IJM CORPORATION BERHAD

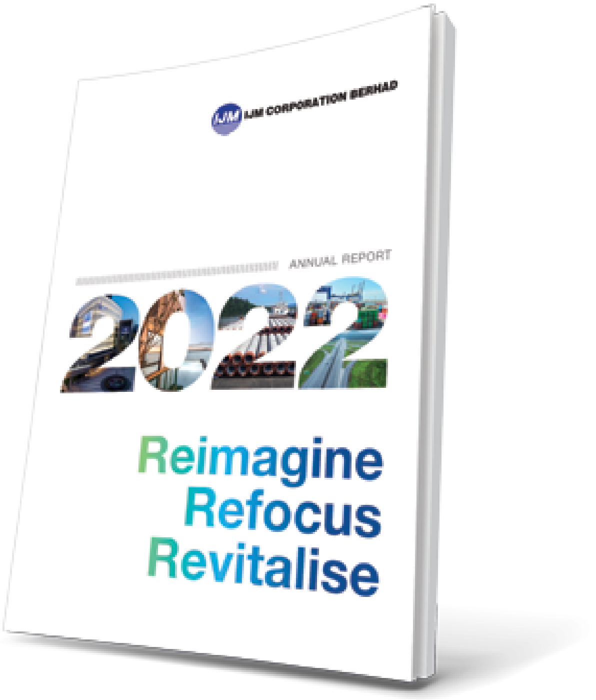
ANNUAL REPORT

Reimagine Refocus Revitalise

REIMAGINE
REFOCUS
REVITALISE

The business dynamic has changed dramatically, and we cannot be using existing business models and transposing them onto the future. It is time to reimagine newer solutions for a tomorrow that is full of exciting possibilities and opportunities. It is also time to refocus our business, by viewing it through a more holistic lens, and be open to new perspectives. To arrive here, we have to revitalise the way we think, plan and act.

Our theme this year is one that embraces change, reflecting on the past, and daring to dream as we position ourselves for greater good.



38TH

ANNUAL GENERAL MEETING
IJM CORPORATION BERHAD

Thursday
25 August 2022
10.00 a.m.

Virtual Meeting through live streaming
from the broadcast venue at:
Multipurpose Hall
3rd Floor, Wisma IJM, Jalan Yong Shook Lin
46050 Petaling Jaya
Selangor Darul Ehsan, Malaysia

Scan this to view our Annual Report online.
Our Annual Report, financial and other information about IJM Corporation Berhad can also be found at **www.ijm.com**

OUR VISION AND MISSION

VISION

Our vision is to become a leading Malaysian conglomerate in the markets we serve.

MISSION

Our mission is to deliver sustainable value to our stakeholders and enrich lives with the IJM Mark of Excellence.

IJM CHARTER

- Quality Products & Services
- Trusted Client Relationships
- Safety, Health & Environment
- Employee Welfare
- Social Responsibility
- Good Corporate Governance
- Maximising Stakeholder Returns
- Ethical Conduct

OUR CORE VALUES

At IJM, we are guided by a set of core values in everything we do. These values form an integral part of our corporate culture, which is geared towards long-term success:

INTEGRITY

We act with professionalism in everything we do and with everyone we deal with, always delivering on our promise.

TEAMWORK

We work, collaborate and succeed in unity, believing and trusting each other in pursuing our shared goals. We embrace a philosophy of openness in acknowledging differences of opinions, cultures and contributions among all team members, treating all with respect.

INNOVATION

We believe in continuous improvements, always exploring new ideas and promoting creative thinking. We commit passionately to excel at all we do, constantly striving to push the limits and surpass standards of excellence at every opportunity.

CUSTOMER FOCUS

We place our customers at the heart of everything we do, constantly delivering at the right time with high quality and great attitude. We relentlessly rise to exceed customers' expectations with the IJM Mark of Excellence.

WHAT'S INSIDE

REIMAGINING OUR FUTURE

IJM has the financial strength and fortitude to become a transformative business leader that dares to seize and explore new opportunities.

We are unafraid, having proven our mettle to overcome one crisis after another, bouncing back stronger each time. Our resilience is a product of our financial prudence, rainy day reserves, and rigorous cost control. This corporate DNA has helped us turn the corner after the ravaging COVID-19 pandemic.

With feet firmly on the ground while devising strategies, we are ready to reimagine our future. Our immediate target is to seize construction and infrastructure opportunities arising from the 12th Malaysia Plan (2021-2025).

More than anything, we are well-placed to participate as the "private sector engine" to help realise Malaysia's future nation-building goals, and to look for new ventures beyond our comfort zone.

IJM AT A GLANCE

4
BUSINESS DIVISIONS
39 years of contributing to the Malaysian skyline and infrastructure landscape

ESTABLISHED
1983
LISTED
1986
PRESENCE IN
7 COUNTRIES

2,878
EMPLOYEES

MARKET CAPITALISATION
RM5.90 billion
(CAGR of 13% since listing in 1986)

TOTAL ASSETS
RM21.01 billion
(Growth of 122x since 1986)

REVENUE
RM4.41 billion*

PROFIT BEFORE TAX
RM317.87 million*

EARNINGS PER SHARE
2.85 sen*

DIVIDEND PER SHARE
21 sen

OUTSTANDING CONSTRUCTION ORDER BOOK
RM4.26 billion

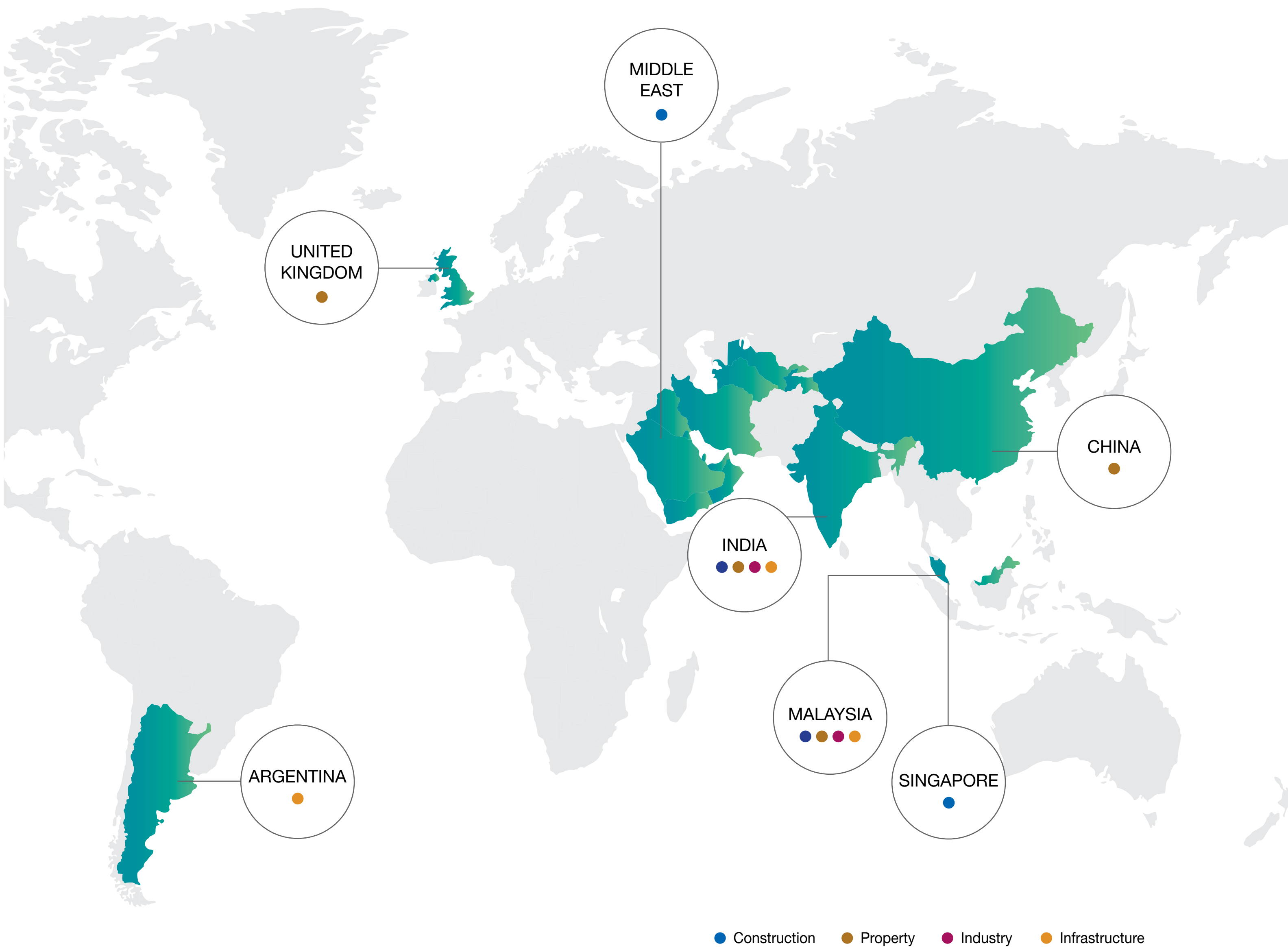
PROPERTY GROSS DEVELOPMENT VALUE (GDV)
RM36 billion
across a
LANDBANK of
3,703 acres

INDUSTRIAL CONCRETE PRODUCTS PILES BALANCE ORDER BOOK
1.1 million tonnes
Highest since 2016

Figures updated as at 31 March 2022

* Excludes the contributions of Plantation Division following the completion of the disposal of IJM Plantations Berhad on 6 September 2021

OUR GLOBAL PRESENCE



IJM is a well-known Malaysian brand that has a presence in seven countries. Currently, its focus is in Malaysia and India.

The Group's global growth is the result of its sustainable "diversified but focused" business model that drives it to adopt a dual approach of continuously strengthening existing assets while exploring growth opportunities in new markets.

CORPORATE PROFILE

IJM is one of Malaysia's leading construction groups, which also has an international footprint. Today, the Group has an integrated structure to harness synergies between its four core businesses: construction, property development, industry (quarrying and the manufacture of building materials) and infrastructure concessions.

As of 2022, it is into its 39th year of operations, and is a leader in each of its core businesses. This is the outcome of strong and stable leadership, financial prudence, commitment to good governance and quality, and dedicated employees.

Lala Port Bukit Bintang City Centre, Kuala Lumpur


Temburong Bridge, Brunei


New Pantai Expressway (NPE), Petaling Jaya


Water Villa, The Light Collection IV, Penang


Kuantan Port

IJM Corporation Berhad ("IJM") was incorporated in 1983, with the merger of three mid-size construction companies that sought to professionalise the industry in Malaysia. It began to bear results, and three years later in 1986, the company was listed on Bursa Malaysia.

Headquartered in Selangor, its operations span seven countries with the primary focus being in Malaysia and India. As of 31 March 2022, the Group has a market capitalisation of RM5.90 billion, total assets valued at RM21.01 billion and employs about 3,000 employees.

IJM has grown from strength to strength over the years. It began with the construction business, and then expanded into property development, industry and infrastructure. In a departure from norm, it entered the unchartered field of plantations. After enjoying respectable returns for 36 years, IJM exited its plantations business in 2021 in a strategic move to streamline its construction-property-industry-infrastructure related businesses.

One of the company's biggest game changers was the acquisition of Road Builder in 2007. The merger lifted IJM to become one of Malaysia's biggest builders, with an impressive portfolio of iconic buildings, infrastructure projects and townships in Malaysia and overseas.

IJM's entry into property development was a natural progression from construction. The Group's property arm, IJM Land Berhad, is one of the largest real estate developers in Malaysia with numerous award-winning, sustainable developments in key growth areas. They range from sprawling townships, commercial buildings and high-rise condominiums. Currently, IJM Land is involved in projects in London, United Kingdom and China. IJM is also known as a reputable township developer in India and its international real estate credentials extend to Orlando, USA, Singapore and Australia.

The Group's Industry business is involved in quarrying and the manufacture of building materials. It is led by Industrial Concrete Products Berhad ("ICP"), established to support the Group's construction business. In time, its products were sought by the wider domestic and export markets. ICP is a market leader in pretensioned spun high strength concrete piles and has a strong presence in Malaysia and India.

The Group also owns and operates infrastructure concessions that represent recurrent income streams. In Malaysia, the Group owns and operates the NPE, BESRAYA and LEKAS expressways as well as Kuantan Port. IJM also has an equity interest in the West Coast Expressway that is currently being constructed by IJM Construction as the main contractor. Given its success as a concessionaire of privatised infrastructure in Malaysia, IJM was awarded Build-Operate-Transfer privatisation projects overseas. Amongst the Group's overseas investments are the Chilkaluripet-Vijayawada Tollway, Dewas Bypass and Solapur-Bijapur Tollway in India; and the Western Access Tollway in Argentina.

The Group's belief in a shared destiny with its employees remains pivotal to its growing success while its reputation for professionalism, performance and good governance is acknowledged by customers and investors alike from its numerous corporate and industry accolades. IJM is committed to ethical business conduct and subscribes to responsible growth driven by sustainability principles.

Our Brand Promise: Delivering Inspired Solutions

At IJM, we are committed to meeting the needs of our stakeholders with our brand promise: *Delivering Inspired Solutions*. This is our guiding philosophy, driving all our business decisions and actions. We promise them that we will leverage on our experience and know-how to continuously reimagine, refocus and revitalise ourselves, and deliver inspired solutions.

IJM IN THE NEWS


Driving sustainable change
Govt encouraging public listed companies to be socially respc

Latest phase of IJM Land's Sierra Hijauan fully taken up

IJM Construction bags two contracts worth RM327.6mil in KL, Penang

Kuantan Port's green policy aimed at promoting sustainability, says Dr Wee

IJM Corp wins RM258m construction contract for ECRL

Menara Prudential

Hyd co guns for record by laying 25.54 km-lane in under 18 hours

Kuantan Port to raise handling capacity to 50m tonnes

Increased awareness of sustainability amid Covid-19

IJM Corp's shares up on divestment news

IJM lancar kempen vaksinasi Covid-19 untuk pekerja, keluarga

IJM Corp sees better results in Q4

Keuntungan bersih suku pertama 2022 IJM Corp melonjak kepada RM65.68 juta

IJM Construction bags three contracts worth RM680 mln

Kuantan Port expansion is a vital part of ECRL 'land bridge', says Dr Wee

IJM Corp donates 42 hospital beds to two hospitals in Kuala Lumpur

IJM derma 42 katil kepada dua hospital

IJM Corp net profit soars to RM629.3m in Q2 FY2022 after disposals of subsidiaries

IJM Allianz Virtual Highway Run 2021 promises to be the year's challenge

REGISTRATION OPEN

TAWAR PILIHAN SESUAI

Negri Sembilan
Needy families get chance to celebrate Chinese New Year thanks to timely aid

Developer gives RM100 vouchers to 100 families over five months

Festive aid for five families
Developer gives needy reason to celebrate through charity initiative

IJM Corp signs up as a participant member of the UN Global Compact Network

IJM UNIT BAGS RM258M ECRL JOB PACKAGE IN TEMERLOH
Contract includes construction, fabrication and installation work on bridges

Moved by gift of home makeover

Sale of plantation business a strategic move by IJM

Pekerja, keluarga, rantaian bekalan IJM terima vaksin Covid-19

COVID-19 VACCINE
IJM Corp's inoculation drive for workers, families and supply chain

KUALA LUMPUR: As Malaysia's Covid-19 vaccination drive continues to gain momentum, IJM Corp Bhd recently launched a programme to help its employees and their immediate family members, and the construction supply chain get vaccinated.

More than 1,000 recipients received their first dose of the Covid-19 vaccine at IJM Corp's mobile vaccination programme.

The programme was held at the Duta-Ulu Klang Expressway (DUKE) Segambut rest and recreation-RFID Fitment Centre, which has been converted into a vaccination centre under the sHarapan, a relief aid organisation run by volunteers. Through this initiative, IJM Corp was also able to sponsor 200 vaccination slots for the community, on top of its employees across all business divisions and its construction supply chain.

The initiative is part of the company's efforts to support the national vaccination initiative and protect its workforce.

IJM Corp chief executive officer and

"The faster we achieve high vaccination rates, the sooner our communities and economies can start to recover.

"As a company with diversified businesses, vaccination protection is crucial for our employees and supply chain.

"We recognise the challenges faced by our workforce during the pandemic, and vaccine enrolment is a viable step to prepare us for the reopening of all our operations

AWARDS & ACCOLADES

We are honoured to be recognised by our peers as well as national and international organisations for our industry leadership and corporate stewardship.

The awards and accolades that the Group received in Financial Year 2022

QLASSIC Certifications

Anugerah Integriti, Governans dan Antirasuah (AIGA) 2020
– Silver Award (Kuantan Port)

Star Property Awards 2021

Putra Brand Awards 2021
– Property Development Category (Gold)

Limca Book of Records for Most Bituminous Concrete Poured in a single day for the Solapur-Bijapur road project in 2020

Anugerah Inovasi & Keselamatan Lebuhraya 2021
– Gold Award for BESRAYA

High QLASSIC Achievement Awards 2021
– Taman Austin Duta Phase 6

BCI Asia Awards 2020/2021
– Top 10 Developers Award

The Edge Malaysia Property Excellence Awards 2021
– Top 10 Developers Award

Here, we showcase the recognition received, to spur us to continue in our pursuit of excellence in all that we do.

CONSTRUCTION

- **Construction Industry Development Board (CIDB) Quality Excellence Awards & Achievements**
  - High QLASSIC Achievement for HSBC Bank in 2022
  - High QLASSIC Achievement for TRX Affin Bank in 2022
  - 5-Star SCORE Rating Award in 2018 and 2016
- **Construction Industry Development Board (CIDB) – Safety and Health Assessment System (SHASSIC)**
  - 5-star rating in 2019 for the HSBC, WCE Section 3, Kuchai Link 2 and Seremban 2 project sites
- **Construction Industrial Development Council of India (CIDC) Annual Vishwakarma Awards won by IJM India Infrastructure Limited**
  - Best Professionally Managed Company in Construction in 2021
  - Best Project Achievement Award for the Solapur-Bijapur road project in 2021
  - Chairman's Commendation Trophy Award for the Solapur-Bijapur road project in 2020
- **India Book of Records** for IJM India Infrastructure Limited's record-breaking achievement of laying 25.54 lane kms of bituminous concrete mix in 17 hours 45 minutes for the Solapur-Bijapur road project in 2020
- **Limca Book of Records** for Most Bituminous Concrete Poured – Single Day for the Solapur Bijapur road project in 2020
- **Royal Institution of Surveyors Malaysia (RISM) Awards 2018**
  - Outstanding Contribution Towards Sustainability Award
- **Master Builders Association Malaysia (MBAM) Long Service Awards 2018**
  - Jade Service Award for 30 years of service
- **Malaysia Canada Business Council (MCBC) 25th Anniversary Business Excellence Awards**
  - Excellence Through Quality Award
- **National Occupational Safety and Health Award (OSH)**
  - Construction Category for Puteri Cove Residences, Johor in 2017 and The Light Collection IV in 2014
- **Malaysian Construction Industry Excellence Awards (MCIEA)**
  - Best Project Award for Major Project (Building) in 2019, 2018, 2016, 2015, 2013
  - Builder of the Year Award in 2015, 2002 and 2001
  - Best Infrastructure Project for Major Project in 2016

PROPERTY

- **Putra Brand Awards**
  - Property Development Category (Gold) in 2021
  - Property Development Category (Gold) in 2020
  - Property Development Category (Platinum) in 2019
  - Property Development Category (Silver) in 2018
  - Property Development Category (Bronze) in 2017
- **Property Insight Prestigious Developer Awards**
  - Top 10 Developers Award in 2018, 2017, 2016 and 2015
- **StarProperty.my Awards**
  - All-Star Award for IJM Land; Excellence in The-Close-To-Home Award – Riana Dutamas; Excellence in The Borneo Star Award – Bandar Utama Sandakan in 2021
  - All-Star Award for Best Overall Champion; Long Life Award (Excellence) and Neighbourhood Award – 500 - 2,000 acres (Honours) for Bandar Rimbayu; and Skyline Award (Merit) for Secoya Residences at Pantai Sentral Park in 2020
  - All-Star Award: Top Ranked Developer of the Year and The Poseidon Award Category (Excellence) Best Waterfront Development for The Light Waterfront Penang in 2018
  - All-Star Award: Top Ranked Developer of the Year, The Family-Friendly Award (Excellence) for Seremban 2, The Skyline Award (Excellence) for Seri Riana Residence and StarProperty.my Readers' & Voters' Choice Award in 2017
  - All-Star Award: Top Ranked Developer of the Year, The Family-Friendly Award (Excellence) for Bandar Rimbayu, and The WOW Award (Excellence) for The Light Waterfront Penang in 2016
- **EdgeProp Malaysia's Best Managed & Sustainable Property Awards**
  - Below 10 years Specialised Category (Bronze) for The ARC, Bandar Rimbayu
- **The Edge Malaysia Property Excellence Awards**
  - Top 10 Property Developers Awards in 2021, 2020, 2019, 2018, 2017, 2016 and 2015
  - Property Development Excellence Award for Seremban 2 in 2016
- **BCI Asia Top 10 Developer Awards (Malaysia)**
  - 2021, 2020, 2018, 2016, 2015 and 2014
- **Construction Industry Development Board (CIDB) Quality Excellence Awards & Achievements**
  - High QLASSIC Achievement Awards for Taman Austin Duta Phase 6 in 2021
  - High QLASSIC Achievement for Bandar Rimbayu Swans Ph 11A and 11B in 2021
  - High QLASSIC Achievement for 3 Residence, Penang in 2021
  - High QLASSIC Achievement for Bandar Rimbayu Livia Phase 10B in 2020
  - Highest QLASSIC Achievement for Saujana Duta Phase 2L in 2019
  - High QLASSIC Achievement and Best QLASSIC Achievement for Residential, Category B (Project Value RM20 mil – RM100 mil) for Seri Riana Residence Phase 2B in 2018
  - High QLASSIC Achievement for The Light Collection III, Seri Riana Residence, De'Bunga Residensi, Saujana Duta and the Fairway Golf Villas at Sebana Cove, and Best QLASSIC Achievement in the small (less than RM20 million) residential category for De'Bunga Residensi in 2017
- **FIABCI World Prix D'Excellence Awards**
  - World Gold in Master Plan Category for Bandar Rimbayu in 2017
  - World Silver in Master Plan Category for The Light Waterfront Penang in 2015
- **FIABCI Malaysia Property Awards**
  - Master Plan Category Winner for Bandar Rimbayu in 2016 and The Light Waterfront Penang in 2014
- **International Property Awards (Asia Pacific) 2015**
  - Highly Commended for Condominium Malaysia for Seri Riana Residence and Architecture Multiple Residence Malaysia for De'Bunga Residensi
- **MIP Planning Excellence Awards 2016**
  - Place Making and Public Space Award for The ARC at Bandar Rimbayu and Merit in Design Excellence for Bandar Rimbayu
- **Malaysia Landscape Architecture Awards**
  - Honours in Landscape Design for DeBunga Residensi in 2015 and The Address in 2016

GOVERNANCE, REPORTING, INVESTOR RELATIONS AND CORPORATE SOCIAL RESPONSIBILITY

- ***Anugerah Integriti, Governans dan Antirasuah (AIGA) 2020***
  - Silver Award (Kuantan Port)
- **MSWG-ASEAN Corporate Governance Awards**
  - Industry Excellence Award (Construction) in 2019
  - Excellence Award for Corporate Governance Disclosure; Industry Excellence Award (Construction); and Industry Excellence Award (Plantation) for IJM Plantations Berhad in 2018
- **2019 ASEAN Corporate Governance Scorecard Award – ASEAN Asset Class**
- **The Edge Billion Ringgit Club Corporate Awards**
  - Highest Growth in Profit After Tax (Construction Sector) in 2017, 2016 and 2015
- **National Annual Corporate Report Awards (NACRA)**
  - Industry Excellence Awards (Construction and Infrastructure) in 2017, 2016, 2014, 2013, 2009, 2008, 2007, 2006, 2004 and 2003.
  - Merit Awards in 2018, 2015 and 2010
- **ASEAN India Business Council (AIBC) ASEAN**
  - India Achievement and Excellence Award 2017
- **BrandLaureate Awards**
  - Most Valuable Brand Award for Construction and Builder of Choice in 2016
- **ASEAN Corporate Governance Awards**
  - Top 50 Public Listed Companies in ASEAN in 2015
- **Anugerah Inovasi & Keselamatan Lebuhraya**
  - Gold Award for Besraya in 2021

WORKPLACE AND DIVERSITY

- **Malaysia's 100 (M100)**
  - 1st Runner-up in 100 Most Popular Graduate Employers in the Property & Development Sector in 2021
  - Leading Graduate Employers Awards in 2020 and 2019
- **CIMB-Principal Corporate PRS Conference 2018**
  - Highest AUM for Large Corporation
- **Graduates' Choice Award**
  - 2nd Runner-up in Most Attractive Graduate Employers To Work For in Construction Category in 2022
  - Top 5 in Most Attractive Graduate Employers To Work For in Property Developer Category in 2022
  - Top 10 Best Employer Brands in the Real Estate/Property category in 2018 and 2020
- **GRADUAN Brand Awards**
  - 2nd Runner-up in Malaysia's Most Preferred Employer in the Construction & Property Category in 2021

IJM GROUP STRUCTURE

Construction

- IJM Construction Sdn Bhd
  - Road Builder (M) Sdn Bhd
    - RBM-PATI JV
  - Commerce House Sdn Bhd
  - IJM Building Systems Sdn Bhd
  - IJM Construction Vietnam Co., Ltd
  - IJM Investments J. A. Limited
    - IJM Construction (Pakistan) (Private) Limited
    - IM Technologies Pakistan (Private) Limited
  - Jurutama Sdn Bhd
  - Prebore Piling & Engineering Sdn Bhd
  - IJM-Norwest JV
  - Hexacon Construction Pte Limited
  - Integrated Water Services (M) Sdn Bhd
  - Highway Master Sdn Bhd
  - BSC-RBM-PATI JV
  - IJMC-Gayatri Joint Venture
  - IJM-LFE Joint Venture
  - IJMC-Zublin Joint Venture
  - IJM LFE Sdn Bhd
  - IJM Sunway Sdn Bhd
  - ISZL Consortium
  - Kiara Teratai-IJM Joint Venture
  - IJM-CHEC Joint Venture
- IJM Construction (Middle East) LLC
- IJMII (Mauritius) Limited ■
  - IJM (India) Infrastructure Limited
    - IJM (India) Geotechniques Private Limited
- IJM Engineering (Mauritius) Limited ■
  - Team Universal Infratech Private Limited

Property

- IJM Land Berhad
  - IJM Land Management Services Sdn Bhd
  - IJM Properties Sdn Bhd
    - Aqua Aspect Sdn Bhd
    - Chen Yu Land Sdn Bhd
    - Cypress Potential Sdn Bhd
      - Sebana Golf & Marina Resort Berhad
    - IJM Management Services Sdn Bhd
    - Jelutong Development Sdn Bhd
    - Manda'rina Sdn Bhd
    - Maxharta Sdn Bhd
      - Jelita Kasturi Sdn Bhd
      - Panorama Jelita Sdn Bhd
    - Suria Bistari Development Sdn Bhd
    - Worldwide Ventures Sdn Bhd
      - Island Golf View Sdn Bhd
    - Preferred Accomplishment Sdn Bhd
    - Radiant Pillar Sdn Bhd
      - Bandar Rimbayu Sdn Bhd
    - Valencia Terrace Sdn Bhd
    - IJMP-MK Joint Venture
    - Larut Leisure Enterprise (Hong Kong) Limited
      - Jilin Dingtai Enterprise Development Co. Ltd.
    - Sierra Ukay Sdn Bhd
  - RB Land Sdn Bhd
    - Aras Varia Sdn Bhd
    - Casa Warna Sdn Bhd
    - Dian Warna Sdn Bhd
    - Ikatan Flora Sdn Bhd
    - RB Property Management Sdn Bhd
    - Seremban Two Holdings Sdn Bhd
    - Seremban Two Properties Sdn Bhd
    - Seremban Two Property Management Sdn Bhd
    - Shah Alam 2 Sdn Bhd
    - Titian Tegas Sdn Bhd
    - Tarikan Abadi Sdn Bhd
    - Murni Lapisan Sdn Bhd
    - Unggul Senja Sdn Bhd
  - Sova Holdings Sdn Bhd
  - Emko Properties Sdn Bhd
    - Emko Management Services Sdn Bhd
  - ERMS Berhad
  - RB Development Sdn Bhd
  - Mintle Limited
    - RMS (England) Limited
      - RMS (England) Rentals Limited
  - Asas Panorama Sdn Bhd
  - Kuantan Pahang Holding Sdn Bhd
  - Elegan Pesona Sdn Bhd
  - IJM Management Services-Giat Bernas Joint Venture
  - IJM Properties-JA Manan Development Joint Venture
  - Nasa Land Sdn Bhd
  - 368 Segambut Sdn Bhd
- IJM RE Sdn Bhd
  - IJM RE Commercial Sdn Bhd
    - Fairview Valley Sdn Bhd
  - IJM Perennial Development Sdn Bhd
- IJM Lingamaneni Township Private Limited ★
- Swarnandhra-IJMII Integrated Township Development Company Private Limited ★
- IJM Realty (Mauritius) Limited ■
  - Nagpur Integrated Township Private Limited
- NPE Property Development Sdn Bhd ✳
- Kuching Riverine Resort Management Sdn Bhd ▲
- Bionic Land Berhad

Industry

- Industrial Concrete Products Sdn Bhd
  - Durabon Sdn Bhd
  - ICPB (Mauritius) Limited
    - IJM Concrete Products Private Limited
  - IJM IBS Sdn Bhd
  - Malaysian Rock Products Sdn Bhd
    - Azam Ekuiti Sdn Bhd
    - Kuang Rock Products Sdn Bhd
    - Oriental Empire Sdn Bhd
    - Scaffold Master Sdn Bhd
    - Strong Mixed Concrete Sdn Bhd
      - SMC Islamabad (Private) Limited
    - Warga Sepakat Sdn Bhd
- Cofreth (M) Sdn Bhd

Infrastructure & Others

- Road Builder (M) Holdings Bhd
  - Besraya (M) Sdn Bhd
  - New Pantai Expressway Sdn Bhd
  - Kuantan Port Consortium Sdn Bhd
    - KP Port Services Sdn Bhd
      - KP Depot Services Sdn Bhd
  - West Coast Expressway Sdn Bhd
- IJM Investments (M) Limited
  - IEMCEE Infra (Mauritius) Limited
    - GVK Gautami Power Limited
  - IJM Rajasthan (Mauritius) Limited
  - IJM Rewa (Mauritius) Limited
    - Rewa Tollway Private Limited
    - Vijayapura Tollway Private Limited
  - IJM Trichy (Mauritius) Ltd
  - IJM Vijayawada (Mauritius) Limited
    - Vijayawada Tollway Private Limited
  - IJM Dewas (Mauritius) Limited
    - Dewas Bypass Tollway Private Limited
- Swarnandhra RoadCare Private Limited ★
- IJM Investments (L) Limited
- IJM Highway Services Sdn Bhd
- Emas Utilities Corporation Sdn Bhd
- Grupo Concesionario del Oeste S. A.
- WCE Holdings Berhad
- Lebuhraya Kajang-Seremban Sdn Bhd
- IJM Shared Services Sdn Bhd

- ● Direct subsidiary/associate/joint venture of IJM Corporation Berhad
- Subsidiaries
- Associates
- Joint Ventures
- ✳ Direct subsidiary of Road Builder (M) Holdings Bhd, a wholly-owned subsidiary of IJM Corporation Berhad
- ★ Direct subsidiary of IJM (India) Infrastructure Limited, a subsidiary of IJMII (Mauritius) Limited
- ▲ Direct subsidiary of RB Manufacturing Sdn Bhd, a wholly-owned subsidiary of IJM Corporation Berhad
- ■ Direct subsidiary of IJM Investments (M) Limited, a wholly-owned subsidiary of IJM Corporation Berhad

Note: Non-operating or dormant companies are not included

CORPORATE DIARY AND HIGHLIGHTS

2021

APRIL

1 APRIL 2021

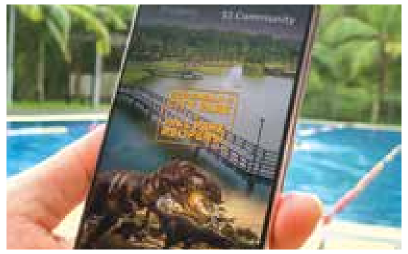
Deputy Minister of International Trade & Industry Visits Kuantan Port

The Deputy Minister of the Ministry of International Trade & Industry, YB Senator Datuk Lim Ban Hong and his delegates were given a comprehensive briefing on the port, underscoring the synergy between the port and its surrounding industrial areas.

1 APRIL 2021

Commissioning of ICP Nilai Factory PV Solar System

A photovoltaic (PV) solar system was successfully commissioned at Industrial Concrete Products' (ICP) Nilai factory, leading to a potential full year savings of 28% of its total energy cost. This marks ICP's 6th factory installed with a solar system.



1 APRIL 2021

IJM Land Launches LikeS2 App

IJM Land launched LikeS2, a platform that assists small local businesses in Seremban 2 by providing them with an online channel to expand their enterprises and market their products and services with no sign-up fees. LikeS2 also enables residents to get news and notifications on the latest activities and developments in the township.

4 APRIL 2021

COVID-19 Vaccination Programme for Kuantan Port Frontliners

Kuantan Port's frontliners were among the first groups in Pahang to receive the first dose of COVID-19 vaccine at two community clinics in Kuantan. The immunisation programme for 800 of Kuantan Port's operations staff and port users went smoothly with the assistance of the Pahang State Government.

9 APRIL 2021

Kuantan Port Marine Traffic Control Tower Installed

New look, new spirit! Kuantan Port Marine Traffic Control Tower installed an essential equipment – the Vessel Traffic Management & Information System (VTMIS), to enhance the security surveillance of the port's waters.

14 APRIL 2021

IJM Land Launches Mezzo in The Light City

IJM Land launched Mezzo, the first residential component of its iconic mixed-use development in The Light City, Penang. Mezzo is a next-generation home with smart features, a community app and electric vehicle charging stations.

15 APRIL 2021

IJM IBS Bestari Jaya Trial Run

IJM's first SMART Industrialised Building System ("IBS") manufacturing plant began its trial run upon the completion of the setting up of machineries.

17 APRIL 2021

The Launch of Rimbun Kiara at Seremban 2

IJM Land launched Rimbun Kiara at Seremban 2, a 255-unit two-storey linked home. About 95% of its total units were sold during its launch. Rimbun Kiara units are priced from RM498,000, making it an affordable and comfortable pathway for first-time homeowners to own their home.


IJM launches Rimbayu Entrepreneur Challenge campaign

19 APRIL 2021

IJM Land Launches Rimbayu Entrepreneur Challenge Campaign

To advocate entrepreneurism and support the spirit of enterprise during a difficult economic climate, IJM Land's Bandar Rimbayu launched The Rimbayu Entrepreneur Challenge with the aim of bringing entrepreneurs together and nurture innovative business ideas in a supportive business environment with three winners receiving a reward of a RM100,000 premises rental within the award-winning township.

21 APRIL 2021

FUNtastic Day at LEKAS Highway

Monthly giveaway by Toll Division to show appreciation to the road users of LEKAS Highway.

23 APRIL 2021

BESRAYA Ramadan Bazaar

A Ramadan Bazaar for staff is held every Friday during the fasting month to enliven the spirit of Ramadan.

26 APRIL 2021

Deputy Minister of Transport Visits Kuantan Port

Deputy Minister of Transport, YB Datuk Haji Hasbi, paid an inaugural visit to Kuantan Port's New Deep Water Terminal for a walkabout and an on-site briefing by the Kuantan Port management.

26 APRIL 2021

ICP Record-breaking Longest Single Length Spun Pile Manufactured

Industry Division's ICP Lumut Factory Production Line 1 had successfully casted its longest pretensioned spun high strength concrete piles with a single length of 54m and a diameter of 1,000 mm, for the Methanol Plant Jetty in Bintulu, Sarawak.

28 APRIL 2021

Kuantan Port Distributes Kindness Bags to Senior Citizens

Ramadan is the time to give back to the community. Kuantan Port delivered kindness bags which contained food essentials to 22 senior citizens residing near the port's operation area.

MAY

1 MAY 2021

IJM Allianz Virtual Highway Run 2021

With physical sporting events put on a halt, the IJM Allianz Virtual Highway Run was launched from 1 May to 31 July 2021 to encourage a healthy lifestyle among avid runners and followers of the run.

5 MAY 2021

Hari Raya Aidilfitri Festive Cheer

IJM's employee sports and recreation club, *Kelab Sukan IJM* (KSIJM) spreads festive cheer by handing over a cash donation to the Rumah Kesayangan orphanage to lighten their burden during the pandemic.

6 MAY 2021

Operational Planning and Control – Inspection and Product-testing

The Quality Department of IJM's Construction Division inspects reinforcement and finished concrete works at Plot A of The Light City, Penang.

10 MAY 2021

Construction Division Delivers Menara IQ in TRX

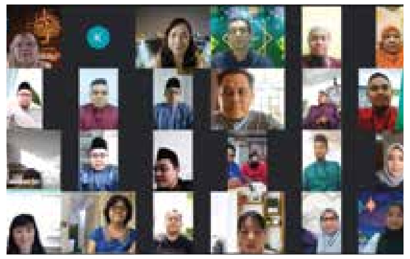
The handing over of Menara IQ, HSBC Bank Malaysia Berhad's new office marks the successful completion of another Construction Division project in the international financial district of Tun Razak Exchange (TRX), Kuala Lumpur.

11 MAY 2021

Shipment of Oversized Cargo in Kuantan Port

It is not every day that Kuantan Port gets to handle an oversized cargo with a total overall weight of approximately 313,415 kgs. The first out of seven shipments for the Long Son petrochemical megaproject were shipped out to Southern Vietnam through Kuantan Port.

CORPORATE DIARY AND HIGHLIGHTS



13 MAY 2021

Virtual Hari Raya Celebration for Toll Division
Keeping the festive spirit alive, IJM's Toll Division hosted a virtual Hari Raya celebration with staff from the comfort of their homes.

23 MAY 2021

New Awning for Rumah Hope
IJM's employee sports and recreation club, KSIJM promptly sprang into action when Rumah Hope was urgently looking for funds to repair the home's polycarbonate roofing. Rumah Hope's entire roofing system was replaced and given a fresh coat of paint, providing shelter from the sun and rain.

26 MAY 2021

Waterside Residence Awarded GreenRE Bronze Certification
For its measures that reduce energy and water consumption as well as lowering carbon emissions, IJM Land's Waterside Residence was awarded a GreenRE Bronze Certification in the Residential Building and Landed Home category. The high-rise property in Penang includes features like LED light fittings, energy saving lighting controls, and water-efficient fixtures such as low-flow faucets and dual-flush toilets.

27 MAY 2021

4th Quarter FY2021 Company Briefing
IJM conducted a virtual presentation to research analysts and institutional investors in conjunction with its 4th Quarter FY2021 Company Briefing.

29 MAY 2021

IJM Land Launches Rimbun Aman Affordable Homes
IJM Land launched its much sought-after Rimbun Aman single-storey affordable homes, located within the fully integrated township of Seremban 2. The 304 units with prices starting from RM350,000 for homes with three adequately-sized bedrooms and two bathrooms are within many homebuyers' budgets.

30 MAY 2021

Uptown @ Rimbayu and NADI Rimbayu BizHub Sold Out
IJM Land launched 68 shop units at Uptown @ Rimbayu, as well as Phase 1 of the 262-acre NADI Rimbayu BizHub, a brand new business hub with a 221-acre commercial park and a 41-acre industrial park set to pioneer the region's business growth by offering excellent opportunities for all trades and lifestyle. 100% of its total units and industrial land were sold during the launch.

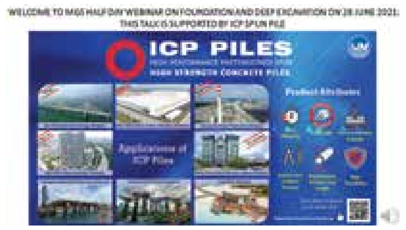
JUNE

22 JUNE 2021

MERCY Malaysia India COVID-19 Fund
IJM Group contributed RM200,000 towards MERCY Malaysia's appeal for critically-needed medical supplies, food supplies and hygiene kits to hospitals in India.

24 JUNE 2021

Launch of Liquid Bulk, Kuantan Port
Kuantan Bulking Sdn Bhd, a new liquid bulk storage terminal located in Kuantan Port, launched its maiden shipment of liquid bulk beet molasses transported by the MT Champion Tide V 61 vessel.



28 June 2021

Malaysian Geotechnical Society (MGS) Half Day Webinar
Industry Division's ICP sponsored a webinar – Foundation and Deep Excavation, which was organised by the Malaysian Geotechnical Society. The talk focused on the application of spun piles in different foundations.

28 JUNE 2021

IJM Donates Hospital Beds
IJM Group donated a total of 92 beds worth RM288,000, to Cheras Rehabilitation Hospital, Kuala Lumpur Hospital and the Penang Hospital at the height of the COVID-19 pandemic outbreak. The hospital beds elevated the hospitals' infrastructure needs, providing much-needed comfort to patients.

JULY

7 & 8 JULY 2021

BuildTech Asia Virtual 2021 – BTA 2021
ICP participated in the Asian building technology virtual exhibition through an online platform to connect with customers in Singapore during the pandemic.

8 JULY 2021

Food Banks at BESRAYA, NPE and LEKAS
Food banks were set up at the administrative building of each highway, offering essential food items to ease the burden of those in need during the COVID-19 pandemic.

9 JULY 2021

Record-breaking 93-metre Long Heavy-lift Cargo
Kuantan Port handled a record-breaking 93-metre long heavy-lift cargo. The cargo was shipped out to Vietnam via Kuantan Port after an epic 11-hour and 6 km journey from Gebeng to Kuantan Port.

16 JULY 2021

Kuantan Port *#ProjekOrangPort* Initiative
#ProjekOrangPort is a Kuantan Port staff initiative started by *Kelab Kebajikan dan Rekreasi Kuantan Port* that aimed to give a short-term boost to surrounding underserved communities by distributing food supplies and cash donations. Through this initiative, RM129,248 was successfully raised through a public fundraising event managed by the club.

24 JULY 2021

IJM Mobile Vaccination Programme
IJM organised a mobile COVID-19 vaccination programme that aimed to protect the health, safety and well-being of its employees. One thousand vaccination shots for each dose had been allocated to encourage IJM staff and their family members as well as general workers and its construction supply chain to get vaccinated.

24 JULY 2021

ICP Record-breaking Longest Joint Length Spun Pile Manufactured
Industry Division's ICP produced its longest pretensioned spun high strength concrete piles with a joint length of 90 metres and a diameter of 1,000 mm, exceeding its previous record of 75 metres length.

AUGUST

3 AUGUST 2021

Rice Donation to *Kelab Kebajikan Warga Emas*, PPR Permai Kuala Lumpur
BESRAYA Highway donated 100 bags of rice to the *Kelab Kebajikan Warga Emas* located at PPR Permai housing by the highway.

5 AUGUST 2021

IEM YES NATSUM & Engineers Virtual Run 2021 (Southern Region)
ICP was the Emerald Sponsor for the IEM Young Engineers Section (YES) National Summit (NATSUM) & Engineers Virtual Run 2021, supporting the platform for nationwide young engineers in Malaysia to exchange knowledge, experience and inspiration.

CORPORATE DIARY AND HIGHLIGHTS

6 AUGUST 2021

Printers Donated to Support Online Learning

Aware of the difficulties faced by students during the home-based teaching and learning phase since the outbreak of COVID-19, Kuantan Port came forward to donate 20 printers to *Pertubuhan Kebajikan Keluarga Istimewa Pahang*. The printers were distributed to the students in need around Kuantan.

14 AUGUST 2021

IJM Collaborates with SESO to Support Communities Impacted by the Pandemic

IJM joined hands with non-profit enterprise, SESO Malaysia, to provide and distribute food aid to underserved families and marginalised communities in the Klang Valley. Through this collaboration, 100 "Boxes of Kindness" containing food essential items were distributed weekly to B40 communities and charity homes in the Klang Valley.

24 AUGUST 2021

IJM X SESO: Hot Meals Distribution in Chow Kit

Through another collaboration with SESO, IJM sponsored a total of 1,200 hot meals for the homeless community. Each weekend for a month, 300 hot meals were served by SESO at Pusat Khidmat Gelandangan Medan Tuanku, a homeless shelter and soup kitchen in Chow Kit, Kuala Lumpur.

26 AUGUST 2021

37th Annual General Meeting

IJM held its 37th Annual General Meeting which was conducted as a fully virtual event in adherence to COVID-19 SOPs. Meeting proceedings were broadcasted to shareholders via remote participation and electronic voting on a designated online meeting platform.

SEPTEMBER

2 SEPTEMBER 2021

Tunku Laksamana Johor Cancer Foundation

IJM's Property Division donated RM500,000 to the Tunku Laksamana Johor Cancer Foundation, enabling the foundation to continue providing care services and essential needs to cancer patients. The contribution will also fund the Foundation's community outreach programmes such as early detection screening programmes.

8 SEPTEMBER 2021

Kuantan Port Completes Vaccination Programme

Kuantan Port in collaboration with the Kuantan Port Authority organised a vaccination programme for all staff and port users. PPVIN Lembaga Pelabuhan Kuantan successfully administered two complete doses of the COVID-19 vaccine to 1,224 recipients.

9, 14 & 25 SEPTEMBER 2021

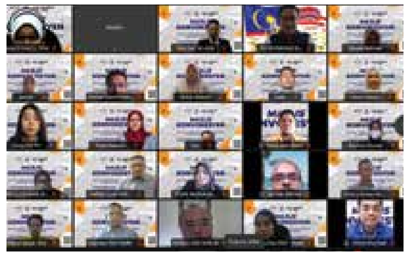
***#ProjekOrangPort 2.0* Food Aid Distribution**

Kuantan Port reached out to 200 less fortunate families from seven different locations in Mukim Sungai Karang and Mukim Beserah for its *#ProjekOrangPort 2.0* community initiative.

10 SEPTEMBER 2021

IJM Land's Rumah Selangorku Keys Handover

Owners of the 170 single-storey terrace homes of the *Rumah Selangorku* programme in Taman Alam Suria, Selangor were overjoyed when they received keys to their completed units.



11 SEPTEMBER 2021

PORTMAN Program Convocation Ceremony

A virtual convocation ceremony was held for 55 Kuantan Port staff who completed the PORTMAN Program in Logistics Operations and Maritime Management in collaboration with MALTRAC, University of Malaysia Terengganu.

28 SEPTEMBER 2021

Solar Panels Installed on The Gallerie and The Club Rooftop

750 solar panels were installed at the rooftop of The Gallerie and The Club at Bandar Rimbayu to affirm its commitment to sustainability. This initiative will generate an estimated 91.5% savings on electricity, or about RM200,000 a year.

28 SEPTEMBER 2021

IJM Inaugural Sustainability Week 2021

IJM launched its first IJM Sustainability Week held from 28 to 30 September 2021. The milestone event aims to raise awareness and deepen company-wide engagements around sustainability, in the areas of Environment, Social and Governance. A tree-planting ceremony was held at Bandar Rimbayu to inaugurate Sustainability Week.

30 SEPTEMBER 2021

IJM Signs Up as Participant Member of UN Global Compact Network

IJM became a participant member of the United Nation Global Compact, the world's largest corporate sustainability initiative, as a highlight event during its Sustainability Week.

OCTOBER

1 OCTOBER 2021

IJM Lends a Helping Hand

IJM through its Helping Hand Homes Initiative, provided a three-month financial aid amounting to RM1.07 million for 49 homes for the underprivileged in Malaysia and India. Each identified home received monthly cash assistance which ranged from RM2,500 to RM17,500 per month to help them cope with the after-effects of the COVID-19 pandemic.

4 OCTOBER 2021

Courtesy Call from Director-General of the Royal Malaysian Customs Department

Kuantan Port received a courtesy call from the Director-General of the Royal Malaysian Customs Department, Dato' Sri Abdul Latif bin Abdul Kadir and his delegation for the latest development updates between private and government sectors in ensuring the smooth running of import and export processes at the port.

8 OCTOBER 2021

COVID-19 Medical Assistance to Hospital Ampang

IJM's Toll Division contributed 10 sets of Powered Air Purifying Respirator (PAPR) and 10 boxes of Continuous Positive Airway Pressure (CPAP) Boussignac Full Emergency Kit to Hospital Ampang. The donation of medical items ensures health care support in local COVID-19 hospitals and its health care systems are maintained.

22 OCTOBER 2021

Wards Screens Handover to Hospital Kuala Lumpur

IJM hands over 80 units of hospital ward screens worth RM36,800 to Hospital Kuala Lumpur. The ward screens were urgently needed by HKL for the additional temporary wards that the hospital had to create to cope with the influx of patients and to prepare for spikes in COVID-19 hospitalisation.

26 OCTOBER 2021

Anugerah Integriti, Governans dan Antirasuah (AIGA) 2020

Kuantan Port participated in the *Anugerah Integriti, Governans dan Antirasuah (AIGA) 2020* organised by the Malaysian Institute of Integrity and Yayasan Pahang. The team received the Silver Award in their first participation.

28 OCTOBER 2021

StarProperty Awards 2021

IJM Land clinched the All-Stars award, while the Riana Dutamas and Bandar Utama Sandakan Sandakan developments were also recognised with individual property awards at the prestigious StarProperty Awards 2021.

CORPORATE DIARY AND HIGHLIGHTS

NOVEMBER

9 NOVEMBER 2021

IJM Board Visits IJM IBS Bestari Jaya Production Plant

The IJM IBS team took the Board of Directors on an experiential tour throughout the facility and continued with a sharing session on the SMART IBS system and its innovation and sustainability efforts throughout the company.

14 NOVEMBER 2021

Robin in Bandar Rimbayu Launched and Sold-out in 30 minutes

Parcels 1 and 2 of the Robin, a 308-unit double storey linked home in Bandar Rimbayu was launched and fully sold. MHub assisted IJM Land in hosting a unit selection campaign on their platform for Robin. The campaign was very successful and resulted in 300 units taken up in less than 30 minutes.

19 NOVEMBER 2021

KSIJM Donates 300 Hygiene Kits to Children's Homes

In anticipation of schools reopening in the Klang Valley, KSIJM led the effort to distribute 300 personal hygiene kits to primary and lower secondary school students in nine welfare homes within a 10-kilometre radius of Wisma IJM in Petaling Jaya.

27 NOVEMBER 2021

First KSIJM e-Games Launched

KSIJM organised its inaugural e-Games tournament for employees with attractive cash prizes up for grabs.

28 NOVEMBER 2021

Royal Malaysian Air Force Duathlon Run and Cycling Competition

Four Kuantan Port avid sportsmen participated in the Royal Malaysian Air Force Duathlon Run and Cycling Competition. Two of Kuantan Ports' representatives, Mazlim Bin Husin and Md Razlani, won first place in Men's Relay for the above 45-year-old category.

DECEMBER

2 DECEMBER 2021

BESRAYA Wins Gold at Highway Award

BESRAYA Highway won the Gold Award at the *Anugerah Inovasi & Keselamatan Lebuhraya 2021* organised by The Malaysian Highway Authority.

3 DECEMBER 2021

BCI Asia Awards (Malaysia) 2020/2021

IJM Land was recognised as a top developer at the BCI Asia Awards (Malaysia) 2020/2021.

9 DECEMBER 2021

MERCY Malaysia Emergency Flood Response

IJM responded to the December flood crisis in Malaysia by donating RM200,000 to the MERCY Malaysia Flood Relief fund which aims to provide immediate flood relief and recovery aid to affected communities.

9 DECEMBER 2021

UNGCMYB's Inaugural Sustainability Celebration Night

Corporate sustainability practitioners came together to grace the UN Global Compact Network Malaysia & Brunei (UNGCMYB) Sustainability Celebration Night at Marriott Hotel Kuala Lumpur.

14 DECEMBER 2021

The Edge Malaysia Property Excellence Awards 2021

IJM Land was once again recognised as a top developer at The Edge Malaysia Property Excellence Awards 2021.

14 DECEMBER 2021

CIDB QLASSIC Awards 2021

IJM Land received the High QLASSIC Achievement Awards at the CIDB QLASSIC Awards 2021 for its Taman Austin Duta Phase 6 where the project achieved a score of 87%.

18 DECEMBER 2021

IJM Scholarship 2021

Ten deserving students were awarded scholarships totalling RM444,000, providing them the opportunity to pursue their tertiary studies at local universities. IJM also awarded 47 recipients for the IJM Academic Excellence Award with a bursary totalling RM58,400.

21 - 30 DECEMBER 2021

Group-wide Flood Relief Clean-up Efforts

Employees across the Group rallied together in different locations to help clean-up the homes of employees and local communities affected by the floods.

21 DECEMBER 2021

IJM's Response Towards Flood Relief Efforts in the Klang Valley

IJM pivoted its emergency response towards relief efforts to assist victims of the floods that have displaced thousands primarily in the Klang Valley. Essential flood relief items such as mattresses, dried food, clean-up tools and personal care items worth more than RM50,000 were swiftly despatched to flood relief centres that housed flood victims in Puchong, Shah Alam and Klang.

21 DECEMBER 2021

KSIJM Flood Relief Initiatives

KSIJM rallied IJM employees in two donation drives to help those in need. One was a donation drive to assist employees who were badly impacted by the floods. The other is handing over of a RM11,000 cash donation along with the essential food and household items to the Malaysian Red Crescent Society, Selangor branch to assist with their flood relief efforts.

22 DECEMBER 2021

***#ProjekOrangPort* Flood Disaster Edition**

Kuantan Port via *#ProjekOrangPort* executed several flood relief missions to help affected communities devastated by floods in the Paya Besar area. Items such as diapers, formula milk, dried food, mineral water, and personal care items were distributed to the victims stationed at the *Pusat Pemindahan Sementara* around the area.

27 DECEMBER 2021

Signing Ceremony of NADI Industrial Park

IJM Land entered into a sale and purchase agreement to sell two plots of industrial land, measuring 3 acres and 6.93 acres respectively in the brand new NADI Industrial Park at Bandar Rimbayu to Squarex Synergy Sdn Bhd and Tropical Zenith Sdn Bhd.

