KERJAYA PROSPEK

KERJAYA PROSPEK GROUP BERHAD

198401010054 (122592-U)

ANNUAL REPORT 2024

VISION

To be the trusted and preferred leader in providing products and services in the construction and property industry.

MISSION

- To Pursue Our Businesses With Excellence.
- To Deliver Quality Products And Services To Our Customers On A Timely Basis.
- To Develop Human Capital And Be A Caring Employer.
- To Create Value For Our Shareholders.
- To Be A Responsible Corporate Citizen.

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Corporate Information

BOARD OF DIRECTORS

Dato' Seri Tee Eng Ho
(Non-Independent Non-Executive Chairman)

Tee Eng Tiong
(Executive Director & Chief Executive Officer)

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof
(Independent Non-Executive Director)

Datin Seri Toh Siew Chuon
(Executive Director)

Chan Kam Chiew
(Independent Non-Executive Director)

Chong Swee Ying
(Independent Non-Executive Director)

Dato' Tee Eng Seng
(Executive Director)

Maylee Gan Suat Lee
(Independent Non-Executive Director)

AUDIT COMMITTEE

Chan Kam Chiew - Chairman
(Independent Non-Executive Director)

Maylee Gan Suat Lee - Member
(Independent Non-Executive Director)

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof - Member
(Independent Non-Executive Director)

Chong Swee Ying - Member
(Independent Non-Executive Director)

RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE

Chong Swee Ying - Chairperson
(Independent Non-Executive Director)

Chan Kam Chiew - Member
(Independent Non-Executive Director)

Maylee Gan Suat Lee - Member
(Independent Non-Executive Director)

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof - Member
(Independent Non-Executive Director)

NOMINATION COMMITTEE

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof - Chairman
(Independent Non-Executive Director)

Chan Kam Chiew - Member
(Independent Non-Executive Director)

Maylee Gan Suat Lee - Member
(Independent Non-Executive Director)

Chong Swee Ying - Member
(Independent Non-Executive Director)

Corporate Information (Cont'd)

REMUNERATION COMMITTEE

Maylee Gan Suat Lee - Chairperson
(Independent Non-Executive Director)

Chan Kam Chiew - Member
(Independent Non-Executive Director)

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof - Member
(Independent Non-Executive Director)

Chong Swee Ying - Member
(Independent Non-Executive Director)

COMPANY SECRETARIES

Seow Fei San (MAICSA 7009732)
(SSM PC No. 201908002299)
Mok Mee Kee (MAICSA 7029343)
(SSM PC No. 201908002288)

REGISTERED OFFICE

802, 8th Floor, Block C, Kelana Square
17 Jalan SS 7/26
47301 Petaling Jaya
Selangor Darul Ehsan
Malaysia
Tel : 603-7803 1126
Fax : 603-7806 1387
Email: eadvisory@epsilonas.com

AUDITORS

Nexia SSY PLT
(LLP0019490-LCA & 002009)
UOA Business Park
Tower 3, 5th Floor, K03-05-08
1, Jalan Pengaturcara U1/51A
Section U1
40150 Shah Alam
Selangor Darul Ehsan
Malaysia
Tel: 603-5039 1811

SHARE REGISTRAR

Securities Services (Holdings) Sdn. Bhd.
Level 7, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
Damansara Heights
50490 Kuala Lumpur
Malaysia
Tel : 603-2084 9000
Fax : 603-2094 9940
Email: info@sshsh.com.my

PRINCIPAL BANKERS

AmBank Islamic Berhad
AmBank (M) Berhad
Hong Leong Bank Berhad
CIMB Bank Berhad
Public Bank Berhad

CORPORATE OFFICE

C-32-01 & C-33-01, Menara Vista Petaling
No. 137, Jalan Puchong
58200 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel: 603-8682 8232
Website: www.kerjayagroup.com

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock Name:KERJAYA
Stock Code: 7161

Corporate Structure

As at 31 March 2025

KERJAYA PROSPEK GROUP BERHAD
198401010054 (122592-U)

- 100% Acumen Marketing Sdn. Bhd.
- 100% Advance Industries Sdn. Bhd.
  - 90% Kerjaya Machinery & Equipment Sdn. Bhd.
  - 100% Ace Equity Sdn. Bhd.
- 100% Aurizon Investment Limited
- 100% Bazarbayu Sdn. Bhd.
  - 100% Yakin Land Sdn. Bhd.
  - 100% Le Vert Sdn. Bhd.
- 100% Futumeds Sdn. Bhd.
- 100% FutuProp Sdn. Bhd.
  - 100% Senandung Raya Sdn. Bhd.
  - 55% Rivanis Ventures Sdn. Bhd.
- 100% Kerjaya Prospek (M) Sdn. Bhd.
  - 100% Future Rock Sdn. Bhd.
- 49% Kerjaya Bina BMK Sdn. Bhd.
- 100% Lighting Louvres Manufacturing Sdn. Bhd.
- 100% Permatang Bakti Sdn. Bhd.

Profile of Directors

DATO' SERI TEE ENG HO

Non-Independent Non-Executive Chairman

Malaysian l Age 60 l Male

Date Appointed on Board:

31 March 2011

Length of Service:

14 years and 2 months

Board Committee:

Nil

Present Directorship in other Malaysia Listed Entities:

Eastern & Oriental Berhad
(Executive Chairman)

Academic/Professional Qualifications:

- Diploma in Technology (Building) from Tunku Abdul Rahman College

Working Experience:

Dato' Seri Tee has more than 30 years of experience in Civil & Building Construction. He has undertaken various remarkable residential and mix developments projects in Malaysia and overseas countries through his position in Kerjaya as well as his involvement as director and major shareholder in other Malaysia listed entities, namely, Kerjaya Prospek Property Berhad and Eastern & Oriental Berhad, which principally engaged in property development businesses.

Dato' Seri Tee, together with his brother Dato' Tee Eng Seng are the co-founders of Kerjaya. They became major shareholders of Kerjaya on 28 March 2011 and has successfully completed the Unconditional Mandatory Take-Over Offer of Kerjaya on 31 October 2011.

Dato' Seri Tee was appointed Executive Chairman of Kerjaya on 31 March 2011 and play a pivotal role in the formulation of the Kerjaya business strategies, driving the growth of the Group. On 12 May 2021, Dato' Seri Tee was redesignated to Non-Independent Non-Executive Chairman of Kerjaya in view of his appointment as an Executive Chairman in Eastern & Oriental Berhad.

Board Skills Matrix:

- Engineering
- Business Management

Profile of Directors
(Cont'd)

DATO' TEE ENG SENG
Executive Director

Malaysian l Age 55 l Male

Date Appointed on Board:

31 March 2011

Length of Service:

14 years and 2 months

Board Committee:

Nil

Present Directorship in other Malaysia Listed Entities:

Kerjaya Prospek Property Berhad (Executive Director)
Eastern & Oriental Berhad (Executive Director)

Academic/Professional Qualifications:

Sijil Pelajaran Malaysia

Working Experience:

Dato' Tee Eng Seng started his career working in construction related companies and has more than 30 years of experience in Civil and Building Construction. He has undertaken various remarkable residential and mix developments projects in Malaysia and overseas countries through his position in Kerjaya as well as his involvement as director and major shareholder in other Malaysia listed entities, namely, Kerjaya Prospek Property Berhad and Eastern & Oriental Berhad, which principally engaged in property development businesses.

Dato' Tee Eng Seng, together with his brother Dato' Seri Tee Eng Ho are the co-founders of Kerjaya. They became major shareholders of Kerjaya on 28 March 2011 and has successfully completed the Unconditional Mandatory Take-Over Offer of Kerjaya on 31 October 2011.

Dato' Tee Eng Seng primary role in Kerjaya is driving, overseeing and managing the execution of the overall construction projects of the Group.

Board Skills Matrix:

- Engineering
- Business Management

DATIN SERI TOH SIEW CHUON

Executive Director

Malaysian l Age 59 l Female

Date Appointed on Board:

15 November 2011

Length of Service:

13 years and 6 months

Board Committee:

Nil

Present Directorship in other Malaysia Listed Entities:

Kerjaya Prospek Property Berhad (Executive Chairperson)

Academic/Professional Qualifications:

- Member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA)
- Member of the Malaysian Associate of Certified Chartered Accountants

Working Experience:

Datin Seri Toh started her career as practice in an audit firm focusing on auditing and taxation. In 1995, she left the auditing and taxation line and started her own construction business with her spouse, Dato' Seri Tee Eng Ho, by establishing Kerjaya Prospek (M) Sdn. Bhd. She has accumulated experience in the construction industry since 1995.

Datin Seri Toh was appointed Executive Director of Kerjaya on 15 November 2011 and is primarily responsible for overseeing the internal administration, marketing and design-related matters of the Group.

Datin Seri Toh is major shareholder of Kerjaya, Kerjaya Prospek Property Berhad and Eastern & Oriental Berhad. She is also the Executive Chairperson of Kerjaya Prospek Property Berhad overseeing the property development business of the group.

Board Skills Matrix:

- Accounting & Finance Management
- Engineering
- Business Management

Profile of Directors
(Cont'd)

TEE ENG TIONG
Executive Director/Chief Executive Officer

Malaysian l Age 47 l Male

Date Appointed on Board:

12 May 2021

Length of Service:

3 years and 11 months

Board Committee:

Nil

Present Directorship in other Malaysia Listed Entities:

Nil

Academic/Professional Qualifications:

- Masters of Engineering (Civil Construction Management) from Universiti Teknologi Malaysia
- Bachelor of Engineering (Civil Construction Management) from Universiti Teknologi Malaysia
- Member of Board of Engineers Malaysia

Working Experience:

Mr Tee started his career as a Site Engineer in Kerjaya Prospek (M) Sdn Bhd in 2002, where he began his involvement in the construction industry, and progressed as a Project Engineer in 2004. He has more than 20 years working experience in the construction industry, specifically in high rise building and has delivered successful projects within time and cost to clients' satisfaction, for projects worth more than RM4.5 billion in total, in Kuala Lumpur, Klang Valley, Penang and Johor Bahru. His full-time commitment and focus using construction management strategies has mold him to possess extensive technical knowledge and technique, in addition for the proven ability to implement and complete projects in specific timeline, requirements and standards.

Board Skills Matrix:

- Engineering
- Business Management

CHAN KAM CHIEW
Independent Non-Executive Director

Malaysian l Age 60 l Male

Date Appointed on Board:

12 May 2021

Length of Service:

3 years and 11 months

Board Committee:

- Audit Committee (Chairman)
- Nomination Committee (Member)
- Remuneration Committee (Member)
- Risk Management and Sustainability Committee (Member)

Present Directorship in other Malaysia Listed Entities:

- LGMS Berhad (Independent Non-Executive Director)
- Panda Eco System Berhad (Independent Non-Executive Director)
- Well Chip Group Berhad (Independent Non-Executive Director)

Academic/Professional Qualifications:

- Member of Malaysian Institute of Accountants
- Member of The Malaysian Institute of Certified Public Accountants ("MICPA")
- Member of The Institute of Corporate Directors Malaysia

Working Experience:

Mr. Chan joined Peat Marwick (now known as KPMG) in Malaysia on December 1984. Between September 1991 and April 1993, he was seconded to KPMG in San Francisco. In October 1998, he was admitted as a Partner of KPMG Malaysia and served until his retirement at the end of December 2020. During his 36 years in KPMG, he garnered experience in providing audit and business advisory services to clients in a wide range of industries. His portfolio of clients included a wide range of public listed companies and multinational corporations in various industries including those in automotive, real estate investments trust, property development and construction, oil and gas, electronics and information technology, freight and shipping, industrial manufacturing, food and beverages, retail and consumer and banking and financial services. In addition to statutory audits, he had led and been involved in assignments in relation to IFRS reviews, initial public offerings and reverse takeovers, mergers and acquisitions (including cross borders), financial due diligence reviews, provision of financial advisory services and review of policies and procedures.

Mr. Chan is the Group Finance Director of Can-One Berhad and its subsidiary, Box-Pak (Malaysia) Berhad, both of which are listed on the Main Market of Bursa Malaysia Securities Berhad.

Mr. Chan had served on the Board of Malaysian Accounting Standards Board ("MASB") for 2 terms from 2012 to 2018. He had also served as a member as well as chaired a few working groups of MASB and was an examiner for the Regulatory and Financial Reporting Framework examination for the MICPA. In March 2023, he was appointed as a member of the Malaysian Financial Reporting Standards Application and Implementation Committee of the MASB.

Board Skills Matrix:

- Accounting & Finance Management
- Business Management

Profile of Directors (Cont'd)

MAYLEE GAN SUAT LEE

Independent Non-Executive Director

Malaysian l Age 48 l Female

Date Appointed on Board:

12 May 2021

Length of Service:

3 years and 11 months

Board Committee:

- Audit Committee (Member)
- Nomination Committee (Member)
- Remuneration Committee (Chairperson)
- Risk Management and Sustainability Committee (Member)

Present Directorship in other Malaysia Listed Entities:

- SNS Network Technology Berhad (Independent Non-Executive Director)
- Nextgreen Global Berhad (Independent Non-Executive Director)

Academic/Professional Qualifications:

- Bachelor of Laws (Hons) degree from the University of London
- Masters of Science in Information Technology (MSc IT) from the University of Staffordshire
- Registered company secretary of the Companies Commission of Malaysia (CCM)
- Member of the Fintech Association of Malaysia (FAOM)
- Member of the Malaysian Association of Company Secretary (MACS)

Working Experience:

Ms. Maylee joined Messrs. Lee Hishamuddin Allen & Gledhill in 2004 as a legal associate in the corporate department from 2004 to 2008, and thereafter founded the legal firm Messrs. Maylee Gan & Tai in 2008.

Ms. Maylee has over 20 years of experience in providing legal services in corporate matters to clients from a wide range of industries. Her portfolio of clients includes public listed companies and multinational corporations in various industries including those in real estate development and construction, investment, retail and consumer banking and financial services, private equity funding, fintech, peer to peer lending, automotive, electronics and information technology, industrial manufacturing, oil and gas. Amongst the key area of her practise are in commercial and corporate matters, merger and acquisition, securities and capital markets, compliance and regulatory matters, banking and finance including corporate finance and cross-border financing, technology contracts, real estate, intellectual property, tax matters, industrial relation matters, civil litigation matters, and estate planning matters.

Board Skills Matrix:

- Legal
- Business Management

PROFESSOR DATUK DR. NIK MOHD ZAIN BIN NIK YUSOF

Independent Non-Executive Director

Malaysian l Age 78 l Male

Date Appointed on Board:

25 August 2022

Length of Service:

2 year and 8 months

Board Committee:

- Audit Committee (Member)
- Nomination Committee (Chairman)
- Remuneration Committee (Member)
- Risk Management and Sustainability Committee (Member)

Present Directorship in other Malaysia Listed Entities:

Nil

Academic/Professional Qualifications:

- Bachelor of Arts (Honours) from the Universiti Malaya, Malaysia
- Master of Arts from the University of Wisconsin, Madison, USA
- PHD in Law from University of Kent, Canterbury, United Kingdom

Working Experience:

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof ("Professor Nik") has vast local and international working experience through his years of involvement in various councils, committees and land settlement schemes. He was a past-Chairman of the Prime Ministers Quality Award committee for both the public sector and the socio-economy. He has also been the examiner for the Prime Ministers Quality Award and was the alternate chairman to the evaluation committee for public sector from 1996 to 1997. He was the Secretary General, Ministry of Land and Co-operative Development.

Professor Nik was a professor of Land Law at Universiti Teknologi Malaysia until January 2005. He is currently the Chairman of Yayasan Peneroka Negara, Malaysia and also an Adjunct Professor for Universiti Putra Malaysia. He also does occasional lectures and provides training at national and international seminars on land and property matters.

Board Skills Matrix:

- Legal
- Business Management

Profile of Directors
(Cont'd)

CHONG SWEE YING
Independent Non-Executive Director

Malaysian l Age 61 l Female

Date Appointed on Board:

1 November 2022

Length of Service:

2 year and 6 months

Board Committee:

- Audit Committee (Member)
- Nomination Committee (Member)
- Remuneration Committee (Member)
- Risk Management and Sustainability Committee (Chairperson)

Present Directorship in other Malaysia Listed Entities:

AEON Co. (M) Berhad (Non-Independent Non-Executive Director)

Academic/Professional Qualifications:

- Tunku Abdul Rahman College

Working Experience:

Chong's journey with AEON Co. (M) Berhad began in 1985 as administrative staff. She swiftly rose through the ranks. In 1990, she was the pioneer staff selected to undergo a year-long on-job training in Japan. After heading various departments as Softline Group Leader, Hardline Merchandiser, Leasing Manager and Senior Manager of Shopping Centre Management, then in 2003, she was appointed as General Manager of various departments including Shopping Centre Management, New Business Development, Store Operations and Marketing. In 2011, she was appointed as Executive Director for Aeon Fantasy (Malaysia) Sdn Bhd and promoted to Managing Director a year later. In July 2018, she retired as Managing Director and served as Advisor to AEON Fantasy (Malaysia) Sdn Bhd for over three years.

She has over three decades of diverse experience in the retail business, property management and new business development, picking up numerous Executive of the Year awards along her way.

Board Skills Matrix:

- Business Management

OTHERS INFORMATION ON DIRECTORS

Family Relationship with Directors and/or Major Shareholders

Dato' Seri Tee Eng Ho, Dato' Tee Eng Seng and Tee Eng Tiong are brothers while Datin Seri Toh Siew Chuon is the spouse of Dato' Seri Tee Eng Ho and sister-in-law to Dato' Tee Eng Seng and Tee Eng Tiong. Dato' Seri Tee Eng Ho, Dato' Tee Eng Seng and Datin Seri Toh Siew Chuon are major shareholders of the Company. None of the other directors has any family relationships with each other and/or with any major shareholders of the Company.

Conflict of Interests with the Company

Save for the recurrent related party transactions disclosed on pages 90 and 91 of this Annual Report, none of the Directors has any conflict of interests with the Company.

Conviction for Offences

None of the Directors has any conviction for offences (other than traffic offences) within the past 5 years and none of them has any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Attendance of Board Meetings

The attendance of the Directors at Board Meetings held during the financial year ended 31 December 2024 is disclosed in the Corporate Governance Overview Statement as contained in this Annual Report.

Directors' Shareholding

Details of the Directors' interests are disclosed in the Analysis of Shareholdings as contained in this Annual Report.

Profile of Key Senior Management

Tee Eng Tiong

Chief Executive Officer/Executive Director

Dato' Tee Eng Seng

Executive Director

Datin Seri Toh Siew Chuon

Executive Director

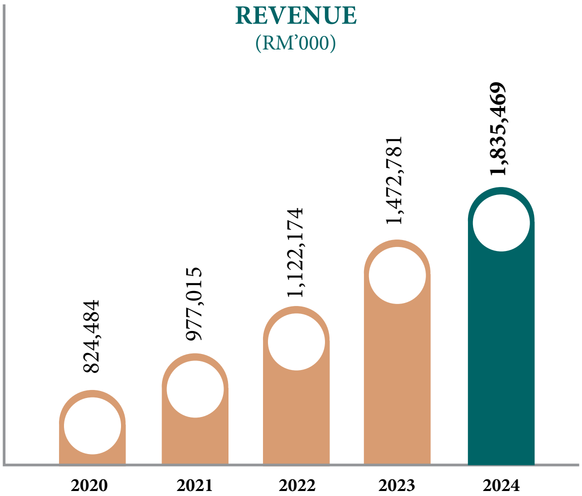
Dato' Seri Tee Eng Ho

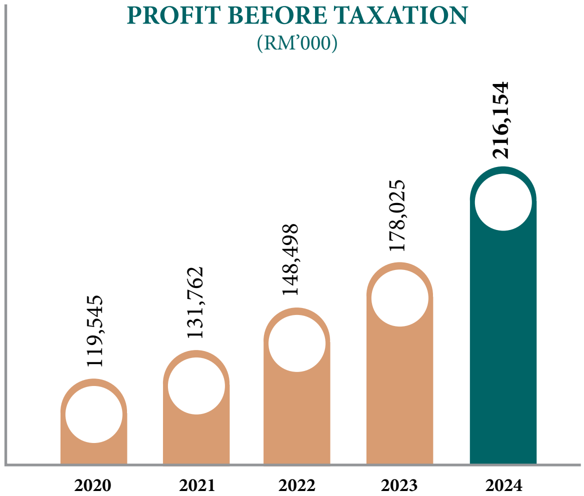
(Key Senior Management of Principal Subsidiaries)

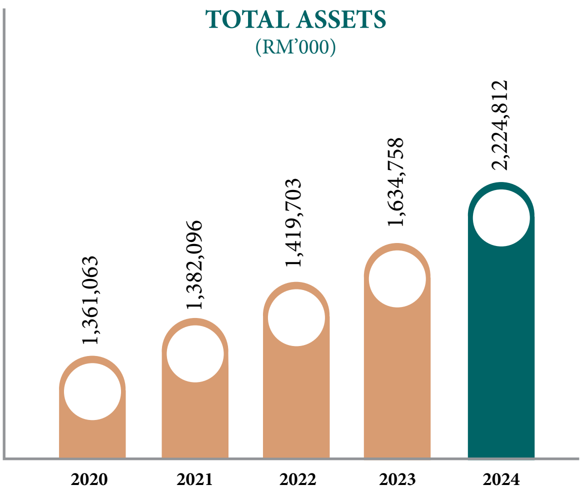
The profiles of the Key Senior Management are outlined in their respective profile on page 5 to 8.

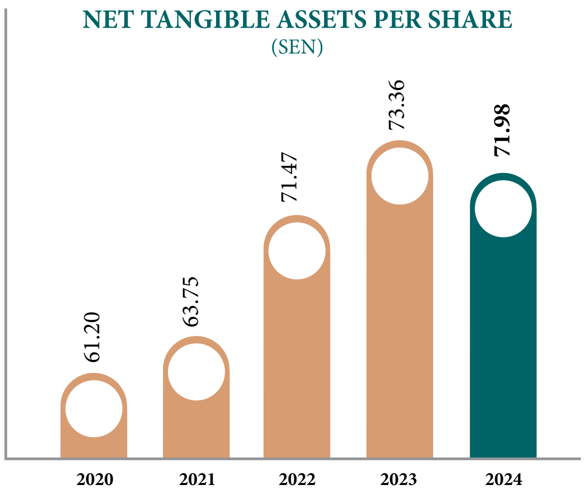
Group Financial Highlights

	2020 RM'000	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000
Revenue	824,484	977,015	1,122,174	1,472,781	1,835,469
Profit Before Taxation	119,545	131,762	148,498	178,025	216,154
Profit after taxation and minority interest	90,755	96,962	114,798	131,518	160,241
Total Assets	1,361,063	1,382,096	1,419,703	1,634,758	2,224,812
Shareholder's Fund	981,949	1,016,782	1,121,264	1,152,970	1,135,624
Net Tangible Assets	754,030	788,810	893,308	925,045	907,636
	sen	sen	sen	sen	sen
Net Tangible Assets per share	61.20	63.75	71.47	73.36	71.98
Basic earning per share	7.37	7.84	9.18	10.43	12.71



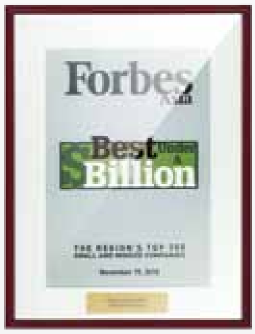






Notable Achievement of Awards

2017



Forbes: Asia's Best Under A Billion
Kerjaya Prospek Group Berhad Top 200 Public-Traded Company in Asia Pacific Region

2018

Property Insight Prestigious Developer Awards
Best Main Contractor

2019

Property Insight Prestigious Developer Awards
Best Premium Main Contractor

2017

The Edge Billion Ringgit Club
Gold Award: Highest Returns To Shareholders Over Three Years in Construction Sector

2018

The Edge Billion Ringgit Club
Gold Award: Highest Returns To Shareholders Over Three Years in Construction Sector

2019

The Edge Billion Ringgit Club
Highest Returns To Shareholders Over Three Years in Construction Sector

2019

The Edge Billion Ringgit Club
Highest Growth Profit After Tax Over Three Years in Construction Sector

2020

The Edge Billion Ringgit Club
Highest Growth Profit After Tax Over Three Years in Construction Sector

Notable Achievement of Awards (Cont'd)

2015-2016

The Brandlaureate Award
Best Brands Award Corporate Branding in Construction

2015-2016

The Brandlaureate Award
Brandpreneurial Leadership Award

2019

The Brandlaureate Award
World Best Brands Award in Services Building Construction Category

2019

The Brandlaureate Award
Brandpreneur Leadership of The Year Award

2017

CONQUAS: Setia Sky 88 Phase 1 @ Johor
Score: 81.6

2018

CONQUAS: Setia Sky 88 Phase 2 @ Johor
Score: 83.3

2018

CONQUAS: EcoSky 975 units Residential @ Jalan Ipoh, KL
Score: 83.6

2019

QLASSIC: Eco Terraces, 333 units Apartment @ Penang
Score: 84%

Notable Achievement of Awards (Cont'd)

2021

QLASSIC: The Estate @ South Bangsar, KL
Score: 83%

2021

QLASSIC: Vertu Resort @ Batu Kawan, Penang
Score: 82%

2022

QLASSIC: Batu Ulban, 552 units @ Penang
Score: 86%

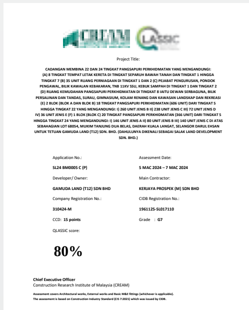
2022

QLASSIC: Megahrise Mix Development, 228 units
Score: 84%

2023

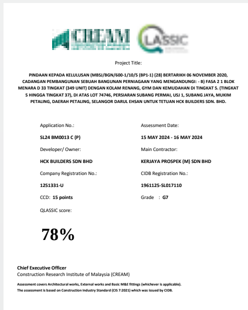
QLASSIC: Axon 853 units @ Bukit Bintang, KL
Score: 88%

2024



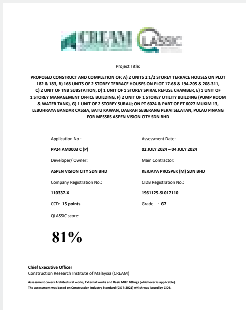
QLASSIC: Maya Bay Residence, 972 units @ Gamuda Cove, Selangor
Score: 80%

2024



QLASSIC: Edumetro, 349 units @ Subang, Selangor
Score: 78%

2024



QLASSIC: Viluxe, 170 units @ Batu Kawan, Penang
Score: 81%

Notable Achievement of Awards (Cont'd)

2024

QLASSIC: KAIA Height, 517 units @ Taman Equine, Selangor
Score: 84%

2017

Setia Quality Excellence Award Building Category
Setia Sky 88 Phase 1, Johor

2021

SHASSIC ACHIEVER:
Lucentia Residences @ BBCC, Jalan Pudu

Chairman's Statement

Dear Shareholders,

*On behalf of the Board of Directors of Kerjaya Prospek Group Berhad ("**Kerjaya**" or the "**Company**"), I am delighted to present the annual report and audited financial statements of Kerjaya for the financial year ended 31 December 2024 ("**FYE2024**").*

FYE2024 marked a historic milestone for Kerjaya, as we achieved record-breaking financial results. Our performance this year reflects not only Kerjaya Prospek Group Berhad and its subsidiaries ("Kerjaya Group" or the "Group") operational resilience and execution strength, but also our deep commitment to delivering long-term value for our stakeholders.

DELIVERING A NEW HIGH

Kerjaya achieved its highest-ever revenue in FYE2024, underpinned by solid progress across both our construction and property development segments. Building on the momentum from previous years, we continued to grow steadily amid a supportive industry backdrop.

The construction sector remained vibrant, driven by large-scale infrastructure projects, increased foreign investments, and ongoing government support through Budget 2024 initiatives. The expansion of energy, transportation, and mixed-use developments further reinforced the sector's contribution to national economic growth.

Malaysia's GDP grew by 5.1% in 2024, up from 3.6% in 2023, while the construction industry recorded a 20.2% year-on-year increase in total project value to RM158.8 billion. This was largely driven by residential and non-residential developments, as well as stronger demand in civil engineering and infrastructure projects.

In line with our strategic priorities, we have strengthened our operational efficiency and improved our project delivery, enabling us to secure new contracts worth RM1.6 billion in FYE2024, of which over 80% consist of related party transactions from Eastern & Oriental Berhad and Kerjaya Prospek Property Berhad.

At the start of 2025, the Group secured five new contracts, including:

- A RM256.4 million construction contract for 360 units of 3-storey terrace houses in Elmina West, Shah Alam;
- A RM51.0 million piling and earthworks contract for a proposed serviced apartment on Andaman Island;
- An RM11.4 million project for the construction of the Gurney pedestrian ramp on Andaman Island.
- A RM291.4 million contract for the construction of a 50-storey serviced apartment development with 516 units on Andaman Island; and
- A RM98.1 million contract for the construction of 76 landed residential units, including three-storey terrace and semi-detached homes, also on Andaman Island.

These contract wins have boosted our total outstanding order book to RM708.3 million for FYE2025 as at the reporting date.

As we chart the course ahead, we remain focused on driving sustainable growth through selective bidding, operational excellence, and proactive project management. Our track record and proven capabilities continue to position us well to capitalise on new opportunities.

REVIEW OF FINANCIAL PERFORMANCE

I am proud to report that Kerjaya delivered another year of robust financial performance. Revenue grew by 24.6%, from RM1.5 billion in FYE2023 to RM1.8 billion in FYE2024, supported by accelerated construction progress and steady contributions from our property development segment, particularly The Vue @ Monterez and Papyrus @ North Kiara.

Construction remained the Group's main earnings contributor, accounting for 94.6% of total revenue. With the topline expansion, profit after tax and minority interests (PATAMI) rose 21.8% to RM160.2 million, up from RM131.5 million in the prior year.

Our financial position remains healthy, with a net cash position of RM272.7 million and a current ratio of 1.8 times as at end-2024. This strong financial footing enables us to invest confidently in future opportunities while delivering consistent returns to shareholders.

REWARDING OUR SHAREHOLDERS

The strength of our performance in FYE2024 enabled us to reward shareholders with an exceptional return. A total dividend of 15.0 sen per share was declared, amounting to RM189.2 million, marking the highest payout in the Group's history. This generous payout represents 118.0% of our profit after tax, reflecting our confidence in Kerjaya's financial position and long-term prospects.

With a closing share price of RM2.21 on 31 December 2024, shareholders enjoyed a compelling dividend yield of 6.8%, well above industry norms and our own dividend policy of distributing at least 25% of profit after tax.

LOOKING AHEAD

The outlook for 2025 remains generally positive, supported by encouraging economic forecasts from the International Monetary Fund, Bank Negara Malaysia, and various research houses. However, we remain mindful that the business environment is still evolving, with challenges such as inflation, geopolitical tensions, and a tight labour market continuing to shape the landscape.

Malaysia's economy, while growing, faces risks such as potential slowdowns, rising costs, and ongoing fiscal pressures. At the same time, global trends such as the rapid growth of data centre developments in Johor, volatility in building material prices, and shortages in skilled labour are reshaping the construction industry.

At Kerjaya, we are responding to these changes with agility and focus. We continue to monitor cost pressures closely, particularly for steel, cement, and other key materials, while also addressing workforce constraints through better planning and resource management. We see opportunities in the growing data centre segment and are carefully evaluating projects that align with our strengths and risk appetite.

While uncertainties remain, we believe that staying prepared, adaptable, and forward-looking is key to long-term success. With a strong order book, solid financial foundation, and clear strategy, we are confident in our ability to maintain our growth momentum and deliver consistent value in 2025 and beyond.

APPRECIATION

On behalf of the Board, I would like to extend our heartfelt appreciation to all shareholders for your continued trust and confidence in Kerjaya. We also thank our clients, business partners, suppliers, and stakeholders for your enduring support.

Most importantly, I want to acknowledge the exceptional dedication of the Kerjaya team. Your hard work, resilience, and commitment form the backbone of our success. We look forward to achieving even greater milestones together in the years to come.

Thank you.

Management Discussion & Analysis

Dear Shareholders,

*The Board is pleased to present the Management Discussion & Analysis ("**MDNA**") for the financial year ended 31 December 2024. This statement provides our shareholders with valuable insights into the Group's business performance, operations, and financial position while offering a deeper understanding of our strategic direction and future prospects.*

OVERVIEW

Established over three decades ago, Kerjaya began as a specialist in the design, manufacturing, and marketing of premium lighting products and high-end kitchen cabinetry. Through strategic growth and diversification, the Group has evolved into a leading player in building construction, project management, property development, infrastructure works, and other construction-related services for high-rise and premium residential properties.

Kerjaya integrates advanced construction technologies and industry best practices to ensure efficient project execution while upholding high standards of safety, sustainability, and craftsmanship. Today, its diversified portfolio extends beyond residential projects to commercial, mixed-use, and infrastructure developments, reflecting adaptability to evolving market demands and commitment to sustainable growth.

Today, Kerjaya stands among Malaysia's leading construction companies, backed by a proven track record of over 30 years and a diverse clientele base. Its reputation is built on trust, consistent quality, and a loyal client base. In FYE2024, the Group exceeded its RM1.5 billion target by securing 10 new contracts worth RM1.6 billion, raising its outstanding order book to RM4.0 billion as at 31 December 2024.

As part of its strategic growth initiatives to diversify revenue streams, the Group ventured into property development. Its maiden development project, Vista Residence @ Genting Highlands (GDV: RM300 million), located in Gohtong Jaya, was successfully completed in 2019 with a gross development value ("**GDV**") of RM300 million. Building on this success, the Group is currently undertaking two key developments, namely The Vue @ Monterez (GDV: RM300 million), and Papyrus @ North Kiara (GDV: RM500 million). with take-up rates of 86% and 53% respectively as at 31 December 2024.

Kerjaya's consistent focus on quality, innovation, and operational excellence has not only earned Kerjaya the long-term trust from clients, but also garnered numerous prestigious accolades over the years. Notably, Kerjaya was featured in 'Forbes Asia's Best Under A Billion' list in 2017 and 2018, a testament to its strong financial performance and growth potential. The Group further solidified its industry leadership by securing the 'Best Main Contractor' and 'Best Premium Main Contractor' titles at the Prestigious Developer Awards in 2018 and 2019 respectively, presented by Property Insight. Additionally, Kerjaya has been consistently acknowledged at The Edge Billion Ringgit Club, winning the award for 'Highest Return to Shareholders Over Three Years' from 2017 to 2019 and 'Highest Growth in Profit After Tax Over Three Years' from 2019 to 2020 under the Construction category. In 2021, the Group's commitment to delivering high-quality construction projects was recognised with the Gold Award at the PAM Awards under the Commercial High-Rise category for its role in constructing the KYM Tower. Continuing its streak of excellence, Kerjaya was named one of the Top Three Companies with the 'Highest Return on Equity Over Three Years' under the Construction category by The Edge in 2022.

OBJECTIVE AND STRATEGIES

At Kerjaya, our goal is to deliver exceptional work quality and services to our clients while maintaining healthy profit margins. As a leading player in the construction industry, the Group remains committed to understanding the evolving needs of its clients, enabling it to gain a competitive edge in establishing long-term, sustainable business relationships while upholding the trust and confidence of its stakeholders. This commitment to excellence is reflected in the Group's ability to secure RM1.6 billion in new contracts for FYE2024, further strengthening its outstanding order book. This achievement stands as a testament to Kerjaya's proven capability in consistently delivering high-quality construction projects on time, reinforcing its reputation as a trusted and reliable industry leader.

Over the years, the Group has been recognised with multiple prestigious awards for its exceptional workmanship and commitment to quality. The Group's Eco Sky project achieved the highest CONQUAS score in Malaysia under the high-rise building category, with an impressive 83.6 marks. Additionally, the Sky88 Johor project received the Setia Quality Excellence Award, attaining CONQUAS scores of 81.6 and 83.3 marks, ranking second and fourth highest respectively in the high-rise building category nationwide. Kerjaya achieved record high "QLASSIC" scores of 88% for its Axon @ Bukit Bintang, Kuala Lumpur. The "QLASSIC" assessment, conducted by the Construction Industry Development Board Malaysia, serves as a benchmark for evaluating the workmanship quality of building construction projects based on industry standards. In addition to quality recognition, Kerjaya has also been commended for its commitment to workplace safety. The Group was awarded a 5-Star Safety and Health Assessment System in Construction Achiever rating by the Construction Industry Development Board for its Lucentia @ BBCC project.

With technological advancements reshaping the construction industry, Kerjaya has remained at the forefront of innovation, pioneering forward-thinking construction techniques to enhance construction projects quality, minimize raw material wastage, and improve operational efficiency. In an increasingly competitive and challenging market environment, the Group firmly believes that embracing construction technology is key to driving business success and sustaining its industry leadership. Recognizing the transformative potential of the Industrialised Building System ("**IBS**"), the Group made a strategic investment in IBS technology in 2011 and has since successfully integrated it into numerous development projects. The adoption of IBS has significantly enhanced operational efficiency, contributing to reduced material waste, lower dependency on manual labour, improved quality control, and accelerated project completion and delivery. Kerjaya remains committed to the continuous adoption and advancement of IBS technology, recognizing its pivotal role in achieving greater productivity, sustainability, and cost-effectiveness. Since its implementation, IBS has been instrumental in driving the Group's success, and Kerjaya will continue to invest in and refine this technology to maintain its competitive edge in the industry.

REVIEW OF FINANCIAL PERFORMANCE

For FYE2024, Kerjaya recorded a robust group revenue of RM1.8 billion, marking a commendable 24.6% increase compared to RM1.5 billion in the previous year. This record-breaking performance was primarily driven by higher revenue recognition from both the construction and property development divisions. In tandem with revenue growth, profit after tax and minority interest ("**PATAMI**") rose to RM160.2 million, reflecting a strong 21.8% improvement from RM131.5 million in the preceding year. The construction division remained the Group's core revenue driver, contributing a significant 94.6% of total revenue in 2024.

As of 31 December 2024, Kerjaya maintained a strong financial position with a net cash balance of RM272.5 million. This solid financial foundation enables the Group to strategically expand its business while securing more favorable pricing for raw material procurement. Additionally, the Group recorded a steady return on equity of 14.1%, marking a 2.7% increase from the previous year's 11.4%. This improvement reflects Kerjaya's continued ability to generate strong profits from its equity capital.

CONSTRUCTION DIVISION

The construction division primarily specialises in main building construction, project management, interior fit-out, and various construction-related services, with a strong focus on premium high-rise residential and commercial developments.

In FYE2024, the construction division achieved a record revenue of RM2.1 billion, marking a strong 28.8% growth from RM1.6 billion in the previous year. This impressive performance was driven by accelerated project execution and a steady inflow of new contract wins, further solidifying the Group's position as a contractor of choice in the industry. In line with this revenue growth, segmental profit for the construction division rose 15.5% to RM218.8 million, compared to RM192.2 million in the preceding year.

Management Discussion & Analysis (Cont'd)

During the year under review, the construction division secured 10 new contracts worth RM1.6 billion from renowned developers, including Persada Mentari Sdn Bhd, Tanjung Pinang Development Sdn Bhd, Kerjaya Property Sdn Bhd, Mega Legacy (M) Sdn Bhd, Pixel Valley Sdn Bhd, and Greencove Sdn Bhd. As of 31 December 2024, the Group has 35 ongoing construction projects, contributing to a robust outstanding order book of approximately RM4.0 billion. This solid order book provides earnings visibility for the Group over the next few years, reinforcing its sustainable growth trajectory.


Tebrau @ Johor Bahru


Reclamation and dredging works for STP2

PROPERTY DEVELOPMENT DIVISION

For FYE2024, the property development division recorded a strong revenue of RM95.6 million, reflecting a remarkable 236.6% increase from RM28.4 million in the previous year. This significant growth was driven by steady progress and higher buyer interest in the Group's ongoing development projects, namely The Vue @ Monterez and Papyrus @ North Kiara. As of 31 December 2024, these projects have achieved take-up rates of approximately 86% and 53% respectively. This division's segmental profit surged by 206.2% to RM20.9 million, compared to RM6.8 million in the preceding year.


The Vue @ Monterez


Papyrus @ North Kiara

Recently, Kerjaya's wholly owned subsidiary, Futuprop Sdn Bhd ("**Futuprop**"), has entered into a joint venture with Aspen Vision Development Sdn Bhd ("**Aspen Vision**") to establish Rivanis Ventures Sdn Bhd ("**Rivanis**"), with Futuprop holding a 55% stake and Aspen Vision the remaining 45%. On 11 November 2024, Rivanis entered into a Heads of Agreement (HOA) with Railway Assets Corporation (RAC).

Through this partnership, Rivanis will undertake a mixed development project on a 36-acre parcel of land located at Seberang Perai Tengah, Penang. Phase 1 of the project with an estimated GDV ranging between RM1.5 billion and RM2.0 billion, will feature 338 affordable housing units, 1,680 residential units, and 1,680 serviced apartments, complemented by commercial retail spaces and office units. This marks a significant step forward in the Group's efforts to broaden its presence in the property development sector.

MANUFACTURING DIVISION

The manufacturing division plays a complementary role to the Group's construction division by providing high-quality kitchen solutions under the brand name 'FORTE'. In FYE2024, this division recorded a revenue growth of 89.3%, reaching RM6.9 million, with a segmental profit of RM1.9 million. The Group remains committed to its business objectives and strategy, focusing on the production of kitchen and lighting products for intra-group utilization, ensuring seamless integration and enhanced operational efficiency within its construction projects.

CORPORATE/MAJOR OPERATIONAL ACTIVITIES

On 3 January 2024, the Group secured a RM170.9 million contract from Persada Mentari Sdn Bhd ("**PMSB**") for the Andaman Island development project in Penang. This project encompasses the construction and execution of main building works for a 45-storey structure, which includes a 38-storey serviced apartment block with 380 units, a two-storey basement car park, and a five-storey elevated car park.

On 8 January 2024, the Group also accepted two Letters of Award ("**LOA**") from Tanjung Pinang Development Sdn Bhd ("**TPD**") and PMSB, with a combined contract value of RM95.1 million. The first LOA worth RM69.2 million, entails the execution of superstructure works for the Gurney Marine Bridge Phase 2 in Penang. The second LOA valued at RM25.9 million, involves piling and sub-structure works for a proposed 50-storey serviced apartment comprising 261 units on Andaman Island, Penang.

On 16 January 2024, the Group won a RM111.8 million contract from Kerjaya Property Sdn Bhd. This contract encompasses the construction of a 52-storey main building in Mukim Setapak, Kuala Lumpur, which includes a 42-storey serviced apartment block, along with a basement, facilities floor, and an eight-storey elevated car park.

On 1 April 2024, the Group further secured a RM33.2 million contract from PMSB for the completion of the foundation piling system and pile caps, as well as the construction of a basement, two levels of lower ground, and all associated site and earthworks for a proposed 49-storey serviced apartment on Andaman Island, Penang.

On 27 May 2024, the Group won its sixth contract of the year from TPD, valued at RM567.7 million. This contract entails the execution and completion of reclamation and dredging works for the Seri Tanjung Pinang (Phase 2B & 2C) development (STP2) at Tanjung Tokong, Penang.

On 19 August 2024, the Group was awarded a RM275.3 million contract from PMSB. This contract entails the execution and completion of main building works for a 50-storey serviced apartment development in Pulau Andaman, Penang. This project includes 261 residential units, along with a car park and facilities floor.

Management Discussion & Analysis (Cont'd)

On 11 September 2024, the Group was awarded a RM292.8 million contract by Mega Legacy (M) Sdn Bhd, a subsidiary company of UEM Sunrise Berhad, for the construction of a 57-storey residential tower in Mukim Batu, Kuala Lumpur. This project comprises 1,126 residential units and an eight-level podium parking facility.

On 23 October 2024, the Group won two contracts from Pixel Valley Sdn Bhd ("**PVSB**") and Greencove Sdn Bhd ("**GSB**"), valued at RM16.0 million and RM18.4 million respectively. The contract from PVSB involves piling and pile cap works for a proposed development in Batu Kawan, Penang, while the contract from GSB covers site clearance, earthworks, piling, and related structural works for a project in Damansara Damai, Selangor.

On 11 November 2024, the Group entered into a strategic partnership with Aspen Vision Development Sdn Bhd ("**Aspen Vision**") to establish Rivanis Ventures Sdn Bhd, a special-purpose vehicle for the joint venture development. Under this partnership, the Group holds a 55% stake, while Aspen Vision owns the remaining 45%. The joint venture aims to develop a 36-acre mixed-use project in Seberang Perai Tengah, Penang, featuring 338 affordable housing units, 1,680 residential units, 1,680 serviced apartments, along with commercial retail shops and office spaces.

In views of the above contract awards, Kerjaya's total contract wins for FYE2024 was RM1.6 billion.

DIVIDEND

On 29 May 2024, the Board of Directors approved a first interim dividend of 2.5 sen per ordinary share in respect of the financial year ended 31 December 2024. The total amount of RM31.5 million was paid on 5 July 2024.

On 27 August 2024, the Board of Directors approved a second interim dividend of 2.5 sen per ordinary share in respect of the financial year ended 31 December 2024. The total amount of RM31.5 million was paid on 9 October 2024.

