Number	11	15	10
Non-executive	Number	152	124	125
<b>Bursa C6(d) Number of substantiated complaints concerning human rights violations</b>	Number	1	1	1
<b>Bursa (Anti-corruption)</b>				
<b>Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category</b>				
Management	Percentage	24.42	53.85	44.09
Executive	Percentage	15.96	61.36	75.56
Non-executive	Percentage	4.12	3.51	3.6
<b>Bursa C1(b) Percentage of operations assessed for corruption-related risks</b>	Percentage	56	81	75
<b>Bursa C1(c) Confirmed incidents of corruption and action taken</b>	Number	0	0	0
<b>Bursa (Supply chain management)</b>				
<b>Bursa C7(a) Proportion of spending on local suppliers</b>	Percentage	99	99	99
<b>Bursa (Data privacy and security)</b>				
<b>Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses</b>	Number	0	0	0

Internal assurance   External assurance   No assurance   (\*)Restated

*Note: This Three-Year Performance Data Table is extracted from the Bursa ESG Reporting Platform. Kindly refer to the respective Segment's performance data tables for targets set.*

## SUSTAINABILITY STATEMENT (cont'd)

### STATEMENT OF ASSURANCE

#### ASSURANCE ON THE SUSTAINABILITY STATEMENT FOR KECK SENG (MALAYSIA) BERHAD (KSM) AND GROUP OF COMPANIES FOR THE YEAR ENDED 31 DECEMBER 2024

#### ASSURANCE UNDERTAKEN

In strengthening the credibility of the Sustainability Statement, selected aspects/ parts of this Sustainability Statement have been subjected to an internal review by KSM's Internal Audit Department approved by the Company's Audit Committee.

#### SUBJECT MATTER

The above assurance, to the best of our ability and knowledge are based on our audit work done in respect of KSM and its Group of companies on the following 13 Sustainability Matters (SM) and its Indicators below:-

	<b>Sustainability Matter (SM)</b>
1	Energy Management.
2	Water Management.
3	Waste Management.
4	Emission Management.
5	Health and Safety.
6	Labour Practices and Standards.
7	Diversity.
8	Community/ Society.
9	Compliance – Law & Regulations.
10	(a) Product and Services Responsibility – New Development of product quality and food safety. (b) Certifications.
11	Anti-bribery and Corruption.
12	Supply Chain Management.
13	Material Management.

#### **Note:**

- The Sustainability Matters on Emission Management and Data Privacy and Security will be based on the final external verification by Consultants Deloitte and EY appointed by the Company.
- The Plantation and Mill Division are also under the purview of the Roundtable of Sustainable Palm Oil (RSPO) and Malaysian Sustainable Palm Oil (MSPO) accreditation annual audits.

#### APPROACH

The audit carried out included verification of statistical data, reports, documents, physical sighting of Environmental, Social and Governance (ESG) efforts undertaken by the Group in this review and during the course of our audit in accordance with the approved Audit Rotation Plan of 2024 and interaction with the relevant persons in charge.

## SUSTAINABILITY STATEMENT (cont'd)

### STATEMENT OF ASSURANCE (CONT'D)

#### SCOPE

The boundary of the internal review includes the Company's operations in the following locations (Division/ Company):

a) KSM Plantation Division/ Company	b) KSM Manufacturing Division/ Company
1) Keck Seng Oil Palm Estate. 2) Sungai Serai Estate. 3) Sungai Layang Estate. 4) Tong Hing Estate. 5) Sin Lian Oil Palm Plantations Sdn. Bhd. 6) Lian Huap Oil Palm Plantations Sdn. Bhd. 7) Johore (Masai) Oil Palm Plantations Sdn. Bhd. 8) Kota Tinggi Oil Palm Plantations Sdn. Bhd. 9) Lim & Lim Plantations Berhad.	1) KSM Palm Oil Mill. 2) KSM Palm Oil Refinery. 3) Ragamo Sdn. Bhd. 4) Supervitamins Sdn. Bhd.
c) KSM Property Division/ Projects	d) Investment Property/ Company
1) Taman Daya. 2) Bandar Baru Kangkar Pulai. 3) Tanjong Puteri Resort. 4) Taman Bukit Cahaya Masai.	1) Menara Keck Seng, KL/ Lusaka Holdings Sdn. Bhd. (Lusaka) 2) Regency Tower, KL/ HKH Holdings Sdn. Bhd. (HKH)

**Note:** The Sustainability Matters (SM) of 2024 in this Letter of Assurance from the IA Department for KSM Plantation, Manufacturing and Property Division and KL Investment Holding subsidiary companies, Lusaka and HKH were assessed from period 1/1/2024 to 31/12/2024.

#### CONCLUSION

Based on our audit work done and the response by the Management with regards to our audit findings and query the Internal Audit Department of KSM conclude reasonable assurance for the Sustainability Report of KSM in 2024 for the 5 business segments in the Manufacturing, Plantation, Property Division and KL subsidiary companies Lusaka and HKH. The IA Department will strive for more coverage in the other segments within the Group moving forward.

Yours faithfully,

Suenitha Chupaya  
Head of Internal Audit Department  
14 March 2025

#### FUTURE FORWARD

Moving forward, the Group will continue to pursue and undertake more initiatives to manage its ESG risks and opportunities.

## DIRECTORS' REPORT

The directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

### PRINCIPAL ACTIVITIES

The principal activities of the Company consist of the cultivation of oil palm, processing and marketing of refined palm oil products, property development, property investment and share investment.

The principal activities and other information of the subsidiaries are described in Note 18 to the financial statements.

### RESULTS

	<b>Group RM'000</b>	<b>Company RM'000</b>
Profit net of tax	151,945	105,290
Profit net of tax attributable to:		
Owners of the parent	143,281	105,290
Non-controlling interests	8,664	–
	<u>151,945</u>	<u>105,290</u>

There were no material transfers to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature other than as disclosed in the financial statements.

### DIVIDENDS

The amounts of dividends paid by the Company since 31 December 2023 were as follows:

	<b>RM'000</b>
In respect of the financial year ended 31 December 2023 as reported in the directors' report of that year:	
Final single-tier dividend of 5 sen per share and special single-tier of 5 sen on 359,303,610 ordinary shares, declared on 5 April 2024 and paid on 2 July 2024	35,931
In respect of the financial year ended 31 December 2024:	
Interim single-tier dividend of 5 sen per share on 359,303,610 ordinary shares, declared on 28 August 2024 and paid on 21 November 2024	17,965
	<u>53,896</u>

On 7 April 2025, the Board of Directors approved and declared a final single-tier dividend in respect of the financial year ended 31 December 2024, of 9 sen per share on 359,303,610 ordinary shares, amounting to a dividend of RM32,337,325, payable on 3 July 2025.

The financial statements for the current financial year do not reflect the above dividend. This dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2025.



## DIRECTORS' REPORT [cont'd]

### DIRECTORS

The names of the directors of the Company in office since the beginning of the financial year to the date of this report are:

Ho Kim Swee @ Ho Kian Guan\*\*  
 Dato' Ho Cheng Chong @ Ho Kian Hock\*\*  
 Ho Eng Chong @ Ho Kian Cheong  
 Ho Chung Kain (He ChongJing)\*\*  
 Lee Huee Nan @ Lee Hwee Leng\*\*  
 Too Hing Yeap @ Too Heng Yip  
 Tai Lam Shin  
 Mahathir Bin Mohamed Ismail  
 Liew Foong Yuen  
 Dato' Dr. Zaha Rina Binti Zahari  
 Ho Chung Hui\*\* (alternate to Lee Huee Nan @ Lee Hwee Leng)  
 Ho Chung Kiat, Sydney (alternate to Ho Eng Chong @ Ho Kian Cheong)  
 (He ChongJie, Sydney)

\*\*These directors are also directors of the Company's subsidiaries.

The names of the directors of the Company's subsidiaries in office since the beginning of the financial year to the date of this report (not including those directors listed above) are:

Chan Lui Ming Ivan  
 Tan Ee Leng  
 Chua Teck Ngin  
 Kang Tai Peng  
 Dato' Dr. Abdul Rahim Bin Ramli  
 Tea Hing San  
 Gan Kim Buan  
 Tse See Fan Paul  
 Cheah Siu Hoe  
 Lee Beng Ghee  
 Foo Whei Fhein  
 Bernd Boettcher Wolfgang (Appointed on 25 March 2024)

During the financial year, an insurance premium of RM25,000 has been paid by the Company for the indemnity coverage of RM20,000,000 for the directors and the officers of the Group and the Company.

### DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full-time employee of the Company as shown in Note 9 to the financial statements) by reason of a contract made by the Company or a related corporation with any director or with a firm of which he is a member, or with a company in which he has a substantial financial interest, except as disclosed in Note 38 to the financial statements.

The directors' benefits are as follows:

	<b>Group RM'000</b>	<b>Company RM'000</b>
Salaries and other emoluments	8,173	6,601
Fees	1,350	1,250
Bonus	3,478	3,585
Defined contribution plan	319	299
Estimated money value of benefits-in-kind	37	28
	<b>13,357</b>	<b>11,763</b>

## DIRECTORS' REPORT [cont'd]

### DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors in office at the end of the financial year in shares in the Company and its related corporations during the financial year were as follows:

The Company	1.1.2024	Number of ordinary shares		31.12.2024
		Acquired	Sold	
Ho Kim Swee @ Ho Kian Guan				
- direct interest	24,395,538	—	—	24,395,538
- indirect interest	104,088,773	—	—	104,088,773
Dato' Ho Cheng Chong @ Ho Kian Hock				
- direct interest	24,899,687	—	—	24,899,687
- indirect interest	104,088,773	—	—	104,088,773
Ho Eng Chong @ Ho Kian Cheong				
- direct interest	24,662,436	—	—	24,662,436
- indirect interest	18,000,000	—	—	18,000,000
Lee Huee Nan @ Lee Hwee Leng				
- direct interest	88,593	—	—	88,593
Ho Chung Kain (He ChongJing)				
- direct interest	1,280,000	—	—	1,280,000

### Subsidiary

#### - Lim & Lim Plantations Berhad

#### Direct Interest

Ho Kim Swee @ Ho Kian Guan	5,000	—	—	5,000
Dato' Ho Cheng Chong @ Ho Kian Hock	5,500	—	—	5,500
Lee Huee Nan @ Lee Hwee Leng	2,000	—	—	2,000

Ho Kim Swee @ Ho Kian Guan, Dato' Ho Cheng Chong @ Ho Kian Hock and Ho Eng Chong @ Ho Kian Cheong by virtue of their interests in shares of the Company are also deemed interested in shares of all the Company's subsidiaries to the extent the Company has an interest.

The other directors in office at the end of the financial year had no interest in shares in the Company or its related corporations during the financial year.

### TREASURY SHARES

Treasury shares relate to ordinary shares of the Company that are repurchased and held by the Company in accordance with the requirement of Section 127(6) of the Companies Act 2016 in Malaysia.

There was no repurchase of the Company's issued ordinary shares, nor any resale, cancellation or distribution of treasury shares during the financial year.

As at 31 December 2024, the Company held as treasury shares a total of 2,174,000 out of its 361,477,000 issued ordinary shares. Such treasury shares are held at a carrying amount of RM7,054,000 and further relevant details are disclosed in Note 33(c) to the financial statements.

### OTHER STATUTORY INFORMATION

- (a) Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the directors took reasonable steps:
  - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
  - (ii) to ensure that any current assets which were unlikely to realise their value as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.

## **DIRECTORS' REPORT [cont'd]**

### **OTHER STATUTORY INFORMATION (CONT'D)**

- (b) At the date of this report, the directors are not aware of any circumstances which would render:
- (i) the amount written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and
  - (ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.
- (c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) As at the date of this report, there does not exist:
- (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
  - (ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.
- (f) In the opinion of the directors:
- (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and
  - (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

### **AUDITORS**

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors' remuneration for the Group and the Company is as follows:

	<b>Group RM'000</b>	<b>Company RM'000</b>
Ernst & Young PLT		
- Current year	500	244
- Other services	20	20
	<hr/> 520	<hr/> 264

Signed on behalf of the Board in accordance with a resolution of the directors dated 7 April 2025.

Ho Kim Swee @ Ho Kian Guan

Dato' Ho Cheng Chong @ Ho Kian Hock

**STATEMENT BY DIRECTORS**  
PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Ho Kim Swee @ Ho Kian Guan and Dato' Ho Cheng Chong @ Ho Kian Hock, being two of the directors of Keck Seng (Malaysia) Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 123 to 192 are drawn up in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 7 April 2025.

Ho Kim Swee @ Ho Kian Guan

Dato' Ho Cheng Chong @ Ho Kian Hock

**STATUTORY DECLARATION**  
PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, Reuson Seet, being the officer primarily responsible for the financial management of Keck Seng (Malaysia) Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 123 to 192 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared )  
by the abovenamed Reuson Seet at )  
Johor Bahru in the State of Johor on )  
7 April 2025. )

Reuson Seet  
(MIA 15467)

Before me,

Commissioner of Oaths  
Mohd Ali Bin Talib  
No. J270

**INDEPENDENT AUDITORS' REPORT**  
**TO THE MEMBERS OF KECK SENG (MALAYSIA) BERHAD (INCORPORATED IN MALAYSIA)**

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS**

*Opinion*

We have audited the financial statements of Keck Seng (Malaysia) Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 123 to 192.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and the Company as at 31 December 2024, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

*Basis for opinion*

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Independence and other ethical responsibilities*

We are independent of the Group and the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By- Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

*Key audit matters*

Key audit matters are those matters that, in our professional judgement, were of most significant in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditors' responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

Impairment assessment of property, plant and equipment of a subsidiary which is involved in the operation of a hotel  
(Refer to Notes 2.5, 3.1(c) and 14 to the financial statements)

The Group is required to perform an impairment test of the cash generating units ("CGU") or groups of CGU when there is an indication that a CGU or groups of CGU may be impaired or an impairment loss recognised in prior periods on the CGU or groups of CGU, other than goodwill, may no longer exist or may have decreased.

A subsidiary of the Group which is involved in the operation of a hotel recorded losses during the financial year, indicating that the carrying amount of the CGU comprising the property, plant and equipment of this subsidiary of RM242.03 million (before the current financial year's impairment assessment), representing 8% of the Group's total assets, may be impaired.

Management has engaged an independent valuer to determine the fair value of the hotel property which involves assessing the fair value less costs of disposal ("FVLCD") as well as value in use of the hotel. Management determined that FVLCD is not lower than the value in use and accordingly, FVLCD is used as the recoverable amount.

**INDEPENDENT AUDITORS' REPORT [cont'd]**  
**TO THE MEMBERS OF KECK SENG (MALAYSIA) BERHAD (INCORPORATED IN MALAYSIA)**

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)**

*Key audit matters (cont'd)*

Impairment assessment of property, plant and equipment of a subsidiary which is involved in the operation of a hotel (cont'd)  
(Refer to Notes 2.5, 3.1(c) and 14 to the financial statements)

The estimation of FVLCD of the hotel property is based on assumptions that are highly judgmental, in particular, the assumptions on capitalisation rate of the expected level of potential net income to be generated, discount rate and revenue per available room in which the FVLCD is most sensitive to.

Management's assessment has resulted in the recording of an additional impairment loss amounting to RM0.73 million during the current financial year in respect of the hotel property included in property, plant and equipment of the Group.

Given the significance of the carrying amount and the judgements and estimates involved in the assessment of the recoverable amounts, we have identified this to be a key matter for our audit.

*How our audit addressed the matter*

We involved the component auditors in our evaluation of the assessment of recoverable amount of the property, plant and equipment of the CGU. To address these areas of audit focus, we considered the work of the component auditors, amongst others, in the following areas:

- Obtained an understanding of the methodologies adopted by the management and independent valuer in estimating the value in use and FVLCD of the property, plant and equipment and assessed whether such methodology is consistent with those used in the industry.
- Assessed the competence, capabilities and objectivity of the independent valuer.
- Evaluated the reasonableness of the key assumptions used by making comparisons to historical performance and market data, taking into consideration the current and expected outlook of economic growth in the hotel industry.

We have also evaluated the adequacy of the note disclosures concerning those key assumptions to which the outcome of the impairment test is most sensitive. The disclosures are included in Note 3.1(c) and 14 to the financial statements.

Revenue and cost of sales from property development activities recognised based on percentage of completion method  
(Refer to Notes 2.12(c), 3.1(a), 4 and 5 to the financial statements)

A proportion of the Group's and the Company's profits are derived from property development contracts. For the financial year ended 31 December 2024, property development revenue represents 13.9% and 17.2% of total revenue of the Group and the Company while its related cost of sales represents 11.2% and 12.3% of total cost of sales of the Group and the Company. The gross profits generated from property development activities represent 22.6% and 47.0% of total gross profits of the Group and the Company for the year. The Group and the Company use the percentage of completion method in accounting for these property development contracts.

Significant judgement and estimates are required in determining the progress towards complete satisfaction of the performance obligation and this includes determining the extent of property development costs incurred and the total estimated costs of property development, which in turn is used to determine the percentage of completion and gross profit margin of property development activities undertaken by the Group and the Company.

The amount of revenue and profit recognised from property development activities are dependent on, amongst others, the extent of costs incurred to the total estimated costs of property development to derive the percentage of completion; the actual number of units sold and the estimated total revenue for each of the respective projects. We identified revenue and cost of sales from property development activities as areas requiring audit focus as significant management judgement and estimates are involved in estimating the total property development costs (which is used to determine gross profit margin of the property development activities undertaken by the Group and the Company).

**INDEPENDENT AUDITORS' REPORT [cont'd]**  
**TO THE MEMBERS OF KECK SENG (MALAYSIA) BERHAD (INCORPORATED IN MALAYSIA)**

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)**

*Key audit matters (cont'd)*

Revenue and cost of sales from property development activities recognised based on percentage of completion method (cont'd)  
(Refer to Notes 2.12(c), 3.1(a), 4 and 5 to the financial statements)

How our audit addressed the matter

In assessing the appropriateness of the extent of costs incurred, total estimated costs of property development and total estimated revenue collectively, amongst others, we have:

- obtained an understanding of the internal controls over the accuracy and timing of revenue recognized in the financial statements including the controls maintained by management in estimating the total budgeted costs on each project;
- inspected the sales and purchase agreements signed with property purchasers during the year and obtained an understanding of the specific terms and conditions. We also read the construction contracts including letters of award entered into with contractors on a sample basis;
- obtained an understanding of the process in deriving the percentage of completion, evaluated the determination of the progress towards complete satisfaction of the Group's and the Company's satisfaction of the performance obligations by examining supporting evidences such as certified progress claims from contractors and architect certificates and assessed the reasonableness of project development estimated costs by verifying major costs to letter of awards issued to contractors;
- observed the progress of the property development phases by performing site visits. We have also discussed the status of on-going property development phases with management, finance personnel and project officials; and
- assessed the mathematical accuracy of revenue based on percentage of completion calculations.

Fair value of investment in unquoted instruments of A2I Holdings S.à r.l.  
(Refer to Notes 3.1(d), 19 and 39 to the financial statements)

The Group classifies its investment in unquoted instruments of A2I Holdings S.à r.l. ("A2I") as financial assets carried at fair value through profit or loss. A2I is a special purpose vehicle that is set up for the investment in AccorInvest Group S.A. ("AIG"). The investment in A2I comprises equity instrument and investment in Tracking Preferred Equity Certificates ("TPEC") of A2I which is considered a debt instrument. As at 31 December 2024, the carrying amount of the Group's investment in A2I amounted to approximately RM75.75 million, representing 2% of the Group's total assets. The Group recorded a fair value loss of RM1.15 million in respect of the investment during the current financial year.

In estimating the fair value of the investment, the Group used the adjusted net asset value method which takes into consideration key inputs such as fair values of the hotel properties of AIG and the discount rate applied for the lack of control and marketability. We focused on the valuation of the investment in A2I because of the judgements involved in the estimation of the fair value of the hotel properties.

**INDEPENDENT AUDITORS' REPORT [cont'd]**  
**TO THE MEMBERS OF KECK SENG (MALAYSIA) BERHAD (INCORPORATED IN MALAYSIA)**

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)**

*Key audit matters (cont'd)*

Fair value of investment in unquoted instruments of A2I Holdings S.à r.l. (cont'd)  
(Refer to Notes 3.1(d), 19 and 39 to the financial statements)

How our audit addressed the matter

With the involvement of the component auditors, our audit procedures to address this area of focus included amongst others the following procedures:

- We obtained an understanding of the methodology adopted by management in estimating the fair values of the investment and assessed whether such methodology is consistent with those commonly used to value such instruments.
- We obtained and checked the arithmetic accuracy of the computation of the adjusted net asset value.
- We assessed the appropriateness of the key adjustments in deriving the adjusted net asset value. The adjusted net asset value is based on the fair value of the hotel properties of AIG, which we have agreed to the valuation reports issued by independent valuers.
- We evaluated the reasonableness of the key assumptions underpinning the fair value of the hotel properties of AIG on a sample basis.
- We evaluated the competence, capabilities and objectivity of the independent valuers.
- We assessed whether the discount rate applied on the adjusted net asset value is within reasonable range by tracing to comparable recent transactions and also by benchmarking against available market data with the assistance of our internal specialist.

We have also evaluated the adequacy of the note disclosures concerning the determination of the fair value of the investment and the significant unobservable inputs. The disclosures are included in Note 39 to the financial statements.

*Information other than the financial statements and auditors' report thereon*

The directors of the Company are responsible for the other information. The other information comprises the Directors' Report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of this auditors' report, and the Annual Report, which is expected to be made available to us after the date of this auditors' report.

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

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.



**INDEPENDENT AUDITORS' REPORT [cont'd]**  
**TO THE MEMBERS OF KECK SENG (MALAYSIA) BERHAD (INCORPORATED IN MALAYSIA)**

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)**

*Responsibilities of the directors for the financial statements*

The directors of the Company are responsible for the preparation of financial statements of the Group and the Company that give a true and fair view in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and the Company that are free from material misstatement, whether due to fraud or error.