CORPORATE DIARY AND HIGHLIGHTS

2022

JANUARY

7 - 11 JANUARY 2022

***Majlis Penyerahan Sumbangan Bantuan Mangsa Banjir* at BESRAYA, NPE and LEKAS Highways**

Toll Division initiative donation drives at its three highways to help employees who were badly affected by the floods. Household essential items were distributed to ease their burden and a token of appreciation was given to volunteers who helped colleagues in need.

16 JANUARY 2022

The Launch of Kuantan Port Green Port Policy 2021-2030

The Minister of Transport, YB Datuk Seri Ir. Dr Wee Ka Siong made his first visit to Kuantan Port and took the opportunity to launch the Kuantan Port Green Port Policy 2021-2030. The Kuantan Port Green Port Policy 2021-2030 is timely and aligns with United Nations Sustainable Development Goals (SDGs).

17 JANUARY 2022

Contribution to Malaysian Red Crescent Society for Flood Relief

IJM contributed RM100,000 to the Malaysian Red Crescent Society, Selangor branch's flood donation drive for its disaster relief efforts, first aid and eventual recovery support. Through IJM's donation, 150 families received flood recovery necessities such as rice cookers, stoves, kettles, pillows, mattresses and blankets worth RM322 per family.

19 JANUARY 2022

IJM Donates Laptops to UKM Students

Laptops have become an essential tool for every university student to attend online classes and to complete assignments during pandemic lockdowns. IJM donated 20 laptops to University Kebangsaan Malaysia (UKM) students from underprivileged backgrounds to facilitate their online education requirements.

21 JANUARY 2022

Putra Brand Awards 2021

IJM Land received a Gold Award in the Property Development category at the Putra Brand Awards 2021. IJM Land's strengths on core fundamentals have built a resilience that has enabled the company to navigate through a tough market environment and deliver exemplary products and services that were recognised by several key awards.

24 JANUARY 2022

German Ambassador to Malaysia Visits Kuantan Port

Kuantan Port welcomed the German Ambassador to Malaysia, H.E Dr Peter Blomeyer, for a collaborative overview of Kuantan Port and its surrounding infrastructure and ecosystem.

31 JANUARY 2022

Menara Affin Stands Tall at TRX

The Construction Division completed and handed over the 47-storey new head office of Affin Bank Berhad, which took its place in TRX's prestigious skyline.

FEBRUARY

1 FEBRUARY 2022

Screen System Protection Provision at TRX

Aerial view of a safety screen system that has been progressively installed for the TRX Residences project at TRX.

11 FEBRUARY 2022

Chinese New Year Lion Dance Performance at Wisma IJM

A lion dance troupe, organised by KSIJM made a special appearance at Wisma IJM in Petaling Jaya to help usher in prosperity and good fortune throughout the Year of the Tiger.

MARCH

3 MARCH 2022

Sharing Session at Kuantan Port with Tan Sri Krishnan Tan

Kuantan Port had the honour to meet one of the most prominent figures in the Group, the Chairman of IJM. Tan Sri Krishnan Tan chaired an insightful three and half-hour sharing session with a group of Kuantan Port employees on the Group's foundation, success stories, challenges and aspirations for the future IJM.

15 MARCH 2022

BuildTech Asia 2022 – BTA 2022

With the reopening of borders, ICP had successfully participated in BuildTech Asia 2022 in Singapore from 15 to 17 March. The event provided a platform to meet consultants, as well as potential customers of Asia's building industry.

21 MARCH 2022

IJM IBS Speaks at Design for Manufacturing and Assembly Precast Concrete (DfMA) 2022 Workshop

The one-day workshop was organised by Construction Research Institute of Malaysia (CREAM) with Construction Industry Development Board (CIDB) as a sharing session on the implementation of DfMA in design and Construction.

23 MARCH 2022

Pledging for the BMCC Climate Action

IJM became a signatory to the British Malaysian Chamber of Commerce Climate Action Pledge to raise awareness about climate change and implement climate-related initiatives.

24 MARCH 2022

IJM Land's Suria Square Launched

IJM Land launched Suria Square, a collection of 115 units of double-storey shop offices in the blossoming Bandar Alam Suria township in Shah Alam 2.

24 MARCH 2022

***Program Jelajah Pendigitalan Pembinaan 4.0* - Next Revolution of The Malaysian Construction Industry by CIDB**

Ir. Chan Huan Ong of IJM IBS was invited as one of the panelists, alongside industry representatives, to share his expertise and views on the digitalisation of the construction industry.

25 MARCH 2022

LEKAS Highway Receives Certificate of Appreciation from Royal Malaysian Police

LEKAS Highway received a Certificate of Appreciation for being a strategic partner in combating crime from Royal Malaysian Police in conjunction with the 215th Police Day celebrations at Nilai Police Station, Negeri Sembilan.

27 MARCH 2022

Earth Hour 2022

Wisma IJM and Menara Prudential in TRX joined the Earth Hour 2022 lights-off movement as a symbolic gesture to raise awareness and inspire people to take concrete action on environmental issues.

27 MARCH 2022

IJM IBS Completes Expansion of Hotayi Electronic in Batu Kawan, Penang

The supply and installation work of IJM IBS precast concrete wall was completed within 45 days, from manufacturing to construction, which was eight times faster compared to the conventional method of construction.

29 MARCH 2022

IJM Land Home Rehabilitation (MyHome) Programme

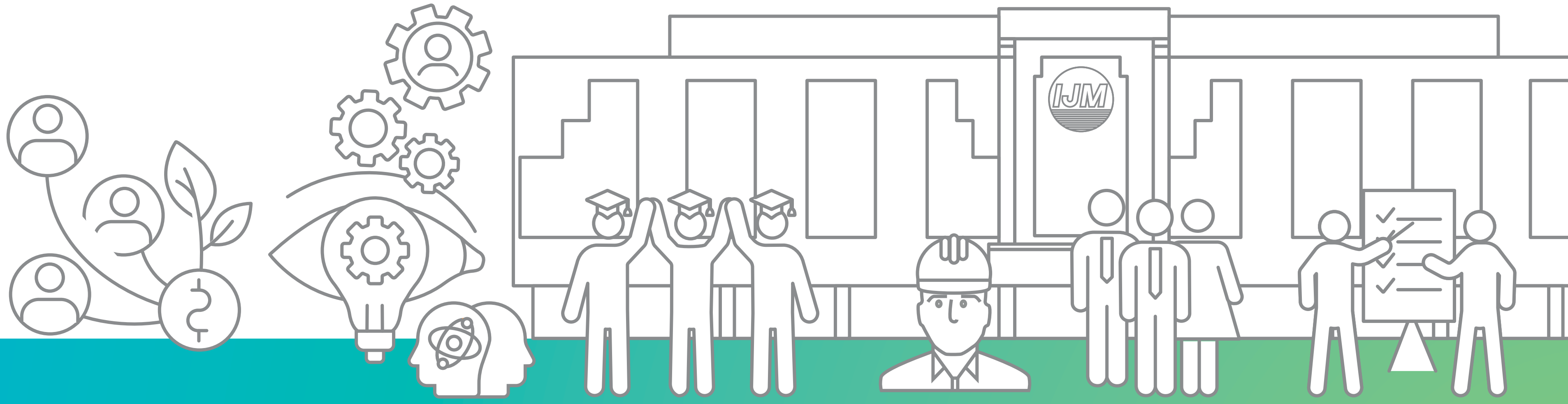
An underprivileged family of seven was the latest beneficiary of the IJM Land Home Rehabilitation programme. The IJM Land team, together with industry partners, carried out essential repairs and refurbishment of the family's single-storey three-bedroom home in Seremban 2 just in time for the start of the holy month Ramadan.

REVITALISING OUR TALENT POOL

"Our workforce represents a diversity of talent, demographics, academic and cultural backgrounds. Staff attrition rates are low by industry standards. We are also strengthening our talent bench through robust succession planning and strategic talent acquisition as we position the Group for its next phase of growth.

We are proud of the way our employees have rallied together in response to COVID-19, especially those who have ensured our business continuity throughout the pandemic and various movement restrictions. The pandemic highlighted the importance for a digitally-enabled workforce to propel us forward. The IJM Digitalisation Programme has since been ramped up with training programmes across the Group.

Our aspiration is for a future-ready workforce, to reviltalise IJM in readiness to scale new heights in a digitally connected, globalised world."



BOARD OF DIRECTORS AND SECRETARY

Tan Sri Dato' Tan Boon Seng @ Krishnan

Liew Hau Seng

Lee Chun Fai

Pushpanathan A/L S A Kanagarayar

Goh Tian Sui

Dato' David Frederick Wilson

Tunku Alina Binti Raja Muhd Alias

Tan Ting Min

Dato' Ir. Tan Gim Foo

Loh Lay Choon

Datuk Lee Teck Yuen

Azhar Bin Ahmad

Ng Yoke Kian (Secretary)

PROFILE OF DIRECTORS AND SECRETARY

TAN SRI DATO' TAN BOON SENG @ KRISHNAN *PSM, DSPN, SMS*

Non-Executive Chairman

Age: 69 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Economics (Honours), University of Malaya
- Master of Business Administration, Golden Gate University, San Francisco, USA
- Member of the Malaysian Institute of Certified Public Accountants (MICPA)
- Member of the Malaysian Institute of Accountants (MIA)

Board Committee Membership(s)

Nil

Date Appointed/Working Experience

Tan Sri Krishnan was appointed Non-Executive Chairman of IJM Corporation Berhad ("IJM") on 29 August 2019.

He held the following positions in IJM prior to his appointment as Non-Executive Chairman:-
- Financial Controller (1983 - 1984)
- Alternate Director (1984 - 1990)
- Director (1990 - 1993)
- Deputy Managing Director (1993 - 1997)
- Group Managing Director (1997 - 2004)
- Chief Executive Officer & Managing Director (2004 - 2010)
- Executive Deputy Chairman (2011 - 2013)
- Deputy Non-Executive Chairman (2014 - 2019)

His past appointments and/or working experience were as follows:-
- Group Financial Controller (last position), Kumpulan Perangsang Selangor Berhad (1976 - 1983)
- Director, Industrial Concrete Products Sdn Bhd (1984 - 2014)
- Chairman, IJM Land Berhad (2007 - 2015)
- Director, IJM Plantations Berhad (1993 - 2021)
- President, Malaysia India Business Council ("MIBC") (2008 - 2015)
- Co-Chairman, Malaysia India CEO Forum (2011 - 2019)
- Independent Director (2014 - 2017) and Chairman (2017 - 2022), HSBC Bank Malaysia Berhad

Present Directorship(s)

Listed Companies
- Grupo Concesionario del Oeste S.A. (Argentina)

Other Public Companies
- Malaysia Aviation Group Berhad
- Malaysia Airlines Berhad
- Malaysian Community & Education Foundation

Other Current Position(s) Held
- Founder President, MIBC
- Management Committee Member, Olympic Council Trust
- President, Klang High School Old Boys Association

LIEW HAU SENG

Chief Executive Officer & Managing Director

Age: 56 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Engineering (1st Class Honours) in Civil Engineering, Universiti Teknologi Malaysia
- Master of Business Administration, HELP University

Board Committee Membership(s)
- Executive Committee (Chairman)
- Securities & Options Committee (Member)

Date Appointed/Working Experience

Mr Liew was appointed as the Chief Executive Officer & Managing Director of IJM Corporation Berhad with effect from 1 September 2019.

His past appointments and/or working experience were as follows:-
- Engineer, GR Concrete Sdn Bhd (1989 - 1995)
- Senior Engineer, IJM Construction Sdn Bhd ("IJMC") (1995 - 2002)
- Senior Project Manager, IJMC (2003 - 2005)
- Project Director, IJMC (2006 - 2009)
- Operations Director, IJMC (2010 - 2011)
- Executive Director, IJMC (2012 - 2015)
- Managing Director, IJMC (2015 - 2019)

Present Directorship(s)

Listed Companies

Nil

Other Public Companies
- ERMS Berhad
- IJM Land Berhad
- Road Builder (M) Holdings Bhd
- Perdana Leadership Foundation (Trustee)

Other Current Position(s) Held
- Member, Governing Council of the Malaysia-India Business Council

PROFILE OF DIRECTORS AND SECRETARY

LEE CHUN FAI
Deputy Chief Executive Officer & Deputy Managing Director

Age: 51 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Accountancy (Honours), University Utara Malaysia
- Master of Business Administration, Northwestern University (Kellogg School of Management) and The Hong Kong University of Science & Technology

Board Committee Membership(s)
- Executive Committee (Member)

Date Appointed/Working Experience

Mr Lee was appointed Deputy Chief Executive Officer & Deputy Managing Director of IJM Corporation Berhad ("IJM") on 6 April 2015. Prior to that, he was the Deputy Chief Financial Officer for IJM Group. He was the Head of Information Systems Department for IJM Group until 2019.

He started his career with a public accounting firm. In October 1995, he joined Road Builder (M) Holdings Bhd ("RBH Group") and was the Head of Corporate Services Division of RBH Group prior to the acquisition of RBH Group by the Company in 2007. He has extensive experience in corporate finance, privatisation projects and financial management.

Present Directorship(s)

Listed Companies
- WCE Holdings Berhad (Board representative of the Company)

Other Public Companies
- ERMS Berhad
- IJM Land Berhad
- Road Builder (M) Holdings Bhd
- Sebana Golf & Marina Resort Berhad

Other Current Position(s) Held
- Head, Corporate Strategy & Investment, IJM
- Head, Infrastructure Division, IJM

PUSHPANATHAN A/L S A KANAGARAYAR
Independent Non-Executive Director

Age: 70 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- Member of the Institute of Chartered Accountants of Scotland
- Member of the Malaysian Institute of Certified Public Accountants ("MICPA")
- Member of the Malaysian Institute of Accountants ("MIA")

Board Committee Membership(s)
- Audit Committee (Chairman)

Date Appointed/Working Experience

Mr Pushpanathan was appointed as an Independent Non-Executive Director of IJM Corporation Berhad on 9 November 2012.

He has more than 39 years of experience in providing advisory, accounting and audit services in the role of a partner-adviser for a large number of clients based in Malaysia and internationally (both private and public corporations) in a variety of industries. He was also involved in share valuations of corporations, mergers and acquisitions, restructurings, takeovers, flotations, investigations and tax planning.

His past appointments and/or working experience were as follows:-
- Partner, Messrs Ernst & Young (1983 - 2009)
- Chairman, Adjudication and/or Organising Committees, National Annual Corporate Report Awards (NACRA) (2003 - 2009)
- Chairman, MICPA's Financial Statements Review Committee and Project Chairman, the Insurance Standards Working Group of Malaysian Accounting Standards Board ("MASB") on Financial Reporting Standard 4 (2003 - 2007)
- Member of the International Federation of Accountants' Developing Nations Permanent Taskforce (2004 - 2005)
- Board Member, MASB (2009 - 2015)
- Honorary Secretary, Financial Reporting Foundation (2010 - 2015)
- President, MICPA (2012 - 2014)
- Council Member, MIA (2012 - 2014)
- Chairman, Listing Committee of Bursa Malaysia Berhad (2016 - 2020)
- Council Member, MICPA (2001 - 2022)

Present Directorship(s)

Listed Companies
- Bursa Malaysia Berhad

Other Public Companies
- Sun Life Malaysia Assurance Berhad
- Malaysian Community & Education Foundation

Other Current Position(s) Held
- Chairman, Malaysian Financial Reporting Standard ("MFRS") Applications and Implementation Committee of MASB
- Project Chairman, the Insurance Standards Working Group of MASB on MFRS 17

GOH TIAN SUI
Independent Non-Executive Director

Age: 67 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Science (Honours) in Estate Management, University of Reading, United Kingdom
- Fellow of the Royal Institution of Chartered Surveyors ("RICS"), United Kingdom
- Fellow of the Royal Institution of Surveyors Malaysia ("RISM")
- Registered Valuer with the Board of Valuers, Appraisers and Estate Agents, Malaysia

Board Committee Membership(s)
- Securities & Options Committee (Member)

Date Appointed/Working Experience

Mr Goh was appointed as an Independent Non-Executive Director of IJM Corporation Berhad on 20 June 2016.

He has more than 30 years of experience as a Chartered Valuation Surveyor in both public and private sectors and has been involved in various real estate valuation and advisory assignments.

His past appointments and/or working experience were as follows:-
- Director, C H Williams Talhar & Wong Sdn Bhd (1989 - 2003)
- Executive Committee Member, Association of Valuers & Property Consultants in Private Practice (1991 - 2000)
- Council Member, RISM (1996 - 1999)
- Board Member, Board of Valuers, Appraisers and Estate Agents, Malaysia (1999 - 2010)
- Managing Director, C H Williams Talhar & Wong Sdn Bhd (2003 - 2010)
- Independent Non-Executive Director, GLM REIT Management Sdn Bhd, Manager of Tower Real Estate Investment Trust (2006 - 2010)
- Member, RICS Malaysia Working Group (2006 - 2010)
- Chairman, RICS Malaysia Working Group (2010 - 2012)
- Independent Non-Executive Director, IJM Land Berhad (2013 - 2015)
- Board Member, RICS Asia Valuation Professional Group (2010 -2016)

Present Directorship(s)

Nil

Other Current Position(s) Held

Nil

DATO' DAVID FREDERICK WILSON *DIMP*
Independent Non-Executive Director

Age: 77 Gender: Male Nationality: British

Academic/Professional Qualification
- Master of Arts in Mechanical Sciences, Cambridge University, United Kingdom
- Fellow of the Institution of Civil Engineers, United Kingdom
- Fellow of the Chartered Institution of Highways and Transportation, United Kingdom

Board Committee Membership(s)
- Securities & Options Committee (Member)

Date Appointed/Working Experience

Dato' Wilson was appointed as a Non-Executive Director of IJM Corporation Berhad ("IJM") on 30 May 2007, and was re-designated as Independent Non-Executive Director of IJM on 25 May 2017.

He worked on various infrastructure and development projects in United Kingdom, Africa, Central America, the Caribbean and the Middle East before coming to Malaysia in 1980 as the Chief Resident Engineer for the construction of the Kuala Lumpur-Seremban Expressway and the implementation of the first highway toll systems in Malaysia.

His past appointments and/or working experience were as follows:-
- General Manager - Technical Services, United Engineers (Malaysia) Berhad (1986 - 1990)
- Managing Director, Kinta Kellas plc (1990 - 1994) (management of the construction of the North-South Expressway)
- Managing Director, Renong Overseas Corporation Sdn Bhd (1995 - 2002)
- Managing Director, Crest Petroleum Berhad (1998 - 2000)
- President, Construction and Engineering Division, Renong Group (1998 - 2002)
- Director, Road Builder (M) Holdings Bhd (2002 - 2007)

Present Directorship(s)

Nil

Other Current Position(s) Held

Nil

PROFILE OF DIRECTORS AND SECRETARY

TUNKU ALINA BINTI RAJA MUHD ALIAS
Independent Non-Executive Director

Age: 58 Gender: Female Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Laws (LL.B.), University of Malaya
- LL.M. (Masters in Law) (Corporate and Commercial Law), King's College, London
- PhD in Islamic Finance, International Centre for Education in Islamic Finance, Malaysia ("INCEIF")
- Advocate and Solicitor of the High Court of Malaya
- Associate Mediator of Singapore Mediation Centre

Board Committee Membership(s)
- Nomination & Remuneration Committee (Chairman)

Date Appointed/Working Experience
Tunku Alina was appointed as an Independent Non-Executive Director of IJM Corporation Berhad on 1 November 2017.

She has more than 25 years of experience in leading business and community development, client negotiation, legal consultation, dispute resolution and goal setting and specialises in managing clients' compliance and regulatory aspects for investments and development of properties in Malaysia and abroad. She currently volunteers as a facilitator with Soliya's Connect Program and as council member of Climate Governance Malaysia.

Her past appointments and/or working experience were as follows:-
- Legal Assistant, Skrine & Co (1987 - 1992)
- Managing Partner, Wong Lu Peen & Tunku Alina (1992 - 2011)
- Adjunct Professor at the School of Law, University of Miami (August - November 2016)
- Adjunct Research Fellow of INCEIF (January 2013 - December 2015)

Present Directorship(s)
Listed Companies
- Batu Kawan Berhad
- Malaysian Pacific Industries Berhad
- Nestle (Malaysia) Berhad

Other Public Companies
- Raja Alias Foundation (Trustee)

Other Current Position(s) Held
Nil

TAN TING MIN
Independent Non-Executive Director

Age: 53 Gender: Female Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Arts (Honours) (Cantab) in Natural Sciences, Cambridge University, United Kingdom
- Master of Arts, Cambridge University, United Kingdom

Board Committee Membership(s)
- Audit Committee (Member)
- Nomination & Remuneration Committee (Member)

Date Appointed/Working Experience
Ms Tan was appointed as an Independent Non-Executive Director of IJM Corporation Berhad on 1 November 2017.

Her past appointments and/or working experience were as follows:-
- Investment Analyst, Ke-zan Securities Sdn Bhd (1993 - 1994)
- Investment Analyst, Credit Suisse Securities (Malaysia) Sdn Bhd ("Credit Suisse") (1994 - 2010)
- Head of Research, Credit Suisse (2010 - 2017)

During her tenure as the Head of Research in Credit Suisse, Ms Tan led the Credit Suisse Malaysian equity research team to rank first in the Institutional Investor Poll in Malaysia for seven (7) consecutive years.

Present Directorship(s)
Listed Companies
- Sime Darby Plantation Berhad

Other Public Companies
Nil

Other Current Position(s) Held
- Director of Sime Darby Oils International Limited

DATO' IR. TAN GIM FOO *DSDK*
Independent Non-Executive Director

Age: 64 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Engineering (1st Class Honours) in Civil Engineering, University of Malaya
- Master in Business Administration, Charles Sturt University of New South Wales, Australia
- Professional Engineer, Board of Engineers Malaysia
- Member of the Institution of Engineers, Malaysia

Board Committee Membership(s)
- Audit Committee (Member)

Date Appointed/Working Experience
Dato' Ir. Tan was appointed as an Independent Non Executive Director of IJM Corporation Berhad ("IJM") on 23 November 2021.

His past appointments and/or working experience were as follows:-
- Site Engineer, Mudajaya Construction Sdn Bhd (1983 - 1986)
- Planning & Design Engineer, IJM Corporation Berhad ("IJM") (1986 -1990)
- Deputy Project Manager, IJM Construction Sdn Bhd ("IJMC") (1990 - 1991)
- Project Manager, IJMC (1991 - 1993)
- Senior Manager (Project), IJMC (1994 - 1997)
- Project Director, IJMC (1998 - 2005)
- Executive Director, IJMC (2005 - 2010)
- Managing Director, IJMC (2010 - 2013)
- Deputy Chief Executive Officer & Deputy Managing Director, IJM (2011 - 2013)

Present Directorship(s)
Listed Companies
- Aneka Jaringan Holdings Berhad
- Hume Cement Industries Berhad

Other Public Companies
Nil

Other Current Position(s) Held
Nil

LOH LAY CHOON
Independent Non-Executive Director

Age: 63 Gender: Female Nationality: Malaysian

Academic/Professional Qualification
- Member of the Malaysian Institute of Certified Public Accountants ("MICPA")
- Member of the Malaysian Institute of Accountants

Board Committee Membership(s)
- Audit Committee (Member)

Date Appointed/Working Experience
Ms Loh Lay Choon was appointed as an Independent Non-Executive Director of IJM Corporation Berhad on 7 July 2022.

She has extensive experience in the audits of large listed local and multinational corporations, assisting companies with initial public offerings and funds raising exercises in both the Malaysian and international markets as well as financial due diligences and other advisory services.

Her past appointments and/or working experience were as follows:-
- 41 years with PricewaterhouseCoopers PLT Malaysia ("PwC") and started her career as an articled clerk. She was a Partner of PwC for 21 years and retired on 30 June 2019. During her tenure in PwC, she was also the Head of the Consumers and Industrial Products and Services Assurance Practice, Corporate Reporting Leader and the Capital Market Services Leader
- Council Member, MICPA (2004 - 2021) and served in various committees
- Chairperson, Adjudication and/or Organising Committees of the National Annual Corporate Report Awards (NACRA) (2010 - 2017)
- Member of the Financial Reporting Foundation ("FRF") (2007 - 2013) (*Appointed by the Ministry of Finance*) and also Audit Committee Member of FRF
- Member of the Law Reform Committee of the High-Level Finance Committee on Corporate Governance (1999).

Present Directorship(s)
Nil

Other Current Position(s) Held
- Director in Karuizawa Resort (M) Sdn Bhd

PROFILE OF DIRECTORS AND SECRETARY

DATUK LEE TECK YUEN *PJN*
Non-Executive Director

Age: 65 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Science (Honours) in Civil Engineering and Business Administration, University of Leeds, United Kingdom

Board Committee Membership(s)
- Nomination & Remuneration Committee (Member)

Date Appointed/Working Experience
Datuk Lee joined the Board on 30 May 2007 as a Non-Executive Director. He was re-designated as Senior Independent Non-Executive Director on 9 November 2012 and as Non-Executive Director on 1 June 2022. He has more than 40 years of experience in both the local and international property business.

Present Directorship(s)
Listed Companies
Nil

Other Public Companies
- IJM Land Berhad
- Road Builder (M) Holdings Bhd
- Malaysian South-South Corporation Berhad
- Asean Business Forum

Other Current Position(s) Held
- Honorary Secretary, Malaysian South-South Association (MASSA)

AZHAR BIN AHMAD
Non-Executive Director

Age: 52 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- Member of the Malaysian Institute of Accountants (MIA)
- Bachelor in Accountancy, Mara University of Technology Malaysia
- Diploma in Accountancy, Mara Institute of Technology Malaysia

Board Committee Membership(s)
Nil

Date Appointed/Working Experience
Encik Azhar was appointed as a Non-Executive Director of IJM Corporation Berhad on 25 November 2020.

He started his career with the Employees Provident Fund (EPF) in 1995 and held several positions in various fields such as investment & economic research, debt capital market, fixed income investment, corporate finance, fund management and private debt fund. Prior to his current post, he was the Head of External Fund Manager Department, Investment Division, EPF. He is currently the Head of Capital Market Department, Investment Division, EPF (since 1 December 2019), responsible for the fixed income investment (loan and bonds) as well as Private Debt Fund (PDF) across domestic and global market.

Present Directorship(s)
Nil

Other Current Position(s) Held
Nil

NG YOKE KIAN
Company Secretary

Age: 54 Gender: Female Nationality: Malaysian

Academic/Professional Qualification
- Associate of Malaysian Institute of Chartered Secretaries & Administrators (MAICSA)

Date Appointed/Working Experience
Ms Ng joined IJM Corporation Berhad ("IJM") in 1997 and was appointed Company Secretary on 6 April 2012.

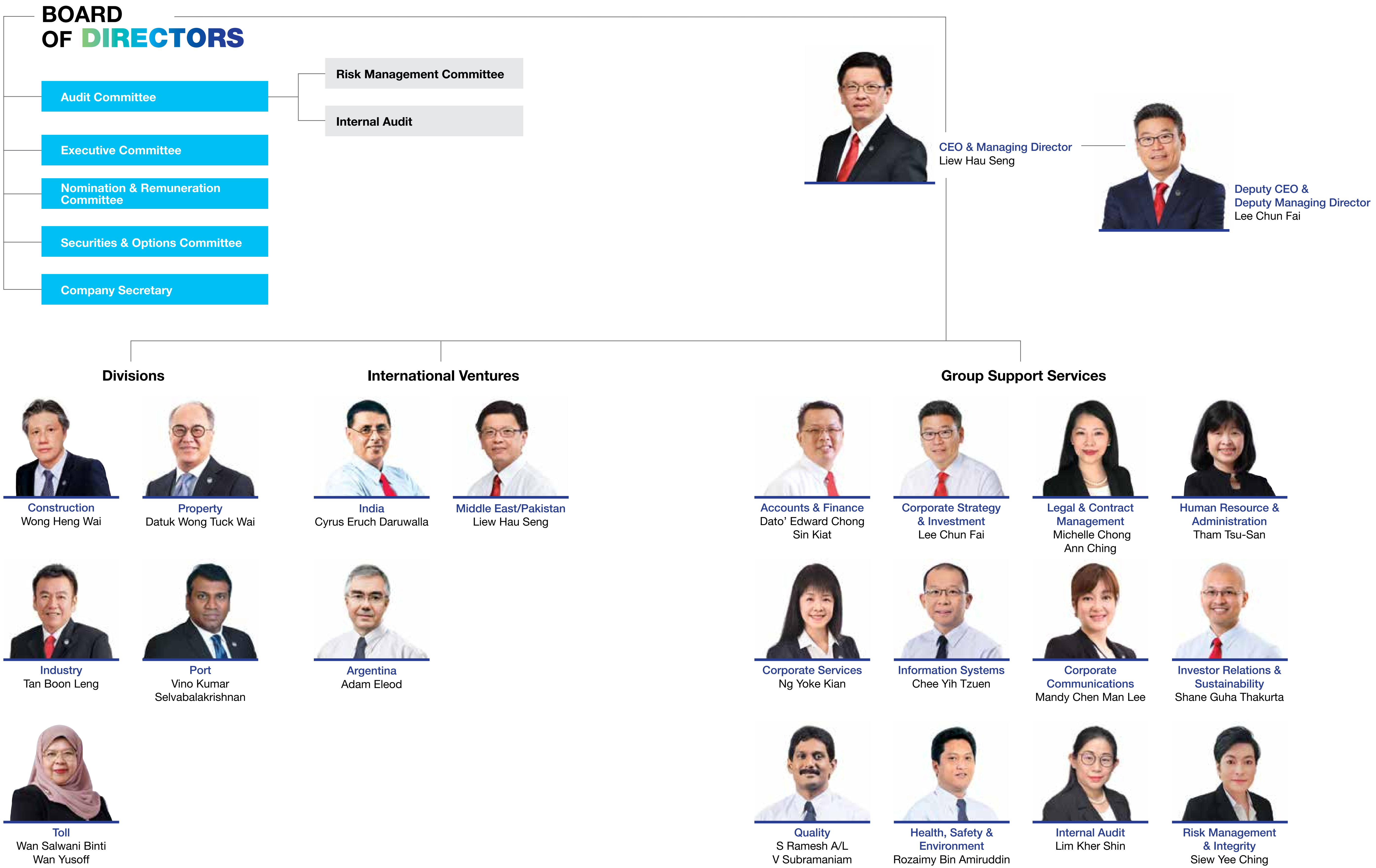
She started her career with a secretarial firm for about 5 years and was an Assistant Manager of the Technical and Research Department of MAICSA prior to joining IJM. She has more than 25 years experience in corporate secretarial work.

She held the following positions in IJM prior to her appointment as Company Secretary:-
- Manager, Corporate Services Department (1997 - 2006)
- Senior Manager, Corporate Services Department (2007 - 2012)

Other Current Position Held
- Head, Corporate Services Department

Note:-
1. There are no family relationships between the Directors and/or major shareholders of the Company.
2. Save for Tan Sri Dato' Tan Boon Seng @ Krishnan and Tunku Alina Binti Raja Muhd Alias who have interest in certain related party transactions as disclosed in Note 52(c) to the financial statements, none of the Directors has any financial interest in any business arrangement involving the Group.
3. All Directors maintain a clean record with regard to convictions for offences.

GROUP ORGANISATION CHART



PROFILE OF KEY SENIOR MANAGEMENT

WONG HENG WAI
Managing Director, IJM Construction Sdn Bhd

Age: 49 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Civil Engineering (Honours), Universiti Kebangsaan Malaysia
- Master of Business Administration, University of Malaya
- Professional Engineer (Civil) – Board of Engineers Malaysia

Date Appointed/Working Experience

Mr Wong Heng Wai was appointed Managing Director of IJM Construction Sdn Bhd ("IJMC") on 24 August 2021.

Prior to joining IJMC in 2001, he was with BHP Engineering (M) Sdn Bhd, Mudajaya Corporation Berhad and Tonkin & Taylor Konsult (M) Sdn Bhd from 1996 to 2001.

He pursued his career with Sunrise Berhad and Sunway Construction Sdn Bhd before he rejoined IJMC in 2011 as Senior Project Manager.

His past appointments and/or working experience were as follows:-
- Design Engineer (2001 - 2003)
- Senior Planning Engineer (2004 - 2005)
- Project Manager (2005 - 2008)
- Senior Project Manager (2011 - 2014)
- Project Director (2015 - 2018)
- Chief Operating Officer (2019 – 2021)

Present Directorship(s)

Nil

Other Current Position(s) Held

Nil

DATUK WONG TUCK WAI
Chief Executive Officer, IJM Land Berhad

Age: 66 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- General Certificate of Education

Date Appointed/Working Experience

Datuk Wong was appointed Chief Executive Officer ("CEO") of IJM Land Berhad on 1 July 2022 to oversee the operations of the Property Division.

His past appointments and/or working experience were as follows:-
- Civil Engineer, Syarikat Pembinaan Setia Sdn Bhd
- CEO, Setia Putrajaya Sdn Bhd
- Executive Vice President, SP Setia Berhad
- Deputy President & Chief Operating Officer, SP Setia Berhad

Present Directorship(s)

Nil

Other Current Position(s) Held

Nil

TAN BOON LENG
Managing Director, Industrial Concrete Products Sdn Bhd

Age: 61 Gender: Male Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Engineering in Civil Engineering, University of Canterbury, New Zealand

Date Appointed/Working Experience

Mr Tan was appointed Managing Director of Industrial Concrete Products Sdn Bhd ("ICP") on 13 August 2018 to oversee the operations of the Industry Division.

His past appointments and/or working experience were as follows:-
- Southern Pipe Industry (Malaysia) Sdn Bhd (1988 - 1991)
- Sales Engineer, ICP Marketing Sdn Bhd ("ICPM") (May 1991 – January 1993)
- Senior Sales Engineer, ICPM (January 1993 - January 1995)
- Assistant Area Sales Manager, ICPM (1995 - 2001)
- Sales Manager, ICPM (2001 - 2003)
- Senior Sales Manager, ICPM (2003 - 2008)
- General Manager (Marketing), ICPM (2008 - 2011)
- General Manager (Operations), ICP (2011- 2014)
- Senior General Manager (Operations), ICP (2014 - 2017)
- Chief Operating Officer, ICP (2017- 2018)

Present Directorship(s)

Nil

Other Current Position(s) Held

Nil

WAN SALWANI BINTI WAN YUSOFF
Chief Executive Officer, Toll Division, Malaysia

Age: 55 Gender: Female Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Science in Electrical Engineering, University of Arizona, USA
- Master in Business Administration, Universiti Putra Malaysia

Date Appointed/Working Experience

Puan Wan Salwani was appointed the Chief Executive Officer of Toll Division on 1 April 2022 to oversee the tollway operations in Malaysia.

Her past appointments and/or working experience were as follows:-
- Application Engineer, Enserv Sdn Bhd (1990 - 1996)
- Project Engineer, Besraya (M) Sdn Bhd ("BES") (1996 - 1999)
- Maintenance Engineer (M&E), BES (1999 - 2001)
- Assistant Manager, New Pantai Expressway Sdn Bhd ("NPE") (2001 - 2002)
- Manager, NPE (January 2003 - December 2007)
- Senior Manager, NPE (January 2008 - June 2009)
- General Manager, Toll Division (1 July 2009 - 1 May 2013)
- Chief Operating Officer, Toll Division (1 May 2013 - 31 March 2022)

She was responsible for toll operations, mechanical & electrical matters, concession monitoring, land acquisition and corporate communication before being promoted to General Manager of Toll Division in 2009.

Present Directorship(s)

Nil

Other Current Position(s) Held

Nil

PROFILE OF KEY SENIOR MANAGEMENT

VINO KUMAR SELVABALAKRISHNAN

Chief Executive Officer, Kuantan Port Consortium Sdn Bhd

Age: 50 Gender: Male Nationality: US citizenship (American)

Academic/Professional Qualification

- Master of Science in Maritime Business Management, Massachusetts Maritime Academy
- Bachelor of Science in Applied Science (Nautical Science) Australian Maritime College
- Diploma in Nautical Studies, Singapore Polytechnic

Date Appointed/Working Experience

Mr Vino was appointed Chief Executive Officer of Kuantan Port Consortium Sdn Bhd ("KPC") on 27 June 2022 to oversee the operations of KPC.

His past appointments and/or working experience were as follows:-

- Desk Cadet to First (Chief) Officer, American President Lines - N.O.L. Group, Singapore (1990 - 2000)
- Manager, Operations & Planning, Hutchison Port Holdings (Westports), Malaysia (2000 - 2001)
- Manager, Vessel Operations & Planning, Norasia Services Pte Ltd - CSAV Group, Hong Kong (2001 - 2002)
- CMA-CGM, France and United States
  - Director, Operations & Logistics, Miami, USA (2012 - 2017)
  - Manager, Marine, Port, Rail & Intermodal Operations, Seattle, USA (2009 - 2012)
  - Manager, Marine Operations, Long Beach, USA (2008 - 2009)
  - General Manager, Operations, Marseille, France (2003 - 2008)
- General Manager/CEO, Port Lafito, Port Au Prince in Haiti and Miami, USA, GB Group Haiti (2017)
- Independent International Consulting and Contracting, Smartenav LLC (2017 - 2022)
- Director, Business Development and Process Improvement, Subsea Global Solution, Corporate Head Quarters in Miami, USA (2018 - 2022)

Present Directorship(s)

Nil

Other Current Position(s) Held

Nil

CYRUS ERUCH DARUWALLA

Country Head for IJM Indian Operations

Age: 60 Gender:Male Nationality: Indian

Academic/Professional Qualification

- Bachelor of Commerce (Honours), University of Bombay
- Associate Member of the Association of Chartered Certified Accountants, United Kingdom

Date Appointed/Working Experience

Mr Cyrus was appointed the Country Head for IJM Indian Operations on 1 January 2018. He was also the Chief Financial Officer of IJM Corporation Berhad from 7 September 2006 to 7 August 2020.

His past appointments and/or working experience were as follows:-

- Ernst & Young, London, UK
- Addmoss Taylor & Partners, London
- Senior Accountant, Portlands of Blackheath Ltd., UK
- Head of Professional Programmes for Emile Woolf Far East Sdn Bhd
- Group Financial Controller, Sri America Group of Companies
- Manager, PricewaterhouseCoopers PLT, Malaysia
- Executive Director, PricewaterhouseCoopers PLT, Malaysia

Present Directorship(s)

Nil

Other Current Position(s) Held

Nil

DATO' EDWARD CHONG SIN KIAT

Chief Financial Officer

Age: 50 Gender: Male Nationality: Malaysian

Academic/Professional Qualification

- Bachelor of Business (Accountancy), Royal Melbourne Institute of Technology, Australia
- Member of the Malaysian Institute of Accountants
- Member of CPA Australia

Date Appointed/Working Experience

Dato' Edward Chong was appointed the Chief Financial Officer on 7 August 2020.

Prior to joining IJM Corporation Berhad ("IJM") Group, Dato' Edward Chong was attached to the corporate finance department of an investment bank and prior to that, a public accounting firm.

His past appointments in IJM Group were as follows:-

- Assistant General Manager of Corporate Affairs, RB Land Holdings Berhad ("RBL") [now known as IJM Land Berhad ("IJML")] (2000)
- General Manager of Corporate Affairs, RBL (2001 - 2007)
- General Manager of Finance, IJML (2007 - 2012)
- Chief Financial Officer, IJML (2012)
- Chief Operating Officer & Chief Financial Officer, IJML (2012 - 2015)
- Managing Director, IJML (2015 - 2022)

Present Directorship(s)

Listed Companies

Nil

Other Public Companies

- IJM Land Berhad
- ERMS Berhad
- Sebana Golf & Marina Resort Berhad
- Road Builder (M) Holdings Bhd

Other Current Position(s) Held

- Vice President and Council Member, Rehda Malaysia (2022 - 2024)
- Deputy Chairman, Rehda Selangor (2022 - 2024)

Note:-

1. The Key Senior Management has no family relationship with any of the Directors and/or major shareholders of the Company.
2. Save for Tan Boon Leng who has interest in certain related party transactions as disclosed in Note 52(c) to the financial statements, none of the Key Senior Management has any financial interest in any business arrangement involving the Group.
3. All Key Senior Management maintain a clean record with regard to convictions for offences.

SHARPENING OUR FOCUS:

HARNESSING SYNERGY

Our robust balance sheet was made stronger with the divestment of IJM Plantations Berhad. This is a strategic move to sharpen focus on synergies to be derived from related businesses in our fold, namely, construction, property development, industry and infrastructure.

Under a common umbrella of integrated businesses, each a leader in its own right, we deliver inspired end-to-end solutions.

As a business leader, we recognise our calling to spearhead change in the industry for a more sustainable future.

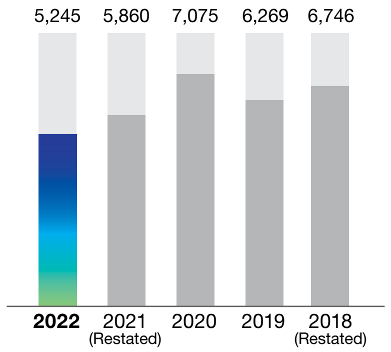
GROUP FINANCIAL HIGHLIGHTS

		31.3.2022	31.3.2021 (Restated)[N2]	31.3.2020	31.3.2019	31.3.2018 (Restated)[N3]
OPERATING REVENUE [N1]	RM'000					
Construction		1,676,897	2,050,303	2,292,830	2,325,361	2,676,074
Property development		1,431,432	1,380,371	2,305,120	1,482,011	1,260,461
Manufacturing & quarrying		861,510	694,592	833,071	886,424	1,057,097
Plantation		472,512	935,693	739,133	630,900	747,217
Infrastructure		802,514	798,635	904,058	943,391	1,001,873
Investment & others		587	563	860	752	2,830
		5,245,452	5,860,157	7,075,072	6,268,839	6,745,552
PROFIT/(LOSS) BEFORE TAXATION	RM'000					
Construction		121,678	137,655	173,199	174,392	221,219
Property development		99,201	180,265	203,261	202,043	120,687
Manufacturing & quarrying		68,500	68,215	44,895	58,993	82,479
Plantation		782,411	272,129	(50,472)	(43,306)	50,771
Infrastructure		21,644	117,070	153,246	268,251	122,817
Investment & others		6,848	7,944	(6,364)	(12,385)	13,088
		1,100,282	783,278	517,765	647,988	611,061
EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION (EBITDA)	RM'000	1,660,663	1,412,545	1,203,068	1,212,458	1,158,406
NET PROFIT FOR THE FINANCIAL YEAR	RM'000	885,204	647,261	328,186	440,709	378,262
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY	RM'000	794,890	433,879	250,590	418,916	346,651
EARNINGS PER SHARE (Basic)	Sen	22.19	11.97	6.91	11.56	9.56
EARNINGS PER SHARE (Fully Diluted)	Sen	22.18	11.97	6.91	11.55	9.53
GROSS DIVIDEND PER SHARE	Sen	21.00	6.00	3.00	4.00	6.00
FINANCIAL POSITION						
ISSUED SHARE CAPITAL	RM'000	6,127,731	6,117,056	6,112,042	6,099,350	6,074,349
SHAREHOLDERS' FUNDS	RM'000	9,937,547	9,972,407	9,602,366	9,538,652	9,346,495
TOTAL ASSETS	RM'000	21,012,048	23,486,446	23,453,267	23,005,974	21,233,287
TOTAL BORROWINGS	RM'000	5,529,609	6,791,981	6,917,096	6,662,139	5,913,975
NET ASSETS PER SHARE	RM	2.81	2.76	2.65	2.63	2.58
RETURN ON TOTAL ASSETS	%	3.78	1.85	1.07	1.82	1.63
RETURN ON EQUITY	%	8.00	4.35	2.61	4.39	3.71
GEARING (Net Debt/Equity)	%	26.37	43.98	48.89	53.51	47.57
MARKET CAPITALISATION	RM'000	5,898,704	6,113,384	5,770,829	8,049,389	9,722,719
SHARE PRICE						
High	RM	2.06	2.02	2.51	2.98	3.60
Low	RM	1.39	1.20	1.15	1.39	2.55
Close	RM	1.67	1.69	1.59	2.22	2.68

N1 Including share of associate and joint venture's revenue
N2 FY2021 figures had been restated following the adoption of IFRIC Agenda Decision on IAS 23 "Borrowing Costs"
N3 FY2018 figures had been restated following the first time adoption of Malaysian Financial Reporting Standards ("MFRS")

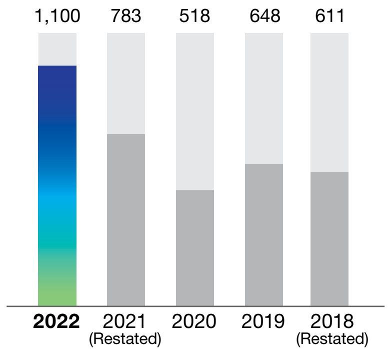
OPERATING REVENUE
(RM million)

RM**5,245** million



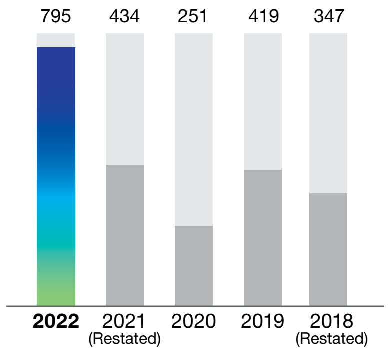
PROFIT/(LOSS) BEFORE TAXATION
(RM million)

RM**1,100** million



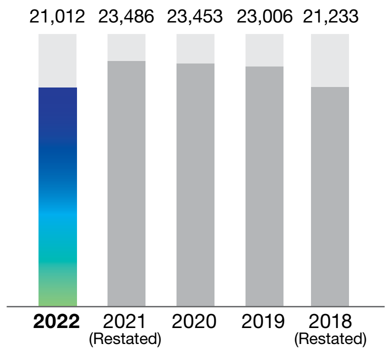
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY
(RM million)

RM**795** million



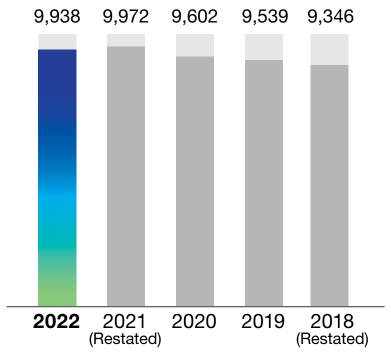
TOTAL ASSETS
(RM million)

RM**21,012** million



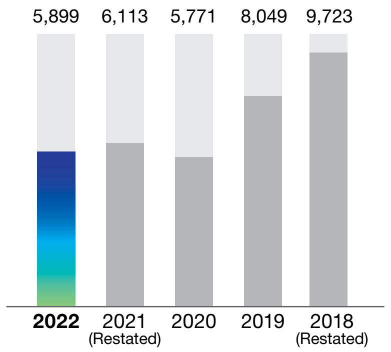
SHAREHOLDERS' FUNDS
(RM million)

RM**9,938** million



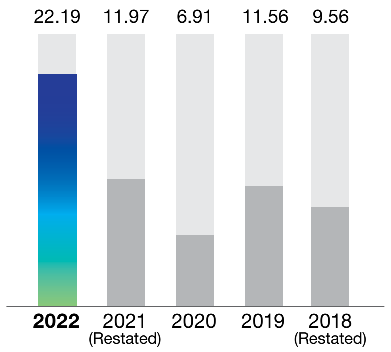
MARKET CAPITALISATION
(RM million)

RM**5,899** million



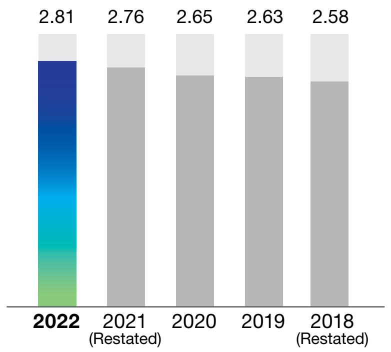
EARNINGS PER SHARE
(Basic)
(Sen)

22.19 sen



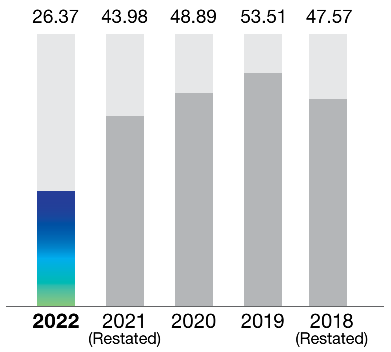
NET ASSETS PER SHARE
(RM)

RM**2.81**



GEARING
(Net Debt/Equity)
(%)

26.37 %

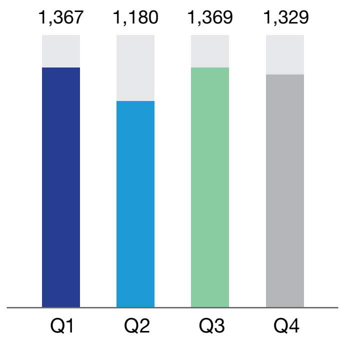


GROUP QUARTERLY PERFORMANCE

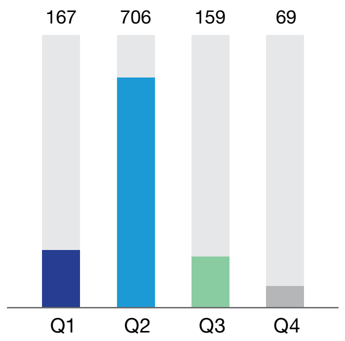
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
OPERATING REVENUE [N1]	RM'000				
Construction		404,876	379,809	459,278	432,934
Property development		353,842	220,811	438,390	418,389
Manufacturing & quarrying		164,508	211,264	254,251	231,487
Plantation		271,715	200,797	-	-
Infrastructure		171,594	167,307	217,236	246,377
Investment & others		69	405	70	43
		1,366,604	1,180,393	1,369,225	1,329,230
PROFIT/(LOSS) BEFORE TAXATION	RM'000				
Construction		29,913	9,557	33,632	48,576
Property development		32,693	(14,788)	61,278	20,018
Manufacturing & quarrying		7,645	18,494	17,165	25,196
Plantation		83,097	698,862	-	452
Infrastructure		12,239	(8,773)	46,136	(27,958)
Investment & others		1,247	2,198	435	2,968
		166,834	705,550	158,646	69,252
EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION (EBITDA)	RM'000	317,379	857,672	280,342	205,270
NET PROFIT FOR THE FINANCIAL PERIOD	RM'000	110,757	670,577	113,575	(9,705)
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY	RM'000	65,683	629,301	98,440	1,466
EARNINGS PER SHARE (Basic)	Sen	1.82	17.42	2.73	0.04
EARNINGS PER SHARE (Fully Diluted)	Sen	1.81	17.40	2.73	0.04
GROSS DIVIDEND PER SHARE	Sen	-	17.00	-	4.00
FINANCIAL POSITION					
ISSUED SHARE CAPITAL	RM'000	6,127,262	6,127,731	6,127,731	6,127,731
SHAREHOLDERS' FUNDS	RM'000	9,866,445	10,513,290	9,982,521	9,937,547
TOTAL ASSETS	RM'000	23,451,542	21,964,015	21,790,323	21,012,048
TOTAL BORROWINGS	RM'000	6,693,590	5,794,073	5,951,675	5,529,609
NET ASSETS PER SHARE	RM	2.73	2.94	2.80	2.81
RETURN ON TOTAL ASSETS (Annualised)	%	1.11	3.41	3.88	3.78
RETURN ON EQUITY (Annualised)	%	2.61	7.10	8.44	8.00
GEARING (Net Debt/Equity)	%	42.61	25.06	27.68	26.37
MARKET CAPITALISATION	RM'000	6,461,146	6,479,468	5,410,627	5,898,704
SHARE PRICE					
High	RM	2.06	1.95	1.93	1.69
Low	RM	1.67	1.70	1.50	1.39
Close	RM	1.79	1.81	1.52	1.67

[N1] Including share of associate and joint venture's revenue

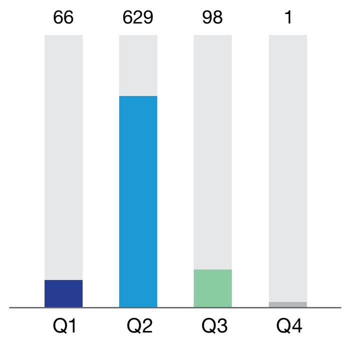
OPERATING REVENUE
(RM million)



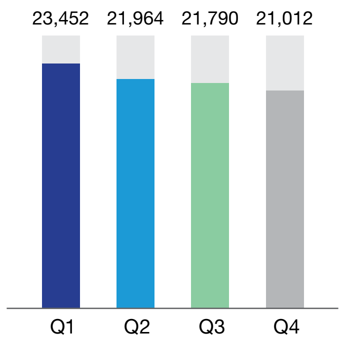
PROFIT/(LOSS) BEFORE TAXATION
(RM million)



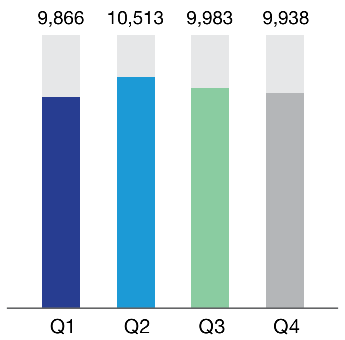
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY
(RM million)



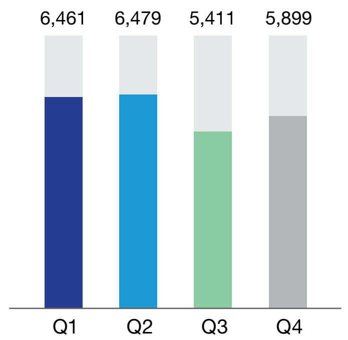
TOTAL ASSETS
(RM million)



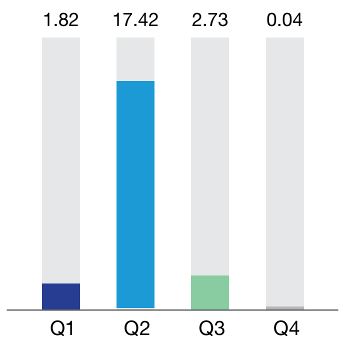
SHAREHOLDERS' FUNDS
(RM million)



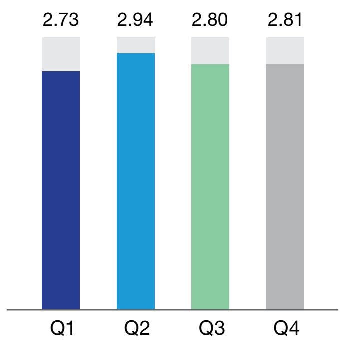
MARKET CAPITALISATION
(RM million)



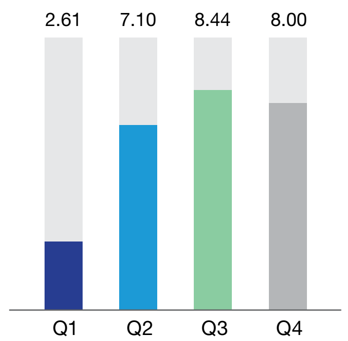
EARNINGS PER SHARE
(Basic)
(Sen)



NET ASSETS PER SHARE
(RM)



RETURN ON EQUITY
(Annualised)
(%)



STATEMENT OF VALUE ADDED & DISTRIBUTION

	2022 RM'000	2021 RM'000 Restated
VALUE ADDED:		
Operating revenue	4,881,492	5,622,870
Purchases of goods & services	(2,894,622)	(3,805,960)
Value added by the Group	1,986,870	1,816,910
Share of losses of associates	(63,994)	(84,034)
Share of profits of joint ventures	32,768	10,196
Total value added	1,955,644	1,743,072
DISTRIBUTION:		
To employees		
- Salaries & other staff costs	341,525	377,061
To Governments		
- Taxation	215,078	136,017
To providers of capital		
- Dividends	750,619	108,738
- Finance cost	193,626	216,529
- Non-controlling interests	43,770	166,848
Retained for future reinvestment & growth		
- Depreciation and amortisation	366,755	412,738
- Retained profits	44,271	325,141
Total Distributed	1,955,644	1,743,072

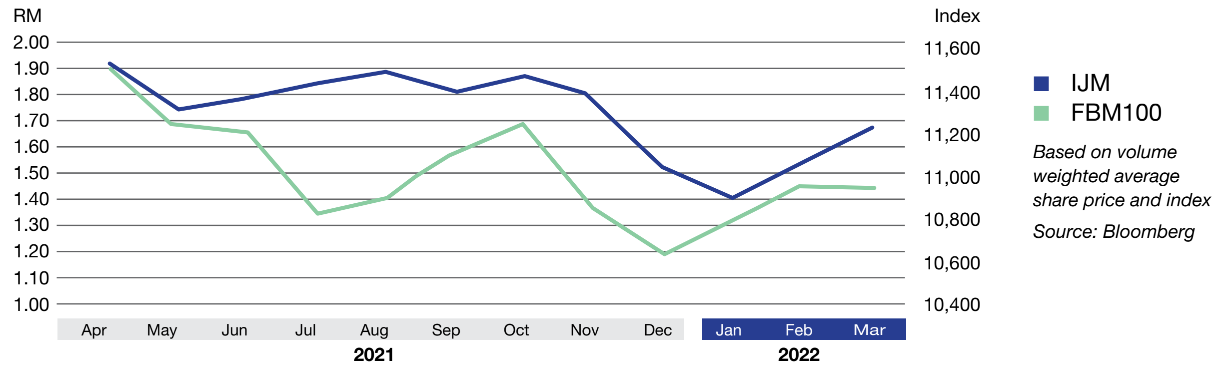
Value added is a measure of wealth created. The above statement shows the Group's value added for 2022 and 2021 and its distribution by way of payments to employees, governments and capital providers, with the balance retained in the Group for future reinvestment and growth.