On 27 November 2024, the Board of Directors approved a third interim dividend and special dividend of 3.0 sen and 4.0 sen per ordinary share respectively in respect of the financial year ended 31 December 2024. The total amount of RM88.3 million was paid on 20 December 2024.

On 28 February 2025, the Board of Directors approved a fourth interim dividend of 3.0 sen per ordinary share in respect of the financial year ended 31 December 2024. The total amount of RM37.8 million was paid on 28 March 2025.

The total dividend payout for FYE 2024 was 15.0 sen per share or RM189.2 million, equivalent to 118.0% of FYE2024 PATAMI. The payout significantly exceeded the Group's dividend policy of distributing at least 25% of its profit after tax. Based on the closing price of RM2.21 on 31 December 2024, it translates to an attractive dividend yield of 6.8%.

MOVING FORWARD

As we enter 2025, Kerjaya is poised to capitalise on Malaysia's promising economic outlook. We are confident in our ability to harness this momentum to drive sustainable expansion. The government's commitment to economic revitalisation is evident in the largest-ever national budget of RM421.0 billion, a 3.3% increase from 2024. Notably, the RM86.0 billion allocation for development expenditure presents vast opportunities for the construction sector, particularly in infrastructure, commercial, and residential projects. With the sector anticipated to grow by 9.4%, Kerjaya is well-positioned to benefit from these investments, aligning with our expertise in high-quality construction.

Malaysia Budget 2025 introduces several initiatives that will benefit the construction sector including the New Investment Incentive Framework (NIIF) which is expected to stimulate high-value activities and economic spillover, driving demand for construction services. The continued focus on infrastructure expansion, including economic zones such as the Johor-Singapore Special Economic Zone (JS-SEZ), will create avenues for large-scale contract wins. Additionally, the government's push for carbon tax by 2026, while presenting certain challenges, also opens up opportunities for sustainable construction practices and the development of green building projects.

Backed by a strong total outstanding order book of RM4.0 billion and a solid net cash position of RM272.5 million, we remain financially resilient and well-positioned to seize new growth opportunities. For FYE2025, we are confident in achieving at least RM1.5 billion in new contract wins—on par with FYE2024, with the potential to surpass this target as demand for construction services continues to gain momentum.

Management Discussion & Analysis (Cont'd)

At the same time, we are optimistic about the outlook in FYE2025 as Malaysia's economy tends to be supported by robust infrastructure development initiatives under Budget 2025. The Group will continue to closely monitor market conditions and implement timely, targeted strategies to address ongoing challenges, such as the volatility of the Ringgit Malaysia, rising material costs, skilled labour shortages, and broader external factors such as global trade tensions, tariffs and sanctions. We remain committed to sustainable growth, innovation, and resilience as we move into 2025, with a clear focus on consistently delivering long-term value to our shareholders.

THANK YOU

The Board of Directors would like to extend our heartfelt gratitude to all our valued customers, vendors, suppliers, consultants, associates, bankers, and business partners for their unwavering support and trust in Kerjaya throughout the year. Your continued partnership has been instrumental to the success of our business, and we are deeply appreciative of the strong relationships we have cultivated together.

We would also like to thank all the government agencies and local authorities for their guidance and encouragement given to the Group. Last but not least, the Board would like to express its heartfelt thanks to the senior management team and all our employees for their contributions and hard work throughout the year.

Corporate Governance Overview Statement

The Board recognises the importance of adopting high standards of corporate governance within the Group to ensure that the recommendation of the Malaysian Code on Corporate Governance 2021 the "**Code**" or "**MCCG**") are practiced as a mean of managing the business and affairs of the Group with integrity and professionalism so as to enhance business prosperity and corporate accountability in order to protect the interest of shareholders, whilst ensuring at the same time the interest of other stakeholders are safeguarded.

This Corporate Governance Overview Statement is presented pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**") ("**Main Market Listing Requirements**"). The objective of this statement is to provide an overview of the application of the corporate governance practices ("**Practices**") of the Group during the FYE 2024 up to the date of issuance of this statement with reference to the three (3) main principles, as set out in the MCCG ("**Principles**"):-

- Principle A: Board Leadership and Effectiveness
- Principle B: Effective Audit and Risk Management
- Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

Overall, the Board is of the view that the Company has, in all material aspects, complied with the Principles and Practices as set out in the MCCG. Detailed descriptions of how the Company embrace or apply the MCCG are outlined in our Corporate Governance Report ("**CG Report**") which is submitted to Bursa Securities together with the Annual Report 2024 of the Company on 30 April 2025, copies of which are available to download from the Company's website at www.kerjayagroup.com. Shareholders are advised to read this overview statement together with the CG Report to provide comprehensive disclosure of the application of each Principles and Practices set out in the MCCG during the FYE 2024.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

1. BOARD RESPONSIBILITIES

1.1 Board's Role and Scope of Director Duties

The Board is entrusted for the oversight of overall management of the business affairs of the Group. The Board is responsible for formulating the Group's strategic plan and directions, determining all major policies, reviewing the system of internal control, and ensuring that effective strategies and management are in place, for assessing the performance of the Group and its management team.

The Board continues to ensure its effectiveness and provides strong leadership to the Group and Management. In order to ensure that the business is being properly managed, the Board performs periodic review of the financial results to oversee the conduct of the business.

The Board is mindful of the importance of the establishment of clear roles and responsibilities in discharging its fiduciary and leadership functions as recommended by the MCCG including those reserved for the Board's approval and those which the Board may delegate to the Board Committees and the Management.

Aside from the core responsibilities listed above, significant matters required deliberation and approval from the Board is clearly defined as the matters reserved for the Board's consideration and approval, which include decision on Group strategic/business plan, restructuring proposal, corporate exercises, investments or divestments, risk management policies, nomination of auditors, nomination of directors, review of the financial statement, financial and borrowing activities, annual budget, dividend policy, new issues of securities, ensuring compliances to regulatory requirements and reviewing the adequacy and integrity of internal controls.

The Board is assisted by four (4) Board Committees, each of which is entrusted with specific responsibilities to oversee the Group's affairs with authority to act on behalf of the Board and operate within their respective terms of reference. More information about the Board Committees are set out in Section 2.1 of this Statement. Although specific powers are delegated to the Board Committees, the Board Committees shall report to the Board on matters considered and make recommendation to the Board for further decision. The ultimate responsibility for the final decision on all matters have to be approved by the Board. Also, the Board is informed of the key issues and recommendations or decisions made by each Board Committees through the reporting and tabling of minutes of the Board Committees meetings at Board Meetings.

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

1. BOARD RESPONSIBILITIES (CONT'D)

1.1 Board's Role and Scope of Director Duties (Cont'd)

In discharging the Board's duties, the Board is guided by its Board Charter, Code of Conduct, Code of Ethics as well as the terms of reference of the Board Committees as they set out the Board's roles, duties and responsibilities, the Principles and Practices of corporate governance to be followed and its commitment of fair practices to its stakeholders. Further information on these are discussed in Section 1.5 of this Statement.

1.2 Separation Roles and Responsibilities of the Chairman and the Chief Executive

The Chairman of the Board is a Non-Independent Non-Executive Director. The roles of the Chairman and Chief Executive, essentially, the Executive Directors of the Company are distinct and separate to engender accountability and facilitate clear division of responsibilities to ensure that there is a balance of power and authority in the Company. The Chairman of the Board is responsible for instilling good governance practices, provides leadership at Board Level, chairing meetings of the Company and the Board, represent the Board to shareholders and together with the Board, reviews and approves the strategic objectives and policies of the Group. The Chief Executive is responsible for the implementation of the Company's strategic plan, policies and decision adopted by the Board to achieve the Company's objective of creating long term value for its shareholders.

1.3 Company Secretaries

In order to uphold the Board effectiveness, the Board ensures that it is supported by qualified and competent Company Secretaries. Presently, the Board is assisted by two (2) qualified and competent Company Secretaries who are members of Malaysian Institute of Chartered Secretaries and Administrators. The Company Secretaries support the Board in carrying out its fiduciary duties and stewardship role and play an advisory role to the Board, particularly with regards to compliance with regulatory requirements, guidelines, legislations, corporate disclosure and governance related practices.

All Directors have unrestricted access to the advice and services of the Company Secretaries. The appointment and removal of Company Secretaries or Secretaries of the Board Committees shall be the prerogative of the Board as a whole.

Further information of the roles and responsibilities carried out by the Company Secretaries during the FYE 2024 are set out in Practice 1.5 of the Company's CG Report.

1.4 Dissemination of Information to Directors

The Board understand that the supply, timeliness and quality of the information affect its effectiveness in overseeing business conduct, making informed decisions and evaluating Management's performance within the Group.

The Board and the Board Committees meet regularly on scheduled dates throughout the year to consider pre-set agenda items and additionally as and when required for specific purpose, with a formal schedule of matters specifically reserved for the Board for its deliberation and decision. To assist Directors in planning their attendance, meeting dates are discussed and notified to all Directors three (3) months in advance.

The Board ensures that each Director receives timely notices. Meeting notices and materials (including meeting minutes) relating to the agenda items thereto are usually circulated to the Directors/Board Committee Members seven (7) days prior to the meeting date. This allows Directors to review and consider the meeting papers and, if necessary, seek further explanations to be fully briefed before the meeting. Sufficient time is also allocated at the meetings for discussion of the issues tabled under the agenda and for the Management to response to additional request of information which Directors may make during meetings.

Corporate Governance Overview Statement (Cont'd)

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

1. BOARD RESPONSIBILITIES (CONT'D)

1.4 Dissemination of Information to Directors (Cont'd)

All Board members have unrestricted access to timely and accurate information in furtherance to their duties and may seek independent professional advice when necessary in discharging its various duties, at the Company's expense. Personnel from the Management, the Company's auditors and other professionals, when necessary, are invited to be present at these meetings to provide additional insights into the matters to be discussed at Board meetings and Board Committees meetings. The Independent Directors may also interact directly with, or request further explanation, information or updates on any aspect of the Company's operations or business concerns from the Management, when needed.

The Company Secretaries ensure that all Board and Board Committees' meetings are properly convened. Draft meeting minutes are circulated to the chairman of the meeting for review as soon as the minute is drafted. Meeting minutes record the proceedings of the meeting and resolutions passed by the Board/Board Committees including the names of the Directors abstained from voting or deliberation on a particular matter.

1.5 Board Charter, Corporate Code of Conduct & Code of Ethics, Whistleblowing Policy & Procedures, Anti-Bribery and Corruption Policy & Guidelines and others

The Board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness. The Board has formally adopted a Board Charter and it was last reviewed on 27 August 2024. The Board Charter sets out, amongst others, the roles and responsibilities of the Chairman, the Chief Executive, the Board, the Board Committees and the Management. It also sets out the processes and procedures for convening board meeting, governance matters, risk management, compliance and internal controls, etc. The Board Charter will be reviewed periodically and updated in accordance with the needs of the Company to ensure consistency with the Board's strategic intent as well as relevant standards of corporate governance.

In addition to the above, the Board has in place the Corporate Code of Conduct for the Board and the Management. The said Code of Conduct provides guidance to stakeholders on the ethical behaviour to be expected from the Group and sets out the Board's responsibilities as well as the Management's responsibilities to communicate, measure and monitor its values and performance to achieve objectives and to instil values.

The Board has formally adopted its Code of Ethics which sets out the principles and the expected standard of ethical and behaviour. The Group also practices "No Gift Policy" in dealing with third parties in order to manage conflicts of interest and corruption.

The Group practices an open and honest policy in enabling its employees to report on any suspected and/or known misconduct, wrongdoings, corruption, fraud, waste and/or abuse involving resources of the Company. Hence, the Board has established its Whistleblowing Policy & Procedure aimed to provide and facilitate a mechanism for any individual to report concerns about any suspected and/or known misconduct, wrongdoings, corruption, fraud, waste and/or abuse. Stakeholders who know of, or suspect a violation of this policy may report the incidence and their concerns to Audit Committee Chairman, Mr. Chan Kam Chiew by emailing to whistleblowing@kerjayagroup.com.

The Board is committed to upholding the highest standards of integrity and has put in place the Anti-Bribery and Corruption Policy & Guidelines across the Group in line with the guidelines provided under Section 17A of the Malaysian Anti-Corruption Commission Act 2009. The Board believes that the policy would be the key in ensuring a systematic approach to prevent corruption, and complying with applicable legal and regulatory requirements in the various jurisdictions in which the Group operates. Every director, employee and person acting on the Group's behalf is responsible for maintaining the Group's reputation and for conducting business honestly and professionally.

The Board also acknowledges that managing conflict of interest is crucial to protect the Group from consequent damage to its activities and reputation. The Board has adopted a Conflict of Interest Policy on 27 August 2024 which sets out the disclosure obligations to assist the Directors and Key Senior Management of the Group in identifying, disclosing and managing any potential, actual or perceived conflict of interest situation. This policy aims to ensure that any conflict of interest situation is handled appropriately, promoting transparency, and fostering a culture of honesty, accountability and good governance within the Group.

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

1. BOARD RESPONSIBILITIES (CONT'D)

1.5 Board Charter, Corporate Code of Conduct & Code of Ethics, Whistleblowing Policy & Procedures, Anti-Bribery and Corruption Policy & Guidelines and others (Cont'd)

Through discussions and reviews with the Management, the Board has also established, inter-alia, Directors' Fit & Proper Policy, Remuneration Policy & Procedures and Stakeholders' Communication Policy.

The relevant policies and Terms of Reference of the Board Committees are published on the Company's website at www.kerjayagroup.com, as required under the Main Market Listing Requirements and MCCG.

2. BOARD COMPOSITION

2.1 Composition of the Board and Board Committees

Presently, the Board comprise of a total of eight (8) Directors. The Board is content with its current composition, which provides an adequate system of checks and balances and incorporates a diversity of perspectives and views into decision-making process through the inclusion of Independent Non-Executive Directors on the Board, each of whom brings unique skill sets, commitments and functional experiences.

In terms of tenure and Board refreshment, the Board is comprised by long service executive directors (except for Mr. Tee Eng Tiong who was appointed CEO on 12 May 2021) and fairly new independent directors. As at 31 December 2024, the length of service of the Independent Directors ranged between 2 to 4 years. The tenure of each Director is reviewed by the NC and annual re-election of the Director is contingent on satisfactory evaluation of the Director's performance as financial year end. During the FYE 2024, there was no new appointment to the Board.

The Board is assisted by four (4) board committees, namely the Audit Committee ("**AC**"), the Nomination Committee ("**NC**"), the Remuneration Committee ("**RC**") and the Risk Management and Sustainability Committee ("**RMSC**") (collectively referred to as the "**Board Committees**"). RMSC is a new Board Committee set up by the Board on 29 February 2024 to replace the Risk Management Committee.

All members of the Board Committees consist of wholly Independent Non-Executive Directors of the Company. The Board is of the view that the Chairman of the Board should not be involved in these Board Committees to ensure that there is check and balance as well as objective review by the Chairman of the Board when the Board is deliberating on the observations and recommendations put forth by the Board Committees.

A brief profile of each Director is set out on pages 5 to 12 of this Annual Report. Their other position(s) in the Company, membership on the Board Committees and directorship role are shown below:-

Name	Position(s)	Executive/Independent Director
Dato' Seri Tee Eng Ho	• Chairman of the Board	Non-Independent Non-Executive Director
Datin Seri Toh Siew Chuon	• Executive Director	Executive Director
Dato' Tee Eng Seng	• Executive Director	Executive Director
Tee Eng Tiong	• Executive Director & Chief Executive Officer ("**CEO**")	Executive Director
Chan Kam Chiew	• Chairman of AC • Member of NC, RC and RMSC	Independent Non-Executive Director
Maylee Gan Suat Lee	• Chairperson of RC • Member of AC, NC and RMSC	Independent Non-Executive Director
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof	• Chairman of NC • Member of AC, RC and RMSC	Independent Non-Executive Director
Chong Swee Ying	• Chairperson of RMSC • Member of AC, NC and RC	Independent Non-Executive Director

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

2. BOARD COMPOSITION (CONT'D)

2.2 Number of Meetings held in FYE 2024 and Attendance Record

The Board meets at least once every quarter and additional meetings are convened as and when necessary.

During FYE 2024, the Board met six (6) times whilst the Board Committees met a total of fifteen (15) times to deliberate and consider a variety of matters affecting the Company's corporate and operations matters, which includes the Group's financial results, audit findings and issues, risk management and sustainability matters, corporate proposals, policies matter, regulatory compliance update, etc.

Attendance record of the Directors at Board and at Board Committees meetings held in FYE 2024, are as follows:

Name of Director	Total Meetings Attended					
	Board Meeting	AC Meeting	NC Meeting	RC Meeting	RMSC Meeting	Total Attendance
Dato' Seri Tee Eng Ho	6/6	–	–	–	–	6/6
Datin Seri Toh Siew Chuon	6/6	–	–	–	–	6/6
Dato' Tee Eng Seng	6/6	–	–	–	–	6/6
Tee Eng Tiong	5/6	5/5*	1/1*	1/2*	1/1*	13/15
Chan Kam Chiew	6/6	5/5	1/1	2/2	1/1	15/15
Maylee Gan Suat Lee	6/6	5/5	1/1	2/2	1/1	15/15
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof	6/6	5/5	1/1	2/2	1/1	15/15
Chong Swee Ying	6/6	5/5	1/1	2/2	1/1	15/15
Number of meetings held	**6**	**5**	**1**	**2**	**1**	**15**

* Attendance by invitation

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

2. BOARD COMPOSITION (CONT'D)

2.3 FYE 2024 Training for Directors

Directors are strongly encouraged to participate in seminars and/or conferences organised by relevant regulatory authorities and professional bodies to stay updated on the latest market developments and new statutory and regulatory requirements. The training needs of each Director are assessed and proposed by the respective Directors, who proactively attend training sessions at their own discretion. Additionally, the Company ensures that Directors have opportunities to enhance their skills and knowledge through trainings at the Company's expense. When necessary, the Company arranges and facilitates training sessions for the Directors.

Throughout the FYE 2024, the Directors of the Company have attended various conferences and seminars organised by external organisers not only to keep abreast on industry developments and trends, but also to assist them to effectively discharge their duties. Conferences, seminars and training programmes attended by the Directors in the FYE 2024 are as follows:

Name of Directors	Training Programmes Attended (Unless Otherwise Stated)	Date
Dato' Seri Tee Eng Ho	• Lembaga Hasil Dalam Negeri Malaysia – Seminar Percukaian Kebangsaan 2024 (Belanjawan 2025)	23 October 2024
Datin Seri Toh Siew Chuon	• Lembaga Hasil Dalam Negeri Malaysia – Seminar Percukaian Kebangsaan 2024 (Belanjawan 2025) • ISSB: Applying the IFRS Sustainability Disclosure Standards	23 October 2024 11 November 2024
Dato' Tee Eng Seng	• Lembaga Hasil Dalam Negeri Malaysia – Seminar Percukaian Kebangsaan 2024 (Belanjawan 2025) • ISSB: Applying the IFRS Sustainability Disclosure Standards	23 October 2024 11 November 2024
Tee Eng Tiong	• Lembaga Hasil Dalam Negeri Malaysia – Seminar Percukaian Kebangsaan 2024 (Belanjawan 2025)	23 October 2024

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT’D)

2. BOARD COMPOSITION (CONT'D)

2.3 FYE 2024 Training for Directors (Cont'd)

Name of Directors	Training Programmes Attended (Unless Otherwise Stated)	Date
Chan Kam Chiew	• OCBC : 2024 Market Outlook	24 January 2024
	• KPMG : Navigating Capital Gains	29 January 2024
	• KPMG : Conflict of Interest	5 March 2024
	• MASB/MIA : Seminar on IFRS Sustainability Disclosure Standards	7 March 2024
	• BDO : Talk - Simplying e-invoicing	18 March 2024
	• KPMG : Tax digitalization in action: Landscape of e-Invoicing in Malaysia	19 March 2024
	• Rabobank Webinar: Opening the 2024 Chapter: Inflation, geopolitics and what lies ahead?	20 March 2024
	• BDO ESG Seminar - Mastering TCFD	14 May 2024
	• OCBC : Economic Market Updates	24 May 2024
	• MIA Conference 2024	11 & 12 June 2024
	• Rabobank Webinar : Agri Commodity Markets and Energy Outlook	26 June 2024
	• Webinar: Transfer Pricing Awareness – OECD Pillar 1	10 July 2024
	• KPMG Board Leadership Center Exclusive l Cybersecurity Oversight: Board Responsibilities in Light of the Cybersecurity Act 2024	11September 2024
	• KPMG Webinar : Unlocking the Scope 3 opportunity – Insights from Asia Pacific businesses	19 September 2024
	• KPMG Workshop: Global Talent Mobilization – Tax and immigration perspective	1 October 2024
	• Bursa Academy : Conflict of Interest and Governance of Conflict of Interest	2 October 2024
	• KPMG Webinar: Enhance compliance through Malaysia’s Tax Corporate Governance Program	1 October 2024
	• KPMG Symposium: Beyond ESG	7 October 2024
	• MKP : Malaysian Cross-Sector Merger Control on the Horizon - What to Expect and Lessons from Abroad	9 October 2024
	• KPMG : International Tax – Outbound investment into Vietnam	10 October 2024
	• ASPAC Board Leadership Centre (BLC) Webinar 2024 | Geopolitical Risks and the Strategic Imperatives for Boards and C-Suite	17 October 2024
	• MASB : IASB-MASB Virtual Outreach on Exposure Draft Equity Method of Accounting—IAS 28 Investments in Associates and Joint Ventures (revised 202x)	17 October 2024
	• BDO Tax Seminar 2024	5 November 2024
	• KPMG Tax and Business Summit 2024	6 November 2024
	• AOB Conversation with Audit Committees	19 November 2024
	• ICDM : Mandatory Accreditation Programme Part II - Leading For Impact (LIP) (4/4)	9 – 12 December 2024

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

2. BOARD COMPOSITION (CONT'D)

2.3 FYE 2024 Training for Directors (Cont'd)

Name of Directors	Training Programmes Attended (Unless Otherwise Stated)	Date
Maylee Gan Suat Lee	• Link-Construction Industry Payment and Adjudication Act 2014 ("CIPAA") • Tax digitalization in action: Landscape of e-Invoicing in Malaysia • Jurisprudence on Judgements Webinar - A Reflection on Judgments & Justice' • Mandatory Accrediation Programme Part II: Leading for Impact • Companies (Amendment) Act 2024 and Practical Approach on Secretarial Practice • E-Invoice for law firm • Civil Appeal • SSM National Conference 2024 • Dawn Raid: Practical Aspects on How Law Firms can Manage Dawn Raids • Bursa Academy: Conflict of Interest (COI) and Governance of COI • AI-Powered Playbooks: Getting Started with SimpleAI • AOB Conversation with Audit Committees • Forum on Child Rights • Session 10 – Merger Control and Competition Law - Updated • Malaysian Bar Budget 2025 Conference • Session 9 – e-Invoicing and Digital Transformation of Tax Administration – Latest Developments	18 January 2024 19 March 2024 27 March 2024 6 & 7 May 2024 15 June 2024 18 July 2024 18 July 2024 27 & 28 August 2024 6 September 2024 18 September 2024 1 October 2024 19 November 2024 20 November 2024 22 November 2024 22 November 2024 22 November 2024
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof	• Land Development Procedures & Land Dealings and Land transactions	18 & 19 December 2024
Chong Swee Ying	• Transparency Matters: A Director's Approach to Handling Conflicts of Interest • Malaysia Retail Association conference 2024 - Retail Insights • Navigating Anti-corruption Practices • Latest Development in Climate: Aligned Executive Compensation • Mandatory Accreditation Programme Part II: Leading for Impact • Aeon Policy Meeting in Japan • Aeon Top Seminar in Japan	3 March 2024 3 & 4 July 2024 11 July 2024 17 July 2024 25 & 26 September 2024 25 October 2024 25 & 26 October 2024

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

2. BOARD COMPOSITION (CONT'D)

2.4 Director Independence

The Board boasts a sufficient independence presence, with four (4) out of eight (8) Directors being independent directors. This complies fully with the requirement for one-third (1/3) of board members to be independent, as outlined in paragraph 15.02(1) of the Main Market Listing Requirements, and also aligns with Practice 5.2 of the MCCG, which requires that at least half of the Board members comprises of independent directors.

The Board is satisfied with the current level of Board independence as it is able to support objective and independent deliberations for effective oversight of management, particularly given the absence of long serving independent directors on the Board. When determining a Director's independence, the NC and Board considers the following:-

- the requirements and definition of "independent director" as set out in the Main Market Listing Requirements;
- the Code;
- whether the Independent Director is able to act independently from management and free from any business or other relationship;
- the Director's annual confirmation of their independence.

The Board has in place Independent Directors Assessment Policy which observes the recommendation of the Code regarding tenure of an independent director. Pursuant to the said policy, the tenure of an independent director should not exceed a cumulative term of nine (9) years from the date of first appointment. Upon completion of nine (9) years, the Board may subject to the assessment of the NC, on an annual basis at annual general meeting ("**AGM**"), recommend and subject to valid justifications and obtaining shareholders' approval, retain an independent director beyond the nine (9) years' term through a two-tier voting process. Should the resolution tabled to the shareholders to retain an independent director who has served for nine (9) years or more in the same capacity is defeated, the said independent director may continue to serve on the Board but shall be redesignated as a non-independent non-executive director. Where the tenure of an independent directors exceeds a cumulative term of twelve (12) years or more in the same capacity, the said independent director if continue to serve on the Board, shall be redesignated to non-independent non-executive director. For good governance practice, the Company has incorporated the abovementioned provisions in its Constitution.

Having said that, the Board is of the view that the independence of the Independent Directors should not be determined solely or arbitrarily by their length of service. Independence should also be judged based on the integrity and objectivity of the Independent Director in discharging his responsibilities. The Board believes that continued contribution will provide stability and benefits to the Board and the Company as a whole, especially their invaluable knowledge of the Group and its operations gained through the years.

On an annual basis, the NC would review the independence of the Independent Directors based on the criteria set out in the relevant Group's policies as well as the provisions in the Main Market Listing Requirements.

As at the date of this Annual Report, none of the Independent Directors of the Company has served beyond a tenure of nine (9) years.

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

2. BOARD COMPOSITION (CONT'D)

2.5 Selection, Appointment and Re-Appointment

In order to drive the Board's leadership and effectiveness, the Board ensures that it has the right board composition to enhance the Board decision making process. The Board has established the Fit and Proper Policy in accordance with the requirements of Main Market Listing Requirements and MCCG. The purpose of the Fit and Proper Policy is to set out the Company's approach to the assessment of the fitness and propriety of key responsible persons, i.e. persons who hold, or who are the appointed or elected as Directors on the Board as well as Senior Management of the Group.

The NC, which is chaired by an Independent Non-Executive Director is involved in all the appointments or re-elections of Directors. For a new appointment, potential candidates may be proposed by existing Board members, senior managements, major shareholders and/or through third-party referral/sources to identify suitable qualified candidates, when necessary. New board candidates proposed to fill vacancy arises from resignation, retirement or any other reasons will be reviewed by NC before recommending to the Board for further deliberation. The evaluation process may include, reviewing the candidate's resume, biographic information, qualifications, skills, knowledge, expertise, experience, competency and his/her understanding of the Group's business. To further step-up the practice of good governance, the NC also takes into consideration into gender and diversity aspects, details of which are set out in Section 2.6 of this Statement. During the FYE 2024, there was no new appointment to the Board.

For appointment of Independent Directors, the NC would also assess whether the candidate meets the requirements for independence based on the criteria prescribed in the Main Market Listing Requirements.

Any Board Member, while holding office, is at liberty to accept other board appointments (outside the Group) so long as the appointment is not in conflict with the business of the Group and that it would not detrimentally affect his or her performance as a Board member of the Company. Pursuant to the Board Charter, any Director, before accepting an offer of appointment of other directorships, shall notify the Chairman of the Board of his/her intention to accept the proposed appointment.

On an annual basis, the NC would review the performances of the Directors. The annual re-election of a Director is contingent upon satisfactory evaluation of the Director's performance as at financial year end. Further details on the annual assessment are set out in Section 2.7 of this Statement.

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

2. BOARD COMPOSITION (CONT'D)

2.6 Diversity of the Board and Management

The Board recognises the benefit of gender diversity. The Board through its NC will conduct Board appointment process in a manner that promotes gender diversity as formalised in the Gender Diversity Policy and Target ("**Gender Diversity Policy**") adopted by the Company. Based on the Gender Diversity Policy, the Board shall comprise at least one (1) woman director at all times. Currently, the Board has a presence of 30% women directors on the Board, as recommended by the MCCG.

At management level, a few senior management positions are held by women employees. The Board will continue to provide a working environment that is conducive, fair and with equal opportunities within the Group and to commit to zero tolerance of workplace harassment, age, religious, ethnicity, race or gender discrimination.

The appointment of Board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender. The current diversity in the ethnicity, age distribution and skillsets of the existing Board members are as follows:-

	Race/Ethnicity				Nationality		Gender	
	Malay	Chinese	Indian	Others	Malaysian	Foreign	Male	Female
Executive Director	–	3	–	–	3	–	2	1
Non-Independent Non-Executive Director	–	1	–	–	1	–	1	–
Independent Non-Executive Director	1	3	–	–	4	–	2	2

Age Group	40-49 years	50-59 years	60-69 years	70 years and above
Executive Director	1	2	–	–
Non-Independent Non-Executive Director	–	–	1	–
Independent Non-Executive Director	1	–	2	1

Skill	Accounting & Finance Management	Engineering	Business Management	Legal
Executive Director	1	3	3	–
Non-Independent Non-Executive Director	–	1	1	–
Independent Non-Executive Director	1	–	4	2

Note: All the Directors have more than 1 skill.

It shall be noted that all Executive Directors are also top senior management of the Company.

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

2. BOARD COMPOSITION (CONT'D)

2.7 Annual Evaluation of the Board's Effectiveness

The NC undertakes annual assessment to evaluate the performance of each individual Directors, the effectiveness of the Board and the Board Committees (collectively referred to as "**Annual Board Effectiveness Evaluation**"). The Board acknowledges the recommendation of the MCCG to engage independent experts periodically to facilitate objective and candid Board evaluation. Presently, the Annual Board Effectiveness Evaluation is conducted internally by the Management and the Board opined that the present arrangement is suffice and adequate. The Board would engage the services of independent experts when the need arises.

During the Annual Board Effectiveness Evaluation process, each Director is required to complete the relevant forms for self-assessment as well as for assessment of the performance of the Board and Board Committees, based on the pre-determined performance criteria. The effectiveness of the Board and Board Committees are assessed in the areas of board structure/mix, decision making and boardroom participation and activities, meeting administration and conducts, skill and competencies and role and responsibilities whilst the performance of the individual Directors are assessed in the areas of a director's strength and skill sets, quality of the input of the Director, boardroom participation, meeting administration/conduct and peers' interaction and communication.

The completed forms are submitted to the Company Secretaries for compilation of meeting material for NC and Board meetings. For good corporate governance, the NC will not review its own effectiveness and the performance of the NC members. Instead, such review will be carried out by the Board as a whole with the members of the NC abstained from deliberation. In view that the NC members are also members of the RC and the AC, the assessment of the effectiveness and performances of the RC and the AC will be carried out by the Board too.

During FYE 2024, the Annual Board Effectiveness Evaluation was conducted on the following to assess its effectiveness in respect of FYE 2023:-

(a) the Board;
(b) Directors' Self & Peer;
(c) the Board Committees, i.e. AC, NC and RC;
(d) NC's evaluation on the AC and its members;

Subsequent to the above, the Annual Board Effectiveness Evaluation in respect of FYE 2024 had also been conducted.

Both the results of Annual Board Effectiveness Evaluation for FYE 2023 and FYE 2024 were satisfactory. It was unanimously agreed that the current Board's composition mix and size is appropriate to facilitate decision making at meetings of the Board and Board Committees. Further, the NC and Board are of the view that the Board is functioning effectively with strong leadership as demonstrated by the Group's steady improvement in operational performance as well as its consistency practice of good governance. The Board is led by a highly competent and experienced Chairman who facilitates constructive discussions. Additionally, the results of the individual Directors were all satisfactory, where each Director have leverage their skills and experience in the Company's affairs and decision-making processes effectively. Also, each of the Directors have declared that he or she remains a fit and proper person.

As regards the director annual independence review, all the Independent Directors of the Company have provided their independence confirmation to the Board with respect to the Annual Board Effectiveness Evaluation for FYE 2023 and FYE 2024.

In addition, annually, the Board through its NC would review the list of directors seeking for re-election at the AGM. Article 91(1) of the Company's Constitution ("**Constitution**"), requires at least one-third of the directors to retire from office at each AGM, provided always that all directors shall retire from the office at least once every three (3) years. A retiring director shall be eligible for re-election and shall retain office until the close of the meeting at which he retires.

Corporate Governance Overview Statement (Cont'd)

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

2. BOARD COMPOSITION (CONT'D)

2.7 Annual Evaluation of the Board's Effectiveness (Cont'd)

During the FYE 2024, the NC has deliberated on the re-election of Directors and on satisfactory evaluation of each of the above Director's performance taking into consideration the Directors' attendance, participation and contribution, recommended that the retiring Directors to be re-elected as Director at 40th AGM held on 5 June 2024.

Meanwhile, the Directors seeking for re-election at the forthcoming 41st AGM to be held on 11 June 2025 pursuant to Article 91(1) of the Company's Constitution are Mr. Tee Eng Tiong, Madam Chong Swee Ying and Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof, who, being eligible, have each offered themselves for re-election as Director thereat. On 27 February 2025, the NC has deliberated on the re-election of Directors and on satisfactory evaluation of each of the above Director's performance taking into consideration the Directors' attendance, participation and contribution, recommended that the retiring Directors be re-elected as Director at the 41st AGM.

3. REMUNERATION MATTERS

The Board is assisted by the RC to establish a formal and transparent procedure for developing policy on the remuneration to attract and retain the Directors and Senior Management (Key Management Personnel) to run the business of Company successfully. The RC is chaired by an Independent Director and comprises exclusively Independent Non-Executive Directors.

While the RC is heavily involved in the deliberation of directors' remuneration, the ultimate responsibility for determining the remuneration of all Directors lies with the Board. On the recommendation of the RC, the Board reviews and approves the remuneration of the Executive Directors with the respective Executive Director abstaining from discussions and decisions on their own remuneration. Under normal circumstances, the respective Director(s) would be excused from the relevant meetings before the deliberation on their remuneration take place.

When implementing the remuneration policies and deliberating remuneration related matters, the RC is guided by the Company's Remuneration Policy and Procedures, which are periodically reviewed and the Terms of Reference of the RC which can be found on the Company's website.

The remuneration policy of the Company provides that all Executive Directors and Senior Management are remunerated based on the Group and individual's performances, market conditions and their responsibilities whilst the remuneration of the Non-Executive Directors is determined in accordance with their experience, level of responsibilities assumed in the Board and Board Committees, their attendance and/or special skills and expertise they bring to the Board.

The Executive Directors shall be entitled to participate in the Company's annual cash bonus. The amount of bonus shall be reviewed and determined by the RC, who makes recommendation to the Board for approval. Salaries (fixed sum or by way of a percentage of profits) and other remuneration including benefits payable to Executive Directors pursuant to a contract of service need not be determined by the Company in general meeting and it may not include commission or a percentage of turnover. Executive Directors shall also be entitled to other benefits provided to employees of the Company and other additional benefits, if so, recommended by the RC to the Board for approval.

The remuneration of Non-Executive Directors, including Directors' fees, meeting allowances and other benefits as stipulated in the Constitution of the Company, is proposed by the RC and determined by the Board, subject to shareholders' approval at general meeting pursuant to Section 230(1) of the Companies Act 2016.

At the last Annual General Meeting held on 5 June 2024, the Board with the recommendation of the RC has obtained shareholders' approval for:

(a) payment of Directors' fees of RM261,600 to the Non-Executive Directors for their services as Directors in respect of FYE 2023; and

(b) payment of directors' benefits of not more than RM50,000 to the Non-Executive Directors as meeting allowance for attendance of Board and Board Committee meetings for the period from 6 June 2024 until the next AGM.

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

3. REMUNERATION MATTERS (CONT'D)

For FYE 2024, the Board on recommendation of the RC (with each Director abstained from discussions and decisions on their own remuneration) had approved/proposed the payment of the directors' remuneration as set out in the table below:-

Received from Subsidiary	EXECUTIVE DIRECTORS		
	Datin Seri Toh Siew Chuon (RM'000)	Dato' Tee Eng Seng (RM'000)	Tee Eng Tiong (RM'000)
Directors' Fee	–	–	–
Meeting Allowances	–	–	–
Salaries	1,302.7	1,302.7	1,000.0
Bonus	330.7	330.7	255.0
Benefits-in-Kind	20.0	20.0	20.0
Other Emoluments	199.6	199.6	139.8
Total	**1,853.0**	**1,853.0**	**1,414.8**

Received from Subsidiary	NON-INDEPENDENT NON-EXECUTIVE DIRECTORS
	Dato' Seri Tee Eng Ho (RM'000)
Directors' Fee	–
Meeting Allowances	–
Salaries	1,696.5
Bonus	466.9
Benefits-in-Kind	171.3
Other Emoluments	281.2
Total	**2,615.9**

Corporate Governance Overview Statement (Cont'd)

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

3. REMUNERATION MATTERS (CONT'D)

Received from the Company	INDEPENDENT NON-EXECUTIVE DIRECTORS			
	Chan Kam Chiew (RM'000)	Maylee Gan Suat Lee (RM'000)	Professor Datuk Dr. Nik Mohd Zain Bin Zain Yusof (RM'000)	Chong Swee Ying (RM'000)
Directors' Fee	81.6	60.0	60.0	60.0
Meeting Allowances	6.5	6.5	6.5	6.5
Salaries	–	–	–	–
Bonus	–	–	–	–
Benefits-in-Kind	–	–	–	–
Other Emoluments	–	–	–	–
Total	**88.1**	**66.5**	**66.5**	**66.5**

At the forth coming 41st AGM to be held on 11 June 2025, the Board would be seeking shareholders approval for (a) payment of RM261,600 as Directors' fees to the Non-Executive Directors for their services as Directors for the FYE 2024; and (b) payment of directors' benefits of not more than RM50,000 to the Non-Executive Directors as meeting allowance for attendance of the Board and Board Committee meetings for the period from 12 June 2025 until the next AGM.

It shall be noted that all Executive Directors holding positions as the key senior management. As required under the MCCG to disclose the remuneration of the top five (5) Senior Management's members in the band of RM50,000, the table appended below shows the remuneration of the Executive Directors (who are also the top senior management) in the following bands:-

Remuneration Band (RM'000)	SENIOR MANAGEMENT			
	Dato' Seri Tee Eng Ho (Non-Independent Non-Executive Director)	Datin Seri Toh Siew Chuon (Executive Director)	Dato' Tee Eng Seng (Executive Director)	Tee Eng Tiong (Executive Director)
RM1,400 – RM1,450	–	–	–	√
RM1,850 – RM1,900	–	√	√	–
RM2,600 – RM2,650	√	–	–	–

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

4. AUDIT COMMITTEE

4.1 Chairmanship of the AC and Independence of the AC

The Board has established an effective and independent AC. The members of AC comprise of fully Independent Non-Executive Directors and the Chairman of the AC is not the Chairman of the Board. The Chairman of the AC is a member of the Malaysian Institute of Accountants.

The AC has policy that requires a former partner of the external audit firm to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC. This applies to all former partners of the audit firm and/or the affiliates firm (including those providing advisory services, tax consultancy, etc). None of the present members of the AC were former audit partners of the Company's auditors. With the present composition structure and practice, the AC is able to objectively review and report its findings and recommendations to the Board.

Collectively, the AC possesses a wide range of necessary skills to discharge its duties and members of the AC are financially literate and are able to understand matters under the purview of the AC including the financial reporting process. In order to strengthen the present financial literacy of each member, all members of the AC will balance their participation in continuous professional development programmes on accounting and auditing standards, practices and rules. Periodically, Companies Secretaries, External Auditors and Internal Auditor update the AC on changes to the relevant guidelines, laws and regulations and accounting standards to ensure the AC members are kept abreast with latest developments in the statutory and accounting requirements.

For effectiveness and independence conduct of the AC 's functions, the AC have separate discussions with the External Auditors without the presence of the Executive Directors and employees of the Group as and when necessary to discuss matters that the AC or the auditors believe should be discussed privately or to have a discussion about any matters of significance that arose during the audit process.

Also, as part of the AC 's review processes, the AC will obtain assurance from the External Auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.

4.2 Assessment of External Auditors

Annually, the AC will review the appointment, performance and remuneration of the External Auditors before recommending them to the Board for approval for seeking shareholders' approval at the forthcoming annual general meeting for re-appointment. In assessing the External Auditors, the AC will take into consideration the adequacy of resources of the firm, quality of service and clarity of presentation of report produced, appropriateness of audit fees to perform the audit, competency of the staffs assigned to the audit as well as the auditors' independence to determine the suitability and objectivity of the External Auditors.

5. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

5.1 Establishment of the Risk Management and Internal Control Framework

The Board is responsible for the overall risk management in the Group while the Executive Directors together with the senior management team are primary responsible for managing risks within the Group. Issues related to risk management and internal control were discussed and presented to the AC during its sitting/meetings.

On 29 February 2024, a Board risk management and sustainability committee was established to assist the Board in providing an independent assessment of the effectiveness of the Group's Enterprise Risk Management as well as overseeing the sustainability matters of the Group. Following its establishment, all risk-related matters were subsequently tabled to the Risk Management and Sustainability Committee for further deliberation and oversight.

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

5. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (CONT'D)

5.1 Establishment of the Risk Management and Internal Control Framework (Cont'd)

The Board opined that existing framework is suffice for the time being to oversees the Group's risk management framework and policies. Further details of Group's risk management and internal control framework covering the risk policy, risk appetite, risk assessment and the review process by the Board and AC and the key internal controls are set out in the Statement of Risk Management and Internal Control ("**SORMIC**") contained in this Annual Report.

The Board has commented in its SORMIC that they were satisfied with the effectiveness and adequacy the existing level of systems of risk management and internal control.

5.2 Effectiveness of Internal Audit

For the FYE 2024, the Internal Audit Function was outsourced to Resolve IR Sdn. Bhd, is an independent professional service provider whose principal responsibility is to undertake internal audits in accordance with the approved risk-based internal audit plan. The outsourced internal audit function was headed by Mr. Choo Seng Choon ("Mr. Choo"), who has diverse professional experience in internal audit, risk management and corporate governance advisory.

He is a Certified Internal Auditor and Chartered Member of the Institute of Internal Auditors with over 25 years of professional experience in multi discipline including internal audit, risk management, corporate governance, performance and business management, IPOs, taxation, due diligence and corporate finance. Mr. Choo is also a Fellow Chartered Certified Accountant, UK, Chartered Accountant of the Malaysian Institute of Accountants ("MIA") and Certified Public Accountant of the Malaysian Institute of Certified Public Accountants ("MICPA").

The team members who performed the internal audit assessment include an Executive Director and another two (2) to three (3) members who possess accounting qualifications and/or a university degree. The internal audits conducted are guided by the International Professional Practices Framework issued by the Institute of Internal Auditors Inc.

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

6. ENGAGEMENT WITH STAKEHOLDERS

The Company recognises the importance of keeping shareholders and investors informed of the Group's business and corporate developments. Such information is disseminated via the Company's annual reports, various disclosures to Bursa Securities including quarterly financial results and various announcements made from time to time.

The Group maintains a website at www.kerjayagroup.com where shareholders or investors may access information on the Group under "Investor Relations" link encompassing corporate information, latest financial results, annual reports, announcements to Bursa Securities, Board Charter, Terms of Reference of Board Committees, Corporate Code of Conduct and Code of Ethics, Whistleblowing Policy & Procedure, Anti-Bribery and Corruption Policy & Guidelines and Directors' Fit and Proper Policy.

The following personnel has been identified as the investor contact person of the Group:

Contact Person: Mr Tee Eng Tiong (Chief Executive Officer & Executive Director)
Tel : 603-8682 8232
Email : ir@kerjayagroup.com.my

Periodically, the Group had also conducted analyst and media briefings during the year to provide detailed explanation and presentation about the business performance of the Group and its prospect.

Shareholders and investors are also encouraged to interact and feedback to the Chairman or any Executive Directors for opinions or concerns. The Board had also identified Mr. Chan Kam Chiew to act as the Independent Director to provide shareholders and investors with an alternative to convey their concerns and seek independent view.

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

6. ENGAGEMENT WITH STAKEHOLDERS (CONT'D)

Separately, the Company has also reported its Sustainability Statement in this Annual Report covering the aspects of governance, environment and social responsibility for stakeholders' reference.

7. CONDUCT OF GENERAL MEETINGS

The Company's general meeting remains the principal forum for dialogue with shareholders, in particular, private investors, whereby they are provided with an opportunity to participate, raise questions pertaining to issues in the Annual Report, Audited Financial Statements and corporate developments/proposals of the Group, the resolutions being proposed and/or on the business of the Group and communicate their expectations and possible concerns.