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

*Auditors' responsibilities for the audit of the financial statements*

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

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

**INDEPENDENT AUDITORS' REPORT [cont'd]**  
**TO THE MEMBERS OF KECK SENG (MALAYSIA) BERHAD (INCORPORATED IN MALAYSIA)**

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)**

*Auditors' responsibilities for the audit of the financial statements (cont'd)*

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

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

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

**REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 18 to the financial statements.

**OTHER MATTERS**

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Ernst & Young PLT  
202006000003 (LLP0022760-LCA) & AF 0039  
Chartered Accountants

Tan Jin Xiang  
03348/01/2026 J  
Chartered Accountant

Johor Bahru, Malaysia  
Date: 7 April 2025

**STATEMENTS OF COMPREHENSIVE INCOME**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Revenue	4	<b>1,592,877</b>	1,370,632	<b>1,289,350</b>	1,058,166
Cost of sales	5	<b>(1,214,788)</b>	(1,048,908)	<b>(1,107,915)</b>	(910,647)
<b>Gross profit</b>		<b>378,089</b>	321,724	<b>181,435</b>	147,519
Other income	6	<b>47,650</b>	151,363	<b>54,037</b>	98,734
Distribution costs		<b>(38,714)</b>	(36,674)	<b>(22,184)</b>	(21,590)
Administrative expenses		<b>(114,053)</b>	(113,623)	<b>(38,065)</b>	(39,071)
Other expenses		<b>(67,136)</b>	(18,116)	<b>(43,982)</b>	(6)
<b>Operating profit</b>		<b>205,836</b>	304,674	<b>131,241</b>	185,586
Finance costs	10	<b>(5,188)</b>	(7,382)	<b>(1,000)</b>	(444)
<b>Profit before tax</b>	7	<b>200,648</b>	297,292	<b>130,241</b>	185,142
Income tax	11	<b>(48,703)</b>	(38,433)	<b>(24,951)</b>	(21,454)
<b>Profit net of tax</b>		<b>151,945</b>	258,859	<b>105,290</b>	163,688
<b>Profit net of tax attributable to:</b>					
Owners of the parent		<b>143,281</b>	240,702	<b>105,290</b>	163,688
Non-controlling interests		<b>8,664</b>	18,157	<b>–</b>	–
		<b>151,945</b>	258,859	<b>105,290</b>	163,688
<b>Earnings per share attributable to owners of the parent (sen per share)</b>					
Basic	12	<b>39.88</b>	66.99		
Diluted	12	<b>N/A</b>	N/A		

**STATEMENTS OF COMPREHENSIVE INCOME (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
<b>Other comprehensive (loss)/income:</b>					
<b>Items that may be reclassified subsequently to profit or loss in subsequent periods (net of tax)</b>					
Foreign currency translation, representing net other comprehensive (loss)/income that may be reclassified to profit or loss in subsequent periods		(24,119)	21,523	–	–
<b>Items that will not be reclassified subsequently to profit or loss in subsequent periods (net of tax)</b>					
Net profit/(loss) on equity instruments designated at fair value through other comprehensive income, representing net other comprehensive income/(loss) that will not be reclassified to profit or loss in subsequent periods		8,380	(23,938)	2,849	(2,746)
<b>Other comprehensive (loss)/income for the year, net of tax</b>		<b>(15,739)</b>	<b>(2,415)</b>	<b>2,849</b>	<b>(2,746)</b>
<b>Total comprehensive income for the year, net of tax</b>		<b>136,206</b>	<b>256,444</b>	<b>108,139</b>	<b>160,942</b>
<b>Total comprehensive income attributable to:</b>					
Owners of the parent		131,854	236,663	108,139	160,942
Non-controlling interests		4,352	19,781	–	–
		<b>136,206</b>	<b>256,444</b>	<b>108,139</b>	<b>160,942</b>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

**STATEMENTS OF FINANCIAL POSITION**  
AS AT 31 DECEMBER 2024

	Note	2024 RM'000	Group 2023 RM'000	2024 RM'000	Company 2023 RM'000
<b>Assets</b>					
<b>Non-current assets</b>					
Property, plant and equipment	14	<b>484,285</b>	503,501	<b>44,093</b>	42,483
Investment properties	15	<b>267,392</b>	261,581	<b>103,837</b>	94,535
Right-of-use assets	16	<b>18,092</b>	19,575	–	–
Bearer plants	17	<b>16,828</b>	18,038	<b>10,984</b>	11,575
Investment in subsidiaries	18	–	–	<b>118,667</b>	118,667
Investment securities	19	<b>410,752</b>	414,938	<b>175,391</b>	173,886
Intangible assets	20	<b>29</b>	5	<b>29</b>	5
Inventories:					
- land held for property development	21(a)	<b>257,272</b>	230,857	<b>257,272</b>	230,857
Other receivables	24	–	–	<b>444,546</b>	441,952
Deferred tax assets	35	<b>30,347</b>	31,073	<b>13,479</b>	13,044
		<b>1,484,997</b>	1,479,568	<b>1,168,298</b>	1,127,004
<b>Current assets</b>					
Inventories:					
- property development costs	21(b)	<b>66,481</b>	60,877	<b>66,481</b>	60,877
- others	22	<b>182,511</b>	143,802	<b>168,767</b>	135,682
Biological assets	23	<b>1,580</b>	1,030	<b>371</b>	230
Trade and other receivables	24	<b>97,496</b>	116,101	<b>242,287</b>	245,909
Other current assets	25	<b>75,904</b>	55,244	<b>73,999</b>	53,109
Tax recoverable		<b>643</b>	1,228	–	–
Short term funds	26	<b>208,166</b>	248,182	<b>165,825</b>	214,159
Cash and bank balances	27	<b>1,058,177</b>	938,944	<b>714,139</b>	644,139
		<b>1,690,958</b>	1,565,408	<b>1,431,869</b>	1,354,105
<b>Total assets</b>		<b>3,175,955</b>	3,044,976	<b>2,600,167</b>	2,481,109

**STATEMENTS OF FINANCIAL POSITION [cont'd]**  
AS AT 31 DECEMBER 2024

	Note	2024 RM'000	Group 2023 RM'000	2024 RM'000	Company 2023 RM'000
<b>Equity and liabilities</b>					
<b>Current liabilities</b>					
Loans and borrowings	28	41,330	14,342	41,330	14,342
Trade and other payables	29	170,779	153,194	164,858	131,296
Other current liabilities	30	1,925	948	1,591	395
Lease liability	31	1,029	1,213	–	–
Tax payable		13,454	5,459	4,519	4,018
		<b>228,517</b>	175,156	<b>212,298</b>	150,051
<b>Net current assets</b>		<b>1,462,441</b>	1,390,252	<b>1,219,571</b>	1,204,054
<b>Non-current liabilities</b>					
Trade and other payables	29	5,620	6,119	2,703	3,463
Non-refundable deposits		198	330	198	330
Lease liability	31	–	1,496	–	–
Deferred tax liabilities	35	4,062	3,776	–	–
Provision	36	9,217	5,757	9,217	5,757
Loans and borrowings	28	60,106	66,417	–	–
		<b>79,203</b>	83,895	<b>12,118</b>	9,550
<b>Total liabilities</b>		<b>307,720</b>	259,051	<b>224,416</b>	159,601
<b>Net assets</b>		<b>2,868,235</b>	2,785,925	<b>2,375,751</b>	2,321,508
<b>Equity attributable to owners of the parent</b>					
Share capital	32	372,005	372,005	372,005	372,005
Other reserves	33	154,631	167,396	109,351	107,840
Retained earnings	34	2,287,279	2,196,556	1,894,395	1,841,663
		<b>2,813,915</b>	2,735,957	<b>2,375,751</b>	2,321,508
<b>Non-controlling interests</b>		<b>54,320</b>	49,968	–	–
<b>Total equity</b>		<b>2,868,235</b>	2,785,925	<b>2,375,751</b>	2,321,508
<b>Total equity and liabilities</b>		<b>3,175,955</b>	3,044,976	<b>2,600,167</b>	2,481,109

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Attributable to owners of the parent			Distributable		
	Non-distributable		Premium on acquisition of non-controlling interests	Retained earnings (Note 34)	Non-controlling interests	Total equity
	Treasury shares (Note 33)	Translation reserve (Note 33)	Fair value reserve (Note 33)	RM'000	RM'000	RM'000
<b>At 1 January 2024</b>						
Share capital (Note 32)	372,005					
RM'000						
	372,005			2,196,556	49,968	2,785,925
Total comprehensive income	–	151,607	23,476	143,281	4,352	136,206
		(19,807)	8,380	–		
	(7,054)	131,800	31,856	(633)	54,320	2,922,131
Transfer of fair value reserve of equity instruments designated at fair value through other comprehensive income upon derecognition	–	–	–	–	–	–
Dividends (Note 13)	–	–	(1,338)	1,338	–	–
		–	–	(53,896)	–	(53,896)
<b>At 31 December 2024</b>						
Share capital (Note 32)	372,005					
RM'000						
	372,005	131,800	30,518	2,287,279	54,320	2,868,235
				(633)		
	(7,054)	131,800	30,518	2,287,279	54,320	2,868,235
<b>At 1 January 2023</b>						
Share capital (Note 32)	372,005					
RM'000						
	372,005	131,708	47,411	1,892,429	145,418	2,581,284
Total comprehensive income	–	19,899	(23,938)	240,702	19,781	256,444
				–		
	(7,054)	151,607	23,473	2,133,131	165,199	2,837,728
Transfer of fair value reserve of equity instruments designated at fair value through other comprehensive income upon derecognition	–	–	–	–	–	–
Capital repayment to a non-controlling shareholder	–	–	3	(3)	–	–
Dividends (Note 13)	–	–	–	15,534	(17,034)	(1,500)
Reclassification arising from winding up of a subsidiary	–	–	–	(50,303)	–	(50,303)
		–	–	98,197	(98,197)	–
<b>At 31 December 2023</b>						
Share capital (Note 32)	372,005					
RM'000						
	372,005	151,607	23,476	2,196,556	49,968	2,785,925
				(633)		
	(7,054)	151,607	23,476	2,196,556	49,968	2,785,925

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

**COMPANY STATEMENT OF CHANGES IN EQUITY**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Share capital (Note 32) RM'000	<-- Non-distributable --> Treasury shares (Note 33) RM'000	Fair value reserve (Note 33) RM'000	Distributable Retained earnings (Note 34) RM'000	Total equity RM'000
<b>At 1 January 2023</b>	372,005	(7,054)	117,640	1,728,278	2,210,869
Total comprehensive income	—	—	(2,746)	163,688	160,942
Dividends (Note 13)	—	—	—	(50,303)	(50,303)
<b>At 31 December 2023 and 1 January 2024</b>	372,005	(7,054)	114,894	1,841,663	2,321,508
Total comprehensive income	—	—	2,849	105,290	108,139
	372,005	(7,054)	117,743	1,946,953	2,429,647
Transfer of fair value reserve of equity instruments designated at fair value through other comprehensive income upon derecognition	—	—	(1,338)	1,338	—
Dividends (Note 13)	—	—	—	(53,896)	(53,896)
<b>At 31 December 2024</b>	<b>372,005</b>	<b>(7,054)</b>	<b>116,405</b>	<b>1,894,395</b>	<b>2,375,751</b>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



**STATEMENTS OF CASH FLOWS**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>Cash flows from operating activities</b>				
Profit before tax	200,648	297,292	130,241	185,142
Adjustments for:				
Amortisation of intangible assets	9	8	9	3
Depreciation of right-of-use assets	1,157	1,240	—	—
Depreciation of property, plant and equipment	21,025	20,902	3,361	2,352
Depreciation of investment properties	7,550	5,891	2,681	2,659
Depreciation of bearer plants	1,210	1,210	591	591
Dividend income	(15,017)	(8,630)	(31,993)	(20,103)
Property, plant and equipment written off	64	186	58	117
Bad debts written off	193	162	16	—
Deposit written off	—	81	—	—
Intangible assets written off	—	51	—	—
Inventories written off	—	180	—	—
Inventories written back	—	(1,567)	—	(1,564)
Write back of provision for foreseeable losses on low cost houses	—	(557)	—	(557)
(Gain)/loss on disposal of property, plant and equipment	(181)	(1,264)	(182)	12
Gain on disposal of investment property	(5)	(3)	—	—
Gain on lease modification	(295)	—	—	—
Net fair value gain on derivatives	—	(490)	—	(490)
Fair value gain on financial assets at fair value through profit or loss	(122)	(10,813)	(1,234)	(2,720)
Fair value (gain)/loss on biological assets	(550)	193	(141)	(126)
Interest expense	5,188	7,382	1,000	444
Interest income	(41,099)	(39,196)	(45,981)	(45,132)
Reversal of allowance for impairment on trade receivables	(257)	(136)	—	—
(Reversal of)/allowance for impairment on other receivables	(35)	35	(35)	35
Allowance for impairment on amount due from a subsidiary	—	—	—	3,597
Allowance for/(reversal of) impairment loss on property, plant and equipment	730	(56,925)	—	—
Unrealised foreign exchange loss/(gain)	36,570	(7,830)	35,964	(15,454)
Operating profit before changes in working capital	216,783	207,402	94,355	108,806
Receivables and other current assets	10,218	(64,060)	(8,439)	(33,649)
Payables and other current liabilities	16,786	13,806	33,947	19,946
Provision	2,952	—	2,952	—
Inventories	(38,446)	30,714	(32,752)	26,980
Property development costs	9,496	(23,880)	9,496	(23,880)
Cash generated from operations	217,789	163,982	99,559	98,203
Interest paid on bank overdraft	(1,000)	(444)	(1,000)	(444)
Income tax paid	(39,924)	(31,475)	(24,690)	(22,278)
Net cash generated from operating activities	176,865	132,063	73,869	75,481

**STATEMENTS OF CASH FLOWS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Cash flows from investing activities</b>				
Purchase of property, plant and equipment	(18,380)	(36,641)	(5,522)	(12,026)
Purchase of intangible assets	(33)	—	(33)	—
Additions to investment properties	(13,328)	(6,902)	(11,625)	(6,063)
Purchase of investment securities	(5,339)	(548)	(5,339)	(250)
Additions to land held for property development	(41,382)	(11,948)	(41,382)	(11,948)
Proceeds from disposal of investment securities	6,683	—	6,683	—
Proceeds from disposal of property, plant and equipment	294	3,115	294	50
Proceeds from disposal of investment properties	7	4	—	—
Dividends received	14,822	8,464	31,798	19,937
Interest received	41,099	39,196	45,981	45,132
Advance to subsidiaries	—	—	(21,735)	(55,542)
Redemption of short term funds	41,291	2,885	49,568	9,144
Placement of deposits with maturity exceeding three months	(84,243)	(24,573)	(76,961)	(30,813)
Net cash used in investing activities	(58,509)	(26,948)	(28,273)	(42,379)
<b>Cash flows from financing activities</b>				
Dividends paid	(53,896)	(50,303)	(53,896)	(50,303)
Interest paid on notes payable	(4,093)	(6,770)	—	—
Interest paid on lease liability	(95)	(168)	—	—
Repayment of principal portion of lease liability	(1,006)	(826)	—	—
Capital repayment to non-controlling interests	—	(1,500)	—	—
Repayment of loans and borrowings	(4,550)	(113,636)	—	—
Net cash used in financing activities	(63,640)	(173,203)	(53,896)	(50,303)
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>54,716</b>	<b>(68,088)</b>	<b>(8,300)</b>	<b>(17,201)</b>
Effects of exchange rate changes on cash and cash equivalents	19,012	(4,903)	39,239	(22,550)
<b>Cash and cash equivalents at 1 January</b>	<b>715,686</b>	<b>788,677</b>	<b>430,701</b>	<b>470,452</b>
<b>Cash and cash equivalents at 31 December (Note 27)</b>	<b>789,414</b>	<b>715,686</b>	<b>461,640</b>	<b>430,701</b>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

### 1. CORPORATE INFORMATION

The Company is a public limited liability company incorporated and domiciled in Malaysia, and is listed on Bursa Malaysia Securities Berhad. The registered office of the Company is located at Suite 1301, 13th Floor, City Plaza, Jalan Tebrau, 80300, Johor Bahru, Johor, Malaysia. Effective 1 March 2025, the Company's registered office has been relocated to L2-02, 1 Medini Hub, Persiaran Medini Utara 3, Medini Iskandar, 79000, Nusajaya, Johor, Malaysia.

The principal place of business of the Company is located at 8½ miles off Kong Kong Road, 81757 Masai, Johor, Malaysia.

The principal activities of the Company consist of the cultivation of oil palm, processing and marketing of refined palm oil products, property development, property investment and share investment. The principal activities and other information of the subsidiaries are described in Note 18.

### 2. MATERIAL ACCOUNTING POLICY INFORMATION

#### 2.1 Basis of preparation

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Ringgit Malaysia (RM), which is also the functional currency of the Company. All values are rounded to the nearest thousand (RM'000) except when otherwise indicated.

#### 2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the preceding year except as follows:

On 1 January 2024, the Group and the Company adopted the following Amendments mandatory for annual financial periods beginning on or after 1 January 2024:

<b>Description</b>	<b>Effective for annual periods beginning on or after</b>
Amendments to MFRS 107 Statement of Cash Flows and MFRS 7 Financial Instruments: Disclosures - Supplier Finance Arrangements	1 January 2024
Amendment to MFRS 16 Leases - Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to MFRS 101 Presentation of Financial Statements	
- Classification of Liabilities as Current or Non-current	1 January 2024
- Non-current Liabilities with Covenants	1 January 2024

The adoption of the above Amendments did not have material impact on the financial statements of the Group and of the Company.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

**2.3 Standards, Annual Improvements and Amendments issued but not yet effective**

The Standards, Annual Improvements and Amendments that are issued but not yet effective up to the date of issuance of the Group's and of the Company's financial statements are disclosed below. The Group and the Company intend to adopt these Standards, Annual Improvements and Amendments, if applicable, when they become effective.

<u>Description</u>	<u>Effective for annual periods beginning on or after</u>
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability	1 January 2025
Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures	
- Classification and Measurement of Financial Instruments	1 January 2026
- Contracts Referencing Nature-dependent Electricity	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11:	
- Amendments to MFRS 1 First-time Adoption of Malaysian Financial Reporting Standards	1 January 2026
- Amendments to MFRS 7 Financial Instruments: Disclosures	1 January 2026
- Amendments to MFRS 9 Financial Instruments	1 January 2026
- Amendments to MFRS 10 Consolidated Financial Statements	1 January 2026
- Amendments to MFRS 107 Statement of Cash Flows	1 January 2026
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 10 and MFRS 128 - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

The directors expect that the adoption of the above Standards, Annual Improvements and Amendments will have no material impact on the financial statements in the year of initial application, except for the changes in presentation and disclosures of financial information arising from the adoption of MFRS 18 Presentation and Disclosure in Financial Statement. The Group and the Company are currently assessing the potential impact of adopting this standard on the required effective date.

**2.4 Fair value measurement**

The Group's senior management determines the policies and procedures for both recurring and non-recurring fair value measurement.

External valuers are involved in valuation of significant assets and significant liabilities. Involvement of external valuers is decided by senior management. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. The senior management decides, after discussions with the external valuers, which valuation techniques and inputs to use for each case.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy.

## NOTES TO THE FINANCIAL STATEMENTS (cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.5 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Government grant received by a subsidiary for the purchase of the necessary plant and equipment are credited to the related capital expenditure and are amortised to profit or loss over the useful life of the assets.

Freehold estates have unlimited useful life and therefore is not depreciated. Work-in-progress are also not depreciated as these assets are not yet available for use. Depreciation of other property, plant and equipment is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Building and structures	1 - 10%
Plant and machinery	7 - 10%
Vehicles, furniture and equipment	5 - 33%

#### 2.6 Investment properties

Investment properties are initially measured at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated. Depreciation of other investment property is provided for on a straight-line basis to write-off the cost of each asset to its residual value over the estimated useful life, at the following annual rates:

Golf course	over 86 to 90 years
Leasehold land and buildings	1 - 10%

#### 2.7 Financial instruments

##### (a) Financial assets

###### Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at:

###### - **Financial assets at amortised cost (debt instruments)**

The Group's and the Company's financial assets at amortised cost consist mainly of trade and other receivables and cash and bank balances.

###### - **Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)**

The Group and the Company elected to classify irrevocably its listed and certain unquoted equity investments under this category.

###### - **Financial assets at fair value through profit or loss**

This category comprises of the Group's and the Company's derivative instruments and fund placements with licensed financial institutions. The Group and the Company use derivative financial instruments such as forward currency contracts to hedge its foreign currency risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

**2.7 Financial instruments (Cont'd)**

**(a) Financial assets (Cont'd)**

**Initial recognition and measurement (Cont'd)**

**- Financial assets at fair value through profit or loss (Cont'd)**

Dividends are recognised as revenue in the statements of comprehensive income when the right of payment has been established. Interests are recognised as finance income in the statements of comprehensive income when the right of payment has been established.

Short term funds are investments in income trust funds carried in the statements of financial position at fair value with net changes in fair value recognised in the statements of comprehensive income.

A subsidiary of the Group, Brosna Ltd, invests in A2I Holdings S.à r.l. ("A2I"). The investment in shares in A2I is considered as equity instrument and investment in Tracking Preferred Equity Certificates ("TPEC") of A2I is considered as debt instrument. Both investments are subsequently measured at fair value through profit or loss.

**Impairment of financial assets**

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

For trade receivables and contract assets, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

The Group and the Company consider a financial asset in default when contractual payments are 180 days - 365 days past due. However, in certain cases, the Group and the Company may also consider a financial asset to be in default when internal or external information indicates that the Group and the Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

**(b) Financial liabilities**

**Initial recognition and measurement**

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's and the Company's financial liabilities consist mainly of loans and borrowings, lease liability, as well as trade and other payables.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.7 Financial instruments (Cont'd)

(b) Financial liabilities (Cont'd)

**Subsequent measurement**

For purposes of subsequent measurement, financial liabilities are classified in:

- ***Financial liabilities at amortised cost***

This category generally applies to the Group's and the Company's loans and borrowings, lease liability, as well as trade and other payables.

2.8 Inventories

(i) Inventory properties

**Land held for property development**

Land held for property development consists of land where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle. Such land is classified within non-current assets and is held as inventory and is measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of the business, based on market prices at the reporting date and discounted for the time value of money if material, less costs to completion and the estimated costs of sales.

Land held for property development is transferred to property development costs under current assets when the development activities have commenced and are expected to be completed within the normal operating cycle.

**Property development costs**

Inventory properties under construction are referred to as property development costs. Property development costs are stated at the lower of costs and net realisable value. Property development costs comprise all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities. The cost of land, related development costs common to whole projects and direct building costs less cumulative amounts recognised as expense in the profit or loss for property under development are carried in the statements of financial position as property development costs. The property development cost is subsequently recognised as an expense in profit or loss as and when the control is transferred to the customer.