Reconciliation

	2022 RM'000	2021 RM'000 Restated
Profit for the year	794,890	433,879
Add: Depreciation and amortisation	366,755	412,738
Finance cost	193,626	216,529
Staff costs	341,525	377,061
Taxation	215,078	136,017
Non-controlling interests	43,770	166,848
Total value added	1,955,644	1,743,072

INFORMATION FOR INVESTORS

A. IJM Corporation Berhad ("IJM") Share Price vs FBM100



IJM's share price (stock code: 3336) remained range-bound for the most 2021. However, from November, the share price declined steadily, in tandem with the FBM100, to a low of RM1.40 in January, mainly due to the lack of economic and sector catalysts that the market was anticipating to feature in the 12th Malaysia Plan and Budget 2022. As visible from the uptick in IJM's share price, investor sentiment for the construction sector, however, turned positive from January onwards. This was mainly predicated on the post-pandemic revival of public mega infrastructure projects, especially following increased newsflow of the MRT 3 project. IJM was seen as a key beneficiary to undertake large infrastructure projects on a PFI model given its strong financial position and execution track record.

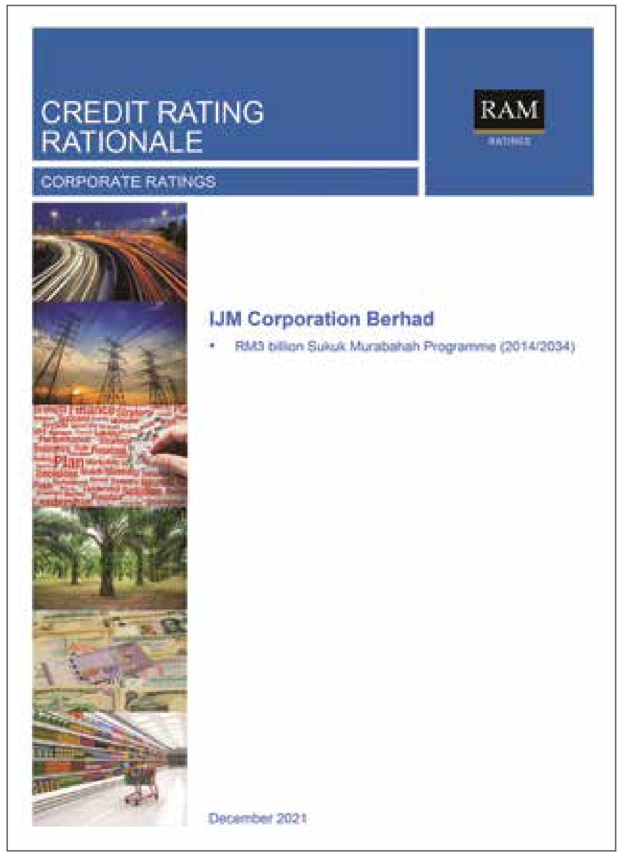
IJM saw its share price decline by 13% compared to FBM100, which decreased by 5% in the same period of IJM's financial year 2022.

Over the past three decades, IJM has been at the forefront of rail developments in Malaysia

INFORMATION FOR INVESTORS

B. IJM 2014/2034 Sukuk Murabahah (RM3.0 billion)

RAM Ratings reaffirmed IJM's RM3.0 Billion Sukuk Murabahah Programme with a rating of "AA3/Stable" in December 2021. Details of the programme are disclosed in Note 17 to the Financial Statements.


CREDIT RATING RATIONALE
CORPORATE RATINGS
RAM
IJM Corporation Berhad
• RM3 billion Sukuk Murabahah Programme (2014/2034)
December 2021

FINANCIAL CALENDAR

Financial Year End		31 March 2022
Announcement of Results	First Quarter	24 August 2021
	Second Quarter	29 November 2021
	Third Quarter	24 February 2022
	Fourth Quarter	27 May 2022
Notice of Annual General Meeting		27 July 2022
Annual General Meeting		25 August 2022

INVESTOR SERVICE

The Group maintains a dynamic website at www.ijm.com which provides detailed information on the Group's operations and latest developments. For further details, you may contact:

For shareholder and company related matters, please contact:

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Company Secretary
Tel : +603 79858131
Fax : +603 79521200
E-mail: csa@ijm.com

For financial performance or company development matters, please contact:

Mr Shane Guha Thakurta
Investor Relations
Tel : +603 79858041
Fax : +603 79529388
E-mail: shane@ijm.com

ANALYSIS OF SHAREHOLDINGS

as at 30 June 2022

Number of Issued Share : 3,647,566,120*
Class of Shares : Ordinary Shares
Voting Rights
On show of hands : 1 vote
On a poll : 1 vote for each share held

* inclusive of 120,081,500 shares bought-back by the Company and retained as treasury shares as at 30 June 2022

DISTRIBUTION OF SHAREHOLDINGS

Range of Shareholdings	Number of Shareholders	Number of Shares	Percentage of Issued Shares
Less than 100	293	9,256	0.00%
100 – 1,000	3,226	2,455,168	0.07%
1,001 – 10,000	9,374	41,501,408	1.18%
10,001 – 100,000	3,273	105,086,998	2.98%
100,001 to less than 5% of issued shares (1)	865	2,211,631,666	62.70%
5% and above of issued shares	4	1,166,800,124	33.07%
	17,035	3,527,484,620	100.00%

(1) excluding 120,081,500 treasury shares

REGISTER OF SUBSTANTIAL SHAREHOLDERS

	Number of Shares		Percentage of Issued Shares
	Direct	Deemed	
1. Employees Provident Fund Board	601,083,018	-	17.04%
2. AmanahRaya Trustees Berhad – Amanah Saham Bumiputera	262,090,700	-	7.43%
3. Urusharta Jamaah Sdn Bhd	216,350,482	-	6.13%
4. Kumpulan Wang Persaraan (Diperbadankan)	291,208,300	-	8.26%
5. Fortuna Gembira Enterpris Sdn Bhd	180,248,000	-	5.11%

THIRTY LARGEST SHAREHOLDERS

	Number of Shares	Percentage of Issued Shares
1. Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board	451,780,578	12.81%
2. AmanahRaya Trustees Berhad Amanah Saham Bumiputera	262,090,700	7.43%
3. Kumpulan Wang Persaraan (Diperbadankan)	253,313,764	7.18%
4. Citigroup Nominees (Tempatan) Sdn Bhd Urusharta Jamaah Sdn. Bhd. (1)	199,615,082	5.66%
5. AmanahRaya Trustees Berhad Amanah Saham Malaysia 2 - Wawasan	128,469,000	3.64%
6. AmanahRaya Trustees Berhad Amanah Saham Malaysia	117,040,100	3.32%
7. UOBM Nominees (Tempatan) Sdn Bhd United Overseas Bank Ltd (Labuan Branch) for Fortuna Gembira Enterpris Sdn Bhd	78,500,000	2.22%
8. AmanahRaya Trustees Berhad Amanah Saham Malaysia 3	77,765,800	2.20%

ANALYSIS OF SHAREHOLDINGS
as at 30 June 2022

THIRTY LARGEST SHAREHOLDERS (cont'd)

	Number of Shares	Percentage of Issued Shares
9. Lembaga Tabung Haji	69,873,200	1.98%
10. Cartaban Nominees (Tempatan) Sdn Bhd PAMB for Prulink Equity Fund	57,161,600	1.62%
11. Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for Public Ittikal Fund (N14011970240)	55,000,000	1.56%
12. RHB Nominees (Tempatan) Sdn Bhd Malaysian Trustees Berhad Pledged Securities Account for Fortuna Gembira Enterpris Sdn Bhd – T15	55,000,000	1.56%
13. Citigroup Nominees (Tempatan) Sdn Bhd Great Eastern Life Assurance (Malaysia) Berhad (PAR 1)	54,651,580	1.55%
14. Citigroup Nominees (Tempatan) Sdn Bhd Exempt AN for AIA Bhd.	53,978,240	1.53%
15. Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (Nomura)	53,910,700	1.53%
16. Permodalan Nasional Berhad	51,924,480	1.47%
17. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Emerging Markets Stock Index Fund	44,673,034	1.27%
18. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Total International Stock Index Fund	39,670,421	1.12%
19. Amanahraya Trustees Berhad Public Ittikal Sequel Fund	37,101,400	1.05%
20. Fortuna Gembira Enterpris Sdn. Bhd	36,748,000	1.04%
21. Amanahraya Trustees Berhad Amanah Saham Bumiputera 3 – Didik	36,578,000	1.04%
22. HSBC Nominees (Asing) Sdn Bhd HSBC BK PLC for Kuwait Investment Office (KIO)	36,371,600	1.03%
23. Cartaban Nominees (Asing) Sdn Bhd Exempt AN for State Street Bank & Trust Company (WEST CLT OD67)	30,462,900	0.86%
24. Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (AFFIN-HWG)	27,931,940	0.79%
25. Maybank Nominees (Tempatan) Sdn Bhd Mtrustee Berhad for Principal Dali Equity Growth Fund (UT-CIMB-DALI) (419455)	26,666,300	0.76%
26. Amanahraya Trustees Berhad Public Islamic Dividend Fund	26,407,408	0.75%
27. Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (CIMB PRIN)	24,978,900	0.71%
28. Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for Public Regular Savings Fund (N14011940100)	23,638,100	0.67%
29. Amanahraya Trustees Berhad Amanah Saham Bumiputera 2	20,192,700	0.57%
30. Citigroup Nominees (Tempatan) Sdn Bhd Great Eastern Life Assurance (Malaysia) Berhad (Par 3)	18,634,760	0.53%
	2,450,130,287	**69.45%**

DIRECTORS' SHAREHOLDINGS IN IJM CORPORATION BERHAD
as at 30 June 2022

Name of Directors	Number of Shares		Percentage of Issued Shares
	Direct	Deemed	
Tan Sri Dato' Tan Boon Seng @ Krishnan	9,447,466	521,972[1]	0.283%
Liew Hau Seng	1,291,200	-	0.037%
Lee Chun Fai	977,500	250,000[1]	0.035%
Datuk Lee Teck Yuen	11,764,692	-	0.334%
Pushpanathan A/L S A Kanagarayar	-	-	-
Goh Tian Sui	-	10,000[1]	0.000%
Dato' David Frederick Wilson	-	-	-
Tunku Alina Binti Raja Muhd Alias	-	-	-
Tan Ting Min	-	-	-
Dato' Ir. Tan Gim Foo	-	-	-
Azhar Bin Ahmad	-	-	-

Note:-
[1] Through a family member

DIRECTORS' INTERESTS UNDER THE EMPLOYEE SHARE OPTION SCHEME OF IJM CORPORATION BERHAD
as at 30 June 2022

Options over ordinary shares ("Options") under Employee Share Option Scheme						
Award	Name of Directors	+ Provisional Number of Options Awarded	+ Balance Provisional Number of Options	Number of Options Vested	Number of Options Exercised	Number of Options Unexercised
First Award on 24.12.2012	Liew Hau Seng	250,250*	-	235,500*	235,500	-
	Lee Chun Fai	250,250*	-	376,400*	-	376,400
Second Award on 24.12.2013	Liew Hau Seng	308,000*	-	289,700*	181,100	108,600
	Lee Chun Fai	308,000*	-	378,500*	-	378,500
Third Award on 24.12.2014	Liew Hau Seng	165,000*	-	155,000	62,000	93,000
	Lee Chun Fai	165,000*	-	162,800	-	162,800
Fourth Award on 24.12.2015	Lee Chun Fai	385,000	-	385,000	-	385,000
Sixth Award on 30.03.2018	Liew Hau Seng	467,500	-	431,500	-	431,500
	Lee Chun Fai	660,000	-	623,500	-	623,500
Seventh Award on 30.03.2019	Liew Hau Seng	233,800	-	212,300	-	212,300
	Lee Chun Fai	330,000	-	299,800	-	299,800

Notes:-
+ The vesting of the Options to the eligible Director is subject to the fulfillment of the relevant vesting conditions as at the relevant vesting dates
* Including the Bonus Issue adjustment on 1:1 basis on 11 September 2015

ANALYSIS OF SHAREHOLDINGS
as at 30 June 2022

DIRECTORS' INTERESTS UNDER THE EMPLOYEE SHARE GRANT PLAN OF IJM CORPORATION BERHAD
as at 30 June 2022

Shares under Employee Share Grant Plan							
Award	Name of Directors	Total				+ Balance Provisional Number of Shares	
		+ Provisional Number of Shares Awarded		Number of Shares Vested			
		PSP++	RSP+++	PSP	RSP	PSP++	RSP+++
First Award on 15.04.2013	Liew Hau Seng	72,750*	29,100*	145,500	29,100	-	-
	Lee Chun Fai	72,750*	29,100*	145,500	43,600	-	-
Second Award on 15.04.2014	Liew Hau Seng	97,000*	38,800*	97,000	38,800	-	-
	Lee Chun Fai	97,000*	38,800*	97,000	58,200	-	-
Third Award on 15.04.2015	Liew Hau Seng	97,000*	38,800*	48,500	38,800	-	-
Fourth Award on 15.04.2016	Liew Hau Seng	116,400	46,600	58,200	46,600	-	-
	Lee Chun Fai	347,600	139,000	173,800	170,600	-	-
Fifth Award on 15.04.2017	Liew Hau Seng	116,400	46,600	-	-	-	-
	Lee Chun Fai	189,600	75,800	-	-	-	-
Sixth Award on 15.04.2018	Liew Hau Seng	116,400	46,600	58,200	14,000	-	-
	Lee Chun Fai	189,600	75,800	94,800	45,500	-	-
Seventh Award on 15.04.2019	Liew Hau Seng	116,400	46,600	58,200	37,300	-	-
	Lee Chun Fai	189,600	75,800	94,800	60,600	-	-

Notes:-
PSP Performance Share Plan
RSP Retention Share Plan
+ The vesting of the shares to the eligible Director is subject to the fulfillment of the relevant vesting conditions as at the relevant vesting dates
++ The quantum of shares to be vested may vary from 0% to 200% of the number of shares provisionally awarded
+++ The quantum of shares to be vested may vary from 0% to 150% of the number of shares provisionally awarded
* Including the Bonus Issue adjustment on 1:1 basis on 11 September 2015

KEY SENIOR MANAGEMENT'S SHAREHOLDINGS IN IJM CORPORATION BERHAD
as at 30 June 2022

Name of Key Senior Management	Number of Shares		Percentage of Issued Shares
	Direct	Deemed	
Wong Heng Wai	390,400	-	0.011%
Dato' Edward Chong Sin Kiat	697,700	-	0.020%
Tan Boon Leng	418,200	-	0.012%
Wan Salwani Binti Wan Yusoff	361,700	-	0.010%
Cyrus Eruch Daruwalla	1,116,700	-	0.032%
Vino Kumar Selvabalakrishnan	-	-	-

KEY SENIOR MANAGEMENT'S INTERESTS UNDER THE EMPLOYEE SHARE OPTION SCHEME OF IJM CORPORATION BERHAD
as at 30 June 2022

Options over ordinary shares ("Options") under Employee Share Option Scheme			
Award	Name of Key Senior Management	+ Balance Provisional Number of Options	Number of Options Unexercised
First Award on 24.12.2012	Dato' Edward Chong Sin Kiat	-	333,400
Second Award on 24.12.2013	Dato' Edward Chong Sin Kiat	-	325,300
	Wan Salwani Binti Wan Yusoff	-	126,800
	Cyrus Eruch Daruwalla	-	91,400
Third Award on 24.12.2014	Dato' Edward Chong Sin Kiat	-	64,000
	Tan Boon Leng	-	61,900
	Wan Salwani Binti Wan Yusoff	-	105,300
	Cyrus Eruch Daruwalla	-	127,600
Fourth Award on 24.12.2015	Dato' Edward Chong Sin Kiat	-	147,400
Sixth Award on 30.03.2018	Wong Heng Wai	-	167,000
	Dato' Edward Chong Sin Kiat	-	420,900
	Tan Boon Leng	-	343,400
	Wan Salwani Binti Wan Yusoff	-	257,000
	Cyrus Eruch Daruwalla	-	395,100
Seventh Award on 30.03.2019	Wong Heng Wai	-	83,000
	Dato' Edward Chong Sin Kiat	-	212,400
	Tan Boon Leng	-	246,600
	Wan Salwani Binti Wan Yusoff	-	126,300
	Cyrus Eruch Daruwalla	-	134,800

Note:-
+ The vesting of the Options to the eligible Key Senior Management is subject to the fulfillment of the relevant vesting conditions as at the relevant vesting dates

GLOBAL STANDARD GOVERNANCE

Our leadership can be described as conservative-progressive. They are strict in enforcing the principles of good governance and risk management. It is not a matter of lip service. Lapses are not tolerated and treated with kid gloves.

We have always believed in holding ourselves to the highest standards of business ethics and conduct in all we do. From being early adopters of ISO quality and safety standards, taking a professional approach to business and organisational set-up, boardroom governance, risk management, our community investment programmes to adopting strong environmental protection measures, and ensuring our employees are treated fairly and based on meritocracy.

At the same time, our leaders comprise of illustrious men and women from various business environments and exposure, both in Malaysia and overseas. Respected in their fields of specialisation, they play a pivotal role in lifting IJM's governance standards to meet growing expectations.

CHAIRMAN'S STATEMENT

The last two years have been trying times. The global narrative that was initially centered on overcoming the COVID-19 pandemic has now quickly shifted to dealing with formidable economic and social headwinds, made worse by geopolitical tensions.

During the pandemic, we refocused our business priorities and repositioned the Organisation. We paid particular emphasis to strengthening the Group's balance sheet, building growth drivers for our core businesses, and revitalising key management teams to enable us to forge ahead.

Our efforts are beginning to pay off, and I am pleased to report that the Group's FY2022 financial position and our core business profits have improved year-on-year.

OPERATING AND FINANCIAL RESULTS

Following the disposal of IJM Plantations, the Division's financial results have ceased to be consolidated in the Group's FY2022 financial performance, and the comparative year's figures have been restated accordingly.

The Group recorded a revenue from continuing operations of RM4,408.98 million, a decrease of 5.9% compared to RM4,687.18 million in the preceding year. This is attributed mainly to a weaker financial performance in the first half of FY2022 due to operational disruptions from the MCO restrictions. Pre-tax profit from continuing operations decreased by 37.8% to RM317.87 million, from RM511.15 million in the preceding year. This is largely due to one-off impairments on the Group's property inventories and toll concession assets in the year, which were part of our rationalisation exercise, as well as the absence of one-off gains from the disposal of assets in the previous year. Excluding the one-off items and foreign exchange gains/losses, the Group's core PBT from continuing operations improved by 19.4% to RM477.06 million, compared to RM399.48 million in FY2021.

Tan Sri Dato' Tan Boon Seng @ Krishnan
Chairman

The Group's profit from discontinued operation stood at RM750.27 million, which includes a one-off gain of RM633.79 million yielded from the disposal of IJM Plantations.

Cash generated from operating activities was recorded at RM1,217.37 million in FY2022 compared to RM1,338.55 million in the preceding year. Excluding the net cash flow from operating activities of discontinued operation (FY2022: RM133.81 million, FY2021: RM229.10 million), the net cash flow from operating activities of continuing operations amounted to RM1,083.56 million (FY2021: RM1,109.45 million). This marks the third consecutive year that our net operating cash flows have stayed above RM1 billion.

With the increase in our bank balances and lower debt levels, the Group's net gearing strengthened to 0.26 times at the end of FY2022 compared to 0.44 times in the prior year. It underlined the Group's strategy of building resilience in the past two years through cost containment, and aggressive paring down of property inventory and low yielding assets.

LaLaport Bukit Bintang City Centre, Kuala Lumpur

BUSINESS OUTLOOK AND OPERATIONAL STRATEGIES FOR FY2023

With the world learning to coexist with COVID-19, social restrictions have eased in many countries, leading to a rebound in pent up domestic activities and a resumption of international travel. Whilst this bodes well for economic recovery, supply-demand imbalances have led to persistent inflation that is demanding monetary policy tightening measures in many countries at a time when recovery is still incipient. Runaway inflation, increasing recession risks, and the potential of an energy crisis from the Russia-Ukraine war have been cited by the International Monetary Fund as primary reasons for projecting a further downgrade to their revised 2022 global growth forecast of 3.6%.

In 2022, Malaysia is forecast to grow between 5.3% and 6.3%, compared to 3.1% in 2021. In addition to growth being underpinned by the country's transition towards endemicity, the recovery momentum is also expected to be supported by the implementation of investment projects in transportation, education, healthcare and public utilities.

Despite the macroeconomic headwinds, the Group sees encouraging prospects as our order book replenishment outlook for the Construction and Industry Divisions brighten. The Group's improving outlook is further supported by record local property sales in FY2022, with the entry of new major investors at the Malaysia China Kuantan Industrial Park ("MCKIP"), as well as traffic recovery experienced at our toll concessions.

Having secured RM1.7 billion worth of new construction contracts in FY2022, the Construction Division's outlook is supported by an outstanding construction order book of RM4.3 billion, providing the Group with good earnings visibility over the next few years. A strong balance sheet also puts the Group in good stead to participate in upcoming large scale public infrastructure projects.

Record local property sales of RM2.5 billion in FY2022 and the reduction in our completed property inventory to RM865.42 million at end-March 2022, from RM1,150.93 million a year ago has put the Property Division in a strong position to continue serving its core mid-range market segment.

The Industry Division's performance is expected to continue improving in line with the resumption of construction activities, both domestically and abroad. The Division's balance order book, which is in excess of 1 million tons, is the highest since 2016 and is expected to underpin the Division's performance in the near term.

Cargo throughput growth at Kuantan Port is expected to rebound in the coming year, while prospects for longer term volume growth are promising, in line with the growing foreign direct investments in MCKIP.

CHAIRMAN'S STATEMENT

The Group's Toll operations has seen a rebound in traffic volumes to pre-COVID levels after the reopening of economy activities.

Further details of the Group's financial performance and business outlook are elaborated on in the Management Discussion and Analysis section of this Annual Report.

COMMITMENT TO CORPORATE GOVERNANCE AND SUSTAINABILITY

Lessons learned in the past two years have underscored the importance of having a more holistic perspective in the running of our Organisation. In addition to having robust risk management practices, the IJM Group believes that good corporate governance and ethical business conduct supports long term value creation for all our stakeholders.

Besides the setbacks and aftershocks caused by the COVID-19 pandemic, more frequent and intense climate events remind us to heed nature's limits. FY2022 marks the Group's maiden reference to the Task Force on Climate-related Financial Disclosures ("TCFD"). In recognising the need for a low carbon transition, IJM is establishing a climate strategy that will enhance the Group's climate resilience and chart our pathway for emissions reduction.

The Group too believes that commercial success must come lockstep with having a positive impact on society. We have increased our Community Investment efforts considerably, especially during these trying times when financial hardship and cost of living challenges are being faced by many.

Our Corporate Governance Overview Statement can be found on pages 95 to 105, and our sustainability progress is outlined in the Sustainability Statement on pages 124 to 192.

ACKNOWLEDGEMENT TO THE BOARD, MANAGEMENT AND STAFF OF IJM PLANTATIONS

The disposal of IJM Plantations on 6 September 2021 marks the end of an era for the Group, after a 36-year journey in this sector. On behalf of the IJM Board, I wish to express my appreciation to the Board, Management and staff of IJM Plantations, whose dedication and tenacity have resulted in the creation of one of the most highly respected plantation companies in the country.

Swimming pool and recreational area Savio Residensi, Riana Dutamas, Kuala Lumpur

Ship unloaders at New Deep Water Terminal Berth 1A, Kuantan Port

APPRECIATION

On behalf of the IJM Group, I wish to record our appreciation for the unstinting services rendered by Mr Ken Pushpanathan, who will retire from the Board at the conclusion of the Annual General Meeting on 25 August 2022. Ken has served as an Independent Non-Executive Director and Audit Committee Chairman for the past nine years.

We also welcome two new Independent Non-Executive Directors, Dato' Ir. Tan Gim Foo and Ms Loh Lay Choon, who were appointed on 23 November 2021 and 7 July 2022, respectively. Our new Board members are highly respected individuals in their respective fields of civil engineering and audit, and I am confident that they will contribute immensely to Board deliberations.

Our strength and achievements would also not have been possible without the trust and support of all our stakeholders. On behalf of the Board, I would like to thank our shareholders, associates, customers, bankers, subcontractors and suppliers for your continued support.

To the members of the Board, Management and employees, I especially thank you for your dedication and coordinated response in addressing the COVID-19 pandemic in the past year. I am confident that we will see brighter prospects ahead as we leverage on our collective strengths and vigour.

Tan Sri Dato' Tan Boon Seng @ Krishnan
Chairman

MANAGEMENT DISCUSSION AND ANALYSIS

Dear Stakeholders

I am happy to report that all our businesses performed better in the second half of FY2022 as we transitioned to better operating conditions after the prolonged COVID-19 pandemic that caused many disruptions. Throughout the economic slowdown, we persisted with the implementation of our strategic drivers: "Build Resilience. Drive Growth. Nurture Capabilities", and this approach helped us realise our value proposition to stakeholders. We are resuming our growth journey on a note of excitement, confidence and vigilance, mindful of the ever-changing economic landscape and global sustainable development agenda.

For 2022, the Group delivered a respectable financial performance while our disciplined balance sheet management throughout the pandemic has put us in prime position to capitalise on upcoming large-scale infrastructure opportunities. In an effort to realign our business focus on our existing core businesses, IJM has divested our entire stake in IJM Plantations in the financial year.

We are also making steady progress in instituting sustainability as a core tenet of our business. We have established the Group Sustainability Roadmap FY2023 – FY2025 to chart our priorities, and efforts to align our climate aspirations to support a low carbon future are underway. When this financial year ended, we saw positive developments in this regard following IJM's omission from the Norwegian Fund's Exclusion List and the proposed issuance of the Group's first sukuk with sustainability-linked features for our project, Menara Prudential.

We are drawing upon valuable lessons of the past and repositioning ourselves for a changed world. To reflect this direction, I am pleased to present to you IJM Corporation Berhad's Annual Report 2022, aptly themed "***Reimagine. Refocus. Revitalise***".

Liew Hau Seng
Chief Executive Officer &
Managing Director

Business Environment

The COVID-19 pandemic continued to shape the global economic landscape in 2021. While continuously challenged by new and more potent variants of COVID-19, high vaccination rates immunised most of the population and paved the way to the gradual reopening of economic activities in the second half of the year. However, the ensuing rebound in demand, coupled with labour shortages and supply chain disruptions, led to sharp rises in logistics and input prices. As a result, higher inflationary pressures characterised the latter part of the year, amid an uneven global recovery. In 2021, the global economy rebounded sharply, by 5.8%, compared to a contraction of 3.1% the year before.

The Malaysian economy grew by 3.1% in 2021, compared to a contraction of 5.6% in 2020, mainly supported by a resumption in domestic private sector spending. Furthermore, with better adjustments to the new norm, improved compliance to hygiene protocols and accelerated vaccination progress, households and businesses experienced fewer hardships. The Country's economic recovery was also supported by robust exports arising from recovering international markets.

The construction sector, however, declined by 5.2%, as the industry faced constraints in operating capacity and the stop-start circumstances of work progress, due to the movement restrictions. With the easing of the lockdown measures and the reopening of the economy towards the end of the year, this sector recorded a gradual improvement in the second half of the year.

Revenue
(RM million)
RM4,408.98

EBITDA
(RM million)
RM822.22

Profit Before Tax
(RM million)
RM317.87

Return on Equity
8.0%

Financial Performance

		FY2022	FY2021 (Restated)	Increase/ (Decrease)	Increase/ (Decrease)
Revenue	RM'million	4,408.98	4,687.18	(278.20)	(5.9%)
Gross Profit	RM'million	762.09	879.11	(117.02)	(13.3%)
EBITDA	RM'million	822.22	1,005.23	(183.01)	(18.2%)
PBT	RM'million	317.87	511.15	(193.28)	(37.8%)
Profit from discontinued operation	RM'million	750.27	215.01	535.26	248.9%
Net Profit	RM'million	885.20	647.26	237.94	36.8%
PATMI	RM'million	794.89	433.88	361.01	83.2%
Gross Profit Margin	%	17.3	18.8		
PBT Margin	%	7.2	10.9		
Net Profit Margin	%	20.1	13.8		
Return on Total Assets	%	3.8	1.9		
Return on Equity	%	8.0	4.4		

Note: The revenue, gross profit, EBITDA and PBT above are from continuing operations and exclude the contributions of the Plantation Division following the completion of the disposal of IJM Plantations Berhad on 6 September 2021. The net profit and PATMI comprise the financial results of both continuing and discontinued operations.

MANAGEMENT DISCUSSION AND ANALYSIS

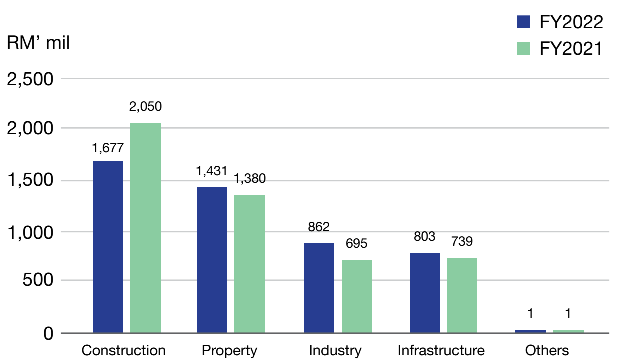
During FY2022, the Group reported a 5.9% decline in consolidated revenue to RM4,408.98 million from RM4,687.18 million the previous year. The decline was mainly due to the implementation of the Movement Control Order ("MCO") in the first half of the financial year, which adversely affected the Group's businesses. In general, the Group's gross profit performance was still fairly healthy at 17.3% (FY2021: 18.8%).

Correspondingly, the Group's reported earnings before interest, tax, depreciation and amortisation ("EBITDA") decreased by 18.2% to RM822.22 million from RM1,005.23 million the previous year. Profit before tax ("PBT") in FY2022 decreased by 37.8% to RM317.87 million, from RM511.15 million in the preceding year. The Group's profit after tax and minority interest ("PATMI"), however, increased by 83.2% mainly due to the gain of RM633.79 million from the divestment of IJM Plantations.

The non-recurring items recognised in the financial statements mainly comprised the above-mentioned gain from the disposal of IJM Plantations; gain from the disposal of IJM's 55% equity interests in Kemena Industries Sdn Bhd amounting to RM6.98 million; the impairment of inventories valued at RM66.08 million pertaining to the industrial development in Kuantan; impairment of RM77.05 million in respect of the Group's investment in toll concession assets; as well as foreign exchange losses of RM15.83 million. This compares against unrealised foreign exchange gains of RM115.48 million as well as gains from the disposal of ICP Jiangmen and some property, plant and equipment amounting to RM78.58 million in FY2021. Excluding these non-recurring items, and the operating results of the Plantations Division, the Group's core PBT from continuing operations improved by 19.4% in FY2022 to RM477.06 million, compared to RM399.48 million in FY2021.

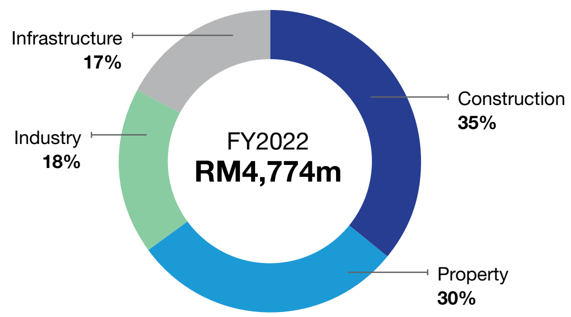
Details of individual divisional performances are elaborated on in the following pages.

Group Revenue by Division* (RM'million)

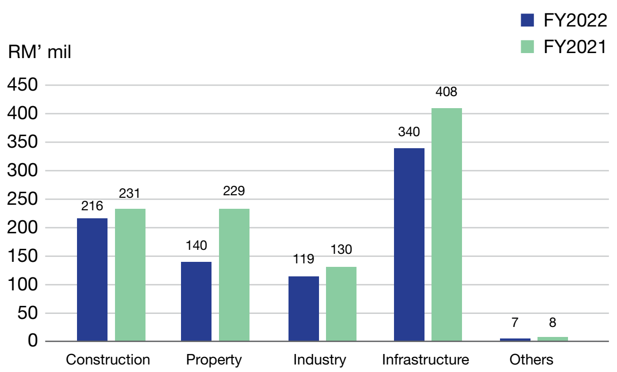


* includes share of associate and joint venture's revenue

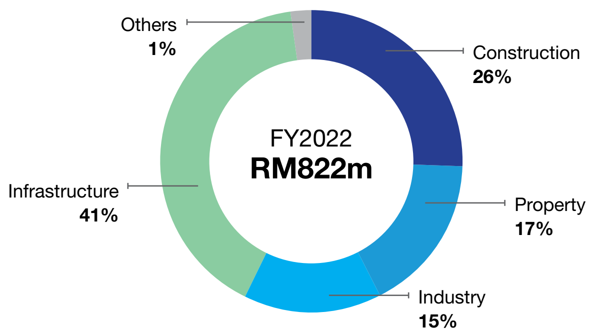
Group Revenue by Division* (Proportion %)



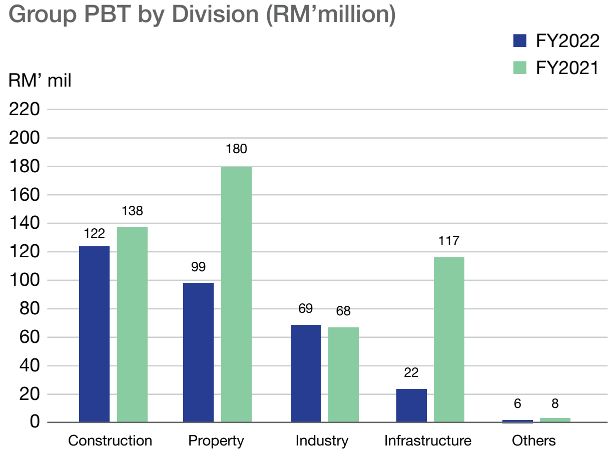
Group EBITDA by Division (RM'million)



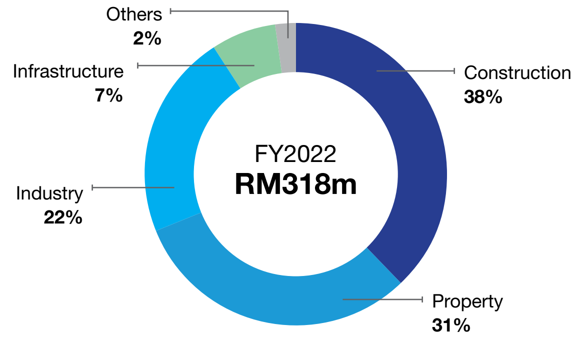
Group EBITDA by Division (Proportion %)



Group PBT by Division (RM'million)



Group PBT by Division (Proportion %)



Financial Position

		FY2022	FY2021 (Restated)	Increase/ (Decrease)	Increase/ (Decrease)
Total Assets	RM'million	21,012.05	23,486.45	(2,474.40)	(10.5%)
Total Liabilities	RM'million	9,551.31	11,298.04	(1,746.73)	(15.5%)
Shareholders' Funds	RM'million	9,937.55	9,972.41	(34.86)	(0.3%)
Total Equity	RM'million	11,460.73	12,188.40	(727.67)	(6.0%)
Total Borrowings	RM'million	5,529.61	6,791.98	(1,262.37)	(18.6%)
Total Bank Balances	RM'million	2,908.66	2,406.18	502.48	20.9%
Net Assets per Share	RM	2.81	2.76		
Net Gearing	%	26.37	43.98		

The Group demonstrated our financial resilience during the pandemic year with the continued sound management of our balance sheet. Total assets decreased by RM2,474.40 million, or 10.5%, to RM21,012.05 million in FY2022 and total liabilities decreased by RM1,746.73 million, or 15.5%, to RM9,551.31 million, due to the deconsolidation of IJM Plantations. By the same account, total borrowings of the Group reduced by RM1,262.37 million, or 18.6%, to RM5,529.61 million.

Of the total borrowings, 29.5% is due in the short term within 12 months. The Group has adequate fund-based facilities, bank balances and deposits to service our debt obligations as and when they become due and payable. Foreign currency borrowings accounted for 30.9% of total borrowings, and they are mostly long term in nature and used to fund the Group's overseas projects. The exchange exposures are managed with forward foreign exchange contracts or cross currency swap contracts, where applicable. These measures keep our foreign currency denominated borrowings at an acceptable level.

In December 2021, RAM Ratings reaffirmed the Company's RM3.0 billion Sukuk Murabahah Programme as 'AA3' with a stable outlook.

At the end of the financial year, the Group's net assets per share increased to RM2.81, from RM2.76 a year ago. Meanwhile, the Group's net gearing decreased to 26.37% as of 31 March 2022 compared to 43.98% the preceding year. This was in line with the increase in bank balances and reduction in borrowings, mainly from the divestment of IJM Plantations. Moving forward, the Group will continue to monitor and assess its debt position to maintain a healthy gearing level.

Total capital commitments of the Group as of 31 March 2022 amounted to RM153.33 million. Purchases of property, plant and equipment represent 56.3% of total capital commitments, which are mainly related to the Industry Division for factory land purchase, asset enhancements and balance construction works for its IBS plant. Other major capital commitments of the Group include balance construction works under concession assets.

MANAGEMENT DISCUSSION AND ANALYSIS

Cash Flows

Net inflows/(outflows)		FY2022	FY2021	Increase/ (Decrease)	Increase/ (Decrease)
Operating Activities	RM'million	1,217.37	1,338.55	(121.18)	(9.1%)
Investing Activities	RM'million	1,202.38	(572.34)	1,774.72	310.1%
Financing Activities	RM'million	(1,909.47)	(459.91)	(1,449.56)	(315.2%)
Closing Cash and Cash Equivalents	RM'million	2,887.47	2,381.04	506.43	21.3%

Despite operational disruptions due to the pandemic, cash flow generation from operating activities remained relatively healthy at RM1,217.37 million in FY2022 compared to RM1,338.55 million the year before. Investing activities increased by 310.1% to RM1,202.38 million mainly due to the proceeds from the divestment of our 56.2% equity stake in IJM Plantations. Financing activities saw higher net cash outflows mainly due to the Group's capital management activities, particularly through dividends paid and purchase of treasury shares, as well as higher net borrowing repayments during the year.

To ensure adequate liquidity and cash flows for working capital management as well as to meet our financial obligations, the Group has a policy of being stringent in its credit terms and debt collection risk management, in addition to performing continuous financial and debt assessments.

Dividends

IJM is committed to the payment of annual dividends. The quantum is determined after taking into account, inter alia, the Group's financial performance, level of available funds, amount of retained earnings, capital expenditure commitments and other investment planning requirements.

For FY2022, IJM declared a single tier second interim dividend of 4 sen per share, paid on 22 July 2022. Coupled with a single tier first interim dividend and special dividend of 2 sen per share and 15 sen per share, respectively, paid on 30 December 2021, the total dividends declared during the year amounted to 21 sen per share.

In comparison, total dividends paid in FY2021 was 6 sen per share, made up of a single tier first interim dividend of 2 sen per share paid on 30 December 2020 and a single tier second interim dividend of 4 sen per share paid on 23 July 2021.

Business Strategy

The Group's Strategic Focus to "Build Resilience. Drive Growth. Nurture Capabilities", introduced in early 2020, was effective in guiding the Group through the unprecedented pandemic that lasted over two financial years. In FY2021, our primary thrust was to build resilience, while the onset of a global recovery allowed us to devote equal priority to driving the Group's growth agenda in FY2022. In March 2022, we reviewed and updated the Group Strategic Focus for the financial years 2023 – 2025.

The Group's Strategic Focus renewed for FY2023 – FY2025

BUILD RESILIENCE

- Optimise execution capabilities to adapt to the new operating environment
- Maintain healthy gearing and ensure liquidity across all business divisions
- Enhance balance sheet strength by prioritising capital expenditure and working capital management
- Drive cost optimisation
- Monetise low-yielding assets

DRIVE GROWTH

- Brownfield expansion of our infrastructure assets to grow recurring income
- Develop new ventures complementary to our core businesses
- Regional expansion
- Enhance growth through strategic merger and acquisitions

NURTURE CAPABILITIES

- Continue our digital transformation journey, embrace innovation and Industry 4.0
- Enhance best practices of sustainability accross the Group
- Foster workforce agility and build future-ready competencies that are responsive to market changes
- Drive robust risk management
- Enhance accountability and performance based culture

Build Resilience

Amid the uncertainties and challenges in FY2022, the Group continued to demonstrate our financial resilience. We ensured that there was sufficient liquidity and cash flow at all times to meet our financial obligations. As mentioned earlier, cash flow generated from operating activities was RM1.22 billion, staying above RM1 billion for the third consecutive year. At the same time, we prioritised capital expenditure and working capital efficiencies to enhance our balance sheet strength. Cash at bank at the year-end stood at RM2.91 billion (FY2021: RM2.41 billion) and net gearing reduced to 26.4% compared to 44.0% a year ago.

In FY2022, the Group continued our aggressive paring down of the property inventory. The Group's Completed Buildings as at 31 March 2022 was RM865.42 million, compared with RM1,150.93 million and RM1,522.75 million in FY2021 and FY2020, respectively.

On 6 September 2021, the Group completed the divestment of our entire stake in IJM Plantations, representing 56.2% of our shares in IJM Plantations, to Kuala Lumpur Kepong Berhad for a cash consideration of RM1.53 billion, while retaining our entitlement to the dividend of 10 sen per share declared by IJM Plantations. As there were no plans to expand the business, the divestment allowed IJM to realise our value in IJM Plantations as well as enable the Group to align our businesses to focus on Construction, Property, Industry and Infrastructure Divisions, all of which derive synergistic benefits from one another.

The absence of the plantation business is also expected to reduce the Group's earnings volatility from fluctuating crude palm oil prices and foreign exchange rates arising from the foreign currency denominated borrowings of IJM Plantations.

The net proceeds of RM1.53 billion from the disposal has strengthened IJM's balance sheet and has been earmarked for future investment opportunities or capital expenditure, capital management activities, general working capital and estimated expenses. As at 31 March 2022, RM958.38 million has been utilised for these purposes.

Drive Growth

The Group is well-positioned to participate in upcoming government infrastructure projects and continue developing our portfolio of recurring income projects on a Private Finance Initiative ("PFI") model, given our strong financial position.

Amid the challenges during the pandemic, the Group successfully completed the 110 km Solapur-Bijapur Tollway, our largest ever project in India. The tollway commenced tolling operations in December 2021 and has been recording traffic volume and revenue in line with projections. The development of the West Coast Expressway is expected to be completed in 2025, with major impediments of land acquisition and cost overruns close to being substantially resolved.

The Kuantan Port is also well-positioned for further brownfield expansion following the successful implementation of Phase 1A of its New Deep Water Terminal. Notably, further capacity expansion is vital to serve the incoming sizeable foreign direct investments in nearby industrial parks, particularly, the Malaysia-China Kuantan Industrial Park ("MCKIP"). In June 2022, MCKIP finalised two new major investors that will collectively occupy 600 acres, with initial combined investments of RM7 billion and are scheduled to commence operations in 2024/25. Additionally, Alliance Steel Sdn Bhd, the current largest investor at MCKIP, is pursuing a significant expansion of its current production capacity of 3.5 million tonnes per annum. Coupled with the Government's infrastructure investments in the area, predominantly through the East Coast Rail Line ("ECRL") project, the Group is committed to developing Kuantan Port as a key economic catalyst for the East Coast region.

The construction of the highly-acclaimed integrated waterfront development, The Light City, Penang is ongoing. This project is being undertaken via a joint venture with Singapore developer Perennial Holdings and will be a major investment property for the Group when completed. It will consist of a 330,000 sq ft convention centre, a 1.5 million sq ft retail mall, 34-storey hotel and office towers, as well as two residential towers.

Nurture Capabilities

The Group has been persistent in our efforts to Nurture Capabilities, alongside Build Resilience and Drive Growth.

IJM's digital transformation journey in FY2022 continued with efforts to enhance the SAP system as our digital backbone while considerable effort is underway towards revamping the customer service platform of the Property Division. During the year, we also established our innovation key focus areas for FY2023 – FY2025, housed under three innovation pillars, namely: enhancing process automation/workplace modernisation; increasing digital insights and analytics; and developing business competitive advantage.

Efforts on the sustainability front also gained considerable traction with the establishment of the Group Sustainability Roadmap FY2023 – FY2025, covering the pillars of Marketplace, Environment, Workplace and Community. Key building blocks are being put in place to build our climate resilience and reduce our carbon emissions. Additionally, increasing societal concerns have also prompted us to initiate a review of our Community Investment framework and strategy. More details of our progress can be found in the Sustainability Statement on pages 124 to 192.

In FY2022, the strengthening the Group's compliance and risk management framework was ongoing. We continued to assess the risk profiles of Divisions and departments as well as perform our annual review of the Anti-Bribery and Corruption System. Our efforts are detailed in the Statement on Risk Management and Internal Control on pages 112 to 123.

Our efforts in building the capabilities of our people involve driving a performance-based culture via the Group's performance management system and business strategic focus that aligns rewards with performance. At the same time, robust assessments are undertaken to ensure our leadership pipelines are identified and talents groomed as part of our succession planning.

MANAGEMENT DISCUSSION AND ANALYSIS

IJM's Value Creation Journey

Anchored by our core values of Integrity, Teamwork, Innovation and Customer Focus, the Group endeavours to create a positive impact for all our stakeholders. We employ valuable resources and input capital to deliver on our vision, mission and business strategies.

The following diagram demonstrates our value creation journey.

HOLISTIC VALUE CREATION

Our Businesses: Focused and Synergistic

With almost four decades of success, IJM holds leading positions across our business divisions in Construction, Property, Industry, and Infrastructure. Our strategy is backed by our strong delivery capabilities, good corporate governance and a drive for excellence, which resulted in a sustainable business model that has delivered and enhanced value.

Construction

Our Construction Divison IJM Construction has been entrusted with many projects that have sculpted the landscape of the nation and beyond - projects that have become the cornerstone of cities and communities. Our portfolio boasts of solid experience in projects that range from highways to railways and metro systems to high-rise commercial and residential buildings, shopping centres, hospitals and schools, an increasing number of which are built to international green building standards.

Property

IJM Land is one of Malaysia's premier property developers with one of the largest land banks in the country. IJM Land has successfully developed major and vibrant townships and bustling enterprises spanning across key growth areas in Malaysia, India, China and the United Kingdom. Beyond the world-class townships and integrated waterfront development that IJM Land delivers, we are here to create a positive legacy for communities to live well and thrive.

Industry

Our Industry Division is a key supplier of spun piles, quarry products, ready-mixed concrete and scaffolding to the construction industry in Malaysia and international market. Backed by a reputation for producing high quality and reliable products, we are a market leader in the manufacturing and supply of High Strength Pretensioned Spun Concrete Piles and are currently the largest spun piles manufacturer in South East Asia.

Infrastructure

Our capabilities and expertise enable us to participate in the entire infrastructure development value chain – from investing, designing and constructing to operating infrastructure assets. Our concessions are products of public-private partnerships whereby the government leverages on private sector financing and expertise for infrastructure development whilst deploying limited public sector resources to other developmental initiatives. Our international portfolio of toll roads, port and power plant have benefitted communities in the cities and countries where we operate.

Tolls

We are among the largest toll concessionaires by length in Malaysia. Built for efficiency and convenience, our toll concessions complement the Government's efforts in improving the country's road connectivity. Our roads connect communities, spur developments along alignments and stimulate economic activity to surrounding areas.

Port

Kuantan Port is the largest port operator in the East Coast of Peninsular Malaysia and is strategically located to serve cargo routes that ply the South China Sea. The Port, which used to primarily serve the hinterland industries, is being expanded to include a deep water terminal that aims to catalyse the future growth of industrial and manufacturing activities in the area.

INPUT CAPITAL | VALUE CREATION FOR STAKEHOLDERS FY2022 | OUTCOME/IMPACT | LINK TO SDGS

Financial Capital

Funds raised from the financial markets, banks and internally generated cash flows enable our business growth and productivity.

Capital employed **RM16.4 billion ("bn")**

Value creation for stakeholders FY2022:

A leader in **construction and civil engineering**, we built to date:
- Roads **2,500 km** (including design and build basis)
- Bridges and viaducts **180 km**
- Railways **165 km** (including infrastructure for LRT, KTM, MRT and monorail projects in Malaysia)

Building construction projects in Malaysia to date:
- Commercial and cultural project **RM10.3 bn** (office towers, shopping malls, museum and convention centres and educational institutions)
- Hospital and medical centres **RM1.8 bn**
- Resorts and hotels **RM3.9 bn**
- High Rise Residential **RM3.6 bn** (serviced apartments and condominiums)
- Industrial buildings and railway depot **RM1.3 bn**
- Utility – water and power **RM872 m** (water supply, tunnelling, gas turbine facilities and hydroelectric power stations)
- Port **RM2.1 bn** (breakwater and deepwater terminal
- Airport complexes **RM736 m**
- Construction order book **RM4.3 bn** in FY2022

Outcome/Impact:

Since listing on the Main Market of Bursa Malaysia in 1986:
- Market Capitalisation **RM5.9 bn**, *increased 89 times with compounded annual growth rate of 13%*
- Total Assets **RM21 bn**, *grew 122 times*
- Total PBT **RM318 m**, *increased 26 times*

Group Results:

Revenue - **RM4.4 bn**

EBITDA - **RM822 m**

PBT - **RM318 m**

Return to Shareholders: Dividends per share **21 sen**

Link to SDGs: 9, 11, 17

Intellectual Capital

Significant know-how expertise and track record in the areas of construction, property, industry, and infrastructure.

39 years in business

Business Strategy
- Build Resilience
- Drive Growth
- Nurture Capabilities

Value creation for stakeholders FY2022:
- Maximising our portfolio of net attributable remaining land bank of **3,703 acres** with a **Gross Development Value ("GDV")** of **RM36 bn**
- **Property sales** of **RM2.5 bn**
- **Real Estate Investment** with recurring leasing income from Menara Prudential, TRX, Kuala Lumpur

Outcome/Impact:

Won **three awards** at the StarProperty Awards 2021, namely:
- **StarProperty All-Stars Award** - IJM Land
- **Excellence in The-Close-To-Home Award** – Riana Dutamas, Kuala Lumpur
- **Excellence in The Borneo Star Award** – Bandar Utama, Sandakan
- **Highest Domestic Property Sales achieved – RM2.5 bn** page 10

Link to SDGs: 11, 17

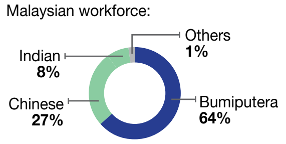
Human Capital

Our people's competencies and capabilities are the essence that empowers the Group to achieve its business objectives.