The Board had adopted the recommendation of MCCG for the notice of general meetings to be given to shareholders at least 28 days prior to the meetings. All Board members will ensure their attendance in the general meetings and the respective chairman of the Board Committees, Senior Management and the Group's external auditors as well as the Company's advisers shall attend to respond to shareholders' questions during the general meetings of the Company as the case may be.

Explanation for each proposed resolution is set out in the notice of general meetings to assist shareholders in making their decisions and exercising their voting rights. In line with Paragraph 8.29A (1) of the Main Market Listing Requirements, all resolutions set out in the notice of general meetings will be put to vote by poll. The Company will also appoint an independent scrutineer to validate the vote cast in the general meetings. The outcome of the general meetings will then be announced to Bursa Securities on the same meeting day while the summary of key matters of the annual general meeting, if any, discussed during the said general meetings will be posted on the Company website. Minutes of general meetings will be published on the Company's website no later than 30 business days after the general meeting in compliance with the recommended Practice 13.6 of the MCCG.

The Company hold its general meetings at the time and venue which are convenient and easily accessible to all shareholders. The Company will also leverage technology for smooth conduct and/or broadcast of virtual general meetings (virtual, fully virtual or hybrid) to facilitate greater shareholders' participation and engagement with the Board as well as to enhance the proceedings of general meetings, including voting in absentia (i.e. without being physically present at general meetings) and remote shareholders' participation where shareholders are provided with sufficient opportunity to post questions during the general meetings and receive meaningful responses.

General meetings of the Company remain important an avenues for the Board and Management to have better engagement with the shareholders present.

Only shareholders whose names appear in the Record of Depositors as at the date determined are entitled to attend and vote at the General Meetings. Shareholders are encouraged to attend general meetings of the Company. Shareholders who are unable to attend the general meetings are advised that they can appoint proxy(ies) to attend and vote on their behalf.

This Statement is made in accordance with the resolution of the Board dated 22 April 2025.

Statement on Risk Management & Internal Control

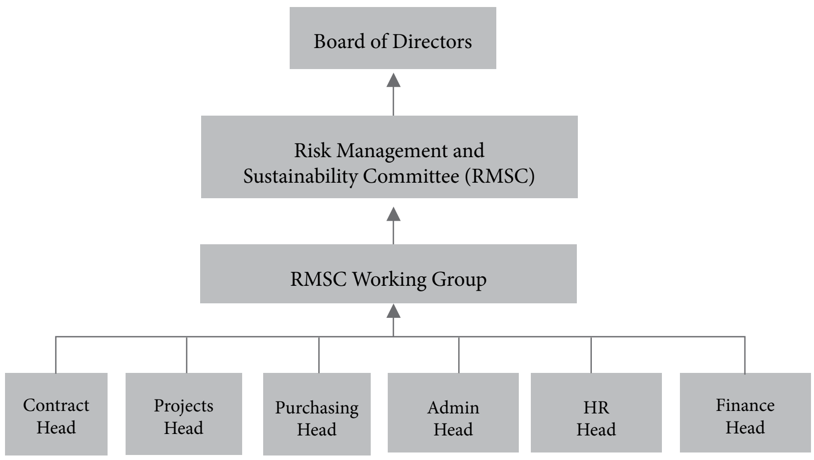
The Board is pleased to present its Statement on Risk Management and Internal Control ("**SORMIC Statement**") which outlines the risk management and internal control system of Kerjaya Group in accordance with paragraph 15.26(b) of the Main Market Listing Requirements.

The Board is committed to maintain throughout the Group a sound system of risk management and internal control governed under Section 246(1) of the Companies Act 2016. In producing this SORMIC Statement, the Board has considered the recommended practices as set out in the Malaysian Code on Corporate Governance which relate to risk management and internal control framework and guided by the Statement on Risk Management and Internal Control : Guidelines for Directors of Listed Issuers issued by the Taskforce of Internal Control with the support and endorsement of Bursa Securities ("**Guidelines**").

THE BOARD'S RESPONSIBILITIES

As Kerjaya Group operates in a dynamic business environment, sound risk management and internal control systems must be in place to help Kerjaya Group to achieve its business objectives. The Board is committed / acknowledges its responsibility to maintain throughout the Kerjaya Group a sound system of risk management and internal controls and good corporate governance practices to safeguard shareholders' investment and the assets of the Group.

RISK MANAGEMENT FRAMEWORK



Recognising the importance of Board leadership and a clear line of responsibilities in effective risk management, on 29 February 2024, the composition of the Risk Management Committee ("**RMC**") and its line of reporting authority had been restructured to include Board members. In addition, in line with the best practices set out in the Malaysian Code on Corporate Governance with regard to the integration of sustainability considerations in the strategy and operations for an effective Board leadership and oversight, the RMC has been tasked to oversee sustainability matters of the Group. In view of the foregoing, the existing RMC has been abolished and replaced by a new Board Committee, namely, Risk Management and Sustainability Committee ("**RMSC**") was formed to overseas the risk management and sustainability reporting matters of the Group. The composition and the line of reporting authority of the RMSC is set out in the ensuing paragraphs.

Essentially, the Board together with the Senior Management take responsibility for the overall risk management and governance of sustainability in the Group including setting the strategies, priorities and targets for the Group taking into account the sustainability considerations when exercising its duties (including among others the development and implementation of strategies, business plans, major plans of action and risk management).

The Board is assisted by the RMSC, which is led by wholly Independent Non-Executive Directors:-

Name of Directors	Membership
Chong Swee Ying (Independent Non-Executive Director)	Chairperson
Chan Kam Chiew (Independent Non-Executive Director)	Member
Maylee Gan Suat Lee (Independent Non-Executive Director)	Member
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof (Independent Non-Executive Director)	Member

The RMSC is then supported by a RMSC Working Group consisting of the Head of Department of each operating unit. These personnel are designated individuals identified by the Board to provide dedicated focus, inter-alia, on managing sustainability strategically, including the integration of sustainability considerations into the operations of the Group.

The Board is assisted by RMSC to oversees Kerjaya Group's overall risk management framework and processes to ensure that they remain relevant for use, and monitors the effectiveness of risk treatment / mitigation plans for the management and control of the key risks.

These processes are in place for identifying, evaluating, monitoring and managing significant risks that may impede the achievement of Kerjaya Group's business and corporate objectives.

RISK MANAGEMENT PROCESS

Kerjaya Group has an ongoing process for identifying, evaluating and managing the significant risks faced by Kerjaya Group throughout the FYE 2024. This is to ensure that all high risks are adequately addressed at various levels within Kerjaya Group. Risk management is embedded in the Group's management system and it is the responsibility of every employee. Kerjaya Group firmly believes that risk management is critical for Kerjaya Group's continued profitability and the enhancement of shareholders' value. The risk profile of Kerjaya Group was established during risk mapping and assessment sessions. The risk responses and internal controls that the Management has taken and/or is taking are documented in the risk templates. For each of the risk identified, a risk owner is assigned to ensure appropriate risk response actions are carried out and the implementation of the actions are being closely monitored.

The Board regards risk management as an integral part of Kerjaya Group's business operations and has oversight over this critical area through the RMSC. The RMSC, supported by the Internal Audit team, provides an independent assessment of the effectiveness of Kerjaya Group's Enterprise Risk Management ("**ERM**") framework and shall reports to the Board annually. Kerjaya Group's ERM is consistent with the ERM framework and involves systematically identifying, analysing, measuring, monitoring and reporting on the risks that may affect the achievement of its business objectives. This framework helps to reduce the uncertainties surrounding Kerjaya Group's internal and external environment.

The ERM process is based on the following principles:

- Consider and manage risks enterprise-wide;
- Integrate risk management into business activities;
- Manage risk in accordance with the Risk Management framework;
- Tailor responses to business circumstances; and
- Communicate risks and responses to Management

Statement on Risk Management & Internal Control (Cont'd)

RISK MANAGEMENT PROCESS (CONT'D)

During the FYE 2024, the following risk management activities were carried out by the RMSC:

- Risk review and update by the internal auditor, where key risks identified were rated in terms of likelihood of the risk occurring and its impact should the risk occur;
- Update of Kerjaya Group's risk profile based on risk review and reassessment;
- The results of the risk review and reassessment were reported to the RMSC; and
- RMSC reports to the Board.

The Board recognises the importance of effective ERM in enhancing shareholders' value while upholding a high standard of corporate governance. Combining a strong and sustained commitment from the Board and Senior Management with a clear direction and oversight from all levels of leadership, Kerjaya Group embraces a holistic risk management approach to achieve its business targets with minimal surprises. The abovementioned risk management practices of Kerjaya Group serve as the on-going process used to identify, evaluate and manage significant risks for FYE 2024 and up to the date of approval of this SORMIC Statement.

Monitoring Activities

During the FYE 2024, the following monitoring activities were undertaken by the then RMSC to provide assurance on the effectiveness of risk management and internal controls:

(1) The Board through the RMSC has reviewed the risk management updates as well as the progress of compliance status of the internal control and risk management system; and

(2) The RMSC has reviewed the process and compliance, exceptions identified by internal auditor on a periodic basis. The implementation of the recommendations is tracked and reported to the RMSC on a periodic basis.

The Management has taken the necessary actions to remediate weaknesses identified for the year under review. The Board and senior leadership continuously assess the effectiveness of monitoring activities over risks and take measures to strengthen the risk management and internal control environment.

INTERNAL AUDIT FUNCTION

The Board has engaged a professional service firm to assist the Board in reviewing and strengthening Kerjaya Group systems of internal control. The Internal Audit Function reports to the AC directly and has organised its work covering the conduct of the audit planning, execution, documentations, communication of findings and consultation with key stakeholders on the internal audit findings. AC approves the internal audit plan and monitors the progress of the audit periodically. The results of the internal audit reviews are reported to AC and AC will subsequently report to Board for further review. A follow-up review will also be conducted to ensure that recommendations for improvement are implemented by Management accordingly. Further details of the internal audit function are set out in the Audit Committee Report included in this Annual Report.

OTHER KEY ELEMENTS OF THE GROUP'S CONTROL ENVIRONMENT

Apart from risk management and internal audit, the Board has put in place the following pertinent measures to strengthen the internal control systems of Kerjaya Group:

(1) Documented policies and procedures are in place for key operating processes;

(2) Structured organisation chart and clear lines of reporting and responsibilities is maintained to enforce accountability. Line of authority is clearly defined and communicated to all staffs;

(3) Quarterly meetings are held between AC and Management to review the financial results and to discuss new updates on regulatory, accounting and tax, if any;

OTHER KEY ELEMENTS OF THE GROUP'S CONTROL ENVIRONMENT (CONT'D)

(4) Regular meetings between Executive Directors and Management to understand the achievements and challenges relating to productivity, progression of projects, quality control, defects, complains in order to decide on necessary timely action plans;

(5) Budgeted project costing and cash flow are prepared to monitor the cost and to prevent any significant mismatch of cash inflows and outflows;

(6) Review and approval of investment and corporate exercise by the Board and AC;

(7) Review of related party transactions; and

(8) AC's review of the quarterly financial reports, annual financial statements and internal audit reports. Discussions with Management were held to deliberate on actions to be taken to address internal control matters identified by the Internal Auditor.

Annually, the AC shall seek assurance from the Management that the Company has implemented appropriate risk management framework; and there are effective and adequate systems of internal control to address these risks.

MANAGEMENT RESPONSIBILITIES AND ASSURANCE

In accordance with the Guidelines, Management is responsible to highlight risks relevant to the business of Kerjaya Group' in achieving its objectives and strategies; implementing and maintaining sound systems of risk management and internal control; and monitoring and reporting to the Board of significant control deficiencies and changes in risks that could significantly affect Kerjaya Group achievement of its objectives and performance. For FYE 2024, the Board has received assurance from Non-Executive Chairman and all Executive Directors that, to the best of their knowledge the risk management and internal control systems of the Group are operating adequately and effectively, in all material respects.

REVIEW OF THE SORMIC STATEMENT BY EXTERNAL AUDITORS

Pursuant to paragraph 15.23 of the Main Market Listing Requirements, the External Auditors have reviewed this SORMIC Statement for inclusion in the annual report for the FYE 2024. Their review was performed in accordance with Audit and Assurance Practice Guide 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report ("**AAPG 3**") issued by the Malaysian Institute of Accountants. AAPG 3 does not require external auditors to form an opinion on the effectiveness of Kerjaya Group's risk management and internal control system.

The External Auditors have reported to the Board that nothing has come to their attention that causes them to believe that this SORMIC Statement is inconsistent with their understanding of the processes the Board has adopted in reviewing the adequacy and effectiveness of the risk management and internal control systems of Kerjaya Group.

BOARD ASSURANCE AND LIMITATION

For the FYE 2024, there was no material loss resulted from significant control weaknesses that would require disclosure in the Annual Report. The Board is satisfied that the existing level of systems of internal control and risk management are fairly effective to enable Kerjaya Group to achieve its business objectives. Nevertheless, the Board wishes to advise that systems of risk management and internal control are designed to manage risks to a reasonable level rather than to eliminate the risk of failure to achieve Kerjaya Group's business objectives. It can therefore only provide reasonable but not absolute assurance against material misstatement or financial losses or fraud.

This SORMIC Statement is made in accordance with the resolution of the Board dated 22 April 2025.

Audit Committee Report

The Board is pleased to present the report of its Audit Committee ("**AC Report**") for FYE 2024 prepared in accordance with paragraph 15.15 of the Main Market Listing Requirements.

The primary objective of the AC is to assist the Board in discharging its statutory duties and responsibilities relating to the corporate accounting and financial reporting practices for Kerjaya Group and to ensure the adequacy and effectiveness of the Group's system of internal control, and providing oversight of both external and internal audit functions. The roles and responsibilities of the AC are set out its terms of reference, a copy of which is made available at the Company's website at www.kerjayagroup.com.

In this AC Report, the Board would be presenting to our shareholders the composition of the AC, the number of AC meetings held and attendance of each AC member, the summary of the work of the AC in the discharge of its functions and duties, the summary of the work of the internal audit function and the summary of any conflict of interest or potential conflict of interest situation reviewed by the AC pursuant to the Main Market Listing Requirements paragraph 15.15 (3)(f) (excluding a related party transaction) as well as the measures taken to resolve, eliminate, or mitigate such conflicts.

1. COMPOSITION AND MEETINGS HELD

The AC is established by the Board and comprises four (4) members, all of whom are Independent Non-Executive Directors. The Chairman of the AC is appointed by the Board and is an Independent Non-Executive Director. This meets the requirements of paragraphs 15.09 and 15.10 of the Main Market Listing Requirements.

The members of the AC and their attendance at the AC meetings held during the FYE 2024 are shown in the table below:-

Name of Directors	Membership	Number of Meetings Attended
Chan Kam Chiew (Independent Non-Executive Director)	Chairman	5/5
Maylee Gan Suat Lee (Independent Non-Executive Director)	Member	5/5
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof (Independent Non-Executive Director)	Member	5/5
Chong Swee Ying (Independent Non-Executive Director)	Member	5/5

There were five (5) AC sittings during the FYE 2024. A full agenda and comprehensive set of meeting papers were circulated to each AC member with sufficient notification prior to each meeting. At the invitation of the AC, the External Auditors and Internal Auditor were present at three (3) AC meetings held during the FYE 2024 to brief the AC on the agenda items which were relevant to them. As recommended in Bursa Corporate Governance Guide, two (2) private sessions between the AC and External Audit Partner (without the presence of the Management) were held to deliberate on matters such as management's corporate reporting and control, resources and relationships.

Proceedings of each AC meeting were recorded and minutes of meetings were tabled for confirmation at the next following AC meeting and subsequently presented to the Board at Board meeting for information. The Company Secretary is the Secretary to the AC.

2. WORK DONE BY THE AC DURING FYE 2024

In accordance with its Terms of Reference, the work undertaken by the AC during the FYE 2024 and reported to the Board for notation and/or approval, were:-

Annual Routine Activities

(1) consideration and approval of the Company's quarterly financial report involving discussions with Management focusing particularly on financial reporting issues, significant judgements made by the Management, unusual events, and compliance with accounting standards and other legal requirements.

(2) reviewed with the External Auditors on:

(i) the audit planning memorandum, independence, audit risks, strategy and scope of work in respect of the audit for FYE 2024, including the areas of audit emphasis, key audit matters and proposed audit fee;

(ii) the assessment and enquiries regarding fraud related matter and consideration/compliance with laws and regulations in the audit for FYE 2024;

(iii) the results of the annual audit and accounting issues arising from the audit in respect of FYE 2024, their audit report and management letter together with Management's responses to the findings of the External Auditors;

(iv) the requirements, compliances and approval pertaining to provision of non-assurance services prior to rendering of such services so that it would not create any threat or impair the External Auditor's independence.

(3) reviewed with the Internal Auditors on:-

(i) the internal audit plan for FY 2024 to FY 2026 including the scope of work to achieve a reasonable level of assurance that the Group's internal controls are adequate, effective and efficient;

(ii) the internal audit reports presented by the Internal Auditors on their findings and recommendations with respect to system and control weaknesses and Management's responses to these recommendations and actions taken to improve the system of internal control and procedures; and

(iii) the follow-up of prior internal audit reports to assess the key internal controls used to manage the risk associated with operation processes.

(Further details on the internal audit works performed for FYE 2024 are set out in item 3 of this AC Report)

(4) reviewed on a quarterly basis or as and when it arises, the related party transactions and conflict-of-interest situations within the Group to ensure they are not more favourable to the related parties than those generally available to the public and complied with the MMLR.

(5) consideration and approval of the Audited Financial Statements of the Group for FYE 2024, focusing primarily on changes of accounting policies, significant matters highlighted including financial reporting issues, significant and unusual events/transactions and how these matters were addressed and compliance with the applicable approved accounting standards in Malaysia.

(6) reviewed the Circular to Shareholders dated 29 April 2024 in relation to the proposed renewal of the shareholders' mandate for recurrent related party transactions of a revenue or trading nature and proposed the same for shareholders' approval at the 40th AGM of the Company.

(7) reviewed the AC Report and Statement on Risk Management & Internal Control for inclusion of the same in the Company's 2023 Annual Report.

Audit Committee Report
(Cont'd)

2. WORK DONE BY THE AC DURING FYE 2024 (CONT'D)

(8) reviewed the status of compliance of the Company with regard to the Malaysian Code on Corporate Governance, which are within the scope and functions of the AC, for the purposes of disclosure in the Corporate Governance Overview Statement included in the Company's 2023 Annual Report pursuant to the requirements of paragraph 15.25 of Main Market Listing Requirements.

(9) consideration and approval of the re-appointment of the External Auditors and proposed the same for shareholders' approval at the 40th AGM of the Company.

(10) reported all significant matters discussed and addressed at the AC meetings.

Additional Work Done For FYE 2024

(11) discussed on the legal status updates pertaining to the material litigations of the Group.

(12) reviewed and revised its Terms of Reference, along with other relevant policies within its scope, including the Policy on Evaluation of External Auditors and the Related Party Transaction Policy and Procedures. Additionally, the AC reviewed the Conflict of Interest Policy and recommended the adoption of the said new policy to the Board for approval.

(13) reviewed the Group's Risk Assessment Report.

(14) reviewed the annual budget for the FYE 2025.

The AC recognises the importance of transparency and integrity in corporate governance. To proactively manage conflicts of interest, the AC has made it a standing agenda item in every meeting, ensuring timely identification, disclosure, and resolution of conflict of interest and/or potential conflict of interest.

During the FYE 2024, there was no conflict of interest or potential conflict of interest situation involving Directors and Key Senior Management of the Group (excluding related party transactions) identified and/or disclosed to the AC.

3. INTERNAL AUDIT FUNCTION AND ITS ACTIVITIES DURING THE FYE 2024

The internal audit function is an integral part of the assurance mechanism in ensuring the Group's systems of internal control are adequate and effective. The internal audit function is outsourced to Resolve IR Sdn. Bhd. an external professional firm and the personnel handling the Group's audits are free from any relationship or conflict of interest, which could impair their objectivity and independence. The Internal Auditors report directly to the AC and assist the AC to discharge its duties and responsibilities.

The number of staff deployed for the internal audit reviews was three to four staff per cycle including the Engagement Director. The staff involved in the internal audit reviews possess professional qualification and/or a university degree. Most of them are members of the Institute of Internal Auditors Malaysia. All the staff involved in the internal audit were required to provide a conflict-of-interest declaration annually as well as the declaration on compliance of code of ethics from the Institute of Internal Auditors.

The Internal Auditors prepared and tabled the Internal Audit Plan for the consideration and approval of the AC. They conducted independent reviews of the key activities of the Group's operations based on audit plan approved by the AC.

3. INTERNAL AUDIT FUNCTION AND ITS ACTIVITIES DURING THE FYE 2024 (CONT'D)

The work undertaken by the Internal Auditor during the FYE 2024 were:-

(1) performing field audit works covering the following operating processes to assess internal controls used to manage the key risks associated with the respective operating processes:-

Internal Audit	Operating Processes	Key Risks
Cycle 1	Procurement of Materials and Services	• Procurement planning • Sourcing of materials • Purchase requisition to purchase order • Selection and monitoring of suppliers' performance • Authority in approving purchasing and payment
	Project Tender and Contract	• Pre-qualification & appointment of sub-contractors • Monitoring of contractors' performance • Tender management (preparation of tender documents, invitations, project costing) • Process of executing contracts/ agreements • Monitoring of contractual obligations
Cycle 2	Project Management	• Monitoring of project critical milestone • Manage the performance of contractors • Monitoring the achievement of Quality Standards and resolution of Non-Conformance Report ("NCR") • Budget and cost monitoring • Monitoring of wastage of key materials • Issuance and acceptance of variation order • Monitoring of Extension of Time ("EOT") submission
	Healthy Safety Environment	• HSE policies and compliance practices • Emergency response and incident reporting • Health and safety for foreign workers' hostel (where applicable)

(2) conducted follow-up assessment on the prior internal audit observations.

(3) reported to the AC on the above work done, providing the AC with independent views on the adequacy and effectiveness of the system of internal control and recommending appropriate actions to assist the Management to improve the Group's existing system of internal control and processes.

The internal audit was conducted using a risk-based approach and is guided by the International Professional Practices Framework (IPPF).

The costs incurred for the outsourced the internal audit function for the FYE 2024 was RM42,000.

4. OTHER INFORMATION

The NC had at its meeting held on 27 February 2025 reviewed the term of office of the AC Members and assessed the performance of the AC and its Members through an annual Board Committee effectiveness assessment. The NC is satisfied that the AC and its members discharged their functions, duties and responsibilities in accordance to the AC's Terms of Reference. The result of the assessment was reported to the Board and the Board is in concurrence with the NC with regard to the performance of the AC and its members.

Nomination Committee Report

Paragraph 15.08A(3) of the Main Market Listing Requirements requires a listed issuer to provide in its annual report, a statement about the activities of the Nomination Committee ("**NC**") in the discharge of its duties of the financial year.

Accordingly, the Board is pleased to present the report of its Nomination Committee ("**NC Report**") for FYE 2024. Described in this report, is the NC's statement reporting its activities for FYE 2024.

Others information on NC matters, board appointment and board performance evaluation can also be found in the Corporate Governance Overview Statement contained in this Annual Report.

1. COMPOSITION OF THE NC AND AUTHORITY

The present NC comprises four (4) Directors, all of whom are Independent Non-Executive Directors and is chaired by an Independent Non-Executive Director:-

Name of Directors	Membership
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof (Independent Non-Executive Director)	Chairman
Chan Kam Chiew (Independent Non-Executive Director)	Member
Maylee Gan Suat Lee (Independent Non-Executive Director)	Member
Chong Swee Ying (Independent Non-Executive Director)	Member

The NC's terms of reference set out its roles and responsibilities. The NC is primarily responsible for assisting the Board in establishing board nomination policy and examining/recommending the skills and characteristics required of board candidates, assessing the recommended candidates to fill vacancies on the board which require the Board's approval; assessing and evaluating the performance of the Board and individual directors' effectiveness on an annual basis; and reviewing the independence element on the Board annually.

A copy of the NC's terms of reference is made available at the Company's website at www.kerjayagroup.com.

2. ACTIVITIES OF THE NC

The principal activities carried out by the NC during the FYE 2024 were:-

(a) Review of the Performance and Effectiveness of the Board, Board Committees and Individual Directors for FYE 2023

The Board assessment exercise began with distribution of the following assessment forms to the Directors for completion:-

(i) Board's Evaluation Form
(ii) Directors' Self & Peer Evaluation Form
(iii) AC's Evaluation Form
(iv) RC's Evaluation Form
(v) NC's Evaluation Form
(vi) Evaluation Form for assessment by the NC on the AC
(vii) Evaluation Form for assessment by the NC on the AC members
(viii) Evaluation Form on Board Independence

The effectiveness of the Board and Board Committees were assessed in the areas of board structure/mix, decision making and boardroom participation and activities, meeting administration and conducts, skill and competencies and role and responsibilities whilst the performance of the individual Directors were assessed in the areas of contribution and interaction with peers, quality of the input of the Directors and their understanding of their respective roles.

2. ACTIVITIES OF THE NC (CONT'D)

At the NC meeting held on 24 April 2024, the summary of performance results for the annual Board assessment for FYE 2023 was tabled to the NC for evaluation. The NC concluded that:-

(i) the performance of the Board was satisfactory and effective;

(ii) as regards the assessment of the effectiveness and performances of the NC, RC and AC, in view that the NC members are also members of the RC and AC, the performance assessment on the NC, RC and AC were escalated to the Board for evaluation with members of the respective committees abstaining from deliberation.

(b) Annual Independence Assessment

On an annual basis, the NC reviewed the independence of the Independent Directors. Criteria for assessment of independence are primarily based on the requirements and definition of "independent director" as set out in the Main Market Listing Requirements and the integrity and objectivity of the independent director in discharging his/her duties. Presently, none of the Independent Directors had served the Board for a cumulative term of beyond nine (9) years.

(c) Evaluation of Directors Standing for Re-Election at the Annual General Meeting

In recommending the Directors for re-election to the Board, of which resolutions pertaining to the re-election of Directors standing for retirement at the Company's 40th AGM held on 5 June 2024, the NC considered and assessed the individual Directors' annual assessment results to ensure that feedback given and scoring achieved by the Directors concerned were satisfactory. The assessment took into consideration the criteria set out in the Directors' Fit and Proper Policy, a copy of which is available on the Company's website at www.kerjayagroup.com.

(d) Review of the NC Report for Inclusion in the Annual Report for FYE 2023

The NC at the Board level reviewed, considered and approved the NC Report included in the Company's 2023 Annual Report.

(e) Review the NC's Terms of Reference

The NC at the Board level reviewed, considered and adopted the NC's Terms of Reference to ensure that the terms of reference adopted are aligned with the development of the rules, regulations, guidelines and best practices issued by Bursa Securities.

Statement on Directors' Responsibilities

The Directors are required by the Companies Act 2016 to ensure that financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the Company at the end of the financial year is in compliance with Companies Act 2016 and in accordance with the applicable approved accounting standards.

In preparing those financial statements, the Directors of the Company are required to:

- Adopt suitable accounting policies and then applied them consistently in accordance to approved accounting standards;
- Make judgment and estimates that are prudent and reasonable;
- Ensure applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Company will continue in business.

The Directors are responsible for ensuring that the Company keeps accounting records which disclose with reasonable accuracy the financial position of the Group and of the Company and that the financial statements comply with the Companies Act 2016.

Sustainability Report

ABOUT THIS STATEMENT

The Board of Directors ("Board") of Kerjaya Prospek Group Berhad ("Kerjaya" or the "Company") presents this Sustainability Statement (this "Statement"), which outlines the sustainability strategies, priorities, targets, and performance of Kerjaya and its subsidiaries ("Kerjaya Group" or the "Group") for the financial year ended 31 December 2024 ("FY2024").

For Kerjaya Group, sustainability encompasses economic, environmental, social, and governance aspects of the business, focusing on both the long-term viability of the organisation and the broader impact of its operations on stakeholders and the environment.

Scope

Kerjaya Group is primarily involved in the Construction Segment, with other business segments including Property Development and the Manufacturing of lighting products and premium kitchen cabinetry. These segments are managed under the Kerjaya Group's umbrella.

KERJAYA PROSPEK GROUP BERHAD

CONSTRUCTION | PROPERTY DEVELOPMENT | MANUFACTURING

This Statement primarily focuses on the sustainability practices and performance of the Construction Segment and the Group's headquarters in Kuala Lumpur, collectively referred to as the "in-Scope operations". The Construction Segment remains the largest contributor to the Group's revenue, accounting for 94.6% of total revenue in FY2024. While the Property Development and Manufacturing Segments represent a smaller portion of the Group's business, nonetheless we continue to apply the principles of sustainability in the management of these segments.

Basis of preparation

This Statement has been prepared in accordance with the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa"), including Practice Notes 9 and 9A. Additionally, it takes into account the Sustainability Reporting Guide – 3rd Edition published by Bursa and its accompanying Toolkits, as well as other recognised best practices.

Though this Statement has not been subject to internal reviews by the Group's internal audit function nor external assurance by independent providers, the key sustainability data reported has undergone internal verification by the Group's management personnel.

FY2024 Sustainability Highlights

In FY2024, the Group made significant strides in enhancing its sustainability processes and practices. We are also actively assessing our reporting practices against the newly introduced sustainability disclosure requirements of the MMLR, effective in the coming years.

Kerjaya Group is committed to ensuring compliance with these requirements according to their effective dates, including adherence to the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures, which incorporate elements of the Recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD").

Sustainability Report (Cont'd)

COMMITMENT TO SUSTAINABLE DEVELOPMENT

Our Business

- √ Construction
- √ Property Development
- √ Manufacturing
  - Lighting Solution
  - Kitchen Cabinetry Solution

Our Mission

- √ To pursue excellence in our business
- √ To deliver quality products and services to customers on a timely basis
- √ To develop human capital and be a caring employer
- √ To create value for shareholders
- √ To be a responsible corporate citizen

Our Vision

To be the trusted and preferred leader in providing products and services in the construction and property industry

Our aim is to be the trusted leader in delivering products and services within the construction and property development sectors. This vision is supported by our commitment to excellence, timely delivery of high-quality products and services, being a responsible employer, creating value for shareholders, and maintaining corporate social responsibility.

Our Vision and Mission reflect the interests of various stakeholders, reinforcing the Group's commitment to creating long-term value. In line with this, we have a dedicated Sustainability Policy that aligns with our corporate Vision and Mission, addressing the Broad spectrum of factors influencing business sustainability. This includes managing both the positive and negative impacts of our operations on the economy, society, and environment.

OUR POLICY ON SUSTAINABILITY

- Embrace Sustainability in Organisation Culture
- Capitalise on Latest Technology and Information
- Strengthen the Core Businesses
- Build Regional and Global Connectivity
- Foster a High Performance Partnership

COMMITMENT TO SUSTAINABLE DEVELOPMENT (CONT'D)

Our Corporate Code of Conduct

The Board has implemented a Corporate Code of Conduct that sets out the Group's responsibilities to its stakeholders, including customers, suppliers, employees, communities, the environment, and shareholders.

Kerjaya Group is committed to minimising its environmental impact, protecting the well-being of individuals associated with its business operations, and adhering to sound corporate governance principles. The Group strives to become a responsible corporation by ensuring the effective management of business affairs and delivering on its commitments to stakeholders.

The key principles of the Corporate Code of Conduct are summarised as follows:

Corporate Code of Conduct Principles

- We are responsible to our **customers** — by constantly striving to improve our competitiveness and quality in order to serve them better
- We are responsible to our **shareholders** — by creating wealth and rewarding them with fair return
- We are responsible to our **suppliers or vendors** — by allowing a fair deal with us and honouring the terms agreed
- We are responsible to our **environment** — by preserving and protecting the environment and natural resources to ensure sustainability
- We are responsible to our **employees** — by creating safe, healthy, and secured working environments, acknowledging their dignity and recognising their merit and providing fair remuneration and career progression
- We are responsible to our **communities** — by embracing social equity and diversity, complying with regulatory requirements and supporting good causes and charities

The Group's Code of Conduct is published on Kerjaya's corporate website.

GOVERNANCE FRAMEWORK

The Board holds ultimate responsibility for ensuring that the Group's business strategies integrate long-term sustainability goals, including environmental, social, and governance ("ESG") considerations. Relevant policies and approaches are put in place to address sustainability matters, supported by clear implementation strategies, action plans, and targets, which are executed by Management.

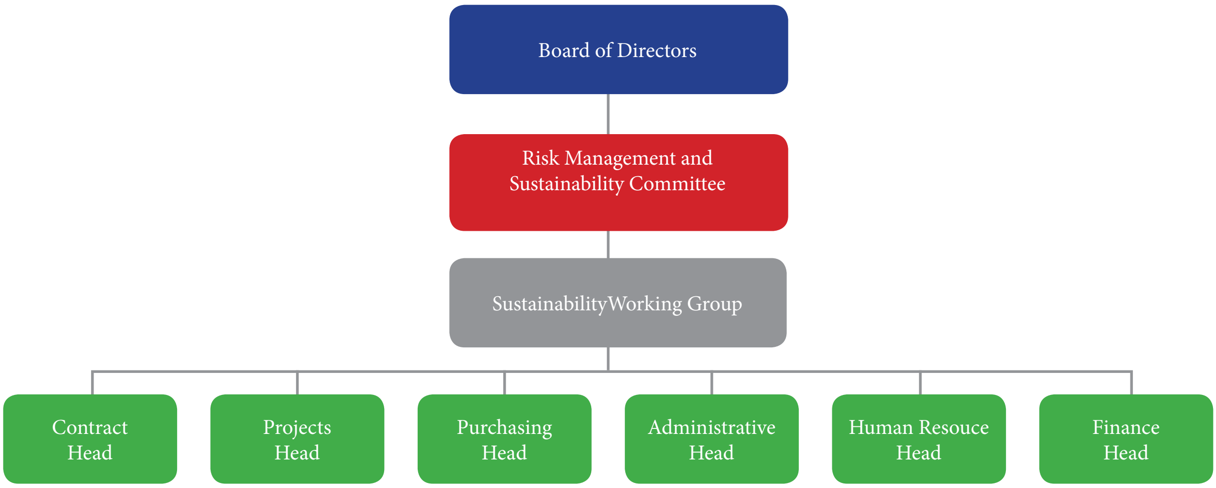
To ensure a robust governance structure, the Board oversees the Group's material sustainability matters ("MSMs") and delegates responsibility for their management. This process is integrated into the Group's risk management framework, ensuring that sustainability-related risks and opportunities are effectively identified and addressed. The Board also ensures that there are appropriate processes in place for regular assessments of sustainability matters critical to the Group, including those related to the environment and social issues, and climate change.

Sustainability Report
(Cont'd)

GOVERNANCE FRAMEWORK (CONT'D)

The Board is supported by the Risk Management and Sustainability Committee ("RMSC"), a dedicated Board Committee tasked with monitoring the Group's management of MSMs and associated risks. The RMSC is also responsible for reviewing sustainability policies and initiatives, providing recommendations for the Board's approval, and ensuring progress towards sustainability targets.

Sustainability strategies and initiatives are driven by the Group's Management, with oversight provided by the Sustainability Working Group ("SWG") which is led by the Chief Executive Officer. The SWG consists of key departmental heads and is supported by a Sustainability Coordinator who liaises with other Group personnel.



The responsibilities of the Board and the RMSC are summarised as follows:

Board	Risk Management and Sustainability Committee
• ensuring the Company's business strategies incorporate strategies to support long-term value creation and include ESG matters; • reviewing and endorsing the MSMs of the Group, as identified by Management; • reviewing the sustainability strategies, initiatives, and targets proposed by Management, ensuring they are aligned with the long-term business strategies; • reviewing the sustainability performance of the Management alongside other business performance and targets, and considering sustainability performance in the performance assessment of the Management; • reviewing and endorsing the sustainability disclosure included in the Group's Annual Report; and • ensuring strategies, priorities, targets, and performance of sustainability matters are communicated to stakeholders.	• overseeing the consideration of MSMs in the Group's risk management process and ensuring associated sustainability risks and opportunities were identified and managed accordingly; • reviewing Management's progress and performance in relation to their management of MSMs and associated risks and opportunities; and • overseeing the adequacy and effectiveness of the Group's engagement with stakeholders.

The Group's approach to managing sustainability matters is fully integrated into its risk management and internal control systems, ensuring that sustainability considerations, particularly MSMs, are incorporated into risk identification, assessment, and mitigation processes. This comprehensive integration enables the Group to manage sustainability risks and opportunities in a holistic manner.

GOVERNANCE FRAMEWORK (CONT'D)

In addition to the RMSC, other governance bodies, such as the Audit Committee, Nomination Committee, and Remuneration Committee, play a role in overseeing sustainability-related considerations within their respective functions. For example, the Audit Committee is involved in evaluating the Group's internal controls related to sustainability risks, while the Nomination Committee ensures that the performance of Directors and Senior Management is reviewed in relation to their contributions to the Group's sustainability objectives.

STAKEHOLDERS' ENGAGEMENT AND COMMUNICATION

Kerjaya Group acknowledges that the value creation in the Group is interconnected with the Group's stakeholders, including their interests and our obligations towards them.

It is important for the Group to effectively engage with stakeholders to understand their interests and concerns. We also acknowledge that effective engagement with stakeholders is beneficial for creating mutual and shared value, as well as fostering long-term relationships with stakeholders.

We have established suitable and effective channels to engage with key stakeholders, focusing on their expectations, interests, needs, and concerns, as well as for the purpose of communicating important key policies and information. The engagement channels also enable expectation gaps or conflicts to be raised or addressed as early as possible.

The Board, via the RMSC, oversees the Group's engagement with stakeholders to ensure our engagement channels are adequate and effective to achieve our engagement objectives. Stakeholder engagement activities, in general, are carried out by the respective departments or functions. Key issues raised by stakeholders are escalated for relevant actions to be taken or for relevant considerations to be incorporated into the decision-making process.

The Group's key stakeholders, engagement methods or channels used, and highlights of topics of interest with the stakeholders are summarised in the following table. The various engagement channels are also designed to suit specific engagement objectives and different groups of stakeholders we engage with.

KEY STAKEHOLDERS	ENGAGEMENT METHODS	TOPICS OF INTEREST
Shareholders	• Annual & Extraordinary General Meetings • Press releases • Bursa announcements • Quarterly report • Annual report • Timely update on the corporate website	• Financial and operational performance • Dividend policy • Return on investments
Government	• Compliance with laws and regulations	• Operation regulations • Bursa listing requirements • Companies Act • Labour law • Taxations • Department of Environment • Construction Industry Development Board • Occupational Safety and Health Act
Board of directors	• Board meetings	• Corporate strategy • Corporate governance
Employees	• Technical and skills training • Performance review • Departmental meetings • In-house newsletters/communications	• Occupational safety & health • Remuneration policy • Career development • Performance review • Fair employment practices • Minimum housing standards

STAKEHOLDERS' ENGAGEMENT AND COMMUNICATION (CONT'D)

KEY STAKEHOLDERS	ENGAGEMENT METHODS	TOPICS OF INTEREST
Financial Institutions	• Bursa announcements • Quarterly report • Annual report • Timely update on the corporate website	• Financial and operational performance • Funding requirement
Customers	• Customer Relationship Management • Facilities management review • Marketing events, roadshows and sales galleries	• Customer satisfaction • After-sales services • Quality assurance
Suppliers & Contractors	• New Supplier Form • Regular meetings • Quality audit on services and products • Contract negotiation	• Services and product quality • Legal compliance
Communities	• Charity and welfare programs	• Social contribution • Job opportunities • Donation and financial aid
Analyst / Media	• Annual & Extraordinary General Meetings • Press conferences and media releases	• Financial and operational performance • General announcements

MATERIALITY ASSESSMENT

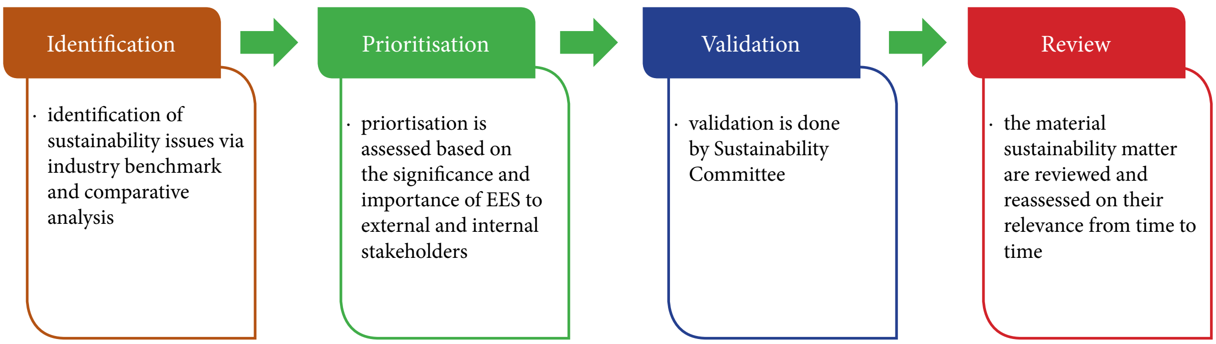
Kerjaya Group evaluates its MSMs through a materiality assessment process, which examines both the potential impact of each sustainability issue on our business and how these matters reflect the effects of our business activities. This assessment considers the short-term and long-term impacts of each matter to provide a more holistic understanding of their significance.

The materiality assessment adopts a definition of "materiality" aligned with the MMLR, where an MSM is defined as one that has a substantial economic, environmental, or social impact on the Group, or one that significantly influences the decisions and assessments of stakeholders.

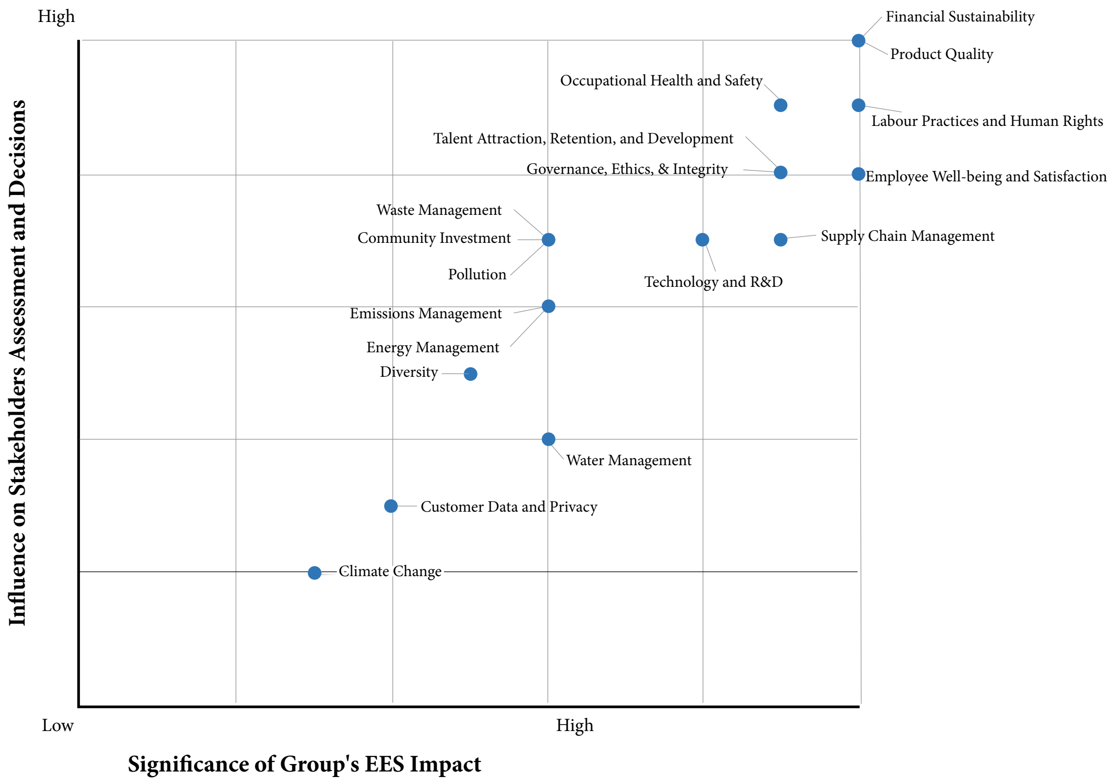
The results of the materiality assessment were presented in the Group's materiality matrix and subsequently tabled for review by the RMSC and the Board.

The SWG, led by the CEO, carried out a comprehensive materiality assessment in 2023.For the financial year under review, the SWG revisited the materiality matrix and confirmed that the materiality assessment conducted in FY2023 remained relevant.

Kerjaya Group's materiality assessment process is illustrated as follows:



MATERIALITY ASSESSMENT (CONT'D)

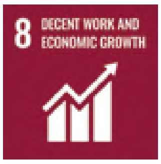


Materiality Matrix FY2024

Sustainability Report (Cont'd)

SUPPORTING GLOBAL DEVELOPMENTS

We are supportive of the 17 Sustainable Development Goals ("SDGs") of the Agenda 2030 adopted by the 193 United Nations members in 2015, which aim to address global challenges and are common goals of the entire world.