Property development cost of unsold unit is transferred to completed properties once the development activity is completed.

(ii) Inventories - others

Inventories are stated at the lower of cost (determined on the weighted average basis) and net realisable value.

Cost of refined oil products, crude palm oil and palm kernel includes raw materials, direct labour and appropriate proportions of manufacturing overheads based on normal operating capacity. The cost of unsold completed properties comprises cost associated with the acquisition of land, direct costs and appropriate proportions of common costs. Cost of spare parts, chemicals, food, beverage and utensils comprise cost of purchase.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

## NOTES TO THE FINANCIAL STATEMENTS (cont'd) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.9 Contract assets and contract liabilities

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group and the Company have transferred goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional. In the case of property development, contract asset is the excess of cumulative revenue earned over the billings to date. A contract asset is stated at cost less accumulated impairment. Contract assets are subject to impairment in accordance of MFRS 9 Financial Instruments.

A contract liability is the obligation to transfer goods and services to a customer for which the Group and the Company have received consideration or an amount of consideration is due from the customer. In the case of property development, contract liability is the excess of the billings to date over the cumulative revenue earned. Contract liabilities are recognised as revenue when the Group and the Company have performed their obligation under the contracts.

#### 2.10 Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all conditions attached will be met. Where the grant relates to an asset, the fair value is recognised as deferred capital grant in the statements of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments. Alternatively, government grants related to an asset may be presented in the statements of financial position by deducting the grants in arriving at the carrying amount of the asset.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

#### 2.11 Leases

##### The Group and the Company as a lessee

The Group and the Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

##### (a) Right-of-use assets

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Land for cultivation of oil palm	99 years
Car park land	5 years

##### (b) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.



**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

**2.11 Leases (Cont'd)**

**The Group and the Company as a lessee (Cont'd)**

**(c) Short-term leases and leases of low-value assets**

The Group and the Company apply the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

**The Group and the Company as a lessor**

Leases in which the Group and the Company do not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

**2.12 Revenue**

**(i) Revenue from contracts with customers**

The following describes the performance obligation in contracts with customers:

**(a) Sale of goods**

The Group and the Company contract with its customers for sales of oil palm related products. Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon the transfer of significant risks and rewards of ownership of the goods to the customer. Payment is generally due up to 30 days from transfer of risks and rewards. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods.

**(b) Delivery service**

The Group and the Company provide delivery services that are bundled together with the sale of goods to a customer. The delivery services can be obtained from other providers and do not significantly customise or modify the goods sold.

Contracts for bundled sales of goods and delivery services are comprised of two performance obligations because the promises to transfer goods and provide delivery services are capable of being distinct and separately identifiable. Accordingly, the Group and the Company allocate the transaction price based on the relative stand-alone selling prices of the goods and delivery services.

The Group and the Company recognise revenue from delivery services over time, using an input method to measure progress towards complete satisfaction of the service, because the customer simultaneously receives and consumes the benefits provided by the Group and the Company. Payment is generally due up to 30 days from delivery.

**(c) Sales of properties**

Contracts with customers may include multiple promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on the percentage of completion method. The percentage of completion is determined by the proportion of property development costs incurred for work performed to date over the estimated cost for the respective development projects.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

**2.12 Revenue (Cont'd)**

**(i) Revenue from contracts with customers (Cont'd)**

**(c) Sales of properties (Cont'd)**

The revenue from property development is measured at the fixed transaction price agreed under the sale and purchase agreement.

Revenue from property development is recognised as and when the control of the asset is transferred to the customer and it is probable that the Group and the Company will collect the consideration to which they will be entitled in exchange for the asset that will be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time.

This is generally established when:

- (i) the promised properties are specifically identified by its plot, lot and parcel number and its attributes (such as its size and location) in the sale and purchase agreements and the attached layout plan and the purchasers could enforce its rights to the promised properties if the Group and the Company seek to sell the unit to another purchaser. The contractual restriction on the Group's and the Company's ability to direct the promised properties for another use is substantive and the promised properties sold to the purchasers do not have an alternative use to the Group and the Company; and
- (ii) the Group and the Company have the right to payment for performance completed to date and is entitled to continue to transfer to the customer the development units promised and has the rights to complete the construction of the properties and enforce its rights to full payment.
- (iii) If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

The Group and the Company recognise revenue over time based on percentage of completion method using input method, which is based on the actual cost incurred to date on the property development project as compared to the total estimated cost for the respective development projects.

The Group and the Company recognise sales at a point in time for the sale of completed properties, when the control of the properties has been transferred to the purchasers, being when the properties have been completed and delivered to the customers and it is probable that the Group and the Company will collect the considerations to which it will be entitled to in exchange for the assets sold.

**(d) Revenue from hotel operations**

Revenue from hotel rooms is recognised over time during the period of stay for the hotel guests. Revenue from food and beverage sales, parking and other ancillary services is generally recognised at the point in time when the services are rendered.

**(e) Revenue from golf club and resort operations**

Revenue from club operations consists of monthly subscription fees, golf, sports and other facilities. Where there are more than one performance obligations, the transaction price will be allocated to each of the separate performance obligations. When these are not directly observable, they are estimated based on expected cost plus margin.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

**2.12 Revenue (Cont'd)**

**(i) Revenue from contracts with customers (Cont'd)**

**(e) Revenue from golf club and resort operations (Cont'd)**

Revenue from club activities excluding subscription fees are recognised at the point in time when the services are rendered. Subscription fees are recognised over time over the subscription period. The payment of the transaction price is due immediately upon delivery of the services.

Room revenue is recognised over time during the period of stay for the room guests. Revenue from food and beverage sales is recognised at the point in time when the services are rendered.

**(ii) Revenue from other sources**

Revenue from other sources is recognised as follows:

**(a) Dividend income**

Dividend income is recognised when the Group's right to receive payment is established.

**(b) Rental income**

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

**2.13 Other income**

**(a) Interest income**

Interest income is recognised using the effective interest method.

**(b) Management fees**

Management fees are recognised when services are rendered.

**2.14 Bearer plants**

Bearer plants are living plant that are used in the production or supply of agriculture produce for more than one period and have remote likelihood of being sold as agriculture produce, except for incidental scrap sales. The bearer plants that are available for use are measured at cost less accumulated depreciation and any accumulated impairment losses. Cost includes plantation expenditure, which represents the total cost incurred from land clearing to the point of harvesting. Bearer plants have an average life cycle of twenty-five (25) years with the first three (3) years as immature bearer plants and the remaining years as mature bearer plants. The mature bearer plants are depreciated over its remaining useful lives of twenty-two (22) years on a straight-line basis. The immature bearer plants are not depreciated until such time when it is available for use.

**2.15 Biological assets**

Produce growing on bearer plants are measured at fair value less costs to sell. Any gains or losses arising from changes in the fair value less costs to sell of produce growing on bearer plants are recognised in profit or loss. Fair value is determined based on the present value of expected net cash flows from the produce growing on bearer plants. The expected net cash flows are estimated using expected output method and the estimated market price of the produce growing on bearer plants.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

**2.16 Segment reporting**

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Company who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 42, including the factors used to identify the reportable segments and the measurement basis of segment information.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES**

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

**3.1 Key sources of estimation uncertainty**

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

**(a) Property development**

Revenue on property development activities are recognised in accordance with the accounting policy set out in Note 2.12(c) above. The terms of the property development contracts and the laws that apply to these contracts, will determine whether the control of the properties sold is transferred and the corresponding revenue is recognised over time or at a point in time.

The Group and the Company recognise certain of their revenue from property development activities based on the percentage of completion method using input method which is based on the actual cost incurred to date on the property development project as compared to the total estimated cost for the respective development projects.

Estimation is required in determining the progress towards complete satisfaction of the performance obligation and this includes determining the extent of property development costs incurred and the total estimated costs of property development, which in turn is used to determine the percentage of completion and gross profit margin of property development activities undertaken by the Group and the Company. In making these judgements, management relies on past experience and the work of architect.

**(b) Deferred tax assets**

Deferred tax assets are recognised for unused tax losses, capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies.

The management's estimates of future taxable profits are subject to risks and uncertainty, hence there is a possibility that changes in circumstances will alter expectations, which may impact the amount of deferred tax assets recognised in the statements of financial position.

Further details on deferred tax assets are disclosed in Note 35.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D)**

**3.1 Key sources of estimation uncertainty (Cont'd)**

**(c) Impairment of property, plant and equipment**

The Group and the Company are required to perform an impairment test of the cash generating units ("CGU") or groups of CGU when there is an indication that a CGU or groups of CGU may be impaired or an impairment loss recognised in prior periods on the CGU or groups of CGU, other than goodwill, may no longer exist or may have decreased.

Indicators of impairment which could trigger an impairment review include evidence of obsolescence or physical damage, a significant fall in market values, significant underperformance relative to historical or projected future operating results, significant changes in the use of assets or the strategy of the business, and significant adverse industry or economic changes. Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is higher of its fair value less cost of disposal and its value in use. The fair value is derived based on sales comparison approach or income approach. The value in use calculation is based on discounted cash flows arising from the future operating performance, revenue generating capacity of the assets and future market conditions. Changes in circumstances may lead to changes in estimates and assumptions, and result in changes to the recoverable amounts of assets and impairment losses needed.

During the current financial year, the Group recognised an additional impairment loss of approximately RM730,000 (2023: reversal of impairment loss of RM56,925,000) in respect of a foreign subsidiary's hotel property. The recoverable amount is determined based on a valuation done by an accredited independent valuer using the income capitalisation approach. The key assumptions used to determine the fair value, including the discount rate and capitalisation rate, are disclosed in Note 14 to the financial statements.

**(d) Fair value of investment in A2I Holdings S.à r.l. ("A2I")**

The investment in A2I comprises equity instrument and investment in Tracking Preferred Equity Certificates ("TPEC") of A2I which is considered a debt instrument. The fair value of investment in A2I is determined based on the adjusted net assets of the investee discounted using an appropriate rate. Judgements and estimates include considerations of the appropriate discount for lack of control and marketability and inputs in measuring the fair value of the underlying hotel assets of the investee. The carrying amount of the investment in A2I and further details about the determination of fair value are disclosed in Note 19 and Note 39 to the financial statements respectively.

**4. REVENUE**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Type of revenue</b>				
Oil palm produce	<b>1,000,380</b>	850,104	<b>1,024,151</b>	850,633
Sale of properties	<b>221,189</b>	176,382	<b>221,189</b>	176,382
Management and operation of golf club	—	8,280	—	—
Operation of hotels and conference centre	<b>317,577</b>	292,905	—	—
	<b>1,539,146</b>	1,327,671	<b>1,245,340</b>	1,027,015
Revenue from contracts with customers	<b>1,539,146</b>	1,327,671	<b>1,245,340</b>	1,027,015
Dividend income	<b>15,017</b>	8,630	<b>31,993</b>	20,103
Rental income	<b>38,714</b>	34,331	<b>12,017</b>	11,048
	<b>1,592,877</b>	1,370,632	<b>1,289,350</b>	1,058,166
<b>Timing of revenue recognition</b>				
- At a point in time	<b>1,147,593</b>	952,947	<b>1,044,550</b>	906,739
- Over time	<b>391,553</b>	374,724	<b>200,790</b>	120,276
	<b>1,539,146</b>	1,327,671	<b>1,245,340</b>	1,027,015

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**4. REVENUE (CONT'D)**

**4.1 Contract balances**

	<b>Group and Company</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
Contract assets (Note 25)	<b>63,919</b>	45,864
Contract liability (Note 30)	<b>(1,369)</b>	(221)
	<b>62,550</b>	45,643
At beginning of the year	<b>45,643</b>	15,631
Consideration paid and payable to customers	<b>19,647</b>	15,307
Revenue recognised during the year	<b>221,189</b>	176,382
Progress billings during the year	<b>(223,929)</b>	(161,677)
At end of the year	<b>62,550</b>	45,643

Revenue from property development activities is recognised over time using the input method, which is based on the actual cost incurred to date on the property development projects over the total estimated cost of the respective development projects.

The transaction price allocated to the unsatisfied performance obligations as at 31 December 2024 for the Group and the Company is RM68,549,000 (2023: RM34,377,000). The remaining performance obligations are expected to be recognised as follows:

	<b>Group and Company</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
Within 1 year	<b>67,698</b>	32,217
Between 1 and 4 years	<b>851</b>	2,160
	<b>68,549</b>	34,377

**5. COST OF SALES**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Property development costs	<b>135,881</b>	101,761	<b>135,881</b>	101,761
Cost of inventories sold	<b>907,394</b>	776,633	<b>972,034</b>	808,886
Cost of hotel operations and management of investment properties	<b>171,513</b>	170,514	—	—
	<b>1,214,788</b>	1,048,908	<b>1,107,915</b>	910,647

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**6. OTHER INCOME**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Interest income from deposits	<b>41,099</b>	39,196	<b>33,570</b>	32,782
Interest income from subsidiaries	<b>—</b>	—	<b>12,411</b>	12,350
	<b>41,099</b>	39,196	<b>45,981</b>	45,132
Gain on foreign exchange:				
- Realised	<b>—</b>	31,308	<b>—</b>	31,352
- Unrealised	<b>—</b>	7,830	<b>—</b>	15,454
Management fee received from subsidiaries	<b>—</b>	—	<b>1,265</b>	1,265
Gain on trading of palm oil	<b>431</b>	576	<b>431</b>	576
Gain on redemption of short term funds	<b>1,304</b>	181	<b>1,304</b>	181
Fair value gain on:				
- Financial assets at fair value through profit or loss	<b>122</b>	10,813	<b>1,234</b>	2,720
- Derivatives	<b>—</b>	490	<b>—</b>	490
- Biological assets	<b>550</b>	—	<b>141</b>	126
Gain on disposal of:				
- Investment properties	<b>5</b>	3	<b>—</b>	—
- Property, plant and equipment	<b>181</b>	1,264	<b>182</b>	—
Reversal of impairment loss on property, plant and equipment (Note 14)	<b>—</b>	56,925	<b>—</b>	—
Licensing fees	<b>1,740</b>	—	<b>1,740</b>	—
Gain on lease modification	<b>295</b>	—	<b>—</b>	—
Miscellaneous	<b>1,923</b>	2,777	<b>1,759</b>	1,438
	<b>47,650</b>	151,363	<b>54,037</b>	98,734

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**7. PROFIT BEFORE TAX**

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

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Auditors' remuneration:				
Statutory audits				
- Current year				
- Ernst & Young PLT	<b>500</b>	505	<b>244</b>	235
- Other auditors	<b>743</b>	645	—	—
- Underprovision in prior year				
- Other auditors	<b>82</b>	47	—	—
Other services				
- Ernst & Young PLT	<b>20</b>	20	<b>20</b>	20
Bad debts written off	<b>193</b>	162	<b>16</b>	—
Employee benefits expense (Note 8)	<b>158,413</b>	153,092	<b>33,697</b>	34,048
Direct operating expenses arising from revenue generating properties	<b>9,645</b>	8,953	<b>2,174</b>	1,744
Amortisation of intangible assets (Note 20)	<b>9</b>	8	<b>9</b>	3
Depreciation of:				
- Property, plant and equipment (Note 14)	<b>21,025</b>	20,902	<b>3,361</b>	2,352
- Investment properties (Note 15)	<b>7,550</b>	5,891	<b>2,681</b>	2,659
- Right-of-use assets (Note 16)	<b>1,157</b>	1,240	—	—
- Bearer plants (Note 17)	<b>1,210</b>	1,210	<b>591</b>	591
Property, plant and equipment written off	<b>64</b>	186	<b>58</b>	117
Intangible assets written off	—	51	—	—
Deposit written off	—	81	—	—
Inventories written off	—	180	—	—
Inventories written back	—	(1,567)	—	(1,564)
Write back of provision for foreseeable losses on low cost houses (Note 36)	—	(557)	—	(557)
(Reversal of)/allowance for impairment on				
- Trade receivables (Note 24(a))	<b>(257)</b>	(136)	—	—
- Amount due from a subsidiary (Note 24(b))	—	—	—	3,597
- Other receivables (Note 24(c))	<b>(35)</b>	35	<b>(35)</b>	35
Loss/(gain) on foreign exchange:				
- Realised	<b>8,156</b>	(31,308)	<b>8,017</b>	(31,352)
- Unrealised	<b>36,570</b>	(7,830)	<b>35,964</b>	(15,454)
Fair value (gain)/loss on:				
- Derivatives	—	(490)	—	(490)
- Biological assets (Note 23)	<b>(550)</b>	193	<b>(141)</b>	(126)
Allowance for/(reversal of) impairment loss on property, plant and equipment (Note 14)	<b>730</b>	(56,925)	—	—
(Gain)/loss on disposal of:				
- Investment properties	<b>(5)</b>	(3)	—	—
- Property, plant and equipment	<b>(181)</b>	(1,264)	<b>(182)</b>	12



**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**8. EMPLOYEE BENEFITS EXPENSE (EXCLUDING KEY MANAGEMENT PERSONNEL)**

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Wages and salaries	122,702	117,825	30,837	31,144
Social security and employee insurance contributions	4,452	4,170	368	333
Contributions to defined contribution plan	5,837	5,855	2,492	2,571
Other benefits	25,422	25,242	–	–
	<b>158,413</b>	<b>153,092</b>	<b>33,697</b>	<b>34,048</b>

**9. COMPENSATION OF KEY MANAGEMENT PERSONNEL**

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Directors' remuneration:				
Fees	1,350	1,318	1,250	1,218
Salaries, bonus and other emoluments	11,970	10,573	10,485	8,869
Benefits-in-kind	37	37	28	28
	<b>13,357</b>	<b>11,928</b>	<b>11,763</b>	<b>10,115</b>

Key management personnel comprises Directors of the Company, who have authority and responsibility for planning, directing and controlling the activities of the Group, either directly or indirectly.

**10. FINANCE COSTS**

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Interest expenses on:				
- Notes payable	4,093	6,770	–	–
- Bank overdraft	1,000	444	1,000	444
- Lease liability (Note 31)	95	168	–	–
	<b>5,188</b>	<b>7,382</b>	<b>1,000</b>	<b>444</b>

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**11. INCOME TAX**

Components of income tax

The components of income tax expense for the years ended 31 December 2024 and 2023 are:

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Statement of comprehensive income:</b>				
Current income tax:				
- Malaysian income tax	<b>36,352</b>	26,598	<b>25,103</b>	18,343
- Foreign tax	<b>12,777</b>	6,735	<b>227</b>	206
	<b>49,129</b>	33,333	<b>25,330</b>	18,549
(Over)/underprovision in prior years:				
- Malaysian income tax	<b>96</b>	978	<b>76</b>	1,774
- Foreign tax	<b>(127)</b>	2	<b>(20)</b>	2
	<b>(31)</b>	980	<b>56</b>	1,776
Deferred income tax (Note 35):				
- Origination and reversal of temporary differences	<b>(562)</b>	4,091	<b>(590)</b>	501
- Underprovision in prior years	<b>167</b>	29	<b>155</b>	628
	<b>(395)</b>	4,120	<b>(435)</b>	1,129
Income tax recognised in statements of comprehensive income	<b>48,703</b>	38,433	<b>24,951</b>	21,454

Reconciliation between tax and accounting profit

The reconciliation between income tax and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2024 and 2023 is as follows:

<b>Group</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
Profit before tax	<b>200,648</b>	297,292
Taxation at Malaysian statutory tax rate of 24% (2023: 24%)	<b>48,156</b>	71,350
Different tax rates in other countries	<b>23</b>	(2,713)
Income not subject to tax	<b>(15,900)</b>	(25,149)
Expenses not deductible for tax purposes	<b>16,288</b>	9,932
Utilisation of previously unrecognised business losses	<b>–</b>	(5,002)
Deferred tax assets recognised on unutilised business losses, unabsorbed capital allowances and other deductible temporary differences	<b>–</b>	(11,840)
Deferred tax asset not recognised on unabsorbed capital allowances and unutilised business losses	<b>–</b>	846
(Over)/underprovision of income tax in prior years	<b>(31)</b>	980
Underprovision of deferred tax in prior years	<b>167</b>	29
Income tax recognised in profit or loss	<b>48,703</b>	38,433

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

**11. INCOME TAX (CONT'D)**

Reconciliation between tax and accounting profit (Cont'd)

The reconciliation between income tax and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2024 and 2023 is as follows: (Cont'd)

<b>Company</b>	<b>2024 RM'000</b>	<b>2023 RM'000</b>
Profit before tax	<b>130,241</b>	185,142
Taxation at Malaysian statutory tax rate of 24% (2023: 24%)	<b>31,258</b>	44,434
Income not subject to tax	<b>(16,859)</b>	(27,226)
Expenses not deductible for tax purposes	<b>10,676</b>	2,119
Different tax rates in other countries	<b>(335)</b>	(277)
Underprovision of income tax in prior years	<b>56</b>	1,776
Underprovision of deferred tax in prior years	<b>155</b>	628
Income tax recognised in profit or loss	<b>24,951</b>	21,454

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2023: 24%) of the estimated assessable profit for the year. Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

**12. EARNINGS PER SHARE**

Basic earnings per share amounts are calculated by dividing profit for the year, net of tax, attributable to owners of the parent by the weighted average number of ordinary shares after adjusting for treasury shares.

	<b>2024</b>	<b>Group 2023</b>
Profit net of tax attributable to owners of the parent (RM'000)	<b>143,281</b>	240,702
Weighted average number of ordinary shares in issue ('000)	<b>359,303</b>	359,303
Basic earnings per share (sen)	<b>39.88</b>	66.99

No diluted earnings per share have been presented as there were no dilutive potential ordinary shares outstanding as at 31 December 2024 and 31 December 2023.

**13. DIVIDENDS**

	<b>Group and Company 2024 RM'000</b>	<b>2023 RM'000</b>
<b>Recognised during the financial year:</b>		
Dividends on ordinary shares:		
- Final single-tier dividend for 2023: 5 sen (2022: 9 sen) per share	<b>17,966</b>	32,338
- Special single-tier dividend for 2023: 5 sen (2022: Nil sen) per share	<b>17,965</b>	—
- Interim single-tier dividend for 2024: 5 sen (2023: 5 sen) per share	<b>17,965</b>	17,965
	<b>53,896</b>	50,303

On 7 April 2025, the Board of Directors approved and declared a final single-tier dividend in respect of the financial year ended 31 December 2024, of 9 sen per share on 359,303,610 ordinary shares, amounting to a dividend of RM32,337,325, payable on 3 July 2025.