2,878 employees

Value creation for stakeholders FY2022:

Malaysian workforce:



- Women make up about **36%** of the total workforce page 172
- **95%** returned to work post-maternity page 172
- **76%** of the workforce have been with the Group for >5 years page 172
- **67 employees** awarded with the 20-years Long Service Award page 172
- **RM702,624** was invested in employees who clocked over **28,000 training hours** page 174
- Conducted a total of **152 safety and health meetings**, covering all **26 active projects** at various stages page 170

Outcome/Impact:
- Voted **Malaysia's 100 most desired graduate employers for 2021** page 173
- Voted the **2nd runner-up** and **Top 5** for the **'Most Attractive Graduate Employers to Work For in 2022'** in the **Construction and Property Developer categories**, respectively page 173
- Obtained the title of **Malaysia's Most Preferred Employer** in the Construction and Property industry page 173

Link to SDGs: 3, 5, 8, 10

Manufactured Capital

We rely on our assets and technology to produce products and services based on market demand while using technology and best practices to innovate, enhance efficiency and reduce resource use.

- **10** PSC Pile Factories
- **3** Ready Mixed Concrete Plants
- **6** Quarries
- **1** IBS Plant
- **1** UBON Bars Factory
- **1** Sand Mining Plant
- **8** Tollways (7 operational and 1 under-construction)
- **1** Port

Value creation for stakeholders FY2022:
- Total weight of piles manufactured since 1977 = **32.7 million ("m") MT**
- Total volume of ready mixed concrete produced since 1998 = **7.5 m m^3**
- Total quarry sales volume since 1996 = **124.1 m MT**
- Completed **Industrialised Building System ("IBS")** plant with an annual **output capacity of 500,000 m^2**, equivalent to **2,500 homes** page 145
- Utilised **Building Information Modelling ("BIM")** during the pre-construction phase, which enables early visualisation and planning using 3D model-based simulation page 144
- Implemented our **Strategic Innovation Plan ("SIP")** to deliver greater value, create sustainable advantages and generate business growth for the Group page 142

Outcome/Impact:
- Utilised the **SMART IBS system** to complete a construction of an industrial building for **Hotayi Electronic at Batu Kawan, Penang** within **45 days**, from manufacturing to construction, which is **eight times faster** compared to the conventional method of construction page 146
- **BIM** was implemented for **two projects in Batu Kawan, Penang** page 144
- The Construction Division introduced an **in-house developed mobile application, *MyIJM***, a digital platform that eases construction updates from project sites page 143
- The Property Division enhanced its Customer Relationship Management ("CRM") solutions for pre-sales by introducing **a cloud-based CRM software** page 143

Link to SDGs: 9, 11, 17

Social and Relationship Capital

We build and maintain relationships with our diverse stakeholders to retain our social license to operate.

We strive to understand their needs and meet their expectations in order to generate shared value, form lasting relationships and better manage our business risks and opportunities.

Customer focused and community investment initiatives

Value creation for stakeholders FY2022:

Our green building projects to date:
- **18** GBI projects
- **6** GreenRE projects
- **6** LEED projects

- **The Anti-Bribery and Corruption System ("ABCS")** was formalised in the Group pursuant to Section 17A of the MACC Act 2018
- All Divisions are certified with the **ISO 9001:2015 Quality Management System ("QMS")** page 140
- Construction, Industry and Port Divisions retained the **ISO 45001:2018** certification where the safety and health data is audited and verified by **Standard and Industrial Research Institute of Malaysia ("SIRIM")** page 168
- Contribution to community **RM4.5 m**, accounting for **1.4% of the Group's pre-tax profit** page 178

Outcome/Impact:

Customer engagement and satisfaction
- Average **86%** for **Construction projects**
- Average **74%** satisfaction level for **Property projects**
- Average **92%** satisfaction level for **Industry products and services**
- Average **91%** satisfaction level for **Port services**
- Average **89%** users satisfaction level for **local highways**

page 141

- There were **zero confirmed incidences** of corruption across IJM's business operations and there were **zero monetary losses** arising from legal proceedings associated with charges of bribery or corruption in FY2022 page 139
- Received the **High QLASSIC Achievement Award** at the **CIDB QLASSIC Award 2021** for our Taman Austin Duta Phase 6 page 140
- We achieved **zero fatality** cases across all site operations page 169
- **88%** of our community investments were **strategic community investment initiatives**, while **12%** were **charitable initiatives** page 178
- **10** scholarships were awarded totalling **RM440,000**, our scholarship programme has benefitted more than **350 students** since its inception page 184
- Continued to support the **COBRA Rugby Club** with a contribution of **RM75,000** to their COBRATS Rugby programme, that has **300 children and youths** participating in local and international tournaments page 184
- Developed **350 housing units** at our Bandar Rimbayu and Shah Alam 2 townships under the **Rumah Selangorku scheme** page 184
- Provided immediate financial relief of more than **RM1.0 m** for a duration of **3 months** to **49 underfunded welfare homes** across **Malaysia** and **India** page 179

Link to SDGs: 8, 16

Natural Capital

We aim to minimise the impact of our environmental footprint and seek to optimise the use of finite natural resources while conducting our business operations.

Net attributable remaining land bank of **3,703 acres** for property development

Value creation for stakeholders FY2022:
- Construction, Property, Industry and Toll Divisions certified with the **ISO 14001:2015 Environmental Management Systems**
- **Circular economy initiatives** were undertaken by our Divisions throughout the year
- **Solar power** used in six **Industrial Concrete Products ("ICP") factories** of the Industry Division and **The Arc located in Bandar Rimbayu** of the Property Division page 158
- **Rainwater harvesting systems** installed to reduce water consumption page 163
- Invested in **water treatment system** at projects with high water discharge to manage our water footprint and meet environmental standards page 162

Outcome/Impact:
- About **7.7%** of our waste footprint was reused and recycled page 164
- Our renewable energy generation capacity stood at **4,121 kWp** and generated a total of 3,107 MWh, which constitutes **4%** of the Group's total energy mix page 158
- The Industry Division harvested and utilised a total of **5,108 m^3 rainwater** for cleaning and landscaping purposes page 163

Link to SDGs: 7, 13, 16

Construction

Menara IQ, Tun Razak Exchange, Kuala Lumpur

Key Financial Indicators

Revenue*
RM**1,676.90**m
FY2021: RM2,050.30m
Decrease: (18.2%)

EBITDA
RM**215.62**m
FY2021: RM230.88m
Decrease: (6.6%)

PBT
RM**121.68**m
FY2021: RM137.66m
Decrease: (11.6%)

PBT Margin
7.3%
FY2021: 6.7%

* includes share of associate and joint venture's revenue

MANAGEMENT DISCUSSION AND ANALYSIS

Construction Management Team


Wong Heng Wai


Tan Ling Jin


Ong Teng Cheng


Soo Sik Sang


Tong Wai Yong


Cyrus Eruch Daruwalla


Sanjay Agarwal


Chan Kai Leong


Ng Eng Aan


Lee Foh Ching


Fang Hoong Meng

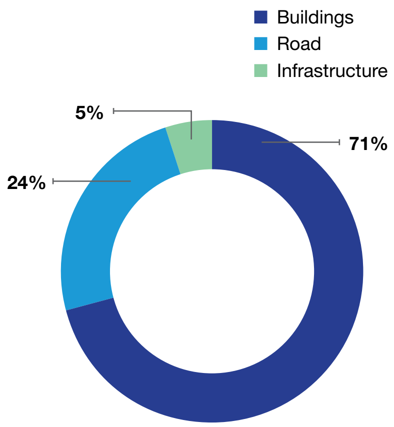

Ngow Whoong Leong


Dow Mun Wah


Liew Yoon Han

Outstanding Order Book

RM4.26 billion



The Malaysian construction industry has faced two consecutive years of contraction, primarily due to the COVID-19 pandemic that halted project activities for prolonged periods. The sector has also been facing diminished infrastructure job flows on the back of reduced public sector spending brought on by fiscal constraints faced by the Malaysian Government as well as reduced capital spending by the private sector that was also affected by the pandemic. As construction activities resumed during the year, the sector faced acute worker shortages and rising material costs.

Amid the sector challenges, the Construction Division was successful in securing RM1.68 billion of new order book in FY2022. These include projects from The ERA Phase 2 for the construction of two blocks of serviced apartments in Duta North, Kuala Lumpur valued at RM242.43 million; Jendela Residences for the construction of two blocks of serviced apartments in Bukit Kiara, Kuala Lumpur valued at RM382.80 million; East Coast Rail Link - Section 6 for the construction of substructure works and partial superstructure works to Sg. Pahang valued at RM258.09 million; the construction of an infrastructure building and public realms works at Tun Razak Exchange valued at RM89.79 million; the construction of a main building and external infrastructure works for a 5-storey industrial and office building in Batu Kawan, Penang valued at RM84.58 million; the construction of a single-storey electronic factory and a single-storey warehouse in Batu Kawan, Penang valued at RM55.0 million; the construction and development of the Mezzo Residential Tower in The Light City, Penang valued at RM237.80 million; and the construction of The Light Waterfront master infrastructure works Phase 2A in Penang valued at RM66.03 million. Additionally, the Construction Division also secured several in-house construction packages from the Seremban 2 and Bandar Rimbayu townships.

LaLaport Bukit Bintang City Centre, Kuala Lumpur

UOB Office Tower 2, Jalan Raja Laut, Kuala Lumpur

In FY2022, the Division completed several building projects in the Klang Valley, including Menara Affin and Menara IQ at Tun Razak Exchange ("TRX"), UOB Office Tower 2 Office Building at Jalan Raja Laut and the LaLaport shopping mall at Bukit Bintang City Centre and Damansara Uptown 8 Office Building at Damansara Utama. Furthermore, in-house projects include infrastructure works at Ramp 5A at Besraya Highway, 3 Residence comprising a 46-storey condominium in Penang as well as various phases at the Group's Seremban 2 and Bandar Rimbayu townships.


Solapur-Bijapur Highway, Maharashtra and Karnataka, India

MANAGEMENT DISCUSSION AND ANALYSIS

Construction Support Services


Dato' Zohari Bin Sulaiman


Annuar Khairi Bin Mohd Razali


Soh Wan Heng


Yap Chee Keong


Cho Foong Khuan


Pang Sek Loh


Harjeet Singh


Casslyn Chong Siew Chen


Michelle Chong Ann Ching


Khoh Boo Yee

Menara Affin, Tun Razak Exchange, Kuala Lumpur

For the financial year under review, the Division reported revenue of RM1,676.90 million (FY2021: RM2,050.30 million) and profit before tax of RM121.68 million (FY2021: RM137.66 million). The lower revenue and profit before tax were mainly due to reduced construction activities during the pandemic lockdowns, and higher share of losses from an associate company in Singapore, Hexacon Construction Pte Ltd. Our share of losses from the associate amounted to RM21.56 million in FY2022 compared to a loss of RM11.71 million the previous year. The losses of the associate were, likewise, sustained due to pandemic-induced disruptions in construction activities.

Although revenue and profit before tax were lower compared to the previous financial year, profit margins of the Division increased to 7.3% from 6.7% following the finalisation of accounts of certain completed projects.

In India, the construction of the four-lane 110 km Solapur-Bijapur Tollway was completed at the end of 2021. The project, at RM1.5 billion (INR 2,325 crores), is the largest Indian project undertaken by IJM in value and one of the largest contracts awarded by NHAI on a design, build, finance, operate and transfer (DBFOT) basis. The project was successfully completed ahead of schedule despite the challenges posed by the COVID-19 pandemic. In the construction of the Tollway, IJM India set a national record of laying bituminous concrete on 25.54 lane kilometers in a short span of 18 hours. This achievement has gained entry into the Limca Book of Records 2020-2022 (India's version of the Guinness Book of World Records) and Asia Book of Records.


Menara IQ, Tun Razak Exchange, Kuala Lumpur

In March 2022, IJM India was awarded the Achievement Award for the Best Professionally Managed Company in Construction and the Achievement Award for Best Project for the Solapur-Bijapur project by the Construction Industry Development Council (CIDC) of India at the 13th CIDC Vishwakarma Awards.

Apart from financial metrics, the Division's Balance Score Card also prioritised aspects such as quality, occupational health and safety, customer satisfaction as well as compliance to our Anti-Bribery and Corruption System. We observe strict adherence to legislation and regulations covering these areas.

Despite operating under a challenging working environment caused by the pandemic, the Division successfully retained the ISO 45001 and ISO 14001 certifications in FY2022, which are the internationally and locally recognised management system standards for occupational health and safety and environmental management systems, respectively.

The Division implemented various measures to ensure the safety and wellbeing of its workforce and third parties involved in its operations to mitigate the risk of the COVID-19 virus. Comprehensive procedures and specifications were established after an extensive risk assessment process, which addressed all necessary measures and practices based on the hierarchy of control to prevent any potential spread of the virus from within the workforce. All pandemic containment requirements were implemented in accordance with Government SOPs and guidelines.

Further details of the Division's efforts and non-financial performance are addressed in the Sustainability Statement on pages 124 to 192.

The Division is optimistic of its prospects, in anticipation of large public infrastructure projects such as MRT 3 and other large-scale projects being rolled out by the Government. Nonetheless, the Division remains vigilant in view of the uncertain business environment that includes geopolitical uncertainties, rising building material prices, labour shortages, supply chain disruptions and macro-economic headwinds. In the meantime, the Division is focusing on the execution and timely completion of its existing projects.

Property

Key Financial Indicators

Revenue*
RM**1,431.43** m
FY2021: RM1,380.37m
Increase: 3.7%

EBITDA
RM**140.31** m
FY2021: RM228.61m
Decrease: (38.6%)

PBT
RM**99.20** m
FY2021: RM180.27m
Decrease: (45.0%)

PBT Margin
6.9%
FY2021: 13.1%

Robin @ Rimbayu, Bandar Rimbayu, Selangor

* includes share of associate and joint venture's revenue

MANAGEMENT DISCUSSION AND ANALYSIS

Property Management Team


Datuk Wong Tuck Wai


Dato' Toh Chin Leong


Dato' Hoo Kim See


Chai Kian Soon


Roger Lee Wai Hin


Steven Goh Kiat Lee


Tan Khee Leng


Chai King Sing


Christine Wong Wai Cheng


Pee Poh Hun


Yeo Yee Khim


Goh Su Yin


Robin @ Rimbayu, Selangor

The Malaysia property market performed better than expected in 2021 despite the challenges posed by the COVID-19 pandemic. According to The National Property Information Centre's ("NAPIC"), the market fared better in 2021 compared to 2020, although it remained below pre-pandemic levels. Property transactions in 2021 increased to 300,497, marginally outpacing transaction volumes of 295,968 in the previous year. Notably, total transaction value increased by 21.7% to RM144.9 billion, compared to RM119.1 billion in the previous year.

A major contributor to the improved market performance was the reintroduction of the Home Ownership Campaign ("HOC") in June 2020 under the National Economic Recovery Plan ("PENJANA") by the Malaysian Government. Benefits and perks offered under the HOC, such as stamp duty waivers for loan documentations and property transfers, together with other incentives such as the exemption of Real Property Gains Tax ("RPGT"), and the removal of 70% margin of financing limit, proved successful in encouraging property demand and reducing transaction costs for buyers.

While the market was supported by these incentives, the operating conditions were still challenging, especially in the first half of the financial year. Sales galleries were closed and construction works were halted during the Movement Control Orders ("MCO") as the property development industry was not considered as an essential sector. The closure of property sales galleries during the various MCOs adversely affected sales and new launches, while all onsite marketing activities were prohibited. In addition, the cessation of construction activities resulted in delayed work progress.


Safira Apartments, Seremban 2, Seremban

Operating under these mixed market dynamics, the Property Division recorded a 3.7% increase in revenue in FY2022 to RM1,431.43 million, compared to RM1,380.37 million in the preceding year, mainly due to better sales achieved. Profit before tax, however, decreased to RM99.20 million (FY2021: RM180.27 million) mainly due to impairment of inventories amounting to RM66.08 million pertaining to the Division's industrial development in Kuantan, coupled with unfavorable unrealised foreign currency movements.

On the back of successful residential product launches and sustained sales of existing inventory, the Division achieved its highest ever local sales of RM2.5 billion in FY2022, compared to RM1.7 billion in the previous year. Consequently, the Division's unrecognised turnover increased to RM2.26 billion as of 31 March 2022 compared to RM1.42 billion in FY2021. This is expected to anchor the financial performance of the Division in the short to medium term.

The Division's strong sales was also contributed by its quick pivot to digital innovation and online capabilities at the onset of the pandemic. This enabled the Division to continue engaging with customers and bring its product offerings to them. The Division conducted virtual site tours and viewings, marketed and communicated using multiple online platforms as well as provided e-brochures and 360-degree virtual walkthroughs of its developments and show units. Engaging content was also curated on the Division's social media.

Additionally, to facilitate the buying process, the Division hosted a number of online activities to manage expressions of interest, unit selection and sales bookings for new properties to create a seamless experience for customers. The Division continues to develop its online presence to engage customers at all stages of the purchasing and decision-making.

As a leading property developer, the Division is dedicated to generating long-term value for all its stakeholders. It remains committed to creating value through quality products and design, with thoughtful livability attributes. During the year, IJM Land was recognised as a top developer at The Edge Malaysia Property Excellence Awards, BCI Asia Awards (Malaysia) and the StarProperty Awards. Developments such as Riana Dutamas and Bandar Utama Sandakan were also recognised with individual property awards at the StarProperty Awards. The Division also received a Gold Award in the Property Development category at the Putra Brand Awards.

The Division's mission includes providing quality housing that is affordable to enable Malaysians from all walks of life to realise their aspirations of owning their dream homes at strategic locations that have good connectivity. During the year, the Division completed 170 single-storey units of Rumah Selangorku in Taman Alam Suria and 242 units of Safira apartments in Seremban 2, both located in neighbourhoods that come with major public amenities and good connectivity. The Division also launched Rimbun Aman comprising 304 units of single-storey linked houses in Seremban 2 that were within the budget of many homebuyers.

MANAGEMENT DISCUSSION AND ANALYSIS

Rimbun Alam, S2 Heights, Seremban

The Property Division's environmental responsibilities are intrinsically tied to how it acts as a developer and company. During the year, the Division installed 750 solar panels at Bandar Rimbayu with the aim of supplementing an estimated 91.4% of energy consumption at the Rimbayu sales gallery and project office. The Division will continue to invest in innovative technologies, as well as energy and water efficiency measures for its project developments and to safeguard the environment where possible.

In India, the Division has developed the Raintree Park Dwaraka Krishna Township in a lush landscape of 108 acres in Vijayawada, Andra Pradesh. The township comes with hassle-free land titles, a 6-acre pond and fully developed amenities, among others. Phase 1 of the development, comprising 964 apartments & 115 villas, has been fully sold and handed over to buyers.

Symphony 3, First City, Nagpur, India

Phase 2 of the development, which is called Willows, consists of 632 residential apartments. It is one of the few developments in the region to obtain the mandatory Occupancy Certificate from the authorities, and exempts buyers from the payment of GST.

In 2014, the Amaravati region, which is in very close proximity to our project development, was chosen as the site of the capital of Andhra Pradesh. Subsequently, the new ministry announced a decentralised administration in January 2020 with a proposal for three capitals (legislative, executive and judicial capitals). In the latest development, it has been ruled that the state government shall develop Amaravati as the sole capital of Andhra Pradesh. As such, the market sentiment is expected to improve for our Vijayawada development.

The Division in its bid to improve sales, has built new sales teams and enhanced various marketing efforts through media platforms, direct approach to institutional organisations and promoting bulk sales. Separately, a pilot project of 26 villas is being planned in Vijayawada.

In Maharashtra, the Division's First City Project ("FCP") in Nagpur is being developed on 42.6 acres of land. Presently, the first phase of the project, called Symphony, is being developed on 31 acres and consists of three residential buildings. They are Symphony 1, 2 and 3 comprising 568 units with a club house, multipurpose hall, badminton and squash courts and other amenities. The latest residential building, Symphony 3, has been completed and the Occupancy Certificate received in April 2022. Handover of vacant units to buyers commenced in May 2022.

The Commercial (Phase 1) of the First City Project was launched in March 2022 and has been fully booked. The construction of the project has commenced. The plans for the residential development Phase 2, Harmony, have been submitted to the authorities for approval and is planned to be developed in phases.

Despite the pandemic related setbacks, the long term outlook for FCP is promising. Nagpur is one of the fastest growing cities in India, with good infrastructure development, central geographical location and high availability of skilled labour. Nagpur is the third largest city in Maharashtra and it is the 13th largest city in India by population. It has been proposed as one of the Smart Cities in Maharashtra and is one of the ten cities in India earmarked for the Smart City project roll out. Nagpur was also identified as one of the best cities in India based on livability, greenery, public transport, and health care indices in 2013 and is also one of the safest cities for women in India. In 2019, it was declared the best city to live in India.

While the post-COVID-19 economic recovery is underway, key headwinds such as labour shortage, rising construction material prices and interest rate hikes continue to pose downside risks to the property sector. These higher input costs may lead to compressed margins or higher property prices, which may eventually dampen demand for properties.

The Division's focus for FY2023 is to continue offering compelling products that are aligned with market preferences at the various price point segments, and continuing its stance of financial prudence in managing its balance sheet to build resilience against impending disruptions.

Apart from the financial metrics, the Division's Balance Score Card prioritised aspects such as quality, product differentiation, enhancing customer satisfaction as well as compliance to Anti-Bribery and Corruption System enactments, all of which are addressed in the Sustainability Statement on pages 124 to 192.

Savio Residensi, Riana Dutamas, Kuala Lumpur

Industry

Mining activities at the Kuang Quarry, Sungai Buloh, Selangor

Key Financial Indicators

Revenue*
RM**861.51**m
FY2021: RM694.59m
Increase: 24.0%

EBITDA
RM**119.24**m
FY2021: RM130.20m
Decrease: (8.4%)

PBT
RM**68.50**m
FY2021: RM68.22m
Increase: 0.4%

PBT Margin
8.0%
FY2021: 9.8%

* includes share of associate and joint venture's revenue

MANAGEMENT DISCUSSION AND ANALYSIS

Industry Management Team


Tan Boon Leng


Lau Liang See


Loh Zhi Ming


Lee Chee Heong


Faizal Amir B Mohd Zain


Peter Tan Khuan Beng


Liew Siew Wai


Choy Teik San


Tan Chuan Choon


Chan Kok Keong


Yap Swee Kee


Calvin Ng Chew Woei


Chan Huan Ong


ICP piles used at Intel Plant, Bayan Lepas, Penang

Following the high COVID-19 infection rates in the country at the beginning of FY2022, the Government reimposed the Movement Control Order ("MCO") in June 2021, where only services and activities categorised as essential were allowed to operate. The Division's main revenue contributor, Pretensioned Spun Concrete (PSC) pile operations, was only allowed to operate at 60% capacity while quarry operations were closed completely. The Division began to operate fully from September onwards.

Despite COVID-19 related obstacles, the Division delivered commendable results in FY2022 with higher revenue, operating profits and order book. Compared to FY2021, the Division registered an increase in revenue of 24.0% to RM861.51 million, mainly due to the higher delivery of piles. Despite the absence of one-off gains from the disposal of various low-yielding assets as in the previous financial year, PBT in FY2022 increased marginally by 0.4% to RM68.50 million due the higher delivery of piles, quarry products and ready-mixed concrete, coupled with improved margins from the piles business. Excluding the disposal gains of RM78.6 million in FY2021, the PBT for the Division improved significantly by 759.6%.

The PSC pile business achieved a revenue of RM619.48 million, an increase of 50.3% from FY2021. Total tonnage delivered was 1.50 million tonnes, an increase of 26.4% compared to the preceding year. Consequently, a PBT of RM58.80 million was registered, a decrease of 27.0% from FY2021. The lower PBT was due to the absence of the abovementioned disposal of low-yielding assets as in FY2021.


Trowelling process to smoothen the surface of the IBS precast panel

Despite movement restrictions in the first half of FY2022, the operations managed to achieve 88% of its first half FY2022 budgeted volumes. Major projects contributing to sales were the Dragon Paper Mill Factory at Banting, Selangor; Micron Plant in Batu Kawan, Penang; The Light Mezzo in Penang; and The Meg Residence by E&O at Sri Tanjung Pinang in Penang. Sales for the second half of FY2022 improved significantly as the country moved into the recovery phase. Major projects contributing to sales were the West Coast Expressway; Intel Plant in Bayan Lepas, Penang; Lam Research Plant in Batu Kawan, Penang; Eastern Steel Plant in Kemaman, Terengganu and SK Nexilis Factory in Kota Kinabalu, Sabah.

The export market contributed 20.7% of sales volume and 29.3% of revenue, an improvement of 87.1% and 125.9% respectively from FY2021. Major projects contributing to the export sales were RAPP Paper Mill project at Riau, Indonesia; 3 x 10000T Jetty, Labota Port, Indonesia; Thilawa Shipyard Phase III Project, Myanmar; Shipyard project in Bangladesh and Offshore Marine Centre 2 in Tuas Western Coast, Singapore.

FY2022 also saw an influx of foreign investors setting up plants in Malaysia, especially in the electronics sector, warehouses and paper mill related industries and the Division expects this momentum to continue into FY2023. With the continuation of existing mega projects such as the ECRL, Batang Lupar bridge and expansion of Eastern Steel plant, the outlook looks positive for FY2023. Currently, the PSC pile business has a strong balance order book of 1.1 million tonnes and new projects targeted for order replenishments are logistic warehouses at Bukit Raja, Klang, Selangor; electronics plants at Batu Kawan, Penang; industrial plants at MCKIP, Kuantan, Pahang and a methanol plant jetty at Bintulu, Sarawak.

The overseas market is expected to contribute strongly with a few mega projects in the pipeline. The targeted projects are paper mills, factories and port projects for various industrial parks in Indonesia, port projects and residential development in Bangladesh; LF Projects at the Benoi and Spring's Project in Singapore.

The increase in global petroleum prices have driven up materials and transportation costs, and the Division continues to improve its cost control measures to maintain its competitiveness, especially overseas. It will also enhance its marketing efforts, especially in Indonesia. Riding on its good working relationship with most of major Chinese contractors and with their presence in many countries, the Division is confident of expanding its international market.

Labour shortages have hindered the Division from achieving higher capacity utilisation. During border closures when the supply of foreign workers was cut off, the Division upgraded and modified its Kapar and Lumut factories to increase existing capacities through improved process efficiency. In FY2023, the Nilai factory will be upgraded for the same purpose.

The Division's research and development department provided support to the Division's new business unit, IJM IBS, during the year. In line with the Group's current sustainability objective to reduce CO_2 emissions, the Division continues to optimise concrete mixes by using alternative cementitious materials such as Pulverized Fly Ash ("PFA") and Ground Granulated Blast-Furnace Slag ("GGBS"). Among the initiatives successfully carried out during FY22 were:

- The use of cementitious materials with low carbon oxide content for all grades of concrete mixes;
- The formulation and implementation of triple blend concrete mixes (OPC cement, GGBS & PFA) in ready mix concrete plants;
- The use of PFA to enhance the IJM IBS concrete mix for better concrete workability.

MANAGEMENT DISCUSSION AND ANALYSIS

The Division's Health, Safety and Environment ("HSE") goal is to prevent accidents by providing a safe and healthy working environment for employees. The Division continues to provide training on first aid, forklift and shovel operations, chemical handling, hearing conservation, induction session for new workers and fire evacuation drills to increase HSE awareness among employees. As COVID-19 continues to be a major threat to our operations, preventive measures such as body temperature screening, wearing of face masks and the use of hand sanitisers continue to be observed. To ensure compliance with DOE requirements, environmental monitoring on industrial effluent discharge, ambient air quality, boundary noise and isokinetic stack are carried out yearly.

The Division's subsidiary, Durabon Sdn Bhd ("DSB"), which is involved in the processing and sale of steel bars, achieved a revenue of RM124.82 million, an increase of 71% from FY2021 on the back of a 37% increase in sales volume. PBT surged substantially to RM6.24 million as profit margin was boosted by higher average selling prices and strategic procurement. During the year, DSB improved its overall efficiency at its Klang factory with upgraded power supply that enabled its production capacity to increase by 33% and reduce processing cost by 20%. DSB will continue its cost reduction initiatives by installing solar photo-voltaic modules and sourcing of alternate wire rods with reliable delivery and consistent quality to enhance its competitiveness. As part of its streamlining efforts for better efficiency, DSB has entered into an agreement in the 3rd quarter of FY2022 to dispose its factory land and building in Senai. The disposal is expected to be completed in the first half of FY2023.

ICP piles used at Labota Port, Indonesia

IJM IBS successfully commissioned its plant in November 2021. Its first order was from Hotayi Electronics expansion project in Batu Kawan, Penang. The Division became a specialist contractor for IJM Construction to design, supply and install the factory's external walls. Under close supervision, IJM IBS completed the entire project in 45 days and delivered ahead of schedule. Using only 10% of labour compared to the conventional method, the finished product was of superior quality with zero waste. Following this successful project, the Division attracted many enquiries from other contractors. In the near term, the Division will be involved in the design, supply and installation of superstructure components for upcoming IJM projects in Pantai Sentral Park, Shah Alam 2 and Bandar Rimbayu. In addition, it is also tendering for numerous government and private projects such as the upcoming MRT3 project, which necessitates the use of IBS and Prefabricated Prefinished Volumetric Construction ("PPVC") in the construction of stations.

Sales volume of the Division's quarry business declined by 7% compared with the previous financial year. Its performance was affected in the first half of the year when the MCO was imposed. The reopening of economic activities in the second half of the year was met with acute manpower shortages that were experienced by the construction/property sectors, creating disruptions in the industry supply chain. With large stockpiles held by suppliers, there was intense price competition and margin pressure.

The Segari Quarry, our main supply vein for exports to Bangladesh, stopped operations during the MCO. The reopening of the economy saw supply volumes in the second half of FY2022 improve by 35% to 70,000 tonnes compared to the first half of the year. The Ulu Choh Quarry ceased operations effective June 2021 as it was deemed a hazard by the Johor water utilities company whose water pipes ran underneath the quarry. In the east coast of Peninsular Malaysia, supply to the ECRL was hampered by frequent stops in the activities of the Panching Quarry. In the second quarter onwards, a more consistent supply volume enabled sales to improve at Gebeng and Panching by 5.2% and 30.4%, respectively. However, operational disruptions, margin compression, manpower issues and inclement weather resulted in both quarries recording losses in the year.

Despite the lower sales volume, overall turnover for the Quarry business improved by 1.7% to RM97.32 million due to higher export sales and pre-tax profit was recorded at RM2.52 million, after a write down of stocks to its net realisable value. The scarcity of quarry land, demand for high tributes and environmental issues have made it difficult for the Division to secure new business locations to replace exited sites.

The Quarry business in Medchal, India, benefitted from better selling prices and recorded a higher turnover of RM20.89 million compared with RM18.37 million in the previous year. Consequently, a pre-tax profit of RM0.55 million was achieved.

The sales volume of Strong Mixed Concrete Sdn Bhd declined by 1.6%, from 202,929 m^3 in the previous year to 199,646 m^3. In tandem, turnover declined by 2.6% from RM43.87 million in the previous year to RM42.71 million due to intense competition. Sales volume in the second half suffered from slower work progress at sites due to acute manpower shortages and the spike in raw material prices. Consequently, a loss before tax of RM0.85 million was registered in FY2022.

The performance of India's ready mixed concrete showed improvement in FY2022. In Mumbai, sales volume increased by 91% compared with FY2021, with improved supplies for commercial projects. In Hyderabad and Bangalore, sales volumes dipped by 21% and 7% respectively after the completion of some jobs and the slow roll-out of state funded jobs. Overall, sales volume decreased marginally, by 2% to 339,127 m^3, but registered an increase of 14% in turnover to RM83.76 million, due to improved product price. A pre-tax profit of RM0.74 million was registered compared to a loss of RM3.07 million in the previous year mainly due to the write back of expected credit loss.

Turnover of Scaffold Master Sdn Bhd decreased by 31% to RM6.95 million. This was mainly attributed to rental waivers to its clients during the MCO. Revenue suffered from slower construction activities due to manpower shortages. Coupled with high depreciation costs from previous purchases of shoring and MS frames, the company suffered a pre-tax loss of RM1.98 million.

IJM's disposal of its 55% equity interest in Kemena Industries Sdn Bhd for a consideration of RM18.0 million was completed on 31 August 2021. It registered a gain on disposal of RM6.98 million.

As Malaysia transitions out of the pandemic phase of COVID-19, the focus of the Division has shifted to margin optimisation, organisational flexibility in manufacturing and supply chain management, and agile business portfolio management. The Division is confident of generating sufficient operating cash flows to support its business plans and growth strategy. As the market leader of PSC piles, the Division is well positioned for geographical expansion to strengthen its competitive advantage and drive consistent growth for the years ahead.

Apart from the financial metrics, the Industry Division's Balance Score Card prioritised aspects such as product quality, enhancing customer satisfaction, improving HSE metrics as well as compliance to Anti-Bribery and Corruption System enactments, all of which are addressed in the Sustainability Statement on pages 124 to 192.

Loading of armour rocks onto barge

Infrastructure

Berthing activities at Kuantan Port

Key Financial Indicators

Revenue*
RM**802.51**m
FY2021: RM798.64m
Increase: 0.5%

EBITDA
RM**340.18**m
FY2021: RM407.56m
Decrease: (16.5%)

PBT
RM**21.64**m
FY2021: RM117.07m
Decrease: (81.5%)

PBT Margin
2.7%
FY2021: 14.7%

* includes share of associate and joint venture's revenue

MANAGEMENT DISCUSSION AND ANALYSIS

Toll Management Team


Wan Salwani Binti Wan Yusoff


Cyrus Eruch Daruwalla


Yap Pak How


Chua Lay Hoon


Ong See Chang


Azarulizam Bin Ismail


Nur Amani Bt Zakaria


Rizman Haji Azahar


Shamsuhida Bt Harun

Port Management Team


Vino Kumar Selvabalakrishnan


Mazlim Bin Husin


Chan Weng Yew


Wang Guo Wei

The Infrastructure Division recorded an increase in revenue of 0.5% to RM802.51 million compared to RM798.64 million in FY2021 mainly due to the recovery in local traffic volumes after the MCO period. PBT and PBT margin, however, were significantly lower at RM21.64 million and 2.7% (FY2021: RM117.07 million and 14.7%), respectively mainly due to the one-off impairment of RM77.05 million in respect of the Division's investments in its toll concessions, higher major maintenance cost, coupled with higher foreign exchange loss in FY2022 of RM14.3 million (gain of RM6.1 million in FY2021).

The Division's infrastructure asset portfolio comprises eight toll road concessions (with four in Malaysia, three in India, and one in Argentina) and a port in Pahang.

Toll Roads

Malaysia

The Group's local toll road concession portfolio is principally engaged in the design, construction, operations and maintenance of two urban tolled highways in the Klang Valley and two interstate tolled highways.

Tolled Highways	Shareholdings	Highway Length (Km)	Concession Period (Years)
Sungai Besi Highway (BESRAYA)	100%	28.9	44
New Pantai Highway (NPE)	100%	19.6	34
Kajang Seremban Highway (LEKAS)	50%	44.3	33
West Coast Expressway (WCE)	41% (effective interest)	233.0	50


Ramp 5A, Besraya Highway

Toll highways, categorised as essential services, were allowed to operate during the MCO periods, although traffic was affected during the lockdown periods. To mitigate the risk of business and operational disruptions during COVID-19 pandemic and MCO, precautionary and safety measures as well as Standard Operating Procedures were implemented to protect our employees, customers and other stakeholders.

Traffic performance of the Toll Division showed a high correlation with the implementation of lockdown periods, where the Division experienced an acute decrease in traffic volumes from June to August 2021. However, highway traffic performance rebounded swiftly from September 2021 when economic activities reopened. Average Daily Traffic increased by 7% to 13% year-on-year and resulted in a 4.2% increase in revenue to RM296.3 million compared to RM284.3 million in the preceding year. Despite the increase in revenue, PBT declined 72.7% from RM33.7 million to RM9.2 million in FY2022 due to higher amortisation expenses, and operating and maintenance expenses.

BESRAYA recorded a revenue of RM123.4 million, an increase of 6.4% from RM116.0 million in the previous year, mainly due the gradual recovery in traffic to pre-pandemic levels during the year. Correspondingly, PBT increased 14.2% to RM29.0 million from RM25.4 million in the preceding year.

Similarly, NPE's tollable traffic increased by 13% during the year. Revenue increased marginally to RM137.8 million in FY2022, whereas PBT decreased 15.6% to RM41.1 million from RM48.7 million in the previous year. The decline in profit was due to the increase in amortisation as well as higher operating and maintenance expenses during the year.

The Group no longer equity accounts for its share of losses from LEKAS, which was fully accounted for up to the cost of investment in FY2020. Similar to the Group's other highways, traffic volume at LEKAS was adversely affected by the lockdown during the year. Furthermore, the performance of LEKAS was also affected by the widening toll rate disparity with its main competing highway, PLUS Expressway, which saw its toll rates restructured lower by 18% from its prevailing rates on 1 February 2020.

The Malaysian Government had earlier deferred the scheduled toll rate increases for the Division's highways – NPE's scheduled rate increase was in 2011, BESRAYA's in 2018 and LEKAS in 2017 and 2020. Although the Division has been compensated in accordance with the respective concession agreements, the timing of these compensation payments by the Government is critical for the Division's cashflow management. Due to the prolonged COVID-19 pandemic, the Division has been practising stringent cost controls to ensure its cashflow remains resilient and adequate liquidity is maintained to meet its working capital requirements and financial obligations.

MANAGEMENT DISCUSSION AND ANALYSIS

Road safety and comfortable travel experiences by road users are priority areas for the Division. All its highways have completed the Road Safety Audit (Stage 5) and appropriate mitigation measures are undertaken in accordance with the assessments. BESRAYA had completed the upgrading of the bridge parapet railing at KM0.2 together with other enhanced safety measures including the installation of additional guardrail posts at every 2-metre interval along the highway. In addition, speed breakers were installed at accident prone areas along its highways for road safety enhancement. Close surveillance of road conditions coupled with timely preventive and periodic maintenance works minimise disruptive road repairs and extend the life of our pavement assets. Other improvement works include lane configurations, improvements in traffic guide signages and other road safety fittings. The Division is also committed to maintaining its highways at the highest standards set by the Malaysian Highway Authority.

With the traffic returning to normalcy, managing traffic congestion has become one of the Division's main focus areas to ensure customer satisfaction and service quality. The construction of a 280-meter ramp connecting BESRAYA to Jalan Cheras, namely Ramp 5A was completed and opened to traffic on 8 April 2022. The new ramp will reduce travelling distance by about 4km and decrease commuting time by about 90% (during peak hours) from Loke Yew Toll Plaza towards Taman Maluri, Cheras.

The Division also monitors a few large third party development projects along BESRAYA to ensure safety and operating procedures are adhered to at all times so as to minimise potential disruptions to highway users and minimise flood risks arising from construction activities. Major projects include the construction of Mass Rapid Transit (MRT, Putrajaya Line Phase 2) and Sungai Besi-Ulu Kelang Expressway ("SUKE") scheduled for completion in 2023. The Division is also active in engaging and collaborating with relevant authorities and local councils to enhance its highway traffic streams and minimise the occurrence of traffic tailback onto its highways.

NPE Traffic Control Surveillance System ("TCSS") Control Centre

The Toll Division has also successfully completed the implementation of SAP for Enterprise Resource Planning, Human Capital Management, e-Procurement and asset management, during the year. Enrolment in SAP Ariba for strategic sourcing was also initiated for cost reduction and procurement transparency purposes. The single system platform for core functions enabled the streamlining of financial data with core processes across its companies as well as promoting better governance.

The Radio Frequency Identification ("RFID") has been introduced since January 2022 as an additional payment method for Toll Collection Systems at all Malaysian highways. The Government plans to introduce the Multi Lane Free Flow ("MLFF") using the RFID technology by 2025 as part of its effort to improving the highway user experience, providing a smoother traffic flow and reduce congestion at toll plazas. Currently, the penetration rate of RFID transactions at BESRAYA and NPE have reached almost 16% while LEKAS has reached 17%.

The Division anticipates a full recovery of traffic to pre-pandemic levels in FY2023 as Malaysia begins its transition out of the pandemic. With the lifting of movement restrictions, the improved economic and community activities is expected to support the traffic recovery of our highways. Ongoing construction of commercial and residential projects along the corridors of the Division's roadways are expected to boost tollable traffic and generate positive revenue streams for the Division. The upcoming highways, SUKE and East Klang Valley Expressway ("EKVE") complements the road connectivity system in Klang Valley and is expected to benefit BESRAYA and LEKAS when completed in 2023.

Apart from the financial metrics, the Toll Division's Balance Score Card prioritised aspects such as reducing lane closure downtime and traffic congestions, enhancing customer satisfaction, improving HSE metrics as well as compliance to Anti-Bribery and Corruption System enactments, all of which are addressed in the Sustainability Statement on pages 124 to 192.

The Group, via its investments in WCE Holdings Bhd and West Coast Expressway Sdn Bhd, has a 41% effective interest in the WCE concession connecting Banting to Taiping. Certain sections of the highway have been completed and have commenced sectional tolling: Section 5 (Bandar Bukit Raja Selatan-Bandar Bukit Raja Utara); Section 8 (Hutan Melintang-Teluk Intan); Section 9 (Kampung Lekir-Changkat Cermin) and Section 10 (Changkat Cermin-Beruas). Most of the other sections are scheduled to be completed and commence tolling in FY2023 while Section 7B will be ready in 2025.

India

In India, the Division's operating toll roads are the 99.9%-owned Chilkaluripet-Vijayawada Tollway (68 km) and the wholly-owned Dewas Bypass Tollway (19.8 km). Its Solapur-Bijapur Tollway (109.08 km) was completed and commenced operations in December 2021. The Indian tollways have concession periods ranging from 15 to 25 years.

During FY2022, the Indian tollways contributed a higher revenue, which increased by 30.7% to RM114.43 million (FY2021: RM87.58 million) mainly due to the commencement of tolling activities at the Solapur-Bijapur Tollway during the year. However, the Indian tollways recorded a loss before tax of RM72.87 million (FY2021: profit before tax of RM2.60 million) mainly due to an impairment recognition in relation to the Chilkaluripet-Vijayawada Tollway of RM36.45 million in the year as well as higher major maintenance cost incurred.


Solapur-Bijapur Tollway

MANAGEMENT DISCUSSION AND ANALYSIS


Kuantan Port and the New Deep Water Terminal

Argentina

In Argentina, the Group's 20%-owned Grupo Concesionario del Oeste S.A. ("GCO") operates the concession of the 56 km Western Access Tollway in Buenos Aires until 31 December 2030. The tollway represents the most convenient route to the city for its three million inhabitants in the Western zone.

In FY2022, GCO contributed a higher revenue of RM46.83 million to the Group (FY2021: RM36.05 million) mainly due to higher traffic volume recorded. Our share of losses narrowed to RM3.92 million (FY2021: share of losses of RM15.03 million), mainly as a result of the higher traffic volumes achieved.

Port

The implementation of the MCO in the first half of FY2022 had an adverse impact on Kuantan Port's throughput volume. This mainly stemmed from the suspension of local mining activities, which led to a halt in the exports of iron ore, silica sand and river sand. At the same time, the imposition of longer quarantine periods for ships in ports around the world resulted in global supply chain disruptions. Coupled with rising crude oil prices, shipping freight cost rose considerably higher. This compelled certain manufacturers to increase their procurement of raw materials locally. The high shipping costs also made it unprofitable for local miners to export their minerals, despite the high commodity prices.

Under these challenging circumstances, Kuantan Port recorded a 10% decrease in revenue to RM364.48 million in FY2022 compared to RM403.78 million in FY2021. Despite the decrease in revenue, the pre-tax profit achieved for FY2022 of RM98.68 million is comparable to the previous financial year of RM98.11 million due mainly to a one-off adjustment on unutilised provisions. The Port's cargo throughput stood at 22.70 million freight weight tonnes (FY2021: 26.82 million), a decrease of 15% from the previous year.

To drive business growth, Kuantan Port is targeting to handle up to 35 million tonnes per annum of cargo throughput in three years' time. China remains as the main overseas target and with the assistance of its partner, Beibu Gulf Port Group in China, Kuantan Port and MCKIP are being actively promoted through the Chinese Government's Commerce Platform known as "MOFCOM". Promotions are also conducted through China's various commerce associations and trade shows such as CAEXPO, one of the largest shows held annually in Nanning, the capital of Guangxi, home of Beibu Gulf Port Group.

On the local front, Kuantan Port continues holding regular engagements with Malaysian Government agencies such as Perbadanan Kemajuan Negeri Pahang ("PKNP"), the Malaysian Investment Development Authority ("MIDA") and East Coast Economic Region Development Council ("ECERDC").

Besides government agencies, Kuantan Port also engages with various local chambers of commerce and associations to connect with potential customers. In the home front, the Port is working closely with the container lines and transhipment cargo customers to increase cargo volume.

To meet the increasing demands from the anticipated growth in cargo throughput, productivity levels of the Port's cargo handling need to be raised to handle the cargo in a shorter span thus freeing up the berthing times of ships. In the new deep-water harbour, new cargo handling facilities would be added to serve the larger vessels.

By the year 2027, the operational commencement of the ECRL is expected to create an opportunity for containers to be moved by rail. An assessment is presently ongoing with the aim of establishing a master plan for the expansion of the Port's container operations.

Kuantan Port's digitalisation process had begun back in the year 2015 with the introduction of the CTOS and MTOS terminal operating systems. Over the years, these systems have been continuously enhanced with the implementation of E-DOC and E-GATE that significantly reduces paper trails at the gates and offices. The digitalisation process has proven successful in saving paper consumption by the equivalent of more than 40 trees and reducing 355 tonnes of carbon dioxide equivalent per year. Manpower at the main gate has also been saved by 28%. In the coming years, more systems will be added to enhance the terminal operating systems.

The adoption of new technology by the Division includes a new container scanner yard that enables a drive-thru x-ray scanning of containers to detect suspicious and contraband items. Containers no longer need to be inspected on a sampling basis and opened individually. The new technology enables all containers to be scanned thoroughly and quickly. The use of mechanised cargo handling systems such as the EPC conveyor increases productivity, is environmentally cleaner and reduces truck movements for better safety.

The Port's sustainability efforts are in line with its aspiration to becoming a Green Port by the year 2030 and is consistent with the Group's Sustainability Roadmap FY2023 – FY2025. In the near term, the Port plans to install 1,100 kWp solar panels as well as convert its existing lighting to LED. Shore power supply is being installed to supply electrical power to the tug boats so that the onboard diesel generators may be switched off during idling time. Kuantan Port is also in the final stages of its Integrated Management System certification. Further details of the Port's sustainability efforts are addressed in the Sustainability Statement on pages 124 to 192.

The Port is seeing a slow recovery to pre-pandemic levels as Malaysian enters the pre-endemic phase. Supply chain disruption recovery is not yet forthcoming as China is still enforcing a zero COVID tolerance policy. High crude oil prices are keeping freight rates elevated, affecting the cargo throughput. However, with an increase in biomass demand as an alternative fuel for power plants in the Far East, the Port is anticipating more exports of this cargo category. The Port is also looking to enhance its shore-side facilities in anticipation of the new sizeable investors into MCKIP.

New Deep Water Terminal main entrance

MANAGEMENT DISCUSSION AND ANALYSIS

Outlook

As the global economy recovers, inflation is projected to rise and remain elevated in 2022. This is driven by a confluence of sustained demand, high energy and commodity prices, as well as ongoing disruptions in global supply chains. Since February 2022, the military conflict in Ukraine has introduced significant uncertainty to global markets. The US Federal Reserve's aggressive interest rate hikes to tame inflation and reduction of liquidity via its quantitative tightening measures have prompted central banks around the world to adopt a tighter monetary stance. At the time of writing, the slowdown in global growth momentum has begun to show, replacing inflationary fears with higher concerns of a global recession.

In 2022, the Malaysian economy is expected to grow between 5.3% and 6.3%. This is underpinned by several factors including the continued recovery in global demand, abeyance of further COVID-19 virus outbreaks, reopening of international borders, a rebound in private sector expenditure and improving labour market conditions.

The Group's Construction Division will be focusing on the timely execution and completion of its outstanding order book of RM4.26 billion, providing the Group with good earnings visibility over the next few years. With the resumption of economic activities, order book replenishment prospects are positive, anchored by a solid track record and strong balance sheet, which are expected to bolster our position to undertake large scale construction projects.

Market sentiment for the property sector has seen a strong recovery with the Property Division achieving record local sales of RM2.5 billion for FY2022 on the back of encouraging take up of mid-range properties. With its wide array of products in strategic locations and its unbilled sales of about RM2.3 billion, the Property Division is expected to perform satisfactorily. Notably, the Group also continued to pare down its completed property inventory to RM865.42 million at end-March 2022 from RM1,150.93 million a year ago.

The Industry Division's performance is expected to continue improving in line with the resumption of construction activities, both domestically and abroad. The Division's balance order book, which is in excess of 1 million tonnes is the highest since 2016 and is expected to underpin the Division's performance in the near term.

The performance of the Group's Port operations are also expected to improve with the resumption of economic activities. Additionally, the entry of large investments into MCKIP is expected to bode well for the long term growth prospects of the Port. Traffic volumes for the Toll operations have fully recovered to pre-pandemic levels and are expected to lead to an improvement in the Division's financial performance.

Although there is cause for optimism ahead, the IJM Group remains vigilant against an uncertain macroeconomic outlook with heightened inflationary pressures, supply chain constraints and labour shortages across the Country.

Closing

I wish to extend a warm welcome to Datuk Wong Tuck Wai and Mr Vino Kumar to their roles as CEO of IJM Land and CEO of Kuantan Port, respectively. I am confident that they will inject fresh perspectives to their businesses, pursuing a clear vision for change and value creation. Both the seasoned industry veterans' vast experience and impressive track records will be essential as the Group charts its course in this time of fast structural, regulatory and societal change.

In closing, I would like to thank the Board, management and employees of the Group for their contributions and dedication to performing their jobs, especially during the challenging past two years. I would also like to express my deepest appreciation to our shareholders, clients, bankers, contractors and suppliers for their continued support to the Group.

Liew Hau Seng
Chief Executive Officer &
Managing Director

Savio Residensi, Riana Dutamas, Kuala Lumpur

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("the Board") is committed to ensuring that the highest standards of corporate governance are practised throughout IJM Corporation Berhad ("IJM" or "the Company") and its subsidiaries (collectively referred to as "the Group"). The Board believes that strong corporate governance is essential in enhancing shareholders' value and for long-term sustainability and growth.

The Board is pleased to present this overview statement, which sets out a summary of the Group's corporate governance practices during the financial year ("FY") ended 31 March 2022 ("FY2022") based on the following three (3) key principles of the Malaysian Code on Corporate Governance ("the Code"):-

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

This statement is to be read together with the Corporate Governance Report 2022 of the Company which is available on the Company's website at www.ijm.com and Bursa Malaysia's website.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

1. Board Duties and Responsibilities

The Board is responsible for the long-term success of the Group and the delivery of sustainable value to stakeholders. The Board assumes, amongst others, the following duties and responsibilities:-

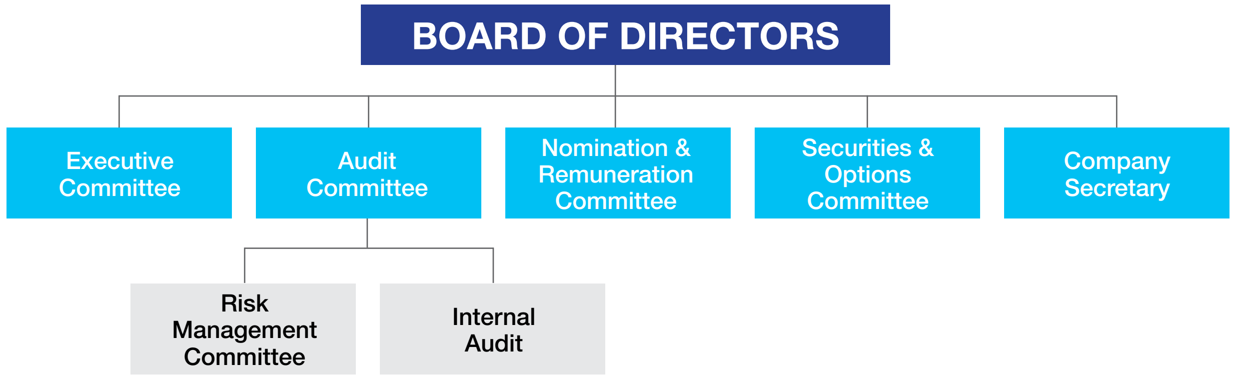
- together with senior management, promote good corporate governance culture within the Group;
- review and adopt the overall strategic plans and programmes for the Group;
- oversee and evaluate the conduct of business of the Group;
- ensure there is a sound framework for internal controls and risk management;
- understand the principal risks of the Group, set the risk appetite within which Management is expected to operate and ensure there is an appropriate risk management framework;
- oversee and evaluate the implementation and effectiveness of the anti-bribery and corruption system of internal control;
- ensure there are succession plans of the Board and senior management;
- ensure the procedures for effective communication with stakeholders are put in place; and
- review the adequacy and integrity of the financial and non-financial reporting of the Group.

The Board is always guided by the Board Charter, which outlines the duties and responsibilities and matters reserved for the Board in discharging its fiduciary duties. The Board Charter is reviewed and updated by the Board from time to time to ensure that it continues to remain relevant and appropriate. The details of the Board Charter are available for reference at www.ijm.com.

The Board has delegated certain functions to the Board Committees it established to assist in the execution of its responsibilities. The Board Committees operate under clearly defined Terms of Reference. The Board Committees are authorised by the Board to deal with and to deliberate on matters delegated to them within their Terms of Reference. The Chairs of the respective Board Committees report to the Board on the outcome of their Board Committee meetings and such reports are included in the Board papers.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The governance structure of the Board is as follows:-



At the scheduled Board meetings, the Board receives updates and presentations from Management in relation to financial matters, operational and strategic activities and governance, in addition to the reports from the Board Committees. The Board also reviews the annual Budget of the Group, and considers the new budget as well as the capital expenditure requirements at the Board meeting held in February of each year. The Board and Management will deliberate on the proposed divisional budgets and the rationale and assumptions used for the Budget.