	The Group creates and distributes economic value by providing employment opportunities to local and foreign workers, contributing to the local economy through our supply chain, and paying our fair share of corporate taxes, among others.
Kerjaya supports quality property development projects for quality dwellings and built environments, contributing to the housing needs of a growing population. We construct high-quality buildings using quality materials and advanced technology. We employ IBS construction methods, which enable us to efficiently use materials and reduce waste generation. For instance, we use aluminium formworks in all our construction projects, eliminating the use of timber formwork structures that can only be used once. This technology enabled us to reduce the generation of timber waste and to maintain a cleaner project site.	
	We undertake ongoing efforts to protect the people and environment, including the people who work for us and with us, the environment around our operations, as well as the broader natural environment. We have in place safety and health management systems and environmental management systems to safeguard our people and environment. Kerjaya also acknowledges the importance of considering climate change risk in relation to our long-term business strategy. We are working towards understanding our greenhouse gas ("GHG") emissions footprint and will work out solutions to support the global combat against climate change.

GOVERNANCE, ETHICS, AND INTEGRITY

Corporate Governance

Kerjaya Group upholds robust governance practices to ensure effective management of the Group's operations, with an emphasis on transparency and integrity. Strong corporate governance is essential for the proper management of the Group's assets and for protecting the interests of the company and its stakeholders.

We comply with the MMLR and are guided by the corporate governance principles set out in the Malaysian Code on Corporate Governance ("MCCG"). Additionally, we consider other relevant best practices where applicable.

GOVERNANCE, ETHICS, AND INTEGRITY (CONT'D)

Corporate Governance (Cont'd)

The Group's corporate governance practices are disclosed in the Corporate Governance Overview Statement, Statement on Risk Management & Internal Control, Audit Committee Report, and Nomination Committee Report, all included in the Company's FY2024 Annual Report, along with the Corporate Governance Report.

Compliance

The Group is committed to adhering to all applicable laws and regulations governing its business and operations. We continuously monitor and stay updated on the latest regulations to ensure compliance. Compliance is integrated into our standard operating procedures ("SOPs") to ensure all relevant functions and departments follow these guidelines in their day-to-day operations. We also have internal controls in place to ensure that key compliance requirements are met.

Compliance risk is included in the Group's annual risk management review, which evaluates the company's risk levels and performance.

We are pleased to report that there have been no instances of non-compliance, including with environmental or social laws and regulations, resulting in significant fines or penalties.

Kerjaya Group	FY2023	FY2024
Non-compliance cases (including environmental or social non-compliance) which resulted in significant fines or penalties	0	0

Business Ethics and Integrity

We are committed to upholding high standards of business ethics and integrity, guided by the Group's Code of Ethics ("COE") which is established and overseen by the Board. The COE complements the Code of Conduct.

The Code of Ethics is available on Kerjaya's corporate website

The COE applies to all employees and sets out the Group's commitment, amongst others, to:

- Integrity – creating a business free of corruption;
- Human rights – a workplace free from harassment, discrimination, enslavement, child, or forced labour; and
- Safeguarding key assets, data, and information of Kerjaya Group.

GOVERNANCE, ETHICS, AND INTEGRITY (CONT'D)

Business Ethics and Integrity (Cont'd)

The COE addresses the following key topics:

Avoiding conflict of interest	Prohibiting corruption, including bribery, money laundering, and abuse of power	No gift policies	Compliance with laws, rules, and regulations
Compliance with occupational safety and health rules and regulations	Prohibition of any form of harassment and violence	Honesty	Equal opportunity for all employees, no discrimination, and no harassment
Confidentiality and non-disclosure	Protection of information and personal data	Protection of assets and resources	Prohibiting abuse of position or information for private or personal advantage
Respecting human rights	Prohibiting insider trading	Respect the personal dignity, privacy and rights of each individual	Treating employees with dignity and respect in the workplace; and creating a safe and harmonious work environment

We also expect third parties who do business with the Group to demonstrate business ethics and integrity. This expectation is communicated to business associates such as subcontractors, business partners, and suppliers through formal and informal channels, as appropriate.

We also perform due diligence and assessment of key business associates, such as subcontractors or key suppliers of products and services.

Anti-Corruption and Anti-Bribery

The Board adopts a zero-tolerance stance towards corruption and bribery and has established an Anti-Bribery and Corruption Policy & Guidelines ("ABC Policy") to communicate such commitment. The Board sets the tone at the top in relation to anti-corruption and bribery, and it also provides oversight for the overall implementation of and compliance with the ABC Policy throughout the Group's operations and activities.

The ABC Policy is published on Kerjaya's corporate website.

All Directors, employees, and third parties associated with the Group's business and operations shall comply with the ABC Policy. The ABC Policy prohibits all forms of bribes and the use of facilitation payments, and it provides guidance on transactions that are more likely to be abused, such as gifts, entertainment, corporate hospitality, and sponsorship and donation. We deem facilitation payments as bribes, and they are prohibited.

Kerjaya Group adopts a risk-based approach towards managing corruption risks, where corruption risk assessment is conducted to identify areas of operations which may be exposed to risks of corruption or bribery. Risk areas are assessed for their risk levels and appropriate measures, which may include preventive, detective, and mitigative measures, are developed to reduce the corruption risks. Such control measures include the application of checks and balances, separation of power, ongoing review and monitoring, and ongoing training and communication for relevant stakeholders.

The corruption risk assessment also forms part of the Group's annual risk assessment, which covers all 3 business segments and the headquarters of the Group.

GOVERNANCE, ETHICS, AND INTEGRITY (CONT'D)

Anti-Corruption and Anti-Bribery (Cont'd)

	FY2022	FY2023	FY2024
Percentage of operations assessed for corruption-related risks during the financial year	3 of 3[1](100%)	4 of 4[2] (100%)	4 of 4 (100%)

[1] Includes the 3 operating segments of the Group.
[2] Operations recategorised to 3 operating segments and the headquarters of the Group.

Communication and Training

Communication is one of the key measures to increase anti-corruption and anti-bribery awareness among Directors, employees, and business associates.

We ensure all Directors and employees read, sign, and acknowledge their understanding of the ABC Policy, together with the Code of Conduct and COE, once every three years.

	As at 31 December 2022	As at 31 December 2023	As at 31 December 2024
Percentage of employees communicated on anti-corruption the Group's ABC Policy	100%	100%	100%

The Group communicates its anti-corruption stance with key business associates, alongside other relevant policies of the Group with which business associates are expected to comply. We also introduce the ABC Policy to business associates and refer them to the policy, which is available on our corporate website. The due diligence and assessment of key business associates include integrity considerations as well.

Any updates to the ABC Policy will be disseminated to Directors, employees, and business associates, as well.

The Group also provides anti-corruption training or briefing to employees, especially employees exposed to higher corruption risks due to their functions or positions. The training or briefing aims to strengthen awareness, provide a clear understanding of what constitutes corruption, the types of corruption, how to avoid corruption in their day-to-day work, and how to report suspected corruption cases.

New Directors and employees are also briefed on the ABC policy during their induction, alongside other key policies of the Group.

The following table reports the percentage of employees who have received anti-corruption training, and it covers all office-based employees. Manual workers are not included due to their nature of work and low exposure to corruption risks.

Percentage of employees who have received training on anti-corruption (by employee category, for office-based employees only)	As at 31 December 2023	As at 31 December 2024
Senior Management	100%	100%
Management	85%	100%
Executives	80%	100%
Non-Executives	73%	100%

Political contributions

Kerjaya Group generally does not make political donations or sponsorships, and there were none made in FY2024.

GOVERNANCE, ETHICS, AND INTEGRITY (CONT'D)

Whistleblowing Mechanism

In addition to promoting awareness and implementing control measures to put into effect the Group's business ethics, integrity, and anti-corruption expectations, Kerjaya Group has established whistleblowing mechanism that allows serious misconduct or serious violations of the Group's ethical standards such as the Group Code of Conduct, COE, or ABC Policy, to be reported.

The whistleblowing mechanism is formalised via the Whistleblowing Policy and Procedures ("Whistleblowing Policy") and is accessible to all, including Directors, employees, business associates, and the public. The mechanism allows issues to be raised in confidence and escalated for investigation, where appropriate action will be taken to ensure that the matter is resolved effectively.

All reports will be dealt with confidentially, and the mechanism does not prohibit anonymous reporting. The reporting mechanism also includes a channel to report to an Independent Director, such as in the event a senior management is involved or conflicted in the reported incident. In addition, the Group provides employees who raise genuine concerns with protection against reprisal within the Group to ensure they will not be retaliated against for doing the right thing.

The Whistleblowing Policy is publicly accessible on Kerjaya's corporate website.

For FY2024, there were no reported incidents of corruption or fines, penalties, or settlements in relation to corruption reported or received. There were no employees or staff disciplined or dismissed due to non-compliance with the ABC Policy.

Kerjaya Group	FY2023	FY2024
Confirmed incidents of corruption	0	0

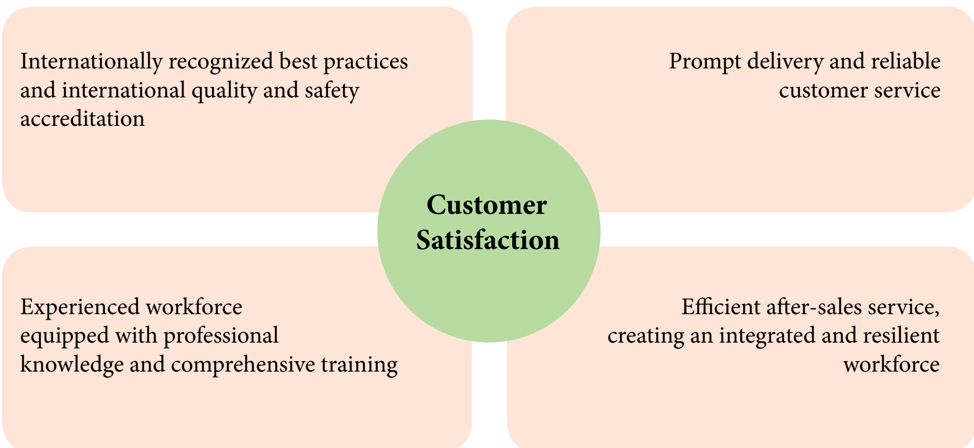
FINANCIAL SUSTAINABILITY

Financial stability is crucial to the long-term sustainability of the business and creating value for stakeholders. Under the leadership of the Directors and Senior Management, who bring expertise and experience, the Group is managed through diligent approaches, including strategic planning, budgeting, and performance monitoring.

The Group's financial performance for FY2024 is detailed in the Management Discussion and Analysis section of this Annual Report.

PRODUCT QUALITY

As one of Malaysia's most trusted builders, Kerjaya Group is dedicated to maintaining strong customer relationships in a highly competitive market. Our commitment to product quality focuses on the well-being, safety, and satisfaction of our customers.



PRODUCT QUALITY (CONT'D)

With nearly 30 years of industry experience, we have built a solid track record in constructing high-end commercial and residential buildings, ensuring consistent high quality. We are supported by a highly skilled team dedicated to pursuing excellence.

All subsidiaries within our Construction Segment are certified with the ISO 9001 Quality Management System ("QMS"), ISO 45001 Occupational Health and Safety Management System ("OHSMS"), and ISO 14001 Environmental Management System ("EMS"). In addition, our well-established SOPs support us in deliver quality consistently and maintain credibility in the construction industry, fostering trust with our customers.

Kerjaya Group's subsidiaries in the Construction Segment	Effective ISO certification as at 31 December 2024		
	QMS	OHSMS	EMS
Kerjaya Prospek (M) Sdn Bhd	ISO 9001:2015	ISO 45001:2018	ISO 14001: 2015
Permatang Bakti Sdn Bhd	ISO 9001:2015	ISO 45001:2018	ISO 14001: 2015
Ace Equity Sdn Bhd	ISO 9001:2015	ISO 45001:2018	ISO 14001: 2015
Future Rock Sdn Bhd	ISO 9001:2015	ISO 45001:2018	ISO 14001: 2015

We use the Quality Assessment System of Construction ("QLASSIC") as an assessment tool to evaluate the quality of workmanship of building projects based on Construction Industry Standard ("CIS") 7:2014.

We have set a target to achieve a QLASSIC score of at least 80 points for all our projects. In FY2024, Maya Bay Residence @ Gamuda Cove achieved 80 points, while Viluxe @ Batu Kawan and KAIA Height @ Taman Equine surpassed the target with 81 points and 84 points respectively. Meanwhile, Edumetro @ Subang is close to the target with a score of 78 points. .

Maya Bay Residence @ Gamuda Cove

Sustainability Report (Cont'd)

TECHNOLOGY AND RESEARCH AND DEVELOPMENT ("R&D")

Kerjaya Group leverages cutting-edge technology to advance construction processes. We continue to implement Industrialised Building System ("IBS") technology to achieve operational efficiencies, enhance quality, and reduce environmental and social impacts, such as minimising concrete waste and reducing manual labour, which results in safer, cleaner work environments.

SUPPLY CHAIN MANAGEMENT

In the construction industry, supply chains are often localised, where proximity to raw materials, technology, and labour can influence costs. However, considerations such as material quality, labour skills, and available building technology may be limited in certain areas. Striking a balance between cost management and maintaining product quality is essential.

Quality of Suppliers, Subcontractors, and Vendors

Operations within the construction industry typically involve a range of stakeholders, including suppliers, subcontractors, and vendors who provide specialised services in areas such as earthworks, structural work, drainage and sewerage, electrical systems, waste management, and more.

We take great care in selecting our business partners to ensure we collaborate with those who share our commitment to reliability and high-quality standards. This selection process emphasises alignment with our core values, including ethics, integrity, safety, health, environmental stewardship, social responsibility, and product excellence.

Our approach to working with suppliers, subcontractors, and service providers is rooted in fostering long-term partnerships built on consistent quality, productivity, efficiency, capability, and trust. Through open engagement, we aim to deepen our understanding of their operations, challenges, and perspectives, while exploring opportunities to collaborate and generate mutual business value over time.

Assessment of contractors and suppliers

Before engaging contractors and suppliers, we evaluate their business ethics, integrity, and performance through a thorough assessment process. The New Supplier Form facilitates this process, considering operational, environmental, and social objectives.

Our supplier selection process prioritises those who excel in areas such as environmental preservation, protection of endangered species, labour rights and welfare, equal opportunities, and ethical practices free from corruption or environmental violations.

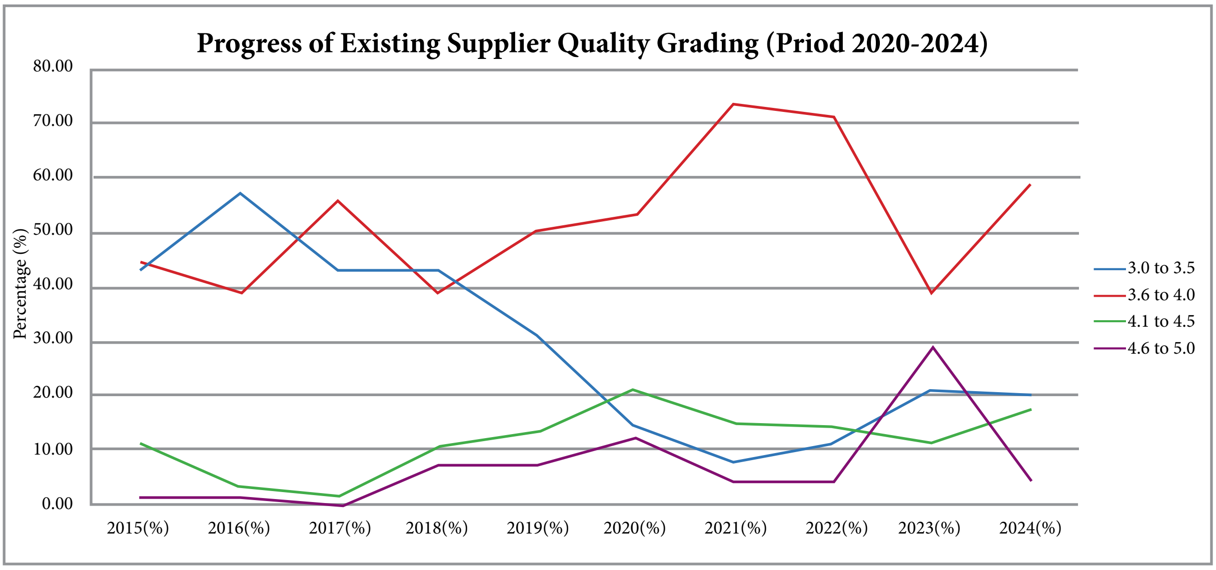
We conduct periodic assessments to evaluate supplier and contractor performance, focusing on environmental, safety, and health risks.

Annual audits assess the quality of products and services, pricing, delivery timelines, and payment terms. We use an audit scoring method to rate suppliers and contractors' performance from 0 to 5, with a target of 35% suppliers scoring 4.1 or higher.

Through regular assessments and annual audits, Kerjaya maintains strong partnerships with business associates whose performance meets our standards. We engage in continuous dialogue to foster mutually beneficial relationships, focusing on enhancing the quality of products and services, as well as promoting sustainable practices. This includes collaborating to find solutions that reduce waste, implement waste separation for improved recycling rates, and adopt energy and water efficiency measures. Conversely, business associates whose performance falls short of expectations will be addressed, with corrective actions taken, and may face termination if they are unable to meet our standards.

SUPPLY CHAIN MANAGEMENT (CONT'D)

In FY2024, 21% of our suppliers and contractors achieved a score of 4.1 or above out of maximum of 5.0. We will continue to engage with our suppliers to improve quality and responsibility across the supply chain.



Kerjaya strives to deliver its responsibilities in promoting and encouraging better practices in its supply chain, with respect to the protection and preservation of the environment and respecting basic human rights and dignity, beyond the compliance obligations of Kerjaya.

Local Procurement

We recognise the important role we play in supporting local job creation, talent development, and contributing to the growth of the local economy through our supply chain. As part of our commitment, we aim to source at least 90% of our building materials from local suppliers, specifically from Malaysian companies. In FY2024, over 95% of our procurement spending on materials was from local suppliers.

	FY2022	FY2023	FY2024
The proportion of procurement spending (on building materials) on local suppliers	>90%	>95%	>95%

CUSTOMER DATA AND PRIVACY

The Group has implemented robust controls and measures to safeguard both customer confidentiality and our business data and systems. This includes adopting best practices for handling sensitive information and establishing a COE that mandates employees to protect customer data.

Our Information Technology ("IT") function plays a critical role in supporting the operations, security, and integrity of the Group's IT systems. We have put in place a range of controls, including routine monitoring, testing, IT audits, and the deployment of various hardware, software, and security safeguards. These measures are regularly updated to ensure they remain effective and relevant.

During the financial year under review, there were no reported incidents of significant IT breaches. Additionally, there were no substantiated complaints regarding violations of customer privacy or the loss of customer data.

	FY2022	FY2023	FY2024
Number of incidents which resulted in significant IT breaches	0	0	0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

ENVIRONMENTAL MANAGEMENT

We recognise the delicate balance required between the built and natural environments and are committed to minimising the environmental impact of our operations. Kerjaya is dedicated to not only complying with all relevant environmental laws and regulations but also proactively managing environmental impacts across all sites operated by Kerjaya.

All of the Group's construction sites are overseen by our subsidiaries, which are ISO 14001 EMS certified and undergo annual audits or reviews. We also engage professional Environmental Consultants to monitor and evaluate the environmental impact of our operations, focusing on areas such as marine water quality, air quality, and noise pollution, as applicable.

Our goal is to use resources efficiently, reduce consumption, and minimise waste generation. The adoption of IBS has significantly contributed to these objectives while also enhancing safety on our sites. All waste and wastewater are managed and disposed of responsibly, in full compliance with regulatory requirements. We aim to achieve zero pollution incidents across all our sites.

Generally, we do not operate in water-stressed areas, and our water withdrawal from natural sources is minimal. Most of our water supply is sourced from municipal providers. While we do not take water availability for granted, we are committed to using it efficiently and avoiding unnecessary consumption or waste.

In line with global efforts to combat climate change and reduce GHG emissions, Kerjaya has adopted a proactive approach to energy efficiency and is committed to minimising GHG emissions resulting from its construction activities.

Industry Collaborations

We continue to explore opportunities for collaboration with clients and business partners at our construction sites, aiming to drive continuous improvements in environmental management. In addition to evaluating the environmental practices of our subcontractors and service providers, we work closely with them to develop solutions that enhance environmental performance and reduce negative impacts at our sites.

For example, we collaborate with subcontractors to implement a centralised and standardised waste management system, which includes the segregation, measurement, storage, and treatment of waste. This approach has enabled us to better categorise waste and significantly improve the rate of reuse and recycling.

Certain projects, such as the Seri Tanjung Pinang ("STP") Project, require periodic Environmental Impact Assessments ("EIAs") to ensure that our operations do not cause significant harm to the environment, including the local biodiversity. We engage independent consultants to conduct the EIA for the STP project every three months. Additionally, we work closely with local authorities and the project developer to monitor and address any potential environmental or biodiversity risks, ensuring that our operational procedures include necessary controls to minimise the environmental impacts of our activities.

ENVIRONMENTAL MANAGEMENT (CONT'D)

For the financial year under review, the Group's environmental performance remained fully compliant with all applicable laws and regulations. There were no significant instances of non-compliance, fines, or penalties related to environmental issues during FY2024.

ENERGY MANAGEMENT, EMISSIONS MANAGEMENT, AND CLIMATE CHANGE

Kerjaya Group strives to reduce its environmental impact through efforts to either reduce GHG emissions or emissions intensity. This also means avoiding unnecessary wastage of energy and considering cleaner energy in place of fossil-based fuels, where practical. Our energy approach and initiatives are also aligned with our GHG reduction endeavours.

Energy and Emissions from Construction Activities

In our operations and sites, fossil-based fuels such as diesel and petrol are consumed in vehicles and heavy machinery such as cranes, excavators, on-site power generator sets, backhoes, and others. To maintain the fuel and emissions efficiency of machinery and equipment, they are subject to scheduled maintenance and replacement, where required.

From time to time, we review our machinery and equipment assets, considering their conditions and newer alternatives in the market, which are commonly more fuel efficient. Asset maintenance or replacement plans are developed to upgrade or replace older machinery or equipment.

Energy Savings and Efficiency Measures

We undertake initiatives to enhance energy savings and energy efficiency in our operations, including offices. The majority of our office lighting is fitted with LED lighting systems, which have better efficiency. We also practice energy-saving initiatives such as switching off air-conditioning systems and lights when not in use, and encouraging employees to rely less on air-conditioning and make use of natural ventilation and breeze, depending on the weather.

Renewable Energy

Photovoltaic ("PV") power generation systems are among our investments to generate clean energy and rely less on purchased electricity, which is mainly fossil fuel-based. We have PV power generation systems installed at Ijok factory, which runs the operations of the Manufacturing segment.

In FY2024, 64,119 kWh of excess electricity was contributed back into TNB's grid, helping us to offset about RM 13,589 from electricity bills.

Energy Consumption

We report the energy consumption across our in-Scope operations, which also includes electricity consumption at construction sites managed by the Group. Electricity consumption is measured from our electricity bills. The electricity consumption at Headquarters has increased notably as we moved our headquarters, which currently covers a greater floorspace.

Energy consumption (MWh)	FY2022	FY2023	FY2024
Fuel consumption			
Diesel	20,778	22,612	19,849
Petrol	Not available[3]	232	720
Electricity purchased from TNB			
Headquarters	405	362	786
Construction Segment	4,201	4,243	3,996
Total energy consumption (i.e. fuel and electricity)	**25,384**	**27,449**	**25,351**

[3]Petrol consumption for FY2022 was not available as we began to collect data in FY2023.

ENERGY MANAGEMENT, EMISSIONS MANAGEMENT, AND CLIMATE CHANGE (CONT'D)

GHG Emissions

The GHG emissions identified and reported by the Group are mainly derived from its use of energy, as follows:

GHG Emissions (tCO_{2e})	2022	2023	2024
Scope 1			
Diesel	5,226	5,688[4]	4,901[5]
Petrol	Not available[6]	57[7]	180[8]
Scope 2			
Purchased electricity	3,565[9]	3,564[10]	3,702[11]
Scope 1 and Scope 2			
Total	**8,791[12]**	**9,309[13]**	**8,783**

Electricity and GHG Emissions Intensity

We calculate the electricity intensity and its associated GHG emissions intensity for the Construction Segment. Electricity intensity is calculated by electricity consumption per RM1,000 of Construction revenue, while GHG emissions intensity is derived from the use of electricity.

For the Construction segment specifically, we have set a target to achieve an electricity intensity of 3.00 kWh/ RM1,000 revenue or lower, and GHG emissions of 2.50 $kgCO_{2e}$ / RM1,000 revenue or lower.

Electricity Use for the Construction Segment	FY2022	FY2023	FY2024	
			Target	Actual
Electricity consumption ('000 kWh)	4,201	4,243		3,996
Electricity intensity (kWh/ RM1,000 revenue) i.e. electricity consumption/ RM'000 Construction Segment revenue	3.30	2.97	<3.00	2.30
GHG emissions ('000 $kgCO_{2e}$)[14]	3,184	3,216		3,093
GHG emissions intensity (kg CO2e/ RM1,000 revenue) i.e. GHG emissions/ RM'000 Construction Segment revenue	2.50	2.25	<2.50	1.78

[4] For FY2023, GHG emissions for diesel was estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.1) and Transport Tool (version 2.6). Previous year's estimations will not be recalculated.

[5] For FY2024, GHG emissions for diesel was estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.2) and Transport Tool (version 2.7).

[6] Petrol-related GHG emissions for FY2022 was not available as we began to collect data in FY2023.

[7] For FY2023, GHG emissions for petrol was estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.1) and Transport Tool (version 2.6). Previous year's estimations will not be recalculated.

[8] For FY2024, GHG emissions for petrol was estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.2) and Transport Tool (version 2.7).

[9] FY2022 GHG emissions from electricity consumption is restated using the latest information published by the Energy Commission of Malaysia. Estimation is based on 2022 Peninsula Malaysia's Grid Emission Factor of 0.774 tCO_{2e}/MWh (source: *Grid Emission Factor (GEF) in Malaysia, 2017-2022, News & Resources - MyEnergyStats*).

[10] FY2023 GHG emissions from electricity consumption is restated using the latest information published by the Energy Commission of Malaysia. Estimation is based on 2022 Peninsula Malaysia's Grid Emission Factor of 0.774 tCO2e/MWh (source: *Grid Emission Factor (GEF) in Malaysia, 2017-2022, News & Resources - MyEnergyStats*).

[11] FY2024 GHG emissions from electricity consumption is estimated based on 2022 Peninsula Malaysia's Grid Emission Factor of 0.774 tCO_{2e}/MWh (source: *Grid Emission Factor (GEF) in Malaysia, 2017-2022, News & Resources - MyEnergyStats*).

[12] Restated due to restatement in FY2022 Scope 2 GHG emissions.

[13] Restated due to restatement in FY2023 Scope 2 GHG emissions.

ENERGY MANAGEMENT, EMISSIONS MANAGEMENT, AND CLIMATE CHANGE (CONT'D)

Our electricity intensity for the Construction Segment improved to 2.30 kWh per RM1,000 Construction revenue in FY2024. Similarly, GHG emissions intensity improved to 1.78 $kgCO_{2e}$ per RM1,000 of Construction revenue. These progresses help us meet our target for FY2024.

This could be attributable to the higher Construction revenue (compared to the previous year) and lower electricity consumption in the construction phases in FY2024.

Climate Change

The Group acknowledges that climate change is a common challenge globally and may have impacts on business and business environments. We are also aware that climate change may pose both risks and opportunities to our business in the short and long-term.

The Company is supportive of the Paris Agreement, which aims to limit global warming to below 2.0 degrees Celsius above pre-industrial levels while pursuing efforts to limit the temperature increase to 1.5 degrees Celsius. In addition, we also support the Malaysian Government's target to reduce the country's emissions intensity by 45% by 2030, compared to 2005 levels.

Kerjaya Group will strive to assess the potential impacts of climate change on the Group's business in the short and long-term, so as to undertake necessary initiatives to develop business resilience against possible climate futures.

We are taking the necessary initiatives to prepare and align our disclosures with the IFRS S2 Climate-related Disclosures, which incorporates the Recommendations of the TCFD.

The Board's responsibility in overseeing business sustainability includes ensuring key climate-related risks and opportunities are identified and considered in business decisions, including considering adaptation and transition approaches. Furthermore, the RMSC supports the Board in the overall oversight of the management of climate change risks.

The Group will be conducting climate assessments to evaluate the climate-related risks and opportunities associated with the Group's business, considering the short, medium, and long-term sustainability of the business.

[14] GHG emissions from electricity consumption for the Construction Segment is estimated based on 2022 Peninsula Malaysia's Grid Emission Factor of 0.774 tCO_{2e}/MWh (source: Grid Emission Factor (GEF) in Malaysia, 2017-2022, News & Resources - MyEnergyStats).

RESOURCE, WASTE, AND POLLUTION MANAGEMENT

We incorporate strategies for resource utilisation and waste management within our project and cost management frameworks. Continuous efforts are made to monitor resource consumption, implement waste segregation, and manage waste effectively.

Our operations are supported by skilled teams of engineers and quantity surveyors who assist in material planning and scheduling activities. We remain up-to-date on the latest technological developments and innovations, and consider adopting new technologies that promote sustainable business practices. The adoption of IBS technology has allowed us to significantly reduce concrete usage and waste on-site, improving overall efficiency.

Additionally, we actively engage with our suppliers and service providers to explore solutions that enhance our site operations, including more efficient construction methods, resource utilisation, and waste management.

Managing Wastes

In compliance with waste management laws and regulations, we are committed to the responsible disposal of waste and wastewater, aiming for zero pollution incidents across all sites.

We implement proper waste segregation practices and management systems that align with ISO14001 standards while incorporating best industry practices.

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Managing Wastes (Cont'd)

At all Kerjaya's sites, we provide bins and facilities for effective waste segregation. Our goal is to minimise waste disposal to landfills or incineration wherever possible.

In addition, we also offer training to employees and workers on proper waste segregation practices.

Hazardous Waste

The handling of hazardous waste, or scheduled waste, complies with the Department of Environment ("DOE") regulations. Hazardous waste is managed by licensed contractors, and we have monitoring systems in place to ensure its disposal at approved treatment facilities before final disposal.

Non-Hazardous Waste

A key non-hazardous waste we generate is iron and steel, which have high energy consumption in production. We segregate and sell iron and steel waste to third parties for reuse or recycling, generating income for Kerjaya.

Our construction sites currently utilise aluminium formwork, which can be reused multiple times, unlike traditional timber formwork.

We periodically assess our construction and waste management processes, supported by waste data, to identify opportunities for waste reduction, cost savings, and improvements in material reuse or recycling. We continue to find new ways to decrease the waste that ultimately requires disposal.

The following table summarises our non-hazardous waste generated in FY2024, including how much was recycled or reused or disposed of.

Non-hazardous waste[15]	FY2022 (t)			FY2023 (t)			FY2024 (t)		
	Generated	Diverted from disposal	Directed to disposal	Generated	Diverted from disposal	Directed to disposal	Generated	Diverted from disposal	Directed to disposal
Iron or steel	2,155	2,155	0	1,775	1,775	0	1,810	1,810	0
Total	**2,155**	**2,155**	**0**	**1,775**	**1,775**	**0**	**1,810**	**1,810**	**0**

We have set a target to reuse and recycle at least 95% of the iron and steel waste generated, and we have achieved a 100% recycling rate by selling our iron and steel waste to third-party recycling service providers. At the same time, we earned RM 3.0 million from the sale of scrap iron and steel in FY2024.

[15] "Diverted from disposal" include recovery, reuse, or recycling activities. "Directed to disposal" includes incineration (regardless of whether it is used for power generation) and disposal to landfill.

Reuse and recycling rates (i.e. the proportion of the amount diverted from disposal against the amount generated)	FY2022		FY2023		FY2024		FY2025
	Target	Actual	Target	Actual	Target	Actual	Target
Iron/ steel[16]	>95%	100%	>95%	100%	>95%	100%	>95%

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Noise, Dust, and Seawater

Our STP project is located at the sea of the state of Penang, involves ongoing monitoring of marine water quality, particularly in areas identified as risk zones in the project's EIA report. Regular water sampling is conducted to ensure compliance with relevant regulations and protect marine biodiversity.

In addition, we also monitor air quality on-site to prevent significant disturbances to the surrounding community. Air quality can be affected by dust and emissions produced by fuel-powered equipment and machinery, as well as by dust generated from the surface and soil due to activities at the site.

Noise pollution is an inevitable aspect of construction activities. It is often generated by heavy machinery, tools, and equipment, and may cause disturbances or even affect the physical or mental health of workers and surrounding communities. However, noise generation can be managed and minimised through measures such as installing noise barriers and restricting work activities at night. We ensure that noise levels remain below regulatory limits and regularly engage with local communities to gather feedback on any noise-related issues.

Environmental Performance

Throughout the year, we continuously monitor marine water quality, air quality, and noise levels to ensure compliance with environmental standards and regulatory limits.

In FY2024, we successfully maintained these environmental factors within acceptable thresholds. Importantly, there were no significant fines or penalties imposed by authorities for non-compliance with environmental management regulations, including waste management or pollution control.

[16] Recycling and reuse rate for iron and steel is calculated using amount sold to third parties.

WATER MANAGEMENT

In general, our operations do not take place in water-stressed areas, and we source water from municipal supplies. While some projects may involve minor groundwater withdrawals, these are managed in full compliance with local regulations.

We actively monitor and evaluate our water usage, withdrawal, and discharge, particularly in cases of significant consumption. At headquarters and office locations, water is primarily used for domestic purposes, while at construction sites, water is mainly utilised for mortar mixing, worker consumption, and site cleaning.

Kerjaya undertakes initiatives to minimise the use of fresh water by exploring alternatives such as water recycling and reuse. For instance, in the STP project, seawater is used for dust control, and in other projects, water that has passed through silt traps is reused for dust control and road work cleaning. Additionally, we are exploring rainwater harvesting as an alternative water source.

Wastewater is typically discharged through municipal drainage and sewerage systems, with occasional surface water discharge at construction sites. Currently, these discharges are not measured.

WATER MANAGEMENT (CONT'D)

Kerjaya's water withdrawn and discharged during FY2024 is disclosed as follows:

	FY2022 (Ml)	FY2023 (Ml)	FY2024 (Ml)
Water withdrawal			
Surface water from rivers, lakes, and natural ponds	N/A	N/A	N/A
Sea water, water extracted from the sea or the ocean	Not measured	Not measured	Not measured
Groundwater from wells, boreholes	Not significant	Not significant	Not significant
Used quarry water collected in the quarry	N/A	N/A	N/A
Municipal water	252.98[17]	125.74	313.07
External wastewater	N/A	N/A	N/A
Total water withdrawal	252.98	125.74	313.07
Water discharged			
Municipal sewerage	Not measured	Not measured	Not measured
Ground surface	Not measured	Not measured	Not measured
Total water discharged	Not measured	Not measured	Not measured

Water Intensity for Construction Projects

We measure the Construction Segment water efficiency based on water intensity, i.e. water withdrawal per RM1,000 Construction revenue, and we target to achieve a water intensity of 0.20 m3/ RM1,000 revenue or lower.

For FY2024, we recorded a water intensity of 0.18 m^3/ RM1,000 Construction revenue due to higher water consumption in the construction phases of our projects in FY2024.

[17] FY2022 water withdrawal data does not include water consumption at the headquarters as we began to collect water withdrawal data for the headquarters in FY2023.

Water withdrawn for the Construction Segment	FY2022	FY2023	FY2024	
			Target	Actual
Water withdrawn (m^3)	251,184	125,741		313,067
Water intensity (m^3/ RM1,000 revenue) i.e. water withdrawn/ RM'000 Construction Segment revenue	0.20	0.07	<0.20	0.18

LABOUR PRACTICES AND HUMAN RIGHTS

Kerjaya Group is committed to upholding the fundamental human rights and strives to prevent violations within our business operations. The Group's commitment to this principle is embedded in its COE.

The Code of Ethics is available on Kerjaya's corporate website.

The Group strictly prohibits all forms of child labour and forced labour. We are committed to ensuring a safe and healthy work environment for all employees while adhering to legal requirements on minimum wage and working hours. Similarly, we expect the same from our key business associates, especially subcontractors. Furthermore, when engaging with key business associates, we will assess their compliance history, including their adherence to labour laws and regulations.

The COE is communicated to all employees when they join the Group as part of their induction process. Additionally, any revisions or updates to the COE are promptly communicated to employees. We are also ensuring that our key business associates, including subcontractors, are informed of the expected ethical business practices in business conduct. To uphold accountability, the Group provides the whistleblowing channel that is accessible to all internal stakeholders, such as employees and Directors, and external stakeholders, for reporting any breaches of the COE.

In compliance with applicable local laws and regulations, the Group respects and upholds the rights of employees to freedom of association and collective bargaining, without imposing any restrictions.

The Group also strictly adheres to the Employees' Minimum Standards of Housing, Accommodations and Amenities Act 1990, including all subsequent updates under the Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019 (Act 446), to ensure proper living conditions for workers provided with accommodation. As an industry pioneer, Kerjaya adopts modular construction for workers' accommodation, which ensures workers live with sufficient space, amenities, and facilities. Our workers' accommodation at our sites is managed according to a set of established SOPs.

The Group also strives to ensure fair compensation for all employees and aims to prevent excessive working hours. At our construction sites, we maintain records of working hours and other labour practices, such as safety performance and training of employees. These records are periodically analysed to monitor compliance with applicable laws and regulations, assess operational effectiveness, and identify areas for continuous improvement.

Committed to complying with labour standards and protecting the human rights of employees, the Group reviews its compliance with labour practices and standards, including safety and health, from time to time, through internal audit activities.

In the course of our operations, we frequently collaborate with business associates, including contractors and service providers. Regular engagements such as project progress meetings incorporate discussions on safety and health and labour practices to ensure alignment with our standards. We maintain open engagement channels, such as performance appraisal sessions, where employees can raise concerns about their work environment and the Group's employment practices. We will collaborate with employees to address and resolve any concerns raised regarding the workplace and employment practices.

In addition, the Group's Human Resources has procedures to guide the grievance reporting and resolution process involving employees, where we take employees' reports and concerns seriously to ensure they are protected at the workplace. Serious violations or breaches of labour practices or human rights can be reported via the Whistleblowing mechanism.

In FY2024, no substantiated complaints regarding human rights violations or instances of labour standards non-compliance within the group.

	FY2022	FY2023	FY2024
Number of substantiated complaints concerning human rights violations	0	0	0

PEOPLE AND DIVERSITY

At Kerjaya, we value workforce diversity, and we appreciate the diverse demographics across age, gender, and cultural background, amongst others. We recognise that this diversity fosters varied perspectives and promotes open discussions and dialogues, which are important for innovation and developing new approaches to solving problems. Our focus on diversity extends across all levels, from employees to the Board. The Group strongly supports diversity through its equal-opportunity stance, non-discrimination policies, and stance against workplace harassment and bullying.

While the Group operates in generally male-dominated industries, we strive for reasonable gender balance among our office-based employees, targeting a 60% male and 40% female ratio.

As at 31 December 2024, our current male-to-female ratio for office-based employees stands at 54:46, which is meeting our target. We also have a workforce that reflects a balanced representation of ethnicities in general.

Kerjaya Group's office-based employees by gender and age	As at 31 December 2024				
	Gender		Age		
	Male	Female	<30	30 - 50	>50
Directors					
Directors	5 (63%)	3 (37%)	0 (0%)	2 (25%)	6 (75%)
Office-based employees					
Senior Management	5 (83%)	1 (17%)	0 (0%)	2 (33%)	4 (67%)
Management	31 (82%)	7 (18%)	3 (8%)	24 (63%)	11 (29%)
Executives	96 (47%)	108 (53%)	103 (50%)	94 (46%)	7 (3%)
Non-Executives	181 (55%)	151 (45%)	245 (74%)	71 (21%)	16 (5%)
Subtotal	**313 (54%)**	**267 (46%)**	**351 (61%)**	**191 (33%)**	**38 (7%)**
Total	**580**		**580**		

Kerjaya Group office-based employees breakdown by ethnicity	As at 31 December 2023	As at 31 December 2024
Malay	387	407
Chinese	166	152
Indian	24	20
Others	2	1
Total	**579**	**580**

The Group is an equal-opportunity employer and upholds a strict non-discrimination stance across all operations. We prohibit discrimination based on race, religion, gender, sexual orientation, disability, age, nationality, culture, and background. This practice is applied to the Group's employment practices, including recruitment, performance evaluation, promotions, disciplinary actions, etc, which are determined on the basis of merit.

Our workforce consists of office-based employees and manual workers. All manual workers at our construction sites are foreign workers.

As at 31 December 2024, Kerjaya has a total of 3,690 employees, comprising 580 office-based employees and 3,110 manual workers. Our workforce does not include part-time employees.

PEOPLE AND DIVERSITY (CONT'D)

Among our 580 office-based employees, approximately 24% are employed on a contract basis. These contract-based employees consist of professionals such as engineers and quantity surveyors, who are engaged to support the Group's projects. Such practice is aligned with the Group's business nature, which is primarily focused on construction projects. On the other hand, we also ensure that our remuneration packages for contract-based employees remain competitive, enabling us to attract and retain skilled talent in the industry.

	FY2022	FY2023	FY2024
Office-based employees			
Full-time permanent employees	381	439	441 (76%)
Full-time contract-based employees	149	140	139 (24%)
Total office-based employees	**530**	**579**	**580**
Manual workers			
Foreign workers	**1,719**	**3,148**	**3,110**
Total employees	**2,249**	**3,727**	**3,690**

Support for Youngsters and Internships

We periodically offer internships or short-term employment opportunities to students or new graduates, providing them with industry exposure and practical experience. These working opportunities allow them to gain work experience during their holidays and have an understanding of the property and construction industry by being involved in our working environment.

Through these initiatives, we aim to nurture future generations of talent and cultivate passion amongst youngsters to contribute to a sustainable future. While these positions are generally not crucial to our operations, they reflect our contribution to supporting students or new graduates in gaining industry insights and experience.

As at 31 December 2024, we have approximately 176 interns. Interns are excluded from our disclosure of employee headcount statistics above.

TALENT ATTRACTION, RETENTION & DEVELOPMENT

Human capital management remains one of the Group's most vital priorities, forming the essential foundation for building a talent pipeline and developing the necessary skills to achieve both our short and long-term business objectives. Through our continuous approach, we regularly review our human capital strategies, identifying the talents and skills required by the business, the existing gaps, and development needs. Our approach effectively balances the attraction, development, and retention of talent across the Group. Moreover, we consider different time horizons and ensure sufficient succession planning is put in place.

We also actively encourage all employees to pursue continuous development that contributes to their personal growth and professional advancement.

Development of Employees, Talents, and Leadership

The Group conducts annual performance appraisals for all employees to assess yearly employees' performance, facilitate discussion between the supervisors and employees on initiatives to improve work-related issues and relationships, as well as identify training needs for employees or functions of the Group.

When developing training programmes for employees, the Group takes into account the overall skill sets and talents across various functions. This includes focusing on critical regulatory areas like anti-corruption, sustainability, and climate change, which are some of the major priorities in recent years.

Training is delivered both in-house and externally, covering a broad range of topics including technical skills and soft skills. Our employees regularly undergo training on key areas such as anti-corruption, safety and health, SOPs, and other essential topics to ensure they have the knowledge needed to perform their roles effectively.

TALENT ATTRACTION, RETENTION & DEVELOPMENT (CONT'D)

The key topics in relation to the training attended by our employees during the financial year under review are as follows:

- STRATA Management Conference 2024;
- Road Traffic Safety Management;
- Lifting Supervisor Competency Training;
- Authorised Entrant & Standby Person for Confined Space;
- ESG Workshop: Sustainability Strategies for Exec Leaders;
- International Green Build Conference 2024;
- Malaysian Employment Law Conference;
- NHCCE 2024 National Human Capital Conference & Exhibition;
- Practical Payroll & Tax Computation Workshop;
- Tax & Business Summit 2024;
- Microsoft Project 2016: Basic & Intermediate;
- MFRS Update; and
- Health and safety-related training (please refer to the Safety Training section for details).

To support the Group's succession planning objectives, our HR Department monitors the human resources plan, which includes the succession management framework and activities, key human resources initiatives such as job and salary reviews, and the annual manpower budget. Succession plans are further supported by a specialised training programme tailored for identified Management personnel, focusing on developing future leaders and nurturing talents within the Group.

Through our various engagement channels, we closely collaborate with our employees to conduct employee training and succession planning activities. This collaborative approach fosters mutual growth and cultivates open, honest, and transparent communication across the Group.

<u>Overall Training Hours</u>

In FY2024, the Group continues to meet its training target of 2,000 training hours, with office-based employees having received a total of 2,346 training hours. On average, each employee attended 4.0 training hours during the financial year.