The financial statements for the current financial year do not reflect the above dividend. This dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2025.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**14. PROPERTY, PLANT AND EQUIPMENT**

<b>Group</b>	<b>Estates, golf course, land and buildings RM'000</b>	<b>Plant and machinery RM'000</b>	<b>Vehicles, furniture and equipment RM'000</b>	<b>Work-in- progress RM'000</b>	<b>Total RM'000</b>
<b>Cost/deemed cost</b>					
At 1 January 2024					
At cost	747,575	138,585	133,111	35,493	1,054,764
At deemed cost	23,272	–	–	–	23,272
Government grant	–	(7,414)	–	–	(7,414)
	<b>770,847</b>	<b>131,171</b>	<b>133,111</b>	<b>35,493</b>	<b>1,070,622</b>
Additions	1,891	2,436	4,926	9,127	18,380
Transfer from land held for property development (Note 21(a))	17	–	–	–	17
Transfer to inventories	–	–	–	(333)	(333)
Adjustments	–	–	–	(65)	(65)
Reclassification	22,174	11,068	29	(33,271)	–
Write offs	(65)	(79)	(157)	–	(301)
Disposals	–	(219)	(647)	–	(866)
Exchange differences	(32,279)	–	(7,486)	(516)	(40,281)
At 31 December 2024	<b>762,585</b>	<b>144,377</b>	<b>129,776</b>	<b>10,435</b>	<b>1,047,173</b>
<b>Representing:</b>					
At cost	739,313	151,791	129,776	10,435	1,031,315
At deemed cost	23,272	–	–	–	23,272
Government grant	–	(7,414)	–	–	(7,414)
	<b>762,585</b>	<b>144,377</b>	<b>129,776</b>	<b>10,435</b>	<b>1,047,173</b>
<b>Accumulated depreciation and impairment</b>					
At 1 January 2024	326,492	115,198	125,431	–	567,121
Charge for the year (Note 7)	14,175	2,983	3,867	–	21,025
Write offs	(26)	(73)	(138)	–	(237)
Disposals	–	(219)	(534)	–	(753)
Allowance for impairment loss (Note 7)	730	–	–	–	730
Exchange differences	(17,859)	–	(7,139)	–	(24,998)
At 31 December 2024	<b>323,512</b>	<b>117,889</b>	<b>121,487</b>	<b>–</b>	<b>562,888</b>
<b>Representing:</b>					
Accumulated depreciation	263,895	117,889	121,487	–	503,271
Accumulated impairment loss	59,617	–	–	–	59,617
	<b>323,512</b>	<b>117,889</b>	<b>121,487</b>	<b>–</b>	<b>562,888</b>
<b>Net carrying amount</b>					
At 31 December 2024					
At cost	415,801	26,488	8,289	10,435	461,013
At deemed cost	23,272	–	–	–	23,272
	<b>439,073</b>	<b>26,488</b>	<b>8,289</b>	<b>10,435</b>	<b>484,285</b>

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

Group	Estates, golf course, land and buildings RM'000	Plant and machinery RM'000	Vehicles, furniture and equipment RM'000	Work-in- progress RM'000	Total RM'000
<b>Cost/deemed cost</b>					
At 1 January 2023					
At cost	826,852	143,469	137,118	7,313	1,114,752
At deemed cost	23,272	—	—	—	23,272
Government grant	—	(7,414)	—	—	(7,414)
	850,124	136,055	137,118	7,313	1,130,610
Additions	3,643	545	3,525	28,928	36,641
Transfer to investment properties (Note 15)	(116,076)	(38)	(1,466)	—	(117,580)
Reclassification	1,091	(19)	19	(1,091)	—
Write offs	(25)	(345)	(1,574)	—	(1,944)
Disposals	(238)	(5,027)	(10,275)	—	(15,540)
Exchange differences	32,328	—	5,764	343	38,435
At 31 December 2023	770,847	131,171	133,111	35,493	1,070,622
<b>Representing:</b>					
At cost	747,575	138,585	133,111	35,493	1,054,764
At deemed cost	23,272	—	—	—	23,272
Government grant	—	(7,414)	—	—	(7,414)
	770,847	131,171	133,111	35,493	1,070,622
<b>Accumulated depreciation and impairment</b>					
At 1 January 2023	397,964	118,229	127,515	—	643,708
Charge for the year (Note 7)	14,799	2,198	3,905	—	20,902
Transfer to investment properties (Note 15)	(45,586)	(38)	(1,356)	—	(46,980)
Write offs	(12)	(227)	(1,519)	—	(1,758)
Disposals	(129)	(4,964)	(8,596)	—	(13,689)
Reversal of impairment loss (Note 6)	(56,925)	—	—	—	(56,925)
Exchange differences	16,381	—	5,482	—	21,863
At 31 December 2023	326,492	115,198	125,431	—	567,121
<b>Representing:</b>					
Accumulated depreciation	265,913	115,198	125,431	—	506,542
Accumulated impairment loss	60,579	—	—	—	60,579
	326,492	115,198	125,431	—	567,121
<b>Net carrying amount</b>					
At 31 December 2023					
At cost	421,083	15,973	7,680	35,493	480,229
At deemed cost	23,272	—	—	—	23,272
	444,355	15,973	7,680	35,493	503,501

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

<b>Company</b>	<b>Estates, golf course, land and buildings RM'000</b>	<b>Plant and machinery RM'000</b>	<b>Vehicles, furniture and equipment RM'000</b>	<b>Work-in- progress RM'000</b>	<b>Total RM'000</b>
<b>Cost/deemed cost</b>					
At 1 January 2024					
At cost	23,622	110,933	16,365	12,490	163,410
At deemed cost	9,014	–	–	–	9,014
	32,636	110,933	16,365	12,490	172,424
Additions	227	2,384	1,994	917	5,522
Transfer from land held for property development (Note 21(a))	17	–	–	–	17
Transfer to inventories	–	–	–	(333)	(333)
Adjustments	–	–	–	(65)	(65)
Reclassification	188	11,068	–	(11,256)	–
Write offs	(65)	(77)	(143)	–	(285)
Disposals	–	(219)	(645)	–	(864)
At 31 December 2024	33,003	124,089	17,571	1,753	176,416
<b>Representing:</b>					
At cost	23,989	124,089	17,571	1,753	167,402
At deemed cost	9,014	–	–	–	9,014
	33,003	124,089	17,571	1,753	176,416
<b>Accumulated depreciation</b>					
At 1 January 2024	11,830	103,729	14,382	–	129,941
Charge for the year (Note 7)	394	2,187	780	–	3,361
Write offs	(26)	(73)	(128)	–	(227)
Disposals	–	(218)	(534)	–	(752)
At 31 December 2024	12,198	105,625	14,500	–	132,323
<b>Net carrying amount</b>					
At 31 December 2024					
At cost	11,791	18,464	3,071	1,753	35,079
At deemed cost	9,014	–	–	–	9,014
	20,805	18,464	3,071	1,753	44,093

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

<b>Company</b>	<b>Estates, golf course, land and buildings RM'000</b>	<b>Plant and machinery RM'000</b>	<b>Vehicles, furniture and equipment RM'000</b>	<b>Work-in- progress RM'000</b>	<b>Total RM'000</b>
<b>Cost/deemed cost</b>					
At 1 January 2023					
At cost	20,399	110,814	16,593	4,442	152,248
At deemed cost	9,014	—	—	—	9,014
	29,413	110,814	16,593	4,442	161,262
Additions	3,223	297	458	8,048	12,026
Write offs	—	(178)	(352)	—	(530)
Disposals	—	—	(334)	—	(334)
At 31 December 2023	32,636	110,933	16,365	12,490	172,424
<b>Representing:</b>					
At cost	23,622	110,933	16,365	12,490	163,410
At deemed cost	9,014	—	—	—	9,014
	32,636	110,933	16,365	12,490	172,424
<b>Accumulated depreciation</b>					
At 1 January 2023	11,440	102,421	14,413	—	128,274
Charge for the year (Note 7)	390	1,385	577	—	2,352
Write offs	—	(77)	(336)	—	(413)
Disposals	—	—	(272)	—	(272)
At 31 December 2023	11,830	103,729	14,382	—	129,941
<b>Net carrying amount</b>					
At 31 December 2023					
At cost	11,792	7,204	1,983	12,490	33,469
At deemed cost	9,014	—	—	—	9,014
	20,806	7,204	1,983	12,490	42,483

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

(i) The details of the estates, golf course, land and buildings are as follows:

Group	Cost/ deemed cost RM'000	Accumulated depreciation RM'000	Net carrying amount RM'000	Depreciation charge RM'000
<b>2024</b>				
<b>At deemed cost</b>				
Freehold estates	23,272	—	23,272	—
<b>At cost</b>				
Freehold estates	6,614	—	6,614	—
Freehold land and buildings	732,699	323,512	409,187	14,175
	739,313	323,512	415,801	14,175
Total	762,585	323,512	439,073	14,175
<b>2023</b>				
<b>At deemed cost</b>				
Freehold estates	23,272	—	23,272	—
<b>At cost</b>				
Freehold estates	6,164	—	6,164	—
Golf course	—	—	—	896
Freehold land and buildings	741,411	326,492	414,919	13,903
	747,575	326,492	421,083	14,799
Total	770,847	326,492	444,355	14,799



**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

(i) The details of the estates, golf course, land and buildings are as follows: (Cont'd)

	<b>Cost/ deemed cost RM'000</b>	<b>Accumulated depreciation RM'000</b>	<b>Net carrying amount RM'000</b>	<b>Depreciation charge RM'000</b>
<b>Company</b>				
<b>2024</b>				
<b>At deemed cost</b>				
Freehold estates	<b>9,014</b>	<b>–</b>	<b>9,014</b>	<b>–</b>
<b>At cost</b>				
Freehold estates	<b>5,950</b>	<b>–</b>	<b>5,950</b>	<b>–</b>
Freehold land and buildings	<b>18,039</b>	<b>12,198</b>	<b>5,841</b>	<b>394</b>
	<b>23,989</b>	<b>12,198</b>	<b>11,791</b>	<b>394</b>
Total	<b>33,003</b>	<b>12,198</b>	<b>20,805</b>	<b>394</b>
<b>2023</b>				
<b>At deemed cost</b>				
Freehold estates	9,014	–	9,014	–
<b>At cost</b>				
Freehold estates	5,950	–	5,950	–
Freehold land and buildings	17,672	11,830	5,842	390
	23,622	11,830	11,792	390
Total	32,636	11,830	20,806	390

(ii) Property, plant and equipment of certain subsidiaries with net carrying amount of RM241,300,000 (2023: RM252,781,000) are pledged for bank facilities as disclosed in Note 28.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

- (iii) During the current financial year, an impairment loss of RM730,000 (2023: reversal of impairment loss of RM56,925,000) was recognised on certain property, plant and equipment of a subsidiary involved in the hotel segment, KSNY Enterprises Ltd ("KSNY"). This was recognised in the statement of comprehensive income as other expenses (2023: other income). The recoverable amount of RM241,300,000 (2023: RM252,781,000) as at 31 December 2024 was determined at the level of the cash-generating unit of KSNY based on fair value less costs of disposal. The fair value less costs of disposal was based on income capitalisation approach which utilises the discounted cash flow technique to measure the present value of projected income flows and the reversion of the property sale. The significant unobservable valuation inputs are as below:

	<b>2024</b>	<b>2023</b>
Revenue per available room	<b>USD 314 to USD 349</b>	USD 308 to USD 336
Discount rate	<b>9.00%</b>	9.00%
Capitalisation rate	<b>6.75%</b>	7.00%

Sensitivity to change in significant unobservable inputs

	<b>Increase/(decrease) in profit before tax</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
Revenue per available room		
- increased by 5%	<b>30,772</b>	28,923
- decreased by 5%	<b>(29,548)</b>	(29,228)
Discount rate		
- increased by 50 basis points	<b>(8,654)</b>	(9,033)
- decreased by 50 basis points	<b>10,206</b>	9,156
Capitalisation rate		
- increased by 50 basis points	<b>(9,118)</b>	(9,065)
- decreased by 50 basis points	<b>11,789</b>	10,147

- (iv) Future minimum rentals receivable under non-cancellable operating leases on certain property, plant and equipment of the Group is disclosed in Note 15 to the financial statements.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**15. INVESTMENT PROPERTIES**

<b>Group</b>	<b>Golf course, freehold land and buildings RM'000</b>	<b>Leasehold land and buildings RM'000</b>	<b>Total RM'000</b>
<b>2024</b>			
<b>Cost</b>			
At 1 January 2024	399,679	29,903	429,582
Additions	9,135	4,193	13,328
Write offs	(171)	–	(171)
Disposals	(78)	–	(78)
Transfer from:			
- land held for property development (Note 21(a))	358	–	358
Exchange differences	–	(732)	(732)
At 31 December 2024	408,923	33,364	442,287
<b>Accumulated depreciation</b>			
At 1 January 2024	160,472	7,529	168,001
Charge for the year (Note 7)	7,416	134	7,550
Write offs	(171)	–	(171)
Disposals	(76)	–	(76)
Exchange differences	–	(409)	(409)
At 31 December 2024	167,641	7,254	174,895
<b>Net carrying amount</b>			
At 31 December 2024	241,282	26,110	267,392
<b>2023</b>			
<b>Cost</b>			
At 1 January 2023	272,259	19,087	291,346
Additions	839	6,063	6,902
Adjustment	(517)	–	(517)
Write offs	(89)	–	(89)
Disposals	(32)	–	(32)
Transfer from:			
- property, plant and equipment (Note 14)	117,580	–	117,580
- land held for property development (Note 21(a))	9,639	4,003	13,642
Exchange differences	–	750	750
At 31 December 2023	399,679	29,903	429,582
<b>Accumulated depreciation</b>			
At 1 January 2023	107,849	6,982	114,831
Charge for the year (Note 7)	5,763	128	5,891
Write offs	(89)	–	(89)
Disposals	(31)	–	(31)
Transfer from property, plant and equipment (Note 14)	46,980	–	46,980
Exchange differences	–	419	419
At 31 December 2023	160,472	7,529	168,001
<b>Net carrying amount</b>			
At 31 December 2023	239,207	22,374	261,581

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**15. INVESTMENT PROPERTIES (CONT'D)**

<b>Company</b>	<b>Freehold land and buildings RM'000</b>	<b>Leasehold land and buildings RM'000</b>	<b>Total RM'000</b>
<b>2024</b>			
<b>Cost</b>			
At 1 January 2024	93,730	16,872	110,602
Additions	7,432	4,193	11,625
Transfer from land held for property development (Note 21(a))	358	–	358
At 31 December 2024	101,520	21,065	122,585
<b>Accumulated depreciation</b>			
At 1 January 2024	15,819	248	16,067
Charge for the year (Note 7)	2,546	135	2,681
At 31 December 2024	18,365	383	18,748
<b>Net carrying amount</b>			
At 31 December 2024	83,155	20,682	103,837
<b>2023</b>			
<b>Cost</b>			
At 1 January 2023	94,247	6,806	101,053
Additions	–	6,063	6,063
Adjustment	(517)	–	(517)
Transfer from land held for property development (Note 21(a))	–	4,003	4,003
At 31 December 2023	93,730	16,872	110,602
<b>Accumulated depreciation</b>			
At 1 January 2023	13,288	120	13,408
Charge for the year (Note 7)	2,531	128	2,659
At 31 December 2023	15,819	248	16,067
<b>Net carrying amount</b>			
At 31 December 2023	77,911	16,624	94,535

**Fair value disclosure**

As at 31 December 2024, the fair value of investment properties for the Group and Company is approximately RM1,032,334,000 (2023: RM950,403,000) and RM697,663,000 (2023: RM612,529,000) respectively. The valuations were conducted by independent professional valuers using the comparison and investment methods.

The fair value measurement of the Group's and the Company's investment properties are categorised within Level 3 of the fair value hierarchy. There were no transfers between all three (3) levels of the fair value hierarchy during the financial year.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**15. INVESTMENT PROPERTIES (CONT'D)**

**Future minimum rentals receivable**

The Group has entered into operating leases on its investment properties and certain property, plant and equipment. Future minimum rentals receivable under these non-cancellable operating leases as at 31 December are as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Within one year	<b>32,481</b>	29,747	<b>14,027</b>	12,749
Within two to five years	<b>42,250</b>	39,362	<b>30,857</b>	28,214
After five years	<b>68,535</b>	45,001	<b>68,531</b>	44,890
	<b>143,266</b>	114,110	<b>113,415</b>	85,853

**16. RIGHT-OF-USE ASSETS**

The following table presents the carrying amounts of the right-of-use assets recognised and the movements during the period for the Group:

	<b>Car park land RM'000</b>	<b>State- owned land RM'000</b>	<b>Total RM'000</b>
<b>At 1 January 2023</b>	2,677	17,984	20,661
Depreciation charge for the year (Note 7)	(926)	(314)	(1,240)
Exchange differences	154	—	154
<b>At 31 December 2023 and 1 January 2024</b>	1,905	17,670	19,575
Depreciation charge for the year (Note 7)	(843)	(314)	(1,157)
Modification	(200)	—	(200)
Exchange differences	(126)	—	(126)
<b>At 31 December 2024</b>	<b>736</b>	<b>17,356</b>	<b>18,092</b>

The Group has right-of-use over state-owned land which is used for the cultivation of oil palm and a parcel of land which is used as a parking lot. The right-of-use has a remaining tenure of 91 years (2023: 92 years) expiring in 2115 and 1 year (2023: 2 years) expiring in 2025, respectively.

During the financial year, the car park land lease was modified to reduce both the leased land area and the lease consideration.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**17. BEARER PLANTS**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Cost/deemed cost</b>				
At 1 January	<b>26,619</b>	26,861	<b>13,006</b>	13,006
Write offs	<b>–</b>	(242)	<b>–</b>	–
At 31 December	<b>26,619</b>	26,619	<b>13,006</b>	13,006
<b>Accumulated depreciation</b>				
At 1 January	<b>8,581</b>	7,613	<b>1,431</b>	840
Charge for the year (Note 7)	<b>1,210</b>	1,210	<b>591</b>	591
Write offs	<b>–</b>	(242)	<b>–</b>	–
At 31 December	<b>9,791</b>	8,581	<b>2,022</b>	1,431
<b>Net carrying amount</b>				
At 31 December	<b>16,828</b>	18,038	<b>10,984</b>	11,575
<u>Analysis of bearer plants:</u>				
Mature	<b>16,828</b>	18,038	<b>10,984</b>	11,575

**18. INVESTMENT IN SUBSIDIARIES**

	<b>Company</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
Unquoted shares, at cost		
- In Malaysia	<b>167,854</b>	167,854
- Outside Malaysia	<b>4</b>	4
Less: Impairment losses	<b>167,858</b> <b>(49,191)</b>	167,858 (49,191)
	<b>118,667</b>	118,667

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**18. INVESTMENT IN SUBSIDIARIES (CONT'D)**

Details of the subsidiaries are as follows:

Name of subsidiaries	Place of business /Country of incorporation	Principal activities	Proportion of ownership interest	
			2024 %	2023 %
<u>Held by the Company</u>				
Johore (Masai) Plantations Sdn. Bhd.	Malaysia	Oil palm estate and investment holding	100	100
Kota Tinggi Oil Palm Plantations Sdn. Bhd.	Malaysia	Oil palm estate and investment holding	100	100
Lian Huap Oil Palm Plantations Sdn. Bhd.	Malaysia	Oil palm estate and investment holding	100	100
Sin Lian Oil Palm Plantations Sdn. Bhd.	Malaysia	Oil palm estate and investment holding	100	100
HKH Holdings Sdn. Bhd.	Malaysia	Property investment	100	100
Ragamo Sdn. Bhd.	Malaysia	Processing of palm kernel products and investment holding	100	100
Lim & Lim Plantations Berhad	Malaysia	Oil palm estate and investment holding	99.8	99.8
Supervitamins Sdn. Bhd.	Malaysia	Manufacturing and trading of nutraceutical and health-care materials	100	100
Tanjong Puteri Golf Resort Berhad	Malaysia	Operation of golf club (In creditors' voluntary winding up)	99.97	99.97
Keck Seng Investments Pte. Ltd.*	Singapore	Investment holding	100	100
Brosna Limited *	Hong Kong	Investment holding	100	100
Keck Seng International Private Limited *	Singapore	Dormant	100	100
Lusaka Holdings Sdn. Bhd.	Malaysia	Property investment	100	100
Siris Management Sdn. Bhd.	Malaysia	Dormant	100	100
K.S.F. Enterprises Sdn. Bhd.	Malaysia	Investment holding	50+1**	50+1**
<u>Held by K.S.F. Enterprises Sdn. Bhd.</u>				
KSD Enterprises Ltd. *	Canada	Operation of hotels	50+1**	50+1**
<u>Held by Brosna Limited</u>				
Promas Limited *	Hong Kong	Investment holding	100	100
K.S.A. Enterprises Limited *	Canada	Dormant	100	100
KSG Enterprises Ltd.*	United States	Operation of hotels	100	100
<u>Held by KSG Enterprises Ltd.</u>				
KSNY Enterprises Ltd.*	United States	Operation of hotels	100	100

\* Audited by firms of auditors other than Ernst & Young PLT

\*\* The equity interest of the Company is 50% plus one share

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**18. INVESTMENT IN SUBSIDIARIES (CONT'D)**

**Winding up of a subsidiary**

In October 2023, a subsidiary, Tanjong Puteri Golf Resort Berhad, entered into Creditors' Voluntary Winding Up pursuant to Section 439(1)(b) of the Companies Act 2016.

Accordingly, the Company ceased to consolidate the subsidiary as the Company lost control of the subsidiary upon commencement of the creditors' voluntary winding up.

As of the date of this report, the winding up exercise of the subsidiary has yet to be completed.

**Increase in interest in a subsidiary**

In 2023, a subsidiary, Lusaka Holdings Sdn. Bhd., carried out a selective capital reduction exercise in accordance with Section 117 of the Companies Act 2016 to reduce the share capital of the subsidiary from RM5,000,000 comprising 5,000,000 ordinary shares to RM3,500,000 comprising 3,500,000 ordinary shares by way of capital repayment of RM1,500,000 which represents a cash amount of RM1.00 for each ordinary share held by a non-controlling shareholder.