At the offsite Board Strategic Visioning Session held over a 3-day period in March 2022, the Board had actively deliberated on the visioning and forward-looking strategies for the Group, which included the following:-

- the strategic focus areas:

Build Resilience	Nurture Capabilities	Drive Growth
• optimise the supply-chain and adapt to the new norms of operations by divisions; • reduce gearing and enhance cash position of the Group; and • prioritise the capital expenditure, working capital management and cost optimisation.	• continue the digital transformation journey and embrace innovation; • enhance best practices of sustainability across the Group; • build succession and talent pipelines; • drive robust risk management practices; and • drive an accountability and performance based culture.	• optimise earnings especially in the midst of the pandemic; • incubation of long-term infrastructure assets to grow recurring income; • new business exploration; • regional expansion; and • enhance growth through strategic mergers and acquisitions.

- human resource, succession and talent management including key initiatives of human resource strategy from FY2023 to FY2025;
- the proposed sustainability roadmap of the Group for FY2023 to FY2025;
- challenges and opportunities for the Group;
- environmental, social and governance ("ESG") related issues faced by the Group; and
- IJM's value proposition to investors.

2. Chairman and the Chief Executive Officer & Managing Director

The roles of the Non-Executive Chairman and the Chief Executive Officer & Managing Director ("CEO&MD") are distinct and separate, and the positions are held by different individuals, in order to ensure that there is a balance of power and authority. The responsibilities of the Non-Executive Chairman and the CEO&MD are set out in the Board Charter.

The Non-Executive Chairman is not a member of any Board Committee so that the objectivity of the Chairman and the Board is maintained when deliberating on the observations and recommendations put forth by the Board Committees.

3. Company Secretary

The Board is supported by a qualified and competent Company Secretary to provide sound governance advice, ensure adherence to Board policies, rules and procedures, and advocate adoption of corporate governance best practices. The profile of the Company Secretary is provided on page 33. The Directors have access to the advice and services of the Company Secretary especially relating to procedural and regulatory requirements such as company and securities laws and regulations, governance matters and Main Market Listing Requirements. The Company Secretary undertakes continuous professional development and her details of attendance at training and seminars are available for reference at www.ijm.com.

4. Board and Board Committees Meetings

All Directors are provided with performance and progress reports on a timely basis prior to scheduled Board meetings. Board papers are distributed electronically and generally at least five (5) business days in advance to ensure Directors are well informed and have the opportunity to seek additional information, and are able to obtain further clarification from the Company Secretary/Management, should such a need arise. The Company Secretary always ensures the recording of proper minutes of all deliberations and decisions of the Board and Board Committees, including any dissenting views and abstentions by any director from voting or deliberating on a particular matter. For cybersecurity purposes, all meeting materials are kept in a secure and collaborative board portal and the Directors are granted access to meeting materials via respective user identities and passwords.

Board meetings (including Board Committee meetings) are scheduled in advance prior to the new calendar year, to enable the Directors to plan ahead and coordinate their respective schedules and/or events. The Board conducts at least four (4) scheduled meetings annually, with additional meetings convened as and when necessary. Directors are also invited to attend Board Committee meetings, where deemed necessary. During the FY2022, six (6) Board meetings were held. During the COVID-19 movement control order period (MCO), the Company Secretary ensured the virtual board meetings and virtual annual general meeting were conducted smoothly and successfully.

The attendance record of each Director is as follows:

	Number of Meetings Attended	Percentage
Executive Directors		
Liew Hau Seng	6/6	100%
Lee Chun Fai	6/6	100%
Independent Non-Executive Directors		
Datuk Lee Teck Yuen	6/6	100%
Pushpanathan A/L S A Kanagarayar	5/6^	83%
Goh Tian Sui	6/6	100%
Dato' David Frederick Wilson	6/6	100%
Tunku Alina Binti Raja Muhd Alias	5/5*	100%
Tan Ting Min	6/6	100%
Dato' Ir. Tan Gim Foo *(appointed on 23 November 2021)*	2/2	100%
Datuk Ir Hamzah Bin Hasan *(retired on 26 August 2021)*	3/3	100%
Non-Executive Directors		
Tan Sri Dato' Tan Boon Seng @ Krishnan	6/6	100%
Azhar Bin Ahmad	5/5*	100%

^ *Absent from the Board meeting held in August 2021 due to medical reasons*
* *Abstained from attending the Board meeting held in June 2021*

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Directors also attended tender adjudication meetings and investment briefings, where they deliberate on the Group's participation in major project bids in excess of 5% of the net assets value of the Group (or RM250 million for overseas contracts). Informal meetings and consultations are frequently and freely held to share expertise and experiences.

In fostering the commitment of the Board that the Directors devote sufficient time to carry out their responsibilities, the Directors are required to notify the Chairman before accepting any new directorships and such notifications shall include an indication of time that will be spent on the new appointments. In addition, assurances are given by the Directors that their new appointments will not affect their commitments and responsibilities as Directors of the Company. In the event that the Chairman has any new directorship or significant commitments outside the Company, he will also notify the Board. All Directors of the Company do not hold more than five (5) directorships each in public listed companies.

During the annual Board evaluation, each Director was assessed whether he/she was able to devote adequate time and attention for Board meetings, Board briefings, Board Committee meetings and activities of the Company. Overall, the Board was satisfied with the commitment of all members of the Board and the time contributed by each of them. The time commitment of the Directors was demonstrated by the attendance and time spent at the Board and Board Committee meetings during FY2022.

5. Code of Conduct and Ethics

The Board is committed to conducting its business in a legal and professional manner, with the highest standard of integrity and ethical values, and has adopted the Code of Conduct and Ethics for Employees ("CCEE") which applies to all Directors and employees. The CCEE covers the areas of workplace culture and environment, company records and assets, conflict of interest, anti-bribery and corruption, gifts, hospitality and entertainment, insider trading, money laundering, fraud and so forth.

The Board also places emphasis on the business ethics and conduct of third parties who have dealings or transactions with the Group and has adopted the Code of Business Conduct for Third Parties ("CBC for 3rd Parties") which applies to all persons or entities who provide work, goods and services or act for or on behalf of the Group. The areas covered by the CBC for 3rd Parties include but are not limited to the Company's assets and information, dealing with customers and media, conflicts of interest, health, safety and environment (HSE), anti-bribery and corruption, gifts, hospitality and entertainment.

As part of the Company's commitment against all forms of bribery and corruption, the Board has in place the anti-bribery and corruption system ("ABCS") which consolidates various policies and processes in compliance with anti-bribery and corruption laws. The anti-bribery and corruption policy ("ABC Policy") of the Company forms part of the ABCS and aims to set out the parameters including the main principles, policies and guidelines in relation to anti-bribery and corruption. The details of the ABCS of the Company are set out in the Statement on Risk Management and Internal Control.

The CCEE, CBC for 3rd Parties and ABC Policy are available for reference at www.ijm.com.

6. Whistleblowing Policy

The Board encourages employees and associates to report incidences of suspected and/or real misconduct, wrongdoings, corruption and instances of fraud, waste, and/or abuse involving the resources of the Group. The Whistleblowing Policy adopted by the Company provides and facilitates a structured mechanism for any employee and associate to make disclosures of alleged improper conduct (whistleblowing) to the relevant authorities in good faith. The Whistleblowing Policy is posted on the Company's website at www.ijm.com for ease of access for reporting by employees, associates and third parties of the Group.

7. Sustainability

The Board together with Management take responsibility for the governance of sustainability in the Company and had adopted a sustainability governance framework that defines and guides the Group towards impact-focused targets. During FY 2022, Management had presented to the Board the proposed sustainability roadmap of the Group in September 2021 and March 2022. The Board continued to play an essential role in aligning ESG initiatives with the strategic direction of the Group. The Directors also participated in training and/or seminars to stay abreast with and understand the sustainability issues relevant to the Company and the business, including climate-related risks and opportunities. In the annual Board Assessment for FY 2022, the Board was assessed on their sustainability leadership and roles relating to ESG and the Board was satisfied with its performance in addressing the sustainability issues of the Group. The details of the sustainability initiatives of the Group are set out in the Sustainability Statement on pages 124 to 192.

II. Board Composition

There are 11 Board members, nine (9) of whom are Non-Executive Directors, and among the Non-Executive Directors, six (6) are Independent Non-Executive Directors. The Board comprises a majority of Independent Directors. The Chairman is a Non-Executive Director.

The balance between Independent Non-Executive, Non-Executive and Executive Directors, together with the support from Management, is to ensure that there is an effective and fair representation for shareholders, including minority shareholders. It further ensures that issues of strategy, performance and resources are fully addressed and investigated to take into account the long-term interests of shareholders, other relevant stakeholders and the community in which the Group conducts its business.

In order to ensure a person to be appointed or elected/re-elected as Director possesses the necessary quality and character as well as integrity, competency and commitment, the Board had in May 2022 adopted a Directors' Fit and Proper policy, which serves as a guide for the Nomination & Remuneration Committee ("NRC") and the Board in their review and assessment of candidates that are to be appointed as well as Directors who are seeking re-election.

The composition and size of the Board is reviewed from time to time to ensure its appropriateness and effectiveness. The profile of each Director is presented on pages 27 to 32.

1. Independence

The Independent Non-Executive Directors play a crucial role of bringing objectivity to the decisions made by the Board. They provide independent judgment, experience and objectivity without being subordinated to operational considerations. They help to ensure that the interests of all stakeholders are taken into account and that the relevant issues are subjected to objective and impartial consideration by the Board.

To date, none of the present Independent Non-Executive Directors of the Company has exceeded the term limit of nine (9) years, except for Mr Pushpanathan A/L S A Kanagarayar, who has completed his 9-year tenure as an Independent Director during the year and will be stepping down from the Board at the conclusion of the forthcoming Annual General Meeting ("AGM") in August 2022.

On 1 June 2022, Datuk Lee Teck Yuen had been re-designated from his role of the Senior Independent Non-Executive Director to that of a Non-Independent Non-Executive Director upon completion of his nine (9) years as an Independent Director. The Board was of the view that it is beneficial for the Company to retain Datuk Lee as a Director on the Board as he has considerable knowledge and experience in both the local and international property and construction businesses, and has been making invaluable strategic contributions to the Board and management team. With his insight, intuition, expertise and understanding of the property market as well as knowledge of the Group's various core business operations acquired during his tenure of office, the Board is confident that Datuk Lee would continue to discharge the duties and role as a Director effectively.

2. Board Diversity

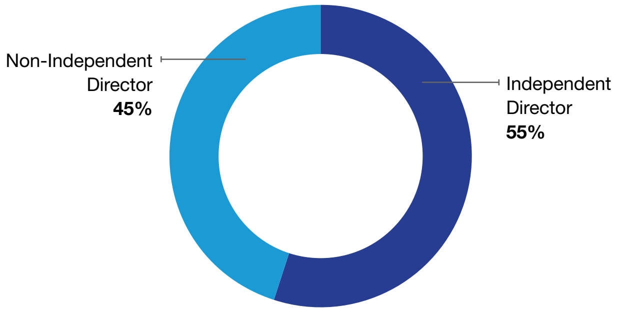
The Directors have a diverse set of skills, experience and knowledge necessary to govern the Group. The Directors are professionals in the fields of construction and engineering, finance, accounting, investments, property, toll infrastructure and legal practice. Together, they bring a wide range of competencies, capabilities, technical skills and relevant business experience to ensure that the Group continues to be a competitive leader within its diverse industry segments with a strong reputation for technical and professional competence.

The Company currently has two (2) women Directors on its Board out of a total of 11 Directors. The Board will endeavour to meet the 30% women Director requirement as soon as practicable pursuant to the Board Diversity Policy of the Company which is available for reference at www.ijm.com.

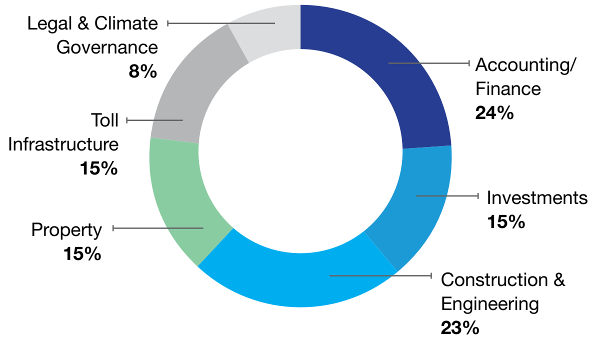
CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board diversity for the Company is illustrated as follows:-

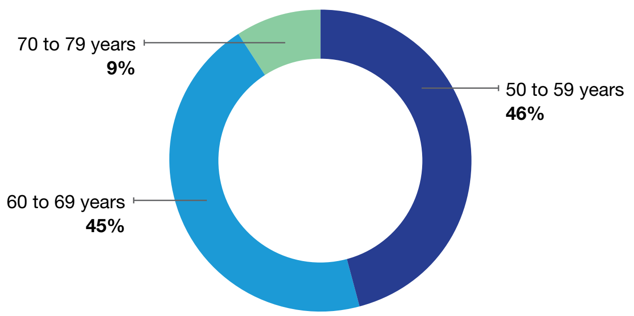
Composition



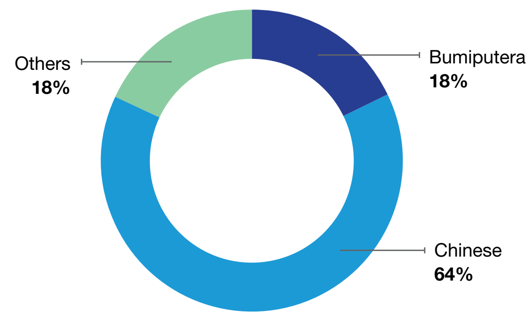
Industry/Background Experience



Age Group



Ethnic Group



3. Nomination & Remuneration Committee

The Remuneration Committee was established on 2 December 1998 and was renamed as the Nomination & Remuneration Committee ("NRC") on 16 May 2001. The composition of the NRC and the meeting attendance record of its members for FY2022 are as follows:-

	Number of Meetings Attended	Percentage
Datuk Lee Teck Yuen (Chairman), *Senior Independent Non-Executive Director*	4/4	100%
Tunku Alina Binti Raja Muhd Alias, *Independent Non-Executive Director*	4/4	100%
Tan Ting Min *(appointed on 29 October 2021)*	2/2	100%
Datuk Ir Hamzah Bin Hasan *(retired on 26 August 2021), Independent Non-Executive Director*	2/2	100%

Datuk Lee Teck Yuen was re-designated as a Non-Independent Non-Executive Director on 1 June 2022. He ceased to be the Chairman of NRC and was replaced by Tunku Alina Binti Raja Muhd Alias on 1 June 2022. Datuk Lee continues to serve and support the NRC as a member.

The activities of the NRC during FY2022 included the following:

(i) propose changes to key appointments in the Group;

(ii) review of the Balanced Scorecard of the Divisions and Group;

(iii) review of salaries, bonuses and incentives of senior management of the Group;

(iv) review of promotion and extension of service contracts of senior management of the Group;

(v) review of the re-election of Directors at the AGM;

(vi) review of the proposed vesting of shares under the seventh award of the Employee Share Grant Plan;

(vii) review of Directors' fees and benefits payable to Non-Executive Directors of the Company and its major subsidiaries;

(viii) review of the leadership development initiatives and salary benchmark for the Group;

(ix) assessment and evaluation of the effectiveness of the Board and individual Directors through the annual Board evaluations (including the CEO&MD, Deputy CEO & Deputy MD and the independence of Independent Non-Executive Directors);

(x) assessment and evaluation of the effectiveness of the Audit Committee and individual Committee members through the annual Audit Committee evaluation;

(xi) assessment and evaluation of the effectiveness of the NRC and Executive Committee;

(xii) review of organisation structure, succession plan and divisional Board composition;

(xiii) review of the composition of the Board based on a Board matrix which include the gender, age, ethnicity, academic qualifications, skills, experience and knowledge of the Directors; and

(xiv) propose the appointment of new Directors and Board committee members.

All recommendations of the NRC are subject to the endorsement of the Board. The Terms of Reference of the NRC are available for reference at www.ijm.com.

4. Board and Board Committee Evaluation

The Board undertook a formal and comprehensive annual evaluation of its own performance, comprising the Board as a whole, the Board Committees, each individual Director as well as the independence of Independent Directors for FY 2022 ("BA 2022"). The BA 2022 was conducted internally via online questionnaires with the assistance of the Company Secretary and the results of the BA 2022 were presented to the NRC and the Board for deliberation and review. Given that the annual evaluation for FY2021 was facilitated by a firm of independent consultants, the Board will next appoint an independent expert to facilitate the evaluations for FY2024.

Based on the results of the BA 2022, the NRC and the Board were satisfied with the overall performance and effectiveness of the Board. The overall average rating for the assessment of the Board was above 4 based on a full scale of 5. The areas identified for improvement were the Board mix and composition, and succession planning of the IJM Group and these are currently being addressed by the Board through the NRC and Management.

The NRC and the Board reviewed and assessed the performance of the Directors who are seeking re-election through the self and peer assessments. The areas of assessment include roles and duties, knowledge and integrity, governance and independence, risk management and interactive skills. The NRC was satisfied with their performance and is of the view that their continued service would benefit the Company and its stakeholders.

The Board Committee evaluation comprises the Audit Committee assessment, NRC assessment and Executive Committee assessment to review their performance and determine whether the Board Committees had carried out their duties in accordance with their Terms of Reference. The Board was satisfied with the performance and effectiveness of all the Board Committees.

In view of the appropriate level of knowledge, skills, experience and commitment of the Audit Committee members being critical to the Audit Committee's ability to discharge its responsibilities effectively, an assessment of the Audit Committee members (self & peers) was also carried out during the financial year.

5. Directors' Training

During the financial year, all Directors had attended various relevant in-house and external training programmes, workshops, seminars, briefings and/ or conferences. The training programmes attended by the Directors were related to performance management, cybersecurity, economics, climate risk, governance, digital transformation, anti-corruption, sustainability, finance, and industry knowledge. The Board has undertaken an assessment of the training needs of each Director through the Self & Peer Assessment during FY2022.

The details of the training programmes of each of the Directors of the Company are available for reference at www.ijm.com.

Where possible and when the opportunity arises, Board visits are organised to locations within the Group's operating businesses to enable the Directors to obtain a better perspective of the business and enhance their understanding of the Group's operations. During FY 2022, some of the Directors had visited the IJM IBS plant in Bestari Jaya, Selangor.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

III. Remuneration

1. Remuneration Policy and Procedures

The Company supports competitive remuneration and compensation necessary to attract, retain and motivate quality people required to lead, manage and serve the Company in a competitive environment. The appropriate levels of remuneration and compensation are essential to enhance the long-term interests of stakeholders and shareholders.

The Remuneration Policy of the Company provides clear and guiding principles for determining the remuneration of the Board and senior management and to align their interests with the interests of shareholders and the business strategies of the Group. The Remuneration Policy is available for reference at www.ijm.com.

The annual remuneration review takes place in April each year. The remuneration of the Group will be reviewed by the CEO&MD with the relevant internal and external inputs before presenting it to the NRC for approval. The NRC reviews the remuneration of Non-Executive Directors, Executive Directors and senior management in the month of May annually whereby the NRC will consider various factors including the performance of the Group, individual performances, duties, responsibilities and commitments of the Directors and senior management. Upon the review by the NRC, the appropriate recommendations will be made to the Board for approval. The Board will consider and, if deemed appropriate, approve the recommended remuneration for Executive Directors and senior management. As for the remuneration of Non-Executive Directors, upon the endorsement of the recommendation by the NRC, the Board will propose the remuneration for approval by the shareholders at the following AGM.

2. Directors' Remuneration

The details of the remuneration of Directors during the financial year are as follows:

A. Aggregate remuneration of Directors categorised into appropriate components:

The Company

	Salaries RM'000	Fees RM'000	Bonuses, Incentives & Others RM'000	EPF RM'000	Benefits-In-Kind RM'000	Total RM'000
Executive Directors	2,012	-	802	518	63	3,395
Non-Executive Directors	-	1,786	747*^	-	52	2,585
Total	2,012	1,786	1,549	518	115	**5,980**

* Includes meeting allowance paid to the Non-Executive Directors for each of the Board and Board Committee meetings attended.
^ Includes the advisory service fees of RM600,000 paid to Tan Sri Dato' Tan Boon Seng @ Krishnan.

Other Related Companies

	Salaries RM'000	Fees RM'000	Bonuses, Incentives & Others RM'000	EPF RM'000	Benefits-In-Kind RM'000	Total RM'000
Executive Directors	-	104	5	-	-	109
Non-Executive Directors	-	250	13	-	-	263
Total	-	354	18	-	-	**372**

B. Aggregate remuneration of each Director:

	Remuneration Received from The Company RM'000	Remuneration Received from Other Related Companies RM'000
Executive Directors		
Liew Hau Seng	1,954	109 #
Lee Chun Fai	1,441	-
Non-Executive Directors		
Tan Sri Dato' Tan Boon Seng @ Krishnan	955	-
Datuk Lee Teck Yuen	202	14*
Pushpanathan A/L S A Kanagarayar	307	233 #
Dato' David Frederick Wilson	161	-
Goh Tian Sui	162	-
Tunku Alina Binti Raja Muhd Alias	206	-
Tan Ting Min	251	2**
Azhar Bin Ahmad	160	-
Dato' Ir Tan Gim Foo *(appointed on 23 November 2021)*	79	14^
Datuk Ir Hamzah Bin Hasan *(retired on 26 August 2021)*	102	
Total	**5,980**	**372**

Fees and meeting allowance received from IJM Plantations Berhad in their capacity as Non-Executive Directors
* *Fees and meeting allowance receivable from IJM Land Berhad in his capacity as Director*
^ *Fees and meeting allowance receivable from IJM Construction Sdn Bhd in his capacity as Director*
** *Meeting allowance receivable from IJM Land Berhad as an invitee*

Other than the remuneration of the CEO&MD and Deputy CEO & Deputy MD, the Company has not disclosed on a named basis the top five (5) senior management's remuneration in view of the competitiveness in the market for senior talent.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. Audit Committee

1. Composition of Audit Committee

The Audit Committee comprises entirely of Independent Non-Executive Directors. The Chairman of the Audit Committee, Mr Pushpanathan A/L S A Kanagarayar is a member of the Institute of Chartered Accountants of Scotland (ICAS), the Malaysian Institute of Certified Public Accountants (MICPA) and a Chartered Accountant of the Malaysian Institute of Accountants (MIA). He is not the Chairman of the Board. The other members of the Audit Committee are Ms Tan Ting Min and Dato' Ir Tan Gim Foo.

2. Relationship with the External Auditors

Through the Audit Committee, the Board has a direct relationship with the external auditors. The role of the Audit Committee in relation to the external auditors is set out on pages 106 to 111. The external auditors were invited and had attended all the Audit Committee meetings and the AGM of the Company during the financial year.

The Audit Committee (together with the Chief Financial Officer and Chief Audit Executive) had undertaken an assessment on the suitability of the external auditors for the financial year pursuant to the External Auditors Policy, which has outlined the guidelines and procedures for the assessment and monitoring of external auditors. There were no major concerns from the results of the assessment of the External Auditors. The Board was satisfied with the performance of the external auditors in terms of their quality of service provided as well as their exercise of audit independence.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The details of the External Auditors Policy are available for reference at www.ijm.com. The Policy was reviewed in August 2021. Pursuant to the Policy, the engagement and concurring partners responsible for the Group audit are rotated at least every seven (7) cumulative financial years, and in the event of a former audit partner being appointed as a member of the Board and Audit Committee, he/she shall observe a cooling-off period of at least three (3) years before such appointment.

3. Related Party Transactions

Significant related party transactions of the Group for FY2022 are disclosed in Note 52 to the Financial Statements. The Audit Committee had reviewed the related party transactions that arose within the Group to ensure that the transactions were fair and reasonable, not detrimental to the minority shareholders and were in the best interests of the Company.

There were no material contracts entered into by the Group involving the interest of Directors and major shareholders during FY2022 other than a conditional Share Sale and Purchase Agreement entered into between the Company and Kuala Lumpur Kepong Berhad ("KLK") for the disposal of the entire 56.2% equity interests in IJM Plantations Berhad ("IJMP") to KLK whereby the Employees Provident Fund Board was deemed as an interested major shareholder in the disposal. The disposal was completed on 6 September 2021 and IJMP had ceased to be a subsidiary of the Company.

4. Directors' Responsibility Statement

The Directors are required by the Companies Act 2016 ("the Act") to cause Management to prepare financial statements for each financial year in accordance with the requirements of the Act and applicable approved accounting standards to give a true and fair view of the financial position of the Group and of the Company at the end of the financial year and of their financial performance and their cash flows for the financial year then ended. Where there are new accounting standards or policies that become effective during the year, the impact of adoption of these new standards would be stated in the notes to the financial statements, accordingly.

In the preparation of financial statements, the Directors ensure that Management has:

i) adopted appropriate accounting policies which were consistently applied;

ii) made judgments and used estimates that are reasonable under the circumstances;

iii) ensured that all applicable approved accounting standards have been complied with; and

iv) assessed the Group and the Company's ability to continue as a going concern and that the going concern basis of accounting is appropriate.

The Directors are responsible for ensuring that the Group and the Company keep accounting and other records in a manner to sufficiently explain the transactions and to enable the preparation of financial statements that comply with the provisions of the Act.

The Directors have also taken such steps to have in place a system of internal control that will provide reasonable assurance that the assets of the Group and the Company are safeguarded against loss from unauthorised use or disposition.

II. Risk Management and Internal Control Framework

The Board is responsible for establishing and maintaining a sound risk management framework and internal control system to ensure that the shareholders' investments, other stakeholders' interests and assets of the Group are safeguarded. The Board through the Audit Committee evaluates the adequacy and effectiveness of the internal control system by reviewing the actions taken on lapses, recommendations of internal auditors and Management's responses.

The details of the internal audit function of the Group are set out in the Audit Committee Report on pages 106 to 111, and the overview of the risk management and internal control framework of the Group is set out on pages 112 to 123 of the Statement on Risk Management and Internal Control.

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

I. Communication with Stakeholders

The Company places great importance in ensuring the highest standards of transparency and accountability in its communication with investors, analysts and the public, and has a dedicated Investor Relations team that handles analyst briefings, communicates with key institutional investors and answers queries from shareholders.

At least two (2) scheduled Company Briefings are held each year, usually coinciding with the release of the Group's second and final quarter results, to explain the results achieved as well as immediate and long term strategies, along with their implications.

The Company conducts regular dialogues with financial analysts. As at 31 March 2022, IJM was covered by 20 research houses, of which 12, 4 and 4 had "Buy", "Hold" and "Sell" ratings respectively.

The Company also participates in several institutional investor forums both locally and outside Malaysia. The summary of the Group's investor relation activities during the financial year and additional corporate information and/or disclosures of the Group are available for reference at www.ijm.com.

The Group has a comprehensive website at www.ijm.com, which includes a dedicated section on Investor Relations, to support its communication with the investment community. To better serve stakeholders of the Group, an avenue is provided on the website (under "Investor Centre" page) for stakeholders to suggest improvements to the Group via email: ijmir@ijm.com.

Investor queries pertaining to financial performance or company developments may be directed to the General Manager (Investor Relations) of IJM Corporation Berhad, Mr Shane Guha Thakurta (Tel : +603-79858041, Fax : +603-79529388, E-mail : shane@ijm.com), whereas shareholder and company related queries may be referred to the Company Secretary, Ms Ng Yoke Kian (Tel : +603-79858131, Fax : +603-79521200, E-mail : csa@ijm.com).

Additionally, IJM has also been actively contributing to the development of the investor relations profession through its board membership in the Malaysian Investor Relations Association (MIRA) since 2009.

II. Conduct of General Meetings

The AGM is the principal forum for dialogue with shareholders. The notice of AGM and the annual report are sent out to shareholders at least 28 days before the date of the AGM.

All Directors had attended the AGM for the financial year ended 31 March 2021 except for Mr Pushpanathan A/L S A Kanagarayar due to medical reasons. At the AGM, a presentation was given to shareholders by the CEO&MD to explain the Group's strategy, performance and major developments, including the responses to questions raised by the Minority Shareholders Watch Group ("MSWG") in relation to the operational and financial matters, and corporate governance of the Group, which were submitted by MSWG prior to the AGM. The Board encourages shareholders to actively participate in the question and answer session at all general meetings.

Shareholders are encouraged to be aware of their rights regarding to the convening of general meetings and appointment of proxies. The details of shareholder's rights are available for reference at www.ijm.com.

The Company convened a fully virtual AGM last year and had adopted online remote voting for the conduct of poll on all resolutions. All shareholders were briefed on the voting procedures by the poll administrator prior to the poll voting and an independent scrutineer was appointed to validate the votes cast and announce the poll results.

The extract of minutes of general meetings (including the list of attendance of Directors, pertinent questions raised by shareholders and the respective responses, and outcome of the voting results) are made available to shareholders and the public for reference at www.ijm.com.

A press conference is normally held after each AGM and/or General Meeting of the Company to provide the media an opportunity to receive an update from the Board on the proceedings at the meetings and to address any queries or areas of interest.

This Corporate Governance Overview Statement is made in accordance with a resolution of the Board of Directors dated 5 July 2022.

AUDIT COMMITTEE REPORT

During the financial year, the Audit Committee carried out its duties and responsibilities in accordance with its terms of reference and held discussions with the internal auditors, external auditors and relevant members of Management. The Audit Committee is of the view that no material misstatements or losses, contingencies or uncertainties have arisen, based on the reviews made and discussions held.

MEMBERSHIP AND TERMS OF REFERENCE OF THE AUDIT COMMITTEE

Membership

The Audit Committee is appointed by the Board of Directors from amongst the Non-Executive Directors and consists of three (3) members, all of whom are Independent Non-Executive Directors.

The Chairman of the Audit Committee, Mr Pushpanathan A/L S A Kanagarayar is a member of the Institute of Chartered Accountants of Scotland ("ICAS"), the Malaysian Institute of Certified Public Accountants ("MICPA") and a Chartered Accountant of the Malaysian Institute of Accountants ("MIA"). The other members of the Audit Committee are Ms Tan Ting Min and Dato' Ir. Tan Gim Foo. Dato' Ir. Tan was appointed as a member of the Audit Committee on 23 November 2021 after Dato' Ir. Hamzah Bin Hasan retired as Director at the conclusion of the Annual General Meeting held on 26 August 2021.

Members of the Audit Committee *(left to right)*
• Pushpanathan A/L S A Kanagarayar • Tan Ting Min • Dato' Ir. Tan Gim Foo

Meetings and Minutes

Four (4) meetings were held during the financial year with the attendance of the Chief Executive Officer & Managing Director ("CEO & MD") (by invitation), the Chief Financial Officer ("CFO") (by invitation), the Chief Audit Executive ("CAE"), the Chief Risk Management & Integrity Officer ("CRMIO"), the Engagement Partner and senior representatives of the external auditors and the Company Secretary. The meetings were scheduled to coincide with the key dates within the financial reporting and audit cycle, prior to the Board meetings pertaining to the release of the quarterly financial results and announcements as well as the year-end financial statements of the Group and the Company.

A quorum consists of two (2) members present and both of whom must be Independent Directors. Other Board members and Senior Management may attend meetings upon the invitation of the Audit Committee. Both the internal and external auditors, too, may request a meeting if they consider that one is necessary.

During the financial year, the Chairman of the Audit Committee had engaged on a continuous basis with the relevant Senior Management, the CAE and the external auditors, in order to keep abreast of matters and issues affecting the Group.

The Company Secretary acts as the secretary to the Audit Committee. A comprehensive agenda together with the supporting reports were distributed electronically to the Audit Committee members prior to the meeting. Minutes of each meeting were also distributed electronically to each Board member, and the Chairman of the Audit Committee reports on key issues discussed at each quarterly meeting of the Board.

Details of the Audit Committee members' attendance are tabled below:

		No. of meetings attended
1.	Pushpanathan A/L S A Kanagarayar *Independent Non-Executive Director (Chairman)*	3/4*
2.	Tan Ting Min *Independent Non-Executive Director*	4/4
3.	Dato' Ir. Tan Gim Foo *(appointed as member on 23 November 2021)* *Independent Non-Executive Director*	1/1
4.	Dato' Ir. Hamzah Bin Hasan *(ceased as member on 26 August 2021)* *Independent Non-Executive Director*	2/2

* On medical leave for the meeting held on 19 August 2021

Authority and Duties

The details of the terms of reference of the Audit Committee are available at www.ijm.com.

REVIEW OF THE AUDIT COMMITTEE

An annual assessment and evaluation on the performance and effectiveness of the Audit Committee was undertaken by the Board of Directors for the financial year ended 31 March 2022. The Audit Committee was assessed based on five (5) key areas, namely, effectiveness and quality, internal and external audit, risk management and internal control, related party transactions and conflicts of interest, and financial reporting, to determine whether the Audit Committee had carried out its duties in accordance with its terms of reference.

As for the appropriate level of knowledge, skills, experience and commitment of its members being critical to the Audit Committee's ability to discharge its responsibilities effectively, an assessment of the Audit Committee members (self and peers) was also carried out for the financial year ended 31 March 2022.

The Board is satisfied that the Audit Committee and its members have discharged their functions, duties and responsibilities in accordance with the Audit Committee's terms of reference and have supported the Board in ensuring that the Group upholds appropriate standards of corporate governance.

SUMMARY OF ACTIVITIES FOR THE FINANCIAL YEAR

During the financial year, the Audit Committee carried out the following activities:

1.0 Financial Reporting

- Reviewed the quarterly financial results and announcements as well as the year-end financial statements of the Group and Company, and recommended them for approval by the Board;
- In the review of the quarterly financial results and annual audited financial statements, the Audit Committee discussed with Management and the external auditors, amongst others, the impact of the new accounting standards on the financial results and statements for the financial period being reported, the accounting policies that were applied and the use of certain critical accounting estimates and the exercise of their judgement in the process of applying the Group's accounting policies that may affect the financial results and statements, in addition to the completeness and accuracy of the financial and non-financial information disclosed that reflect the substance over form; and
- Confirmed with Management and the external auditors that the Group's and the Company's annual audited financial statements had been prepared in accordance with applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

2.0 Internal Audit

- Reviewed and approved the annual internal audit plan as proposed by the internal auditors to ensure the adequacy of the scope and coverage of work;
- Reviewed the effectiveness of the internal audit process, the Group Internal Audit Department's ("IAD") organisation structure, resource requirements (adequacy and suitability) for the year and assessed the performance of the overall Internal Audit function;
- The Audit Committee met with the CAE twice during the year, without the presence of Management, to review key issues within the internal auditors' area of coverage and responsibility. During the private session with the CAE, it was noted that there were no major concerns and she conveyed that the internal auditors had been receiving full cooperation from the Management and staff throughout the course of their work;
- Reviewed the audit reports presented by the internal auditors on their findings and recommendations with respect to governance, risk and internal control weaknesses. The Audit Committee then discussed and considered those findings including the Management's responses thereon, before proposing that those noted weaknesses be rectified and recommendations for improvements be implemented where appropriate, in a timely manner;
- Reviewed the internal auditors' findings on whistleblowing cases, if any, and Management's responses and resolutions thereon; and
- Reviewed the report on the verification of allocation of options and shares conducted by the internal auditors in relation to the Employee Share Option Scheme and Employee Share Grant Plan under the Long Term Incentive Plan ("LTIP") of the Company to ensure that it is in compliance with the criteria set out in the By-Laws of the LTIP that has been disclosed by the Company to eligible employees of the Group.

AUDIT COMMITTEE REPORT

3.0 External Audit

- Reviewed and endorsed the external auditors' Audit Plan, including the areas of audit emphasis and their audit approach for this financial year;
- Exercised oversight over the scope of work of the external auditors to ensure that their coverage is sufficient and that there was appropriate reliance placed on the work of the internal auditors;
- Reviewed the level and scope of assistance given by the internal auditors to the external auditors;
- The Audit Committee reviewed and discussed the following with the external auditors:
  - the detailed terms of responsibilities and their scope of work as set out in the external auditors' engagement letter;
  - the overall work plan, including the audit approach and an overview on the areas of audit emphasis and fee proposal;
  - the significant audit and accounting matters identified during the course of the audit and the manner they were resolved;
  - results of their audit of accounting estimates and areas involving judgements;
  - the corrected and uncorrected misstatements noted during the audit; and
  - internal control recommendations made by the external auditors and the adequacy of Management's responses thereon;
- Reviewed and approved the provision of any non-audit services by the external auditors permissible for the external auditors to undertake, as provided under the By-Laws of the MIA.

  The amounts of the external audit fees and non-audit fees incurred for the financial year ended 31 March 2022 were as follows:-

Fees incurred	Audit Fees RM'000	Non-Audit Fees RM'000
The Company	464	112
The Group	4,294	643

  The non-audit services rendered relate mainly to tax compliance and advisory services.

- The Audit Committee met with the external auditors twice during the year, without the presence of Management, on any concerns or issues affecting their areas of work, including the level of cooperation received from the Management and staff throughout the course of their engagement;
- Reviewed with the external auditors the results of their work and their audit report on the financial statements;
- Reviewed and assessed the performance, suitability and independence of the external auditors pursuant to the External Auditors Policy ("the Policy"). The Audit Committee undertook an annual assessment to assess the performance, suitability and independence of the external auditors based on, amongst others, the quality of service, adequacy of resources, communication and interaction, as well as the exercise of independence, objectivity and professional scepticism. The external auditors have confirmed their independence in accordance with the provisions of the By-Laws on Professional Independence of the MIA.

  Pursuant to the Group's Policy on Audit Partner rotation requirements, the Key Audit Partner ("KAP") includes the Engagement Partner, Engagement Quality Control Reviewer and other KAPs on significant subsidiaries of the Group. The rotation requirements of the KAP are set out as below:-

Role	Cumulative Stay-on Period	Cooling-off Period
Engagement Partner	7 years	5 years
Engagement Quality Control Reviewer	7 years	3 years
Other KAPs	7 years	2 years

  In the event of a former audit partner of the Group being appointed as a member of the Board and Audit Committee, he/she shall observe a cooling-off period of at least three (3) years before such appointment.

  Following the review of the external auditors' performance, suitability and independence, the Audit Committee recommended to the Board that Messrs PricewaterhouseCoopers PLT be re-appointed as auditors of the Company. A resolution for their re-appointment will be tabled for approval at the forthcoming Annual General Meeting; and

- Recommended the proposed audit fee for the Board's approval.

4.0 Risk Management

- Reviewed the Risk Management Committee's reports, assessed the adequacy and effectiveness of the enterprise risk management framework and the appropriateness of Management's responses to the identified key risk areas as well as proposed recommendations for improvements to be implemented;
- The Risk Management Committee is assisted by the Risk Management and Integrity ("RMI") function in discharging its risk and compliance duties and responsibilities. One of RMI's primary role is to work with each of the business divisions to assess, design, implement and monitor the identified risk and the compliance framework. RMI continues to assist the Risk Management Committee in providing oversight of enterprise-wide risk management and in supporting the business divisions' risk assessment and risk monitoring activities.
- Reviewed the monitoring reports and implementation progress arising from the Anti-Bribery and Corruption System ("ABCS") Policy that was developed to address the risk of fraud, misconduct, bribery and corruption as well as ensure adequate procedures were in place to mitigate against the risk of corporate liabilities arising from Section 17A of the Malaysian Anti-Corruption Commission Act ("MACC Act") 2009; and
- Reviewed and approved the annual enterprise risk management plan as proposed by the CRMIO to ensure the adequacy of the scope, resources and coverage of work.

5.0 Related Party Transactions

- Reviewed the related party transactions and conflicts of interest, if any, that arose within the Group to ensure that the transactions are fair and reasonable to the Group and Company and are not to the detriment of the non controlling shareholders.

TRAINING

During the year, all the Audit Committee members attended various relevant seminars, training programmes and conferences. Details of these are available at www.ijm.com.

INTERNAL AUDIT FUNCTION

The IAD is headed by the CAE, Ms Lim Kher Shin. She holds a Bachelor of Business in Accounting from the Charles Sturt University, Australia, is a Member of CPA Australia and the Malaysian Institute of Accountants. The CAE reports directly to the Audit Committee and administratively to the CEO & MD. The Audit Committee is satisfied that the internal auditors' independence has been maintained as adequate safeguards are in place. All internal auditors have signed the annual declarations that they were and had been independent, objective and in compliance with the Code of Conduct and Ethics for Employees of IJM Corporation Berhad ("IJM"), the MIA and the IIA in carrying out their duties for the financial year. The Audit Committee is satisfied that the IAD has sufficient resources and is able to access information to undertake its duties effectively.

The IAD provides the Board (primarily via the Audit Committee) and to Management reasonable assurance on the effectiveness of the Group's systems of governance, risk and internal control and the adequacy of these systems to manage business risks and to safeguard the Group's assets and resources.

AUDIT COMMITTEE REPORT

The Internal Audit Charter sets out the purpose, functions, scope and responsibilities of the IAD and how it maintains independence from the first and second lines of defence by Management. The four (4) main functions of IAD are to:

- Assess and report on the effectiveness of the design and operation of the framework of governance, risk and controls which enable business issues to be assessed and managed;
- Assess and report on the effectiveness of management actions to address deficiencies in the framework of governance, risk and controls;
- Investigate and report on cases of suspected employee fraud and malpractice, if any; and
- Undertake designated consulting services for Management provided that they do not threaten IAD's independence from Management and the provision of Level Three assurance.

The Internal Audit Plan for FY2022, which was approved by the Audit Committee in February 2021, reflected the Group's FY2022 Operational Plan that was prioritised following a risk-based assessment of its entire business landscape and a review against the Group's risk policies. The reviews carried out covered an extensive sample of controls over high and significant risk types (including related party transactions), business units and entities. Selective lower risk units were also included on a periodic rotation basis. During the year, the Internal Audit Plan for FY2023 was reviewed and approved by the Audit Committee in February 2022.

The IAD adopts a risk-based auditing approach, guided by the International Professional Practices Framework ("IPPF") issued by the IIA. They evaluated the adequacy and effectiveness of key controls in responding to risks within the organisation's governance, operations and information systems, in terms of:

- Reliability and integrity of financial and operational information;
- Effectiveness and efficiency of operations;
- Safeguarding of assets;
- Exposure to committed and contingent liabilities; and
- Compliance with relevant laws, regulations and contractual obligations.

All audit findings, for which root-cause analyses were conducted, are reported to the appropriate levels of Management when identified. Based on the scope of audits performed, IAD will state their overall opinion on the state of the audit unit's governance, risk and control processes. The Audit Committee received quarterly reports from the IAD on audit reviews carried out and Management's responses to the findings and progress in addressing identified issues. Members of Management were made responsible for ensuring that timely corrective actions on the reported deficiencies were taken within the required timeframes. IAD conducted follow-up audits on key engagements to ensure that the corrective actions were implemented appropriately and timely. In this respect, IAD has added value in enhancing the governance, risk management and control processes within the Group.

The Audit Committee reviewed and approved the IAD's financial budget and staffing requirements to ensure that the function is adequately resourced.

The total cost incurred in managing the IAD for the financial year under review was RM2.7 million (FY2021: RM3.0 million).

A summary of the internal audit cost distribution is as follows:

Cost Category	% of total cost
Manpower	91%
Training	1%
Travelling (inclusive of accommodation)	1%
Overheads	7%

INTERNAL AUDIT ACTIVITIES FOR THE FINANCIAL YEAR

While the movement limitations and restrictions due to the Movement Control Orders imposed by the Government to address the COVID-19 pandemic since 2020 extended to the current financial year, the IAD completed and reported on 56 assignments where audit reviews were conducted and thus provided independent assessments covering all business divisions of the Group, inclusive of its overseas operations and functional audits of the Group Support Services. These included ad-hoc audits conducted on the basis of special requests from the Board, Audit Committee, Senior Management or those arising from the Group's Whistleblowing Programme. Subsequently, Internal Audit performed follow-up procedures to determine the adequacy, effectiveness, and timeliness of actions taken by Management (or as a result of other internal or external factors) to correct the reported issues and recommendations.

IAD provided internal audit services to IJM Plantations Berhad ("IJMP") until September 2021, and in an effort to provide value added services, it also played an active advisory role in the review and improvement of existing internal controls within the IJMP Group. Included in IAD's 56 assignments mentioned above, were 17 audit assignments pertaining to IJMP, which were completed and reported to the Audit Committee of IJMP.

IAD comprises 17 staff and the level of expertise and qualifications within the IAD as at the end of 31 March 2022 were as follows:

Qualification Category	Percentage of total auditors
Professional Qualification (CPA, CIA, ACCA, CIMA, etc.)	44%
Post Graduate Degree (MBA, MA, etc)	13%
Bachelor's Degree	37%
Diploma Level	6%

The internal auditors continuously strive to stay updated with current developments to equip themselves with the awareness to address new risks and knowledge to better understand existing ones. A total of 1,098 hours was spent on training and development, which averaged to 55 hours per person per annum. This is in addition to the numerous hours spent on self-learning for audit purposes. The above training and development hours were mainly accumulated by taking advantage of numerous free webinars offered by various professional bodies and subject matter experts. The categories of training attended were as follows:

Training & Development Category	Percentage of hours
Technical (e.g. auditing, accounting and tax)	67%
Management, leadership & soft skills	14%
Industry related trainings	19%

IJM is a Corporate Member of The IIA's Malaysia Chapter.

This Audit Committee Report is made in accordance with the resolution of the Board of Directors dated 5 July 2022.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

In line with Paragraph 15.26(b) of the Main Market Listing Requirements ("LR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and guided by the Statement on Risk Management & Internal Control: Guidelines for Directors of Listed Issuers, the Board is committed to preserve and uphold a sound system of risk management and internal control as well as good corporate governance practices throughout IJM Corporation Berhad ("IJM" or "the Company") and its subsidiaries ("the Group").

BOARD'S RESPONSIBILITY

The Board affirms its responsibility for maintaining a sound risk management framework and internal control system to safeguard the shareholders' investments and the Group's assets, as well as to discharge its stewardship responsibility in identifying principal risks and ensuring the implementation of an appropriate risk management and internal control system to manage those risks in accordance with *Principle B of the Malaysian Code on Corporate Governance*.

The Board continually articulates, implements and reviews the adequacy and effectiveness of the Group's enterprise-wide risk management and internal control system which has been embedded in all aspects of the Group's activities. The Board reviews the processes, responsibilities and assesses for reasonable assurance that risks have been managed within the Group's risk appetite and tolerance, with a system that is viable and robust.

Recognising the ever-changing risk landscape, the Group's system is designed to effectively manage rather than completely eliminate the risks of failure to achieve the Group's business objectives. Accordingly, such systems can only provide a reasonable and not absolute assurance against material misstatement, loss or fraud. The aim, however, is to ensure that any adverse impact arising from a foreseeable future event or situation on the Group's objectives is identified, mitigated and managed.

For the financial year ended 31 March 2022 ("FY2022"), the Board has received assurance from the Chief Executive Officer & Managing Director and the Chief Financial Officer of the Company that the Group's risk management and internal control system is operating adequately and effectively, in all material aspects, based on the risk management and internal control framework of the Group.

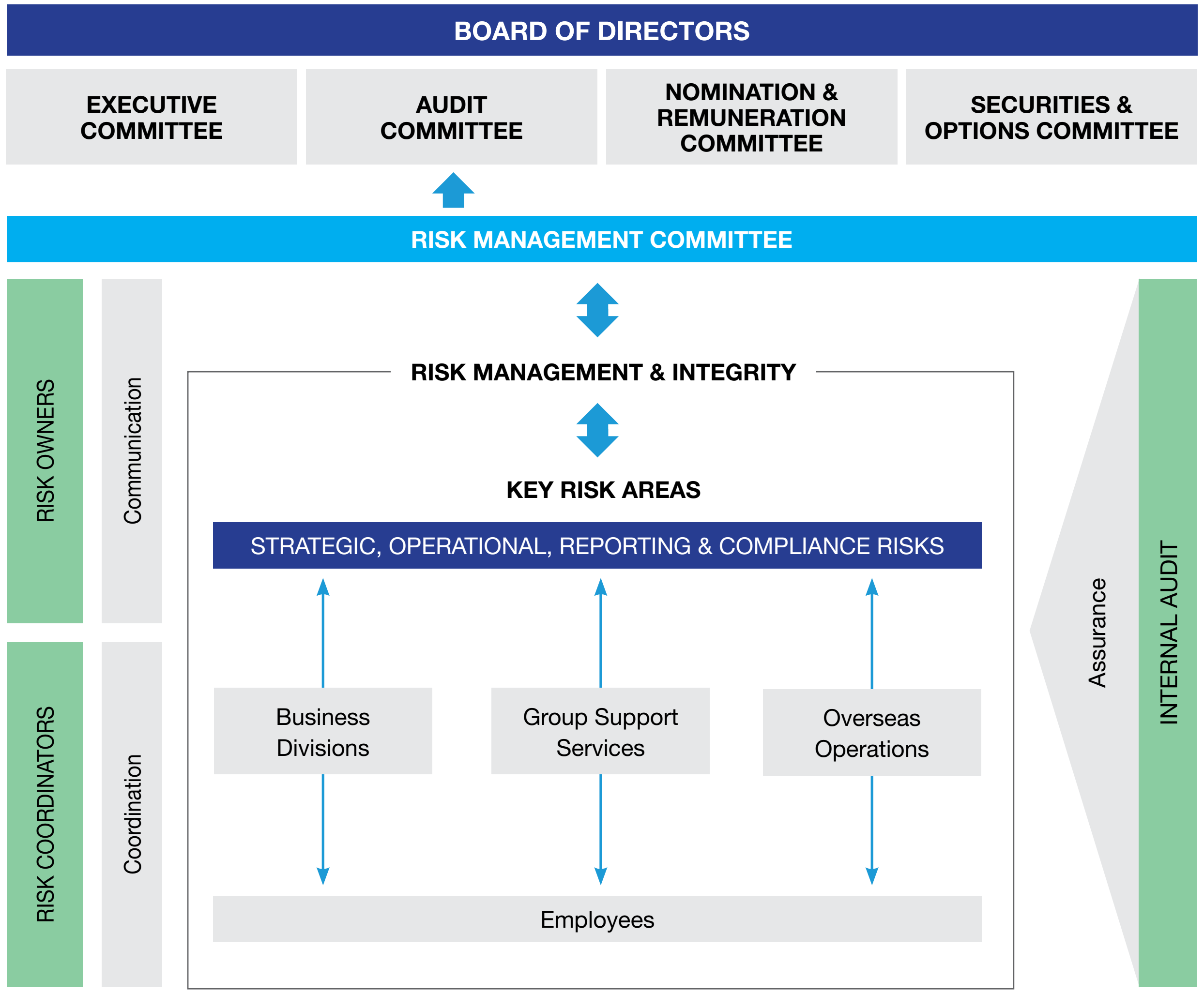
During the FY2022, the Risk Management Committee ("RMC") reviewed, appraised and assessed the controls and actions in place to mitigate and manage the overall Group's risk exposure, as well as raised issues of concerns and recommended mitigating actions. The RMC reports to the Audit Committee on a quarterly basis, and as part of its monitoring activity ensures key risks are deliberated and mitigating actions are implemented. The Audit Committee presents a summary of its deliberations and decisions to the Board on a quarterly basis.

During the financial year, the adequacy and effectiveness of the system of internal controls was reviewed by the Audit Committee in relation to the internal audits conducted by the Internal Audit Department ("IAD"), as well as control issues reported by the external auditors. The Audit Committee deliberated on the audit issues and the actions taken by Management, and a summary of these deliberations has been presented to the Board.

KEY FEATURES OF THE RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORKS

The Group has a well-defined organisational structure with clearly delineated lines of accountability, authority and responsibility to the Board, its committees and operating units. Key processes have been established in reviewing the adequacy and effectiveness of the risk management and internal control systems.

1. Internal Control Oversight Structure



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

2. Authority & Responsibility

	Authority & Responsibility
Board of Directors ("Board")	Responsible for maintaining a sound risk management and internal control system to safeguard shareholders' investment and Group's assets, and to discharge its stewardship responsibility in identifying principal risks whilst ensuring the appropriate and effective implementation of risk management and internal control system within IJM Group.
Audit Committee ("AC")	With the assistance of the RMC, has oversight over the Group's risk management framework, and obtains assurance through the IAD, on the adequacy and effectiveness of the risk management and internal control systems. The AC also consults the independent external auditors of the Group, whenever required.
Executive Committee ("EXCO")	Supports the Board in the operations of the Group and manages all the Group's business divisions in accordance with corporate strategies and business objectives, policies, key performance indicators and annual budgets as approved by the Board.
Nomination & Remuneration Committee ("NRC")	Assists the Board, including but not limited to reviewing and recommending appropriate remuneration policies for Directors and senior management, reviewing succession plans, recommending candidates to the Board, and evaluating the performance of the Board as a whole, Board Committees and individual Directors on an annual basis.
Securities & Options Committee	Administers options and/or shares under the employee share scheme of the Company and regulates the securities transactions in accordance with established regulations and bylaws.
Management Committee	Management committees of the respective business divisions of the Group are established to review and manage their operations and report to the Executive Committee at the Group level.
Risk Management Committee ("RMC")	Oversees and performs regular reviews on the risk management processes of the Group's business and operations to ensure prudent risk management. The RMC is chaired by the Chief Financial Officer and includes representatives from all business divisions, both local and overseas, as well as from the relevant Head Office operations support departments. Each business division's risk management function is led by the respective head of the division.
Risk Management & Integrity ("RMI")	Headed by the Chief Risk Management & Integrity Officer ("CRMIO"), RMI was established as a dedicated function to ensure Enterprise Risk Management ("ERM") and Integrity activities are developed, executed and monitored in line with the Group's corporate objectives and strategies.
Internal Audit Department ("IAD")	Headed by the Chief Audit Executive ("CAE"), IAD provides an independent and objective assurance review of the Group's internal control system.