Training for office-based employees	FY2022		FY2023		FY2024	
	Total training hours	Average training hour	Total training hours	Average training hour	Total training hours	Average training hour
Senior Management	11.0	2.2	19.0	3.8	46.0	7.7
Management	148.5	3.5	197.0	4.8	298.0	7.8
Executive	1,163.5	3.5	1,703.0	5.6	1,155.0	5.7
Non-Executives	658.8	4.3	1,015.0	4.4	847.0	2.6
Total	**1,981.8**	**3.7**	**2,934.0**	**5.1**	**2,346.0**	**4.0**

	FY2022		FY2023		FY2024	
	Target	Actual	Target	Actual	Target	Actual
Total training hours attended by office-based employees	2,000	1,982	2,000	2,934	2,000	2,346

OCCUPATIONAL HEALTH & SAFETY

Occupational health and safety ("OHS") is a top priority for Kerjaya, reflecting our commitment to the well-being of our employees and workers. We are dedicated to fostering a conducive, safe, healthy and supportive work environment for employees and workers, especially at our construction sites.

Apart from that, we have a safety and health policy that highlights our commitment to:

- ensuring compliance with laws and regulations in relation to occupational safety and health;
- setting targets and measures to drive occupational safety and health performance across the Group; and
- promoting a culture where all employees share the commitment to prevent harm to the safety and health of our employees, contractors, and the general public.

We expect all Kerjaya-managed construction sites, including by our contractors and subcontractors, to adhere to our OHS commitment and stance when executing work in the construction sites.

In the following sections, "Kerjaya" and "we" refers to the Construction Segment

Management System for Occupational Health and Safety

We also ensure that our projects are compliant with applicable land codes, including those of Federal, State, and council levels, regarding site safety, health, and management, as well as:

- the relevant laws, in particular the Construction Industry Development Board ("CIDB") Act and the Prevention and Control of Infectious Diseases Act 1988;
- regulations issued by local authorities; and
- other SOPs issued by the CIDB, the Malaysian National Security Council, the Ministry of Health, and other relevant ministries or government agencies.

At Kerjaya, we implement OHS through a structured and systematic initiative. In addition to complying with relevant local laws and regulations, such as OSHA, we align with internationally recognised best practices. We maintain occupational safety and health management systems in accordance with the internationally recognised ISO 45001, which governs the policies, risk management, procedures and controls, auditing, and process improvement, amongst others, in relation to occupational safety and health. All our construction sites are managed by subsidiaries that are ISO 45001 OHSMS certified.

Governance and Management Structure for OHS

As part of our governance structure for managing OHS, we have established Environmental and Occupational Health and Safety ("EOHS") Committees. The EOHS Committees are responsible for overseeing and reviewing OHS management across our operations, including conducting risk assessments, reviewing work-related incidents or accidents, identifying root causes, implementing appropriate action plans, and monitoring progress and safety performance targets such as the industrial accident injury rate.

The EOHS Committees conduct bi-weekly reviews of safety performance at project sites, ensuring ongoing oversight and improvement. A summary of safety performance is presented to the Board annually. The EOHS Committee is also responsible for continuously reviewing OHS-related processes and identifying process improvement opportunities on an ongoing basis.

The EOHS Committee comprises qualified Safety Officers who are registered with the Department of Occupational Safety and Health ("DOSH") and have received specialised training on relevant OHS knowledge and skills to oversee OHS controls and performance. Operational-level employees are also members of the EOHS Committees who provide practical views on any OHS challenges faced by employees and understand the feasibility of OHS risk mitigation measures. Additionally, having executive-level employees on the EOHS Committee facilitates effective communication, ensuring that OHS concerns or feedback shared by employees are promptly addressed.

The EOHS Committee is also tasked with ensuring that timely support is provided to the employees affected by incidents.

OCCUPATIONAL HEALTH & SAFETY (CONT'D)

Risk-Based Approach for OHS

We take a proactive risk-based approach towards OHS, with regular OHS risk assessments conducted by the EOHS Committee to identify, assess, manage, and monitor the OHS risks at our construction sites. These assessments are performed across all existing construction sites and will be undertaken for every new project to ensure comprehensive safety management.

OHS-related controls are integrated into our SOPs, which are continuously reviewed and improved. We ensure that employees and workers are provided with appropriate personal protective equipment. Regular safety audits and internal audits are carried out to ensure compliance with safety procedures.

In addition, we ensure that an Emergency Response Team is established at every construction site to ensure preparedness for any unforeseen incidents.

Safety Training

Kerjaya ensures that all relevant personnel, regardless of their role, receive adequate training before entering project sites. New employees and workers are provided with comprehensive Safety Induction Training to ensure that they have knowledge pertaining to OHS risks, safety controls on the site, and emergency response procedures. Besides, visitors and contractors are required to attend a mandatory safety briefing prior to entering our site, ensuring they are equipped with necessary safety awareness and have a basic understanding of safety controls to protect themselves and others.

We provide regular OHS training to employees and workers, particularly in response to updates in safety protocols, significant changes to the site conditions, or shifts in project phases. Awareness and training remain key aspects of our OHS management approach at our operation. We are committed to continuously providing OHS training to employees and workers and enhancing relevant OHS controls to maintain a safe working environment.

Our OHS training may cover training on OHS standards, including but not limited to the following:

- New OSHA (Amendment) 2022;
- Basic Occupational First Aid, CPR & AED;
- 16th NRG-SHE OSH Conference 2024;
- Safety Leadership: Workplace Incident Prevention;
- Power Tools Inspection;
- Refresher Training for Safety & Health Induction;
- Basic Electrical Safety;
- Basic Chemical Handling (Diesel & Waste);
- Basic Ergonomic in construction site;
- Fall Arrest System: Wearing Full Body Harness;
- Basic Lifting;
- Basic Hand Tools Handling for working at heights;
- Fire Drill & Evacuation Situation on site; and
- Dismantling Work Process.

In FY2024, 45 employees received training on OHS standards and all our manual workers at construction sites underwent general OHS training. OHS training also takes into consideration the specific risks associated with employees' job roles and the nature of their work to ensure relevant and effective safety education.

	FY2023	FY2024
Number of employees trained on health and safety standards	44 employees	45 employees
Number of employees briefed or trained on health and safety (general training)	All manual workers at our project sites	All manual workers at our project sites

OCCUPATIONAL HEALTH & SAFETY (CONT'D)

In addition, we continued to conduct Safety Induction Training, Weekly Toolbox meetings and Safety training, CIDB Accreditation, QLASSIC Assessment, First Aid Course training, and Fire Drill training for our construction workers. We prioritise these efforts, recognising the critical importance of safety, especially in the high-risk environment of construction work. These measures not only ensure compliance with legal requirements but also enhance the overall safety culture across the Group.

By continuously updating and improving our OHS training and safety programs, we aim to mitigate risks, reduce accidents, and foster a culture of safety at all levels of Kerjaya.

Safety Performance

We actively monitor the safety performance of our employees, including Kerjaya's manual workers at our project sites. Our target is to maintain zero major accidents within our in-Scope operations, i.e. to have no accidents resulting in serious injuries or fatalities.

However, in FY2024, one major accident involved a manual worker who sustained a spinal injury after falling from a terrace house during construction. Another non-fatal but serious incident involved a manual worker who suffered a broken leg due to a fall. Immediate medical attention was given, followed by investigations, which found that the cause of the accident was human negligence where the worker did not put on personal protective equipment ("PPE") according to safety procedures. The Group will continue to carry out awareness training and enforcement to prevent recurrence.

Safety performance	FY2022	FY2023	FY2024	
			Target	Actual
Major accidents	1	0	0	1
Non-fatal serious injuries	0	0	0	1
Fatalities	1	0	0	0
Lost-time incident rate[18]	Not available[19]	0	0	0.2

[18] Calculated based on the assumption that every employee worked 8 hours for 200 days during the year.
[19] No data on lost-time incident rate is available for FY2022 as we began to measure lost-time incident rate in FY2023.

EMPLOYEE WELLBEING AND SATISFACTION

The Group aims to foster a supportive and conducive work environment for its employees and cultivate a mutually beneficial relationship between the Group and its employees. We recognise that employee satisfaction and wellbeing are integral to both individual success and overall organisational growth. To facilitate this, various engagement channels are established to enable open, ongoing, active communication with our employees. Furthermore, the Group promotes a culture of transparency by encouraging employees at all levels to share their perspectives and recommendations, contributing to the continuous improvement of our operations and employee relations.

Employee Retention

Beyond adhering to statutory requirements and regulations on wages and benefits, including the minimum wage order, Employee Provident Fund, and Social Security Organisation, Kerjaya Group also provides employees' welfare benefits. These include travel allowance, subsidies for hospitalisation and surgical insurance coverage and group personnel insurance, and uniform for the employees.

The Group supports and motivates our employees by offering benefits and welfare that enhance their continued well-being and personal growth.

We monitor the new hire and turnover rates, which reflect and guide our human capital management performance and strategies. Our target is to maintain the turnover rate for office-based employees below 20%.

EMPLOYEE WELLBEING AND SATISFACTION (CONT'D)

The number of office-based employees in FY2024 was largely consistent with the previous year. To address this, we will continue to improve the employee retention rate through various employee initiatives designed to enhance employee satisfaction, career development opportunities, and work-life balance. Our goal is to create an environment where employees feel valued, supported, and motivated to grow with the company.

Office-based employees	FY2023				FY2024			
	New hire		Turnover		New hire		Turnover	
	No.	Rate	No.	Rate	No.	Rate	No.	Rate
Senior Management	0	0%	0	0%	0	0%	0	0%
Management	15	37%	13	32%	6	16%	13	34%
Executives	135	45%	109	36%	56	27%	102	50%
Non-Executives	119	52%	94	41%	209	63%	117	35%
Total	**269**	**46%**	**216**	**37%**	**271**	**47%**	**232**	**40%**

COMMUNITY ENGAGEMENT AND CONTRIBUTIONS

We recognise the importance of creating value not only for our stakeholders, including shareholders and employees, but also for vulnerable communities that may require assistance and support.

Our community engagement and contribution activities prioritise assisting and empowering vulnerable communities, especially children, the elderly, and people with disabilities. We believe that everyone should have the opportunity to participate in society and not be marginalised, and we also believe that greater inclusion empowers individuals to realise their potential, contribute meaningfully to society, and strengthen the community as a whole. To achieve this, we actively encourage our employees to engage in volunteering and provide support to these vulnerable communities, embodying the spirit of inclusion and empowerment.

In line with our approach, we have set an annual target of contributing at least RM100,000 towards community activities. These contributions support a range of programs and projects designed to uplift and empower those in need.

During the financial year under review, Kerjaya Group has carried out a range of community initiatives, which are summarised below. These efforts are estimated to have benefited over 500 beneficiaries, helping to improve their quality of life and foster stronger community bonds. Our commitment to community engagement is an ongoing effort, and we are continually exploring new ways to expand our reach and deepen our impact.

COMMUNITY ENGAGEMENT AND CONTRIBUTIONS (CONT'D)

Community initiatives	Description	Amount (RM)
Contribution and donation to schools	SJK (C) Shuh Yen, SJK(C) Ting Hwa, and Sekolah Jenis Kebangsaan (C) Sin Ming	87,000
Sponsorship to schools	SJK (C) Shuh Yen Sound System, TARCIAN RUN 2024, and poor student breakfast for Sekolah Menengah Jenis Kebangsaan Yok Bin	34,730
Contribution to the temple	Rumah Berhala Koon Loon Kong	18,500
Contribution to Suara	Suara Kesatuan Pekerja-Pekerja Perkhidmatan	3,000
Contribution to equipment	Purchase heating equipment for heated swimming pool for Vista Residences	10,000
Charity dinner	Pusat Hemodialisis Desa Aman Puri	50,000
Contribution and donation for the festival	Persatuan Perayaan Cina Desa Aman Puri Kepong KL and Kampung Dato' Sulaiman Menteri	10,300
Contribution	Pusat Pendidikan Limpahan Kasih and Persatuan Ibubapa Dan Guru Sekolah Kebangsaan Seri	10,000
Sponsorship for sports	Football Jersey, Pasukan Taekwondo Melaka Kejohanan Sukma XXI Sarawak 2024, Competitive Athlete in Brazilian Jiu-Jitsu (BJJ) Competition 2025, and Football Tournament with JKKP	20,729
Sponsorship	HCK Capital Group's 2024 Gala Dinner, JKKP Food Testing, and JKKP Annual Dinner	16,381
	Total	**260,640**

TARCIAN RUN 2024

Donation

Sustainability Report (Cont'd)

Indicator	Measurement Unit	2023	2024
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Senior Management	Percentage	100.00	100.00
Managers	Percentage	85.37	100.00
Executives	Percentage	79.54	100.00
Non-executives	Percentage	72.61	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	152,672.00	260,640.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	100	500
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Senior Management Under 30	Percentage	0.00	0.00
Senior Management Between 30-50	Percentage	40.00	33.30
Senior Management Above 50	Percentage	60.00	66.70
Managers Under 30	Percentage	12.20	7.90
Managers Between 30-50	Percentage	51.22	63.20
Managers Above 50	Percentage	36.59	28.90
Executives Under 30	Percentage	57.76	50.50
Executives Between 30-50	Percentage	39.60	46.10
Executives Above 50	Percentage	2.64	3.40
Non-executives Under 30	Percentage	61.74	73.80
Non-executives Between 30-50	Percentage	30.00	21.40
Non-executives Above 50	Percentage	8.26	4.80
Gender Group by Employee Category			
Senior Management Male	Percentage	80.00	83.30
Senior Management Female	Percentage	20.00	16.70
Managers Male	Percentage	82.93	81.60
Managers Female	Percentage	17.07	18.40
Executives Male	Percentage	51.49	47.10
Executives Female	Percentage	48.51	52.90
Non-executives Male	Percentage	59.57	54.50
Non-executives Female	Percentage	40.43	45.50
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	62.50	62.50
Female	Percentage	37.50	37.50
Under 30	Percentage	0.00	0.00
Between 30-50	Percentage	25.00	25.00
Above 50	Percentage	75.00	75.00
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	27,448.77	25,350.73

Sustainability Report (Cont'd)

Indicator	Measurement Unit	2023	2024
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.22
Bursa C5(c) Number of employees trained on health and safety standards	Number	44	45
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Senior Management	Hours	19	46
Managers	Hours	197	298
Executives	Hours	1,703	1,155
Non-executives	Hours	1,015	847
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	24.18	23.97
Bursa C6(c) Total number of employee turnover by employee category			
Senior Management	Number	0	0
Managers	Number	13	13
Executives	Number	109	102
Non-executives	Number	94	117
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	95.00	95.00
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	125.740000	313.067000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	-	1,810.42
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	1,810.42
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	0.00
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	5,081.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	3,702.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	0.00

Internal assurance External assurance No assurance (*)Restated

Additional Compliance Information

1. AUDIT AND NON-AUDIT FEES

The amount of audit fees incurred for statutory audit services rendered to the Group by the external auditors for the financial year ended 31 December 2024 amounted to RM369,600 of which RM84,000 was incurred by Kerjaya Prospek Group Berhad.

The amount of the non-audit fees incurred for services rendered to Kerjaya Prospek Group Berhad by the Group's auditors for the financial year ended 31 December 2024 were RM55,000. The services were for due diligence.

2. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders' mandate during the financial year ended 31 December 2024 are as follow:

Transacting Parties	Interested Related Parties	Nature of Transactions	Aggregate value (RM'000)
Kerjaya Prospek Group Berhad and its subsidiaries Desanda Development Sdn Bhd Dekad Intelek Sdn Bhd Coco Mart (M) Sdn Bhd	Dato' Seri Tee Eng Ho Dato' Tee Eng Seng Datin Seri Toh Siew Chuon Egovision Sdn Bhd Amazing Parade Sdn Bhd Desanda Development Sdn Bhd Dekad Intelek Sdn Bhd Coco Mart (M) Sdn Bhd	Supply of light fittings, kitchen cabinetry, provision of interior design works and masonry works, provision of general building and construction works and other related services, which including but not limited to secondment of staffs, renting of machineries, rental of premises, supply of groceries and general supplies by Desanda Development Sdn Bhd, Dekad Intelek Sdn Bhd and Coco Mart (M) Sdn Bhd to Kerjaya Prospek Group Berhad and its subsidiaries and vice versa	331
Kerjaya Prospek Group Berhad and its subsidiaries Eastern & Oriental Berhad and its subsidiaries	Dato' Seri Tee Eng Ho Dato' Tee Eng Seng Datin Seri Toh Siew Chuon Egovision Sdn Bhd Amazing Parade Sdn Bhd Eastern & Oriental Berhad and its subsidiaries	Supply of light fittings, kitchen cabinetry, provision of interior design works and masonry works, provision of general building and construction works, utilities charges, maintenance charges and other related services, which including but not limited to secondment of staffs, provision of hospitality expenses, renting of machineries, and renting of premises by Kerjaya Prospek Group Berhad and its subsidiaries to Eastern & Oriental Berhad and its subsidiaries and vice versa.	1,540,244

Additional Compliance Information (Cont'd)

2. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (CONT'D)

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders' mandate during the financial year ended 31 December 2024 are as follow: (Cont'd)

Transacting Parties	Interested Related Parties	Nature of Transactions	Aggregate value (RM'000)
Kerjaya Prospek Group Berhad and its subsidiaries Kerjaya Prospek Property Berhad and its subsidiaries	Dato' Seri Tee Eng Ho Dato' Tee Eng Seng Datin Seri Toh Siew Chuon Egovision Sdn Bhd Amazing Parade Sdn Bhd Kerjaya Prospek Property Berhad and its subsidiaries	Supply of light fittings, kitchen cabinetry, provision of interior design works and masonry works, provision of general building and construction works, utilities charges, maintenance charges and other related services, which including but not limited to secondment of staffs, renting of machineries, renting of premises and provision of hospitality expenses by Kerjaya Prospek Group Berhad and its subsidiaries to Kerjaya Prospek Property Berhad and its subsidiaries and vice versa.	159,485
Kerjaya Prospek Group Berhad and its subsidiaries YHH Sales and Marketing Sdn Bhd	Dato' Seri Tee Eng Ho Dato' Tee Eng Seng Datin Seri Toh Siew Chuon Egovision Sdn Bhd Amazing Parade Sdn Bhd YHH Sales and Marketing Sdn Bhd	Supply of hardware and all sorts of construction and building materials to Kerjaya Prospek Group Berhad and its subsidiaries.	24
Kerjaya Prospek Group Berhad and its subsidiaries Bina BMK Sdn Bhd	IR. Abdul Aziz Bin Dato'M. Khalid Bina BMK Sdn Bhd	Supply of light fittings, kitchen cabinetry, provision of interior design works and masonry works, provision of general building and construction works, utilities charges, maintenance charges and other related services, which including but not limited to secondment of staffs, renting of machineries, and renting of premises and provision of hospitality expenses by Kerjaya Prospek Group Berhad and its subsidiaries to Bina BMK and its subsidiaries and vice versa.	–

3. MATERIAL CONTRACTS

There is no material contract entered into by the Company or its subsidiaries involving directors' and major shareholders' interest which was entered into since the end of previous financial year and/or still subsisting at the end of the financial year.

FINANCIAL STATEMENTS

Directors' Report
For The Financial Year Ended 31 December 2024

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 Company is principally an investment holding company. The principal activities of the subsidiaries are disclosed in Note 7 to the financial statements. There have been no significant changes in the activities during the financial year.

FINANCIAL RESULTS

	Group RM	Company RM
Profit before taxation	216,154,033	189,584,877
Taxation	(55,871,278)	(894,080)
Profit for the year	160,282,755	188,690,797
Profit attributable to:		
Owners of the Company	160,240,880	188,690,797
Non-controlling interests	41,875	–
	160,282,755	188,690,797

DIVIDENDS

The Company declared and paid the following dividends since the end of the previous financial year:

	Company RM
Fourth interim single tier dividend of 2.0 sen per share on 1,261,050,200 ordinary shares, declared on 29 February 2024 and paid on 5 April 2024 in respect of the financial year ended 31 December 2023.	25,221,004
First interim single tier dividend of 2.5 sen per share on 1,261,050,200 ordinary shares, declared on 29 May 2024 and paid on 5 July 2024 in respect of the financial year ended 31 December 2024.	31,526,251
Second interim single tier dividend of 2.5 sen per share on 1,261,050,200 ordinary shares, declared on 27 August 2024 and paid on 9 October 2024 in respect of the financial year ended 31 December 2024.	31,526,251
Third interim single tier dividend of 3.0 sen per share on 1,261,050,200 ordinary shares, declared on 27 November 2024 and paid on 20 December 2024 in respect of the financial year ended 31 December 2024.	37,831,506
Special single tier dividend of 4.0 sen per share on 1,261,050,200 ordinary shares, declared on 27 November 2024 and paid on 20 December 2024 in respect of the financial year in respect of the financial year ended 31 December 2024.	50,442,008
	176,547,020

Directors' Report
(Cont'd)

DIVIDENDS (CONT'D)

The Directors recommended and approved the fourth interim single tier dividend of 3.0 sen per share on 1,260,550,200 ordinary shares, declared on 28 February 2025 and paid on 28 March 2025 in respect of the financial year ended 31 December 2024 amounting to RM37,816,506.

RESERVES AND PROVISIONS

All material transfers to or from reserves or provisions during the financial year under review have been disclosed in the financial statements.

ISSUE OF SHARES AND DEBENTURES

There were no issuance of shares or debentures by the Company during the financial year.

TREASURY SHARES

Details of the treasury shares are disclosed in Note 18 to the financial statements.

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued share in the Company.

DIRECTORS

The Directors in office during the financial year and up to the date of this report are:

Dato' Seri Tee Eng Ho*
Dato' Tee Eng Seng*
Datin Seri Toh Siew Chuon*
Tee Eng Tiong*
Chan Kam Chiew
Maylee Gan Suat Lee
Prof Datuk Dr Nik Mohd Zain Bin Nik Yusof
Chong Swee Ying

The directors who served in the subsidiaries during the financial year and up to the date of this report are:

Tee Eng Han	
Ir. Abdul Aziz Bin Dato' M. Khalid	
Dato' Seri Nazir Ariff Bin Mushir Ariff	(Appointed on 7 November 2024)
Dato' Murly A/L Manokharan	(Appointed on 16 April 2025)
Ir. Anilarasu A/L Amaranazan	(Appointed on 16 April 2025)
Mak Tuck Onn	(Appointed on 16 April 2025)

* Director who also holds office in certain subsidiaries.

DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings, particulars of interests in the shares of the Company and its related corporations during the financial year of those Directors who held office at the end of the financial year were as follows:

	Number of ordinary shares in the Company			
	At 1.1.2024	Additions	Disposals	At 31.12.2024
Direct interest in the Company:				
Datin Seri Toh Siew Chuon	5,988,607	–	–	5,988,607
Chong Swee Ying	10,000	–	–	10,000
Indirect interest in the Company:				
Dato' Seri Tee Eng Ho*	882,999,321	–	(30,000,000)	852,999,321
Dato' Tee Eng Seng*	882,999,321	–	(30,000,000)	852,999,321
Datin Seri Toh Siew Chuon*	882,999,321	–	(30,000,000)	852,999,321
Tee Eng Tiong^	16,161,000	–	–	16,161,000

* Deemed interested by virtue of their interest in Egovision Sdn. Bhd. and Amazing Parade Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

^ Deemed interested by virtue of his interest in One Permatang Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

Datin Seri Toh Siew Chuon is the spouse of Dato' Seri Tee Eng Ho. In accordance with the Companies Act 2016, the interest and deemed interest of Dato' Seri Tee Eng Ho in the shares of the Company and of its related corporations shall also be treated as the interest of Datin Seri Toh Siew Chuon and vice versa.

Dato' Seri Tee Eng Ho, Datin Seri Toh Siew Chuon, Dato' Tee Eng Seng and Tee Eng Tiong by virtue of their interest in ordinary shares in the Company are also deemed interested in shares of all the Company's subsidiaries to the extent the Company has an interest.

Other than the above, the other Directors in office at the end of the financial year did not have any interest in ordinary shares in the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director has received or become entitled to receive any benefit (other than benefits included in the aggregate amount of emoluments remuneration received or due and receivable by Directors shown in the financial statements, or the fixed salary of a full-time employee of the Company or related corporations) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member or with a Company in which the Director has a substantial financial interest other than as disclosed in Note 34 of the financial statements.

Neither during nor at the end of the financial year was the Company a party to any arrangements whose object was to enable the Directors to acquire benefits by means of the acquisition of shares or debentures of the Company or any other body corporate.

DIRECTORS' REMUNERATION

The amounts of remunerations received and receivable by the Directors of the Company during the financial year are disclosed in Note 30 to the financial statements.

Directors' Report
(Cont'd)

INDEMNITY AND INSURANCE COSTS FOR DIRECTORS, OFFICERS AND AUDITORS

(a) Directors and Officers

During the financial year, the total amount of indemnity sum insured and annual premium paid for Directors of the Company were RM20,000,000 and RM12,000 respectively.

(b) Auditors

Any indemnity given to or insurance effected for the auditors of the Company is to be made to the extent as permitted under Section 289 of the Companies Act 2016. To the extent permitted by law, the Company has agreed to indemnify its auditors, Nexia SSY PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit for an unspecified amount. No payment has been made to indemnify Nexia SSY PLT during the financial year and up to the date of this report. There were no insurance effected for its auditors.

SUBSIDIARIES

The details of the Company's subsidiaries are disclosed in Note 7 to the financial statements.

The auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:

(a) to ascertain that proper action had been taken in relation to the writing off of bad debts, the making of allowance for doubtful debts and have satisfied themselves that there were no known bad debts and adequate allowance had been made for doubtful debts; and

(b) to ensure that any current assets which were unlikely to realise their book value in the ordinary course of business had been written down to an amount which they might be expected so to realise.

At the date of this report, the Directors are not aware of any circumstances:

(a) which would render the amounts 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;

(b) which would render the values attributed to the current assets in the financial statements of the Group and of the Company misleading;

(c) which have arisen which would render adherence to the existing methods of valuation of assets or liabilities in the financial statements of the Group and of the Company misleading or inappropriate; and

(d) not otherwise dealt with in this report or in the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

At the date of this report, there does not exist:

(a) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or

(b) any contingent liability in respect of the Group and of the Company that has arisen since the end of the financial year.

OTHER STATUTORY INFORMATION (CONT'D)

No contingent liability or other liabilities of the Group and of the Company has become enforceable, or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may substantially affect the ability of the Group or of the Company to meet their obligations when they fall due, except as disclosed in Note 37 to the financial statements.

In the opinion of the Directors:

(a) the results of the operations of the Group and of the Company for the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature; and

(b) 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 and of the Company for the financial year in which this report is made.

MATERIAL LITIGATIONS

The details of material litigations during the financial year are disclosed in Note 36 to the financial statements.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

The details of significant events during the financial year are disclosed in Note 43 to the financial statements.

SIGNIFICANT EVENTS SUBSEQUENT TO THE FINANCIAL YEAR END

The details of significant events subsequent to the financial year end are disclosed in Note 44 to the financial statements.

AUDITORS

The auditors, Nexia SSY PLT, have indicated their willingness to continue in office.

The auditors' remuneration is disclosed in Note 28 to the financial statements.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 22 April 2025.

Datin Seri Toh Siew Chuon
Director

Dato' Tee Eng Seng
Director

Statements of Financial Position

As at 31 December 2024

		Group		Company	
			Restated		Restated
	Note	2024	2023	2024	2023
		RM	RM	RM	RM
ASSETS					
Non-current assets					
Property, plant and equipment	4	**92,431,366**	92,355,882	**4,500**	8,100
Right-of-use assets	5	**4,980,475**	1,363,296	**–**	–
Investment properties	6	**5,668,989**	5,780,109	**–**	–
Investment in subsidiaries	7	**–**	–	**543,814,602**	543,814,602
Other investments	8	**193,000**	193,000	**150,000**	150,000
Intangible assets	9	**227,893,224**	227,924,521	**–**	–
		331,167,054	327,616,808	**543,969,102**	543,972,702
Current assets					
Inventories	11	**249,639,764**	215,981,276	**–**	–
Trade and other receivables	12	**1,125,264,587**	851,141,251	**72,155,012**	90,243,225
Contract cost assets	13	**19,613,806**	–	**–**	–
Contract assets	14	**204,132,429**	43,665,454	**–**	–
Tax recoverable		**311,459**	624,498	**–**	31,164
Short term investments	15	**121,414,949**	91,619,988	**68,829,720**	84,314,164
Cash and bank balances	16	**173,267,648**	104,108,600	**22,087,234**	5,953,533
		1,893,644,642	1,307,141,067	**163,071,966**	180,542,086
TOTAL ASSETS		**2,224,811,696**	1,634,757,875	**707,041,068**	724,514,788

The accompanying notes form an integral part of these financial statements.

Statements of Financial Position (Cont'd)

	Note	Group 2024 RM	Group Restated 2023 RM	Company 2024 RM	Company Restated 2023 RM
EQUITY AND LIABILITIES					
Equity attributable to equity holders of the Company					
Share capital	17	**683,040,706**	683,040,706	**683,040,706**	683,040,706
Treasury shares	18	**(6,914,445)**	(6,914,445)	**(6,914,445)**	(6,914,445)
Reserves	19	**1,582,770**	2,622,884	–	–
Retained earnings		**457,914,784**	474,220,924	**29,303,786**	17,160,009
		1,135,623,815	1,152,970,069	**705,430,047**	693,286,270
Non-controlling interests		**735,303**	693,383	–	–
TOTAL EQUITY		**1,136,359,118**	1,153,663,452	**705,430,047**	693,286,270
Non-current liabilities					
Deferred tax liabilities	10	**3,370,127**	2,188,512	–	1,944
Trade and other payables	20	–	49,003,793	–	–
Lease liabilities	21	**3,812,270**	825,415	–	–
		7,182,397	52,017,720	–	1,944
Current liabilities					
Trade and other payables	20	**429,785,214**	366,378,471	**1,468,394**	31,226,574
Contract liabilities	14	**616,451,311**	22,627,536	–	–
Lease liabilities	21	**2,195,673**	1,258,604	–	–
Income tax payable		**10,883,800**	10,245,449	**142,627**	–
Revolving credit	22	**10,000,000**	20,000,000	–	–
Short term borrowing	23	**11,954,183**	8,566,643	–	–
		1,081,270,181	429,076,703	**1,611,021**	31,226,574
TOTAL LIABILITIES		**1,088,452,578**	481,094,423	**1,611,021**	31,228,518
TOTAL EQUITY AND LIABILITIES		**2,224,811,696**	1,634,757,875	**707,041,068**	724,514,788

The accompanying notes form an integral part of these financial statements.

Statements of Profit or Loss and Other Comprehensive Income

For the financial year ended 31 December 2024

	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
Revenue	24	**1,835,468,578**	1,472,781,499	**185,540,000**	75,005,000
Cost of sales	25	**(1,589,278,686)**	(1,275,118,515)	**–**	–
Gross profit		**246,189,892**	197,662,984	**185,540,000**	75,005,000
Other operating income	26	**32,841,589**	16,803,682	**5,059,296**	5,700,034
		279,031,481	214,466,666	**190,599,296**	80,705,034
Administrative expenses		**(49,896,009)**	(39,308,393)	**(970,302)**	(800,092)
Other operating expenses		**(137,489)**	(454,528)	**(34,689)**	(282,843)
(Allowance for)/reversal of impairment loss on financial assets – net	28	**(11,639,702)**	4,900,719	**(9,428)**	(1,212)
Profit from operations		**217,358,281**	179,604,464	**189,584,877**	79,620,887
Finance costs	27	**(1,204,248)**	(1,579,942)	**–**	–
Profit before taxation	28	**216,154,033**	178,024,522	**189,584,877**	79,620,887
Taxation	31	**(55,871,278)**	(46,328,428)	**(894,080)**	(541,066)
Profit after taxation		**160,282,755**	131,696,094	**188,690,797**	79,079,821
Other comprehensive income:					
Item that is or may be reclassified subsequently to profit or loss					
- Foreign currency translation	19	**(1,040,114)**	1,071,508	**–**	–
Total comprehensive income for the year		**159,242,641**	132,767,602	**188,690,797**	79,079,821

	Note	Group 2024 RM	Group 2023 RM
Profit for the year attributable to:			
Owners of the Company		**160,240,880**	131,518,311
Non-controlling interest		**41,875**	177,783
		160,282,755	131,696,094
Total comprehensive income attributable to:			
Owners of the Company		**159,200,766**	132,589,819
Non-controlling interest		**41,875**	177,783
		159,242,641	132,767,602
Earnings per share attributable to owners of the Company			
- Basic (sen)	32	**12.71**	10.43
- Diluted (sen)	32	**12.71**	10.43

The accompanying notes form an integral part of these financial statements.

Statements of Changes in Equity

For the financial year ended 31 December 2024

	Note	← Non-distributable		→	← Distributable →		
		Share capital RM	Treasury shares RM	Reserves RM	Retained earnings RM	Non-controlling interests RM	Total equity RM
Group							
At 1 January 2024		683,040,706	(6,914,445)	2,622,884	474,220,924	693,383	1,153,663,452
Profit for the year		–	–	–	160,240,880	41,875	160,282,755
Other comprehensive expenses	19(b)	–	–	(1,040,114)	–	–	(1,040,114)
Total comprehensive (expenses)/ income for the year		–	–	(1,040,114)	160,240,880	41,875	159,242,641
Transactions with owners:							
Incorporation of a subsidiary with non-controlling interest		–	–	–	–	45	45
Dividends paid/declared	33	–	–	–	(176,547,020)	–	(176,547,020)
Total transactions with owners		–	–	–	(176,547,020)	45	(176,546,975)
At 31 December 2024		683,040,706	(6,914,445)	1,582,770	457,914,784	735,303	1,136,359,118

The accompanying notes form an integral part of these financial statements.

Statements of Changes in Equity (Cont'd)

	Note	Share capital RM	Treasury shares RM	Reserves RM	Retained earnings RM	Non-controlling interests RM	Total equity RM
		← Non-distributable		→	← Distributable	→	
Group							
At 1 January 2023		683,040,706	(6,914,445)	1,551,376	443,586,629	516,693	1,121,780,959
Profit for the year		–	–	–	131,518,311	177,783	131,696,094
Other comprehensive income	19(b)	–	–	1,071,508	–	–	1,071,508
Total comprehensive income for the year		–	–	1,071,508	131,518,311	177,783	132,766,602
Transactions with owners:							
Change in equity in a subsidiary company not recognised previously		–	–	–	–	(1,093)	(1,093)
Dividends paid/declared	33	–	–	–	(100,884,016)	–	(100,884,016)
Total transactions with owners		–	–	–	(100,884,016)	(1,093)	(100,885,109)
At 31 December 2023		683,040,706	(6,914,445)	2,622,884	474,220,924	693,383	1,153,663,452

The accompanying notes form an integral part of these financial statements.

Statements of Changes in Equity (Cont'd)

	Note	Non-distributable Share capital RM	Non-distributable Treasury shares RM	Distributable Retained earnings RM	Total equity RM
Company					
At 1 January 2024		**683,040,706**	**(6,914,445)**	**17,160,009**	**693,286,270**
Profit for the year, representing total comprehensive income for the year		–	–	**188,690,797**	**188,690,797**
Transactions with owners:					
Dividend paid/declared	33	–	–	**(176,547,020)**	**(176,547,020)**
Total transactions with owners		–	–	**(176,547,020)**	**(176,547,020)**
At 31 December 2024		**683,040,706**	**(6,914,445)**	**29,303,786**	**705,430,047**
At 1 January 2023		683,040,706	(6,914,445)	38,964,204	715,090,465
Profit for the year, representing total comprehensive income for the year		–	–	79,079,821	79,079,821
Transactions with owners:					
Dividend paid/declared	33	–	–	(100,884,016)	(100,884,016)
Total transactions with owners		–	–	(100,884,016)	(100,884,016)
At 31 December 2023		683,040,706	(6,914,445)	17,160,009	693,286,270

The accompanying notes form an integral part of these financial statements.

Statements of Cash Flows

For the financial year ended 31 December 2024

	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before taxation		**216,154,033**	178,024,522	**189,584,877**	79,620,887
Adjustments for:					
Allowance for/(reversal of) impairment loss on:					
- trade receivables		**11,962,759**	(4,964,159)	**–**	–
- other receivables		**(344,532)**	34,238	**–**	–
- cash and bank balances		**21,475**	29,202	**9,428**	1,212
Amortisation of intangible assets		**31,297**	31,297	**–**	–
Bad debts written-off		**–**	37,400	**–**	157,844
Depreciation of property, plant and equipment		**14,232,465**	16,258,278	**3,600**	3,600
Depreciation of investment properties		**111,120**	12,588	**–**	–
Depreciation of right-of-use assets		**2,490,759**	1,376,606	**–**	–
Dividend income		**–**	–	**(185,540,000)**	(75,005,000)
Fair value gain on:					
- other investments		**–**	(18,956)	**–**	–
- redemption of short term investments		**–**	(99,533)	**–**	–
- short term investments		**(152,552)**	(496,164)	**(145,593)**	(496,164)
Fair value loss on redemption of short term investments		**9,867**	106,251	**9,867**	106,251
Gain on disposal of:					
- investment properties		**–**	(59,514)	**–**	–
- property, plant and equipment		**(22,500)**	(42,596)	**–**	–
Interest expenses		**1,204,248**	1,579,942	**–**	–
Interest income		**(8,783,891)**	(6,637,063)	**(4,892,078)**	(5,158,389)
Loss on disposal of other investments		**–**	223	**–**	–
Rental income		**(830,531)**	(542,284)	**–**	–
Reversal of amount written-down for inventories		**(237,951)**	(300,343)	**–**	–
Operating profit/(loss) before working capital changes		**235,846,066**	184,329,935	**(969,899)**	(769,759)

The accompanying notes form an integral part of these financial statements.

Statements of Cash Flows (Cont'd)

	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
CASH FLOWS FROM OPERATING ACTIVITIES (CONT'D)					
Increase in inventories		**(33,420,537)**	(14,121,846)	–	–
(Increase)/decrease in trade and other receivables		**(285,741,563)**	(218,339,933)	**18,088,213**	48,788,215
Increase in contract cost assets		**(19,613,806)**	–	–	–
Increase in contract assets		**(160,466,975)**	(36,041,185)	–	–
Increase/(decrease) in trade and other payables		**39,623,954**	134,601,229	**(4,537,176)**	(5,014,872)
Increase in contract liabilities		**593,823,775**	12,679,505	–	–
Cash generated from operations		**370,050,914**	63,107,705	**12,581,138**	43,003,584
Interest received		**8,783,891**	6,637,063	**4,892,078**	5,158,389
Interest paid		**(1,176,408)**	(1,562,869)	–	–
Income taxes refunded		–	263,301	–	–
Income taxes paid		**(53,738,273)**	(42,097,723)	**(722,233)**	(509,315)
Net cash generated from operating activities		**323,920,124**	26,347,477	**16,750,983**	47,652,658
CASH FLOWS (USED IN)/FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment		**(14,398,883)**	(18,140,098)	–	–
Acquisition of additional interests in subsidiaries		–	–	–	(84,649,997)
Incorporation of a subsidiary with non–controlling interest		**45**	–	–	–
Uplift/(placement) of deposits pledged in licensed banks		**312,896**	(3,876,000)	**(108,603)**	(3,565,287)
Placement of fixed deposits with tenure more than 3 months		**(18,025,136)**	–	–	–
Proceeds from disposal of property, plant and equipment		**113,434**	42,600	–	–
Proceeds from disposal of investment properties		–	1,180,000	–	–
Proceeds from disposal of other investments		–	33,373	–	–
(Placement)/withdrawal of short term investments		**(29,652,276)**	106,952,299	**15,620,170**	32,139,146
Rental income received		**830,531**	542,284	–	–
Dividend received, net		–	–	**185,540,000**	95,005,000
Net cash (used in)/generated from investing activities		**(60,819,389)**	86,734,458	**201,051,567**	38,928,862

The accompanying notes form an integral part of these financial statements.

Statements of Cash Flows (Cont'd)

	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
CASH FLOWS USED IN FINANCING ACTIVITIES					
Dividend paid		**(201,768,024)**	(88,273,514)	**(201,768,024)**	(88,273,514)
(Repayment)/drawdown of revolving credit	C	**(10,000,000)**	20,000,000	**–**	–
Repayment of lease liabilities	B	**(2,211,854)**	(1,092,600)	**–**	–
Net cash used in financing activities		**(213,979,878)**	(69,366,114)	**(201,768,024)**	(88,273,514)
Net increase/(decrease) in cash and cash equivalents		**49,120,857**	43,715,821	**16,034,526**	(1,691,994)
Effect of changes in foreign exchange rates		**(1,040,114)**	1,071,508	**–**	–
Changes in expected credit losses ("ECL") for cash and cash equivalents		**(21,475)**	(29,202)	**(9,428)**	(1,212)
Cash and cash equivalents at beginning of the year		**74,432,831**	29,674,704	**672,203**	2,365,409
Cash and cash equivalents at end of the year	A	**122,492,099**	74,432,831	**16,697,301**	672,203

The accompanying notes form an integral part of these financial statements.

NOTES

A. CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the statements of cash flows comprise the following statements of financial position amounts:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Cash and bank balances (Note 16)	**173,350,039**	104,169,516	**22,100,141**	5,957,012
Less: - Allowance for ECL (Note 16)	**(82,391)**	(60,916)	**(12,907)**	(3,479)
- Fixed deposits pledged with licensed banks (Note 16)	**(20,796,230)**	(21,109,126)	**(5,389,933)**	(5,281,330)
- Fixed deposits with tenure more than 3 months	**(18,025,136)**	–	–	–
- Short term borrowing (Note 23)	**(11,954,183)**	(8,566,643)	–	–
	(50,857,940)	(29,736,685)	**(5,402,840)**	(5,284,809)
	122,492,099	74,432,831	**16,697,301**	672,203

B. CASH OUTFLOWS FOR LEASES AS A LESSEE

	Group	
	2024 RM	2023 RM
Included in net cash from financing activities		
- Interest on lease liabilities (Note 21)	**27,840**	17,073
- Payment of lease liabilities (Note 21)	**2,184,014**	1,075,527
	2,211,854	1,092,600

C. RECONCILIATION OF MOVEMENT OF LIABILITIES TO CASHFLOWS ARISING FROM FINANCING ACTIVITIES

	At 1.1.2023 RM	Net changes from financing cash flows RM	At 31.12.2023/ 1.1.2024 RM	Net changes from financing cash flows RM	At 31.12.2024 RM
Revolving credit (Note 22)	–	20,000,000	**20,000,000**	**(10,000,000)**	**10,000,000**

The accompanying notes form an integral part of these financial statements.

Notes to the Financial Statements

For the financial year ended 31 December 2024

1. CORPORATE INFORMATION

The Company is a public limited company incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at 802, 8th Floor, Block C, Kelana Square, 17 Jalan SS7/26, 47301 Petaling Jaya, Selangor Darul Ehsan.

The principal place of business of the Company is located at C-32-01 & C-33-01, Menara Vista Petaling, No. 137, Jalan Puchong, 58200 Kuala Lumpur, Wilayah Persekutuan, Malaysia.

The Company is principally an investment holding company. The principal activities of the subsidiaries are disclosed in Note 7. There have been no significant changes in the activities during the financial year other than as disclosed in Note 7.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 22 April 2025.

2. BASIS OF PREPARATION

The financial statements for the financial year ended 31 December 2024 have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

(a) Changes in Accounting Policies and Effects Arising from Adoption of New and Revised Standards and Amendments

The accounting policies adopted by the Group and the Company are consistent with those adopted in the previous financial year except for the adoptions of the following new, revised MFRSs and amendments which are effective for annual period beginning on or after 1 January 2024.

Title		Effective Date
Amendments to MFRS 7:	Financial Instruments: Disclosures	1 January 2024
Amendments to MFRS 16:	Leases	1 January 2024
Amendments to MFRS 101:	Presentation of Financial Statements	1 January 2024
Amendments to MFRS 107:	Statement of Cash Flows	1 January 2024

Adoption of the above Standards did not have any material effect on the financial performance or financial position of the Group and of the Company.

(b) Standards and Amendments Issued But Not Yet Effective

At the date of authorisation for issue of the financial statements, the new and revised Standards and Amendments issued but not yet effective for the Group and the Company and not early adopted by the Group and the Company are as listed below:

Title		Effective Date
Amendments to MFRS 121:	The Effects of Changes in Foreign Exchange Rates	1 January 2025
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:	Consolidated Financial Statements	Deferred
Amendments to MFRS 128:	Investment in Associates and Joint Ventures	Deferred

The Group and the Company are expected to apply the abovementioned pronouncements beginning of the respective dates the pronouncements become effective. The initial application of the abovementioned pronouncements is not expected to have any material impact to financial statements of the Group and of the Company.

2. BASIS OF PREPARATION (CONT'D)

(c) Basis of Measurement

The financial statements of the Group and of the Company have been prepared under the historical cost convention, unless otherwise indicated in the material accounting policy information (Note 3).

The financial statements are presented in Ringgit Malaysia ("RM") which is the Group's functional currency.

3. MATERIAL ACCOUNTING POLICY INFORMATION

(a) Basis of Consolidation

(i) Business Combinations

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Acquisitions of subsidiaries are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in accordance with MFRS 9 Financial Instrument: Recognition and Measurement, either in profit or loss or as change to other comprehensive income. If the contingent consideration is classified as equity, it is not to be remeasured until it is finally settled within equity.