**Summarised financial information on subsidiaries with significant non-controlling interests**

Proportion of equity interest held by non-controlling interests:

	2024 %	2023 %
K.S.F. Enterprises Sdn. Bhd.	<b>50.00</b>	50.00
	<b>2024 RM'000</b>	<b>2023 RM'000</b>
<b>Accumulated balances of material non-controlling interest:</b>		
- K.S.F. Enterprises Sdn. Bhd.	<b>54,252</b>	49,910
Attributable to non-controlling interest of subsidiary that is individually immaterial	<b>68</b>	58
	<b>54,320</b>	49,968
<b>Total comprehensive income attributable to material non-controlling interest:</b>		
- K.S.F. Enterprises Sdn. Bhd.	<b>4,341</b>	19,324
Attributable to non-controlling interest of subsidiary that is individually immaterial	<b>11</b>	457
	<b>4,352</b>	19,781



**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**18. INVESTMENT IN SUBSIDIARIES (CONT'D)**

**Summarised financial information on subsidiaries with significant non-controlling interests (Cont'd)**

Summarised financial information of K.S.F. Enterprises Sdn. Bhd. Group which has non-controlling interests that are material to the Group is set out below. The summarised financial information presented below is the amount before inter-company elimination.

(i) Summarised statement of financial position

	<b>K.S.F. Enterprises Sdn. Bhd. Group #</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
Non-current assets	<b>49,167</b>	58,761
Current assets	<b>87,027</b>	64,402
Total assets	<b>136,194</b>	123,163
Current liabilities	<b>27,682</b>	21,837
Non-current liabilities	<b>–</b>	1,496
Total liabilities	<b>27,682</b>	23,333
Net assets	<b>108,512</b>	99,830
Equity attributable to:		
- owners of the Company	<b>54,260</b>	49,920
- non-controlling interests	<b>54,252</b>	49,910
	<b>108,512</b>	99,830

# refers to K.S.F. Enterprises Sdn. Bhd. and its subsidiary, i.e. KSD Enterprises Ltd.

(ii) Summarised statement of comprehensive income

	<b>K.S.F. Enterprises Sdn. Bhd. Group #</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
Revenue	<b>122,963</b>	111,330
Profit for the year attributable to:		
- owners of the Company	<b>8,653</b>	17,700
- non-controlling interests	<b>8,653</b>	17,700
	<b>17,306</b>	35,400
Other comprehensive (loss)/income attributable to:		
- owners of the Company	<b>(4,312)</b>	1,625
- non-controlling interests	<b>(4,312)</b>	1,624
Other comprehensive (loss)/income for the year	<b>(8,624)</b>	3,249
Total comprehensive income attributable to:		
- owners of the Company	<b>4,341</b>	19,325
- non-controlling interests	<b>4,341</b>	19,324
Total comprehensive income for the year	<b>8,682</b>	38,649

# refers to K.S.F. Enterprises Sdn. Bhd. and its subsidiary, i.e. KSD Enterprises Ltd.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**18. INVESTMENT IN SUBSIDIARIES (CONT'D)**

**Summarised financial information on subsidiaries with significant non-controlling interests (Cont'd)**

(iii) Summarised statement of cash flows

	<b>K.S.F. Enterprises Sdn. Bhd. Group #</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
Net cash generated from operating activities	<b>35,041</b>	20,586
Net cash used in investing activities	<b>(193)</b>	(1,382)
Net cash used in financing activities	<b>(1,101)</b>	(994)
Net increase in cash and cash equivalents	<b>33,747</b>	18,210
Effects of exchange rate changes on cash and cash equivalents	<b>(7,790)</b>	3,018
Cash and cash equivalents at beginning of year	<b>51,343</b>	30,115
Cash and cash equivalents at end of year	<b>77,300</b>	51,343

# refers to K.S.F. Enterprises Sdn. Bhd. and its subsidiary, i.e. KSD Enterprises Ltd.

**19. INVESTMENT SECURITIES**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b><i>Financial assets at fair value through other comprehensive income</i></b>				
Equity instruments				
Quoted in Malaysia	<b>53,523</b>	56,173	<b>49,726</b>	52,740
Quoted outside Malaysia	<b>277,254</b>	270,583	<b>121,444</b>	117,255
Unquoted in Malaysia	<b>4,221</b>	3,891	<b>4,221</b>	3,891
	<b>334,998</b>	330,647	<b>175,391</b>	173,886
<b><i>Financial assets at fair value through profit or loss</i></b>				
Debt instrument				
Unquoted outside Malaysia *	<b>70,725</b>	73,182	—	—
Equity instrument				
Unquoted outside Malaysia *	<b>5,029</b>	11,109	—	—
	<b>75,754</b>	84,291	—	—
	<b>410,752</b>	414,938	<b>175,391</b>	173,886

\* This is related to investment in A2I Holdings S.à r.l. ("A2I"), a company incorporated in Luxembourg and engaged in investment holding. A2I is a special purpose vehicle that is set up for the investment in AccorInvest Group S.A. ("AIG"). The investment in A2I comprises equity instrument and investment in Tracking Preferred Equity Certificates ("TPEC") which is considered a debt instrument. As at 31 December 2024, the fair value of equity instrument is RM5,029,000 (2023: RM11,109,000). The Group's intention is to hold the investment for long term capital appreciation. The determination of fair value is described in Note 39(a).

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**20. INTANGIBLE ASSETS**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Cost</b>				
At 1 January	<b>1,671</b>	1,957	<b>1,508</b>	1,508
Addition	<b>33</b>	—	<b>33</b>	—
Write offs	<b>—</b>	(286)	<b>—</b>	—
At 31 December	<b>1,704</b>	1,671	<b>1,541</b>	1,508
<b>Accumulated amortisation</b>				
At 1 January	<b>1,666</b>	1,893	<b>1,503</b>	1,500
Amortisation for the year (Note 7)	<b>9</b>	8	<b>9</b>	3
Write offs	<b>—</b>	(235)	<b>—</b>	—
At 31 December	<b>1,675</b>	1,666	<b>1,512</b>	1,503
<b>Net carrying amount</b>				
At 31 December	<b>29</b>	5	<b>29</b>	5

Intangible assets consist of software and patents, which are stated at cost less accumulated amortisation and impairment losses. The intangible assets are amortised on a straight-line basis over their finite useful lives ranging from five (5) to twenty (20) years.

**21. INVENTORIES**

**(a) Land held for property development**

	<b>Freehold land</b>	<b>Leasehold land</b>	<b>Development costs</b>	<b>Total</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Group</b>				
<b>2024</b>				
At 1 January 2024	<b>51,626</b>	<b>51,772</b>	<b>127,459</b>	<b>230,857</b>
Additions	<b>873</b>	<b>7</b>	<b>40,502</b>	<b>41,382</b>
Transfer to property development cost (Note 21(b))	<b>(872)</b>	<b>(3,034)</b>	<b>(10,686)</b>	<b>(14,592)</b>
Transfer to investment properties (Note 15)	<b>(59)</b>	<b>—</b>	<b>(299)</b>	<b>(358)</b>
Transfer to property, plant and equipment (Note 14)	<b>(17)</b>	<b>—</b>	<b>—</b>	<b>(17)</b>
At 31 December 2024	<b>51,551</b>	<b>48,745</b>	<b>156,976</b>	<b>257,272</b>
<b>Representing:</b>				
At cost	<b>51,551</b>	<b>48,745</b>	<b>156,976</b>	<b>257,272</b>
<b>2023</b>				
At 1 January 2023	59,996	54,559	132,480	247,035
Additions	1,518	192	10,238	11,948
Transfer to property development cost (Note 21(b))	(249)	(2,979)	(11,256)	(14,484)
Transfer to investment properties (Note 15)	(9,639)	—	(4,003)	(13,642)
At 31 December 2023	51,626	51,772	127,459	230,857
<b>Representing:</b>				
At cost	51,626	51,772	127,459	230,857

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**21. INVENTORIES (CONT'D)**

**(a) Land held for property development (Cont'd)**

	<b>Freehold land RM'000</b>	<b>Leasehold land RM'000</b>	<b>Development costs RM'000</b>	<b>Total RM'000</b>
<b>Company 2024</b>				
At 1 January 2024	51,626	51,772	127,459	230,857
Additions	873	7	40,502	41,382
Transfer to property development cost (Note 21(b))	(872)	(3,034)	(10,686)	(14,592)
Transfer to investment properties (Note 15)	(59)	—	(299)	(358)
Transfer to property, plant and equipment (Note 14)	(17)	—	—	(17)
At 31 December 2024	<b>51,551</b>	<b>48,745</b>	<b>156,976</b>	<b>257,272</b>
<b>Representing:</b>				
At cost	<b>51,551</b>	<b>48,745</b>	<b>156,976</b>	<b>257,272</b>
<b>2023</b>				
At 1 January 2023	50,357	54,559	132,480	237,396
Additions	1,518	192	10,238	11,948
Transfer to property development cost (Note 21(b))	(249)	(2,979)	(11,256)	(14,484)
Transfer to investment properties (Note 15)	—	—	(4,003)	(4,003)
At 31 December 2023	51,626	51,772	127,459	230,857
<b>Representing:</b>				
At cost	51,626	51,772	127,459	230,857

**(b) Property development costs**

	<b>Group and Company 2024 RM'000</b>	<b>2023 RM'000</b>
<b>At cost</b>		
At 1 January		
Freehold land	1,551	1,935
Leasehold land	3,259	3,528
Development costs	56,067	17,050
	<b>60,877</b>	22,513
Development costs incurred during the year	<b>116,344</b>	98,841
Cost recognised in profit or loss during the year	<b>(113,782)</b>	(73,797)
Transfer from land held for property development (Note 21(a))	<b>14,592</b>	14,484
Transfer to inventory	<b>(11,550)</b>	(1,164)
	<b>3,042</b>	13,320
At 31 December	<b>66,481</b>	60,877

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**22. INVENTORIES - OTHERS**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>At cost</b>				
Refined oil products	<b>51,626</b>	71,784	<b>40,676</b>	65,655
Crude palm oil, crude palm kernel oil and palm kernel	<b>33,551</b>	30,921	<b>33,798</b>	31,304
Spare parts and chemicals	<b>8,315</b>	6,944	<b>6,640</b>	5,414
Completed properties	<b>21,582</b>	19,935	<b>21,582</b>	19,935
Food, beverage and utensils	<b>647</b>	700	–	–
	<b>115,721</b>	130,284	<b>102,696</b>	122,308
<b>At net realisable value</b>				
Refined oil products	<b>66,772</b>	13,500	<b>66,053</b>	13,356
Completed properties	<b>18</b>	18	<b>18</b>	18
	<b>66,790</b>	13,518	<b>66,071</b>	13,374
<b>Total inventories - others</b>	<b>182,511</b>	143,802	<b>168,767</b>	135,682

**23. BIOLOGICAL ASSETS**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>At fair value</b>				
At 1 January	<b>1,030</b>	1,223	<b>230</b>	104
Changes in fair value (Note 7)	<b>550</b>	(193)	<b>141</b>	126
At 31 December	<b>1,580</b>	1,030	<b>371</b>	230

The biological assets of the Group and the Company comprise fresh fruit bunches (“FFB”) prior to harvest. The valuation model adopted by the Group and the Company considers the present value of the net cash flows expected to be generated from the sale of FFB. To arrive at the fair value, the management has considered the ripeness of the FFB and assumed that the net cash flows to be generated from FFB more than 15 days prior to harvest is negligible. Therefore, the quantity of FFB on bearer plant of up to 15 days prior to harvest was used for valuation purposes. The value of the unripe FFB was estimated to be approximately 80% of the ripe FFB. Costs to sell include harvesting cost, transport and windfall profit levy.

The Group's and the Company's biological assets are categorised within Level 3 of the fair value hierarchy. There were no transfers between all three (3) levels of the fair value hierarchy during the financial year.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**24. TRADE AND OTHER RECEIVABLES**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Current</b>				
<b>Trade receivables</b>				
Third parties	<b>74,099</b>	98,085	<b>49,217</b>	65,602
Less: Allowance for impairment	<b>(115)</b>	(508)	<b>–</b>	–
	<b>73,984</b>	97,577	<b>49,217</b>	65,602
<b>Other receivables</b>				
Amounts due from subsidiaries	<b>–</b>	–	<b>226,959</b>	220,521
Less: Allowance for impairment	<b>–</b>	–	<b>(53,477)</b>	(53,477)
	<b>–</b>	–	<b>173,482</b>	167,044
Sundry receivables	<b>20,998</b>	16,727	<b>17,191</b>	11,581
Less: Allowance for impairment	<b>–</b>	(35)	<b>–</b>	(35)
	<b>20,998</b>	16,692	<b>17,191</b>	11,546
Refundable deposits	<b>2,514</b>	1,832	<b>2,397</b>	1,717
Total other receivables	<b>23,512</b>	18,524	<b>193,070</b>	180,307
Total trade and other receivables (current)	<b>97,496</b>	116,101	<b>242,287</b>	245,909
<b>Non-current</b>				
<b>Other receivables</b>				
Amounts due from subsidiaries	<b>–</b>	–	<b>444,546</b>	441,952
Total trade and other receivables (current and non-current)	<b>97,496</b>	116,101	<b>686,833</b>	687,861
Add: Cash and bank balances (Note 27)	<b>1,058,177</b>	938,944	<b>714,139</b>	644,139
Total financial assets at amortised cost	<b>1,155,673</b>	1,055,045	<b>1,400,972</b>	1,332,000

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**24. TRADE AND OTHER RECEIVABLES (CONT'D)**

**(a) Trade receivables**

Trade receivables are non-interest bearing and are generally on 0 to 30 days (2023: 0 to 30 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Ageing analysis of trade receivables

The ageing analysis of the Group's and the Company's trade receivables is as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Neither past due nor impaired	<b>39,510</b>	55,444	<b>25,425</b>	37,923
1 to 30 days past due not impaired	<b>31,678</b>	34,004	<b>23,340</b>	23,301
31 to 60 days past due not impaired	<b>1,282</b>	4,292	<b>—</b>	1,688
61 to 90 days past due not impaired	<b>673</b>	2,472	<b>228</b>	1,670
91 to 120 days past due not impaired	<b>312</b>	821	<b>224</b>	722
More than 120 days past due not impaired	<b>529</b>	544	<b>—</b>	298
	<b>34,474</b>	42,133	<b>23,792</b>	27,679
Impaired	<b>115</b>	508	<b>—</b>	—
	<b>74,099</b>	98,085	<b>49,217</b>	65,602

Receivables that are impaired

The Group's and the Company's trade receivables that are impaired at the reporting date and the movement of the allowance accounts used to record the impairment are as follows:

	<b>Individually impaired</b>		<b>Company</b>	
	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Trade receivables - nominal amounts	<b>115</b>	508	<b>—</b>	—
Less: Allowance for impairment	<b>(115)</b>	(508)	<b>—</b>	—
	<b>—</b>	—	<b>—</b>	—
<u>Movement in allowance accounts</u>				
At 1 January	<b>508</b>	644	<b>—</b>	—
Write offs	<b>(136)</b>	—	<b>—</b>	—
Reversal for the year (Note 7)	<b>(257)</b>	(136)	<b>—</b>	—
At 31 December	<b>115</b>	508	<b>—</b>	—

Trade receivables that are individually determined to be impaired at the reporting date relate to debtors that are in significant financial difficulties and have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

**24. TRADE AND OTHER RECEIVABLES (CONT'D)**

**(b) Other receivables - amounts due from subsidiaries**

**Current**

Included in amounts due from subsidiaries are amounts of RM169,562,000 (2023: RM163,472,000) arising from a deposit placed in a foreign financial institution under a foreign subsidiary's name, which bear interest of 4.55% to 4.80% (2023: 5.55% to 5.75%) per annum and are repayable on demand.

Other than as disclosed above, the other amounts due from subsidiaries are generally unsecured, non-interest bearing and repayable on demand.

	<b>Individually impaired Company</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
<u>Movement in allowance accounts</u>		
At 1 January	<b>53,477</b>	49,880
Charge for the year (Note 7)	<b>—</b>	3,597
At 31 December	<b>53,477</b>	53,477

**Non-current**

Amounts due from subsidiaries are unsecured, bear interest ranging from 0.38% to 6.06% per annum (2023: 0.38% to 6.06% per annum) and are not expected to be repaid within the next twelve months.

**(c) Other receivables - sundry receivables**

Sundry receivables are unsecured, non-interest bearing and repayable upon demand.

	<b>Individually impaired Group and Company</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
<u>Movement in allowance accounts</u>		
At 1 January	<b>35</b>	—
(Reversal)/charge for the year (Note 7)	<b>(35)</b>	35
At 31 December	<b>—</b>	35



**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**25. OTHER CURRENT ASSETS**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Prepayments	<b>6,666</b>	6,125	<b>4,761</b>	3,990
Deposits paid	<b>5,319</b>	3,255	<b>5,319</b>	3,255
Accrued billings in respect of property development costs	<b>59,567</b>	41,923	<b>59,567</b>	41,923
Consideration paid/payable to customers	<b>4,352</b>	3,941	<b>4,352</b>	3,941
Contract assets (Note 4.1)	<b>63,919</b>	45,864	<b>63,919</b>	45,864
	<b>75,904</b>	55,244	<b>73,999</b>	53,109

Consideration paid/payable to customers relate to discounts given and legal fees incurred to secure sales of property units and are recognised in profit or loss over time based on the input method.

**26. SHORT TERM FUNDS**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Money market funds, at fair value through profit or loss	<b>208,166</b>	248,182	<b>165,825</b>	214,159

Money market funds earn interest at floating rates based on daily bank deposit rates. Money market funds are highly liquid and readily convertible to cash but do not meet the criteria for presentation as cash and cash equivalents.

The weighted average effective interest rate of the investments as at the reporting date for the Group and the Company were 2.32% (2023: 2.21%) per annum and 2.06% (2023: 2.07%) per annum respectively. The maturities of the investments as at the reporting date for the Group and the Company were 1 to 31 days (2023: 1 to 31 days) and 1 day (2023: 1 day) respectively.

**27. CASH AND BANK BALANCES**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Cash at banks and on hand	<b>410,291</b>	306,173	<b>284,489</b>	237,112
Deposits with:				
Licensed banks	<b>341,896</b>	318,596	<b>188,425</b>	169,120
Foreign financial institutions	<b>305,990</b>	314,175	<b>241,225</b>	237,907
Total cash and bank balances (Note 24)	<b>1,058,177</b>	938,944	<b>714,139</b>	644,139

Included in cash and bank balances of the Group and of the Company is an amount of RM130,837,000 (2023: RM99,176,000) held pursuant to Section 7A of the Housing Development (Control and Licensing) Act 1966, and restricted from use in other operations.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**27. CASH AND BANK BALANCES (CONT'D)**

Short-term deposits are made for varying periods of between one to twelve months depending on the immediate cash requirements of the Group and of the Company, and earn interest at the respective short-term deposit rates. The weighted average effective interest rates as at 31 December 2024 for the Group and the Company were 2.68% (2023: 3.45%) per annum and 3.06% (2023: 3.81%) per annum respectively.

For the purpose of the statements of cash flows, cash and cash equivalents comprise the following at each reporting date:

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Cash and bank balances	<b>1,058,177</b>	938,944	<b>714,139</b>	644,139
Less:				
Bank overdrafts (Note 28)	<b>(41,330)</b>	(14,342)	<b>(41,330)</b>	(14,342)
Deposits with licensed banks with maturity exceeding three months	<b>(227,433)</b>	(208,916)	<b>(211,169)</b>	(199,096)
Cash and cash equivalents	<b>789,414</b>	715,686	<b>461,640</b>	430,701

**28. LOANS AND BORROWINGS**

	<b>Maturity</b>	<b>Group</b>		<b>Company</b>	
		<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
		<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Current</b>					
Unsecured:					
Bank overdrafts (Note 27)	On demand	<b>41,330</b>	14,342	<b>41,330</b>	14,342
<b>Non-current</b>					
Secured:					
Notes payable	2026	<b>60,106</b>	66,417	–	–
Total loans and borrowings (Note 29)		<b>101,436</b>	80,759	<b>41,330</b>	14,342

The remaining maturities of the loans and borrowings as at 31 December 2024 and 2023 are as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
On demand or within 1 year	<b>41,330</b>	14,342	<b>41,330</b>	14,342
More than 1 year and less than 5 years	<b>60,106</b>	66,417	–	–
	<b>101,436</b>	80,759	<b>41,330</b>	14,342

Bank overdrafts

Bank overdrafts are denominated in RM and bear interest at BLR + 0.75% (2023: BLR + 0.75%) per annum.

Notes payable

Notes payable of the Group are loans with bank which bear interest of SOFR + 1.20% (2023: SOFR + 1.20%) per annum and mature in July 2026. The loans are denominated in USD, secured by corporate guarantee from the Company and are collateralized by a Deed of Trust over property, plant and equipment of the Group amounting to RM241,300,000 (2023: RM252,781,000) as disclosed in Note 14.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**29. TRADE AND OTHER PAYABLES**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Current</b>				
<b>Trade payables</b>				
Third parties	<b>119,800</b>	96,255	<b>102,213</b>	79,200
Amount due to subsidiaries	<b>—</b>	—	<b>36,481</b>	25,222
	<b>119,800</b>	96,255	<b>138,694</b>	104,422
<b>Other payables</b>				
Accruals	<b>20,612</b>	30,575	<b>11,772</b>	11,680
Sundry payables	<b>23,400</b>	20,786	<b>10,850</b>	9,015
Refundable deposits	<b>5,545</b>	4,278	<b>2,120</b>	833
Amount due to a director related company	<b>1,422</b>	1,300	<b>1,422</b>	1,300
Amount due to a subsidiary	<b>—</b>	—	<b>—</b>	4,046
	<b>50,979</b>	56,939	<b>26,164</b>	26,874
Total trade and other payables (current)	<b>170,779</b>	153,194	<b>164,858</b>	131,296
<b>Non-current</b>				
<b>Trade payables</b>				
Retention sum	<b>1,050</b>	831	<b>1,050</b>	831
<b>Other payables</b>				
Refundable deposits	<b>4,570</b>	5,288	<b>1,653</b>	2,632
Total trade and other payables (non-current)	<b>5,620</b>	6,119	<b>2,703</b>	3,463
Total trade and other payables (current and non-current)	<b>176,399</b>	159,313	<b>167,561</b>	134,759
Add: Loans and borrowings (Note 28)	<b>101,436</b>	80,759	<b>41,330</b>	14,342
Add: Lease liability (Note 31)	<b>1,029</b>	2,709	<b>—</b>	—
Total financial liabilities carried at amortised cost	<b>278,864</b>	242,781	<b>208,891</b>	149,101

**(a) Trade payables - third parties**

Trade payables are non-interest bearing and are normally settled on 30 to 45 days (2023: 30 to 45 days) terms.