3. IJM's Internal Control Environment

Internal Controls	Description
Planning, Monitoring & Reporting	• Regular, comprehensive and up-to-date information are escalated to the Board, its Committees and Management Committees at their periodic and monthly meetings to deliberate on key strategic and operational matters. • Annual budgets for the Group are scrutinised and approved by the Board. These budgets are used to monitor actual versus budget as well as against prior period's performance with major variances being analysed and subsequent management actions taken as necessary. • Half-yearly company briefings with analysts are conducted to apprise shareholders, stakeholders and the general public of the Group's performance whilst promoting transparency and open discussion.
Policies, Procedures & Values	• The Company's culture reflects its core values, behaviours and decisions. These form the base of an effective risk management system and are reflected in the Company's statements of vision, mission and core values, codes or policies such as code of conduct and ethics, code of business conduct for third parties, human rights policy, corporate disclosure policy, diversity and inclusion policy, anti-bribery and corruption policy as well as avenues for whistleblowing. • Clearly documented and formalised, standards and procedures are established and continuously reviewed to ensure compliance with internal controls, relevant laws and regulations. These have been communicated to all levels and are easily accessible on the Company's intranet platform. • High performance culture is embedded via the establishment of a systematic performance measurement system through alignment of Group and Divisional Scorecards to individual employees' Key Performance Indicators. • Clearly defined levels of authority governing the day-to-day business aspects of the Group covering procurement, payments, investments, acquisition and disposal of assets are reviewed periodically and disseminated to all employees. • Adoption and consistent application of appropriate accounting policies in the annual financial statements of the Group, and reasonable judgments and estimates have been made in accordance with the applicable approved accounting standards in Malaysia. Processes and controls are in place for effective and efficient financial reporting and disclosure in the annual and quarterly financial statements of the Group to give a true and fair view of the financial position and financial performance of the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Internal Controls	Description
Audits	• The IAD performs risk-based audits on various operating units within the Group, in-line with the audit plan approved by the Audit Committee. • The IAD reviews and verifies control effectiveness and subsequently recommends for internal control improvement for any gaps identified that may strategically or operationally affect IJM operations. • The external auditor's annual audit strategy, audit plan and scope of work are duly reviewed and endorsed by the Audit Committee. • Further details of the IAD and external auditor's functions and activities are set out in the Audit Committee Report. • The Company and certain subsidiaries, with accreditation by external parties with various quality, health, safety and environment or other certifications undergo scheduled on-site audits by their auditors to ensure compliance to relevant industry standards. The results of these audits are reported to Management.
Risk Management	• The Risk Management Committee ("RMC") assisted operationally by Risk Management & Integrity ("RMI") principally develops, executes and maintains the Enterprise Risk Management ("ERM") system to ensure that the Group's corporate objectives and strategies are achieved within the acceptable risk appetite of the Group. • Implementation of risk management initiatives throughout the Group is guided by the annual plan approved by the Audit Committee. • Methodology and approach adopted is in accordance to international standards of: - ISO 31000:2018 Risk Management; and - Committee of Sponsoring Organizations of the Treadway Commission's ("COSO") Enterprise Risk Management Framework (depicted below).

Internal Controls	Description
Risk Management (continued)	• The scope of assessment includes ad-hoc and continuous review of identified and emerging risks as well as the management responses on significant risks to ensure the achievement of: - Corporate strategies and business objectives; - Effectiveness and efficiency of operations; - Integrity of information and reporting; and - Compliance with the relevant laws, regulations, policies and procedures. • As part of the continuous review process and recognising the dynamic business landscape, new risk areas are assessed and necessary updates are made to the applicable risk registers.

Internal Controls	Description
Ethics & Integrity	• The Group's Anti-Bribery and Corruption System ("ABCS") was established pursuant to the introduction of Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act which was made effective from April 2020. This reflects the Group's commitment in upholding and strengthening its corporate governance structure and ensuring its commitment to ethical conduct, integrity and accountability in all business activities and operations of the Group. • Key policies governing ethics and integrity includes: - Anti-Bribery and Corruption ("ABC") Policy; - Code of Conduct and Business Ethics; and - Whistleblowing Policy. Development of these policies are essentially guided by the "Guidelines on Adequate Procedures" issued in accordance with Section 17A of the MACC Act. The ABC Policy outlines the Group's position, key principles and tolerance with regards to anti-bribery and corruption. It is published on both IJM's corporate website and the i-Portal with the intention to: - Set out the parameters including the main principles, policies and guidelines which the Group adopts in relation to anti-bribery and corruption; - Provide guidance to its Board members and employees whilst discharging their duties; and - Serve as guiding principles for its customers, business partners and stakeholders. • Key initiatives embarked by IJM in relation to ABCS includes: - Formalisation of the role of Chief Risk Management & Integrity Officer ("CRMIO") and appointment of Divisional Compliance Officers throughout the Group under the purview of the Audit Committee; - Deployment of series of self-learning programmes on Section 17A of the MACC Act and IJM-ABC Policy to Directors, employees and third parties; - Conduct of a Group-wide Corruption Risk Assessment ("CRA") exercise to ensure the appropriateness of mitigation measures established to minimise risk exposure; - Roll-out of Group-wide Third-Party Due Diligence process to ensure a viable potential defence to Section 17A of the MACC Act through a series of guidelines, assessments, reporting and monitoring implemented in alignment with the Guidelines on Adequate Procedures; - Incorporation of standard clauses relating to ABCS in all contractual agreements to ensure that business partners and suppliers are aware and abide to the Group's position in relation to ethics and integrity practices; - Distribution of the "Code of Business Conduct for Third Parties" to business partners and requiring an acknowledgment from them on the reasonable and appropriate measures it will take whilst serving for or on-behalf of the Group; - Annual Integrity Day organised as part of the awareness initiatives to propagate a strong tone from the top; and inculcate ethical culture and integrity across the Group; - Continuously review existing ABCS Manual including the respective functions' roles & responsibilities and guidance notes; and - Instilling the culture of integrity and high compliance at workplace through educational and awareness communications such as email blasts and reminders to all employees pertaining to the Group's gift policy, whistleblowing channel, ABCS framework and related bribery and corruption cases.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Internal Controls	Description
Sustainability	• The Company had established a Group-wide governance framework for sustainability that defines and guides the Group towards impact-focused targets. • The Board together with Management are responsible for the governance of sustainability and ensure the Group remains resilient and is able to deliver sustainable value to its stakeholders. The Board from time to time through Board meetings or sessions reviews the strategic plans and programmes for the Group; and emphasises the strategic plan that supports the long-term value creation and covers environmental, social and governance ("ESG") aspects. • The Group has been addressing material sustainability matters in line with the Group's sustainability framework and business strategies emphasising the key focus areas of Marketplace, Environment, Community and Workplace as elaborated separately in the Sustainability Statement. • Annual validation of the Group's sustainability materiality matrix was carried out at the Group and Divisional levels to ensure that the factors identified remained relevant and material to their business and stakeholders. Adjustments are made in line with current circumstances facing the Group. The outcome is disclosed in the Sustainability Statement found on pages 124 to 192 of the Annual Report • The reported sustainability data for FY2022 has been verified by the IAD.
Insurance	• As a global conglomerate with a diverse business portfolio, the Group is exposed to numerous risks. As part of its strategic risk transfer programme, the Group has in place adequate insurance coverage for its business operations, assets and employees where it is available on economically acceptable terms to minimise the related financial impacts.

4. Risk Assessment Review

Strategic	Financial	Operational	Business Continuity
• Economic • Political • Commodity • Currency • Regulatory	• Debt recovery • Working capital management	• Inadequate skilled workforce • Climate change • Physical progress	• Cybersecurity • Disaster recovery • COVID-19 pandemic

FY2022 started optimistically where COVID-19 vaccination shots were rolled-out globally to ensure safety of the general public as we prepare ourselves for the endemic phase. The vaccination programme outcome was positive with reduction in daily cases and death rates from COVID-19 cases. As most industries started to regain business traction, the world was again hit by the highly contagious "Omicron Variant", a new COVID-19 mutation, and due to the pace of its spread, it has caused several reintroduction and reinforcement of safety measures by most Governments which resulted in a slowdown of the initial upbeat momentum. These factors have a direct impact towards the Group's profitability, liquidity and cash flow position. However, the Group remained resilient through systematic and adequate control measures in place to ensure risks and their exposures are continuously reviewed and proactively mitigated.

The Group conducted series of risk and internal control reviews during the financial year and has subsequently reported the assessment outcome to the Board of Directors ("BOD") via the Audit Committee ("AC") quarterly meetings. Significant risk areas affecting the Group were identified together with strategic mitigating actions established to manage the risk exposure, as presented below:

Strategic Risk Management

Description	Strategic Mitigation Efforts
Economic Risk	
In the current economic climate of geopolitical tensions, the COVID-19 pandemic, volatility in the commodities market, interest rates and foreign exchange, the continuing trade tensions between the USA and China, the recent Russia-Ukraine war, shortage of foreign labour, decline in government infrastructure spending, the slowdown in the local and global economy are affecting the Group's overall economic performance. As a result of the pandemic, supply chain disruptions, increased cost of compliance to standard operating procedures and the frequent "stop-start" disruptions to work progress due to the government-imposed movement control orders have impacted both the costs of projects and the ability to accrue revenue and profits. Under such extremely restrictive circumstances and challenging conditions, the Construction Division is also faced with derailed strategic business plans, manpower shortages; and stringent requirements and movement restrictions on foreign workers' accommodations.	• Focus on securing local projects to mitigate cross-border limitation impacts. • Regularly review business plans against actual performance. • Maintain trust with existing customers and winning new customers via successful project track-records and exceptional product quality. • Perform operational efficiency exercise via periodic review of Group cost structure. • Continuously exploring new innovative marketing strategies with appropriate product differentiation that suits market demand. • Closely monitor and proactively manage risk exposure arising from geopolitical, currency and regulatory risks for the Group's foreign investments in India, Middle East, China and Argentina.
Commodity Risk	
The Construction, Property and Industry divisions are directly exposed to material price volatility resulting in the erosion of the Group's profit margins and together with supply delays even cause postponement of certain projects. The surge in building material prices for steel, copper and cement have put additional pressure on these divisions which are already being burdened by unexpected costs triggered by the pandemic. The current spike in prices is mainly due to the shortage of global supplies, difficulty in obtaining raw materials and logistics issues such as delays in delivery of imported materials.	• Execute bulk purchase strategy for high consuming construction materials. • Inclusion of Variation of Pricing ("VOP") clauses in conditions of contracts to accommodate the material price volatility. • Participation in industry-wide working groups (i.e., REHDA & Master Builder Association) for engagement dialogues with government and regulators to highlight the industry concern.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Strategic Risk Management (Cont'd)

Description	Strategic Mitigation Efforts
Currency Risk	
The Group's diverse business industries in multiple jurisdictions resulted in exposure to foreign currency fluctuations, mainly in United States Dollar, Indian Rupee, Chinese Yuan, Singapore Dollar, Pound Sterling and Japanese Yen.	• Execute forward foreign exchange contracts or cross currency swap contracts (where applicable). • Periodic review and maintain foreign currency denominated borrowings within the tolerable thresholds.
Regulatory Risk	
The Group's businesses are heavily regulated by relevant laws, regulations and concession agreement terms. Any adverse change to regulatory policies will have negative ramifications towards the business.	• Constantly assess the impact of new or changes to laws and regulations affecting the Group's businesses to ensure that existing processes and infrastructure settings are able to satisfy new regulatory requirements.

Financial Risk Management

Description	Strategic Mitigation Efforts
Debt Recovery	
Risk of loss arising from customers' or vendors' failure to fulfil their financial and contractual obligations in accordance to the agreed terms.	• Conduct creditworthiness assessment on potential customers. • Ensure compliance to Group's debt repayment policies. • Persistent follow-up and close monitoring of overdue collection status.
Working Capital Management	
Property, Infrastructure and Construction divisions require high capital allocations, hence maintaining a healthy cash-flow position is crucial for business sustainability.	• Conduct cash flow position assessment through periodic review meetings to ensure a healthy balance is maintained.

Operational Risk Management

Description	Strategic Mitigation Efforts
Climate Change Risks	
The Group is aware that climate change including adverse weather patterns and rising sea levels may present significant risks to the global community. Being a responsible corporate organisation, the Group endeavours to align its business strategies and sustainability initiatives to be in-line with globally accepted sustainability standards [e.g. Task Force on Climate-Related Financial Disclosures ("TCFD") & United Nations Sustainable Development Goals ("UNSDG")].	• The Group continuously embarks on innovation efforts to optimise the residual impact to the community and environment. • Consider the use of alternative sustainable designs and building materials.
Physical Progress Risks	
Delay in physical progress is one of the key inherent risks for the Group. Failure to effectively manage project implementation timelines would result in negative reputational as well as financial impact to the Group. The current industry-wide concern which is also affecting the Group is the shortage of foreign labour and the increase in foreign labour cost. These were primarily contributed by the closure of international borders by most resource supplying countries as being a strategic measure to curb the spread and effect of COVID-19.	• Execute a detailed manpower, project planning and supply chain strategy throughout the project life-cycle. • Ensure strict and full compliance with regulatory requirements (including COVID-19 SOPs) at project sites. • Frequent project meetings held to identify current and emerging issues and collectively mitigate the exposure.

Business Continuity

Description	Strategic Mitigation Efforts
Cybersecurity Risk	
Businesses and individuals today are more dependent than ever on digital connectivity in virtually every aspect of their existence. Any disruption in digital connectivity is considered an obstacle in the path of progress. As part of the Group's innovation journey to embrace digitalisation and automation, it increases its digital footprint and this inevitably resulted in an increased cyber threat towards the Group's IT infrastructure.	As the outcome of the ongoing defence strategies to combat intensifying cybersecurity risks, IJM is delighted to announce a zero Non-Conformities ("NC") achieved in the recent ISO 27001:2013 re-certification audit conducted by SIRIM on IJM's Information Security Management System ("ISMS"). The Group is further looking into expanding its scope of security best practices and to include more locations as the next steps moving forward.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Business Continuity (Cont'd)	
Description	**Strategic Mitigation Efforts**
Cybersecurity Risk (Cont'd)	
	The Group's layered cyber defence strategy covers a wide range of continuous improvement initiatives to further strengthen the existing preventive and detective controls, including the implementation of: • Privileged Access Management ("PAM") to monitor all direct access to IJM's data centre; • Data Leak Protection ("DLP") to further protect sensitive data; • Endpoint Detection and Response ("EDR") for an AI ("Artificial Intelligence") driven protection; and • Compromise Assessment to detect unknown security breaches on an annual basis. Regular and continuous risk reviews and introduction of new controls have been carried out in compliance with the Group's Enterprise Risk Management ("ERM") Policy and its methodology on risk assessment from the strategic, operational, reporting and compliance aspects, focusing on cybersecurity threats.
Disaster Recovery Management	
Having a resilient IT eco-system is crucial for the Group's business continuity of key operations in the event of Information and Communications Technology ("ICT") and natural disasters such as major equipment failures, cyber-attacks, virus outbreaks, fires, floods and earthquakes. The Group has embarked on a stringent approach towards making sure that its IT infrastructure is able to support business requirements uptime.	IJM has concurrently obtained a zero NC in the ISO 20000:2018 re-certification audit conducted by SIRIM on IJM's IT Service Management System ("ITSMS"). Achieving this certification requires a comprehensive review of IT service levels across all departments and functions, further demonstrating the Group's commitment towards quality, security and excellence in the delivery of IT services. A full migration of IJM's legacy co-location data centre to an Infrastructure-as-a-Service ("IaaS") data centre which allows for consolidated and centrally managed services was successfully implemented during the financial year. This is to enhance IJM's core business systems capabilities in terms of high availability and disaster recovery. The current disaster recovery ("DR") facilities have also been upgraded from a warm-site to a near hot-site to achieve near-zero Recovery Time Objective ("RTO") and Recovery Point Objective ("RPO"), subject to testing in the next financial year, to be in line with IJM's commitment towards attaining disaster recovery readiness to ensure continuous operations of its key business systems.

Business Continuity (Cont'd)	
Description	**Strategic Mitigation Efforts**
Pandemic Risk	
The Group remains exposed to the prolonged effect of COVID-19 despite improved outlook of the pandemic globally. High vaccination rates and strict adherence to SOPs continue to be an effective mitigation strategy adopted by the Group. As we move towards the endemic phase, the Group remains focused in ensuring the safety and wellbeing of its customers, partners and employees.	• Establishment of crisis management teams, emergency response system, physical distancing guidelines, work-from-home or split-team arrangements to reduce unnecessary contacts. • Strict enforcement of quarantine rules in accordance with prevailing authorities' guidelines. • Distribution of face masks and sanitisers while requiring employees to wear face masks when indoors, issuing of travel advisories for business and non-business travel, temperature screenings and regular sanitisation of common areas. • The Group requires employees to promptly provide notice of a positive COVID-19 test or diagnosis via health declarations and monitoring. • Through encouragement and education via communication on health awareness, the Group continues to require employees to submit weekly testings and strongly encouraging all employees to get a booster shot by offering additional paid time-off for employees to receive a vaccine dose. • 99.7% of Group employees received double dose vaccination through the Mobile Vaccination Centre (first and second doses), a vaccination drive for the Group's employees, their immediate families and the construction supply chain, jointly organised with JKG and an NGO on 24 July 2021 and 14 August 2021 respectively.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the LR of Bursa Securities, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with the Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

CONCLUSION

For the financial year under review and up to the date of issuance of this statement, the Board is pleased to state that the Group's system of risk management and internal control was rated overall as satisfactory, adequate and effective for the Group's purpose and safeguards the Group's assets and shareholders' investments, as well as the interests of customers, employees and other stakeholders. There have been no material losses, contingencies or uncertainties identified from the reviews. The Board will continue to monitor all major risks affecting the Group and will take the necessary measures to mitigate them and enhance the adequacy and effectiveness of the risk management and internal control system of the Group.

This Statement on Risk Management and Internal Control is made in accordance with a resolution of the Board of Directors dated 27 May 2022.

SUSTAINABILITY STATEMENT

Clearly, 'business as usual' is no longer an option. A ticking climate clock demands an urgent and obligatory transition to a low carbon economy. There is also the growing need for businesses and society to adapt to a rapidly changing natural world – which presents emerging risks and opportunities.

Since launching our three-year Strategic Focus for financial years 2021 to 2023, we have continued to build on our momentum, and have made progress in the way we operate and do business, incorporating sustainability as one of our core strategic agendas.

The imperative is clear - we must continue to operationalise sustainability and make it a guiding principle in our everyday decisions and actions. Our priority in championing the sustainability agenda is to also foster a culture of empathy and purpose for positive impact.

INSIDE THIS STATEMENT

COMMITMENT TO SUSTAINABILITY

IJM approaches sustainability based on our four sustainability pillars of Marketplace, Environment, Workplace and Community, which are aligned to the United Nations Sustainable Development Goals ("SDGs"). The Group's Sustainability Framework defines our strategic approach to embed sustainability into our business strategies. In FY2022, IJM established our Group Sustainability Roadmap FY2023 – FY2025, which charts the focus areas for the next three years to meet increasing stakeholder expectations. This Roadmap has been developed to deliver the objectives across the Group and business Divisions, covering the existing four pillars as well as other strategic opportunities. This is aligned with our mission to deliver sustainable value to our stakeholders and enrich lives with the *IJM Mark of Excellence*.

STATEMENT OVERVIEW

Disclosure Requirements and Benchmarks

We report our sustainability performance on an annual basis, in accordance with the Global Reporting Initiative ("GRI") and Sustainability Accounting Standards Board ("SASB") Engineering & Construction Services standards. IJM became a participant of the UN Global Compact ("UNGC") in FY2022 and our disclosures are aligned with the Ten Principles of UNGC across four areas: Human Rights, Labour, Environment and Anti-Corruption. This Statement is also aligned with the following disclosure benchmarks:

- Bursa Malaysia's Sustainability Reporting Guide (2nd Edition)
- FTSE4Good Bursa Malaysia Index
- MSCI ESG Indices
- Business for Societal Impact ("B4SI") Framework
- UN Sustainable Development Goals ("SDGs")

For the first time this year, we are making reference to the recommendations outlined by the Task-Force for Climate-related Financial Disclosure ("TCFD") Framework.

This Statement should be read in conjunction with the Annual Report 2022 and other sustainability-related disclosures published on our Corporate website. Please refer to pages 186 to 192 for our alignment to the GRI, SASB and UNGC Ten Principles.

> At IJM, we have always believed in holding ourselves to the highest standards of business ethics and conduct. We were early adopters of ISO quality and safety standards, taking a professional approach to business and organisational set-up, boardroom governance, risk management, adopting strong environmental protection measures, corporate social responsibility and ensuring our employees are treated fairly and based on meritocracy – among many others.
>
> Mr Liew Hau Seng
> CEO & Managing Director of IJM

Reporting Period and Scope
(GRI 2-2, GRI 2-3)

This Statement covers IJM Group's sustainability performance of our business operations in Malaysia for the financial year 1 April 2021 to 31 March 2022. Except for Scope 3 Category 15: Investments, the Statement includes data from IJM's subsidiaries but excludes data from associates and joint ventures outside of management control. Operations in Malaysia accounted for 85% of the Group's total operating revenue in FY2022. In this Statement, the performance of the Plantation Division has been omitted following its divestment in September 2021. We will expand our scope of reporting to include our operations in India in FY2023.

Performance Data (GRI 2-4, GRI 2-5)

Data presented in this Statement includes comparative data from the previous two years. Data for FY2022 disclosed in this Statement, other than our carbon emissions data, has been verified by the Group's Internal Audit Department. IJM will endeavour to obtain an independent third-party verification in the future. Comparative data and charts presented in this Statement have been restated to exclude the Plantation Division.

Feedback

Our priority is to create value for all our stakeholders by understanding their expectations. In this regard, their feedback is vital to improve our sustainability performance. We welcome all suggestions and comments from stakeholders. Any queries and feedback can be submitted to sustainability@ijm.com.

OUR APPROACH TO SUSTAINABILITY (GRI 2-22)

Sustainability Framework

The IJM Group Sustainability Framework ("Framework") serves as a guide for the effective integration of our governance, strategies focus areas, performance and initiatives, in line with local and global sustainability agendas such as the SDGs and the Ten Principles of the UNGC. Our Framework responds to the needs of the foreseeable future and integrates sustainability into every part of our business.

COMMITMENT TO SUSTAINABILITY

Sustainability Roadmap FY2023 - FY2025

The Group's Sustainability Roadmap FY2023 – FY2025 ("Roadmap") was endorsed by the IJM Board of Directors in FY2022 and is integrated into Divisional roadmaps, which are also accompanied by specific internal performance measures.

Marketplace
Address Stakeholders' Expectations

Deepen Stakeholder Engagement
- Engaging stakeholders as a key strategy in keeping pace with evolving expectations

Engage Supply Chain
- Addressing the supply chain to achieve meaningful and lasting impacts

Environment
Strengthen Environmental Strategy

Establish Climate Strategy
- Establishing climate strategy with a carbon footprint assessment, carbon reduction strategy, and climate risks and opportunities profile

Pursue Green Credentials
- Exploring and integrating green elements into our products and services

Workplace
Inculcate Sustainability Culture

Enhance Human Rights Practices
- Improving labour practices to align with local and global standards

Elevate Culture & Capabilities
- Conducting a series of learning, sharing and awareness programmes along with regular engagements

Community
Refine Community Investment Approach

Enhance Community Investment Framework & Strategy
- Refining community investment themes, focus areas and metrics used for impact measurement

Strategic Opportunities
Accelerate Digitalisation

Digitalise Data Collection & Reporting
- Leveraging digital technology for effective data collection, performance measurement and reporting

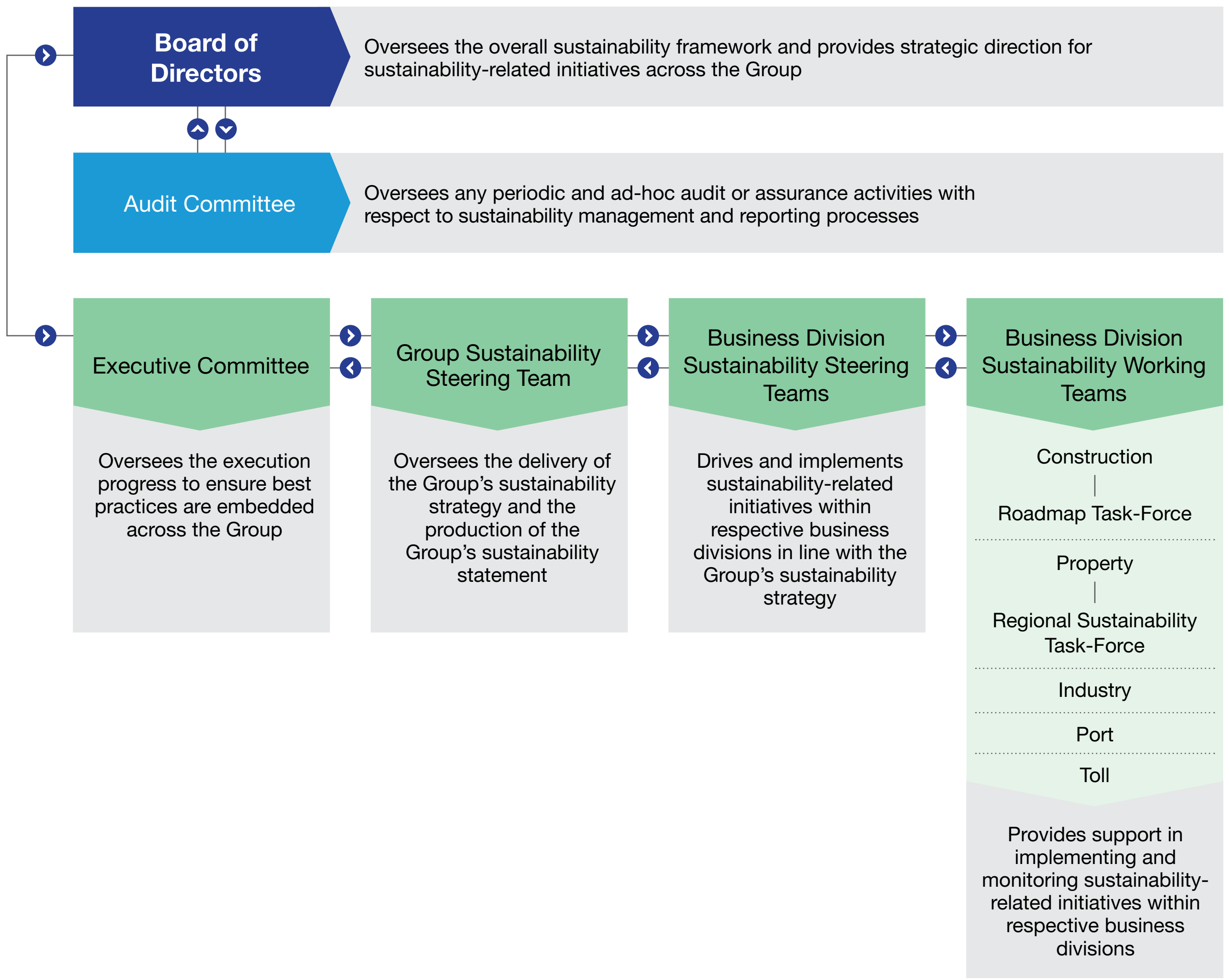
Communicate Sustainability Progress
- Communicating sustainability progress to stakeholders

Sustainability Governance
(GRI 2-9, GRI 2-11, GRI 2-12, GRI 2-13, GRI 2-14)

We continuously work at embedding sustainability in our businesses, governed by IJM Group's Sustainability Governance Framework. The Board provides oversight over the strategic direction of the Group's sustainability commitments, supported by the Executive Committee while the Marketplace, Environment, Workplace and Community related sustainability practices across the Group are integrated by the Group Sustainability Steering Team. Subsequent Divisional Steering Teams and Working Teams drive and implement sustainability-related initiatives in their respective Divisions.

In FY2022, dedicated task-forces were set up to support the Construction and Property Divisional Steering Teams in the development and implementation of IJM's Climate Strategy and Sustainability Roadmap.

IJM Group Sustainability Governance Framework



COMMITMENT TO SUSTAINABILITY

CREATING VALUE FOR OUR STAKEHOLDERS (GRI 2-29)

Key stakeholder opinions are valuable in the development of our sustainability strategy and provide insights on marketplace trends, operating environment, workplace growth and community development across our business operations.

In line with SDG 17: *Partnership for the Goals*, we engage with stakeholders to understand their perspectives on the Group's sustainability performance, strategy and reporting practices.

Stakeholders	Shareholders, Investors and Lenders	Clients/Customers	Subcontractors and Suppliers	Regulators and Government Authorities	Media	Employees	Local Community, Industry Associations, Academia and Non-Governmental Organisations
	Why we engage: *To provide us with insights on our financial capacity to sustain growth. We work to ensure they have a strong understanding of our strategy, performance and business fundamentals.*	**Why we engage:** *To focus on our customers' needs and identify opportunities to improve our products and services.*	**Why we engage:** *To encourage our supply chain to adhere to high standards of professionalism and sustainable practices.*	**Why we engage:** *To ensure that we comply with all regulations and laws that are relevant to our businesses.*	**Why we engage:** *To increase awareness and understanding of our business by providing timely and accurate information about the Group's products, services and financial performance.*	**Why we engage:** *To provide professional development and career progression opportunities and to create a conducive and engaging workplace that values contributions of employees.*	**Why we engage:** *To foster collaborative partnerships and ongoing dialogues to build positive relationships and ensure that we can deliver mutual benefits.*
Method and Frequency of Engagement	• Annual general meetings • Annual reports • Bi-annual analyst briefings • Corporate website • Investor conferences • Regular meetings • Scheduled site visits	• Annual customer satisfaction survey • Dedicated customer service teams • Customer satisfaction platforms e.g. phone calls, emails, social media • Events and scheduled site visits	• Annual subcontractors/ suppliers HSE performance evaluations • Briefings such as product/ technology briefing sessions • Events and training • Tender sessions	• Annual reports • Company representations at industrial association initiatives/technical working groups • Compliance, certification exercises and policies • Consultations, briefings and training e.g. MyCREST Assessor • Initiative working group/ Technical committee • Periodic site visits, engagements, collaborations and audits • Periodic forums and online meetings	• Annual general meetings • Annual reports • Corporate website • Media relations e.g. press releases, emails, phone calls, events and sharing sessions	• Annual performance appraisals • Employees' wellness initiatives • Virtual Regional Alignment Forums, committee meetings and webinars • Social programmes via Kelab Sukan IJM, IJM Toastmasters Club • Training and development, workshops, and knowledge sharing sessions • Wellness/COVID-19 survey • Workplace and intranet	• Annual reports and social media • Industrial association engagement • Committee meetings • Annual general meeting • Community outreach and development programmes • Industrial association engagement and community engagements e.g. partnerships, dialogues, seminars and conferences • Corporate website and advertisements • Events e.g. Outreach events
Key Topics Raised	• Business outlook and strategy • COVID-19's impact on business • Financial and operational performance • Impact of government policies and regulations • Sustainability practices and commitments • Risk management	• Product/service quality and support • Customer service and experience • Customer satisfaction and engagement • Project management • Sustainability practices and commitments • Health, safety and environment ("HSE") practices and compliance • Dissemination of information • Facilities provided	• HSE practices and compliance • Legal compliance and contractual commitments • New equipment/ technology reliability and performance • Product/service quality and delivery • Workers' welfare and well-being • Sustainability practices and commitments • Subcontractors/ suppliers performance • Management assessment	• Certifications and awards • Compliance with laws and regulations • Corporate governance • HSE practices and compliance • Sustainability practices and commitment e.g. Green buildings • Industry updates and best practices e.g.: Construction Industry Transformation Programme, visits by officials • Prompt resolution of issues • Highway operations and maintenance	• Company's financial and non-financial performance • Company's strategy for growth and value creation • Transparency and timely information • Customer inspired thought leadership	• COVID-19's management e.g. vaccination programmes • Employee engagement and development opportunities • Regular health and safety practices • Sustainability practices and commitments e.g. climate change, human rights and workplace conditions, certifications, anti-bribery and corruption system • Health management • Human capital competency and capabilities • Ownership on HSE • Information sharing by Management • Promoting teamwork	• Community investment programmes and partnerships • Sustainability practices and commitment • Company's branding and reputation • Industry-related issues of concern, developments, research and knowledge sharing

COMMITMENT TO SUSTAINABILITY

APPROACH TO MATERIALITY: IDENTIFYING OUR FOCUS AREAS (GRI 3-1, GRI 3-2)

IJM's materiality assessment was refreshed in FY2022 in line with *GRI 3: Material Topics 2021* guidance and principles.

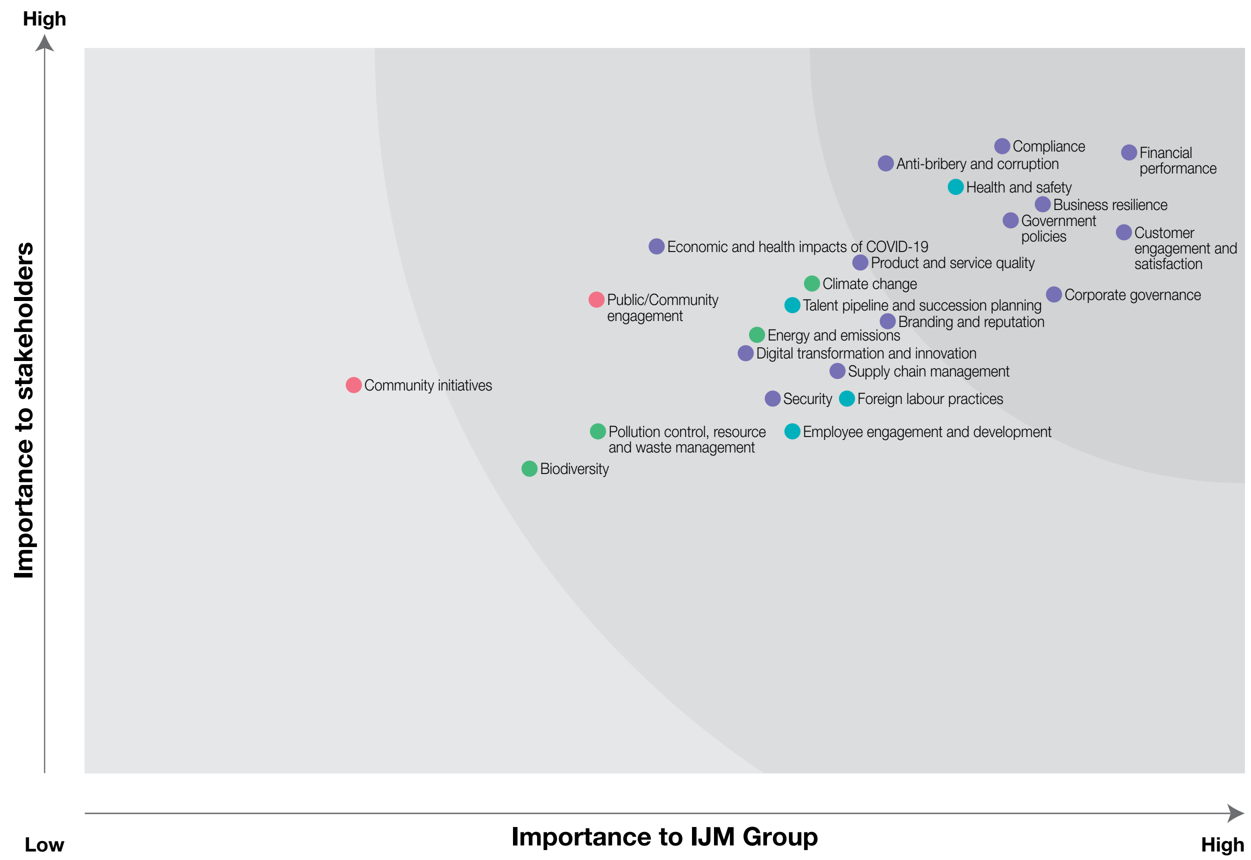
Our materiality assessment process involves a four-step approach that aims to assess our key material sustainability topics and their importance to our internal and external stakeholders. An annual materiality assessment exercise was conducted this year with colleagues from all Divisions and Group Services.

FY2022 Materiality Matrix

The results of the assessment were plotted in a matrix based on the importance of each material topic for both IJM Group and stakeholders. In FY2022, 23 material topics were identified and prioritised. The top right quadrant highlights the sustainability topics that are most material to our stakeholders and the IJM Group.

IJM's materiality exercise conducted physically and virtually with functions and departments representatives

IJM Group's FY2022 Materiality Matrix



Legend:
Marketplace, Environment, Workplace, Community

ALIGNING TO GLOBAL AGENDA

Supporting the Sustainable Development Goals

We recognise that the Group can play a role in solving broader sustainability issues and have thus aligned our Framework to the SDGs that we believe are most relevant to our business.

The effects of climate change have become more prominent. According to the 2021 Weather, Climate and Catastrophe Insight report, the average global climate-related economic losses in 2021 was estimated to be $329 billion.[1] We mapped our initiatives to SDGs closely related to our business and in line with our Roadmap to establish a Group-wide Climate Strategy, we have included SDG 13: *Climate Action* in FY2022.

The alignment of the Group's initiatives to the SDGs are detailed below:

SDGs	IJM Group's Position	IJM Group's Initiatives
3	**Goal 3: Good Health and Well-Being** We view the importance of health and safety of our stakeholders, and we proactively promote health, safety and well-being at the workplace and the community.	• We strive to achieve zero accidents through continuous safety and health monitoring and corrective actions. Zero fatality and zero accidents targets are key performance indicators included in the incentive packages for all project directors. • We established the IJM Wellness Resource Centre, a platform to support and educate all employees on healthy lifestyle habits.
5	**Goal 5: Gender Equality** We treat everyone with respect and uphold gender equality in hiring and employment, striving to provide a workplace where equal opportunities are given regardless of gender.	• We develop our talent pool via various individual and group tailored development programmes to ensure and maintain a constant pipeline of future leaders for the various businesses within the Group. • We continue to ensure full and effective participation of women in our workforce, with equal opportunities for leadership at all levels of decision making. In FY2022, 36% of our workforce are women - 34% in management roles, 45% in executive roles and 30% in non-executive roles.
7	**Goal 7: Affordable and Clean Energy** We commit to adopting cleaner energy to optimise the use of energy across all business divisions and exploring renewable energy where possible.	• We installed 3,784 kWp solar rooftop photovoltaic panels at six of our factories at our Industry Division and installed 337 kWp of solar panels during the year at The Arc located in Bandar Rimbayu of our Property Division. • We are actively expanding our renewable energy generation capacity with plans underway to install more solar photovoltaic panels at several new locations by the Industry Division, at Kuantan Port by the Port Division and along our highways by the Toll Division.
8	**Goal 8: Decent Work and Economic Growth** We uphold fair employment practices, both for our people and across our supply chain, making a decent workplace for our employees.	• We recognise the benefits of having a multi-generation perspective that will contribute to the growth of our short and long-term business objectives. As at 31 March 2022, 59% of our workforce were between the ages of 25 to 42.
9	**Goal 9: Industry, Innovation and Infrastructure** We commit to working with changemakers to incorporating innovative and creative solutions to promote sustainable practices across our business divisions.	• We implemented our Strategic Innovation Plan ("SIP") to deliver greater value, create sustainable advantages and generate business growth for the Group. • The Construction Division introduced an in-house developed mobile application, *MyIJM*, a digital platform that eases construction updates from project sites by consolidating data on safety, inspection, site productivity, work log and defect management.
10	**Goal 10: Reduced Inequalities** We commit to creating equal opportunity for both our employees and communities.	• We sponsored 1,000 vaccination slots, worth RM90,000, to encourage our employees from the Klang Valley and their family members, general workers and our supply chain to get vaccinated. • We contributed a RM500 one-off cash aid donation, totalling RM380,000, to our employees via our Financial Assistance for Employees Hardship Initiative-Malaysia Prihatin initiative, in conjuction with National Day and Malaysia Day celebrations.
11	**Goal 11: Sustainable Cities and Communities** We actively consider sustainable practices in our development and investment decisions across our business divisions.	• We embrace the National Construction 4.0 Strategic Plan (2021-2025) by the Ministry of Works and the global call for sustainable construction through our investment in robotic assisted smart precast manufacturing system, or better known as SMART IBS.
13	**Goal 13: Climate Action** We view the importance of climate change that will impact our business in the long-run, and we proactively implement climate strategy across businesses to address climate change issues.	• We are establishing a Climate Strategy, in line with our Sustainability Roadmap FY2023-FY2025. This strategy will focus on enhancing our climate resilience as well as reducing our carbon footprint. • We have disclosed our approach to climate action in reference to the TCFD framework and our climate risks are managed via our Enterprise Risk Management Policy and Framework.
16	**Goal 16: Peace, Justice and Strong Institutions** We commit to uphold integrity and compliance with all applicable laws and regulations across our business operations.	• We are guided by the Malaysian Code on Corporate Governance ("MCCG") and are committed to ensuring that our corporate strategy, risk management and business conduct are in line with the principles and best practices of ethical conduct. • We have in place the Anti-Bribery and Corruption System ("ABCS") that reaffirms our adherence to local laws and regulations including the Malaysian Anti-Corruption Commission (Amendment) Act 2018.
17	**Goal 17: Partnership for the Goals** We actively seek for long-lasting partnerships and collaborations with our stakeholders, both locally or globally.	• We collaborated with Institute of Engineers Malaysia and University of Nottingham Malaysia to ensure sustainable development in the construction industry is achieved by embedding and developing BIM knowledge, intellectual aspects and practical skills. • We are participating in a pilot Action Centre for Sustainable SMEs ("ACCESS") programme with UNGC Malaysia and Brunei to incentivise our supply chain to integrate elements of sustainability in their operations.

[1] 2021 Weather, Climate and Catastrophe Insight Report, AON https://www.aon.com/getmedia/1b516e4d-c5fa-4086-9393-5e6afb0eeded/20220125-2021-weather-climate-catastrophe-insight.pdf.aspx

COMMITMENT TO SUSTAINABILITY

A Participant Member of United Nations Global Compact

In March 2021, the UNGC Council adopted a new three-year strategy, the UN Global Compact Strategy 2021-2023, for companies to increase their contributions and work towards achieving the SDGs and Ten Principles of the UNGC.

In October 2021, IJM became a participant member of the UNGC. We have incorporated the Ten Principles of the UNGC on safeguarding the environment, respecting human and labour rights, and working against corruption in the formulation of our Roadmap. As a participant, IJM will also submit the annual Communication on Progress ("CoP") that describes our Company's efforts to implement the Ten Principles.

Signing as a participant member of the UNGC

OUR INAUGURAL IJM SUSTAINABILITY WEEK 2021

We launched the inaugural IJM Sustainability Week, which was conducted virtually, from 28 to 30 September 2021 to raise awareness and deepen company-wide engagements around sustainability. Our Divisions and various functions showcased their sustainability efforts and progress in the areas of Environment, Social and Governance ("ESG").

This event is envisioned as an annual event to celebrate the Group's sustainability journey, as well as a catalyst to reaffirm our sustainability commitments and set higher goals. IJM Sustainability Week presented an opportunity to recognise how we proactively engage, adapt and evolve in response to the changing global dynamics that will impact our future growth and success.

Over three half-days, there were presentations and activities by employees across our business operations and external speakers that covered a wide range of sustainability content.

DAY 1: Environment

The day began with a keynote address by Group Chairman, Tan Sri Krishnan Tan, who reminded employees that sustainability has always been part of IJM's DNA. This was followed by a tree-planting ceremony, to symbolise IJM's commitment to sustainability, as well as the energising of the newly-installed solar panels at Bandar Rimbayu, which has won numerous environmental awards for its green features.

There were virtual presentations by the respective Divisions that covered the following environmental efforts as follows:

- Construction's talk on the industry's green efforts
- Property's natural ecosystem and biodiversity initiatives in Penang
- Industry's reduced carbon footprint through the use of modified additives in concrete mix
- Port's adoption of green technology through hybrid rubber-tyred gantry cranes
- Toll's fully-installed LED lights across the highways in support of the Malaysia Green Highway Index ("MyGHI") initiative

DAY 2: Social

Our Human Resource Department launched the Employee Wellness Resource Centre with a talk by an external speaker on mental health. The Construction Division shared its health and safety efforts and hosted a COVID-19 talk by an official from the Ministry of Health. We concluded the day with a presentation on the IJM's COVID-19 community relief efforts and how we have come forward to support the communities where we operate.

DAY 3: Governance

The Governance Day started with an anti-bribery and corruption system talk, followed by a presentation from the Internal Audit Department on IJM's whistleblowing mechanism and process. On this day, IJM invited the President of UN Global Compact Malaysia and Brunei, Faroze Nadar, for a welcome message before signing as a participant member of the UNGC, the world's largest corporate sustainability initiative.

A tree-planting ceremony of a 17-year old Baobap tree, marking a symbolic gesture to affirm IJM's commitment to sustainability

VOICES FROM THE TOP DURING SUSTAINABILITY WEEK

IJM affirming our commitment to becoming more sustainable

"Sustainability has always been part of IJM's DNA, though, in the past, it may not have been articulated in a holistic manner. As a Group, we have always believed in holding ourselves to the highest standards of business ethics and conduct. I would like to assure you that the Board is fully supportive of management's efforts to undertake greater adoption of sustainability measures going forward."

Tan Sri Dato' Tan Boon Seng@Krishnan
Chairman

Pursuing the green agenda

"Given the increasing public appreciation for the green agenda, we are committed to adopting a minimum of a bronze GreenRE certification across all our developments. Our focus will be on challenging ourselves to incorporate more ambitious, yet practical solutions that will also enable us to further differentiate the IJM Land brand in the marketplace."

Dato' Edward Chong,
CFO & formal MD, Property Division

Creating a sustainable future for the global trade, green port is the answer

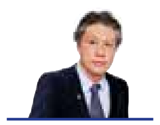
"Kuantan Port is committed to being a Green Port by 2030, and we have established five pillars to guide us towards the Green Port status. 90% of world trade moves by sea, and ports around the world face similar challenges from climate change, sea level rise and extreme weather, among others. Kuantan Port will do its part to pursue a greener pathway while building prosperity for current and future generations."

Mazlim Husin,
COO, Port Division

Sustainability, this generation's defining purpose

"Today, if a company doesn't have sustainability as a core part of its strategy and operations, it is not seen as progressive. At IJM, we have been on a journey of continuous improvements, embedding sustainability into our culture, operations and services. There is still much to be done, and we need to continue challenging ourselves to make a real impact."

Liew Hau Seng,
CEO & MD



Industry needs to improve its foreign labour practices

"In recent times, the COVID-19 pandemic has brought to light the state of foreign workers' welfare and confined living conditions. As a responsible corporate citizen, IJM Construction will support improvements to foreign labour practices through industry and regulatory engagements. In the meantime, we have the opportunity to review and improve on our supply chain practices."

Wong Heng Wai,
MD, Construction Division

Energy efficiency is a key component of the MyGHI initiative

"The efficient consumption of energy is an important component that has been identified under the Malaysia Green Highway Index. For us, the business case is clear since the environmental benefits of reducing our carbon emissions through lower energy consumption is met with a payback period that justifies the cost of implementation."

Wan Salwani Wan Yusoff,
CEO, Toll Division

A global and progressive mindset required

"As one of the industry benchmarks in Malaysia, IJM is well-placed to demonstrate that our sustainability commitments are aligned with global goals. In order for us to meet the needs of the 21st century, we must have in mind 'clarity of purpose' and stay focused on IJM's mission to deliver sustainable value to our stakeholders and enrich lives with the *IJM Mark of Excellence*."

Lee Chun Fai,
Deputy CEO & Deputy MD

Creating business value with sustainability

"We pride ourselves to always do the *Right Thing.* Many sustainability initiatives that we have undertaken earlier were plans and efforts to be more efficient and have less wastage, thus, increasing our profitability. Today, these are now in line with what ESG means. We need to embrace sustainability to thrive in the corporate world."

Tan Boon Leng,
MD, Industry Division

MARKETPLACE

DOING GOOD BUSINESS

OBJECTIVE

The confidence and trust of our customers, suppliers, business partners, investors, bankers, governments and regulatory bodies are of paramount importance to the Group's continued success.

> Our Sustainability Roadmap was formed with the valuable input of our stakeholders. In order for its implementation to be successful, a mutual understanding and support have to be nourished.
>
> Shane Guha Thakurta
> Investor Relations and Sustainability

HIGHLIGHTS

- Zero confirmed incidences of corruption and monetary losses arising from legal proceedings associated with charges of bribery or corruption across IJM Group
- The Property Division continued to be recognised as a top property developer in Malaysia and received three awards at the StarProperty Awards 2021
- The Property Division received High QLASSIC Achievement Award at the CIDB QLASSIC Award 2021 for Taman Austin Duta Phase 6 residential project
- The Industry Division produced its longest ever pretensioned spun high strength concrete piles with a joint length of 90 metres and diameter of 1,000 mm, exceeding previous spun piles of 75 metres length
- IJM implemented a Strategic Innovation Plan to deliver greater value, create sustainable advantages and generate business growth for IJM Group
- The Construction Division introduced *MyIJM*, an in-house developed mobile application, a platform that eases construction updates from project sites
- The Industry Division's SMART IBS manufacturing plant at Bestari Jaya, Selangor commenced operations and has completed two industrial projects
- The Port Division has fully digitalised Kuantan Port's entry procedures by implementing an electronic gate system
- Zero substantiated complaints concerning breaches of customer privacy and zero cases of identified leaks, thefts, or loss of customer data

GRI STANDARDS SPECIFIC TOPICS

- GRI 201: Economic Performance 2016
- GRI 205: Anti-corruption 2016
- GRI 418: Customer Privacy 2016

SDGs

Industry Division's ICP Lumut Factory Production Line 1, Perak

MARKETPLACE: DOING GOOD BUSINESS

With the sustainability agenda gaining prominence among our stakeholders, sustainable conduct and alignment to greater business purpose have become essential for us to be differentiated in the marketplace today. We are committed to upholding the values of responsible business practices and strengthen the trust in the IJM brand through our products and services.

GOOD GOVERNANCE AND ETHICS (GRI 2-9, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 2-27)

We are guided by the Malaysian Code on Corporate Governance ("MCCG") and are committed to ensuring that our corporate strategy, risk management and business conduct are in line with the principles and best practices of ethical conduct. Our corporate governance framework and practices are elaborated in the Corporate Governance Overview Statement on pages 95 to 105 of the Annual Report. The Board ensures that IJM has the structure, strategy and capability to deliver long-term value to our stakeholders.

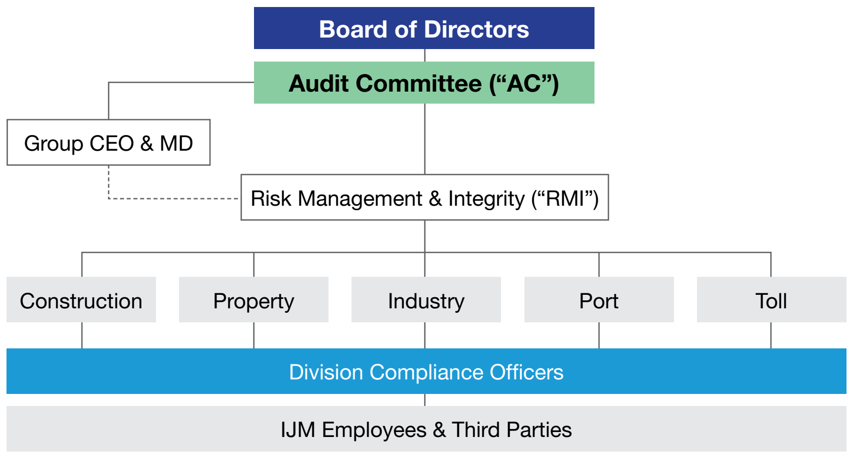
IJM's Code of Conduct and Ethics for Employees, which prescribes the principles, rules, guidelines and ethical behaviour in the Group, is cascaded to all of our employees.

Anti-Bribery and Corruption System (GRI 205-1, GRI 205-2, GRI 205-3)

IJM has zero-tolerance for all forms of bribery and corruption. We have in place the Anti-Bribery and Corruption System ("ABCS") that reaffirms our adherence to local laws and regulations including the Malaysian Anti-Corruption Commission (Amendment) Act 2018, which took effect on 1 June 2020.

The Group has a formal structure for the effective implementation and enforcement of ABCS programmes and measures to achieve a smooth dissemination and escalation process of ABCS-related matters throughout the Group.

ABCS Governance Structure



IJM employees are required to comply with our Anti-Bribery and Corruption Policy at all times. This policy covers various types and elements of bribery and corruption to ensure our interactions with government authorities, investors, suppliers, contractors and business partners are conducted by observing high ethical standards. Major investments, including mergers, acquisitions, joint ventures and projects, are reviewed for anti-bribery and corruption risks with appropriate due diligence conducted on the counterparty and owners of the counterparty, where relevant.

Third parties who perform work or services for or on behalf of IJM are also required to acknowledge conformity to the Code of Business Conduct for Third Parties as well as comply with all applicable laws and our ABCS manual.

We have procedures and internal controls in place to address corruption in all our operations through periodic verification and audit processes. For further information on our anti-bribery and corruption measures, please refer to page 117 of the Statement on Risk Management and Internal Control.

Port Division received the Silver Award at the Anugerah Integriti, Governans dan Anti Rasuah ("AIGA") ceremony

The Group continues to promote a culture of integrity through awareness campaigns and regular communications. All employees are expected to read, familiarise and strictly comply with the Anti-Bribery and Corruption Policy when carrying out their duties. Every year, employees are required to attend a compulsory ABCS e-learning programme conducted internally.

As part of the Company's commitment to promote and uphold high ethical and integrity standards, all anti-bribery and corruption related policies are published on the Corporate website. In addition, the dedicated IJM intranet keeps employees updated with new information and disseminates training materials to guide them.

In FY2022, the Risk Management and Integrity Department ("RMI"), which is entrusted to oversee the implementation of ethics and integrity in the Group, carried out the below activities. There were zero confirmed incidences of corruption across IJM's business operations and there were zero monetary losses arising from legal proceedings associated with charges of bribery or corruption in FY2022.