In business combinations achieved in stages, previously held equity interests in the acquiree are remeasured to fair value at the acquisition date and any corresponding gain or loss is recognised in profit or loss.

The Group elects for each individual business combination, whether non-controlling interest in the acquiree (if any) is recognised on the acquisition date at fair value, or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. The accounting policy for the goodwill is set out in Note 3(d)(i). In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(a) Basis of Consolidation (Cont'd)

(ii) Transactions with Non-Controlling Interest

Non-controlling interest represents the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company, and is presented separately in the consolidated statement of comprehensive income and within equity in the consolidated statement of financial position, if any, separately from equity attributable to owners of the Company.

Changes in the Company owners' ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the parent.

(b) Foreign Currencies

(i) Functional and Presentation Currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency.

(ii) Foreign Currency Transactions

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date.

Non-monetary items denominated in foreign currencies that are measured at historical cost are translated using the exchange rates as at the dates of the initial transactions.

Non-monetary items denominated in foreign currencies measured at fair value are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are recognised in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations, which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation.

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised directly in equity. Exchange differences arising from such non-monetary items are also recognised directly in equity.

(iii) Foreign Operations

The assets and liabilities of foreign operations are translated into RM at the rate of exchange ruling at the reporting date and income and expenses are translated at exchange rates at the dates of the transactions. The exchange differences arising on the translation are taken directly to other comprehensive income. On disposal of a foreign operation, the cumulative amount recognised in other comprehensive income and accumulated in equity under foreign currency translation reserve relating to that particular foreign operation is recognised in the profit or loss.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(b) Foreign Currencies (Cont'd)

(iii) Foreign Operations (Cont'd)

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated at the closing rate at the reporting date.

(c) Property, Plant and Equipment and Depreciation

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Subsequent to recognition, property, plant and equipment except for freehold land, are measured at cost less accumulated depreciation and accumulated impairment losses, if any. When significant parts of property, plant and equipment are required to be replaced in intervals, the Group recognises such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the property, plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Freehold land has an unlimited useful life and is therefore not depreciated.

Included in property, plant and equipment are right-of-use assets which comprise leasehold land and buildings.

Leasehold land are depreciated over the remaining period of their leases ranging from 44 to 85 years (2023: 45 to 86 years). Depreciation of buildings on these land are disclosed below.

Capital work-in-progress comprise buildings under construction. Capital work-in-progress is not depreciated until the assets are ready for their intended 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:

Buildings	2.00%
Plant, machinery and site equipment	7.50% - 20.00%
Vessel and equipment	10.00%
Office equipment, furniture, fittings, motor vehicles, renovations, solar system and signboard	10.00% - 33.33%

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the profit or loss in the year the asset is derecognised.

3. **MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

(d) Intangible Assets

(i) Goodwill

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less accumulated impairment losses, if any.

For the purpose of impairment testing, goodwill acquired is allocated, from the acquisition date, to each of the Group's cash-generating units that are expected to benefit from the synergies of the combination.

The cash-generating unit to which goodwill has been allocated is tested for impairment annually and whenever there is an indication that the cash-generating unit may be impaired, by comparing the carrying amount of the cash-generating unit, including the allocated goodwill, with the recoverable amount of the cash-generating unit. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in the profit or loss. Impairment losses recognised for goodwill are not reversed in subsequent periods.

Where goodwill forms part of a cash-generating unit and part of the operation within that cash-generating unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative fair values of the operations disposed of and the portion of the cash-generating unit retained.

(ii) Computer Software

Computer software is measured initially at cost. Following initial acquisition, computer software is measured at cost less any accumulated amortisation and accumulated impairment losses, if any.

The useful life of computer software is assessed to be finite. Computer software is amortised on a straight-line basis over the estimated economic useful lives at an annual rate of 20.00% to 33.33% and assessed for impairment whenever there is an indication that it may be impaired. The amortisation period and the amortisation method for computer software with finite useful life are reviewed at least at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on computer software with finite lives is recognised in profit or loss.

Gain or losses arising from derecognition of computer software is measured as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in profit or loss when the asset is derecognised.

(e) Investment Properties

Investment properties are initially measured at cost, including transaction costs. Subsequent to initial recognition, investment properties are measured at cost less accumulated depreciation and accumulated impairment losses.

Freehold buildings are depreciated over a period of 50 years.

Investment properties are derecognised when either they have been disposed or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gain or loss on the retirement or disposal of an investment property is recognised in profit or loss in the year of retirement or disposal.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(f) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(i) Recognition and initial measurement

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without significant financing component) or a financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issuance. A trade receivable without a significant financing component is initially measured at the transaction price.

An embedded derivative is recognised separately from the host contract where the host contract is not a financial asset, and accounted for separately if, and only if, the derivative is not closely related to the economic characteristics and risks of the host contract and the host contract is not measured at fair value through profit or loss. The host contract, in the event an embedded derivative is recognised separately, is accounted for in accordance with policy applicable to the nature of the host contract.

(ii) Financial instrument categories and subsequent measurement

Financial assets

Categories of financial assets are determined on initial recognition and are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets in which case all affected financial assets are reclassified on the first day of the first reporting period following the change of the business model.

a. Amortised cost

Amortised cost category comprises financial assets that are held within a business model whose objective is to hold assets to collect contractual cash flows and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The financial assets are not designated as fair value through profit or loss. Subsequent to initial recognition, these financial assets are measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Interest income is recognised by applying effective interest rate to the gross carrying amount except for credit impaired financial assets where the effective interest rate is applied to the amortised cost.

3. **MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

(f) **Financial Instruments (Cont'd)**

(ii) Financial instrument categories and subsequent measurement (Cont'd)

b. Fair value through other comprehensive income

i. Debt investments

Fair value through other comprehensive income category comprises debt investment where it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the debt investment, and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The debt investment is not designated as at fair value through profit or loss. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are reclassified to profit or loss.

Interest income is recognised by applying effective interest rate to the gross carrying amount except for credit impaired financial assets where the effective interest rate is applied to the amortised cost.

ii. Equity investments

This category comprises investment in equity that is not held for trading, and the Group may irrevocably elects to present subsequent changes in the investment's fair value in other comprehensive income on initial recognition. This election is made on an investment-by-investment basis. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of investment. Other net gains and losses are recognised in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are not reclassified to profit or loss.

c. Fair value through profit or loss

All financial assets not measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss. This includes derivative financial assets (except for a derivative that is a designated and effective hedging instrument). On initial recognition, the Group may irrevocably designates a financial asset that otherwise meets the requirements to be measured at amortised cost or at fair value through other comprehensive income as at fair value through profit or loss if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets categorised as fair value through profit or loss are subsequently measured at their fair value. Net gains or losses, including any interest or dividend income, are recognised in the profit or loss.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT’D)

(f) Financial Instruments (Cont’d)

(ii) Financial instrument categories and subsequent measurement (Cont’d)

All financial assets, except for those measured at fair value through profit or loss and equity investments measured at fair value through other comprehensive income, are subject to impairment assessment.

Financial liabilities

The categories of financial liabilities at initial recognition are as follows:

a. Fair value through profit or loss

Fair value through profit or loss category comprises financial liabilities that are derivatives (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument), contingent consideration in a business combination and financial liabilities that are specifically designated into this category upon initial recognition.

On initial recognition, the Group may irrevocably designates a financial liability that otherwise meets the requirements to be measured at amortised cost as at fair value through profit or loss:

i. if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise;

ii. a group of financial liabilities or assets and financial liabilities is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the group is provided internally on that basis to the Group’s key management personnel; or

iii. if a contract contains one or more embedded derivatives and the host is not a financial asset in the scope of MFRS 9, where the embedded derivative significantly modifies the cash flows and separation is not prohibited.

Financial liabilities categorised as fair value through profit or loss are subsequently measured at their fair value with gains or losses, including any interest expense are recognised in the profit or loss.

For financial liabilities where it is designated as fair value through profit or loss upon initial recognition, the Group recognises the amount of change in fair value of the financial liability that is attributable to change in credit risk in the other comprehensive income and remaining amount of the change in fair value in the profit or loss, unless the treatment of the effects of changes in the liability’s credit risk would create or enlarge an accounting mismatch.

b. Amortised cost

Other financial liabilities not categorised as fair value through profit or loss are subsequently measured at amortised cost using the effective interest method.

Interest expense and foreign exchange gains and losses are recognised in the profit or loss. Any gains or losses on derecognition are also recognised in the profit or loss.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(f) Financial Instruments (Cont'd)

(iii) Regular way purchase or sale of financial assets

A regular way purchase or sale of financial assets is recognised and derecognised, as applicable, using trade date or settlement date accounting in the current year.

Trade date accounting refers to:

a. the recognition of an asset to be received and the liability to pay for it on the trade date, and

b. derecognition of an asset that is sold, recognition of any gain or loss on disposal and the recognition of a receivable from the buyer for payment on the trade date.

Settlement date accounting refers to:

a. the recognition of an asset on the day it is received by the Group, and

b. derecognition of an asset and recognition of any gain or loss on disposal on the day that is delivered by the Group.

Any change in the fair value of the asset to be received during the period between the trade date and the settlement date is accounted in the same way as it accounts for the acquired asset.

Generally, the Group applies settlement date accounting unless otherwise stated for the specific class of asset.

(iv) Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantees contracts issued are initially measured at their fair value and, if not designated as at FVTPL and do not arise from a transfer of a financial asset, are subsequently measured at the higher of:

a. the loss allowance determined in accordance with MFRS 9; and

b. the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance to the principles of MFRS 15: Revenue from Contracts with Customers.

Liabilities arising from financial guarantees are presented together with other provisions.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(f) Financial Instruments (Cont'd)

(v) Hedge accounting

At inception of a designated hedging relationship, the Group documents the risk management objective and strategy for undertaking the hedge. The Group or the Company also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

a. Fair value hedge

A fair value hedge is a hedge of the exposure to changes in fair value of a recognised asset or liability or an unrecognised firm commitment, or an identified portion of such an asset, liability or firm commitment, that is attributable to a particular risk and could affect the profit or loss.

In a fair value hedge, the gain or loss on the hedging instrument shall be recognised in profit or loss (or other comprehensive income, if the hedging instrument hedges an equity instrument which the Group has elected to present the subsequent changes in fair value of the investment in equity in other comprehensive income).

The hedging gain or loss on the hedged item shall adjust the carrying amount of the hedged item and be recognised in profit or loss. If the hedged item is a financial asset (or a component thereof) that is measured at fair value through other comprehensive income, the hedging gain or loss on the hedged item shall be recognised in profit or loss. However, if the hedged item is an equity instrument for which an entity has elected to present changes in fair value in other comprehensive income, those amounts shall remain in other comprehensive income. When a hedged item is an unrecognised firm commitment (or a component thereof), the cumulative change in the fair value of the hedged item subsequent to its designation is recognised as an asset or a liability with a corresponding gain or loss recognised in profit or loss.

b. Cash flow hedge

A cash flow hedge is a hedge of the exposure to variability in cash flows that is attributable to a particular risk associated with all, or a component of, a recognised asset or liability or a highly probable forecast transaction and could affect the profit or loss. In a cash flow hedge, the portion of the gain or loss on the hedging instrument that is determined to be an effective hedge is recognised in other comprehensive income and accumulated in equity and the ineffective portion is recognised in profit or loss. The effective portion of changes in the fair value of the derivative that is recognised in other comprehensive income is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge.

Subsequently, the cumulative gain or loss recognised in other comprehensive income is reclassified from equity into profit or loss in the same period or periods during which the hedged forecast cash flows affect profit or loss. If the hedge item is a non-financial asset or liability, the associated gain or loss recognised in other comprehensive income is removed from equity and included in the initial amount of the asset or liability. However, loss recognised in other comprehensive income that will not be recovered in one or more future periods is reclassified from equity into profit or loss immediately.

The Group designates only the change in fair value of the spot element of forward contracts as the hedging instrument in cash flow hedging relationships. The change in fair value of the forward element of forward exchange contracts ("forward points") and/or the foreign currency basis spread are separately accounted for as cost of hedging and recognised in a cost of hedging reserve within equity.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(f) Financial Instruments (Cont'd)

(v) Hedge accounting (Cont'd)

b. Cash flow hedge (Cont'd)

Cash flow hedge accounting is discontinued prospectively when the hedging instrument expires or is sold, terminated or exercised, the hedge is no longer highly effective, the forecast transaction is no longer expected to occur or the hedge designation is revoked. If the hedge is for a forecast transaction, the cumulative gain or loss on the hedging instrument remains in equity until the forecast transaction occurs. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in the hedging reserve and the cost of hedging reserve remains in equity until, for a hedge of a transaction resulting in recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to profit or loss in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in the hedging reserve and the cost of hedging reserve are immediately reclassified to profit or loss.

(vi) Derecognition

A financial asset or part of it is derecognised when, and only when, the contractual rights to the cash flows from the financial asset expired or transferred, or control of the asset is not retained or substantially all of the risks and rewards of ownership of the financial asset are transferred to another party. On derecognition of a financial asset, the difference between the carrying amount of the financial asset and the sum of consideration received (including any new asset obtained less any new liability assumed) is recognised in profit or loss.

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged, cancelled or expired. A financial liability is also derecognised when its terms are modified and the cash flows of the modified liability are substantially different, in which case, a new financial liability based on modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

(vii) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and liability simultaneously.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(g) Impairment

(i) Financial Assets and Contract Assets

The Group recognises an allowance for expected credit losses ("ECLs") on financial assets measured at amortised cost, debt investments measured at fair value through other comprehensive income, contract assets and lease receivables. Expected credit losses are a probability-weighted estimate of credit losses.

ECLs are recognised in three stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from defaults events that are possible within next-12 months ("a 12-month ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default ("a lifetime ECL").

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit loss, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information, where available.

The Group estimates the expected credit losses on trade receivables using a provision matrix with reference to historical credit loss experience, adjusted for forward-looking factors specific debtors and the economic environment.

An impairment loss in respect of financial assets measured at amortised cost is recognised in profit or loss and the carrying amount of the asset is reduced through the use of an allowance account.

An impairment loss in respect of debt investments measured at fair value through other comprehensive income is recognised in profit or loss and the allowance account is recognised in other comprehensive income.

At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt securities at fair value through other comprehensive income are credit impaired. A financial asset is credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

The gross carrying amount of a financial asset is written off (either partially or full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery amounts due.

(ii) Non-financial Assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units ("CGU")).

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(g) Impairment (Cont'd)

(ii) Non-financial Assets (Cont'd)

In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

(h) Investment in Subsidiaries

A subsidiary is an entity over which the Group has the power to govern the financial and operating policies so as to obtain benefits from its activities.

In the Company's separate financial statements, investment in subsidiaries are accounted for at cost less impairment losses, if any.

(i) Cash and Cash Equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits, and short-term, highly liquid investments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. These also include bank overdrafts that form an integral part of the Group's cash management.

(j) Contract Cost Assets, Contract Assets and Contract Liabilities

The contract cost assets are initially measured at cost and amortised on a systematic basis that is consistent with the pattern of revenue recognition to which the asset relates.

An impairment loss is recognised in the profit or loss when the carrying amount of the contract cost assets exceeds the expected revenue less expected cost that will be incurred. Any impairment loss recovered shall be reversed to the extent of the carrying amount of the contract cost assets does not exceed the amount that would have been recognised had there been no impairment loss recognised previously.

A contract asset is recognised when the Group's right to consideration is conditional on something other than the passage of time. A contract asset is subject to impairment in accordance to MFRS 9: Financial Instruments.

A contract liability is stated at cost and represents the obligation of the Group to transfer goods or services to a customer for which consideration has been received or the amount is due from the customers.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(k) Inventories

Inventories are stated at lower of cost and net realisable value.

(i) 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 stated at cost less any impairment losses.

Land held for property development is reclassified as inventories – properties under development at the point when development activities have been commenced and where it can be demonstrated that the development activities can be completed within the normal operating cycle.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commission, conversion fees and other relevant levies.

(ii) Property development cost

Property development cost comprise all costs associated with the acquisition of land and all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities. Borrowing costs are capitalised in accordance with the accounting policy on borrowing costs.

When the financial outcome of a development activity can be reliably estimated, property development revenue and expenses are recognised in the profit or loss by using the stage of completion method. The stage of completion is determined by the proportion of property development costs incurred for the work performed up to the reporting date over the estimated total property development costs to completion. Under this method, profits are recognised as the property development activity progresses.

Where the financial outcome of a development activity cannot be reliably estimated, property development revenue is recognised only to the extent of property development costs incurred that is probable will be recoverable, and property development costs on properties sold are recognised as an expense in the period in which they are incurred.

Any foreseeable loss on a development project, including costs to be incurred over the defects liability period, is recognised as an expense immediately in the profit or loss.

Cost of properties under development not recognised as an expense is recognised as an asset and is stated at the lower of cost and net realisable value.

The excess of revenue recognised in the profit or loss over billings to purchasers is classified as accrued billings under current assets and the excess of billings to purchasers over revenue recognised in the profit or loss is classified as progress billings under current liabilities.

(iii) Completed development properties

Units of development properties completed and held for sale are stated at the lower of cost and net realisable value. Costs comprise costs of acquisition of land including all related costs incurred subsequent to the acquisition necessary to prepare the land for intended use, related development costs to projects and direct buildings costs.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(k) Inventories (Cont'd)

Inventories are stated at lower of cost and net realisable value. (Cont'd)

(iv) Others

Costs incurred in bringing the inventories to their present location and condition are accounted for as follows:

- Raw materials: purchase costs on a weighted average basis.
- Finished goods and work-in-progress: costs of direct materials and labour and a proportion of manufacturing overheads based on normal operating capacity. These costs are assigned on a weighted average basis.

Net realisable value is the estimated selling price in the ordinary course of business less estimated costs of completion and the estimated costs necessary to make the sale.

(l) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

(m) Borrowing Costs

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale.

All other borrowing costs are recognised in profit or loss in the period they are incurred. Borrowing costs consist of interest and other costs that the Group incurred in connection with the borrowing of funds.

(n) Employee Benefits

(i) Short Term Benefits

Wages, salaries, bonuses and social security contributions ("Socso") are recognised as expenses in the year in which the associated services are rendered by employees of the Group. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences, and short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(ii) Defined Contribution Plans

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. The Group makes contributions to the Employee Provident Fund in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(o) Leases

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and corresponding lease liability with respect to all lease agreements in which it is the lessee, except for low-value assets and short-term leases with 12 months or less. For these leases, the Group recognises the lease payments as an operating expenses on a straight-line method over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use assets and the associated lease liabilities are presented as a separate line item in the statements of financial position.

The right-of-use asset is initially measured at cost. Cost included the initial amount of the corresponding lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred, less any incentives received.

The right-of-use asset is subsequently measured at cost less accumulated depreciation and any impairment losses, and adjustment for any remeasurement of the lease liability. The depreciation starts from the commencement date of the lease. If the lease transfers ownership of the underlying asset to the Group of the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of the right-of-use assets are determined on the same basis as those property, plant and equipment.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

The lease liability is subsequently measured at amortised cost using the effective interest method. It is remeasured when there is a change in the future lease payments (other than lease modification that is not accounted for as a separate lease) with the corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recognised in profit or loss if the carrying amount has been reduced to zero.

(p) Revenue Recognition

Revenue from a contract with a customer is recognised when control of the goods or services are transferred to the customer. Revenue is measured based on the consideration specified in the contract to which the entity expects to be entitled in exchange for transferring the goods or services to the customer, excluding amounts collected on behalf of third parties.

If a contract with a customer contains more than one performance obligation, the total consideration is collected to each performance obligation based on the relative stand-alone selling prices of the goods or services promised in the contract.

(i) <u>Construction Contracts</u>

Revenue from construction contracts is recognised over time in the period in which the services are rendered using the input method, determined based on the proportion of construction costs incurred for work performed to date over the estimated total construction costs. Transaction price is computed based on the price specified in the contract and adjusted for any variable consideration such as incentives and penalties. Past experience is used to estimate and provide for the variable consideration, using most likely method and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(p) Revenue Recognition (Cont'd)

(i) Construction Contracts (Cont'd)

A receivable is recognised when the construction services are rendered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due. If the construction services rendered exceed the payment received, a contract asset is recognised. If the payments exceed the construction services rendered, a contract liability is recognised.

(ii) Property Development

Revenue is recognised progressively when property development services are rendered and such services do not create an asset with an alternative's use to the Group, and the Group has a present right to payment for services rendered to date. The progress towards complete satisfaction of the performance obligation is measured based on a method that best depicts the Group's performance in satisfying the performance obligation of the contract. The Group recognises revenue over time using the input method, which based on the actual cost incurred to date on the property development project as compared to the total budgeted cost for the respective development projects.

When the services rendered exceed the billings to customers, a contract asset is recognised. If the billings exceed the services rendered, a contract liability is recognised.

(iii) Sale of Goods or Services

Revenue from sale of goods or services is measured at the fair value of the receivable consideration and is recognised performance obligation is satisfied. 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 or services.

(iv) Hotel Activities

Revenue from hotel activities comprise rental of rooms and other related hotel services, and are recognised based on accrual basis, net of sales and services tax.

(v) Interest Income

Interest income is recognised on an accrual basis using the effective interest method.

(vi) Dividend Income

Dividend income is recognised when the right to receive payment is established.

(q) Income Taxes

(i) Current Tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(q) Income Taxes (Cont'd)

(ii) Deferred Tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

(r) 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. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(s) Share Capital and Share Issuance Expenses

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity. Dividends on ordinary shares are recognised in equity in the period in which they are declared and approved.

(t) Contingencies

A contingent liability or asset is a possible obligation or asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of uncertain future event(s) not wholly within the control of the Group.

Contingent liabilities and assets are not recognised in the statement of financial position of the Group.

(u) 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 disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

(i) Judgements Made in Applying Accounting Policies

In the process of preparing the financial statements, there were no other significant judgements made in applying the accounting policies of the Group which may have significant effects on the amounts recognised in the financial statements.

(ii) 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) Impairment of Investment in Subsidiaries

The management determines whether the carrying amounts of its investments are impaired at reporting date. This involves measuring the recoverable amounts which includes fair value less costs to sell and valuation techniques. Valuation techniques include amongst others, discounted cash flows analysis and in some cases, based on current market indicators and estimates that provide reasonable approximations to the detailed computation or based on total shareholders' equity of the subsidiaries.

The carrying amount of investment in subsidiaries as at 31 December 2024 was RM543,814,602 (2023: RM543,814,602). Further details are disclosed in Note 7. Based on management's review, no further adjustment for impairment is required for the investment in subsidiaries by the Company during the current year.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(u) Significant Accounting Judgements and Estimates (Cont'd)

(ii) Key Sources of Estimation Uncertainty (Cont'd)

(b) Impairment of Financial Assets

The Group assesses at each reporting date whether there is any objective evidence that a financial asset is impaired. To determine whether there is objective evidence of impairment, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

Where there is objective evidence of impairment, the amount and timing of future cash flows are estimated based on historical loss experience for assets with similar credit risk characteristics. The carrying amount of the Group's financial assets at the reporting date is disclosed in Note 39.

(c) Impairment of Goodwill

The assessment of whether goodwill is impaired requires an estimation of the value in use of the cash-generating unit to which the goodwill is allocated. Estimating a value in use amount requires management to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of goodwill as at the reporting date is disclosed in Note 9.

(d) Useful Lives of Property, Plant and Equipment and Investment Properties

The cost of property, plant and equipment and investment properties are depreciated on a straight-line basis over the assets' estimated economic useful lives. Management estimates the useful lives of these property, plant and equipment and investment properties to be within 3 to 50 years. These are common life expectancies applied in the manufacturing industry. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of the Group's property, plant and equipment and investment properties at the reporting date is disclosed in Notes 4 and 6 respectively.

(e) Construction Contracts and Property Development

The Group recognises construction contracts and property development revenue and expenses in the statements of profit or loss and other comprehensive income by using the stage of completion method. The stage of completion is determined by the proportion that costs incurred for work performed to date bear to the estimated total costs, respectively or by reference to physical stage of completion.

Significant judgement is required in determining the stage of completion, the extent of the costs incurred, the estimated total revenue and costs, the physical completion, as well as the recoverability of the costs. In making the judgement, the Group evaluates based on past experience and by relying on the work of specialists.

(f) Lease Terms

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances including the past practice and any cost that will be incurred to change the asset if an option to extend is not taken. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(u) Significant Accounting Judgements and Estimates (Cont'd)

(ii) Key Sources of Estimation Uncertainty (Cont'd)

(g) Income Taxes

Significant judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

(h) Deferred Tax Assets

Deferred tax assets are recognised for all unabsorbed tax losses and unutilised capital allowances to the extent that it is probable that future taxable profit will be available against which the losses and allowances 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 level of future taxable profits together with future tax planning strategies.

(i) Contingent Liabilities

The recognition and measurement for contingent liabilities are based on management's view of the expected outcome on contingencies after consulting legal counsel for litigation cases and experts, for matters in the ordinary course of business. Furthermore, management is of the view that the chances of the financial institutions to call upon the corporate guarantees issued by the Group is remote.

(v) Fair value measurement

Fair value of an asset or liability, except for lease transactions, is determined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market.

For non-financial asset, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair value is categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

Level 1 : Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.

Level 2 : Inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 : Inputs are unobservable inputs for the asset or liability.

The Group recognises transfers between levels of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfers.

4. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land RM	Right-of-use assets RM	Plant machinery and site equipment RM	Vessel and equipment RM	Other assets RM	Capital work-in-progress RM	Total RM
Cost							
At 1 January 2024	10,011,110	34,889,844	258,929,248	83,000	18,421,355	524,920	322,859,477
Additions	–	41,801	5,069,782	–	8,102,065	1,185,235	14,398,883
Disposals	–	–	(669,000)	–	(208,934)	–	(877,934)
At 31 December 2024	10,011,110	34,931,645	263,330,030	83,000	26,314,486	1,710,155	336,380,426
Accumulated depreciation							
At 1 January 2024	–	3,125,191	213,195,848	17,965	14,164,591	–	230,503,595
Charge for the year	–	590,986	12,077,742	8,292	1,555,445	–	14,232,465
Disposals	–	–	(578,066)	–	(208,934)	–	(787,000)
At 31 December 2024	–	3,716,177	224,695,524	26,257	15,511,102	–	243,949,060
Accumulated impairment							
At 1 January 2024	–	–	–	–	–	–	–
Write-offs	–	–	–	–	–	–	–
At 31 December 2024	–	–	–	–	–	–	–
Carrying amount							
At 31 December 2024	10,011,110	31,215,468	38,634,506	56,743	10,803,384	1,710,155	92,431,366

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group	Freehold land RM	Right-of-use assets RM	Plant machinery and site equipment RM	Vessel and equipment RM	Other assets RM	Capital work-in-progress RM	Total RM
Cost							
At 1 January 2023	10,011,110	29,873,730	272,791,710	83,000	21,656,238	310,300	334,726,088
Additions	–	5,016,114	11,279,525	–	1,629,839	214,620	18,140,098
Disposals	–	–	–	–	(451,204)	–	(451,204)
Write-offs	–	–	(25,141,987)	–	(4,413,518)	–	(29,555,505)
At 31 December 2023	10,011,110	34,889,844	258,929,248	83,000	18,421,355	524,920	322,859,477
Accumulated depreciation							
At 1 January 2023	–	2,538,850	221,882,984	9,673	18,140,170	–	242,571,677
Charge for the year	–	586,341	14,774,506	8,292	889,139	–	16,258,278
Disposals	–	–	–	–	(451,200)	–	(451,200)
Write-offs	–	–	(23,461,642)	–	(4,413,518)	–	(27,875,160)
At 31 December 2023	–	3,125,191	213,195,848	17,965	14,164,591	–	230,503,595
Accumulated impairment							
At 1 January 2023	–	–	1,680,345	–	–	–	1,680,345
Write-offs	–	–	(1,680,345)	–	–	–	(1,680,345)
At 31 December 2024	–	–	–	–	–	–	–
Carrying amount							
At 31 December 2023	10,011,110	31,764,653	45,733,400	65,035	4,256,764	524,920	92,355,882

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Company	Office equipment RM	Furniture and fittings RM	Signboard RM	Total RM
Cost				
At 1 January 2024/31 December 2024	**57,022**	**2,376**	**36,000**	**95,398**
Accumulated depreciation				
At 1 January 2024	**57,022**	**2,376**	**27,900**	**87,298**
Charge for the year	**–**	**–**	**3,600**	**3,600**
At 31 December 2024	**57,022**	**2,376**	**31,500**	**90,898**
Carrying amount				
At 31 December 2024	**–**	**–**	**4,500**	**4,500**
Cost				
At 1 January 2023/31 December 2023	57,022	2,376	36,000	95,398
Accumulated depreciation				
At 1 January 2023	57,022	2,376	24,300	83,698
Charge for the year	–	–	3,600	3,600
At 31 December 2023	57,022	2,376	27,900	87,298
Carrying amount				
At 31 December 2023	–	–	8,100	8,100

(a) The Group's right-of-use assets comprise 4 (2023: 4) leasehold land and buildings with original lease periods between 75 and 94 years. Three (3) leasehold land and buildings have an unexpired lease period of more than 50 years, and one (1) leasehold land and building with a carrying amount of RM3,624,600 (2023: RM3,710,900) has an unexpired lease period of less than 50 years.

The leasehold land and buildings with carrying amount of RM6,560,546 (2023: RM6,731,563) have been pledged for bank's short term borrowings facility, as disclosed in Note 23.

(b) Other assets comprise of office equipment, furniture, fittings, motor vehicles, renovations, solar system and signboard.

(c) Capital work-in-progress comprise leasehold buildings under constructions.

5. RIGHT-OF-USE ASSETS

	Group 2024 RM	Group 2023 RM
Cost		
At beginning of the year	**4,038,187**	5,291,290
Additions	**6,107,938**	1,903,865
Write-offs	**(3,156,959)**	(3,156,968)
At end of the year	**6,989,166**	4,038,187
Accumulated depreciation		
At beginning of the year	**2,674,891**	4,455,253
Charge for the year	**2,490,759**	1,376,606
Write-offs	**(3,156,959)**	(3,156,968)
At end of the year	**2,008,691**	2,674,891
Net carrying amount	**4,980,475**	1,363,296

The Group leases a number of residential units for staff accommodation that have an average tenure of two years with additional two years renewal option.

6. INVESTMENT PROPERTIES

Group	Freehold property RM	Leasehold properties RM	Total RM
Cost			
At 1 January 2024/31 December 2024	**943,601**	**4,924,624**	**5,868,225**
Accumulated depreciation			
At 1 January 2024	**88,116**	**–**	**88,116**
Charge for the year	**12,588**	**98,532**	**111,120**
At 31 December 2024	**100,704**	**98,532**	**199,236**
Carrying amount			
At 31 December 2024	**842,897**	**4,826,092**	**5,668,989**

6. INVESTMENT PROPERTIES (CONT'D)

Group	Freehold property RM	Leasehold properties RM	Total RM
Cost			
At 1 January 2023	943,601	6,045,110	6,988,711
Disposals	–	(1,120,486)	(1,120,486)
At 31 December 2023	943,601	4,924,624	5,868,225
Accumulated depreciation			
At 1 January 2023	75,528	–	75,528
Charge for the year	12,588	–	12,588
At 31 December 2023	88,116	–	88,116
Carrying amount			
At 31 December 2023	855,485	4,924,624	5,780,109

	Group	
	2024 RM	**2023 RM**
Fair value:		
Freehold property	**750,850**	642,056
Leasehold properties	**4,981,830**	5,084,058
	5,732,680	5,726,114

Freehold property consist of one (2023: one) apartment. Leasehold properties consist of four (2023: four) apartments.

(a) Fair value basis of investment properties

Fair values of the investment properties are within level 2 of the fair value hierarchy and are arrived at by reference to market evidence of transaction prices for similar properties, location and category of properties. The most significant input into this valuation approach is the price per square foot of comparable properties.

(b) Income and expenses recognised in profit of loss

The following are recognised in profit or loss in respect of investment properties:

	Group	
	2024 RM	**2023 RM**
Rental income	**13,150**	23,000
Direct operating expenses of:		
- income generating properties	**(9,552)**	(7,294)
- non-income generating properties	**(36,071)**	(38,664)

7. INVESTMENT IN SUBSIDIARIES

	Company 2024 RM	Company 2023 RM
Unquoted shares, at cost	**571,808,895**	571,808,895
Less: Accumulated impairment losses	**(27,994,293)**	(27,994,293)
	543,814,602	543,814,602

Details of the subsidiaries as at 31 December 2024 and 2023 are as below:

Name	Country of Incorporation	Principal Activities	Proportion (%) of Ownership Interest 2024	Proportion (%) of Ownership Interest 2023
Held by the Company:				
Advance Industries Sdn. Bhd.	Malaysia	Construction, sub-contracted works, manufacturing, assembly, installation and sales of light fittings, kitchen cabinetry, furniture and related products.	**100**	100
Acumen Marketing Sdn. Bhd.	Malaysia	Supply of lightings, light fittings, outdoor fittings, and advertising point-of-sale, furniture and related products.	**100**	100
Lighting Louvres Manufacturing Sdn. Bhd.	Malaysia	Manufacture of electric lighting equipment.	**100**	100
Futumeds Sdn.Bhd.	Malaysia	Contractors, sub-contractors, and other building and construction work.	**100**	100
Bazarbayu Sdn. Bhd.	Malaysia	Property development activities.	**100**	100
FutuProp Sdn.Bhd.	Malaysia	Real estate activities with own or leased property N.E.C. and has not commenced business since the date of incorporation.	**100**	100
Aurizon Investments Limited	British Virgin Islands	Investment holding.	**100**	100
Kerjaya Prospek (M) Sdn. Bhd.	Malaysia	Building construction and property development.	**100**	100
Permatang Bakti Sdn. Bhd.	Malaysia	Building construction.	**100**	100
Kerjaya Bina BMK Sdn. Bhd.	Malaysia	Building construction.	**49**	49

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries as at 31 December 2024 and 2023 are as below: (Cont'd)

Name	Country of Incorporation	Principal Activities	Proportion (%) of Ownership Interest 2024	2023
Held by Advance Industries Sdn. Bhd.:				
Ace Equity Sdn.Bhd.	Malaysia	Supply and installation of aluminium and glazing works, stones works, interior fixtures, fittings, lightings, cabinetry and related products and the provision of contract workmanship and other related services.	**100**	100
Kerjaya Machinery & Equipment Sdn. Bhd.	Malaysia	Provision of services relating to application/renewal of permits, operation services, maintenance and leasing for heavy machineries.	**90**	90
Held by FutuProp Sdn. Bhd.:				
Senandung Raya Sdn. Bhd.	Malaysia	Property development activities.	**100**	100
Rivanis Ventures Sdn. Bhd.^	Malaysia	Property development activities.	**55**	–
Held by Kerjaya Prospek (M) Sdn. Bhd.:				
Future Rock Sdn.Bhd.	Malaysia	Building construction and marine engineering works.	**100**	100
Held by Bazarbayu Sdn. Bhd.:				
Yakin Land Sdn. Bhd.	Malaysia	Property development activities.	**100**	100
Le Vert Sdn. Bhd.	Malaysia	Provision of hotel management and/or hotel operation.	**100**	100

^ New subsidiary incorporated during the year on 22 October 2024 with its first financial period ending 31 December 2025 for approximately 15 months, hence no audited financial statements is necessary for the financial year ended 31 December 2024. An auditor has not been appointed to date.

All of the above subsidiaries were audited by Nexia SSY PLT, a member of Nexia International.

The Group considers that it controls Kerjaya Bina BMK Sdn. Bhd. even though it owns less that fifty percent (50%) of the voting rights. This is due to the Group having control over the Board and the power to govern the relevant activity of this entity.

During the financial year, the Company performed an impairment review of its investments in certain subsidiaries, where the carrying amount of investments exceeded the share of net assets in the respective subsidiaries at the reporting date. After considering the future prospects and profitability of the subsidiaries, the Management is of the opinion that no additional impairment in the value of the investment is required to be made in respect of investment in subsidiaries in the financial statements of the Company during the financial year.

In the current and previous financial years, no further impairment losses on investment in subsidiaries had been recognised.

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Material partly-owned subsidiaries

Set out below is the Group's subsidiaries which have a material non-controlling interests:

Name of subsidiary	Effective equity interest		Profit/(loss) allocated to non-controlling interests		Equity of non-controlling interests	
	2024 %	2023 %	2024 RM	2023 RM	2024 RM	2023 RM
Kerjaya Bina BMK Sdn. Bhd.	**51**	51	**36,194**	203,799	**715,989**	679,795
Kerjaya Machinery & Equipment Sdn. Bhd.	**10**	10	**8,407**	(26,016)	**21,995**	13,588
Other immaterial subsidiary			**(2,726)**	–	**(2,681)**	–
			41,875	177,783	**735,303**	693,383

Summarised financial information for each subsidiary that has non-controlling interests that are material to the Group is set out below. The summarised financial information below represents amounts before inter-company eliminations.

i Summarised statements of financial position

	Kerjaya Bina BMK Sdn. Bhd.		Kerjaya Machinery & Equipment Sdn. Bhd.	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-current assets	**–**	–	**13,641**	20,375
Current assets	**57,277,819**	43,401,489	**836,451**	2,458,219
Non-current liabilities	**–**	–	**(1,588)**	(1,588)
Current liabilities	**(55,873,918)**	(42,068,557)	**(628,562)**	(2,341,130)
Net assets	**1,403,901**	1,332,932	**219,942**	135,876
Equity attributable to owners of the Company	**687,912**	653,137	**197,947**	122,288
Non-controlling interest	**715,989**	679,795	**21,995**	13,588
	1,403,901	1,332,932	**219,942**	135,876

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

ii Summarised statements of profit or loss and other comprehensive income

	Kerjaya Bina BMK Sdn. Bhd.		Kerjaya Machinery & Equipment Sdn. Bhd.	
	2024	**2023**	**2024**	**2023**
	RM	**RM**	**RM**	**RM**
Revenue	**116,689,424**	55,855,640	**1,819,606**	1,401,771
Profit/(loss) before taxation	**415,338**	553,898	**87,536**	(259,472)
Taxation	**(344,369)**	(154,291)	**(3,470)**	(688)
Profit/(loss) for the year, representing total comprehensive income/ (expenses) for the year	**70,969**	399,607	**84,066**	(260,160)
Profit/(loss) attributable to owners of the Company	**34,775**	195,808	**75,659**	(234,144)
Non-controlling interest	**36,194**	203,799	**8,407**	(26,016)
	70,969	399,607	**84,066**	(260,160)

iii Summarised statements of cash flows

	Kerjaya Bina BMK Sdn. Bhd.		Kerjaya Machinery & Equipment Sdn. Bhd.	
	2024	**2023**	**2024**	**2023**
	RM	**RM**	**RM**	**RM**
Net cash (used in)/generated from operating activities	**(18,414,851)**	20,161,713	**(144,751)**	(36,744)
Net cash used in investing activities	**–**	–	**–**	(6,850)
Net (decrease)/increase in cash and cash equivalents	**(18,414,851)**	20,161,713	**(144,751)**	(43,594)

The details of the joint operations included in the Company's subsidiary, Kerjaya Prospek (M) Sdn. Bhd. are as follows:

Name of joint operation	Principal Activities	Proportion (%) of Ownership Interest	
		2024	**2023**
Joint operation unincorporated in Malaysia:			
Kerjaya Gamuda Joint Venture	Undertake the construction work of Gurney Marine Bridge	**50**	50
Samsung-KP Joint Venture	Undertake the construction work of TIEM2 New Bump/Probe/AT Factory	**30**	30

The Group's involvement in joint arrangements are structured through separate vehicles which provide the Group rights to the assets, and obligations for the liabilities of the entities. Accordingly, the Group has classified these investments as joint operation.

8. OTHER INVESTMENTS

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Club membership, at cost				
Cost	**95,000**	95,000	**–**	–
Less: Allowance for impairment	**(52,000)**	(52,000)	**–**	–
	43,000	43,000	**–**	–
Unquoted shares in Malaysia, at cost	**150,000**	150,000	**150,000**	150,000
	193,000	193,000	**150,000**	150,000

9. INTANGIBLE ASSETS

Group	Goodwill RM	Computer software RM	Total RM
Cost			
At 1 January 2024/31 December 2024	**227,876,350**	**100,998**	**227,977,348**
Accumulated amortisation			
At 1 January 2024	**4,082**	**48,745**	**52,827**
Charge for the year	**–**	**31,297**	**31,297**
At 31 December 2024	**4,082**	**80,042**	**84,124**
Carrying amount			
At 31 December 2024	**227,872,268**	**20,956**	**227,893,224**

9. INTANGIBLE ASSETS

Group (Cont'd)	Goodwill RM	Computer software RM	Total RM
Cost			
At 1 January 2023	227,876,350	186,930	228,063,280
Write-offs	–	(85,932)	(85,932)
At 31 December 2023	227,876,350	100,998	227,977,348
Accumulated amortisation			
At 1 January 2023	4,082	103,380	107,462
Charge for the year	–	31,297	31,297
Write-offs	–	(85,932)	(85,932)
At 31 December 2023	4,082	48,745	52,827
Carrying amount			
At 31 December 2023	227,872,268	52,253	227,924,521

Impairment of Goodwill

The Group has assessed the recoverable amounts of goodwill allocated and determined that no additional impairment is required. The recoverable amounts of the cash-generating units are determined using the value in use approach, and this is derived from the present value of the future cash flows from each cash-generating unit computed based on the projections of financial budgets approved by management covering a period of 5 years. The key assumptions used in the determination of the recoverable amounts are as follows:-

	Gross Margins		Growth Rates		Discount Rates	
	2024 %	2023 %	2024 %	2023 %	2024 %	2023 %
Kerjaya Prospek (M) Sdn. Bhd.	**10.00**	10.00	**5.00**	5.00	**13.34**	13.59
Permatang Bakti Sdn. Bhd.	**15.00**	15.00	**5.00**	5.00	**16.96**	13.13

(i)	Budgeted gross margins	Average gross margin achieved in 2024: 10% to 15% (2023: 10% to 15%) financial years immediately before the budgeted period increased for expected efficiency improvements and cost saving measures.
(ii)	Growth rates	Based on the expected projection of the construction segment.
(iii)	Discount rates (pre-tax)	The rate reflects specific risks relating to the relevant cash-generating unit.

The values assigned to the key assumptions represent management's assessment of future trends in the cash-generating units and are based on both external sources and internal historical data.

10. DEFERRED TAX ASSETS/(LIABILITIES)

	Group		Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
At beginning of the year	**(2,188,512)**	(1,877,487)	**(1,944)**	–
Transfer to statements of profit or loss and other comprehensive income (Note 31)	**(1,181,615)**	(311,025)	**1,944**	(1,944)
At end of the year	**(3,370,127)**	(2,188,512)	**–**	(1,944)
Presented after appropriate offsetting as follows:				
Deferred tax assets	**3,944,309**	4,576,549	**1,080**	–
Deferred tax liabilities	**(7,314,436)**	(6,765,061)	**(1,080)**	(1,944)
	(3,370,127)	(2,188,512)	**–**	(1,944)

The components and movements of deferred tax liabilities and deferred tax assets during the financial year prior to offsetting are as follows:

Deferred tax liabilities

	Group		Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Temporary difference between depreciation and capital allowance				
At beginning of the year	**(6,765,061)**	(3,181,558)	**(1,944)**	–
Transfer to statements of profit or loss and other comprehensive income	**(549,375)**	(3,583,503)	**864**	(1,944)
At end of the year	**(7,314,436)**	(6,765,061)	**(1,080)**	(1,944)

Deferred tax assets

	Group		Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Provision and others				
At beginning of the year	**4,576,549**	1,304,071	**–**	–
Transfer to statements of profit or loss and other comprehensive income	**(632,240)**	3,272,478	**1,080**	–
At end of the year	**3,944,309**	4,576,549	**1,080**	–

10. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

The components and movements of deferred tax liabilities and deferred tax assets during the financial year prior to offsetting are as follows: (Cont'd)

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
The deferred tax (liabilities)/assets recognised is in respect of the followings:				
- Temporary difference between depreciation and capital allowance	**(7,314,436)**	(6,765,061)	**(1,080)**	(1,944)
- Provision and others	**3,944,309**	4,576,549	**1,080**	–
	(3,370,127)	(2,188,512)	–	(1,944)

11. INVENTORIES

	Group	
	2024 RM	2023 RM
Property development costs	**189,895,118**	168,205,840
Completed properties	**58,059,669**	45,151,068
Others	**1,684,977**	2,624,368
	249,639,764	215,981,276

(a) **Property Development Costs**

	Group	
	2024 RM	2023 RM
Leasehold land held for development		
At beginning of the year	**78,932,520**	79,501,365
Additions during the year	–	1,333,520
Recognised during the year	**(12,826,304)**	(1,902,365)
At end of the year	**66,106,216**	78,932,520
Development Costs		
At beginning of the year	**89,273,320**	72,782,403
Costs incurred during the year	**114,011,426**	34,363,376
Recognised during the year	**(79,495,844)**	(17,872,459)
At end of the year	**123,788,902**	89,273,320
	189,895,118	168,205,840

11. INVENTORIES (CONT'D)

		Group	
		2024	2023
		RM	RM
(b)	**Completed properties**		
	At beginning of the year	**45,151,068**	46,895,204
	Additions during the year	**14,441,800**	–
	Sold during the year (Note 25)	**(1,771,150)**	(2,044,479)
	Reversal of amount written down for inventories (Note 26)	**237,951**	300,343
		58,059,669	45,151,068
(c)	**Others**		
	Raw materials	**1,053,084**	1,860,513
	Work-in-progress	**600,432**	443,011
	Finished goods	**31,461**	320,844
		1,684,977	2,624,368

Included in the property development costs of RM189,895,118 (2023: RM168,205,840) is leasehold land and development costs amounting to RM52,500,211 (2023: RM61,792,191) and RM110,774,715 (2023: RM67,947,910) respectively, which are in respect of a Joint Venture Agreement ("JVA") entered into by a subsidiary, Yakin Land Sdn. Bhd. ("YLSB") with a group of landowners. YLSB is obliged to progressively pay the landowners' entitlement in accordance with the JVA. During the financial year, YLSB and the landowners agreed to settle the entitlement in form of properties as landowners' entitlement.