**(b) Other payables**

Other payables are non-interest bearing and are normally settled on 30 to 60 days (2023: 30 to 60 days) terms.

**(c) Amounts due to subsidiaries**

These amounts are unsecured, non-interest bearing and repayable on demand.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**30. OTHER CURRENT LIABILITIES**

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Contract liability (Note 4.1)				
- Progress billings in respect of property development costs	1,369	221	1,369	221
Advance rental received	556	727	222	174
	<b>1,925</b>	<b>948</b>	<b>1,591</b>	<b>395</b>

**31. LEASE LIABILITY**

	Group	
	2024 RM'000	2023 RM'000
<b>Car park land</b>		
<b>Lease liability</b>		
Current	1,029	1,213
Non-current	–	1,496
Total lease liability (Note 29)	<b>1,029</b>	<b>2,709</b>

The movement of lease liability during the financial year is as follows:

	Group	
	2024 RM'000	2023 RM'000
At 1 January	2,709	3,334
Interest expense on lease liability (Note 10)	95	168
Payments of		
- Principal	(1,006)	(826)
- Interest	(95)	(168)
Modification	(495)	–
Exchange differences	(179)	201
At 31 December	<b>1,029</b>	<b>2,709</b>

**32. SHARE CAPITAL**

	Number of ordinary shares		Amount	
	2024 '000	2023 '000	2024 RM'000	2023 RM'000
<b>Issued and fully paid, at no par value</b>				
At 1 January/31 December	361,477	361,477	372,005	372,005

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regard to the Company's residual assets.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**33. OTHER RESERVES**

The nature and purpose of each category of reserves are as follows:

**Non-distributable reserves**

**(a) Fair value reserve**

Fair value reserve represents the cumulative fair value changes, net of tax, of financial assets measured at fair value through other comprehensive income until they are disposed of.

**(b) Translation reserve**

The translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

**(c) Treasury shares**

Treasury shares relate to ordinary shares of the Company that are reacquired and held by the Company. The amount consists of acquisition costs.

The shareholders of the Company, by an ordinary resolution passed in an Annual General Meeting held on 29 May 2024, renewed their approval for the Company's plan to repurchase its own shares. The repurchased shares are being held as treasury shares in accordance with Section 127(6) of the Companies Act 2016.

There was no repurchase of the Company's issued ordinary shares, nor any resale, cancellation or distribution of treasury shares during the financial year.

Out of the total 361,477,000 (2023: 361,477,000) issued and fully paid ordinary shares, 2,174,000 (2023: 2,174,000) are held as treasury shares by the Company. The number of outstanding ordinary shares after set-off is 359,303,000 (2023: 359,303,000).

**34. RETAINED EARNINGS**

The entire retained earnings of the Company as at 31 December 2024 may be distributed as dividends under the single tier system.

**35. DEFERRED TAXATION**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Presented after appropriate offsetting as follows:</b>				
Deferred tax assets	<b>(30,347)</b>	(31,073)	<b>(13,479)</b>	(13,044)
Deferred tax liabilities	<b>4,062</b>	3,776	—	—
	<b>(26,285)</b>	(27,297)	<b>(13,479)</b>	(13,044)

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**35. DEFERRED TAXATION (CONT'D)**

Deferred income tax as at 31 December relates to the following:

Group	As at 1 January 2023	Recognised in profit or loss (Note 11)	Exchange differences	As at 31 December 2023	Recognised in profit or loss (Note 11)	Exchange differences	As at 31 December 2024
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>Deferred tax liabilities:</b>							
Property, plant and equipment and investment properties	18,492	(1,133)	581	17,940	(74)	(371)	17,495
Bearer plants	4,619	(290)	—	4,329	(290)	—	4,039
Biological assets	295	(46)	—	249	132	—	381
Right-of-use assets	1,969	(43)	—	1,926	(43)	—	1,883
Inventories - land held for property development	1,182	597	—	1,779	(62)	—	1,717
Receivables	1,460	129	62	1,651	65	(47)	1,669
Others	74	920	—	994	98	—	1,092
	28,091	134	643	28,868	(174)	(418)	28,276
<b>Deferred tax assets:</b>							
Property, plant and equipment	(32,589)	5,889	(1,497)	(28,197)	(204)	1,607	(26,794)
Unutilised business losses and unabsorbed capital allowances	(2,622)	(110)	(119)	(2,851)	841	79	(1,931)
Provisions	(3,172)	(690)	(28)	(3,890)	(751)	22	(4,619)
Inventories - others	(1,742)	447	—	(1,295)	(171)	—	(1,466)
Derivatives	(118)	118	—	—	—	—	—
Inventories - land held for property development	(17,525)	—	—	(17,525)	185	—	(17,340)
Other payables	(668)	(1,671)	(53)	(2,392)	393	117	(1,882)
Others	(18)	3	—	(15)	(514)	—	(529)
	(58,454)	3,986	(1,697)	(56,165)	(221)	1,825	(54,561)
<b>Deferred tax (assets)/liabilities</b>	<b>(30,363)</b>	<b>4,120</b>	<b>(1,054)</b>	<b>(27,297)</b>	<b>(395)</b>	<b>1,407</b>	<b>(26,285)</b>

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**35. DEFERRED TAXATION (CONT'D)**

Company	As at 1 January 2023 RM'000	Recognised in profit or loss (Note 11) RM'000	As at 31 December 2023 RM'000	Recognised in profit or loss (Note 11) RM'000	As at 31 December 2024 RM'000
<b>Deferred tax liabilities:</b>					
Property, plant and equipment	2,387	(210)	2,177	751	<b>2,928</b>
Bearer plants	2,919	(142)	2,777	(142)	<b>2,635</b>
Biological assets	26	30	56	34	<b>90</b>
Inventories - land held for property development	1,183	597	1,780	(62)	<b>1,718</b>
Others	30	920	950	98	<b>1,048</b>
	<b>6,545</b>	<b>1,195</b>	<b>7,740</b>	<b>679</b>	<b>8,419</b>
<b>Deferred tax assets:</b>					
Provisions	(2,677)	(563)	(3,240)	(785)	<b>(4,025)</b>
Inventories - others	(380)	375	(5)	—	<b>(5)</b>
Derivatives	(118)	118	—	—	<b>—</b>
Inventories - land held for property development	(17,525)	—	(17,525)	185	<b>(17,340)</b>
Others	(18)	4	(14)	(514)	<b>(528)</b>
	<b>(20,718)</b>	<b>(66)</b>	<b>(20,784)</b>	<b>(1,114)</b>	<b>(21,898)</b>
<b>Deferred tax (assets)/liabilities</b>	<b>(14,173)</b>	<b>1,129</b>	<b>(13,044)</b>	<b>(435)</b>	<b>(13,479)</b>

**36. PROVISION**

This relates to anticipated losses to be incurred for the development of affordable housing under the requirements of the State Government of Johor. The construction is not expected to commence within the next twelve months.

The movement of provision for foreseeable losses on affordable housing are:

	<b>Group and Company</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
At 1 January	<b>5,757</b>	6,314
Addition	<b>3,460</b>	—
Write back of provision (Note 7)	<b>—</b>	(557)
At 31 December	<b>9,217</b>	5,757

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**37. COMMITMENTS**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Capital expenditures</b>				
Approved and contracted for				
- property, plant and equipment	<b>7,033</b>	10,103	<b>7,033</b>	7,654
- investment properties	<b>22,243</b>	12,761	<b>22,204</b>	7,699
	<b>29,276</b>	22,864	<b>29,237</b>	15,353

**38. RELATED PARTY DISCLOSURES**

**Sale and purchase of goods and services**

In addition to the related party balances disclosed in Notes 24 and 29, the following related party transactions between the Company and related parties that took place at terms agreed between the parties during the financial year:

	<b>Company</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>With subsidiaries:</b>		
Purchases	<b>86,580</b>	69,042
Sales	<b>81,204</b>	69,356
Rental income	–	1,137
Gross dividends	<b>23,730</b>	13,558
Interest income	<b>12,411</b>	12,350
Management fees	<b>1,265</b>	1,265

Significant transactions with Keck Seng (Singapore) Private Limited, a company in which certain directors namely, Ho Kim Swee @ Ho Kian Guan, Dato' Ho Cheng Chong @ Ho Kian Hock, Ho Eng Chong @ Ho Kian Cheong and Chan Lui Ming Ivan, have interest, undertaken during the financial year were as follows:

	<b>Group and Company</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
Commission on sales and purchases	<b>8,132</b>	7,963

In 2023, consultancy fees amounting to RM1,232,000 was paid by a foreign subsidiary to an entity related to a director of the foreign subsidiary.



**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

**39. FAIR VALUE OF FINANCIAL INSTRUMENTS**

**(a) Determination of fair value**

Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximations of fair value

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximations of fair value:

	<b>Note</b>
Trade and other receivables (current and non-current)	24
Cash and bank balances (current)	27
Loans and borrowings (current and non-current)	28
Trade and other payables (current and non-current)	29
Lease liability (current and non-current)	31

The carrying amounts of current financial assets and liabilities are reasonable approximations of fair values due to their short-term nature and the insignificant impact of discounting.

The carrying amounts of non-current financial assets and liabilities are reasonable approximations of fair values as the interest charge on these loans and borrowings are pegged to, or close to, market interest rates near or at reporting date.

Quoted equity instruments

The fair value of quoted equity instruments is determined directly by reference to their published market closing bid price at the reporting date.

Unquoted equity instruments in Malaysia

The fair value of unquoted equity instruments in Malaysia is determined based on their adjusted net assets value.

Unquoted equity and debt instrument outside Malaysia

These relate to the unquoted investment in A2I and its fair value is determined based on the adjusted net asset value after applying an appropriate discount rate for lack of control and marketability.

Information on fair value measurement of the above unquoted equity and debt instrument is as follows:

- (a) Valuation technique: Adjusted net asset value
- (b) Significant unobservable inputs:
  - (i) Valuation of underlying hotel assets using income approach;
  - (ii) Discount for lack of control and marketability: 18.3% (2023: 18.3%)
- (c) Sensitivity to change in significant unobservable inputs: the estimated fair value would increase if the underlying assets' value is higher; or the discount for the marketability is lower.

The fair value measurement is positively correlated to the underlying assets' values. As at reporting date, it is estimated that with other variables held constant, an increase/decrease of 5% (2023: 5%) on the underlying asset values would have increased/decreased the Group's profit before tax by RM3,788,000 (2023: RM4,215,000). The fair value measurement is negatively correlated to the discount for lack of control and marketability. As at reporting date, it is estimated that with other variables held constant, a decrease/increase in discount for lack of control and marketability by 1% (2023: 1%) would have increased/decreased the Group's profit before tax by RM758,000 (2023: RM843,000).

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**39. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONT'D)**

**(a) Determination of fair value (Cont'd)**

Short term funds

The short term funds for money market funds are valued using a valuation technique with market observable inputs.

Derivatives

The derivatives for forward currency contracts are valued using a valuation technique with market observable inputs.

**(b) Fair value hierarchy**

The following table shows an analysis of financial instruments carried at fair value by level of fair value hierarchy:

	<div> <div>←</div> <div>Fair value measurement using</div> <div>→</div> </div>			
	Quoted prices in active markets (Level 1) RM'000	Significant observable inputs (Level 2) RM'000	Significant unobservable inputs (Level 3) RM'000	
Total RM'000				
At 31 December 2024				
Group				
Financial assets measured at fair value				
Fair value through other comprehensive income				
- Equity instruments				
(quoted in Malaysia)	53,523	53,523	—	—
(quoted outside Malaysia)	277,254	277,254	—	—
(unquoted in Malaysia)	4,221	—	—	4,221
Fair value through profit or loss				
- Debt instrument				
(unquoted outside Malaysia)	70,725	—	—	70,725
- Equity instrument				
(unquoted outside Malaysia)	5,029	—	—	5,029
- Short term funds				
(money market funds)	208,166	—	208,166	—
	618,918	330,777	208,166	79,975
Company				
Financial assets measured at fair value				
Fair value through other comprehensive income				
- Equity instruments				
(quoted in Malaysia)	49,726	49,726	—	—
(quoted outside Malaysia)	121,444	121,444	—	—
(unquoted in Malaysia)	4,221	—	—	4,221
Fair value through profit or loss				
- Short term funds				
(money market funds)	165,825	—	165,825	—
	341,216	171,170	165,825	4,221

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**39. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONT'D)**

**(b) Fair value hierarchy (Cont'd)**

The following table shows an analysis of financial instruments carried at fair value by level of fair value hierarchy (Cont'd):

		Fair value measurement using		
		Quoted prices in active markets (Level 1) RM'000	Significant observable inputs (Level 2) RM'000	Significant unobservable inputs (Level 3) RM'000
	Total RM'000			
At 31 December 2023				
Group				
Financial assets measured at fair value				
Fair value through other comprehensive income				
- Equity instruments				
(quoted in Malaysia)	56,173	56,173	—	—
(quoted outside Malaysia)	270,583	270,583	—	—
(unquoted in Malaysia)	3,891	—	—	3,891
Fair value through profit or loss				
- Debt instrument				
(unquoted outside Malaysia)	73,182	—	—	73,182
- Equity instrument				
(unquoted outside Malaysia)	11,109	—	—	11,109
- Short term funds				
(money market funds)	248,182	—	248,182	—
	663,120	326,756	248,182	88,182
Company				
Financial assets measured at fair value				
Fair value through other comprehensive income				
- Equity instruments				
(quoted in Malaysia)	52,740	52,740	—	—
(quoted outside Malaysia)	117,255	117,255	—	—
(unquoted in Malaysia)	3,891	—	—	3,891
Fair value through profit or loss				
- Short term funds				
(money market funds)	214,159	—	214,159	—
	388,045	169,995	214,159	3,891

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include interest rate risk, foreign currency risk, liquidity risk, credit risk and market price risk.

The Board of Directors decides and reviews policies and procedures for the management of these risks and the Group's policy is not to engage in speculative transactions.

It is and has been the Group's policy throughout the current and previous financial year that no derivatives be undertaken except for the use as hedging instruments where appropriate and cost-efficient. The Group and the Company do not apply hedge accounting.

The following sections provide details regarding the Group's and Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

**(a) Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group had no substantial long-term interest-bearing assets as at 31 December 2024. The investment in financial assets are mainly short term in nature and have been mostly placed in fixed deposits, marketable securities and occasionally, in short term commercial papers which yield better returns than deposits with banks.

The Group's and the Company's primary interest rate risk relates to interest-bearing borrowings and money market funds. The Group and the Company manage its interest rate exposure by maintaining a prudent mix of fixed and floating rate borrowings. Interest on financial instruments subject to floating interest rates is contractually repriced at intervals determined by the financial institutions. Interest on financial instruments at fixed rates are fixed until the maturity of the instrument.

The table below shows the carrying amount and interest rate profile of the interest bearing financial instruments of the Group and the Company as at the reporting date:

	Note	2024 RM'000	2023 RM'000
<b>Group</b>			
<b>Fixed rate instruments</b>			
Deposits with licensed banks and foreign financial institutions	27	<b>647,886</b>	632,771
<b>Floating rate instruments</b>			
Money market funds	26	<b>208,166</b>	248,182
Bank overdrafts	28	<b>(41,330)</b>	(14,342)
Notes payable	28	<b>(60,106)</b>	(66,417)
		<b>106,730</b>	167,423
<b>Company</b>			
<b>Fixed rate instruments</b>			
Deposits with licensed banks and foreign financial institutions	27	<b>429,650</b>	407,027
<b>Floating rate instruments</b>			
Money market funds	26	<b>165,825</b>	214,159
Bank overdrafts	28	<b>(41,330)</b>	(14,342)
		<b>124,495</b>	199,817

Sensitivity analysis for interest rate risk

At the reporting date, if interest rates had been 25 basis points lower/higher, with all other variables held constant, the Group's and the Company's profit net of tax would have decreased/increased by RM264,000 (2023: RM337,000) and RM378,000 (2023: RM627,000) respectively.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

**(b) Foreign currency risk**

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Operating across several foreign jurisdictions, the Group strategically manages its foreign currency risk by maintaining cash and bank balances in respective local currencies, creating natural hedges and minimising conversion costs. The Group actively monitors exchange rates to protect its financial stability.

The net unhedged financial assets and liabilities of the Group and Company that are not denominated in their functional currencies are as follows:

<b>Group</b>	<b>Renminbi ("CNY") RM'000</b>	<b>Canadian Dollar ("CAD") RM'000</b>	<b>Singapore Dollar ("SGD") RM'000</b>	<b>United States Dollar ("USD") RM'000</b>	<b>Total RM'000</b>
<b>2024</b>					
<b>Financial assets</b>					
Trade receivables	—	—	—	6,279	6,279
Cash and bank balances	22,667	19,394	381,596	365,420	789,077
<b>Financial liabilities</b>					
Trade and other payables	—	—	(366)	(28)	(394)
<b>Net financial assets, representing net exposure</b>	<b>22,667</b>	<b>19,394</b>	<b>381,230</b>	<b>371,671</b>	<b>794,962</b>
<b>2023</b>					
<b>Financial assets</b>					
Trade receivables	—	—	3	14,616	14,619
Cash and bank balances	23,297	40,885	384,200	314,546	762,928
<b>Financial liabilities</b>					
Trade and other payables	—	—	(278)	—	(278)
<b>Net financial assets, representing net exposure</b>	<b>23,297</b>	<b>40,885</b>	<b>383,925</b>	<b>329,162</b>	<b>777,269</b>

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

**(b) Foreign currency risk (Cont'd)**

The net unhedged financial assets and liabilities of the Group and Company that are not denominated in their functional currencies are as follows (cont'd):

Company	Renminbi ("CNY") RM'000	Singapore Dollar ("SGD") RM'000	United States Dollar ("USD") RM'000	Hong Kong Dollar ("HKD") RM'000	Total RM'000
<b>2024</b>					
<b>Financial assets</b>					
Trade receivables	—	—	4,744	—	4,744
Due from subsidiaries	—	—	169,563	444,551	614,114
Cash and bank balances	22,667	371,071	186,719	209	580,666
<b>Financial liabilities</b>					
Trade and other payables	—	(366)	(28)	—	(394)
<b>Net financial assets, representing net exposure</b>	<b>22,667</b>	<b>370,705</b>	<b>360,998</b>	<b>444,760</b>	<b>1,199,130</b>
<b>2023</b>					
<b>Financial assets</b>					
Trade receivables	—	3	11,449	—	11,452
Due from subsidiaries	—	—	163,474	441,952	605,426
Cash and bank balances	23,297	370,029	147,988	—	541,314
<b>Financial liabilities</b>					
Trade and other payables	—	(278)	—	—	(278)
<b>Net financial assets, representing net exposure</b>	<b>23,297</b>	<b>369,754</b>	<b>322,911</b>	<b>441,952</b>	<b>1,157,914</b>

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's and Company's profit net of tax resulting from change in the exchange rates of USD, SGD, HKD, CNY and CAD against the functional currency of the Group entities since the financial year end until the most practical date of completion of this report.

	(Decrease)/increase in profit net of tax					
	Group		Company			
	2024 strengthened/(weakened) %	2023 %	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
USD/RM	(0.15)	3.05	(424)	7,630	(412)	7,485
SGD/RM	0.64	1.02	1,854	2,976	1,803	2,866
HKD/RM	(0.35)	2.82	—	—	(1,557)	12,463
CNY/RM	0.02	1.90	3	336	3	336
CAD/RM	(0.80)	0.39	(118)	121	—	—
Total			1,315	11,063	(163)	23,150

If the foreign exchange rates were to fluctuate in the opposite direction, it would cause the profit net of tax of the Group and Company to change by the amounts above in the opposite direction.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

**(c) Liquidity risk**

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations arising principally from payables and borrowings due to shortage of funds.

As part of the overall prudent liquidity management, the Group and the Company maintain sufficient levels of cash or cash equivalents and stand-by credit facilities from financial institutions to meet their working capital requirements and to achieve overall cost effectiveness.

The following table indicates the maturity profile of the Group's and the Company's financial liabilities at the reporting date based on undiscounted contractual payments:

	<b>On demand or within 1 year RM'000</b>	<b>1 - 5 years RM'000</b>	<b>Total RM'000</b>
<b>At 31 December 2024</b>			
<b>Group</b>			
<b>Financial liabilities:</b>			
Trade and other payables	170,779	5,620	176,399
Loans and borrowings	44,991	66,711	111,702
Lease liability	1,059	–	1,059
Total undiscounted financial liabilities	<b>216,829</b>	<b>72,331</b>	<b>289,160</b>
<b>Company</b>			
<b>Financial liabilities:</b>			
Trade and other payables	164,858	2,703	167,561
Loans and borrowings	41,330	–	41,330
Total undiscounted financial liabilities	<b>206,188</b>	<b>2,703</b>	<b>208,891</b>
<b>At 31 December 2023</b>			
<b>Group</b>			
<b>Financial liabilities:</b>			
Trade and other payables	145,603	13,710	159,313
Loans and borrowings	18,773	73,433	92,206
Lease liability	1,330	1,541	2,871
Total undiscounted financial liabilities	<b>165,706</b>	<b>88,684</b>	<b>254,390</b>
<b>Company</b>			
<b>Financial liabilities:</b>			
Trade and other payables	123,705	11,054	134,759
Loans and borrowings	14,342	–	14,342
Total undiscounted financial liabilities	<b>138,047</b>	<b>11,054</b>	<b>149,101</b>

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

**(d) Credit risk**

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk arises primarily from trade and other receivables. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the results that the Group's exposure to bad debts is not significant. For other financial assets (including investment securities, cash and bank balances and derivatives), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties. The Group's objective is to seek continual revenue growth while minimising losses from such risk.

The Company has a concentration of credit risk in the form of outstanding balances from its subsidiaries representing 90% (2023: 89%) of its total receivables.

The ageing analysis of receivables which are trade in nature is disclosed in Note 24. Short-term funds, short-term deposits with banks and other financial institutions that are neither past due nor impaired are placed with or entered into with reputable banks and financial institutions with high credit ratings and no history of default.