ABCS Activities

Culture Building	Ongoing Awareness	Commitment and Compliance	Framework and Guidelines
• New Employees Induction Programme	• ABCS E-Learning Modules for All Employees • Periodic Awareness and Communication • Board of Directors Training and Integrity Day	• Integrity Pledges • Third-Party Due Diligence	• Review of ABCS Manual

ATTRACTING CAPITAL

Inaugural Sukuk with Sustainability Features

On 18 July 2022, Fairview Valley Sdn Bhd, a wholly-owned subsidiary of IJM, entered into a subscription agreement with CIMB for its proposed RM360 million nominal value Sukuk Murabahah to be issued under an Islamic Medium Term Notes Programme. The proceeds from the issuance will be utilised to refinance the existing borrowings that was used to fund the development of the Group's Menara Prudential.

The programme marks the first time IJM is integrating our sustainability performance with financing metrics as the sukuk incorporates sustainability-linked features with pre-agreed targets set for the building's energy and water efficiency performance and renewable energy composition. Profit rebates will be granted should Fairview Valley achieve these targets, thus lowering the overall cost of borrowing.

IJM Group inks RM360 million Sukuk Murabahah subscription with CIMB

Re-inclusion into the Norwegian Pension Fund

On 15 June 2022, IJM was reincluded into Norway's Government Pension Fund Global's investable universe when the executive board of the fund's manager decided to revoke the exclusion of IJM after we exited from the oil palm sector in 2021. The Pension Fund, in 2014, placed IJM in its Exclusion List due to the risk of the Company being responsible for severe environmental damage through the conversion of tropical forest into oil palm plantation.

MARKETPLACE: DOING GOOD BUSINESS

EXCELLENCE THROUGH QUALITY

We take pride in achieving "*Excellence through Quality*" and continue to improve the products and services we deliver. We are guided by our Quality Policy and Quality Management System framework to enhance our skills, processes and quality management system. All Divisions are certified with the ISO 9001:2015 Quality Management System ("QMS"), demonstrating our adherence to the relevant local and international benchmarks and standards.

We implement a systematic approach through our management systems and practice the Plan-Do-Check-Act approach in our work processes to attract and retain customers by optimising opportunities while improving results.

The Construction Division ensures the quality of its projects through a self-regulated assessment system, the IJM Quality and Standard Assessment System ("IQSAS"). IQSAS sets out the standards for various quality aspects, with assessments conducted during construction. All projects are assessed and scored based on four components for building works: structural works, architectural works, mechanical and electrical works, including compliance with IJM Quality System. The implementation and performance of this system is reviewed annually by our Quality Management Committee for continuous improvements.

Furthermore, to ensure the delivery of high-quality products to our customers and meet industry standards and best practices, developments by the Property Division are assessed and benchmarked against the Quality Assessment System in Construction ("QLASSIC") scoring mechanism. QLASSIC is a system or method used to measure and evaluate the

Taman Austin Duta Phase 6 received the High QLASSIC Achievement Award at the CIDB QLASSIC Award 2021

workmanship quality of a building construction work based on Construction Industry Standard (CIS 7:2021).

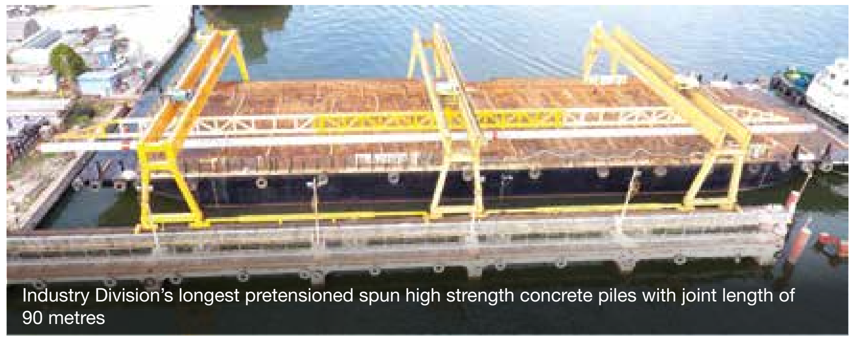
All projects under the Property Division are required to achieve a minimum QLASSIC score of 80%. In FY2022, all projects assessed successfully scored above the minimum score, with six projects scoring 85% and above. During the financial year, the Division received the High QLASSIC Achievement Award at the CIDB QLASSIC Award 2021 for its Taman Austin Duta Phase 6, a project that achieved a score of 87%.

The Industry Division produced its longest ever pretensioned spun high strength concrete piles with a joint length of 90 metres and diameter of 1,000 mm, exceeding previous spun piles of 75 metres length. The piles were cast for a megaproject, the Batang Lupar bridge, Sebuyau, Sarawak. The bridge will be the longest river-crossing bridge in Malaysia connecting Samarahan to Betong with a two-lane single carriageway. It is scheduled for completion in 2025.

Industry Division's products are certified with the following:

- MS 1314: Part 4:2004 Precast concrete piles
- SS EN 206:2014 Concrete
- MS EN 206:2016 and CIS 21:2018 Ready-mixed concrete
- JIS G 3137:2020 Small diameter steel bars for prestressed concrete
- MS 1138: Part 3:2007 Prestressing steel
- MS 1462 Metal scaffolding

Furthermore, the Division is also certified with the C60 Shoring system, BS 5975 Code of practice for temporary works procedures and the permissible stress design of falsework and BS EN 12812 Falsework.


Industry Division's longest pretensioned spun high strength concrete piles with joint length of 90 metres

MEETING OUR CUSTOMERS' NEEDS

We continue to engage with our customers to deliver the best of our services, in line with our core value of Customer Focus. All business divisions conduct surveys for insights on customer satisfaction to better understand their needs.

Customer Satisfaction Survey Results by Division					
	Construction	Property	Industry	Port	Toll
Target	80%	75%	80%	80%	85%
Actual performance	86%	74%	92%	91%	89%

All Divisions achieved above their target score, except for the Property Division. The Property Division's FY2022 customer satisfaction score was below its targeted 75%. The Division's Net Promoter Score ("NPS") also decreased to 14. In both instances, the below target scores were due to circumstances beyond their control; they were primarily due to mobility restrictions arising from the Government's Movement Control Orders ("MCO") during the pandemic. As a result, customers were unable to visit our showrooms and galleries, and engagements were restricted due to the standard operating procedures ("SOPs"). Furthermore, the MCOs hampered the progress of projects, delaying completion and handover dates.

Nonetheless, the Division persisted in taking steps to strengthen customer engagement and improve customer satisfaction by providing support to existing and prospective customers with virtual tours and online sales presentations. Regular customer-centric training was also conducted for continuous enhancement of customer service.

Keeping Our Road Conditions Safe

Several initiatives have been put in place to manage traffic congestions and ensure the safety of our road users. These include lane reconfigurations and installation of signages as well as road safety audits for all our highways. Mitigation measures have been identified and are currently underway.

BRANDING AND REPUTATION

Delivering Inspired Solutions is our brand promise to our stakeholders. For customers, we leverage on our decades of experience and know-how to provide solutions that are as inspiring as they are beneficial. We value the IJM brand and reputation as important key differentiators to stand out and seize new business opportunities and attract talent.

IJM Land's brand philosophy focuses on transcending customer satisfaction by creating value through brand loyalty and advocacy.

The primary brand drivers for IJM Land have always been innovation, timeless quality, excellent customer service and responsible sustainable practices.

Customers come first, and we place strong emphasis on ensuring our developments create value, are easily accessible, well-connected and come with convenient amenities. We are recognised for having delivered well in this regard, and won several awards and accolades in FY2022. Please refer to pages 10 to 11 of the Annual Report.


Menara IQ and Menara Affin at TRX, Kuala Lumpur

MARKETPLACE: DOING GOOD BUSINESS

StarProperty Awards 2021

Our Property Division was recognised for exceptional property developments among top-class developers. We won three awards at the StarProperty Awards 2021, namely:

- StarProperty All-Stars Award - IJM Land
- Excellence in The-Close-To-Home Award - Riana Dutamas, Kuala Lumpur
- Excellence in The Borneo Star Award - Bandar Utama, Sandakan

EMBRACING TECHNOLOGY IN OUR OPERATIONS

Accelerating Strategic Innovation and Digital Transformation

A 3-Year Roadmap encompassing the Strategic Innovation Pillars has been formulated, with clearly defined objectives to be delivered via a wide array of initiatives. These initiatives are strategically planned to leverage on the benefits and advantages of trending technologies. In FY2022, we implemented our Strategic Innovation Plan ("SIP") to deliver greater value, create sustainable advantages and generate business growth for the Group.

Key Pillars of the Strategic Innovation Plan

Pillar 1: Process Automation

- Achieve a synergistic human automated workplace by leveraging on technologies to improve productivity levels, minimise and eventually remove human error, enforce good practices of data control and governance, and foster organisational transparency

Pillar 2: Digital Insights and Analytics

- Establish a centralised data repository for access, as a common source of accurate and trusted data to empower informed decision-making, enable strategic risk mitigation, prepare predictive action plans, and create new innovative products and services

Pillar 3: Competitive Business Innovation

- Redefine IJM's business model to explore new avenues of growth, as well as to gain greater market share in existing businesses by elevating our value proposition, solidifying reputation, providing bespoke customer experience, and ensuring sustainable growth

Digitalising Our Business

Our Divisions are continuing to integrate digital solutions into their business operations.

The Construction Division introduced an in-house developed mobile application, *MyIJM*, a digital platform that eases construction updates from project sites by consolidating data on safety, inspection, site productivity, work log and defect management. The application enables data consolidation among various projects across different geographical sites in real-time, ensuring risks are attended to immediately while improving site operations and management.

The Property Division enhanced its Customer Relationship Management ("CRM") solutions for pre-sales by introducing a cloud-based CRM software, to facilitate a more efficient sales process, digital marketing and data analytics. In addition, the Division is developing an application to provide an all-in-one platform on post-sales project related information such as development progress, key-handover process and resident community updates.

In FY2022, the Property Division continued to engage its customers virtually and hosted a number of online activities. These included virtual sales launches for its development projects where sales were done online. A proprietary electronic system is also used to manage expressions of interest, unit selection and sales bookings for each new property to create a seamless buying experience for our customers. Aside from this, we continued to engage with prospective buyers through virtual tours of developments and show units for the launched projects.

The Industry Division's automation enhancement initiative saw the installation of a double feeding system and a pile vacuum lifting beam, and the launch of a digitalised production system at their Lumut and Kapar factories. As a result, this increased the Lumut factory's output to 35% from a target of 25%, and Kapar factory's output to 34%, exceeding its target of 20%. These efforts helped the Division reduce costs and foreign labour dependency.

The Toll Division digitalised the majority of its documentation tasks and has introduced a highway patrolling system, which utilises the Internet of Things ("IoT") platform. It provides real-time patrolling activities via high-precision Global Positioning System ("GPS") and perimeter surveillance. Meanwhile, the Port Division has launched the e-Gate platform to improve its automated traffic scheduling efficiency.

In addition to our in-house digitalisation efforts, IJM recently invested RM35 million for a 60% equity in Globalcomm Solutions Sdn Bhd ("GlobalComm"). Since its incorporation in 2005, GlobalComm has been involved in providing network architecture development, dedicated network services and telecommunication infrastructure solutions in Malaysia. The investment enables us to harness fully potential synergies within our existing property developments via improved network setups. It can also facilitate the development of customised solutions for our Toll Division's network for grid leasing and building smart highway capabilities.

Virtual tour of Property Division's Mezzo development at the Light City, Penang

MARKETPLACE: DOING GOOD BUSINESS

Working in the New Normal

Managing cybersecurity

With extended periods of work from home and the adoption of more digital collaboration tools as a business necessity in FY2022, we were focused in providing a secure and seamless employee experience across company computers and personal devices. This has been further intensified following global reports on the increase in cybersecurity risks at the beginning of 2022. We will continue to invest in a multi-layered cyber defence strategy with increased attention to education, and training our employees in identifying and mitigating online risks and to strengthen our people firewall. This year, a security posture assessment ("SPA") was conducted by the Information Systems Department that included a series of activities to raise awareness on potential phishing scams.

In FY2022, employees were required to complete mandatory cybersecurity training. For our efforts on managing cybersecurity risks, please refer to pages 121 and 122 of the Statement on Risk Management and Internal Control.

BUILDING BETTER AND SMARTER

IJM is constantly looking at new methods to promote efficiency and achieve business excellence. We strive to accelerate the adoption of progressive technologies such as digitalisation, automation as well as intelligent delivery system in order to anticipate or even initiate technological disruptions in the industry.

Building Information Modelling ("BIM")

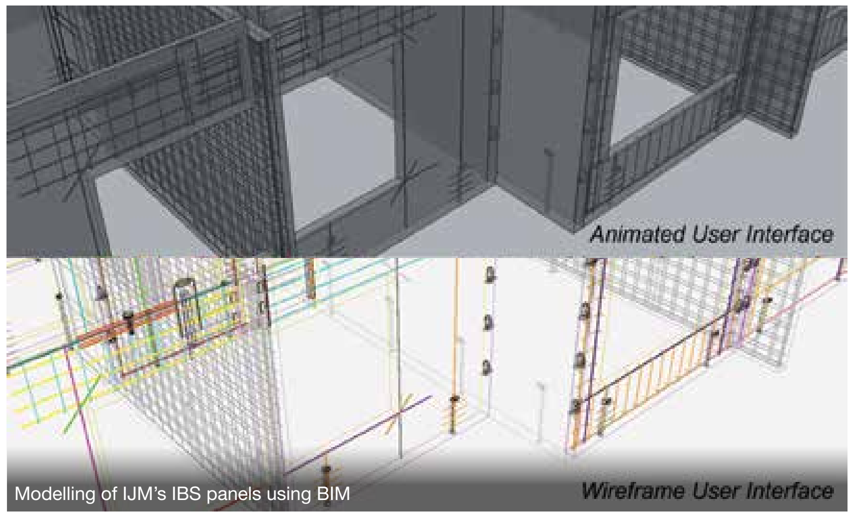
We utilise BIM during the pre-construction phase. It enables early visualisation and planning using 3D model-based simulation to promote better coordination between trades and eases work for renovation and facilities management upon project completion.

We undertook two industrial projects with BIM implementation in Batu Kawan, Penang. These industrial infrastructures were fast-paced projects, taking between six months to two years, where coordination before construction is vital to ensure the seamless delivery of the projects. Clash-free BIM models can be produced in the early stage to reduce the probability of expensive mistakes at the later stage of the projects.

In addition, the success of BIM implementation is also reliant on the use of the Common Data Environment ("CDE"), especially during the pandemic when remote working was necessary. The CDE plays an important role in the implementation of BIM Level 2. This is a digital platform that stores relevant project progress updates and information that can be accessed by the BIM team, construction personnel and subcontractors. The CDE enables project members to access the latest information from a single source and facilitates BIM collaboration via virtual meetings. The implementation of BIM and CDE minimises the impact of disruptions arising from the pandemic. It facilitated project coordination during this unpredictable period.

BIM also plays an integral role in the entire operation of our SMART precast manufacturing system which enables engineers to design and breakdown the entire building into individual precast components. The digitalisation of precast components is also used as the base to power the robotic assisted manufacturing system. The digitalisation of our manufacturing and construction processes has propelled IJM to be at the forefront of embracing Industrial Revolution 4.0.

In collaboration with the Institute of Engineers Malaysia ("IEM") and University of Nottingham Malaysia, we shared our experience and knowledge on the application and utilisation of BIM in actual practices during the construction process under the theme *Building Information Modelling: The Catalyst for the Construction Industry*. The collaboration was also part of our aim to ensure sustainable development in the construction industry is achieved by embedding and developing BIM knowledge, intellectual aspects and practical skills. Our goal is also to share and transfer our technology skills with students.



Modelling of IJM's IBS panels using BIM

Industrialised Building System ("IBS") – The Smarter Way to Build

We embrace the National Construction 4.0 Strategic Plan (2021-2025) by the Ministry of Works and the global call for sustainable construction through our investment in robotic assisted smart precast manufacturing system, or better known as SMART IBS.

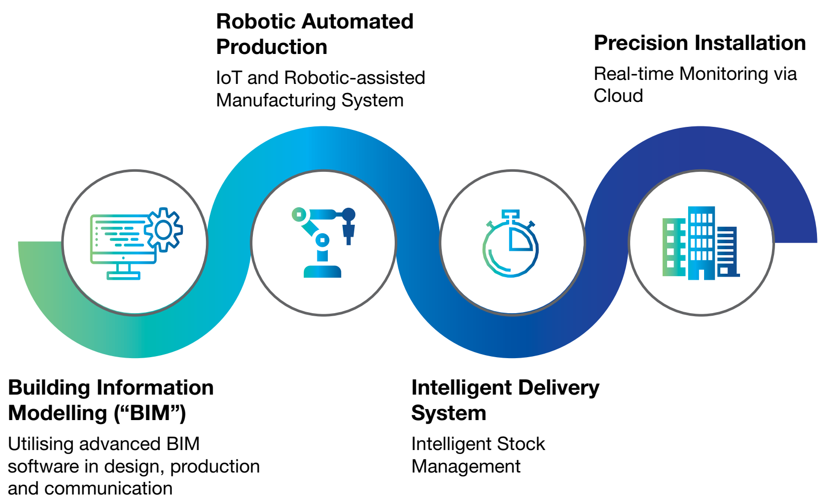
SMART IBS represents a paradigm shift in the way we approach construction. In FY2022, the Industry Division's SMART IBS manufacturing plant in Bestari Jaya commenced operations with the aim of delivering an end-to-end digital IBS solution to the construction industry. This fully digital-driven factory enables works such as designing, modelling, manufacturing, storage, delivery and panel installation to be digitalised and connected via CDE. With an annual output capacity of 500,000m^2 equivalent to 2,500 homes, our SMART IBS factory has the highest construction productivity rate in Malaysia. The digitalisation of processes across the entire value chain empowers us to have a digital preview of the manufacturing process, delivery arrangement, sequencing of installation and the finished product.

Our SMART IBS factory operates on an automated carousel precast manufacturing system that utilises robotic-assisted plotting and shuttering process, automated customisable mesh production and concrete feeding process. The robotic-assisted and advanced shuttering system of the smart manufacturing process delivers both accuracy and design flexibility that is not possible with conventional methods. The panel jointing system speeds up the installation process and eliminates wet works, resulting in a quieter, neater and cleaner construction site. This simplifies onsite work processes and reduces the complexity of managing manpower, requiring fewer workers and lowering health and safety risks at construction sites.

The IBS manufacturing system requires significant capital investment, including the upskilling of our workforce. The internally developed capability for our IBS precast system enables IJM to spearhead the transformation of Malaysia's construction industry, and drive a smarter, safer and more affordable way to build. The adoption of SMART IBS will also help us to lower our carbon footprint in line with our Sustainability Roadmap. We have several measures in place to reduce wastage of raw materials by reclaiming and recycling of water and aggregates. Moving forward, we intend to install solar panels to power our SMART IBS plant.

Projects such as affordable housing, low and high-rise residential and public projects including schools and government quarters will benefit greatly from our SMART IBS technology. The Property Division's upcoming project in Shah Alam 2 will be among the first residential developments to adopt our SMART IBS solution. Since our commencement, our SMART IBS has completed two industrial projects.

Key Components of SMART IBS




Industry Division's SMART IBS factory at Bestari Jaya, Selangor

MARKETPLACE: DOING GOOD BUSINESS

Speedier and Better Quality Construction for Hotayi Electronic, Batu Kawan, Penang

One of the projects utilising the SMART IBS system was the construction of an industrial building for Hotayi Electronic at Batu Kawan, Penang. Precast wall panels were used to construct four wall sections of the building, replacing the use of conventional methods, such as the installation of brick walls which require plastering and skim coating. The adoption of the precast panels allowed for faster construction time and lesser onsite works, resulting in reduced labour cost as well as a more consistent quality in the finished product. With the use of the SMART IBS system, the project was completed within 45 days, from manufacturing to construction, which is eight times faster compared to the conventional method of construction.

8x faster
Completed in 45 days

High precision
No alteration works needed

Only 7 manpower
Needed to complete the job

Smooth surface
Throughout allows for paint to be applied directly onto the panel, eliminates plastering and skim-coat works

Construction of Hotayi industrial building using SMART IBS system

In addition, the IBS system helps to reduce environmental impacts caused by construction works. Reduced raw materials such as sand, cement and water are consumed as these panels are produced in a factory with high precision while wastage is also considerably lesser as compared to the conventional methods of construction.

SECURITY

Security was a material issue for all our Divisions in FY2022. The Property Division strives to provide secure spaces for communities to thrive. Our townships come equipped with various safety and security precautions. The Division implements an approach known as Crime Prevention by Environmental Design ("CPTED"), which entails a natural form of surveillance on top of other security measures, such as CCTV surveillance, street lighting and round-the-clock guard patrols to reduce criminal opportunities and provide a safer environment for all residents.

At our factories, the Industry Division undertakes various security measures to safeguard the transportation, storage, handling, use and disposal of dangerous and hazardous materials. All workers are trained with relevant safety procedures in accordance with national regulations. We also abide by regulatory health and safety standards in handling and disposal of various materials including the use and disposal of explosives at our quarry sites. All relevant authorities are pre-informed of any planned use of explosives at quarry sites.

The Port Division adopts the International Ship and Port Facility Security ("ISPS") code and is also protected under the Protected Areas and Protected Places Act 1959. The Division has fully digitalised the port entry procedures by implementing an electronic gate ("E-Gate") system to better monitor and control authorised access to port facility areas and ships. The system enables the digitalisation of all procedures at the Kuantan Port's entrance, prompting better efficiency and faster turnaround time. In addition, E-Gate allows the tracking of port users, including the entry of staff as well as vehicles and the information is stored online for security purposes. In FY2022, the Division received a five-star rating in its security audit from the Malaysia Chief Government Security Officer's Office, reflecting its high standards of security procedures and measures.

The Toll Division has implemented several security measures along highways. CCTV cameras are installed at toll plaza areas to monitor highway movements as well as at gated walkways assigned to our toll collectors and operational staff for their safety. Additionally, security guards are positioned around the toll plaza areas to ensure that only employees are allowed to enter authorised areas.

Kuantan Port's Marine Traffic Control Tower equipped with the new Vessel Traffic Management & Information System

MARKETPLACE: DOING GOOD BUSINESS

DATA PRIVACY AND PROTECTION (GRI 418-1)

Customer data privacy and protection are of utmost importance to us. Therefore, we ensure our business is conducted in strict adherence to the Personal Data Protection Act 2010 ("PDPA"). We established a Privacy Policy to communicate the processing guidelines for collecting, recording, holding or storing our customers' personal data. We have duly obtained the consent of our customers before processing their personal data, taking reasonable steps to secure and protect their personal data. We do not retain personal data longer than required for the purpose for which it was to be processed. The Privacy Policy, in both English and Bahasa Malaysia, is available on the Corporate website.

In addition, we are certified with the ISO/IEC 27001:2013 Information Security Management System ("ISMS") and ISO/IEC 20000-1:2011 Information Technology Service Management System ("ITSMS").

We also conducted regular trainings and communications to employees in order to effectively ensure data privacy is appropriately managed in a secure and controlled environment. In FY2022, we recorded zero substantiated complaints concerning breaches of customer privacy and zero cases of identified leaks, thefts, or loss of customer data. We will continue to protect our customer's data privacy across all Divisions. Our Privacy Policy is reviewed regularly in compliance with the PDPA 2010.

Our PDPA Approach

WHAT? information we collect

- **Personal information** (e.g. name, age, telephone, email address etc)
- **Type of loans applied in relation to the purchase of property**
- **Third party information** (e.g. emergency contact person, tenant, authorised representatives, contractors, lawyers and financiers)

HOW? we collect the information

- **Through our forms, in electronic or hardcopy format**
- **Through business cards or other information provided to us**
- **Through any correspondence that we have received from you requesting for information or making inquiries**

WHY? we collect the information

- **For those purposes provided for in any particular service or product offered by us or our business partners**
- **For administrating customer relationship management procedures**
- **For internal record keeping**
- **For marketing, client profiling and business development purposes**
- **For processing applications under any of our programmes**
- **For administrating scholarship application procedures**
- **For complying with any legal or regulatory requirements**

RESPONSIBLE PROCUREMENT PRACTICES (GRI 2-6)

Given the nature of our businesses, we rely on diverse suppliers, service providers and contractors, both locally and globally, for materials and services.

We established a Responsible Supply Chain Policy to ensure alignment and extend the Group's values and principles to foster trust and long-term benefits to all stakeholders across our supply chain. In addition, our Code of Business Conduct for Third Parties sets out fundamental principles and standards that our third parties are required to conform with when conducting business with the Group. This includes, but is not limited to all vendors, suppliers, service providers, contractors, subcontractors, consultants, agents, representatives and any other persons or entities who provide work, goods or services or act for or on behalf of the Group.

Any violations and/or non-compliance with this Code shall be taken seriously and may result in, among others, the termination of the Group's contract with erring third parties. The Code of Business Conduct for Third Parties and the Responsible Supply Chain Policy are available on our Corporate website.

We have also increased efforts to enhance the screening of our suppliers and vendors. This includes a sustainability assessment to ensure we have a responsible supply chain. We are participating in a pilot Action Centre for Sustainable SMEs ("ACCESS") programme with UNGC Malaysia and Brunei to incentivise our supply chain to embed sustainability into their operations. Selected suppliers and vendors will undergo a 5-month sustainability training and development, following which participants will be certified as sustainability-trained.

Responsible Supply Chain Policy

We aim to extend the Group's values and principles to our suppliers, service providers and contractors in order to foster trust and long-term benefit to all stakeholders in our supply chain. This is underpinned by good ethics, a healthy and safe workplace, capable of minimising the risk of violating human and social rights, maintaining good environmental practices and ensuring strict compliance to local laws and regulations.

ENVIRONMENT

Environmental compliance

We expect our suppliers, service providers and contractors to be respectful in their interactions with the environment by adhering to all applicable environmental legislation, preventing pollution and adopting best practices in accordance with the Group's Environmental Management System

SOCIAL

Health and safety

We expect our suppliers, service providers and contractors to have the necessary health and safety measures in place to minimise workplace risks and hazards

Human rights and labour

We expect our suppliers, service providers and contractors to demonstrate their commitment to human rights standards and laws

GOVERNANCE

Ethics and governance

We expect our suppliers, service providers and contractors to adhere to integrity and ethical business practices as outlined in the Group's Code of Conduct and Ethics

ENVIRONMENT

OUR ENVIRONMENTAL STEWARDSHIP

OBJECTIVE

The protection and preservation of the environment is integral to the Group's corporate policy and philosophy.

> Sustainability to us means preserving the world for future generations. All our business strategies and operations incorporate sustainability needs and opportunities, in order to ensure that our aspirations are met. We do it not because of mere compliance but because it is the right thing to do to contribute to a more sustainable world.
>
> Rozaimy Bin Amiruddin
> Health, Safety and Environment

HIGHLIGHTS

- The Construction, Property, Industry and Toll Divisions continued to be certified with ISO 14001:2015 Environmental Management Systems while the Port Division is in the midst of attaining this certification
- Disclosed our approach to climate action in reference to the recommendations of the Task Force on Climate-related Financial Disclosures framework
- Conducted Group-wide carbon assessment to build IJM's emissions profile that will inform the formulation of our Climate Strategy
- Disclosed the IJM's Scope 1, Scope 2 and six out of 15 categories of Scope 3 emissions
- The Group avoided 2,561 tCO_2e of carbon emissions from renewable energy generation and recycling of wastes within the value chain
- Increased our renewable energy generation capacity to 4,121 kWp and generated a total of 3,107 MWh of electricity from rooftop photovoltaic panels at Industry Division's six ICP factories and Property Division's The Arc located in Bandar Rimbayu, Selangor
- The Industry Division utilised 5,108m^3 of rainwater collected from its rainwater harvesting systems
- All division collectively recycled a total of 5,859 tonnes of waste
- The Property Division introduced the KITARecycle community recycling programme at its Seremban 2 development while the Toll Division rolled out a '3R Programme - Go Green Campaign' in its operations

GRI STANDARDS SPECIFIC TOPICS

- GRI 302: Energy 2016
- GRI 303: Water and Effluents 2018
- GRI 304: Biodiversity 2016
- GRI 305: Emissions 2016
- GRI 306: Waste 2020

SDGs

Landscape at The Arc, Bandar Rimbayu, Selangor

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

The nature of our business involves considerable interactions with the environment and we have seen significant benefits as we consider more efficient and sustainable ways of operating. Our Policy Statement on Environment reinforces our commitment to conduct our business responsibly, to use natural resources efficiently and find innovative ways to reduce our impact on nature. In FY2022, we began our assessment of environmental risks and opportunities to better understand the impacts of climate change and build a more resilient business.

We continuously improve our processes and operations across all our businesses by expanding our share of renewable energy, reducing our waste, utilising resources efficiently and protecting the biodiversity in areas we operate. We have in place an Environmental Management System ("EMS") to integrate environmental best practices across the Group. Our Construction, Property, Industry and Toll Divisions continued to be certified with the ISO 14001:2015 Environmental Management Systems. Our Port Division is in the midst of acquiring this certification.

RESPONDING TO CLIMATE CHANGE

In its Sixth Assessment Report, the Intergovernmental Panel on Climate Change ("IPCC") reported that human-induced climate change has resulted in more frequent and intense extreme weather and caused widespread and irreversible adverse impacts to nature and populations, as these systems are pushed beyond their ability to adapt. Without immediate and deep decarbonisation actions in place, there will be compounding threats to human well-being and planetary health[2]. Stakeholders are increasingly aware that the built environment sector has a significant carbon footprint and thus plays a major role in introducing climate adaptation and mitigation interventions.

In FY2022, we experienced the impact of climate change with unusual weather patterns in several states in Malaysia. This affected not only the integrity of infrastructure but also the socioeconomic well-being of communities. Parts of our highways were temporarily affected by flash floods caused by unseasonal heavy downpours and inundated river basins.

At the 26th UN Climate Change Conference of the Parties ("COP26"), Malaysia updated its commitment to reduce 45% of its greenhouse gas ("GHG") emissions intensity (against GDP) by 2030 from a 2005 baseline, and subsequently become a carbon neutral nation by 2050. In achieving this, several mitigation and adaptation measures were highlighted in the 12th Malaysia Plan ("12MP"). Key among them is the formulation of a long-term low GHG emission development strategy and a national adaptation plan[3].

In response to these changes, IJM is formulating a Climate Strategy, in line with our Sustainability Roadmap FY2023 – FY2025. This strategy will focus on enhancing our climate resilience and reducing our carbon footprint. We plan to introduce our inaugural Climate Strategy in FY2023.

Enhancing Our Climate Resilience

Being in the built environment sector, it is imperative for us to address both physical and transitional climate risks as we embrace national and international agendas towards a low-carbon economy. In FY2022, climate change was identified as the foremost environmental topic that needs to be addressed in our materiality assessment.

This is our maiden year in referencing the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") framework in building climate resilience. We are assessing the potential impacts arising from the physical and transition risks posed by climate change, as well as identifying the opportunities relevant to IJM. The results of this assessment will inform the formulation of our Climate Strategy.

Presently, we manage our climate risks via our Enterprise Risk Management Policy and Framework, and is addressed in the Statement on Risk Management and Internal Control on page 121. Going forward, we will continue to establish proactive actions. Our goal is to reduce carbon emissions and introduce strategic interventions to build greater resilience in the face of climate change challenges, from diminishing resources to evolving regulations.

[2] Climate Change 2022: Impacts, Adaptation and Vulnerability, Working Group II Contribution to the IPCC Sixth Assessment Report

[3] 12th Malaysia Plan 2021-2025, Economic Planning Unit, Prime Minister's Department Malaysia

The table below outlines our progress in FY2022 and our priorities in the future, in line with our Roadmap.

Our Approach to Climate Action

TCFD Pillars	Where we are today	Priorities for FY2023 to FY2025
Governance Disclose the organisation's governance around climate-related risks and opportunities	• Board oversight: - Periodic discussions by the Board on climate-related matters - Review of climate risks as part of the Group's enterprise risk management by the Audit Committee • Management oversight: - Review of climate risks by Business Divisions as part of the Group's enterprise risk management • Working committees: - Discussions and executions of climate-related matters by the Group and Business Division Sustainability Working Teams • Ongoing trainings and workshops for Board of Directors, Management, working committees and employees	• Continue to strengthen and improve climate risk governance • Establish dedicated multidisciplinary task-forces for Construction and Property Divisions as part of IJM's Climate Strategy development* • Continue enhancing internal capabilities • Build cohesive approach to tackle climate strategy • Align understanding of climate related risks and opportunities across the Group
Strategy Disclose the actual and potential impacts of climate-related risks on the organisation's businesses, strategy, and financial planning where such information is material	• Continuous capacity building for TCFD adoption • Prioritising climate change as a material topic	• Incorporate SDG 13: *Climate Action* in the IJM Group Sustainability Framework* • Develop Climate Strategy: - Establish and enhance Scope 1, 2 and 3 carbon emissions profile - Establish Carbon Reduction Strategy - Assess physical and transition risks and opportunities using scenario analysis over the short, medium and long term - Establish short and long-term climate targets
Risk Management Disclose how the organisation identifies, assesses, and manages climate-related risks	• Climate risks are managed under Group's Enterprise Risk Management Policy and Framework	• Conduct physical risk assessment covering our significant asset locations • Conduct transition risk assessment based on policy, technology, market and reputation risk drivers • Harmonise the Group's existing risk matrix to include climate parameters
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate related risks where such information is material	• Disclosed carbon reduction efforts undertaken by the Industry and Toll Divisions	• Establish Group carbon inventory based on FY2022 emissions* • Establish carbon emissions baseline year as FY2023 • Set short, medium and long-term carbon reduction targets

Note: *Developed post-FY2022

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Reducing Our Carbon Footprint
(GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5)

In line with our Roadmap, we have adopted a two-pronged approach to profiling the Group-wide greenhouse gas ("GHG") emissions footprint. This involves the assessment of Scope 1, Scope 2 and Scope 3 followed by identifying reduction strategies to address each scope. This exercise will straddle two financial years, FY2022 and FY2023.

1. **Assessment**

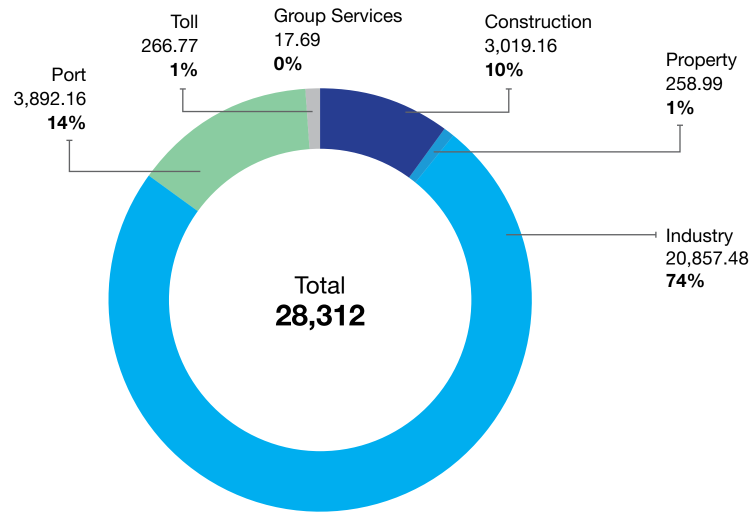
   We began our GHG emissions assessment across the Group's operations in Malaysia in FY2022. In establishing our GHG emissions inventory, we used FY2022 data to calculate the Group's profile of Scope 1 and Scope 2 emissions as well as six categories under Scope 3 emissions.

Scope 1:

Emissions under Scope 1 account for 7% of our total carbon footprint. Scope 1 emissions includes all emissions released directly by our operations from company-owned vehicles and machineries:

- **Mobile combustion:**
  On-road vehicles (e.g.: passenger cars, 4x4 vehicles and lorries), fuel purchased for company-owned vehicles and mobile generation sets at construction sites
- **Stationary combustion:**
  Natural gas-fired and diesel-fired boilers at Industry Division's ICP factories, diesel-fired emergency generators, firewater pumps and cranes at all Divisions

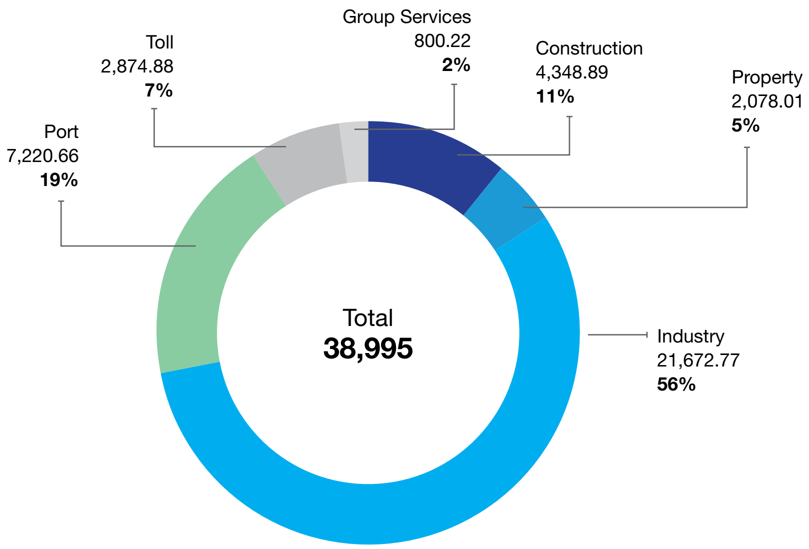
Scope 1 Emissions in FY2022 (tCO_2e)



Scope 2:

Emissions under this scope account for 9% of IJM's total emissions. Scope 2 emissions are associated with electricity purchased (location-based) and consumed by offices, factories, other buildings, street lightings and equipment used in our operations.

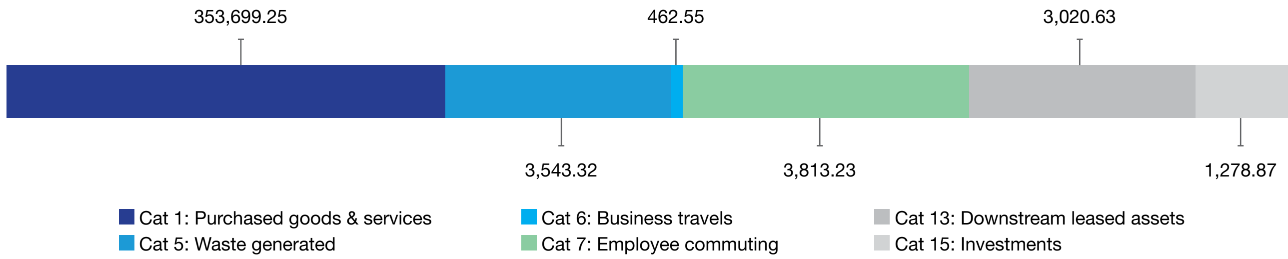
Scope 2 Emissions in FY2022 (tCO_2e)



Scope 3:

Emissions under this scope include all other indirect emissions generated across our value chain that accounts for 84% of IJM's total emissions. For FY2022, we collated reliable data for six out of the 15 categories under Scope 3:

Scope 3 Emissions by Category in FY2022 (tCO_2e)



Scope 3	Asset Boundary	Calculation Methodology
Category 1 Purchased goods and services	Industry Division: • Industrial Concrete Products ("ICP"), Industrial Building System ("IBS") and Strong Mixed Concrete ("SMC")	Average-data method
Category 5 Waste generated	IJM Group	Average-data method
Category 6 Business travel	IJM Group	Spend-based method covering land and air travel. We will transition to the distance-based method in FY2023
Category 7 Employee commuting	IJM Group	Average-data method where the transportation mode and distance from home to the workplace are determined via an annual survey. The survey was deployed at the end of FY2022 with an employee participation rate of 94%
Category 13 Downstream leased assets	Group Services (IJM Corporation – entity level): • Menara Prudential leased by IJM Corporation	Asset-specific method
Category 15 Investments	Toll Division: • LEKAS Highway	Proportional Scope 1 and 2 emissions using the investment-specific method based on the equity share of investment for Associate in LEKAS Highway

Definition:

Average-data method:
Estimating emissions for goods and services by collecting data on the mass (e.g., kilograms or pounds), or other relevant units of goods or services purchased and multiplying by the relevant secondary (e.g.: industry average) emission factors (e.g.: average emissions per unit of good or service).

Distance-based method:
Determining the distance and mode of business trips, then applying the appropriate emission factor for the mode used.

Spend-based method:
Estimating emissions for goods and services by collecting data on the economic value of goods and services purchased and multiplying it by relevant secondary (e.g.: industry average) emission factors (e.g.: average emissions per monetary value of goods).

Asset-specific method:
Collecting asset-specific (e.g.: site-specific) fuel and energy usage data and process and fugitive emissions data or Scope 1 and Scope 2 emissions data from individual leased assets.

Investment-specific method:
Collecting Scope 1 and Scope 2 emissions from the investee company and allocating the emissions based upon the share of investment.

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

The assessment of the FY2022 GHG emissions data will form a basis for our Carbon Reduction Strategy. The Group's short and long-term carbon reduction targets will be set according to the baseline year of FY2023, which will represent a more normalised year of operations. In FY2023, we will include the emissions of our operations in India as well as three additional categories of Scope 3.

In FY2022, total emissions by the Group was 433,125.51 tCO_2e with 91.73% of our emissions emanating from the Industry Division due to the inclusion of Scope 3 Category 1: Purchased goods and services emissions in the calculation.

Carbon Emissions in Our Value Chain

Construction
10,029.79 tCO_2e
2.32%

Property
3,925.70 tCO_2e
1.80%

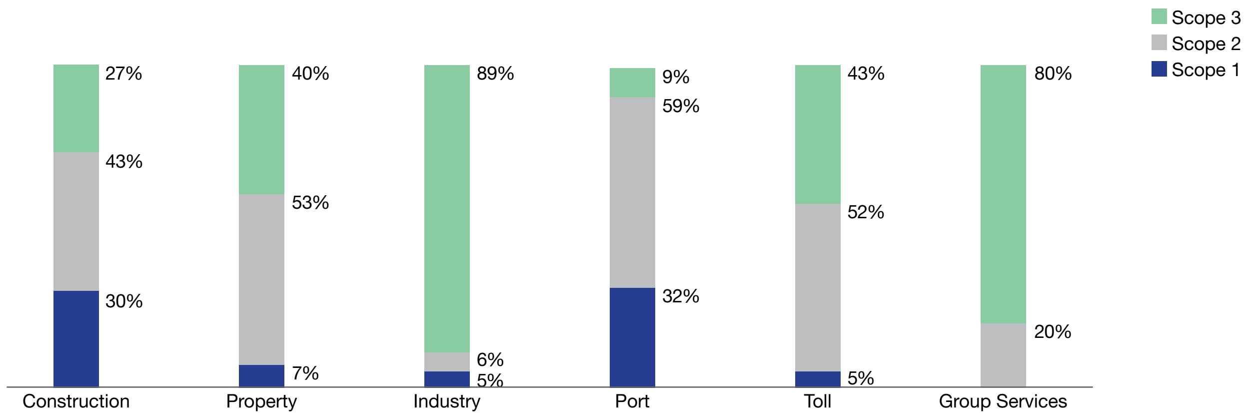
Industry
397,307.05 tCO_2e
91.73%

Port
12,289.09 tCO_2e
2.84%

Toll
5,498.08 tCO_2e
1.27%

Group Services
4,075.79 tCO_2e
0.94%

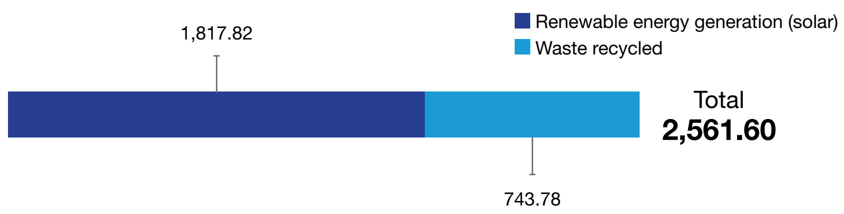
Total Emissions by Division in FY2022 (tCO_2e)



Methodology, boundary and assumptions:

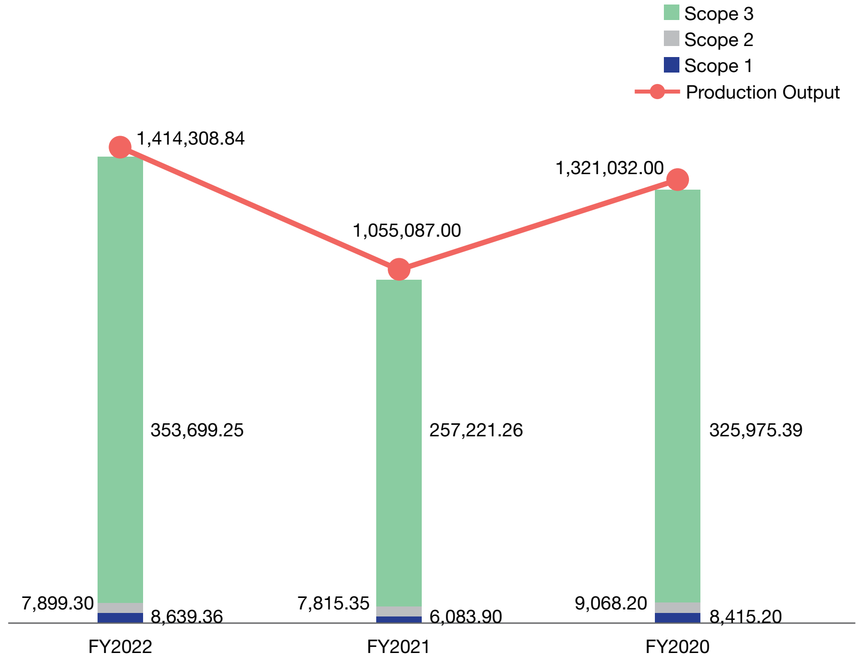
1. Our calculation methodology is based on the *GHG Protocol Corporate Accounting and Reporting Standard* using the operational control consolidation approach.
2. Scope 1 and Scope 3 emissions factors are sourced from the GHG Conversion Factors for *Company Reporting version 2.0 (2022)*, published by the UK Department for Environment, Food & Rural Affairs ("DEFRA") and *Embodied Carbon: The Inventory of Carbon and Energy version 3.0 (2019)*, published by BSRIA.
3. Scope 2 emissions factors for electricity grids in Peninsular Malaysia, Sabah and Sarawak are sourced from the *2017 CDM Electricity Baseline for Malaysia* published by Malaysian Green Technology and Climate Change Corporation ("MGTC").
4. The GHG emissions data has not been assured internally. We will endeavour to undertake internal assurance of GHG emissions data (Scope 1, Scope 2 and Scope 3) in the future.

Emissions Avoidance in FY2022 (tCO_2e)



The 3-year carbon footprint profile (Scope 1, Scope 2, and Scope 3 – Category 1: Purchased goods and services) of the Industry Division's ICP operations is depicted in the following chart.

Total Emissions (tCO_2e) and Production Output (Tonnes) by Industry Division's ICP Operations



2. Reduction

Upon the completion of the Group-wide FY2022 carbon assessment, IJM will proceed to identify suitable carbon reduction opportunities. The Carbon Reduction Strategy is presently at development stage and will be shared in the following annual report.

Based on our present assessment, Scope 3 forms the largest portion of our GHG emissions profile. Thus, we recognise that our reduction efforts must include our supply chain in order for us to achieve our climate goals, in line with SDG 13: *Climate Action*. Our long-term climate goals would involve a progressive approach towards reducing Scope 1 and Scope 2 emissions while we continue to work on reducing our Scope 3 emissions.

As we continue to finalise our Climate Strategy, we aim to chart our emissions reduction pathway and identify short and long-term targets, in line with Malaysia's carbon neutral goals and IPCC's scenarios.

Solar rooftop photovoltaic panels installation at ICP Kapar factory

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Our Collective Climate Actions

We recognise that effective climate action will involve us collaborating and partnering with other organisations. IJM actively engages industry experts and regulators to support the development of public policy and standards. In FY2022, we:

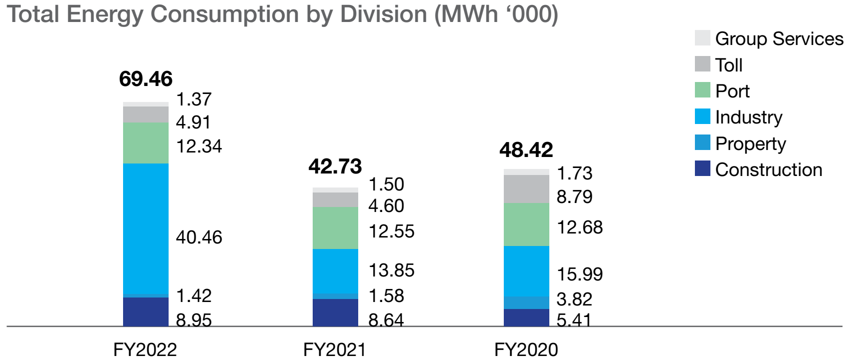
- Provided feedback as an industry player for the development of the revised National Policy on Climate Change
- Became a participant of the UNGC and are committed to align our business to its Ten Principles covering human rights, labour, environment and anti-corruption
- Became a signatory to the British Malaysian Chamber of Commerce ("BMCC") Climate Action Pledge to raise awareness about climate change and implement climate-related initiatives

IJM became a signatory to the BMCC Climate Action Pledge

Ongoing Efforts to Reduce Carbon Emissions (GRI 302-1)

Notwithstanding that the Carbon Reduction Strategy is currently being finalised, the Group continues to promote efficient use of energy and increase our usage of renewable energy in our operations. In FY2022, we consumed 69,455 MWh of energy as a Group. There was an increase in energy consumption in the Industry Division due to the inclusion of the quarry and mining operations in this year's calculation.

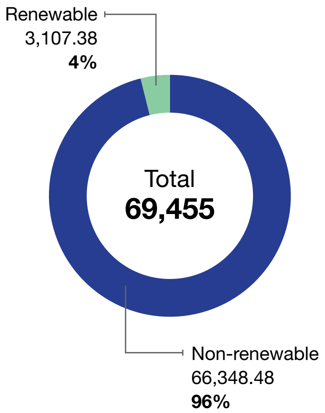
Total Energy Consumption by Division (MWh '000)



Note:
- Total energy consumption includes diesel usage by mobile generator sets and electricity consumed from renewable and non-renewable sources
- Data for FY2020 and FY2021 have been restated to exclude electricity usage by tenants at Kuantan Port

In FY2022, our renewable energy generation capacity stood at 4,121 kWp, which generated a total of 3,107.38 MWh of electricity from solar rooftop photovoltaic panels. This constituted 4% of the Group's total energy mix. The Industry Division installed 3,784 kWp solar rooftop photovoltaic panels at six of its factories while the Property Division installed 337 kWp of solar panels during the year at The Arc located in Bandar Rimbayu. Currently, the Group is actively expanding its renewable energy generation capacity with plans underway to install more solar photovoltaic panels at several new locations by the Industry Division, at Kuantan Port by the Port Division and along our highways by the Toll Division.

Total Energy Mix in FY2022 (MWh)



Note:
- **Non-renewable energy:** Diesel usage by mobile generator sets and electricity from the grid
- **Renewable energy:** Energy generated from solar rooftop photovoltaic panels

Apart from increasing our renewable energy generation capacity, efforts are in place to reduce our dependence on fossil fuels. The Industry Division continues to explore methods to reduce its energy intensity with the use of Polycarboxylic Ether ("PCE") additives when manufacturing concrete piles. The utilisation of PCE additives allows concrete piles to be manufactured using less fuel; it also reduces the ratio of cement resulting in a faster curing time.

We also aim to instill an energy-efficient and a low-carbon lifestyle among customers. Several developments in Property Division are designed to incorporate energy-efficient features such as solar rooftop photovoltaic panels and provisions for electric vehicle charging equipment. In addition, 95 terrace units at the Property Division's latest phase of the Permatang Sanctuary development, Sanctuary Terraces in Penang, will be equipped with rooftop solar photovoltaic panels as part of the product offering.

The Port Division has installed four hybrid rubber-tyred gantry ("RTG") cranes that are partially powered by electricity. Hybrid RTGs allow for greater fuel efficiency without the loss of productivity and is expected to reduce around 60% in diesel usage, with cleaner and quieter engines. The Division is also committed to replacing aging equipment with more energy-efficient ones. This includes replacing 50 high mast lights with LED lights, saving approximately 5% in electricity consumption equivalent to RM300,000 of the Division's total annual electricity cost.

Sustainable Buildings and Infrastructure

The places we develop and the infrastructures we build will last decades and transcend generations. Therefore, it is vital that we build with sustainability and innovation in mind to create resilient communities and infrastructures. Pursuing green credentials is a key element of the Group's Sustainability Roadmap.

Incorporating green and sustainable elements provide the means to reduce climate impacts of our products. They include energy-efficient designs, resource optimisation and responsible waste management practices, among others. Beyond that, incorporating sustainable design considerations also support inclusive, thriving and healthy communities.

Our green building developments adopt passive design strategies to take advantage of natural ventilation and daylight, reduce cooling loads and thus improve energy efficiency. IJM Group's investment property, Menara Prudential, a LEED-certified (Gold) green building comes with several sustainable features. Among them are smart meters to monitor the building's energy intensity; a rainwater harvesting system for non-potable use; advanced security features; and facilities for the differently-abled.