During the previous financial year, included in the additions of property development costs are borrowing cost capitalised amounted to RM1,784,845. The capitalisation rate used was 5.00% per annum.

	Group	
	2024	2023
	RM	RM
Recognised in the profit or loss:		
Inventories recognised as cost of sales	**79,080,808**	25,404,124
Reversal of amount written down for inventories	**(237,951)**	(300,343)

12. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Trade Receivables				
Retention sum	**385,887,834**	291,491,055	–	–
Third parties	**669,313,889**	507,417,875	–	–
	1,055,201,723	798,908,930	–	–
Less: Allowance for impairment losses	**(34,368,268)**	(22,405,509)	–	–
	1,020,833,455	776,503,421	–	–

12. TRADE AND OTHER RECEIVABLES (CONT'D)

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Other Receivables				
Amount due from subsidiaries	**–**	–	**72,134,512**	90,222,725
Prepayments	**94,145**	86,475	**4,500**	4,500
Deposits	**25,362,079**	16,046,008	**–**	–
Other receivables	**79,489,809**	59,364,780	**16,000**	16,000
	104,946,033	75,497,263	**72,155,012**	90,243,225
Less: Allowance for impairment losses				
- Other receivables	**(514,901)**	(859,433)	**–**	–
	(514,901)	(859,433)	**–**	–
	104,431,132	74,637,830	**72,155,012**	90,243,225
Total trade and other receivables	**1,125,264,587**	851,141,251	**72,155,012**	90,243,225

(a) Trade Receivables

Trade receivables are non-interest earning and are generally on 30 to 90 (2023: 30 to 90) days credit term. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Retention sum receivables are monies withheld by contract customers and will be released to the Group upon expiry of 30 to 60 (2023: 30 to 60) months from the date of completion of construction contracts.

<u>Ageing analysis of trade receivables</u>

The ageing analysis of the Group's trade receivables is as follows:

	Group	
	2024 RM	2023 RM
Not past due	**662,412,306**	618,908,818
1 to 30 days past due	**58,085,132**	45,388,074
31 to 60 days past due	**52,024,629**	20,603,212
61 to 90 days past due	**32,810,761**	51,510,449
More than 90 days past due	**249,868,895**	62,498,377
	392,789,417	180,000,112
	1,055,201,723	798,908,930
Impaired	**(34,368,268)**	(22,405,509)
	1,020,833,455	776,503,421

12. TRADE AND OTHER RECEIVABLES (CONT'D)

(a) Trade Receivables (Cont'd)

Ageing analysis of trade receivables (Cont'd)

Receivables that are not past due

Trade receivables that are not past due relate to customers with good track records with the Group. Based on past experience, the Board believes that no further allowance for impairment is necessary in respect of those balances.

None of the Group's trade receivables that are not past due have been renegotiated during the financial year.

Receivables that are past due

The Group has trade receivables amounting to RM392,789,417 (2023: RM180,000,112) that are past due at the reporting date. Based on their payment history, the Group believes that allowance for impairment has been adequately made. These receivables are not secured by any collateral or credit enhancements.

Receivables that are impaired

The Group's trade receivables that are impaired as at the reporting date and the movement of the allowance for impairment accounts are as follows:

	Group	
	2024	**2023**
	RM	**RM**
At beginning of the year	**22,405,509**	27,369,668
Charge/(reversal) for the year - net	**11,962,759**	(4,964,159)
At end of the year	**34,368,268**	22,405,509

Impairment loss for trade receivables are collectively and individually assessed using the simplified approach as disclosed in Note 3(g)(i), by reference to historical credit loss experience and observable data such as current changes and future forecasts in economic conditions.

(b) Other Receivables

The Group's other receivables that are impaired as at the reporting date and the movement of the allowance for impairment accounts are as follows:

	Group	
	2024	**2023**
	RM	**RM**
At beginning of the year	**859,433**	825,195
(Reversal)/charge for the year - net	**(344,532)**	34,238
At end of the year	**514,901**	859,433

(c) Amount Due From Subsidiaries

The amount due from subsidiaries is unsecured, bears interest rate at 4.00% (2023: 4.00%) per annum and is repayable on demand. The credit risk in respect of these amounts is considered low but is individually assessed for impairment at the reporting date.

The Group recognised the loss allowance measured at an amount equal to lifetime expected credit losses.

13. CONTRACT COST ASSETS

	Group 2024 RM	Group 2023 RM
Contract Cost Assets		
Incremental costs of obtaining contracts	**2,331,621**	–
Costs to fulfil a contract	**17,282,185**	–
	19,613,806	–

The incremental costs of obtaining contracts primarily comprise sales commission and other incremental costs paid to secure sales contracts for the Company's property development activities. The costs are to be amortised over the period when the related revenue is recognised.

The costs to fulfil a contract represent cost incurred that is used to fulfil the contract in future. The costs are to be amortised on a straight-line method over the term of the specific contract it relates to, consistent with the pattern of recognition of the associated revenue.

14. CONTRACT ASSETS/(LIABILITIES)

	Group 2024 RM	Group 2023 RM
Contract Assets		
Amount due from customers for contract works	**204,132,429**	43,665,454
Contract Liabilities		
Amount due to customers for contract works	**(616,451,311)**	(22,627,536)

The contract assets relate to the Group's rights to consideration for work performed but not yet billed at the reporting date for its property development and construction activities. The contract assets will be transferred to trade receivables when the rights become unconditional.

The contract liabilities relate to the advance consideration received from customers for construction contract, where revenue is recognised over time during the property development and constructions activities.

The changes to contract assets and contract liabilities balances during the financial year are summarised below:

	Group 2024 RM	Group 2023 RM
At beginning of the year	**21,037,918**	(2,323,762)
Revenue recognised in statements of profit or loss and other comprehensive income	**1,829,397,254**	1,467,242,310
Billings to customers during the financial year	**(2,166,280,554)**	(1,443,880,630)
Properties entitlement to landowners	**(96,473,500)**	–
At end of the year	**(412,318,882)**	21,037,918
Represented by:		
Contract assets	**204,132,429**	43,665,454
Contract liabilities	**(616,451,311)**	(22,627,536)
	(412,318,882)	21,037,918

14. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

As at the end of the reporting period, the transaction price allocated to the unsatisfied or partially unsatisfied performance obligations of long-term contracts for the Group is RM4,000,938,955 (2023: RM4,328,558,003). The remaining performance obligations are expected to be recognised as below:

	Group	
	2024	**2023**
	RM	**RM**
Within 1 year	**2,084,346,639**	2,580,974,263
Between 1 and 5 years	**1,916,592,316**	1,747,583,740
	4,000,938,955	4,328,558,003

The amount disclosed above does not include variable consideration which is constrained.

15. SHORT TERM INVESTMENTS

	Group		Company	
		Restated		**Restated**
	2024	**2023**	**2024**	**2023**
	RM	**RM**	**RM**	**RM**
Money market fund and unit trust fund, at fair value*	**121,414,949**	91,619,988	**68,829,720**	84,314,164

* Money market fund and unit trust fund represents short term investment in highly liquid money market. These deposits are readily convertible to cash. The proceeds of the withdrawal of the money market fund and unit trust fund can be recovered on the following working day, after the notice of withdrawal is made.

16. CASH AND BANK BALANCES

	Group		Company	
		Restated		**Restated**
	2024	**2023**	**2024**	**2023**
	RM	**RM**	**RM**	**RM**
Cash in hand and at bank	**134,037,305**	64,099,945	**16,218,840**	196,922
Cash at securities account	**491,368**	478,760	**491,368**	478,760
Deposits with licensed banks	**38,821,366**	39,590,811	**5,389,933**	5,281,330
	173,350,039	104,169,516	**22,100,141**	5,957,012
Less: Allowance for ECL (MFRS 9)	**(82,391)**	(60,916)	**(12,907)**	(3,479)
	173,267,648	104,108,600	**22,087,234**	5,953,533

The deposits with licensed banks with interest rates ranging from 2.00% to 3.75% (2023: 1.85% to 2.00%) per annum, have average maturities ranging from 31 to 365 (2023: 31 to 365) days.

Included in deposits with licensed banks of the Group and of the Company at the end of the reporting period was an amount of RM20,796,230 and RM5,389,933 (2023: RM21,109,126 and RM5,281,330) which have been pledged to licensed banks as security for banking facilities granted to the Group and to the Company.

17. SHARE CAPITAL

	Group and Company			
	2024	**2023**	**2024**	**2023**
	Unit	**Unit**	**RM**	**RM**
Issued and paid-up ordinary shares				
At beginning/end of the year	**1,267,207,766**	1,267,207,766	**683,040,706**	683,040,706

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.

18. TREASURY SHARES

	Group and Company			
	2024	**2023**	**2024**	**2023**
	Unit	**Unit**	**RM**	**RM**
At beginning/end of the year	**6,157,566**	6,157,566	**6,914,445**	6,914,445

During the financial year, the Company did not repurchase any share from the open market.

19. RESERVES

	Group	
	2024	2023
	RM	**RM**
(a) Other reserve	**475,000**	475,000
(b) Foreign currency translation reserve	**1,107,770**	2,147,884
	1,582,770	2,622,884

(a) Other reserve

The other reserve is in respect of capitalisation of retained profits by a subsidiary for a bonus issue.

(b) Foreign currency translation reserve

	Group	
	2024	**2023**
	RM	**RM**
At beginning of the year	**2,147,884**	1,076,376
Change during the year	**(1,040,114)**	1,071,508
At end of the year	**1,107,770**	2,147,884

The foreign currency translation reserve represents foreign 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.

20. TRADE AND OTHER PAYABLES

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-Current				
Other Payables				
Other payables	–	49,003,793	–	–
Total - non-current	–	49,003,793	–	–
Current				
Trade Payables				
Third parties	**257,468,015**	197,009,876	–	–
Retention sum	**148,996,100**	118,852,310	–	–
	406,464,115	315,862,186	–	–
Other Payables				
Accruals	**7,173,699**	10,122,736	**372,600**	354,600
Amount due to subsidiaries	–	–	**1,006,000**	5,645,970
Amount due to related parties	**49,022**	876,887	–	–
Other payables	**15,955,016**	13,549,652	**89,794**	5,000
Dividend payable	–	25,221,004	–	25,221,004
Deposit received	**143,362**	746,006	–	–
	23,321,099	50,516,285	**1,468,394**	31,226,574
Total - current	**429,785,214**	366,378,471	**1,468,394**	31,226,574
Total trade and other payables	**429,785,214**	415,382,264	**1,468,394**	31,226,574

(a) Trade Payables

Trade payables are non-interest bearing and are normally settled between 14 and 90 (2023: 14 and 90) days.

Retention sum payables are monies withheld by the Group and will be released to contractors upon expiry of 1 to 60 months from the date of completion of work.

(b) Other Payables

(i) Other payables under non-current liabilities represents the remaining purchase consideration of RMNil (2023: RM49,003,793) payable by a subsidiary to a third party for land acquisition. The amount bears interest at Nil% (2023: 5.00%) per annum.

(ii) Other payables under current liabilities are non-interest bearing and are normally settled on an average term of 90 (2023: 90) days.

(iii) The non-trade amount due to subsidiaries is unsecured, interest free and is repayable on demand.

(iv) The non-trade amount due to related parties is unsecured, interest free and is repayable on demand.

21. LEASE LIABILITIES

	Group	
	2024	**2023**
	RM	**RM**
At beginning of the year	**2,084,019**	1,255,681
- Additions	**6,107,938**	1,903,865
- Interest expenses recognised in profit or loss (Note 27)	**27,840**	17,073
- Repayment of principal	**(2,184,014)**	(1,075,527)
- Repayment of interest expenses	**(27,840)**	(17,073)
At end of the year	**6,007,943**	2,084,019
Analysed by:		
Current	**2,195,673**	1,258,604
Non-current	**3,812,270**	825,415
	6,007,943	2,084,019
Minimum lease payments		
- not later than 1 year	**2,457,481**	1,345,450
- later than 1 year and not later than 5 years	**3,813,195**	879,850
Total minimum lease payments	**6,270,676**	2,225,300
Less: Future finance charges on lease liabilities	**(262,733)**	(141,281)
Present value of lease liabilities	**6,007,943**	2,084,019

The effective interest rates of the finance lease liabilities are between 3.13% and 4.36% (2023: 3.13% and 4.36%) per annum.

22. REVOLVING CREDIT

	Group	
	2024	**2023**
	RM	**RM**
Revolving credit	**10,000,000**	20,000,000

The revolving credit is secured by a corporate guarantee granted by the Company and bears interest at the rate of 4.25% (2023: 4.25%) per annum.

23. SHORT TERM BORROWING

	Group 2024 RM	Group 2023 RM
Bank overdraft	**11,954,183**	8,566,643

The bank overdraft is secured by charges on certain properties of the Group, as disclosed in Note 4(a) and a corporate guarantee granted by the Company, and bears interests between 4.36% and 4.60% (2023: 4.11% and 4.36%) per annum.

24. REVENUE

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Revenue from contracts with customers				
(i) Recognised over time:				
- Construction activities	**1,733,793,250**	1,438,879,310	–	–
- Property development activities	**95,604,004**	28,363,000	–	–
	1,829,397,254	1,467,242,310	–	–
(ii) Recognised at a point in time:				
- Sale of completed properties	**1,520,000**	1,680,000	–	–
- Rendering of services	**1,819,607**	1,401,771	–	–
- Manufacturing activities	–	250,426	–	–
- Hotel activities	**2,731,717**	2,206,992	–	–
Dividend income	–	–	**185,540,000**	75,005,000
	6,071,324	5,539,189	**185,540,000**	75,005,000
	1,835,468,578	1,472,781,499	**185,540,000**	75,005,000

25. COST OF SALES

	Group 2024 RM	Group 2023 RM
Construction costs	**1,512,019,397**	1,250,606,373
Property development costs	**72,708,342**	19,774,825
Cost of completed properties	**1,771,150**	2,044,479
Rendering of services	**1,552,228**	1,560,380
Manufacturing costs	–	129,884
Hotel activities	**1,227,569**	1,002,574
	1,589,278,686	1,275,118,515

26. OTHER OPERATING INCOME

	Group		Company	
	2024	**2023**	**2024**	**2023**
	RM	**RM**	**RM**	**RM**
Fair value gain on:				
- other investments	–	18,956	–	–
- redemption of short term investments	–	99,533	–	–
- short term investments	**152,552**	496,164	**145,593**	496,164
Gain on disposal of:				
- investment properties	–	59,514	–	–
- property, plant and equipment	**22,500**	42,596	–	–
Insurance claims	**4,821,246**	–	–	–
Interest income from fixed deposits and current account	**8,783,891**	6,637,063	**2,299,345**	2,480,900
Interest income from amount due from subsidiaries	–	–	**2,592,733**	2,677,489
Miscellaneous	**4,330,396**	2,370,603	–	445
Other income	**752,538**	780,795	**21,625**	45,036
Penalty income	**9,034,659**	2,125,272	–	–
Realised foreign exchange gain	**8**	6,104	–	–
Rental income	**830,531**	542,284	–	–
Reversal of amount written down for inventories	**237,951**	300,343	–	–
Sales of scrap	**3,875,317**	3,324,455	–	–
	32,841,589	16,803,682	**5,059,296**	5,700,034

27. FINANCE COSTS

	Group		Company	
	2024	**2023**	**2024**	**2023**
	RM	**RM**	**RM**	**RM**
Bank overdraft interest	**441,682**	595,894	–	–
Revolving credit interest	**734,726**	931,058	–	–
Bank guarantee charges	–	35,917	–	–
Lease interest (Note 21)	**27,840**	17,073	–	–
	1,204,248	1,579,942	–	–

28. PROFIT BEFORE TAXATION

	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
Profit before taxation is arrived at after charging/(crediting):				
Auditors' remuneration:				
(i) Statutory:				
- current year	**369,600**	341,920	**84,000**	80,000
- underprovision in prior years	**–**	11,250	**–**	–
(ii) Non statutory:				
- current year	**55,000**	–	**55,000**	–
Allowance for /(reversal of) impairment loss on:				
- trade receivables	**11,962,759**	(4,964,159)	**–**	–
- other receivables	**(344,532)**	34,238	**–**	–
- cash and bank balances	**21,475**	29,202	**9,428**	1,212
Amortisation of intangible assets (Note 9)	**31,297**	31,297	**–**	–
Bad debts written-off	**–**	37,400	**–**	157,844
Depreciation of property, plant and equipment (Note 4)	**14,232,465**	16,258,278	**3,600**	3,600
Depreciation of investment properties (Note 6)	**111,120**	12,588	**–**	–
Depreciation of right-of-use assets (Note 5)	**2,490,759**	1,376,606	**–**	–
Directors' remuneration (Note 30)	**8,024,534**	6,100,809	**287,600**	293,100
Dividend income	**–**	–	**(185,540,000)**	(75,005,000)
Employee benefits expense (Note 29)	**55,836,566**	49,983,382	**–**	–
Fair value gain on:				
- other investments	**–**	(18,956)	**–**	–
- redemption of short term investments	**–**	(99,533)	**–**	–
- short term investments	**(152,552)**	(496,164)	**(145,593)**	(496,164)
Finance costs (Note 27)	**1,204,248**	1,579,942	**–**	–
Gain on disposal of:				
- investment properties	**–**	(59,514)	**–**	–
- property, plant and equipment	**(22,500)**	(42,596)	**–**	–
Interest income from:				
- fixed deposits and current account	**(8,783,891)**	(6,637,063)	**(2,299,345)**	(2,480,900)
- amount due from subsidiaries	**–**	–	**(2,592,733)**	(2,677,489)
Loss on disposal of other investments	**–**	223	**–**	–
Fair value loss on redemption of short term investments	**9,867**	106,251	**9,867**	106,251
Realised foreign exchange gain	**(8)**	(6,104)	**–**	–
Rental expenses (short term)				
- Premises	**298,857**	161,420	**–**	–
Rental income	**(830,531)**	(542,284)	**–**	–
Reversal of amount written-down for inventories (Note 11)	**(237,951)**	(300,343)	**–**	–

29. EMPLOYEE BENEFITS EXPENSE

	Group	
	2024	2023
	RM	RM
Wages and salaries	**47,956,900**	42,499,520
Contributions to defined contribution plan	**4,329,266**	3,911,135
Social security contributions	**1,607,963**	1,080,242
Other benefits	**1,942,437**	2,492,485
	55,836,566	49,983,382

30. DIRECTORS' REMUNERATION

	Group		Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Executive				
- salaries and other emoluments	**4,581,900**	4,131,300	–	–
- contributions to defined contribution plan	**535,440**	495,774	–	–
- social security contributions	**3,651**	3,477	–	–
Total executive Directors' remuneration	**5,120,991**	4,630,551	–	–
Non-executive				
- salaries and other emoluments	**2,360,750**	1,071,500	**26,000**	21,500
- contributions to defined contribution plan	**280,170**	126,000	–	–
- social security contributions	**1,023**	1,158	–	–
- fees				
- current year	**261,600**	261,600	**261,600**	261,600
- underprovision in prior years	–	10,000	-	10,000
Total non-executive Directors' remuneration	**2,903,543**	1,470,258	**287,600**	293,100
Total Directors' remuneration (Note 28)	**8,024,534**	6,100,809	**287,600**	293,100

The number of Directors of the Company whose total remuneration during the year fell within the following bands is analysed below:

	Number of Directors	
	2024	2023
Executive Directors		
- RM1,200,001 - RM1,300,000	–	1
- RM1,400,001 - RM1,500,000	**1**	–
- RM1,600,001 - RM1,700,000	–	2
- RM1,800,001 - RM1,900,000	**2**	–
Non-executive Directors		
- below RM100,000	**4**	4
- RM1,100,001 - RM1,200,000	–	1
- RM2,600,001 - RM2,700,000	**1**	–

31. TAXATION

	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
Malaysian income tax				
- current year	**55,388,102**	45,590,528	**726,702**	532,973
- (over)/underprovision in prior years	**(698,439)**	426,875	**169,322**	6,149
	54,689,663	46,017,403	**896,024**	539,122
Deferred tax (Note 10)				
- relating to origination and reversal of temporary differences	**24,996**	14,903	**(1,944)**	1,944
- underprovision in prior years	**1,156,619**	296,122	**–**	–
	1,181,615	311,025	**(1,944)**	1,944
	55,871,278	46,328,428	**894,080**	541,066

The reconciliations of income tax expense applicable to the profit before taxation of the Group and of the Company at the statutory income tax rate to income tax expense at the effective income tax rate of the Group and of the Company are as follows:

	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
Profit before taxation	**216,154,033**	178,024,522	**189,584,877**	79,620,887
Tax at Malaysian statutory tax rate of 24% (2023: 24%)	**51,876,968**	42,725,885	**45,500,370**	19,109,013
Tax effects of:				
- income not subject to tax	**(5,270,649)**	(592,010)	**(45,016,902)**	(18,662,883)
- expenses not deductible for tax purposes	**9,474,747**	3,573,347	**240,107**	257,975
- deferred tax assets not recognised during the financial year	**252,410**	351,737	**1,183**	–
- utilisation of deferred tax assets previously not recognised	**(920,378)**	(453,528)	**–**	(169,188)
(Over)/underprovision of income tax in prior years	**(698,439)**	426,875	**169,322**	6,149
Underprovision of deferred tax in prior years	**1,156,619**	296,122	**–**	–
Tax expense for the year	**55,871,278**	46,328,428	**894,080**	541,066

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.

31. TAXATION (CONT'D)

Subject to the agreement by Inland Revenue Board, the amount of temporary differences as at the end of the reporting year are as follows:

	Group		Company	
	2024	**2023**	**2024**	**2023**
	RM	**RM**	**RM**	**RM**
Unutilised capital allowances	**13,877,383**	13,921,313	–	–
Unutilised reinvestment allowances	**5,787,500**	5,787,500	–	–
Unabsorbed tax losses	**6,194,003**	10,005,273	**705,781**	705,781
Others deductible temporary differences	**23,251,868**	24,814,202	**12,906**	3,479
	49,110,754	54,528,288	**718,687**	709,260
Deferred tax assets in respect of the above temporary differences due to uncertainties of realisation of profits	**11,786,581**	13,086,789	**172,485**	170,222
Less: Deferred tax assets recognised (Note 10)	**(3,944,309)**	(4,576,549)	**(1,080)**	–
Deferred tax assets not recognised	**7,842,272**	8,510,240	**171,405**	170,222

The unabsorbed tax losses and unutilised reinvestment allowances are allowed to be utilised for 10 (2023: 10) and 7 (2023: 7) consecutive years of assessment respectively, while the unutilised capital allowances are allowed to be carried forward indefinitely.

The unabsorbed tax losses and unutilised reinvestment allowances are available for utilisation up to the following financial years:

	Group		Company	
	2024	**2023**	**2024**	**2023**
	RM	**RM**	**RM**	**RM**
Unabsorbed tax losses				
Financial year				
2028	**5,669,160**	5,669,160	**705,781**	705,781
2029	**39,323**	323,180	–	–
2030	**35,725**	1,984,191	–	–
2031	**32,787**	1,179,709	–	–
2032	**119,439**	191,436	–	–
2033	**273,833**	657,600	–	–
2034	**23,736**	–	–	–
	6,194,003	10,005,273	**705,781**	705,781
Unutilised reinvestment allowances				
Financial year				
2025	**5,787,500**	5,787,500	–	–

32. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing profit for the year, net of tax, attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

(a) Basic

	Group	
	2024	**2023**
Earnings attributable to owners of the Company (RM)	**160,240,880**	131,518,311
Weighted average number of ordinary shares in issue:		
Weighted average number of ordinary shares at beginning/ end of the year	**1,261,050,200**	1,261,050,200
Basic earnings per share (sen)	**12.71**	10.43

(b) Diluted

The Company has not issued any dilutive potential ordinary shares during the year and hence, the diluted earnings per share is equal to the basic earnings per share.

33. DIVIDENDS

Group and Company

	Group and Company				
	No. of shares	**Net dividend per share**	**Total amount**	**Declaration date**	**Payment date**
2024		**sen**	**RM**		
In respect of the financial year ended 31 December 2023:					
Single tier interim	1,261,050,200	2.0	**25,221,004**	29.2.2024	5.4.2024
In respect of the financial year ended 31 December 2024:					
Single tier interim	1,261,050,200	2.5	**31,526,251**	29.5.2024	5.7.2024
Single tier interim	1,261,050,200	2.5	**31,526,251**	27.8.2024	9.10.2024
Single tier interim	1,261,050,200	3.0	**37,831,506**	27.11.2024	20.12.2024
Special single tier	1,261,050,200	4.0	**50,442,008**	27.11.2024	20.12.2024
			176,547,020		
2023					
In respect of the financial year ended 31 December 2022:					
Single tier interim	1,261,050,200	2.0	25,221,004	27.2.2023	13.4.2023
In respect of the financial year ended 31 December 2023:					
Single tier interim	1,261,050,200	2.0	25,221,004	23.5.2023	6.7.2023
Single tier interim	1,261,050,200	2.0	25,221,004	18.8.2023	6.10.2023
Single tier interim	1,261,050,200	2.0	25,221,004	21.11.2023	12.1.2024
			100,884,016		

34. RELATED PARTY DISCLOSURES

(a) Significant related party transactions

In addition to the related party information disclosed elsewhere in the financial statements, the related parties and their relationships with the Group are as follows:

	Group		Company	
	2024	**2023**	**2024**	**2023**
	RM	**RM**	**RM**	**RM**
Rental expense of office premise	**(1,359,511)**	(471,000)	**–**	–
Revenue from construction contracts	**779,939,443**	339,990,013	**–**	–
Dividend income	**–**	–	**185,540,000**	75,005,000
Interest income from amount due from subsidiaries	**–**	–	**2,592,733**	2,677,489
Purchase of goods/ services	**(31,483)**	(171,159)	**–**	–
Expenses recharged	**9,339,993**	–	**–**	–
Other*	**(2,067,053)**	(516,521)	**–**	–

* Other expenses comprise of facilities chargeable, sewerage charges, management fee and maintenance of motor vehicles.

The significant related parties are Kerjaya Property Sdn. Bhd., Tanjung Pinang Development Sdn. Bhd., Persada Mentari Sdn. Bhd., Damansara Peak Sdn. Bhd., YHH Sales and Marketing Sdn. Bhd., Desanda Development Sdn. Bhd., Dekad Intelek Sdn. Bhd., Kerjaya Hotel Sdn. Bhd., Coco Mart (M) Sdn. Bhd., GSB Management Sdn. Bhd., Patsawan Properties Sdn. Bhd., Bloomsvale Shopping Gallery Sdn. Bhd., Nuri Merdu Sdn. Bhd. and Eastern & Oriental Express Sdn. Bhd. in which the Executive Directors of the Company have either common Directorship and/or substantial equity interest in these related parties.

Related party transactions have been entered into in the normal course of business under negotiated terms.

(b) Compensation of key management personnel

The key management personnel comprised mainly executive Directors of the Group and of the Company. Their remuneration is disclosed in Note 30.

35. FINANCIAL GUARANTEES

	Group		Company	
	2024	**2023**	**2024**	**2023**
	RM	**RM**	**RM**	**RM**
Financial guarantees given to:				
- customers/suppliers of subsidiaries	**308,442,464**	236,425,201	**308,442,464**	236,425,201
- financial institutions for credit facilities granted to subsidiaries	**–**	–	**64,365,912**	74,553,412
	308,442,464	236,425,201	**372,808,376**	310,978,613

The financial guarantees provided by the Company to financial institutions have not been recognised in the financial statements since the fair value on initial recognition was not material.

36. MATERIAL LITIGATIONS

There were no material litigations against the Group as at the reporting date save as follows:

(a) Pembinaan Yeng Tong Sdn. Bhd. vs Kerjaya Prospek (M) Sdn. Bhd.

On 11 September 2020, the Group announced that its wholly owned subsidiary, Kerjaya Prospek (M) Sdn. Bhd. ("KPM"), had received a letter dated 10 September 2020 from Messrs. Wong & Partners, the solicitors acting for Pembinaan Yeng Tong Sdn. Bhd. ("PYT"), accompanied by Writ of Summons dated 7 September 2020 and Statement of Claim dated 7 September 2020 issued by the Kuala Lumpur High Court demanding inter-alia, payment of works done, expenses and loss and damages totalling RM35,861,133.95.

KPM denies the claim in totality and counterclaimed a sum of RM4,161,872.05 against PYT, in addition to general damages to be assessed.

The legal proceedings are ongoing whereby the last trial date was on 25 March 2025. Further trials are fixed on 26 May 2025 to 30 May 2025 and 2 July 2025.

(b) Kerjaya Prospek (M) Sdn. Bhd. vs BCM Holdings Sdn. Bhd.

On 17 November 2023, KPM has received a letter from BCM Holdings Sdn. Bhd. ("BCM") dated 15 November 2023 in relation to the Letter of Award dated 8 June 2024 and Supplemental Letter of Award dated 15 June 2023, where BCM informed KPM that BCM does not consider itself to be bound by the terms of the same ("BCM Letter").

On 7 December 2023, the Group announced that KPM, had via Messrs Kheng Hoe & Lee Yuen Advocates & Solicitors (formerly known as Messrs Chong + Kheng Hoe), the solicitors acting on behalf of KPM, served a Writ of Summons and Statement of Claim dated 6 December 2023 on BCM and sought RM20,000,000.00 in liquidity damages pursuant to the Clause 14 of the Supplemental Letter of Award dated 15 June 2023.

BCM has filed its defence and counterclaimed against KPM, and has included Dato' Tiong Kwing Hee as second defendant and Tan You Tiong as third defendant, alleging that KPM had conspired with BCM's directors, and BCM seeks, inter alia, for a declaration that the Letter of Award dated 8 June 2023 and Supplemental Letter of Award dated 15 June 2023 are invalid and unenforceable, and damages for alleged conspiracy between KPM and previous BCM directors.

The legal proceedings are ongoing and trials are fixed on 27 October 2025 to 30 October 2025.

(c) Kerjaya Prospek (M) Sdn. Bhd. vs Apple 99 Development Sdn. Bhd.

On 22 August 2024, KPM received a Writ of Summons and Statement of Claim at the High Court of Malaya at Shah Alam against Apple 99 Development Sdn. Bhd. ("Apple 99").

The Writ of Summons and Statement of Claim are to claim against Apple 99 the following:-

(i) a declaration that Apple 99 is in breach of the Settlement Agreement ("SA") dated 25 February 2020;
(ii) an order for specific performance of the SA and the Hotel Sales and Purchase Agreement ("Hotel SPA");
(iii) an order that the Registrar of this Honourable Court be empowered to sign all necessary agreements, memorandum, document and instrument of transfer for and on behalf of Apple 99 in the event that Apple 99 fails, refuses and/or neglects to specifically perform the SA and the Hotel SPA and/or any of its obligations thereunder;
(iv) alternatively, and only in the event that this Honourable Court deems specific performance to be an unsuitable remedy (which is denied), an order that Apple 99 be required to pay to KPM a sum of RM105,135,885.20 or such other sum as may be determined by this Honourable Court being the outstanding Residual Contract Sum;
(v) an order for Apple 99 to pay Interest to KPM at Maybank Base Lending Rate + 1% on the outstanding Residual Contract Sum of RM105,135,885.20 calculated from 18 December 2021 (or such other date as may be determined by this Honourable Court) until date of full realisation, to be assessed by this Honourable Court;
(vi) further or other reliefs as this Honourable Court deems fit and proper; and
(vii) costs.

36. MATERIAL LITIGATIONS (CONT'D)

There were no material litigations against the Group as at the reporting date save as follows: (Cont'd)

(c) Kerjaya Prospek (M) Sdn. Bhd. vs Apple 99 Development Sdn. Bhd. (Cont'd)

The circumstances leading to the filing of the Writ of Summons and Statement of Claim by KPM is based on, inter alia, the sum of RM105,135,885.20 ("Outstanding Sums") being due and payable to KPM by Apple 99.

KPM contends that Apple 99's failure to pay the outstanding Residual Contract Sum of RM105,135,885.20, and coupled with the fact that there was no sale of the Hotel to a third party purchaser by the Expiry Period, KPM is now entitled under the SA to proceed with the Hotel SPA, for which purpose Apple 99 had represented and warranted pursuant to Clause 10.2.11 of the SA to execute all memorandum, agreement, forms, documents, and steps necessary to put the Hotel SPA into effect.

Subsequent to KPM's filing of the Writ and Statement of Claim whereupon the same were served upon Apple 99, Apple 99 entered its appearance on 5 September 2024. Apple 99 thereafter filed its Defence and Counterclaim on 11 October 2024.

On 21 October 2024, KPM was served with an application by City Mall Sdn. Bhd. ("City Mall"), the registered proprietor of the freehold land in which the subject Hotel is built upon. City Mall's application was filed to intervene, summarily, on the basis that its interest would be affected by the outcome of KPM's ongoing suit against Apple 99.

In the following case management fixed on 4 November 2024, solicitors for Apple 99 informed the Court that City Mall would withdraw the aforesaid application to intervene. Solicitors for City Mall subsequently confirmed the same whereupon it sought to withdraw the application with liberty to file afresh.

During the following case management on 19 November 2024, solicitors for KPM objected to City Mall's request to withdraw with liberty to file afresh. Parties are further instructed to file written submissions regarding the matter by 22 November 2024 whereupon the decision of the Court would be given on 26 November 2024.

On 26 November 2024, the Court allowed City Mall to withdraw its intervener application with liberty to file afresh. On the same day, KPM filed its Reply and Defence to Counterclaim whereupon pleadings were deemed closed.

The legal proceedings are ongoing and trials are fixed on 1 October 2025 to 3 October 2025.

(d) Kerjaya Prospek (M) Sdn. Bhd. vs Yong Tai Berhad and Datuk Wira Boo Kuang Loon

The Settlement Agreement dated 25 February 2020 entered into by KPM and Apple 99 was guaranteed and indemnified by a Corporate Guarantee and Personal Guarantee, both dated 25 February 2020. The Corporate Guarantee was signed by Apple 99's holding company, Yong Tai Berhad ("Yong Tai") while the Personal Guarantee was signed by Datuk Wira Boo Kuang Loon ("Datuk Wira Boo") who is also a director of both Yong Tai and Apple 99.

Pursuant to Apple 99's breach to satisfy the outstanding Residual Contract Sum by 17 December 2023, KPM is entitled to demand the Corporate and Personal Guarantor to jointly and severally satisfy the same. Upon KPM's issuance of such demand, Yong Tai and Datuk Wira Boo must satisfy the outstanding sum of RM105,135,885.20 within 30 days. The letter of demand to Yong Tai was served on 28 August 2024, and was deemed served to Datuk Wira Boo on 2 October 2024.

36. MATERIAL LITIGATIONS (CONT'D)

There were no material litigations against the Group as at the reporting date save as follows: (Cont'd)

(d) Kerjaya Prospek (M) Sdn. Bhd. vs Yong Tai Berhad and Datuk Wira Boo Kuang Loon (Cont'd)

However, Yong Tai and Datuk Wira Boo ("the Defendants") failed, refused and/or neglected to pay the demanded sum. KPM proceeded to file a Writ of Summons and Statement of Claim on 4 October 2024 at the High Court at Shah Alam against Yong Tai and Datuk Wira Boo claiming for the following reliefs:

(i) subject and without prejudice to KPM's claims in the Apple 99 Suit, an order for the Defendants to jointly and/or severally pay the outstanding Residual Contract Sum of RM105,135,885.20 or such other amount as may be determined by the Court;
(ii) interest;
(iii) costs; and
(iv) further or other reliefs as deemed fit and proper by the Court.

The Writ of Summons and Statement of Claim were served upon Yong Tai and Datuk Wira Boo on 10 October 2024. The first case management was fixed on 7 November 2024. Yong Tai and Datuk Wira Boo served their respective Defence and Counterclaim on KPM on 15 November 2024. The second case management was fixed on 12 December 2024. Subsequently, KPM filed its Reply and Defence to Counterclaim on 29 November 2024 whereupon pleadings were deemed closed.

On 6 March 2025, KPM filed on application to consolidate the cases with Apple 99 suit as mentioned in Note 36(c).

37. CONTINGENT LIABILITIES

	Group	
	2024 RM	2023 RM
Material litigation (Note 36(a))	**31,699,262**	31,699,262

The Directors are of the view that based on the advice by the solicitors, KPM will not suffer any material liability from the litigation, as disclosed in Note 36 above. Therefore, no provision is necessary in respect of the Claims.

38. FAIR VALUE INFORMATION

(a) Financial Instruments not Carried at Fair Value

The following are financial instruments that are not carried at fair value:

	Note
Trade and other receivables (excluding prepayments)	12
Cash and bank balances	16
Trade and other payables (current)	20
Lease liabilities	21
Revolving credit	22
Short term borrowing	23

The carrying amounts of these financial instruments are reasonable approximate of their fair values, either due to their short-term nature or that they are re-priced to market interest rates on or near the reporting date.

38. FAIR VALUE INFORMATION (CONT'D)

(b) Financial Instruments Carried at Fair Value

Certain other investments and short term investments

Fair value of money market funds and unit trusts are derived from quoted price (unadjusted) in active markets for identical financial assets that the entity can access at the reporting date.

39. CLASSIFICATION OF FINANCIAL INSTRUMENTS

The financial assets and financial liabilities of the Group and of the Company are measured on an ongoing basis at either fair value or at amortised cost based on their respective classification. The material accounting policy information as disclosed in Note 3 describes how the classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised.

The table below provides an analysis of financial instruments categorised under MFRS 9 as follows:

(a) Amortised cost ("AC"); and
(b) Fair value through profit or loss ("FVTPL")

	Carrying amount RM	AC RM	FVTPL RM
Group			
2024			
Non-derivative financial assets			
Trade and other receivables (excluding prepayments)	**1,125,170,442**	**1,125,170,442**	**–**
Short term investments	**121,414,949**	**–**	**121,414,949**
Cash and bank balances	**173,267,648**	**173,267,648**	**–**
	1,419,853,039	**1,298,438,090**	**121,414,949**
Non-derivative financial liabilities			
Trade and other payables	**429,785,214**	**429,785,214**	**–**
Lease liabilities	**6,007,943**	**6,007,943**	**–**
Revolving credit	**10,000,000**	**10,000,000**	**–**
Short term borrowing	**11,954,183**	**11,954,183**	**–**
	457,747,340	**457,747,340**	**–**
2023 (restated)			
Non-derivative financial assets			
Trade and other receivables (excluding prepayments)	851,054,776	851,054,776	–
Short term investments	91,619,988	–	91,619,988
Cash and bank balances	104,108,600	104,108,600	–
	1,046,783,364	955,163,376	91,619,988
Non-derivative financial liabilities			
Trade and other payables	415,382,264	415,382,264	–
Lease liabilities	2,084,019	2,084,019	–
Revolving credit	20,000,000	20,000,000	–
Short term borrowing	8,566,643	8,566,643	–
	446,032,926	446,032,926	–

39. CLASSIFICATION OF FINANCIAL INSTRUMENTS (CONT'D)

	Carrying amount RM	AC RM	FVTPL RM
Company			
2024			
Non-derivative financial assets			
Trade and other receivables (excluding prepayments)	**72,150,512**	**72,150,512**	**–**
Short term investments	**68,829,720**	**–**	**68,829,720**
Cash and bank balances	**22,087,234**	**22,087,234**	**–**
	163,067,466	**94,237,746**	**68,829,720**
Non-derivative financial liabilities			
Trade and other payables	**1,468,394**	**1,468,394**	**–**
	1,468,394	**1,468,394**	**–**
2023 (restated)			
Non-derivative financial assets			
Trade and other receivables (excluding prepayments)	90,238,725	90,238,725	–
Short term investments	84,314,164	–	84,314,164
Cash and bank balances	5,953,533	5,953,533	–
	180,506,422	96,192,258	84,314,164
Non-derivative financial liabilities			
Trade and other payables	31,226,574	31,226,574	–
	31,226,574	31,226,574	–

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 credit risk, liquidity risk, interest rate risk and foreign currency risk.

The Board of Directors reviews and agrees policies and procedures for the management of these risks. The Audit Committee provides independent oversight to the effectiveness of the risk management process.

During the current and previous financial years, the Group's policy is not to enter into any derivatives.

The following sections provide details regarding the exposure of the Group and of the Company to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) 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 exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash and bank balances), the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Credit Risk (Cont'd)

Trade and other receivables

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. 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 result that the Group's exposure to bad debts is not significant.

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.

Information regarding credit enhancements, if any, for trade and other receivables is disclosed in Note 12.

Credit Risk Concentration Profile

The Group determines concentrations of credit risk by monitoring the business segment of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's trade receivables at the reporting date are mainly arising from the construction segment.

The Group seeks to maintain strict control over its outstanding receivables and has a credit control department to minimise credit risk. The Group's concentration of credit risk relates to the amount owing by two (2023: two) major customers which constituted 26% (2023: 30%) of its trade receivables at the end of the reporting year.

Cash and bank balances

The Group considers the licensed banks have low credit risks. At the reporting date, the Group's maximum exposure to credit risk is represented by the carrying amounts recognised in the statements of financial position.

Financial guarantees

The Group and the Company provides corporate guarantees which are financial guarantee contracts, to customers/ suppliers of subsidiaries and licensed banks in respect of banking facilities granted to the subsidiaries.

The maximum exposure to credit risk of the Group and of the Company amounts to RM308,442,464 and RM372,808,376 (2023: RM236,425,201 and RM310,978,613) respectively, representing the outstanding financial guarantee as at end of the reporting year, as disclosed in Note 35.

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Liquidity Risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

Analysis of Financial Instruments by Remaining Contractual Maturities

The table below summarises the maturity profile of the Group's and of the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

Group	Effective interest rate %	Carrying amount RM	Contractual undiscounted cash flow RM	Maturity Less than 1 year RM	Between 2 and 5 years RM
2024					
Trade and other payables	–	**429,785,214**	**429,785,214**	**429,785,214**	–
Lease liabilities	**3.13 – 4.35**	**6,007,943**	**6,270,676**	**2,457,481**	**3,813,195**
Revolving credit	**4.25**	**10,000,000**	**10,000,000**	**10,000,000**	–
Short term borrowing	**4.36 – 4.60**	**11,954,183**	**11,954,183**	**11,954,183**	–
Financial guarantees* (Note 35)	–	–	**308,442,464**	–	–
		457,747,340	**766,452,537**	**454,196,878**	**3,813,195**
2023					
Trade and other payables	–	415,382,264	415,382,264	366,378,471	49,003,793
Lease liabilities	3.13 – 4.35	2,084,019	2,225,300	1,345,450	879,850
Revolving credit	4.25	20,000,000	20,000,000	20,000,000	–
Short term borrowing	4.11 – 4.36	8,566,643	8,566,643	8,566,643	–
Financial guarantees* (Note 35)	–	–	236,425,201	–	–
		446,032,926	682,599,408	396,290,564	49,883,643

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Liquidity Risk (Cont'd)

Company	Effective interest rate %	Carrying amount RM	Contractual undiscounted cash flow RM	Maturity Less than 1 year RM
2024				
Trade and other payables	–	**1,468,394**	**1,468,394**	**1,468,394**
Financial guarantees* (Note 35)	–	**–**	**372,808,376**	**–**
		1,468,394	**374,276,770**	**1,468,394**
2023				
Trade and other payables	–	31,226,574	31,226,574	31,226,574
Financial guarantees* (Note 35)	–	–	310,978,613	–
		31,226,574	342,205,187	31,226,574

* These financial guarantee contracts are allocated to the earliest period in which the guarantees could be called. However, based on circumstances at the end of the financial year, the Directors do not foresee the guarantees will be called upon.

(c) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises mainly from borrowings with variable rates. The Group's policy is to obtain the most favourable interest rates available and by maintaining a balances portfolio mix of fixed and floating rate borrowings.

As the Group has no significant interest-bearing financial assets, the Group's income and operating cash flows are substantially independent of changes in market interest rates. The Group's interest-bearing financial assets are mainly short term in nature and have been mostly placed in fixed deposits or occasionally, in short term commercial papers.

As at the reporting date, the Group has short term borrowing facility which is bank overdraft, that may expose to interest rate risk as the bank overdraft interest rate is calculated based on cost of fund of the lending bank that is subject to fluctuation plus a fixed spread. However, the fluctuation of the cost of fund is remote and the impact is not material.