Exposure to credit risk

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position, including derivatives with positive values and the following corporate guarantee:

	<b>Company</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
Corporate guarantees for borrowing facilities granted by financial institution to subsidiary	<b>60,106</b>	66,417

Financial guarantees have not been recognised in the financial statements as the directors are of the opinion that the fair value on initial recognition was not material and that it is not probable that a future sacrifice of economic benefits will be required.

Credit risk concentration profile

The Group and the Company determine concentrations of credit risk by monitoring the country and industry sector profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's trade receivables at the reporting date are as follows:

	<b>Group</b>			
	<b>2024</b>		<b>2023</b>	
	<b>RM'000</b>	<b>% of total</b>	<b>RM'000</b>	<b>% of total</b>
<b>By country:</b>				
Malaysia	<b>50,678</b>	<b>69</b>	62,271	64
Singapore	<b>3,243</b>	<b>4</b>	11,093	11
Other countries	<b>20,178</b>	<b>27</b>	24,721	25
	<b>74,099</b>	<b>100</b>	98,085	100
<b>By industry sector:</b>				
Manufacturing	<b>32,669</b>	<b>44</b>	34,368	35
Property development and investment	<b>24,288</b>	<b>33</b>	43,635	45
Hotel and resort	<b>17,142</b>	<b>23</b>	20,082	20
	<b>74,099</b>	<b>100</b>	98,085	100



**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

**(d) Credit risk (Cont'd)**

Credit risk concentration profile (Cont'd)

	<b>Company</b>			
	<b>2024</b>		<b>2023</b>	
	<b>RM'000</b>	<b>% of total</b>	<b>RM'000</b>	<b>% of total</b>
<b>By country:</b>				
Malaysia	<b>44,472</b>	<b>90</b>	53,038	81
Singapore	<b>3,243</b>	<b>7</b>	11,093	17
Other countries	<b>1,502</b>	<b>3</b>	1,471	2
	<b>49,217</b>	<b>100</b>	65,602	100
<b>By industry sector:</b>				
Manufacturing	<b>25,136</b>	<b>51</b>	22,548	34
Property development and investment	<b>24,081</b>	<b>49</b>	43,054	66
	<b>49,217</b>	<b>100</b>	65,602	100

**(e) Market price risk**

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market price (other than interest or exchange rate).

The Group is exposed to equity price risk arising from its investments in quoted equity instruments quoted on Bursa Malaysia, SGX in Singapore, HKEx in Hong Kong, NYSE and NASDAQ in United States of America and EURONEXT Paris in France. These instruments are measured at fair value through other comprehensive income.

The Group's objective is to invest in investment grade shares with steady dividend yield. At the reporting date, the Group's equity portfolio consists of primarily investment grade shares.

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

**(e) Market price risk (Cont'd)**

Sensitivity analysis for equity price risk

The following table demonstrates the sensitivity of other comprehensive income to a reasonably possible change in FTSE Bursa Malaysia KLCI, STI in Singapore, HSI in Hong Kong, DJI in United States of America and FCHI in France, with all other variables held constant:

	2024 %	2023 %	Increase/(decrease) in other comprehensive income			
			Group 2024 RM'000	2023 RM'000	Company 2024 RM'000	2023 RM'000
Listed in Malaysia						
- increased by	<b>8.25</b>	3.35	<b>4,282</b>	1,685	<b>3,978</b>	1,582
- decreased by	<b>(8.25)</b>	(3.35)	<b>(4,282)</b>	(1,685)	<b>(3,978)</b>	(1,582)
Listed in Singapore						
- increased by	<b>20.23</b>	3.39	<b>25,676</b>	3,682	<b>18,564</b>	2,803
- decreased by	<b>(20.23)</b>	(3.39)	<b>(25,676)</b>	(3,682)	<b>(18,564)</b>	<b>(2,803)</b>
Listed in Hong Kong						
- increased by	<b>34.57</b>	16.40	<b>48,455</b>	21,685	<b>6,369</b>	1,844
- decreased by	<b>(34.57)</b>	(16.40)	<b>(48,455)</b>	(21,685)	<b>(6,369)</b>	(1,844)
Listed in United States of America						
- increased by	<b>16.32</b>	17.50	<b>1,669</b>	1,423	<b>1,669</b>	1,423
- decreased by	<b>(16.32)</b>	(17.50)	<b>(1,669)</b>	(1,423)	<b>(1,669)</b>	(1,423)
Listed in France						
- increased by	<b>7.54</b>	22.87	—	1,012	—	1,012
- decreased by	<b>(7.54)</b>	(22.87)	—	(1,012)	—	(1,012)

**NOTES TO THE FINANCIAL STATEMENTS [cont'd]**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

**40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)**

**(f) Changes in liabilities arising from borrowings**

	<b>Group</b>	
	<b>2024</b>	<b>2023</b>
	<b>RM'000</b>	<b>RM'000</b>
At 1 January **	<b>66,417</b>	173,967
Interest expense on borrowings	<b>4,093</b>	6,770
Cash flows:		
- Repayments of loans and borrowings	<b>(4,550)</b>	(113,636)
- Interest paid	<b>(4,093)</b>	(6,770)
Foreign exchange movement	<b>(1,761)</b>	6,086
At 31 December **	<b>60,106</b>	66,417

\*\* Excludes bank overdrafts

**41. CAPITAL MANAGEMENT**

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in line with the changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

Funds in excess of working capital requirement will be placed with financial institutions in short term interest bearing financial instruments to maximise interest income.

A subsidiary of the Group is subject to certain financial covenants imposed by the lender. These covenants require the subsidiary to maintain a debt service ratio above 1.3 and ensure that loan balances are maintained below 60% of the value of the hotel property. The subsidiary is in compliance with these covenants.

**42. SEGMENT INFORMATION**

**(a) Business segments:**

The Group is organised on a worldwide basis into four major business segments:

- (i) Manufacturing - processing and marketing of refined palm oil products;
- (ii) Hotels and resort - operations of hotels and golf resort;
- (iii) Property - property development and investment; and
- (iv) Plantations - cultivation of oil palm.

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**42. SEGMENT INFORMATION (CONT'D)**

Other business segments comprise mainly of share investment holding.

The directors are of the opinion that all inter-segment transactions have been entered into in the normal course of business and have been established on terms and conditions that are mutually agreed upon.

2024	Manufacturing RM'000	Hotels and resort RM'000	Property development and investment RM'000	Plantations RM'000	Share investment holding RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
<b>Revenue and expenses</b>								
Revenue								
- External	1,000,380	322,012	255,468	-	15,017	-	-	1,592,877
- Intra/inter-segment	120,867	-	-	59,139	23,730	-	(203,736)	-
Total revenue	1,121,247	322,012	255,468	59,139	38,747	-	(203,736)	1,592,877
<b>Results</b>								
Operating results	20,324	47,234	91,248	28,765	36,853	2,580	(26,057)	200,947
Foreign exchange (loss)/gain	-	-	-	-	-	(44,866)	8,656	(36,210)
Finance costs	-	-	-	-	(12,436)	(5,188)	12,436	(5,188)
Interest income	-	-	-	-	-	53,510	(12,411)	41,099
Profit before tax	20,324	47,234	91,248	28,765	24,417	6,036	(17,376)	200,648
Income tax								(48,703)
Profit net of tax								151,945

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

42. SEGMENT INFORMATION (CONT'D)

2023	Manufacturing RM'000	Hotels and resort RM'000	Property development and investment RM'000	Plantations RM'000	Share investment holding RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
<b>Revenue and expenses</b>								
Revenue								
- External	850,104	305,318	206,580	—	8,630	—	—	1,370,632
- Intra/inter-segment	101,575	—	1,137	42,902	13,558	—	(159,172)	—
Total revenue	951,679	305,318	207,717	42,902	22,188	—	(159,172)	1,370,632
<b>Results</b>								
Operating results	13,410	97,391	77,585	12,561	32,743	2,942	(9,664)	226,968
Foreign exchange gain/(loss)	—	—	—	—	—	50,659	(12,149)	38,510
Finance costs	(7)	(1,027)	—	—	(11,258)	(7,382)	12,292	(7,382)
Interest income	—	—	—	—	—	51,546	(12,350)	39,196
Profit before tax	13,403	96,364	77,585	12,561	21,485	97,765	(21,871)	297,292
Income tax	—	—	—	—	—	—	—	(38,433)
Profit net of tax	—	—	—	—	—	—	—	258,859

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

42. SEGMENT INFORMATION (CONT'D)

2024	Manufacturing RM'000	Hotels and resort RM'000	Property development and investment RM'000	Plantations RM'000	Share investment holding RM'000	Eliminations RM'000	Consolidated RM'000
<b>Assets and liabilities</b>							
<i>Segment assets</i>							
Unallocated assets	565,732	540,253	834,960	77,707	1,058,638	67,675	3,144,965 30,990
Consolidated total assets							3,175,955
<i>Segment liabilities</i>							
Unallocated liabilities	93,325	94,779	99,358	2,627	27	88	290,204 17,516
Consolidated total liabilities							307,720
<b>Other information</b>							
Capital expenditure	4,641	11,797	14,352	951	-	-	31,741
Depreciation	3,922	17,329	7,971	1,720	-	-	30,942
Amortisation	9	-	-	-	-	-	9
Reversal of impairment on trade receivables	-	(3)	(254)	-	-	-	(257)
Reversal of impairment on other receivables	-	-	(35)	-	-	-	(35)
Allowance for impairment loss on property, plant and equipment	-	730	-	-	-	-	730
Fair value gain on financial assets at fair value through profit or loss	-	1,153	-	-	(1,275)	-	(122)

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

42. SEGMENT INFORMATION (CONT'D)

2023	Manufacturing RM'000	Hotels and resort RM'000	Property development and investment RM'000	Plantations RM'000	Share investment holding RM'000	Eliminations RM'000	Consolidated RM'000
<b>Assets and liabilities</b>							
<i>Segment assets</i>							
Unallocated assets	560,513	515,567	745,137	77,205	1,047,709	66,544	3,012,675 32,301
Consolidated total assets							3,044,976
<i>Segment liabilities</i>							
Unallocated liabilities	61,236	110,633	74,454	3,316	37	140	249,816 9,235
Consolidated total liabilities							259,051
<b>Other information</b>							
Capital expenditure	12,255	24,251	7,025	12	—	—	43,543
Depreciation	3,082	18,319	6,187	1,655	—	—	29,243
Amortisation	3	5	—	—	—	—	8
(Reversal of)/allowance for impairment on trade receivables	—	(137)	1	—	—	—	(136)
Allowance for impairment on other receivables	—	—	35	—	—	—	35
Reversal of impairment loss on property, plant and equipment	—	(56,925)	—	—	—	—	(56,925)
Fair value gain on financial assets at fair value through profit or loss	—	(8,052)	—	—	(2,761)	—	(10,813)

**NOTES TO THE FINANCIAL STATEMENTS (cont'd)**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

**42. SEGMENT INFORMATION (CONT'D)**

**(b) Geographical segments:**

The Group's four major business segments are operated in five principal geographical areas of the world. In Malaysia, its home country, the areas of operation are principally manufacturing, plantations, property development and investment, golf resort and share investment holding. Areas of operation in other countries are as follows:

	Malaysia		Singapore		Hong Kong		Canada		United States of America		Consolidated	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Singapore												
- investment holding												
Hong Kong												
- investment holding												
Canada												
- operation of hotel												
United States of America												
- operation of hotel												
Gross revenue	<b>1,264,165</b>	1,071,521	<b>1,932</b>	1,813	<b>4,768</b>	259	<b>122,963</b>	111,330	<b>199,049</b>	185,709	<b>1,592,877</b>	1,370,632
Segment assets	<b>2,196,897</b>	2,076,940	<b>194,303</b>	188,146	<b>225,108</b>	226,948	<b>125,815</b>	110,980	<b>433,832</b>	441,962	<b>3,175,955</b>	3,044,976
Capital expenditure	<b>19,945</b>	19,292	<b>-</b>	-	<b>-</b>	-	<b>3,105</b>	3,065	<b>8,691</b>	21,186	<b>31,741</b>	43,543

**43. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE**

The financial statements for the financial year ended 31 December 2024 were authorised for issue in accordance with a resolution of the directors on 7 April 2025.



**ANALYSIS OF SHAREHOLDINGS**  
AS AT 28 MARCH 2025

Total Number of Issued Shares : 361,477,110 ordinary shares (including 2,173,500 shares held as treasury shares)  
Class of Shares : Ordinary shares  
Voting Rights : One (1) vote per ordinary share

**A. SIZE OF SHAREHOLDINGS**

Holdings	No. of Holders	%	No. of Shares	%
Less than 100	171	2.556	5,526	0.002
100 to 1,000	902	13.485	704,188	0.196
1,001 to 10,000	3,968	59.321	16,349,419	4.550
10,001 to 100,000	1,458	21.797	43,587,200	12.131
100,001 to less than 5% of issued shares	185	2.766	88,048,503	24.505
5% and above of issued shares	5	0.075	210,608,774	58.616
	<b>6,689</b>	<b>100.000</b>	<b>359,303,610*</b>	<b>100.000</b>

\* Excluding a total of 2,173,500 shares bought back by the Company and retained as treasury shares.

**B. THIRTY (30) LARGEST SHAREHOLDERS**

No.	Name	No. of Shares Held	% <sup>^</sup>
1.	HSBC Nominees (Asing) Sdn Bhd Exempt AN for Bank Julius Baer & Co. Ltd. (Singapore Branch)	77,022,078	21.436
2.	HSBC Nominees (Asing) Sdn Bhd Exempt AN for Bank Julius Baer & Co. Ltd. (HongKong Branch)	70,457,989	19.610
3.	Ho Eng Chong @Ho Kian Cheong	23,658,162	6.584
4.	UOB Kay Hian Nominees (Asing) Sdn Bhd Exempt AN for UOB Kay Hian Pte Ltd (A/C Clients)	21,245,545	5.913
5.	Plentong Quarry (M) Sdn Bhd	18,225,000	5.072
6.	Citigroup Nominees (Asing) Sdn Bhd Exempt AN for UBS AG Hong Kong (Foreign)	12,013,872	3.344
7.	Teo Tin Lun	5,144,500	1.432
8.	Ang Teow Cheng & Sons Sdn Bhd	4,520,000	1.258
9.	UOB Kay Hian Nominees (Tempatan) Sdn Bhd Exempt AN for UOB Kay Hian Pte Ltd (A/C Clients)	3,338,325	0.929
10.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Teh Win Kee (8106483)	2,842,100	0.791
11.	Ang Seng Chin	2,500,000	0.696
12.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Teh Win Kee (8016787)	2,188,850	0.609
13.	Tan Ai Leng	2,060,066	0.573
14.	DB (Malaysia) Nominee (Asing) Sdn Bhd Exempt AN for Deutsche Bank AG Singapore (Maybank SG PWM)	1,975,300	0.550
15.	Citigroup Nominees (Asing) Sdn Bhd Exempt AN for UBS AG Singapore (Foreign)	1,927,000	0.536
16.	Tunku Zahrah Binti Tunku Osman	1,545,000	0.430
17.	Chinchoo Investment Sdn. Berhad	1,530,000	0.426

**ANALYSIS OF SHAREHOLDINGS [cont'd]**  
AS AT 28 MARCH 2025

**B. THIRTY (30) LARGEST SHAREHOLDERS (CONT'D)**

No.	Name	No. of Shares Held	% <sup>^</sup>
18.	Citigroup Nominees (Asing) Sdn Bhd Exempt AN for OCBC Securities Private Limited (Client A/C-NR)	1,292,802	0.360
19.	Maybank Securities Nominees (Asing) Sdn Bhd Maybank Securities Pte Ltd for Ho Chung Kain	1,280,000	0.356
20.	Thong Weng Tim	1,145,100	0.319
21.	Key Development Sdn. Berhad	1,024,050	0.285
22.	Tan Kien Leng	957,000	0.266
23.	Kenanga Nominees (Asing) Sdn Bhd Exempt AN for Phillip Securities Pte Ltd (Client Account)	855,150	0.238
24.	Firmstead Realty Sendirian Berhad	835,312	0.232
25.	RHB Nominees (Asing) Sdn Bhd Exempt AN for Phillip Securities Pte. Ltd. (A/C Clients)	807,525	0.225
26.	Eu Lee Chuan Enterprise Sdn Berhad	750,000	0.209
27.	UOB Kay Hian Nominees (Asing) Sdn Bhd Exempt AN for UOB Kay Hian (Hong Kong) Limited (A/C Clients)	742,500	0.207
28.	Gooi Seow Mee	740,250	0.206
29.	Public Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Teo Tin Liun (E-IMO)	691,100	0.192
30.	HLIB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Wong Kang Yeow	667,500	0.186
		<b>263,982,076</b>	<b>73.470</b>

<sup>^</sup> Excluding a total of 2,173,500 shares bought back by the Company and retained as treasury shares.

**C. SUBSTANTIAL SHAREHOLDERS**

According to the Register of Substantial Shareholders as at 28 March 2025

Name	Direct Interest		Indirect Interest	
	No. of Shares	(%)*	No. of Shares	(%)*
Ho Yeow Koon And Sons Private Limited	59,355,989	16.52	21,920,512 <sup>(1)</sup>	6.10
Dato' Ho Cheng Chong @ Ho Kian Hock	24,899,687	6.93	104,088,773 <sup>(2)</sup>	28.97
Ho Kim Swee @ Ho Kian Guan	24,395,538	6.79	104,088,773 <sup>(2)</sup>	28.97
Ho Eng Chong @ Ho Kian Cheong	24,662,436	6.86	18,000,000 <sup>(3)</sup>	5.01
KS Ocean Inc.	22,812,272	6.35	—	—
Plentong Quarry (M) Sdn. Bhd.	18,225,000	5.07	—	—
KC Diana Holdings Pte. Ltd.	18,000,000	5.01	—	—
Hawksford Trust Services Pte. Ltd.	—	—	18,000,000 <sup>(3)</sup>	5.01
Diana Tan Ngok Mui @ Tan Geok Ngoh	—	—	18,000,000 <sup>(3)</sup>	5.01

**Notes:**

\* Excluding a total of 2,173,500 shares bought back by the Company and retained as treasury shares.

<sup>(1)</sup> Deemed interested by virtue of its interest in Plentong Quarry (M) Sdn. Bhd., Firmstead Realty Sendirian Berhad and South West Holdings Sdn. Bhd.

<sup>(2)</sup> Deemed interested by virtue of his interest in Ho Yeow Koon And Sons Private Limited, Plentong Quarry (M) Sdn. Bhd., Firmstead Realty Sendirian Berhad, South West Holdings Sdn. Bhd. and KS Ocean Inc.

<sup>(3)</sup> Deemed interested by virtue of his/her/its interest in KC Diana Holdings Pte. Ltd. ("KC Diana"). KC Diana is the holding entity under a family trust settled by Mr Ho Eng Chong @ Ho Kian Cheong ("KC Ho"). Hawksford Trust Services Pte. Ltd., the sole registered shareholder of KC Diana is the trustee. KC Ho and Diana Tan Ngok Mui @ Tan Geok Ngoh who are in a spousal relationship are the beneficial owners of the trust.

**ANALYSIS OF SHAREHOLDINGS [cont'd]**  
AS AT 28 MARCH 2025

**D. DIRECTORS' SHAREHOLDINGS**

According to the Register of Directors' Shareholdings as at 28 March 2025

Name of Directors	Direct Interest		Indirect Interest	
	No. of Shares	%*	No. of Shares	%*
1. Ho Kim Swee @ Ho Kian Guan	24,395,538	6.79	104,088,773 <sup>(1)</sup>	28.97
2. Dato' Ho Cheng Chong @ Ho Kian Hock	24,899,687	6.93	104,088,773 <sup>(1)</sup>	28.97
3. Ho Eng Chong @ Ho Kian Cheong	24,662,436	6.86	18,000,000 <sup>(2)</sup>	5.01
4. Ho Chung Kain (He ChongJing)	1,280,000	0.36	—	—
5. Lee Huee Nan @ Lee Hwee Leng	88,593	0.02	—	—
6. Liew Foong Yuen	—	—	—	—
7. Too Hing Yeap @ Too Heng Yip	—	—	—	—
8. Tai Lam Shin	—	—	—	—
9. Mahathir Bin Mohamed Ismail	—	—	—	—
10. Dato' Dr. Zaha Rina Binti Zahari	—	—	—	—
11. Ho Chung Hui [Alternate to Lee Huee Nan @ Lee Hwee Leng]	—	—	—	—
12. Ho Chung Kiat, Sydney (He ChongJie, Sydney) [Alternate to Ho Eng Chong @ Ho Kian Cheong]	—	—	—	—

**Notes:**

\* Excluding a total of 2,173,500 shares bought back by the Company and retained as treasury shares.

<sup>(1)</sup> Deemed interested by virtue of his interest in Ho Yeow Koon And Sons Private Limited, Plentong Quarry (M) Sdn. Bhd., Firmstead Realty Sendirian Berhad, South West Holdings Sdn. Bhd. and KS Ocean Inc.

<sup>(2)</sup> Deemed interested by virtue of his interest in KC Diana Holdings Pte. Ltd.

**E. LIST OF DIRECTORS' SHAREHOLDINGS IN SUBSIDIARY COMPANY: LIM & LIM PLANTATIONS BERHAD**

Name of Directors	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
1. Ho Kim Swee @ Ho Kian Guan	5,000	0.04	—	—
2. Dato' Ho Cheng Chong @ Ho Kian Hock	5,500	0.04	—	—
3. Lee Huee Nan @ Lee Hwee Leng	2,000	0.01	—	—

By virtue of their interests in the shares of the Company, all Directors except Liew Foong Yuen, Too Hing Yeap @ Too Heng Yip, Tai Lam Shin, Mahathir Bin Mohamed Ismail, Dato' Dr. Zaha Rina Binti Zahari, Ho Chung Hui and Ho Chung Kiat, Sydney (He ChongJie, Sydney), are deemed to be interested in the shares of all subsidiaries of the Company to the extent the Company has an interest.