(d) 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.

The Group is exposed to transactional currency risk primarily through sales and purchases that are denominated in a currency other than the functional currency of the operations to which they relate. The currencies giving rise to this risk are primarily Singapore Dollar ("SGD"). Foreign exchange exposures in these transactional currencies other than functional currencies of the operating entities are kept to an acceptable level.

The Group has one (2023: one) foreign subsidiary, of which is dormant. The Group did not undertake any hedging for these investments and is therefore exposed to a foreign currency risk. However, the impact on the foreign currency risk is immaterial as exhibited in the sensitivity analysis for foreign currency risk below.

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(d) Foreign Currency Risk (Cont'd)

The unhedged financial assets of the Group that are not denominated in the functional currency are as follows:

	Group	
	2024	**2023**
	RM	**RM**
Singapore Dollar ("SGD")		
Cash and bank balances	**19,033,947**	18,524,576

As at the reporting date, the Group has no unhedged financial liabilities that are not denominated in the functional currency.

The following table demonstrates the sensitivity of the Group's profit to a reasonably possible change in the SGD exchange rate against the respective functional currencies of the Group entities, with all other variables held constant.

	Group	
	2024	**2023**
	RM	**RM**
Effects on profit after taxation:		
SGD/RM		
- strengthened by 10%	**1,446,580**	1,407,868
- weakened by 10%	**(1,446,580)**	(1,407,868)

41. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. No changes were made in the objectives, policies or processes during the financial years ended 31 December 2024 and 2023.

The debts to equity ratios as at 31 December 2024 and 2023 were as follows:

	Group		Company	
		Restated		Restated
	2024	2023	2024	2023
	RM	RM	RM	RM
Cash and bank balances (Note 16)	**173,267,648**	104,108,600	**22,087,234**	5,953,533
Less:				
Revolving credit	**(10,000,000)**	(20,000,000)	**–**	–
Short term borrowing	**(11,954,183)**	(8,566,643)	**–**	–
	(21,954,183)	(28,566,643)	**–**	–
Net cash position	**151,313,465**	75,541,957	**22,087,234**	5,953,533
Total equity	**1,136,359,118**	1,153,663,452	**705,430,047**	693,286,270
Debt-to-equity ratio	**N/A**	N/A	**N/A**	N/A

N/A – Not applicable as the cash and cash equivalent of the Group and of the Company are sufficient to settle all the outstanding debts of the Group and of the Company as at the financial year end.

There were no changes in the Group's approach to capital management during the financial year.

42. SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products and services, and has five reportable operating segments as follows:

(i) Construction - Main building construction works, provision of contract workmanship and other related services.

(ii) Manufacturing - Manufacturing, assemble, installation and sale of light fitting, furniture and kitchen cabinetry and related products.

(iii) Properties - Development of residential and/or commercial properties.

(iv) Hospitality - Hotel activities.

(v) Others - Investment holding companies and others dormant companies.

Information about major customers

The following are major customers with revenue equal or more than 10% of the Group's total revenue:

	Revenue		**Segment**
	2024	**2023**	
	RM	**RM**	
Customer A	**Not applicable**	186,366,880	Construction
Customer B	**194,075,632**	Not applicable	Construction

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements. Group financing (including finance costs) and income taxes are managed on a group basis and are not allocated to operating segments.

Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

42. SEGMENT INFORMATION (CONT'D)

	Construction RM	Manufacturing RM	Properties RM	Hospitality RM	Others RM	Elimination RM	Total RM
2024							
Revenue							
External revenue	1,737,132,857	–	95,604,004	2,731,717	–	–	1,835,468,578
Intersegment revenue	376,626,497	6,888,416	–	–	*185,540,000	(569,054,913)	–
Total revenue	2,113,759,354	6,888,416	95,604,004	2,731,717	185,540,000	(569,054,913)	1,835,468,578
Results							
Segment results	218,764,317	2,550,824	20,923,381	674,381	189,180,554	(214,735,176)	217,358,281
Finance costs							(1,204,248)
Profit before taxation							216,154,033
Taxation							(55,871,278)
Profit for the year							160,282,755
Other information							
Allowance for /(reversal of) impairment losses							
- Trade receivables	11,765,725	197,034	–	–	–	–	11,962,759
- Other receivables	(344,532)	–	–	–	–	–	(344,532)
- Cash and bank balances	2,480	177	9,695	–	9,123	–	21,475
Amortisation of intangible assets	31,297	–	–	–	–	–	31,297
Depreciation of right-of-use assets	2,490,759	–	–	676,168	–	(676,168)	2,490,759
Depreciation of property, plant and equipment	13,570,503	214,877	80,528	9,579	3,600	353,378	14,232,465
Depreciation of investment properties	111,120	–	353,378	–	–	(353,378)	111,120

42. SEGMENT INFORMATION (CONT'D)

	Construction RM	Manufacturing RM	Properties RM	Hospitality RM	Others RM	Elimination RM	Total RM
2024							
Other information (cont'd)							
Fair value loss on redemption of short term investments - net	–	–	–	–	9,867	–	9,867
Fair value gain on short term investments	(6,959)	–	–	–	(145,593)	–	(152,552)
Finance costs	1,809,810	–	2,219,928	27,670	–	(2,853,160)	1,204,248
Gain on disposal of property, plant and equipment - net	(21,000)	–	–	–	(1,500)	–	(22,500)
Insurance claims	(4,821,846)	–	–	–	–	–	(4,821,846)
Interest income	(5,495,258)	(38,594)	(575,890)	(30,438)	(5,469,201)	2,825,490	(8,783,891)
Reversal of inventories written down to net realisable value	(237,951)	–	–	–	–	–	(237,951)
Assets							
Segment assets	1,719,438,797	33,253,831	362,460,611	2,404,224	726,428,157	(619,173,924)	2,224,811,696
Unallocated assets							–
Consolidated total assets							2,224,811,696
Liabilities							
Segment liabilities	1,090,508,304	5,475,867	169,853,370	1,386,293	42,219,786	(220,991,042)	1,088,452,578
Unallocated liabilities							–
Consolidated total liabilities							1,088,452,578

42. SEGMENT INFORMATION (CONT'D)

	Construction RM	Manufacturing RM	Properties RM	Hospitality RM	Others RM	Elimination RM	Total RM
2023							
Revenue							
External revenue	1,441,961,081	250,426	28,363,000	2,206,992	–	–	1,472,781,499
Intersegment revenue	199,576,848	3,389,496	–	–	*75,005,000	(277,971,344)	–
Total revenue	1,641,537,929	3,639,922	28,363,000	2,206,992	75,005,000	(277,971,344)	1,472,781,499
Results							
Segment results	192,164,033	38,006	6,834,052	253,449	81,128,090	(100,813,166)	179,604,464
Finance costs							(1,579,942)
Profit before taxation							178,024,522
Taxation							(46,328,428)
Profit for the year							131,696,094
Other information							
Allowance for/(reversal of) impairment losses							
- Trade receivables	(5,155,177)	191,018	–	–	–	–	(4,964,159)
- Other receivables	34,238	–	–	–	–	–	34,238
- Cash and bank balances	25,010	(196)	1,689	–	2,699	–	29,202
Amortisation of intangible assets	31,297	–	–	–	–	–	31,297
Depreciation of right–of–use assets	1,376,606	–	–	661,236	–	(661,236)	1,376,606
Depreciation of property, plant and equipment	15,957,966	209,616	79,911	7,185	3,600	–	16,258,278
Depreciation of investment properties	12,588	–	348,733	–	–	(348,733)	12,588

42. SEGMENT INFORMATION (CONT'D)

	Construction RM	Manufacturing RM	Properties RM	Hospitality RM	Others RM	Elimination RM	Total RM
2023							
Other information (cont'd)							
Fair value (gain)/loss on redemption of short term investments - net	(100,464)	–	–	–	106,251	931	6,718
Fair value gain on short term investments	–	–	–	–	(496,164)	–	(496,164)
Finance costs	2,461,038	–	1,796,393	27,920	–	(2,705,409)	1,579,942
Gain on disposal of property, plant and equipment - net	(39,396)	–	–	–	(3,200)	–	(42,596)
Insurance claims	–	–	–	–	–	–	–
Interest income	(3,387,646)	(51,746)	(109,967)	(16,650)	(5,748,543)	2,677,489	(6,637,063)
Reversal of inventories written down to net realisable value	(300,343)	–	–	–	–	–	(300,343)
Assets							
Segment assets	1,172,720,761	30,642,818	295,788,726	1,258,442	749,047,980	(614,700,852)	1,634,757,875
Unallocated assets							–
Consolidated total assets							1,634,757,875
Liabilities							
Segment liabilities	508,731,327	4,270,729	117,506,688	736,771	71,828,918	(221,980,010)	481,094,423
Unallocated liabilities							–
Consolidated total liabilities							481,094,423

* Mainly are dividend income from subsidiaries, which will be eliminated upon consolidation.

43. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

(a) On 3 January 2024, one of the Company's wholly-owned subsidiary, Kerjaya Prospek (M) Sdn. Bhd. ("KPM") has accepted a letter of award dated 3 January 2024 amounting to RM170.94 million from Persada Mentari Sdn. Bhd. ("PMSB"), an indirect subsidiary of Eastern & Oriental Berhad, in respect of building contract works for a proposed development at Pulau Andaman, Pulau Pinang.

(b) On 8 January 2024, KPM has accepted a letter of award dated 8 January 2024 amounting to RM25.91 million from PMSB, in respect of the piling and sub-structure contract works for a proposed development at Pulau Andaman, Pulau Pinang.

(c) On 8 January 2024, one of the Company's wholly-owned subsidiary, Permatang Bakti Sdn. Bhd. ("PBSB") has accepted a letter of award dated 8 January 2024 amounting to RM69.23 million from Tanjung Pinang Development Sdn. Bhd. ("TPDSB"), an indirect subsidiary of Eastern & Oriental Berhad, in respect of the execution and completion of superstructure works of Gurney Marine Bridge Phase 2 for the Proposed Seri Tanjung Pinang (Phase 2) Development (STP2), Pulau Pinang.

(d) On 16 January 2024, KPM has accepted a letter of award dated 16 January 2024 amounting to RM111.76 million from Kerjaya Property Sdn. Bhd. ("KPSB"), a wholly owned subsidiary company of Kerjaya Prospek Property Berhad, in respect of the execution and completion of building contract works at Jalan Kampung Bandar Dalam, Mukim Setapak, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur.

(e) On 1 April 2024, KPM has accepted a letter of award dated 1 April 2024 amounting to RM33.19 million from PMSB, in respect of the execution and completion of a piling and earthworks contract for the proposed service apartment at Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.

(f) On 27 May 2024, one of the Company's wholly-owned subsidiary, Future Rock Sdn. Bhd. ("FRSB") has accepted a letter of award dated 24 May 2024 amounting to RM567.73 million from TPDSB, in respect of the execution and completion of reclamation and dredging works for Seri Tanjung Pinang (Phase 2B & 2C) development (STP2) Penang.

(g) On 19 August 2024, KPM has accepted a letter of award dated 19 August 2024 amounting to RM275.29 million from PMSB, in respect of the execution and completion of a building contract at Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.

(h) On 11 September 2024, KPM has accepted a letter of award dated 9 September 2024 amounting to RM292.80 million from Mega Legacy (M) Sdn. Bhd., in respect of the execution and completion of a building contract at Lot PT26686 (Plot 7), Mukim Batu, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur.

(i) On 23 October 2024, KPM has accepted a letter of award dated 22 October 2024 amounting to RM18.45 million from Greencove Sdn. Bhd., a wholly owned subsidiary company of Kerjaya Prospek Property Berhad., in respect of the site clearance, earthworks, piling and pile caps, basement and retaining wall, and on site detention pond works inclusive ground floor slab.

(j) On 23 October 2024, KPM has accepted a letter of award dated 22 October 2024 amounting to RM15.98 million from Pixel Valley Sdn. Bhd., a wholly owned subsidiary company of Kerjaya Prospek Property Berhad., in respect of the piling and pile caps works at Lot PT 6024, Persiaran Cassia Barat 3, Mukim 13, Batu Kawan, Seberang Perai Selatan, Pulau Pinang.

(k) On 11 November 2024, one of the Company's wholly-owned subsidiary, Futuprop Sdn. Bhd. has entered into a Joint Venture Cum Shareholders' Agreement with Aspen Vision Development Sdn. Bhd. and Rivanis Ventures Sdn. Bhd. ("RVSB"), a subsidiary of the Company in relation to a joint venture to undertake the development of the lands comprising part of land held under HSD 28162 known as Lot 286, lands held under GRN 157615 and GRN 157616 known as Lot 65 and Lot 67 respectively, all within town of Prai, Seberamg Perai Tengah, Pulau Pinang respectively and measuring a total land area of approximately 36.025 acres ("Said Land") via RVSB, a special purpose vehicle incorporated under the laws of Malaysia for the purpose of the aforesaid joint venture. The Agreement Period have been mutually agreed by both parties to extend and to execute the Definitive Agreement until 25 April 2025, to allow more time for the parties to finalise the terms within.

(l) On 11 November 2024, RVSB entered into a Heads of Agreement with Perbadanan Aset Keretapi (Railway Assets Corporation), the owner of the Said Land in relation to its development.

44. SIGNIFICANT EVENTS SUBSEQUENT TO THE FINANCIAL YEAR END

(a) On 6 January 2025, KPM has accepted a letter of award dated 6 January 2025 amounting to RM256.36 million from Eastern & Oriental Express Sdn. Bhd. ("E&OE"), an indirect subsidiary of Eastern & Oriental Berhad, in respect of the execution and completion of a building contract works for the proposed development at No. 4, Jalan Shorea U15/36, Elmina West, Seksyen U16, 40170 Shah Alam, Selangor Darul Ehsan.

(b) On 10 March 2025, KPM has accepted a letter of award dated 10 March 2025 amounting to RM51.03 million from PMSB, in respect of the execution and completion of a piling and earthworks contract for the proposed service apartment at Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.

(c) On 12 March 2025, 3 April 2025, 8 April 2025, 9 April 2025, 10 April 2025 and 11 April 2025, the Company has repurchased a total of 2,442,200 of its issued ordinary shares from the open market at an average price of RM1.971 per share. The total consideration paid for the purchase was RM4.81 million including transaction costs.

(d) On 13 March 2025, KPM has accepted a letter of award dated 12 March 2025 amounting to RM11.36 million from TPDSB in respect of the execution and completion of a Gurney pedestrian ramp, access to Gurney and all associated works at Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.

(e) On 7 April 2025, KPM has accepted a letter of award dated 7 April 2025 amounting to RM291.43 million from PMSB, in respect of the execution and completion of a building contract at Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.

(f) On 15 April 2025, KPM has accepted a letter of award dated 15 April 2025 amounting to RM98.09 million from PMSB, in respect of the execution and completion of a building contract at Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.

45. COMPARATIVE FIGURES

The comparative figures have been reclassified to conform with the presentation of the current financial year.

	As previously reported RM	Reclassification RM	As restated RM
Group			
Statement of Financial Position			
Short term investments	–	91,619,988	91,619,988
Cash and bank balances	195,728,588	(91,619,988)	104,108,600
Company			
Statement of Financial Position			
Short term investments	–	84,314,164	84,314,164
Cash and bank balances	90,267,697	(84,314,164)	5,953,533

Statement by Directors

Pursuant to Section 251(2) of the Companies Act 2016

We, Datin Seri Toh Siew Chuon and Dato' Tee Eng Seng, being two of the Directors of Kerjaya Prospek Group Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 98 to 174 are drawn up in accordance with Malaysian Financial Reporting Standards International Financial Reporting 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 financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 22 April 2025.

Datin Seri Toh Siew Chuon
Director

Dato' Tee Eng Seng
Director

Statutory Declaration

Pursuant to Section 251(1) of the Companies Act 2016

I, Datin Seri Toh Siew Chuon, being the director primarily responsible for the financial management of Kerjaya Prospek Group Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 98 to 174 are drawn up, to the best of my knowledge and belief, 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 Datin Seri Toh Siew Chuon
at Petaling Jaya in the State of Selangor
on 22 April 2025.

Datin Seri Toh Siew Chuon
Director

Before me,
Ng Say Hung
License No. B185
Commissioner of Oaths
Selangor

Independent Auditors' Report
To the Members of Kerjaya Prospek Group Berhad

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Kerjaya Prospek Group Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 98 to 174.

In our opinion, the accompanying financial statements 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 their cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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 Auditor's 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 opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of 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 Ethics Standards Board for Accountants' 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 IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance 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.

1. Impairment assessment of goodwill

As at 31 December 2024, the carrying amount of goodwill recognised by the Group amounted to RM227,872,268 as disclosed in Note 9 to the financial statements. The Group is required to perform annual impairment assessment of the cash-generating units ("CGU") or groups of CGUs to which goodwill has been allocated.

Key Audit Matters (Cont'd)

1. Impairment assessment of goodwill (Cont'd)

Key audit matter	Our response
The Group estimated the recoverable amounts of the CGUs to which the goodwill is allocated based on value in use ("VIU"). Estimating the VIU involves discounting the estimated future cash inflows and outflows expected to be derived from the CGUs to its present value using an appropriate discount rate. We determined this to be a key audit matter as the VIU determined using discounted cash flows is complex and involves significant judgement and estimates by the management, specifically the key assumptions on the revenue growth rate, operating profit margin, long-term growth rate and discount rate.	Our audit procedures included, among others: (i) Compared prior period budgets to actual outcomes to assess reliability of management's forecasting process; (ii) Assessed and evaluated key assumptions used in forecasting revenue growth rates, operating profit margins and long-term growth rates; (iii) Assessed the appropriateness of pre-tax discount rates used by management by comparing to the market data, weighted average cost of capital of the Group and relevant risk factors; (iv) Assessed and evaluated sensitivity analysis performed by management on the cash flow projections to evaluate the impact on the impairment assessment; and (v) Assessed the adequacy of disclosures in the financial statements in relation to the key assumptions used in the impairment assessment.

2. Impairment of trade receivables

As at 31 December 2024, the Group has trade receivables with carrying amount of RM1,020,833,455, as disclosed in Note 12 to the financial statements.

Key audit matter	Our response
The Group assessed on a forward-looking basis the expected credit loss ("ECL") associated with the trade receivables using the simplified approach. We determined this to be a key audit matter because it requires management to exercise significant judgments in determining the probability of default by trade receivables and appropriate forward-looking information.	Our audit procedures included, among others: (i) Reviewed and assessed the reasonableness of management's expected credit losses model and assumptions used in determining the impairment losses of trade receivables; (ii) Recomputed the probability of default using historical data and forward-looking information adjustment applied by the Group; (iii Recomputed the correlation coefficient between the forward-looking factors used by the Group and historical credit losses to determine the appropriateness of the forward-looking information used by the Group; and (iv) Assessed the adequacy of disclosures in the financial statements in relation to the impairment of trade receivables.

Independent Auditors' Report (Cont'd)

Key Audit Matters (Cont'd)

3. Recoverability of the carrying amounts of property development cost and completed properties held as inventories

As at 31 December 2024, carrying value of property development cost and completed properties held as inventories by the Group amounted to RM189,895,118 and RM58,059,669 respectively, as disclosed in Note 11 to the financial statements.

Key audit matter	Our response
Management assessed the net realisable values of the completed properties based on estimates derived from recent transacted prices or revised selling prices in light of the current economic condition and future market outlook, net of expected discounts to be given which were approved by the Directors. For property development costs, management has also considered the costs yet to be incurred to complete the development project before comparing them to the net realisable value. We determined this to be a key audit matter due to significant management's estimates are involved in determining the net realisable value.	Our audit procedures included, among others: (i) For property development cost and completed properties which have recent sale transactions, we compared the carrying amounts of these development units (including costs yet to be incurred for property development costs), on a sample basis, to the selling prices stated in the signed sale and purchase agreements, net of discounts given; and (ii) For property development cost and completed properties which did not have recent sale transactions, we compared the carrying amounts of these development units (including costs yet to be incurred for property development costs), on a sample basis, to the latest market value or recent transacted prices of comparable development units in similar or nearby locations, and where applicable, prices were adjusted for the size of the units.

Key Audit Matters (Cont'd)

4. Revenue and cost recognition from construction activities

The amount of revenue of the Group's construction activities is recognised over the period of the contract with reference to the progress towards complete satisfaction of that performance obligation amounting to RM1,733,793,250 for the financial year ended 31 December 2024, as disclosed in Note 24 to the financial statements.

Key audit matter	Our response
The progress towards complete satisfaction of performance obligation is determined with reference to the proportion of construction costs incurred for works performed to date over the estimated total construction costs for each project (input method). We determined this to be a key audit matter because significant estimates and judgements are required, in particular with regards to determining the progress towards satisfaction of a performance obligation, the extent of the construction costs incurred, the estimated total construction contracts revenue and costs, as well as the recoverability of the construction contracts projects. The estimated total revenue and costs are affected by a variety of uncertainties which are dependent on the outcome of future events.	Our audit procedures included, among others: (i) Obtained an understanding based on the Standard Operating Procedures ("SOP") from securing the contract till completion; (ii) Obtained and read relevant construction contracts to gain an understanding of the specific terms and conditions impacting revenue recognition in evaluating management's identification and assessment of the performance obligations; (iii) Identified, evaluated and assessed the reasonableness of estimates and judgements used in recognising costs and revenue arising from construction activities; (iv) Re-computed the measurement used, this includes the verification of total revenue, total costs, percentage or stages of completion and provision, if required, amongst others; (v) Compared the assessment on the potential deduction to revenue or additional costs such as delays resulting to liquidated and ascertained damages against the contractual delivery dates and estimated delivery dates; and (vi) Verified other supporting evidences and corroborative evidences such as review progress reports, interview relevant project personnel, obtain confirmations and correspondences from project owners, subcontractors and solicitors, and conduct site visitations.

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 information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do 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, 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.

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 of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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 of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of 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 and 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 of 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 of 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 of the 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 on 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 of 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 of the Company, including the disclosures, and whether the financial statements of the Group and of 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 units within the group as a basis for forming an opinion on the group financial statements. 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.

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 subsidiary of which we have not acted as auditors, are disclosed in Note 7 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.

Nexia SSY PLT
201906000679 (LLP0019490-LCA) & AF 002009
Chartered Accountants

Michelle Yong Voon Sze
No. 02864/07/2026 J
Chartered Accountant

Shah Alam
22 April 2025

Top 10 List Of Properties

As at 31st December 2024

No	Address/Location	Tenure	Area	Description/ Existing use	Approximate Age of Building	Net Carrying Amount RM'000	Date of Acquisition
1	GM3564, Lot 698, Mukim Serendah, Daerah Hulu Selangor	Freehold	3.1869 hectare	Vacant	5	7,398	2/1/2020
2	Parcel No. J-31-01, Block J, Empire City @ Damansara	Leasehold expiring on 08/06/2104	11,496 square feet	Vacant	0.92	6,990	5/2/2024
3	Parcel No. J-32-01, Block J, Empire City @ Damansara	Leasehold expiring on 08/06/2104	11,496 square feet	Vacant	0.92	6,990	5/2/2024
4	P-01-01, Vista Residence, Genting Permai Avenue, 69000 Genting Highlands Pahang	Leasehold expiring in 2116	9,666 square feet	Hotel	6	4,743	3/1/2019
5	Lot 12068, Pekan Klebang Seksyen 111, Melaka (Land)	Leasehold expiring in 2109	20,234 square metre	Vacant	9	4,628	1/6/2015
6	P-02-01, Vista Residence, Genting Permai Avenue, 69000 Genting Highlands Pahang	Leasehold expiring in 2116	9,666 square feet	Hotel	6	4,172	3/1/2019
7	Unit No.10, Lot 9625 Sungai Buloh Batu 11, Jalan Kuala Selangor	Leasehold expiring in 2068	918.77 square metre	Workshop	11	3,711	31/5/2013
8	Lot 696, No. Hakmilik 3715, Mukim Serendah, Hulu Selangor	Freehold	137,484 square feet	Vacant	2	3,702	22/3/2023
9	P-01-02, Vista Residence, Genting Permai Avenue, 69000 Genting Highlands Pahang	Leasehold expiring in 2116	6,943 square feet	Hotel	6	3,407	3/1/2019
10	P-02-02, Vista Residence, Genting Permai Avenue, 69000 Genting Highlands Pahang	Leasehold expiring in 2116	7007 square feet	Hotel	6	3,024	3/1/2019

Analysis Of Shareholdings
As at 28 March 2025

Class of Shares	:	Ordinary Share ("**Shares**")
Issued Share Capital	:	1,267,207,766 Shares
Treasury shares	:	6,657,566 treasury shares held by the Company
Voting Rights of Share	:	One vote per shareholder on a show of hands or one vote per Share on a poll

ANALYSIS OF LISTED SECURITIES BY SIZE OF HOLDINGS AS AT 28 MARCH 2025 (WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON)

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Issued Share Capital
Less than 100	745	16.79	24,040	0.00
100 to 1,000	848	19.12	458,416	0.04
1,001 to 10,000	1,979	44.61	7,886,747	0.63
10,001 to 100,000	654	14.74	18,944,611	1.50
100,001 to less than 5% of issued shares	207	4.67	456,766,108	36.23
5% and above of issued shares	3	0.07	776,470,278	61.60
Total	**4,436**	**100.00**	**1,260,550,200***	**100.00**

Note:
* **Exclude a total of 6,657,566 treasury shares retained by the Company as per record of depositors as at 28 March 2025**

THE 30 LARGEST SECURITIES ACCOUNT HOLDERS AS AT 28 MARCH 2025 (WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON)

No.	Holder Name	No. of Shares	% of Issued Share Capital*
1.	EGOVISION SDN BHD	451,675,278	35.83
2.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT- AMBANK (M) BERHAD FOR AMAZING PARADE SDN BHD (SMART)	221,975,000	17.61
3.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR EGOVISION SDN.BHD. (SMART)	102,820,000	8.16
4.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR EGOVISION SDN BHD (BDA)	63,000,000	5.00
5.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	46,583,479	3.70

Analysis of Shareholdings (Cont’d)

THE 30 LARGEST SECURITIES ACCOUNT HOLDERS AS AT 28 MARCH 2025 (WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON) (CONT’D)

No.	Holder Name	No. of Shares	% of Issued Share Capital*
6.	VISTA CONTRACTING AND INVESTMENT GLOBAL PTE LTD	25,239,000	2.00
7.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	19,909,000	1.58
8.	ONE PERMATANG SDN BHD	16,161,000	1.28
9.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM MALAYSIA 3 PERMODALAN NASIONAL BERHAD	14,686,700	1.17
10.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM BUMIPUTERA 3 – DIDIK PERMODALAN NASIONAL BERHAD	14,528,700	1.15
11.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTSSMALL-CAP FUND	13,810,658	1.10
12.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD - KENANGA GROWTH FUND	11,280,400	0.89
13.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ISLAMIC)	10,907,685	0.87
14.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM BUMIPUTERA 2 PERMODALAN NASIONAL BERHAD	10,855,900	0.86
15.	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR EGOVISION SDN. BHD. (ESS2. 7189-9)	9,891,457	0.78
16.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (KENANGA)	9,129,200	0.72
17.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (MEF)	8,881,400	0.70
18.	PEMODALAN NASIONAL BERHAD	7,000,000	0.56
19.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (CGS CIMB)	6,305,000	0.50
20.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA SHARIAH GROWTH OPPORTUNITIES FUND (50156 TR01)	6,281,000	0.50
21.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (AMUNDI)	6,208,000	0.49

THE 30 LARGEST SECURITIES ACCOUNT HOLDERS AS AT 28 MARCH 2025
(WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON) (CONT'D)

No.	Holder Name	No. of Shares	% of Issued Share Capital*
22	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TOH SIEW CHUON	5,988,607	0.48
23.	LEMBAGA TABUNG ANGKATAN TENTERA	5,730,800	0.45
24.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR MANULIFE INVESTMENT SHARIAH PROGRESS FUND	5,010,056	0.40
25.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR PRINCIPAL DALI EQUITY FUND	4,826,600	0.38
26.	AMANAHRAYA TRUSTEES BERHAD ASN UMBRELLA FOR ASN IMBANG (MIXED ASSET BALANCED) 2 PERMODALAN NASIONAL BERHAD	4,384,900	0.35
27.	AMANAHRAYA TRUSTEES BERHAD ASN IMBANG (MIXED ASSET BALANCED) 1 PERMODALAN NASIONAL BERHAD	4,257,400	0.34
28.	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR NORGES BANK (FI 17)	4,101,667	0.33
29.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (EASTSPRING)	3,924,000	0.31
30.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PAMB FOR PRULINK DANA UNGGUL	3,879,500	0.31
	TOTAL	**1,119,232,387**	**88.80**

Noted :
* Exclude a total of 6,657,566 treasury shares retained by the Company as per record of depositors as at 28 March 2025.

Analysis of Shareholdings (Cont'd)

DIRECTORS' SHAREHOLDINGS IN THE COMPANY

(AS PER REGISTER OF DIRECTORS' SHAREHOLDINGS AS AT 28 MARCH 2025)

	No. of Shares held			
Name of Directors	**Direct**	***4%**	**Indirect**	***4%**
Dato' Seri Tee Eng Ho	–	–	*2852,999,321	*267.67
Dato' Tee Eng Seng	–	–	*2852,999,321	*267.67
Datin Seri Toh Siew Chuon	5,988,607	0.48	*2852,999,321	*267.67
Tee Eng Tiong	–	–	*316,161,000	*31.28
Chan Kam Chiew	–	–	–	–
Maylee Gan Suat Lee	–	–	–	–
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof	–	–	–	–
Chong Swee Ying	10,000	*10.00	–	–

Notes:-

*1 Negligible
*2 Deemed interested by virtue of their interest in Egovision Sdn. Bhd. and Amazing Parade Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016
*3 Deemed interested by virtue of his interest in One Permatang Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016
*4 Exclude a total of 6,657,566 treasury shares retained by the Company as per record of depositors as at 28 March 2025.

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS

(AS PER REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 28 MARCH 2025)

	No. of Shares Held			
Name of Substantial Shareholdings	**Direct**	***3%**	**Indirect**	***3%**
Amazing Parade Sdn. Bhd.	225,612,586	17.90	–	–
Egovision Sdn. Bhd.	627,386,735	49.77	–	–
Dato' Seri Tee Eng Ho	–	–	*1858,987,928	*168.14
Dato' Tee Eng Seng	–	–	*2852,999,321	*267.67
Datin Seri Toh Siew Chuon	5,988,607	0.48	*2852,999,321	*267.67
Employees Provident Fund Board	69,580,639	5.52	-	–

Notes:-

*1 Deemed interested by virtue of his spouse's direct shareholding and his interest in Egovision Sdn. Bhd. and Amazing Parade Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016
*2 Deemed interested by virtue of their interest in Egovision Sdn. Bhd. and Amazing Parade Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016
*3 Exluded a total of 6,657,566 treasury shares retained by the Company as per record of depositors as at 28 March 2025.

Notice Of
The 41st Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 41st Annual General Meeting ("**41st AGM**") of the Company will be held at Ballroom 1, Level 3, Courtyard by Marriott Kuala Lumpur South, No. 137, Jalan Puchong, 58200 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur on **Wednesday, 11 June 2025 at 11.00 a.m.** or at any adjournment thereof to transact the following businesses:-

AGENDA

1. To receive the Audited Financial Statements for the financial year ended 31 December 2024 and the Reports of Directors and Auditors thereon.

2. To approve the payment of Directors' fees to the Non-Executive Directors of RM261,600 in respect of the financial year ended 31 December 2024. *Ordinary Resolution 1*

3. To approve the payment of Directors' benefits (excluding Directors' fees) to the Non-Executive Directors up to an amount of RM50,000 from 12 June 2025 until the next annual general meeting of the Company. *Ordinary Resolution 2*

4. To re-elect the following Directors who retire by rotation pursuant to Article 91(1) of the Company's Constitution:-

   (i) Tee Eng Tiong *Ordinary Resolution 3*
   (ii) Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof *Ordinary Resolution 4*
   (iii) Chong Swee Ying *Ordinary Resolution 5*

5. To appoint Nexia SSY PLT as Auditors of the Company and authorise the Directors to determine their remuneration. *Ordinary Resolution 6*

6. To consider and if thought fit, to pass the following Ordinary Resolutions, with or without modifications:-

   (A) AUTHORITY TO ALLOT SHARES

   "THAT subject always to the approvals of the relevant governmental and/or regulatory authorities, the Directors be and are hereby authorised pursuant to Section 75 of the Companies Act 2016 to allot and issue shares in the Company at any time until the conclusion of the next Annual General Meeting upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares to be allotted pursuant to this Resolution does not exceed 10% of the total number of issued shares of the Company for the time being." *Ordinary Resolution 7*

   (B) PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY

   "THAT subject always to the Companies Act 2016 ("**Act**"), provisions of the Company's Constitution and the requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and any other relevant approvals, the Directors of the Company be and are hereby authorised to purchase the Company's ordinary shares ("**Shares**") through Bursa Securities, subject to the following:- *Ordinary Resolution 8*

   (a) The maximum number of Shares which may be purchased by the Company 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 fund to be allocated by the Company for the purpose of purchasing its Shares shall not exceed the retained profits of the Company;

(c) The authority conferred by this resolution will be effective upon passing of this resolution and will continue in force until:-

(i) the conclusion of the next Annual General Meeting ("**AGM**") of the Company, at which time it will lapse, unless by ordinary resolution passed at that meeting, the authority is renewed; or

(ii) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extensions as may be allowed pursuant to Section 340(4) of the Act); or

(iii) the authority is revoked or varied by an ordinary resolution passed by the shareholders in general meeting;

whichever occurs first;

(d) Upon completion of the purchase(s) of the Shares by the Company, the Shares shall be dealt with in the following manner as the Directors of the Company may decide:-

(i) cancel the Shares so purchased; or

(ii) retain the Shares so purchased as treasury shares; or

(iii) retain part of the Shares so purchased as treasury shares and/or cancel the remainder of the Shares/ treasury shares; or

(iv) distribute the treasury shares as dividends to shareholders; or

(v) resell the treasury shares or any of the treasury shares on Bursa Securities in accordance with the relevant rules of Bursa Securities; or

(vi) transfer the treasury shares or any of the treasury shares for the purposes of or under an employees' share scheme; or

(vii) transfer the treasury shares or any of the treasury shares as purchase consideration; or

(viii) sell, transfer or otherwise use the treasury shares for such other purposes as the Minister charged with the responsibility for companies may by order prescribe.

THAT the Directors of the Company be and are hereby authorised to take all such steps and enter into all agreements, arrangements and guarantees with any party or parties as are necessary to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities from time to time to implement or to effect the purchase of its own shares."

(C) PROPOSED SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

Ordinary Resolution 9

"THAT, subject to the Companies Act 2016 ("**Act**"), the Constitution of the Company and the Bursa Malaysia Securities Berhad Main Market Listing Requirements, approval be and is hereby given to the Company and its subsidiaries ("**Kerjaya Group**") to enter into all transactions involving the interests of Directors, major shareholders or persons connected with Directors and/or major shareholders of the Group ("**Related Parties**") as specified in Section 2.2.2 of Part B of the Circular to Shareholders dated 30 April 2025 in relation to the Proposed Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("**Recurrent RPTs**") provided that such transactions are:-

(i) recurrent transactions of a revenue or trading nature;

(ii) necessary for the day-to-day operations;

(iii) carried out in the ordinary course of business on normal commercial terms which are not more favourable to the Related Parties than those generally available to the public; and

(iv) are not to the detriment of the minority shareholders,

("RRPT Mandate").

AND THAT such approval shall continue to be in force until:-

(a) the conclusion of the next Annual General Meeting ("**AGM**") of the Company, at which time it will lapse, unless by ordinary resolution passed at that meeting, the authority is renewed; or

(b) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

(c) the authority is revoked or varied by ordinary resolution passed by the shareholders in general meeting; or

whichever is earlier; and the aggregate value of the Recurrent RPTs be disclosed in the annual report of the Company.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary to give full effect to the RRPT Mandate."

7. To transact any other business of which due notice shall have been received.

BY ORDER OF THE BOARD

SEOW FEI SAN (SSM Practising Certificate No. 201908002299)
MOK MEE KEE (SSM Practising Certificate No. 201908002288)
Secretaries

Petaling Jaya
30 April 2025

Notice of the 41st Annual General Meeting (Cont'd)

Notes:-

1. *41st AGM*

*1.1 For the purposes of determining a member who shall be entitled to attend and vote at the forthcoming 41st AGM, the Company shall be requesting the Record of Depositors as at **30 May 2025**. Only depositors whose names appear in the Record of Depositors as at **30 May 2025** shall be regarded as members and entitled to attend, speak and vote at the 41st AGM.*

2. *Proxy*

2.1 A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a member of the Company and there is no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the meeting shall have the same rights as the member to speak at the meeting.

2.2 A member may appoint not more than two (2) proxies to attend the meeting. Where a member appoints two (2) proxies, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.

2.3 Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

*2.4 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.*

2.5 The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing (or if such appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised or in some other manner approved by Directors).

2.6 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 forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the appointment proposes to vote:

In hard copy
The instrument appointing a proxy must be deposited at the Share Registrar's office at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia.

By Electronic form
The proxy form shall be electronically lodged via fax to +603-2094 9940 or by email to info@sshsb.com.my.

*Last date and time for lodging the proxy form is **Monday, 9 June 2025 at 11.00 a.m**.*

3. *Audited Financial Statements for the financial year ended 31 December 2024*

The audited financial statements are laid before the members pursuant to Section 340(1) of the Companies Act 2016 ("Act"). The members' approval on the audited financial statements is not required and the same is for discussion only, hence, the matter will not be put for voting.

Notice of the 41st Annual General Meeting (Cont'd)

4. ***Ordinary Resolutions 1 and 2: Directors' fees and benefits payable to the Non-Executive Directors***

   Pursuant to Section 230(1) of the Act, the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. In this respect, the Board agreed that the shareholders' approval shall be sought at the 41st AGM on the Directors' fees and benefits payable to the Non-Executive Directors in two (2) separate resolutions as below:-

   - *Ordinary Resolution 1 on payment of Directors' fees in respect of the financial year ended 31 December 2024; and*

   - *Ordinary Resolution 2 on payment of Directors' benefits (excluding Directors' fees) from 12 June 2025 to the next AGM ("**Mandated Period**"). These are essentially the meeting allowance for attendance at Board meetings/Board Committee meetings/general meetings of the Company. The Board estimated that the fees to be incurred in respect of these Directors' benefits for the Mandated Period would not to exceed RM50,000 ("**2025 Directors' Benefits Mandate Limit**").*

     In the event the amount of the 2025 Directors' Benefits Mandate Limit is insufficient to pay the Non-Executive Directors for their services for the Mandated Period due to an increase in frequency of meetings and/or increase in Board size, the Board will seek the shareholders' approval in respect of the excess amount at the next AGM in 2026.

5. ***Ordinary Resolutions 3 to 5: Re-election of Directors***

   *Article 90(1) of the Company's Constitution provides that at the annual general meeting ("**AGM**") in every year, one-third of the Directors of the Company for the time being, or if the number is not a multiple of three, then the number nearest to one-third shall retire from office so that all Directors shall retire from office once at least in each three (3) years. A retiring Director shall retain office until the close of the meeting at which he retires. Also, a retiring Director shall be eligible for re-election pursuant to Article 91 of the Constitution.*

   *The Board endorsed the Nomination Committee ("**NC**")'s assessment in determining the eligibility of the Directors standing for re-election at the 41st AGM and having satisfied with the Directors' performances, accepted the NC's recommendation to seek shareholders' approval for the re-election of the retiring Directors at the 41st AGM. The retiring Directors, being eligible for re-election, have given their consent for re-election.*

6. ***Ordinary Resolution 7: Authority to Allot Shares***

   The proposed Ordinary Resolution 7, if passed, will empower the Directors of the Company to allot and issue shares not exceeding 10% of the total number of the issued shares of the Company, subject to the approvals of all the relevant governmental and/or other regulatory bodies and for such purposes as the Directors consider would be in the interest of the Company.

   The authority, if granted, will provide flexibility to the Company for any possible fundraising activities, including but not limited to further placing of shares, for purpose of funding future business expansion and investment activities / projects, working capital, repayment of bank borrowing and/or acquisitions.

   As at the date of issuance of this Annual Report 2024, no new shares in the Company were issued pursuant to the authority granted to the Directors at the last AGM held on 5 June 2024 and which will lapse at the conclusion of the 41st AGM.

7. ***Ordinary Resolution 8: Proposed Renewal of Share Buy-back Authority***

   The proposed Ordinary Resolution No. 8, if passed, will empower the Directors of the Company to purchase the Company's ordinary shares of up to ten percent (10%) of the total number of issued shares of the Company by utilising the funds allocated which shall not exceed the total retained earnings of the Company. Further information on the proposed renewal of share buy-back authority is set out in the Circular to Shareholders dated 30 April 2025, which is despatched together with the Notice of the 41st AGM.

8. ***Ordinary Resolution 9: Proposed Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature***

   The proposed Ordinary Resolution 9, if passed, will enable the Company and/or its subsidiaries to enter into recurrent transactions involving the interests of Related Parties, which are of a revenue or trading nature and necessary for the Group's day-to-day operations, subject to the transactions being carried out in the ordinary course of business and on terms not to the detriment of the minority shareholders of the Company. Further information on the proposed shareholders' mandate for recurrent related party transactions of a revenue or trading nature is set out in the Circular to Shareholders dated 30 April 2025, which is despatched together with the Notice of the 41st AGM.

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KERJAYA PROSPEK GROUP BERHAD
Registration No. 198401010054 (122592-U)
(Incorporated in Malaysia)

CDS Account No.:	

PROXY FORM

I/We____
(FULL NAME IN CAPITAL LETTER AND I/C NO./COMPANY NO.)
of ____
(ADDRESS)
being a member/members of **KERJAYA PROSPEK GROUP BERHAD** (the "Company") hereby appoint ____________________

____of
(FULL NAME IN CAPITAL LETTER AND I/C NO.)
____
(ADDRESS)
or failing him/her, ____________________________________
(FULL NAME IN CAPITAL LETTER AND I/C NO.)
of ____
(ADDRESS)

or failing him/her, the CHAIRMAN OF THE MEETING as *my/our proxy, to vote for *me/us and on *my/our behalf at the 41st Annual General Meeting of the Company to be held at Ballroom 1, Level 3, Courtyard by Marriott Kuala Lumpur South, No. 137, Jalan Puchong, 58200 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur on **Wednesday, 11 June 2025 at 11.00 a.m.**, or at any adjournment thereof and to vote as indicated below:-

NO.	ORDINARY RESOLUTIONS	FOR	AGAINST
1	To approve the Directors' fees		
2	To approve the Directors' benefits		
3	To re-elect Tee Eng Tiong as a Director of the Company		
4	To re-elect Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof as a Director of the Company		
5	To re-elect Chong Swee Ying as a Director of the Company		
6	To appoint Nexia SSY PLT as Auditors of the Company		
7	To approve authority to allot shares		
8	To approve the proposed renewal of share buy-back authority		
9	To approve the proposed shareholders' mandate for recurrent related party transactions of a revenue or trading nature		

Please indicate with an "X" in the space above on how you wish to cast your vote. In the absence of specific directions, your proxy will vote or abstain as he/she thinks fit.

Dated this _________ day of ___________________ 2025

No. of ordinary shares held

For appointment two proxies, percentage of shareholdings to be represented by the proxies:-		
	No. of shares	Percentage
Proxy 1		
Proxy 2		
Total		

____
Signature of Member / Common Seal

1. 41st AGM

*1.1 For the purposes of determining a member who shall be entitled to attend and vote at the forthcoming 41st AGM, the Company shall be requesting the Record of Depositors as at **30 May 2025**. Only depositors whose names appear in the Record of Depositors as at **30 May 2025** shall be regarded as members and entitled to attend, speak and vote at the 41st AGM.*

2. Proxy

2.1 A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a member of the Company and there is no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the meeting shall have the same rights as the member to speak at the meeting.

2.2 A member may appoint not more than two (2) proxies to attend the meeting. Where a member appoints two (2) proxies, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.

2.3 Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

2. ***Proxy* (Cont'd)**

*2.4 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.*

2.5 The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing (or if such appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised or in some other manner approved by Directors).

2.6 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 forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the appointment proposes to vote:

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The proxy form shall be electronically lodged via fax to +603-20949940 or by email to info@sshsb.com.my.

Last date and time for lodging the proxy form is ***Monday, 9 June 2025 at 11.00 a.m.***

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AFFIX
STAMP

The Share Registrar
KERJAYA PROSPEK GROUP BERHAD
Registration No. 198401010054 (122592-U)
Level 7, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
Damansara Heights
50490 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia

2nd Fold Here

Fold This Flap For Sealing

TOGETHER, WE CAN.

KERJAYA
PROSPEK
GROUP
BERHAD
198401010054 (122592-U)

C-32-01 & C-33-01, Menara Vista Petaling
No, 137, Jalan Puchong
58200 Kuala Lumpur
Malaysia
Tel : +603-8682 8232
Web : www.kerjayagroup.com