## PARTICULARS OF GROUP MAJOR PROPERTIES

### LAND FOR AGRICULTURE, HOUSING DEVELOPMENT AND BUILDINGS

Estate/Housing Project/ Building Type	Location	Tenure	Area	Description	Approximate Age of Building (Years)	Net Carrying Amount RM'000	Date of Last Revaluation(##) /Date of Acquisition
Tanjong Puteri Golf Resort	35 km south-east of Johor Bahru. Adjacent to Pasir Gudang Industrial Estate.	Freehold	208 hec (Land area)	54 holes golf course, clubs and other recreational facilities.	—	78,623	18-04-1980 #
Bandar Baru Kangkar Pulai	26 km north-west of Johor Bahru. Alongside of Jalan Skudai-Pontian road.	Freehold/ Leasehold	2,272,739 sq metres (Development area)	Development of residential & commercial units. The 99 years lease expires in 2108.	—	170,684	18-04-1980 #
Tanjong Puteri Resort	35 km south-east of Johor Bahru. Adjacent to Pasir Gudang Industrial Estate.	Freehold	3,521,464 sq metres (Development area)	Development of residential, commercial units and industrial land.	—	59,389	18-04-1980 #
Bukit Chantek, Tong Hing & Tanjong Langsat Estate	10 km east of Ulu Tiram and about 30 km from Johor Bahru.	Freehold/ Leasehold	2,382 hec (Planted area)	Oil palm estate including 20.914 hectares of industrial land with 3 industrial buildings erected on it. The 99 years lease expires in 2115.	—	32,319	18-04-1980 # / 30-04-1987
Hotel	1956, Ala Moana, Boulevard, Honolulu, Hawaii, 96815, USA.	Freehold	18,525 sq metres (Buildup area)	18 Storey DoubleTree Alana Waikiki Hotel (317 Rooms) with an adjoining 7 storey office building occupying a total land area of 3,315 sq metres.	53	130,242	01-12-2000
Hotel	25, West 37th Street, New York, NY, 10018, USA.	Freehold	6,624 sq metres (Buildup area)	19 Storey SpringHill Suites New York Hotel (173 Rooms) occupying a land area of 2,841 sq metres.	11	237,522	24-07-2014
Office Space	Menara Keck Seng, 203, Jalan Bukit Bintang, 55100 Kuala Lumpur.	Freehold	24,538 sq metres (Floor area)	Office space for rental.	29	39,614	15-08-1996
Hotel	655, Dixon Road, Toronto, Ontario Canada, M9W 113.	Freehold	52,954 sq metres (Buildup area)	12 Storey Delta Hotels by Marriott Toronto Airport and Conference Centre (433 Rooms) occupying a land area of 28,328 sq metres.	60	33,851	31-10-1997
Condominium Block	No. 8, Jalan Ceylon, 50200 Kuala Lumpur.	Freehold	20,178 sq metres (Floor area)	23 Storey building known as Regency Tower (76 units luxury apartments) with an annexed 3-storey car park (108 bays) and other facilities.	34	44,889	11-07-2006
TD Central @Taman Daya	Jalan Sagu 18 & Jalan Sagu 21, Taman Daya, 81100, Johor Bahru, Johor.	Freehold	101,922 sq meters (Land area)	29 standalone commercial buildings in a retail park format with drive-thrus, hypermarket and banquet restaurant.	5	54,426	01-03-2020

## NOTICE OF 55<sup>TH</sup> ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN THAT** the 55th Annual General Meeting of the Company will be held at **Function Room Key 2 - Level 7, St. Giles Southkey Johor Bahru, Mid Valley Southkey, 1, Persiaran Southkey 1, Kota Southkey, 80150 Johor Bahru, Johor, Malaysia** on **Thursday, 29 May 2025 at 9.30 a.m.** for the following purposes:

### AGENDA

#### AS ORDINARY BUSINESS:

1. To receive the Audited Financial Statements for the financial year ended 31 December 2024 together with the Reports of the Directors and Auditors thereon. *(Please refer to the Explanatory Notes to the Agenda)*
2. To approve the payment of Directors' fees of RM1,425,000 for the financial year ended 31 December 2024. *(Ordinary Resolution 1)*
3. To approve the payment of Directors' benefits up to an aggregate amount of RM350,000 for the period from 29 May 2025 until the next Annual General Meeting of the Company. *(Ordinary Resolution 2)*
4. To re-elect the following Directors who are retiring in accordance with Clause 76(3) of the Constitution of the Company:-
  - (a) Mr Ho Kim Swee @ Ho Kian Guan *(Ordinary Resolution 3)*
  - (b) Mr Ho Eng Chong @ Ho Kian Cheong *(Ordinary Resolution 4)*
  - (c) Encik Mahathir Bin Mohamed Ismail *(Ordinary Resolution 5)*
  - (d) Dato' Dr. Zaha Rina Binti Zahari *(Ordinary Resolution 6)*
5. To re-appoint Ernst & Young PLT as Auditors of the Company and to authorise the Board of Directors to fix their remuneration. *(Ordinary Resolution 7)*

#### AS SPECIAL BUSINESS:

To consider and if thought fit, to pass the following resolutions, with or without modification(s):

6. **Authority to Issue and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016** *(Ordinary Resolution 8)*

"**THAT** pursuant to Sections 75 and 76 of the Companies Act 2016, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and the approvals of the relevant regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised to issue and allot shares in the Company from time to time, at such price, upon such terms and conditions and for such purposes and to such persons whomsoever as the Directors may in their absolute discretion deem fit PROVIDED THAT the aggregate number of shares to be issued pursuant to this resolution, when aggregated with the total number of such shares issued during the preceding twelve (12) months does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being AND THAT the Directors be authorised to do all such things as they may deem fit and expedient in the best interest of the Company to give effect to the issuance of new shares under this resolution including making such applications to Bursa Malaysia Securities Berhad for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company held after the approval was given or at the expiry of the period within which the next Annual General Meeting is required to be held after the approval was given, whichever is earlier, unless revoked or varied by an ordinary resolution of the Company at a general meeting."

## NOTICE OF 55<sup>TH</sup> ANNUAL GENERAL MEETING [cont'd]

### 7. **Proposed Renewal of Shareholders' Mandate for Share Buy-Back**

**(Ordinary Resolution 9)**

**"THAT** subject to the Companies Act 2016, the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and the approval of the relevant regulatory authorities, where such approval is required, the Company be and is hereby authorised to purchase such amount of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Malaysia Securities Berhad upon such terms and conditions as the Directors of the Company may deem fit and expedient in the interest of the Company provided that:

- (a) the aggregate number of ordinary shares in the Company which may be purchased and/or held as treasury shares by the Company pursuant to this ordinary resolution shall not exceed ten per centum (10%) of the total number of issued shares of the Company at any point in time;
- (b) the maximum funds to be allocated by the Company for the purpose of purchasing its ordinary shares shall not exceed the total retained profits of the Company based on the latest audited financial statements and/or the latest management accounts (where applicable) available at the time of the purchase; and
- (c) the Directors of the Company may decide either to retain the shares so purchased as treasury shares or cancel the shares so purchased or retain part of the shares so purchased and cancel the remainder or resell the treasury shares on Bursa Malaysia Securities Berhad or distribute the treasury shares as dividends or transfer the treasury shares under an employees' share scheme or as purchase consideration or otherwise use the treasury shares for such other purpose in the manner as prescribed by the applicable laws, guidelines, rules and regulations.

**THAT** the authority conferred by this resolution will be effective upon the passing of this resolution and will continue to be in force until:

- (i) the conclusion of the next Annual General Meeting of the Company, at which time it shall lapse, unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;
- (ii) the expiration of the period within which the next Annual General Meeting of the Company after that date is required by law to be held; or
- (iii) revoked or varied by an ordinary resolution passed by the shareholders in a general meeting,

whichever occurs first, but shall not prejudice the completion of purchase(s) by the Company of its own shares before the aforesaid expiry date and, in any event, in accordance with the provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and any prevailing laws, rules, regulations, orders, guidelines and requirements issued by any relevant authority.

**AND THAT** authority be and is hereby given to the Directors of the Company to take all such steps to implement, finalise and to give full effect to the Proposed Renewal of Shareholders' Mandate for Share Buy-Back with full power to assent to any conditions, modifications, variations and/or amendments as may be required by the relevant authorities or as the Directors deem fit and expedient at their discretion in the best interest of the Company."

## NOTICE OF 55<sup>TH</sup> ANNUAL GENERAL MEETING [cont'd]

8. To transact any other business of which due notice shall have been given in accordance with the Companies Act 2016 and the Constitution of the Company.

By Order of the Board

**CHAN SIOW MUI (MAICSA 7058742) (SSM PC No. 202408000504)**

**TE HOCK WEE (MAICSA 7054787) (SSM PC No. 202008002124)**

Company Secretaries  
Kuala Lumpur

30 April 2025

### NOTES:

1. *For the purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a **Record of Depositors as at 21 May 2025**. Only a member whose name appears on this Record of Depositors shall be entitled to attend this meeting or appoint a proxy to attend, participate, speak and vote on his/her/its behalf.*
2. *A member who is entitled to attend and vote at a general meeting may appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to attend, participate, speak and vote in his place. A proxy may but need not be a member of the Company.*
3. *A member who is entitled to attend and vote at a general meeting of the Company may appoint not more than two proxies to attend, participate, speak and vote instead of the member at the general meeting.*
4. *Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than two proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.*
5. *Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.*
6. *Where a member, an authorised nominee or an exempt authorised nominee appoints more than one proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies. The appointment shall not be valid unless he specifies the proportions of his shareholdings to be represented by each proxy.*
7. *The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than 48 hours before the time appointed for holding the 55<sup>th</sup> Annual General Meeting or adjourned general meeting at which the person named in the appointment proposes to vote:*
  - (i) *In hard copy form*  
*To be deposited with the Company's Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.*
  - (ii) *By electronic means via TIH Online website at <https://tiah.online>*  
*Please refer to the Administrative Guide of the 55th Annual General Meeting for further information on electronic lodgement of proxy form via TIH Online.*

## NOTICE OF 55<sup>TH</sup> ANNUAL GENERAL MEETING [cont'd]

8. Please ensure **ALL** the particulars as required in the proxy form are completed, signed and dated accordingly.
9. Last day, date and time for lodging the proxy form is **Tuesday, 27 May 2025 at 9.30 a.m.**
10. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Company's Share Registrar at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than 48 hours before the time appointed for holding the general meeting or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
11. Please bring an **ORIGINAL** of the following identification papers (where applicable) and present it to the registration staff for verification:
  - a. Identity card (NRIC) (Malaysian), or
  - b. Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or
  - c. Passport (Foreigner).
12. For a corporate member who has appointed a representative instead of a proxy to attend the meeting, please deposit the **original or duly certified** certificate of appointment at the Company's Share Registrar at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia if it has not been lodged with the Company's Share Registrar's office earlier. The certificate of appointment should be executed in the following manner:
  - (i) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance with the Constitution of the corporate member.
  - (ii) If the corporate member does not have a common seal, the certificate of appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:
    - (a) at least two authorised officers, one of whom shall be a director; or
    - (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
13. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 55th Annual General Meeting will be put to vote by way of poll.

### EXPLANATORY NOTES TO THE AGENDA

(i) **Item 1 of the Agenda**  
**Audited Financial Statements for the financial year ended 31 December 2024**

This item is meant for discussion only. The provisions of Sections 248(2) and 340(1)(a) of the Companies Act 2016 require that the audited financial statements and the Reports of the Directors and Auditors thereon be laid before the Company at its Annual General Meeting. Hence, this agenda item is not a business which requires a motion to be put forward to vote by shareholders.

(ii) **Ordinary Resolution 1**  
**Payment of Directors' fees**

The payment of Directors' fees of RM1,425,000 for the financial year ended 31 December 2024 will only be made if the proposed Ordinary Resolution 1 has been passed at the 55th Annual General Meeting of the Company.



## NOTICE OF 55<sup>TH</sup> ANNUAL GENERAL MEETING [cont'd]

(iii) **Ordinary Resolution 2**  
**Payment of Directors' benefits**

*Directors' benefits are meeting allowances payable to Non-Executive Directors, and in determining the estimated amount, the Board has considered various factors including the current board size and number of scheduled meetings for the Board and Board Committees for the period from 29 May 2025 until the next AGM as well as the number of Non-Executive Directors involved in the meeting. In the event the proposed amount is insufficient (due to more meetings or enlarged board size), approval will be sought at the next AGM for the shortfall.*

(iv) **Ordinary Resolutions 3 to 6**  
**Re-election of Directors**

*Mr Ho Kim Swee @ Ho Kian Guan, Mr Ho Eng Chong @ Ho Kian Cheong, Encik Mahathir Bin Mohamed Ismail and Dato' Dr. Zaha Rina Binti Zahari are standing for re-election as Directors of the Company and being eligible, have offered themselves for re-election at the forthcoming 55<sup>th</sup> Annual General Meeting.*

*Their profiles are disclosed in the Directors' Profile of the 2024 Annual Report.*

*Saved as disclosed, the retiring Directors have no conflict of interest with the Company and its subsidiaries, and have no family relationship with any Director and/or major shareholder of the Company. The Nominating Committee ("NC") had considered the performance and contribution of the retiring Directors including the review of their fit and proper declaration in accordance with the Directors' Fit and Proper Policy. Based on the recommendation of the NC, the Board is supportive of their re-election based on the following justifications:-*

(i) Ordinary Resolution 3 – Re-election of Mr Ho Kim Swee @ Ho Kian Guan as Executive Chairman

*Mr Ho Kim Swee @ Ho Kian Guan is the brother of Dato' Ho Cheng Chong @ Ho Kian Hock and Mr Ho Eng Chong @ Ho Kian Cheong who are the Directors and substantial shareholders of the Company. He is also the uncle of Mr Ho Chung Kain (He ChongJing), Mr Ho Chung Hui and Mr Ho Chung Kiat, Sydney (He ChongJie, Sydney) who are the Directors of the Company. He has vast experience in the management of the Company and has contributed significantly to the Group by providing valuable input to steer the Group forward.*

(ii) Ordinary Resolution 4 – Re-election of Mr Ho Eng Chong @ Ho Kian Cheong as Non-Independent Non-Executive Director

*Mr Ho Eng Chong @ Ho Kian Cheong is the brother of Mr Ho Kim Swee @ Ho Kian Guan and Dato' Ho Cheng Chong @ Ho Kian Hock who are the Directors and substantial shareholders of the Company. He is also the father of Mr Ho Chung Kiat, Sydney (He ChongJie, Sydney) and uncle of Mr Ho Chung Kain (He ChongJing) and Mr Ho Chung Hui, who are the Directors of the Company. He possesses the relevant knowledge and experience which complement the Board's competencies.*

(iii) Ordinary Resolution 5 – Re-election of Encik Mahathir Bin Mohamed Ismail as Independent Non-Executive Director

*Encik Mahathir Bin Mohamed Ismail exercised due care and carried out his duties professionally and proficiently during his tenure as an Independent Non-Executive Director of the Company. He remains objective and independent in expressing his view and participating in Board's deliberations and decision-making process.*

(iv) Ordinary Resolution 6 – Re-election of Dato' Dr. Zaha Rina Binti Zahari as Independent Non-Executive Director

*Dato' Dr. Zaha Rina Binti Zahari has demonstrated her independence through her engagement in Board and Board Committee meetings. She also exercised due care and carried out her duties professionally and proficiently during her tenure as an Independent Non-Executive Director of the Company.*

## NOTICE OF 55<sup>TH</sup> ANNUAL GENERAL MEETING [cont'd]

(v) **Ordinary Resolution 7**  
**Re-appointment of Auditors**

*The Board had, through the Audit Committee, considered the re-appointment of Ernst & Young PLT as the Auditors of the Company. The factors considered by the Audit Committee in making the recommendation to the Board to table their re-appointment at the 55<sup>th</sup> Annual General Meeting are disclosed in the Audit Committee Report of the 2024 Annual Report.*

(vi) **Ordinary Resolution 8**  
**Authority to Issue and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016**

*The proposed resolution, if passed, will empower the Directors to issue and allot up to a maximum of 10% of the total number of issued shares of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company. This authority will, unless revoked or varied by the Company in a general meeting, expire at the conclusion of the next Annual General Meeting or the expiration of the period within which the next Annual General Meeting is required by law to be held, whichever is the earlier.*

*This is a renewal of the mandate obtained from shareholders at the 54<sup>th</sup> Annual General Meeting held on 29 May 2024. The mandate is to provide flexibility to the Company to issue new securities without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional costs and time.*

*The purpose of this general mandate, if passed, will enable the Directors to take swift action in case of a need to issue and allot new shares in the Company for fund raising exercise including but not limited to further placement of shares for purpose of funding current and/or future investment projects, working capital, repayment of bank borrowings, acquisitions or such other application as the Directors may deem fit in the best interest of the Company.*

*As at the date of this Notice, no new shares in the Company were issued pursuant to the mandate granted to the Directors at the 54<sup>th</sup> Annual General Meeting held on 29 May 2024 and the mandate will lapse at the conclusion of the 55<sup>th</sup> Annual General Meeting.*

(vii) **Ordinary Resolution 9**  
**Proposed Renewal of Shareholders' Mandate for Share Buy-Back**

*The proposed resolution, if passed, will empower the Company to purchase its own shares up to 10% of the total number of issued shares of the Company.*

*Further information relating to this proposed resolution is set out in the Statement to Shareholders dated 30 April 2025 which is available at [https://my.keckseng.com/statementtosh/AnnualReport2024/Statement\\_to\\_Shareholder.pdf](https://my.keckseng.com/statementtosh/AnnualReport2024/Statement_to_Shareholder.pdf)*



# KECK SENG (MALAYSIA) BERHAD

(Registration No. 196801000565) (8157-D)

(Incorporated in Malaysia)

CDS Account No.  
(Nominees Account Only)

No of shares held

## PROXY FORM

\*I/We \_\_\_\_\_ NRIC/ Passport/ Company No. \_\_\_\_\_  
(Full name in Block Letters)

of \_\_\_\_\_  
(Full address)

being member(s) of KECK SENG (MALAYSIA) BERHAD, hereby appoint

Name of proxy, NRIC No. & Address	No. of shares to be represented by proxy	%
1.		
and		
2.		

or failing \*him/her, the Chairman of the Meeting as \*my/our \*proxy/proxies to vote for \*me/us on \*my/our behalf at the 55th Annual General Meeting of the Company to be held at **Function Room Key 2 - Level 7, St. Giles Southkey Johor Bahru, Mid Valley Southkey, 1, Persiaran Southkey 1, Kota Southkey, 80150 Johor Bahru, Johor, Malaysia** on **Thursday, 29 May 2025 at 9.30 a.m.** or at any adjournment thereof, and to vote as indicated below:

Resolutions		For	Against
Ordinary Resolution 1	To approve the payment of Directors' fees of RM1,425,000 for the financial year ended 31 December 2024.		
Ordinary Resolution 2	To approve the payment of Directors' benefits up to an aggregate amount of RM350,000 for the period from 29 May 2025 until the next Annual General Meeting of the Company.		
Ordinary Resolution 3	To re-elect Mr Ho Kim Swee @ Ho Kian Guan as Director.		
Ordinary Resolution 4	To re-elect Mr Ho Eng Chong @ Ho Kian Cheong as Director.		
Ordinary Resolution 5	To re-elect Encik Mahathir Bin Mohamed Ismail as Director.		
Ordinary Resolution 6	To re-elect Dato' Dr. Zaha Rina Binti Zahari as Director.		
Ordinary Resolution 7	To re-appoint Ernst & Young PLT as Auditors of the Company and to authorise the Board of Directors to fix their remuneration.		
Ordinary Resolution 8	Authority to Issue and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
Ordinary Resolution 9	Proposed Renewal of Shareholders' Mandate for Share Buy-Back.		

(Please indicate with an "X" in the space provided above on how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his /her discretion).

[\* Delete whichever is not applicable.]

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2025.

Signature/Common Seal of Member^

Contact No.: \_\_\_\_\_

^ Manner of execution:

(a) If you are an individual member, please sign where indicated.

(b) If you are a corporate member which has a common seal, this proxy form should be executed under seal in accordance with the constitution of your corporation.

(c) If you are a corporate member which does not have a common seal, this proxy form should be affixed with the rubber stamp of your company (if any) and executed by:

(i) at least two authorised officers, one of whom shall be a director; or

(ii) any director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated.



## NOTES:

1. For the purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a **Record of Depositors as at 21 May 2025**. Only a member whose name appears on this Record of Depositors shall be entitled to attend this meeting or appoint a proxy to attend, participate, speak and vote on his/her/its behalf.
2. A member who is entitled to attend and vote at a general meeting may appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to attend, participate, speak and vote in his place. A proxy may but need not be a member of the Company.
3. A member who is entitled to attend and vote at a general meeting of the Company may appoint not more than two proxies to attend, participate, speak and vote instead of the member at the general meeting.
4. Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than two proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.
6. Where a member, an authorised nominee or an exempt authorised nominee appoints more than one proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies. The appointment shall not be valid unless he specifies the proportions of his shareholdings to be represented by each proxy.
7. The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than 48 hours before the time appointed for holding the 55th Annual General Meeting or adjourned general meeting at which the person named in the appointment proposes to vote:
  - (i) In hard copy form  
To be deposited with the Company's Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
  - (ii) By electronic means via TIH Online website at <https://tiah.online>  
Please refer to the Administrative Guide of the 55th Annual General Meeting for further information on electronic lodgement of proxy form via TIH Online.
8. Please ensure **ALL** the particulars as required in the proxy form are completed, signed and dated accordingly.
9. Last day, date and time for lodging the proxy form is **Tuesday, 27 May 2025 at 9.30 a.m.**
10. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Company's Share Registrar at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than 48 hours before the time appointed for holding the general meeting or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
11. Please bring an **ORIGINAL** of the following identification papers (where applicable) and present it to the registration staff for verification:
  - a. Identity card (NRIC) (Malaysian), or
  - b. Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or
  - c. Passport (Foreigner).
12. For a corporate member who has appointed a representative instead of a proxy to attend the meeting, please deposit the **original or duly certified** certificate of appointment at the Company's Share Registrar at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia if it has not been lodged with the Company's Share Registrar's office earlier. The certificate of appointment should be executed in the following manner:
  - (i) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance with the Constitution of the corporate member.
  - (ii) If the corporate member does not have a common seal, the certificate of appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:
    - (a) at least two authorised officers, one of whom shall be a director; or
    - (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
13. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 55th Annual General Meeting will be put to vote by way of poll.

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AFFIX  
STAMP

**THE SHARE REGISTRAR**  
**KECK SENG (MALAYSIA) BERHAD**  
(Registration No. 196801000565) (8157-D)  
c/o Tricor Investor & Issuing House Services Sdn Bhd  
Unit 32-01, Level 32, Tower A  
Vertical Business Suite, Avenue 3  
Bangsar South, No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Malaysia

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**KECK SENG (MALAYSIA) BERHAD**

Website: <https://my.keckseng.com>