Our Green Building Projects

Project	Type	Green Certification
Menara Affin, Kuala Lumpur	Non-residential	GBI – Gold, LEED – Gold
TRX Residence, Kuala Lumpur	Residential	GBI – Gold, LEED – Silver
Equatorial Plaza, Kuala Lumpur	Non-residential	GBI – Gold
Bandar Rimbayu, Selangor	Township	GBI – Silver
Pejabat LHDN, Penang	Non-residential	GBI – Certified (Provisional)
Somerset Damansara Uptown, Selangor	Non-residential	GBI – Certified
The Starling Damansara Utama, Selangor	Non-residential	GBI – Certified
Platinum Park Phase 3 – Naza Tower, Kuala Lumpur	Non-residential	GBI – Certified
The Address, Penang	Residential	GBI – Certified
Altitude 236, Kuala Lumpur	Residential	GBI – Certified
The Light Linear, Penang	Residential	GBI – Certified
The Light Point, Penang	Residential	GBI – Certified
The Light Collection I, Penang	Residential	GBI – Certified
The Light Collection II, Penang	Residential	GBI – Certified
The Light Collection III, Penang	Residential	GBI – Certified
The Light Collection IV, Penang	Residential	GBI – Certified
G Tower, Kuala Lumpur	Non-residential	GBI – Certified
Menara Binjai, Kuala Lumpur	Non-residential	GBI – Certified
UOB Tower 2, Kuala Lumpur	Non-residential	GreenRE – Platinum
Pantai Sentral Park - Secoya Residences, Kuala Lumpur	Residential	GreenRE – Gold
The Light City – Mezzo, Penang	Residential	GreenRE – Silver
Riana Dutamas - Savio, Kuala Lumpur	Residential	GreenRE – Bronze (Provisional)
Riana Dutamas - Savvy, Kuala Lumpur	Residential	GreenRE – Bronze (Provisional)
Waterside Residence, Penang	Residential	GreenRE – Bronze
Imazium, Selangor	Non-residential	LEED – Platinum
Menara IQ, Kuala Lumpur	Non-residential	LEED – Gold
Menara Prudential, Kuala Lumpur	Non-residential	LEED – Gold
Bukit Bintang City Centre, Kuala Lumpur	Non-residential	LEED – Certified

Definition:
GBI: Green Building Index
GreenRE: Green Real Estate
LEED: Leadership in Energy and Environmental Design

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

The Property Division plans to introduce a minimum benchmark for all future developments to be certified as 'green', in line with our Sustainability Roadmap. The Construction Division will continue to target 'green' projects to replenish its order book.

IJM also considers the adoption of alternative materials and methods in construction to reduce our environmental impacts without compromising the quality of our products and services. We continue to accelerate the adoption of IBS in our developments and promote the use of IBS in our construction projects. For more information, refer to page 145. The Industry Division is also exploring ways to reduce the cement content of its products. Among the options considered is the use of fly ash or ground granulated blast furnace slag ("GGBS"), both by-product materials that have a lower carbon footprint.

Additionally, the Port Division has charted its transition to a Green Port by 2030. This involves five strategic thrusts, which are reducing the level of air pollution; reducing carbon footprint; controlling marine pollution in port areas; implementing energy and water resource efficiency initiatives; and having a systematic waste management control.

Similarly, our highways are assessed against the Malaysia Green Highway Index ("MyGHI"). MyGHI is a performance baseline standard that covers the fundamental elements of green highway development that are suitable for the Malaysian geographical conditions. Currently, both BESRAYA and NPE highways have been assessed under MyGHI and have received 'Gold' certifications.

Solar panels at The Arc, Bandar Rimbayu

Pantai Sentral Park: A City Amidst a Forest

Bird's eye view of Pantai Sentral Park

Built next to a 200-acre forest in the centre of Kuala Lumpur, Pantai Sentral Park is a 58-acre green integrated city with highly connected community and unique architecture. This award-winning township is designed to embed sustainability at its core where environmental considerations, commercial conveniences and future-ready infrastructure are integrated.

The development will be accessible via a network of road and rail transport facilities. Residents as well as the larger community can easily access Pantai Sentral Park through the 2.8km interchange from the NPE which connects to major roads around the Pantai Dalam-Kerinchi of Kuala Lumpur area and beyond, with close proximity to amenities and major entertainment and recreational centres in the Klang Valley. Moreover, Pantai Sentral Park is also located within minutes from public transport services such as the LRT, KTM and the upcoming MRT3 Circle Line. This development will have a spillover effect, to benefit developments and create opportunities in nearby areas.

One of the first completed buildings in Pantai Sentral Park, the Secoya Residences has been certified as 'Gold' by GreenRE under its 'Residential Building' category. The building incorporates a passive design strategy through the utilisation of shallow floor plates to maintain a comfortable indoor environment. The building's orientation has been optimised and its large windows and doors have been designed to maximise natural ventilation and daylight penetration. This lessens the building's energy intensity requirements to cool and light an indoor space that will subsequently lead to reduced electricity costs. The building is also equipped with water-efficient fittings, a rainwater harvesting system and facilities for the differently-abled.

The Pantai Sentral Park development promotes 'green living' amidst lush surrounding with linear parks and tree-lined streetscapes to foster pedestrian access and movement.

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

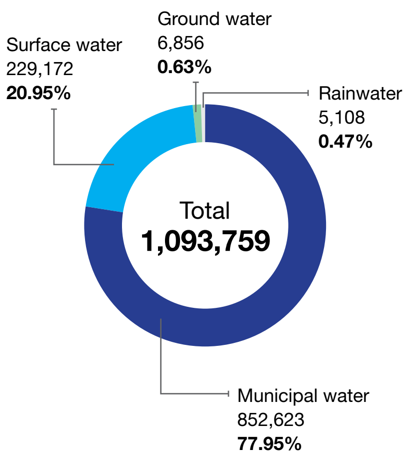
MANAGING AND PRESERVING OUR NATURAL CAPITAL (GRI 303-1, GRI 303-2, GRI 303-5)

Our efforts and commitment towards the preservation of natural capital, environmental pollution prevention and good waste management practices are guided by the Group's Environmental Policy. At Divisional level, specific procedures are established to identify risks, assess potential impacts and implement control measures to ensure we operate responsibly.

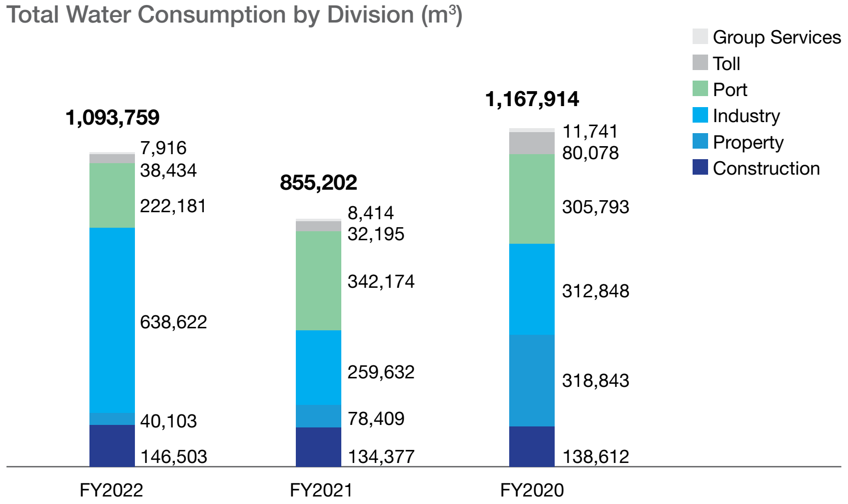
Responsible Water Use

We are committed to using water efficiently across all businesses and strive to reduce our consumption. In FY2022, there was an increase in water consumption over the previous year. This was mainly due to the inclusion of Industry Division's IBS operation, scaffolding business, and sand mining operations into the scope of calculation.

Total Water Consumption by Source in FY2022 (m^3)



Total Water Consumption by Division (m^3)



As a Group, we continue to ensure that our water discharges adhere to water quality and quantity permits, standards and regulations. In FY2022, there were no recorded cases of non-compliance with regards to our water quality.


Water treatment system used at our ICP factories


Water treatment system used at our The Light City project

Conventional water treatment methods such as silt traps and sedimentation ponds are used at project sites with low water discharges. Meanwhile, water treatment systems are installed at selected project sites and factories with high water discharges to manage our water footprint and meet environmental standards. Water that passes through the system is treated by adding chemical agents to reduce suspended solids content to below 50 mg/litre prior to discharge into the public drainage system. In certain cases, treated water is recycled and reused at project sites and factories.

We have adopted measures to reduce our dependency on municipal-supplied water with the installation of rainwater harvesting systems across the Property, Industry, Port and Toll Divisions. Rainwater is collected for non-potable uses, namely for cleaning and landscaping purposes. A total of 5,108 m^3 of rainwater was harvested and utilised by the Industry Division in FY2022.

Division	Usage of harvested rainwater
Property	Landscaping and cleaning
Industry	Road cleaning at all quarries and factories
Port	Washing bays
Toll	Landscaping and road cleaning

Pollution Management

IJM remains committed to preventing air, noise, waste and water pollution in areas we operate. Through our Environmental Management Plan, we monitor the quality of water discharges, air, noise and vibration levels at all our sites to ensure compliance with regulatory limits as well as to address any risk of pollution associated with our operational activities.

At project sites, we are guided by the Erosion and Sedimentation Control Plan to assess and monitor the risk of erosion and sedimentation resulting from our activities. Measures to mitigate such risks include implementing groundcover, turfing, vegetation and hydroseeding activities. Surface runoffs are mitigated via silt traps and fences in addition to temporary check dams installed at drainage systems for slope protection and prevention of water pollution.


Dust barriers at Kuantan Port to control pollution from open bulk storage

For all ongoing and new projects above 50 hectares, an Environmental Impact Assessment ("EIA") is conducted by the Construction and Property Divisions to identify and assess beneficial and adverse environmental as well as socioeconomic impacts of a proposed project development. The EIA report guides our Environmental Quality Monitoring Programme which monitors the level of air, water and noise pollution at project sites, to ensure compliance with regulatory limits. A total of 21 out of 34 projects under the Construction and Property Divisions were assessed.

Likewise, the Industry Division conducts an EIA for its quarrying activities prior to approval by the Department of Environment, as mandated under the Environmental Quality Act 1974, Act 127. Regular inspections are conducted to monitor the quality of air, water, noise and vibrations at sites. Measures such as water sprinklers, and sediment basins are in place to reduce air, and water pollution while vibration meters are installed at quarries to ensure minimal disturbance to the surrounding areas. In addition, the Division implements hydroseeding on slopes to control soil erosion on hillsides.

The Port Division implemented several measures to reduce the level of air pollution at Kuantan Port through the use of dust barriers and fog cannons. Washing bays are available to clean cargo trucks before they go on public roads, and road sweepers and water trucks are utilised to control dust in Port areas.

In FY2022, the Property Division received notifications of non-compliance in relation to improper controls over soil erosion and sedimentation, improper storage of materials and soil contamination due to oil leakage. No fines were imposed for these non-compliances. The Port Division recorded three occurrences of oil spills due to barge leakage by a palm oil berth user; hydraulic oil leakage from damaged machinery; and leakage from an unidentified source at the liquid chemical berth. All incidences were rectified promptly and effectively cleaned using appropriate methods. The Division was not issued with any non-compliance warnings or fines due to the spillages.

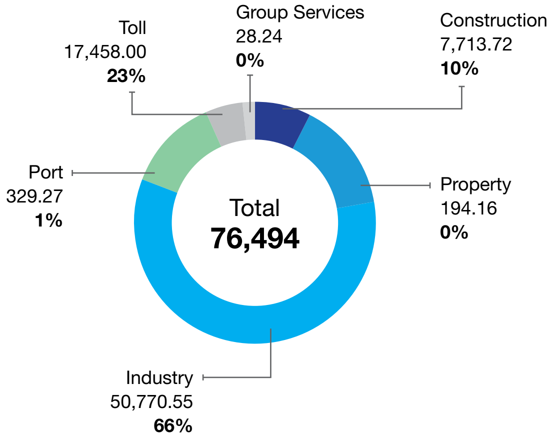
ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

REDUCING AND MANAGING WASTE
(GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5)

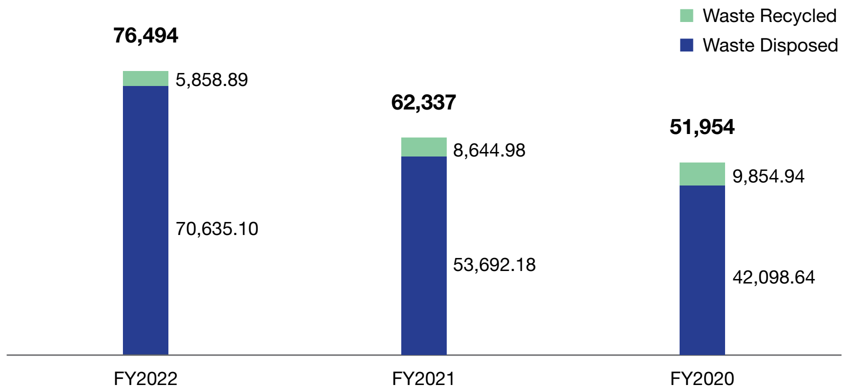
We continue to manage our waste responsibly and reduce waste disposed at landfills. We comply with the minimum requirements of local waste regulations and continue to work towards managing our wastes beyond this minimum threshold.

In FY2022, IJM Group generated a total of 76,494 tonnes of scheduled and non-scheduled wastes, mainly from the Construction, Industry and Toll Divisions. This year, our scope of calculation includes waste generated by Industry Division's quarries, IBS operations, steel manufacturing, as well as the ready-mix cement business.

Total Scheduled and Non-scheduled Waste Generated by Division in FY2022 (Tonnes)



Total Waste Generated by IJM Group (Tonnes)



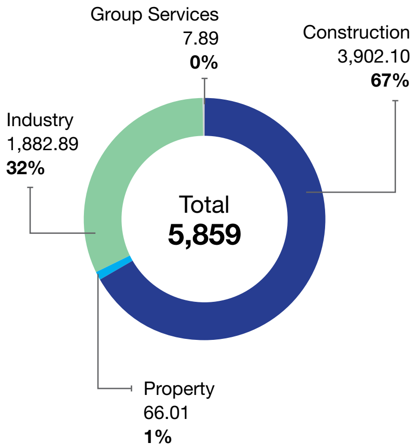
Recycling and Reusing Our Waste

We implement proactive measures across all our operations to minimise waste disposed to the landfills through recycling and reusing the waste we generate. About 7.7% of our waste footprint was reused or recycled in FY2022.

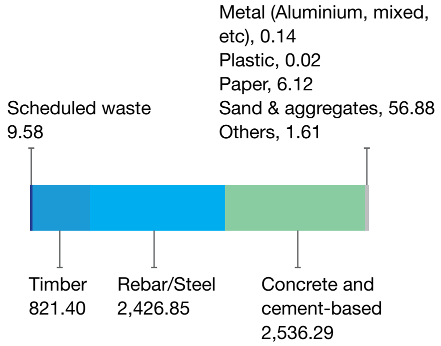
Waste management practices are implemented by the Construction Division as required by law and industry certifications such as the Green Building Index. Construction wastes is segregated at project sites into concrete, timber and steel, to be either reused or disposed by a licensed contractor. In FY2022, the Construction Division embarked on developing a waste management plan to formalise and enforce best waste management practices at all project sites.

At the IBS plant, the Industry Division recycles unused concrete by segregating sand, aggregates and slurry effluents using a concrete reclaimer to effectively manage wastes while improving cost efficiency. Excess water from the IBS manufacturing process is collected and separated from slurry effluents, to be reused for concrete batching, sprinkler systems and cleaning purposes. In FY2022, the Division's IBS plant collectively reclaimed and reused about five tonnes of sand and aggregates, while approximately 11 tonnes of water from sludge tanks were recycled.

Waste Recycled by Division in FY2022 (Tonnes)



Waste Recycled by Type in FY2022 (Tonnes)



In February 2022, the Property Division introduced the KITARecycle community recycling programme at Seremban 2 in collaboration with SWM Environment and the residents' association. The KITARecycle Programme is an incentive-based programme to foster better recycling habits among residents in the township. Residents were taught on how to recycle over 30 types of household wastes, including paper, aluminium cans, plastics, glass and e-wastes. KITARecycle collection bins were placed at six guarded residential precincts in the neighbourhood, and a total of 4,718 tonnes of waste were collected and recycled during the year.

KITARecycle collection bin at Rimbun Harmoni

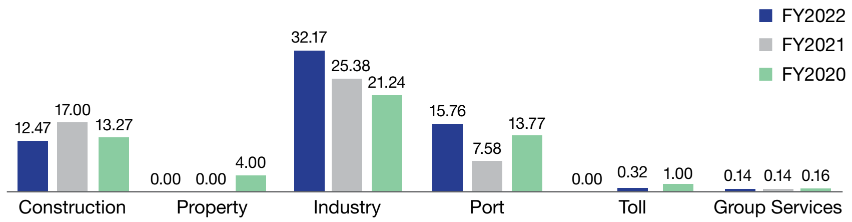
A recycling programme was also rolled out by the Toll Division. The '3R Programme - Go Green Campaign' aims to enhance awareness and encourage the reduce, reuse and recycle ("3R") habit among employees. The Group is continuously identifying waste reduction measures across all operations and exploring alternative materials through research and development.

Managing Scheduled Wastes

Scheduled wastes are managed and disposed according to stipulated legislations. These wastes are stored at designated areas at our project sites and labelled with clear guidelines and specifications. We implement best management practices when handling chemicals and materials to prevent spillage and leakage. Licensed contractors are appointed to dispose scheduled wastes at designated treatment facilities.

In FY2022, the Industry Division received fines totalling RM4,000 for non-compliance in handling of scheduled wastes at its quarry and ICP factory. A review of current processes was undertaken and remedial actions were implemented to address the non-compliances. We will continue to enhance our standard operating procedures and strive for full compliance in all operations.

Scheduled Waste Generated by Division in FY2022 (Tonnes)



The disposal of e-wastes or electrical and electronic equipment wastes is carried out in accordance with the Environment Quality (Scheduled Wastes) Regulations 2005. It is disposed by contractors registered with State Environmental Departments. Additionally, obsolete equipment such as computers and laptops are refurbished and reused in IJM, while certain types of e-wastes are sent to licensed recycling centres. In FY2022, there were no e-wastes disposals.

CONSERVING BIODIVERSITY (GRI 304-1, GRI 304-3)

We acknowledge the need to protect the natural environment and recognise that there are socioeconomic values that nature provides. We are committed to minimising our impact on the surrounding environment in areas where we operate and use natural resources responsibly and, where applicable, conduct initiatives to conserve biodiversity.

The biodiversity value of the location of projects requiring EIA are assessed and suitable measures identified to reduce our environmental impact. We will continue to comply with local regulations and obtain relevant approvals to reduce disruptions to our natural surroundings. The Property Division incorporated a diverse marine ecosystem into its development of the 2.3-acre waterway at The Light Collection project, Penang. The waterway, which is overseen by the residents association, is regularly maintained by marine aquatic professionals.

In FY2022, the Property Division contributed to the efforts of the Tropical Spice Garden in Penang that has five acres of landscaped gardens, planted with more than 500 species of lush and exotic flora from around the world. The Division will be collaborating with the Tropical Spice Garden to incorporate similar spice gardens into its future projects. This collaboration aims to educate, involve and promote green living and an appreciation of natural habitats.

In addition, the Property Division participated in a river and water source clean-up during 'World River Day' organised by *Jabatan Pengairan Saliran Negeri Sembilan* in September 2021. The event aimed to raise public awareness of preserving our water resources.

Our Port Division conducts regular studies on sea water in the port area as part of its control measures to manage water pollution and protect the marine ecosystem. Additionally, the Industry Division has set aside 24 hectares of forest land for conservation.

In line with our Sustainability Roadmap, the Toll Division plans to undertake a tree inventory exercise along its highways, in collaboration with the local Forestry Departments. This exercise will entail a stocktake of the landscape along our highways, which includes identifying the species and number of plants.

WORKPLACE

CHAMPIONING EMPLOYEES AS OUR GREATEST ASSET

OBJECTIVE

The health and well-being of our workforce is of fundamental importance to the Group. We ensure a thriving workplace that promotes a culture of performance, meritocracy and professional development.

> "As an organisation, we are fortunate to have a workforce that represents a diversity of talent, demographics, educational and cultural backgrounds. During the lockdowns, our employees have been proactive and dedicated to performing their jobs, ensuring business continuity. We are proud of the commitment of our workforce."
>
> Tham Tsu San
> Human Resources

HIGHLIGHTS

- IJM Group supports the Employee Provident Fund Workers Wellbeing Issues Policy
- IJM won several employer of choice awards in FY2022
- IJM achieved zero fatality cases at all site operations
- All 26 active projects of Construction Division, nine ICP factories of Industry Division and Port Division are ISO 45001:2018 certified, and their safety and health data are audited and verified by SIRIM
- A total of 152 safety and health meetings were conducted, covering all 26 active projects at various stages in line with SDG 3: *Good Health and Well-Being*
- About 67 employees were honoured the 20-year Long Service Award
- IJM Group continues to ensure full and effective participation of women in our workforce, with equal opportunities for leadership and all levels of decision making, in line with SDG 5: *Gender Equality*
- A total of RM702,624 was spent on training programmes where employees clocked over 28,000 training hours
- All employees returned to the office in December 2021 with 99% of our employees fully vaccinated

GRI STANDARDS SPECIFIC TOPICS

- GRI 401: Employment 2016
- GRI 403: Occupational Health and Safety 2018
- GRI 404: Training and Education 2016
- GRI 405: Diversity and Equal Opportunity 2016
- GRI 409: Forced or Compulsory Labor 2016

SDGs

Shipment of oversized cargo in Kuantan Port

WORKPLACE: CHAMPIONING EMPLOYEES AS OUR GREATEST ASSET

The International Labour Standards ("ILS") regards health and safety at work as the responsibility of employers and workers. As an employer, IJM protects our workforce by providing a safe and healthy working environment. In turn, employees are obligated to follow guidelines and standards required of them in the workplace. During the COVID-19 crisis, our diverse workforce demonstrated their knowledge and commitment to workplace safety and health, and helped the IJM Group emerge from the pandemic as a resilient, strong organisation. In FY2022, we continued with our unwavering goal to attract, empower and retain quality employees while building a resilient workforce through various professional development and training programmes.

SAFETY PAYS FOR EVERYONE

(GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9)

Safe Return to Work

In 2021, Malaysia introduced the National Recovery Plan as the country moved towards COVID-19 endemicity. During this transition, the health and safety of our workforce remained a priority.

IJM Group decided to have all employees return to the office with effect from December 2021, when 99% of our employees had been fully vaccinated. Employees were given a 1-day vaccination medical leave for their appointments to facilitate the COVID-19 vaccination. Employees who faced difficulties in securing appointments were supported by IJM's Mobile Vaccination Programme, which involved the sponsorship of 1,000 vaccination slots, worth RM90,000. Conducted in the Klang Valley, it was open to employees and family members, general workers and our supply chain.

The Group adhered to all guidelines issued by relevant authorities to ensure a healthy and safe return of employees to the workplace. This involved strict conformance to social distancing and other health protocols. Among the measures taken were for employees to be screened by security at all entry points with their *MySejahtera* mobile application, followed by routine thermal scanner check-ins. Only those with a 'low-risk' status were permitted to enter the Group's premises. COVID-19 saliva test kits and a set of face masks were also provided to employees on a weekly basis.

In addition, virtual meetings were recommended and meeting rooms were allocated for meetings with visitors. Visitors were only received upon proof of vaccination and the submission of Visitor's Health Declaration Form.

Health and Safety at Work

The Group has in place an Occupational Safety and Health Policy that is endorsed by the Group CEO and Managing Director. There are HSE Committees in all Divisions and at all locations. In addition, joint management-worker health and safety committees are established at the project sites to facilitate the participation of workers from all levels at the Occupational Safety and Health ("OSH") spectrum to discuss OSH matters with the management.

All 26 active projects of Construction Division, nine ICP factories of Industry Division and the Port Division are ISO 45001:2018 certified, and their safety and health data are audited and verified by SIRIM. The certification does not apply to our Property Division as incidences are accounted for under the Construction Division. In FY2022, the Port Division received two non-conformance reports under ISO 45001:2018, which have been rectified and the subject closed. No other non-conformance reports were received from the SIRIM audits.

Our OSH management system proactively manages our safety risks and opportunities, and determine the Organisation Context, Risk and Opportunities Register, which covers all existing projects and new potential projects. Specific risk management processes, addressing OSH hazards, environmental aspects as well as operational risk and opportunities, are implemented during the life cycle of a project, including the design and pre-construction stage.

The Hazard Identification, Risk Assessment and Risk Control ("HIRARC") process is regularly reviewed and assessed to ensure they remain relevant to the changing work environment where accidents may occur. In addition, we ensure workers are not exposed to health risks when managing hazardous chemicals at our various work sites. The Construction, Industry and Port Divisions conduct a Chemical Health Risk Assessment ("CHRA") for ongoing and new project sites, quarries and port facilities in accordance to the OSH (Use and Standard of Exposure of Chemicals Hazardous to Health) Regulation 2000.

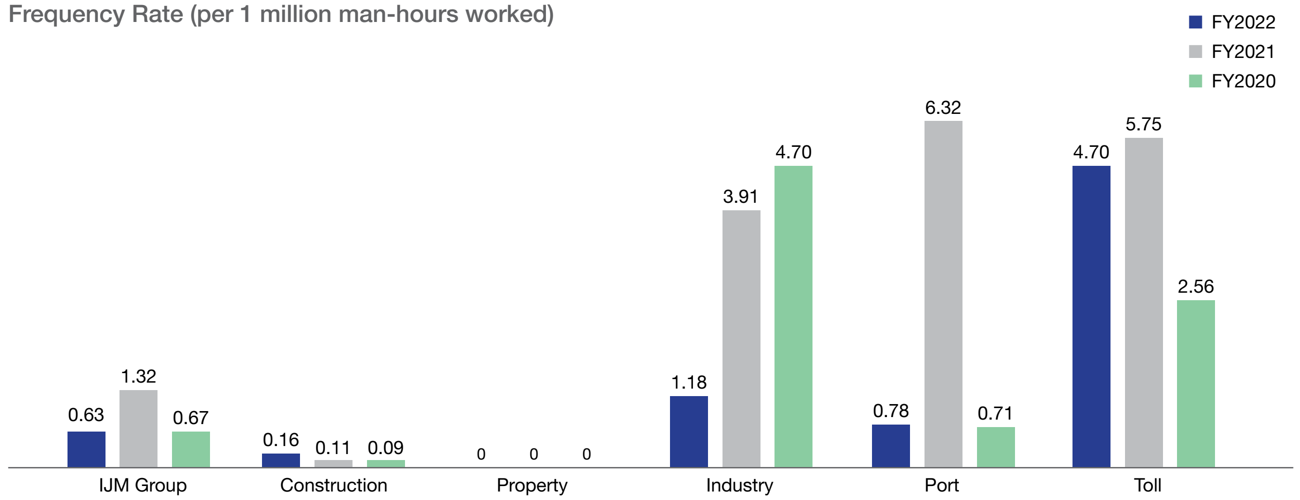
In FY2022, our Toll Division initiated a safety and health gap analysis and conducted a Management briefing on the development of an OSH Management System, in their pursuit for ISO 45001:2018 certification. Three new procedures were introduced to support the establishment of their OSH Management System, namely the Hazard Identification, Risk Assessment and Determining Control ("HIRADC") procedure; Emergency Response Plan procedure; and an Incident Management procedure.

Preventing Workplace Accidents

In FY2022, the Group recorded a Lost Time Injury ("LTI") frequency rate of 0.63; which reflects the number of LTI incidents occurring every 1 million working hours. The severity rate, which measures the number of lost workdays due to work-related injuries occurring for every 1 million working hours, was 25.54.

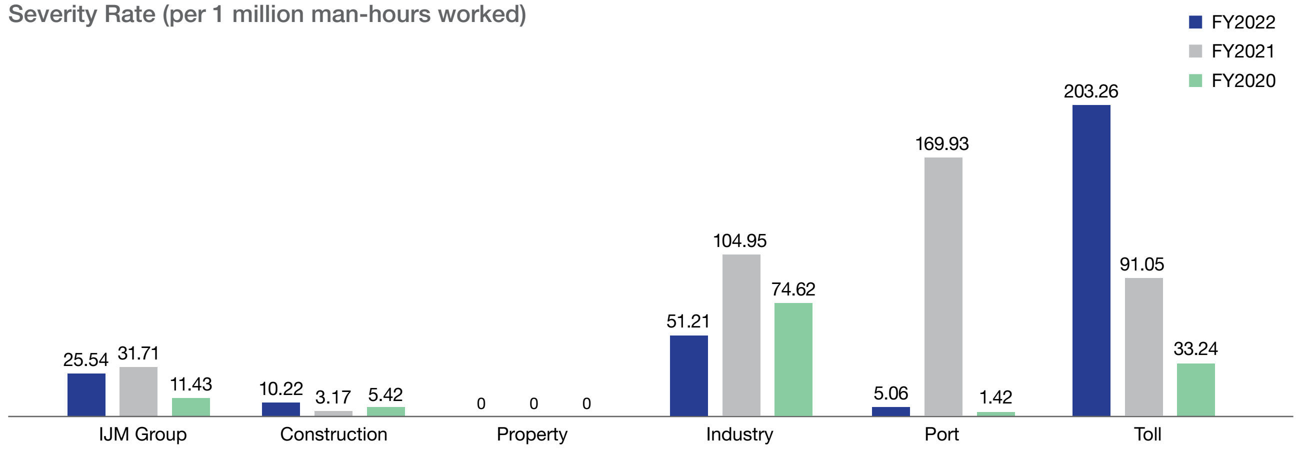
The Group's target is to achieve zero accidents through continuous safety and health monitoring and corrective actions. Zero fatality and zero accident targets are key performance indicators included in the incentive packages for all project directors. In FY2022, IJM achieved zero fatality cases at all site operations.

Frequency Rate (per 1 million man-hours worked)



Note:
Property Division incidences are accounted for by its contractors

Severity Rate (per 1 million man-hours worked)



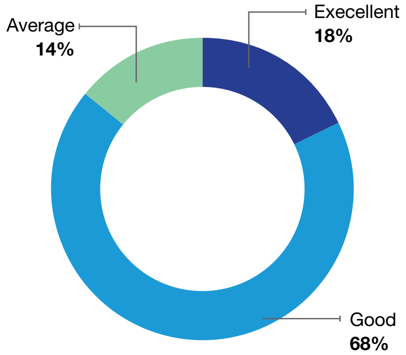
Note:
Property Division incidences are accounted for by its contractors

WORKPLACE: CHAMPIONING EMPLOYEES AS OUR GREATEST ASSET

At IJM, safety campaigns are conducted on an annual basis to ensure a safe and healthy environment is well maintained and is everyone's responsibility within our operations. In line with our main guiding principle of Protecting Lives and in accordance with SDG 3: *Good Health and Well-Being*, we conducted a total of 152 safety and health meetings during the year, covering all 26 active projects at various stages. HSE training and awareness programmes and toolbox sessions were also conducted for our supply chain.

As a standard practice, our in-house Safety and Health Officers conduct internal audits and inspections periodically to ensure safety programmes are implemented and in compliance with legislative requirements. When a subcontractor is engaged for a project, the tender and contract documents include all safety requirements and they are kept informed of new or updated safety and health regulations and standards.

HSE Consultation Programmes in FY2022



Fencing system used as a robust edge protection to prevent fall at our MRT V203

Full height netting system to prevent fall of person or object at our project sites

For the Construction Division, several processes to monitor and enforce requirements at workplaces are implemented at project sites. The effectiveness of HSE management system at the project sites and project performance is evaluated via regular site consultations and internal audit programmes. In FY2022, a total of 22 HSE Consultation Programmes and nine HSE Internal Audits were carried out.

The Industry Division carries out workplace inspections regularly to prevent unsafe acts and work conditions. Accident prevention measures are implemented to avoid machinery hazards. OSH committee meetings are conducted once every three months to discuss health and safety matters and improve on communication between management and employees. All quarry personnel are required to be equipped with personal protection equipment ("PPE") such as protective eyewear, safety helmet, and shoes. All blasting activities are controlled and require permits from relevant authorities. All quarry visits are supervised and limited to reduce risks of accidents. The Division measures vibration readings from every blast and requires quarry employees to undergo an annual health screening in accordance with its Medical Surveillance Report checklist.

The Port Division conducted Management and HSE Department walkabouts with representatives from Port users, to inspect and identify hazards and safety issues during cargo handling operations.

A SUPPORTIVE AND INCLUSIVE WORKPLACE

(GRI 2-7, GRI 2-8, GRI 401-1, GRI 401-3, GRI 404-1, GRI 404-2, GRI 405-1)

A Dynamic Workforce

IJM Group continues to be driven by a motivated and diverse workforce. In FY2022, the Group had 2,878 employees. There is a decrease compared to FY2021, mainly due to the divestment of our Plantation Division in September 2021.

As at 31 March 2022, IJM Group had **2,878** employees

Permanent full-time **83%** employees

Contract full-time **17%** employees

IJM's Workforce by Ethnicity

64% Bumiputera

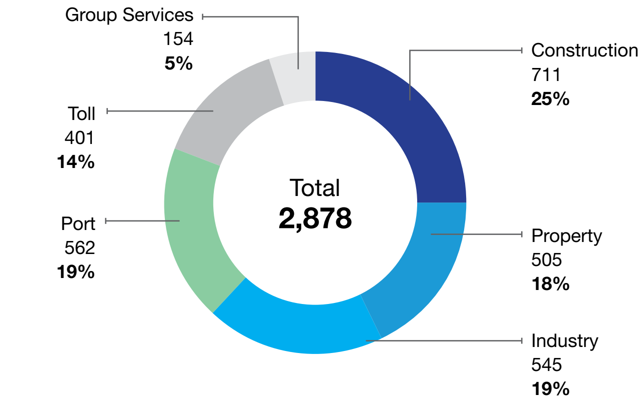
27% Chinese

8% Indian

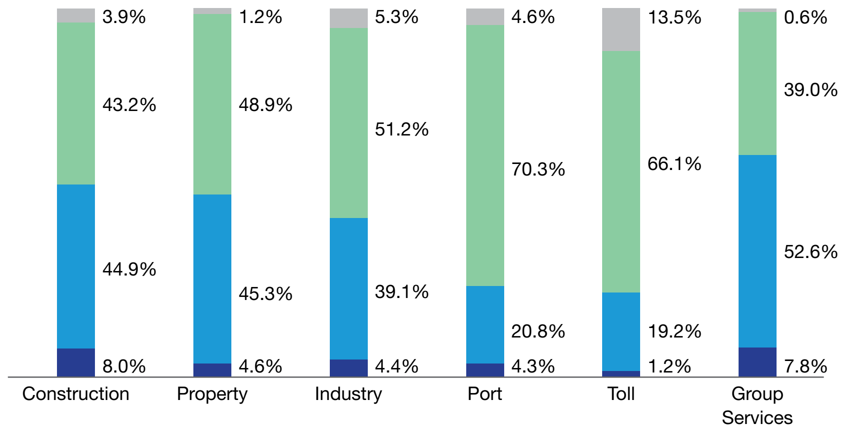
<1% Others

<1% Non-Malaysians: Indians and Chinese

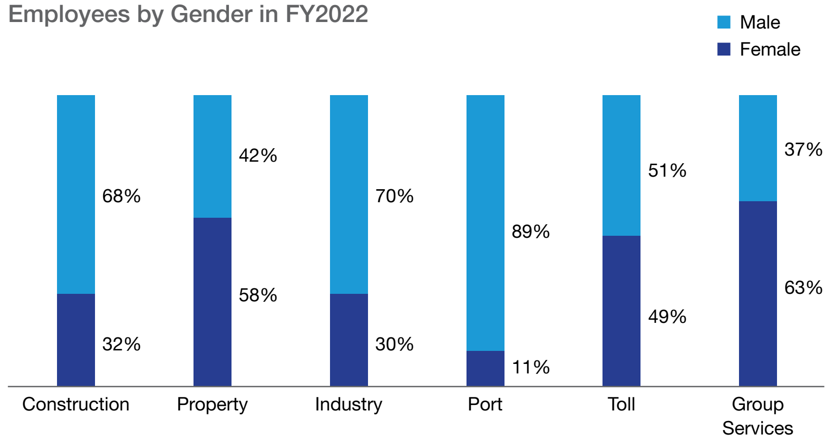
Employees by Division in FY2022



Employees by Generation as at 31 March 2022



Employees by Gender in FY2022



WORKPLACE: CHAMPIONING EMPLOYEES AS OUR GREATEST ASSET

We also recognise the benefits of having a multi-generation perspective that will contribute to the growth of our short and long-term business objectives. As at 31 March 2022, 59% of our workforce were between the ages of 25 to 42.

In FY2022, 67 employees were honoured the 20-year Long Service Award ceremony for being a significant part of the workforce at IJM. The award recognises the determination and effort employees have demonstrated during their time with us and encourages them to look forward to more accomplishments in the upcoming years. 76% of our employees have been with IJM for more than five years and 542 employees have been with the company for more than 20 years, affirming our ability to retain our talent pool and being a good place to work.

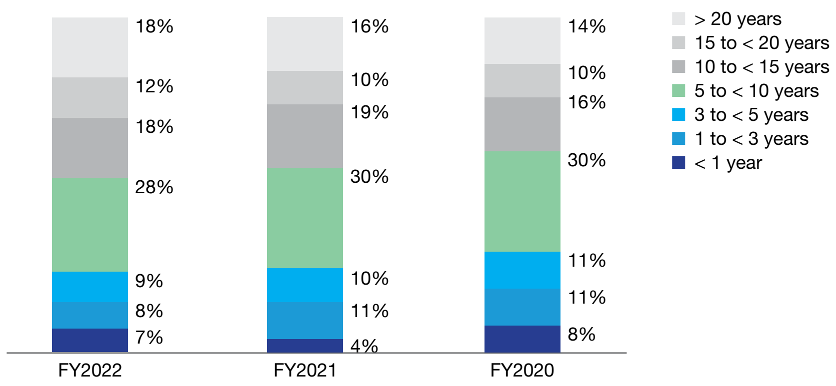
Women at Work

In line with SDG 5: *Gender Equality*, IJM continues to ensure full and effective participation of women in our workforce, with equal opportunities for leadership and all levels of decision making. In FY2022, 36% of our workforce were women - 34% in management roles, 45% in executive roles and 30% in non-executive roles.

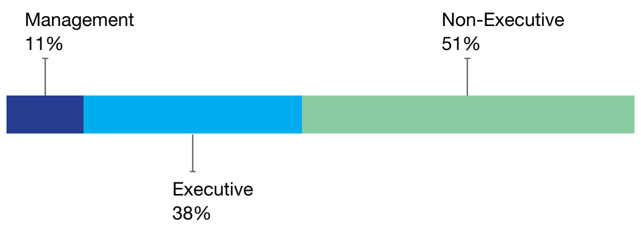
In FY2022, 57 female employees went on maternity leave and 95% of them returned to work. IJM has been offering 90 days of maternity benefits since 2015, to enable mothers to spend more time with their new born.

Gender	Female	Male
Total employees who went on maternity or paternity leave	57	95
Return to work rate	95%	100%

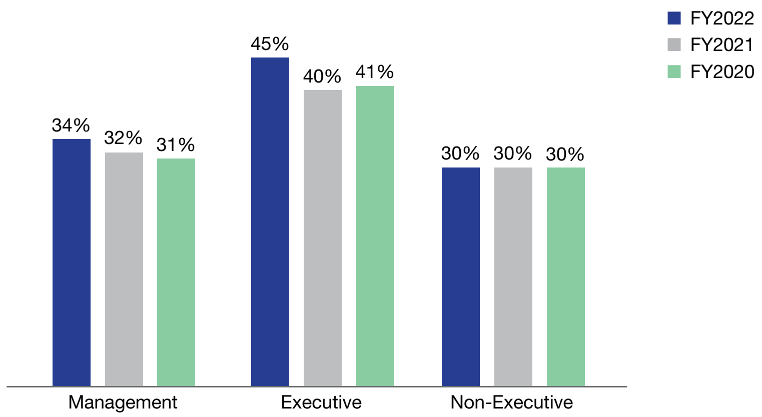
Workforce by Length of Service



New Employee Hires by Employee Category in FY2022



Women Representation by Employment Category




Employees honoured at the 20-year Long Service Award ceremony in FY2022

Strengthening Our Talent Pipeline

The development of our talent pipeline and succession planning was a material topic in FY2022. This financial year, IJM's key emphasis was to strengthen our senior leadership team by conducting a rigorous search and selection process to assess high-calibre internal and external candidates. The lens that we adopted in evaluating the candidates focused on the Group's strategic priorities and the key characteristics required to achieve them. With that in mind, we have hired external talents for key senior management positions for the Property and Port Divisions.

For the next three years, we will enhance and sharpen our leadership capabilities among the middle and younger talent pools. We will strengthen our talent framework and develop the talent pool by leveraging on our strong brand name as a desired graduate employer in the Construction and Property sectors.

We have worked hard to build our reputation as a leading player in the industry and a responsible corporate citizen, creating a professional work environment that motivates and rewards employees. IJM Groups employee turnover rate, at 10.5%, remains lower than the national average of 11%.

Workplace of Choice

Malaysia's 100 Leading Graduate Employers 2021

Voted by 32,180 students and graduates in Malaysia's longest-running annual national careers survey, IJM Group continues to be among Malaysia's 100 most desired graduate employers for 2021.

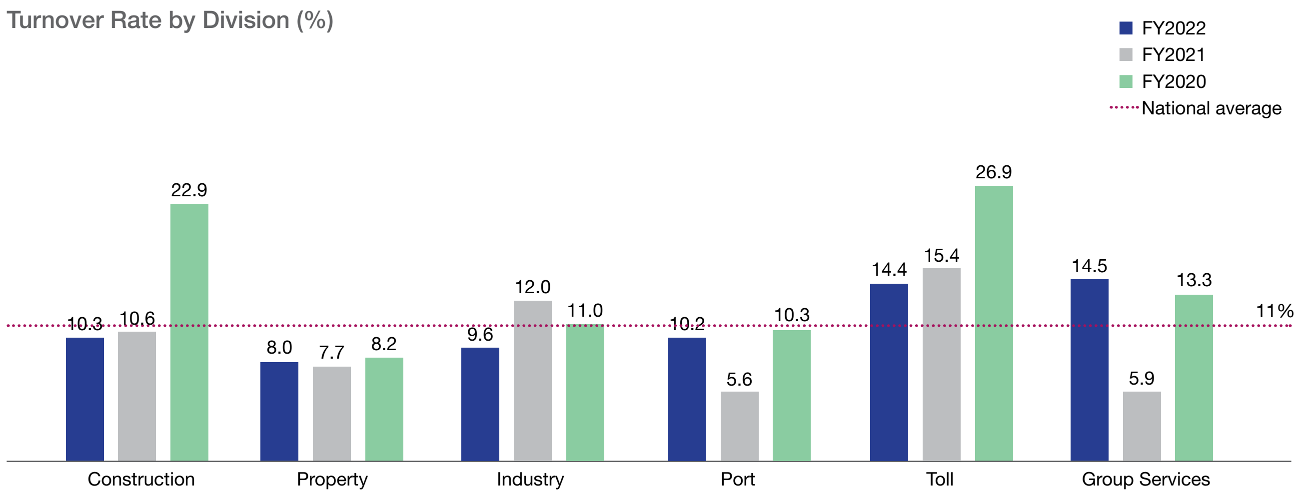
Graduate Choice Award for Construction and Property Sector

In the 2022 Graduates Choice Award organised by Talentbank, IJM was voted the 2nd runner-up and Top 5 for the *'Most Attractive Graduate Employers to Work For in 2022'* in the Construction and Property Developer categories, respectively.

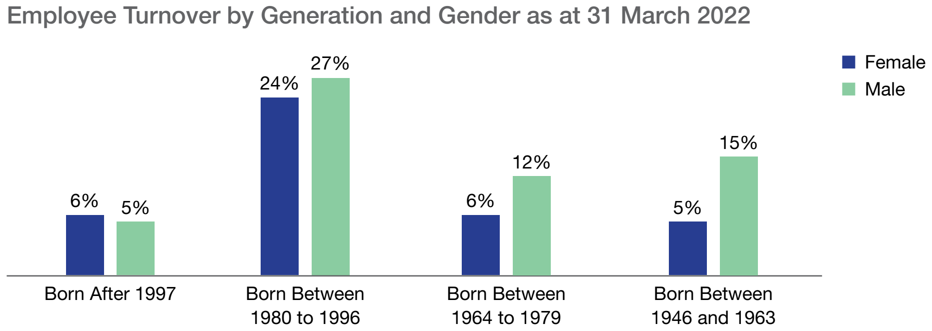
GRADUAN Brand Awards

IJM Group obtained the title of *Malaysia's Most Preferred Employer* in the Construction and Property industry.

WORKPLACE: CHAMPIONING EMPLOYEES AS OUR GREATEST ASSET



Note:
National average turnover rate is as published in the Korn Ferry's Compensation and Benefits Report 2020



Ensuring Employees' Well-being

We implement various measures to safeguard the well-being of our employees. We have established the IJM Wellness Resource Centre, a platform to support and educate all employees on healthy lifestyle habits. The platform sustains engagement with employees through regular webinars and talks that focuses on three areas - physical, mental and financial well-being.

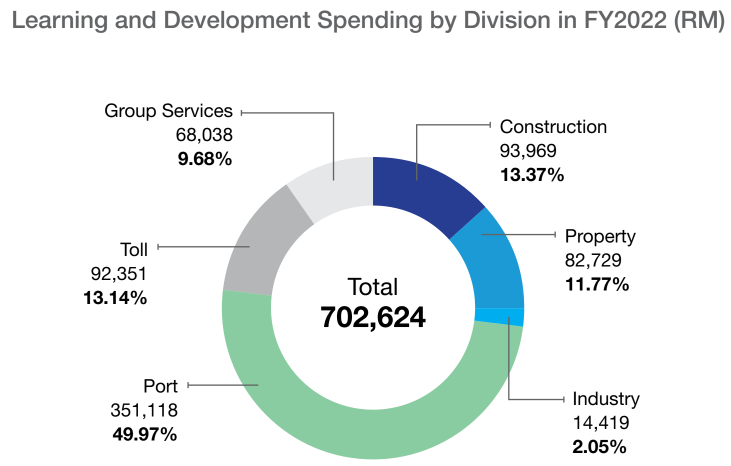
During the year, IJM Group contributed a RM500 one-off cash aid donation, totalling RM380,000, to assist employees facing financial difficulties due to the COVID-19 pandemic. Called the IJM Financial Assistance for Employees Hardship Initiative-Malaysia Prihatin Initiative, it was introduced in conjunction with the National Day and Malaysia Day celebrations.

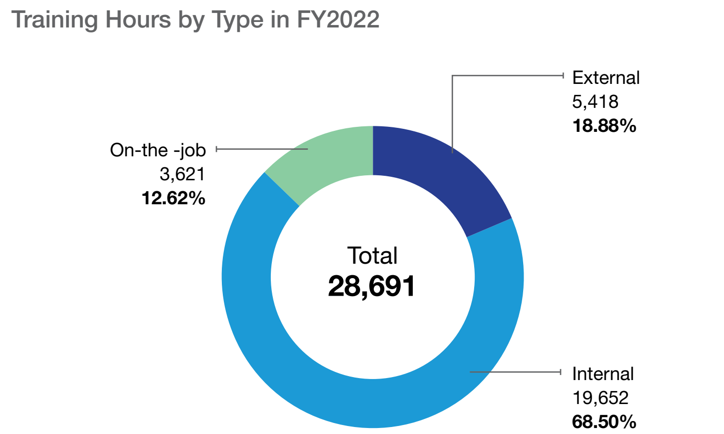
Promoting Learning and Development

The Group remains committed to providing continuous professional and personal growth for all employees to achieve the Group's goals. Our employees were supported with new learnings while working from home in FY2022. Throughout FY2022, the majority of training sessions were conducted virtually; while physical trainings were selectively deployed, and were conducted in strict to adherence to the Government's COVID-19 SOPs.

Our learning and development programmes covered a broad range of topics to enhance the knowledge and skills of our employees. We included programmes such as leading effective teams, performance management, employee well-being, critical conversations, cybersecurity and effective communication skills. In addition, employees were encouraged to pursue industry specific programmes such as specialist and technical courses.

In FY2022, a majority of our training were conducted online. Only selected training was conducted physically with stringent COVID-19 procedures. A total of RM702,624 was spent on training programmes, and employees clocked over 28,000 training hours in FY2022.





HUMAN RIGHTS AND WORKERS WELL-BEING (GRI 2-30, GRI 409-1)

> Everyone has the right to life, liberty and security of person, to work... to just and favourable conditions of work... Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family.
>
> Universal Declaration on Human Rights, UN, 1948

Upholding Human and Labour Rights

The Group is committed to protecting the rights of its people and treating them with dignity, in line with the UNGC Ten Principles and other relevant legal requirements and regulations. We take a proactive approach to ensuring that human rights and workplace standards are upheld across all our operations.

Our commitments are enshrined in the IJM Group Human Rights Policy, which is available on our Corporate website.

In addition, we support the Employee Provident Fund ("EPF") Workers Wellbeing Issues Policy, launched in March 2022. This EPF Policy is aligned to internationally recognised principles and standards, including United Nations' Principles for Responsible Investing ("UNPRI"), SDG, SASB Materiality Map, GRI, UNGC, UN Guiding Principles on Business and Human Rights, and the International Labour Organisation Standards ("ILO").

We have a zero-tolerance for child labour and any form of forced labour in our direct operations. The legal working age in Malaysia is 18 years. We respect the rights of our employees' freedom of association and collective bargaining in accordance with national laws. Our labour union represent 3% of the Group's workforce, all of whom are in the Port Division.

We also comply with all applicable labour laws in the jurisdictions where we operate. In May 2022, Malaysia's minimum wage was increased to RM1,500 per month in accordance with the gazetted Minimum Wages Order 2022. We will be complying with amendments to the Employment Act that will take effect on 1 September 2022.

The nature of our businesses is labour intensive and many foreign workers are hired by our subcontractors. We require our subcontractors to uphold foreign labour rights and ensure that they receive fair treatment with regard to wages, working hours, holidays, terminations, non-discrimination practices, freedom of association, access to complaint mechanisms and other established protection policies. All these requirements are outlined in our Responsible Supply Chain Policy, which can be found on our Corporate website.

In FY2022, there were zero incidents of human rights violations and zero labour standards non-compliance at IJM.

COMMUNITY

BUILDING AND ENABLING BETTER COMMUNITIES

OBJECTIVE

IJM believes in creating a positive social and economic impact on our communities for our mutual benefit.

> It occurred to us that if a single family is struggling during this time of uncertainty, what more of a household with more than 30 individuals? With employee volunteering made almost impossible during the pandemic lockdown, we wanted to extend immediate and sustained financial relief to these identified homes from each of our regions. Through this initiative, we assisted more than 3,000 beneficiaries to sustain their livelihoods. We believe nobody should be left behind.
>
> Mandy Chen
> Corporate Communications

HIGHLIGHTS

- IJM Group made a community investment of RM4.5 million or 1.4% of the Group's pre-tax profit
- IJM Group provided immediate financial relief of RM1,068,000 for a duration of three months, to 49 underfunded homes across Malaysia and India
- IJM Group contributed RM200,000 to MERCY Malaysia's appeal for critically-needed medical supplies
- IJM Group provided RM104,000 in cash and food vouchers to more than 255 low-income families under the Program Perumahan Rakyat
- In our collaboration with SESO, IJM Group sponsored a total of 1,200 hot meals for 300 individuals
- Kuantan Port's Welfare and Recreation Club launched the *Project Orang Port*, raising more than RM129,000
- The Property Division rehabilitated the home of a family of seven in Seremban through its signature MyHome Programme
- Ten undergraduates benefitted from the IJM Scholarship Programme
- The Property Division continued to support the Asia Young Designer Award 2021, that attracted 1,276 submissions from students of architecture and interior designing categories
- The Property Division provided financial support to 16 preschools over a period of six months, improving access to education for 50 preschool children from single-parent households

GRI STANDARDS SPECIFIC TOPICS

- GRI 203: Indirect Economic Impacts 2016
- GRI 413: Local Communities 2016

SDGs

Port Division's *Project Orang Port* supported the underserved communities

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

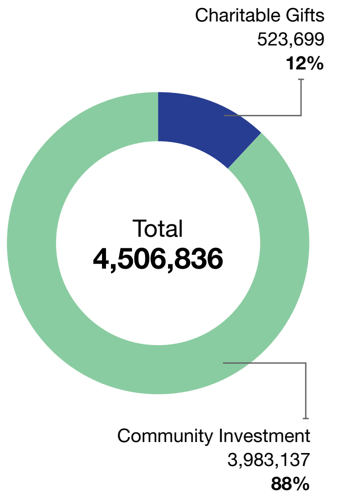
The World Economic Forum's Global Risk Report 2022 highlights societal concerns such as the erosion of social cohesion, livelihood crises, and health deterioration as areas that having worsened since the COVID-19 pandemic began in early 2020. Coupled with this are recent natural disasters, and expectations of more such occurrences in the future. Against this scenario, we were driven to step up our community outreach this year and will be refining our Community Investment ("CI") framework and strategy for a greater beneficial impact on the community.

IJM's current CI Policy guides us to make a positive impact on the communities where we operate through philanthropic and strategic initiatives in the areas of community development, sports and education. The refinement of the IJM CI framework and strategy in FY2023 will enhance current structures on employee involvement and build a stronger connection between IJM employees with the many charitable partners we work with and the community, in line with SDG 17: *Partnerships for the Goals*.

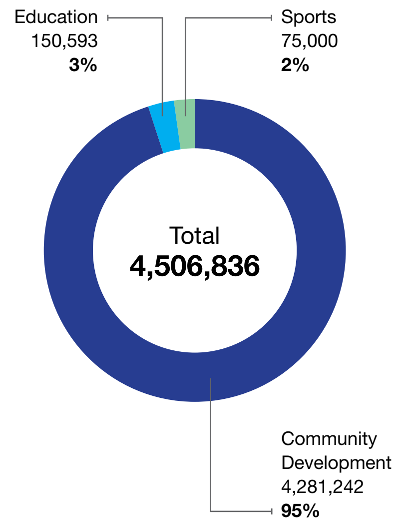
TOWARDS A SAFE, HEALTHY AND RESILIENT COMMUNITY
(GRI 203-1, GRI 203-2)

Guided by the Business for Societal Impact ("B4SI") Framework, a global standard for measuring corporate community investment, IJM Group contributed a total of RM4.5 million for community initiatives; this accounted for 1.4% of the Group's pre-tax profit in FY2022. Our efforts consist of 88% strategic community investment initiatives, which involves long-term community partnerships aligned with our corporate interests, while the remaining 12% were for charitable initiatives aimed at providing short-term relief. During the financial year, we focused 95% of our efforts on the Community Development pillar, while the Sports and Education pillars accounted for 2% and 3% of our CI expenditure respectively.

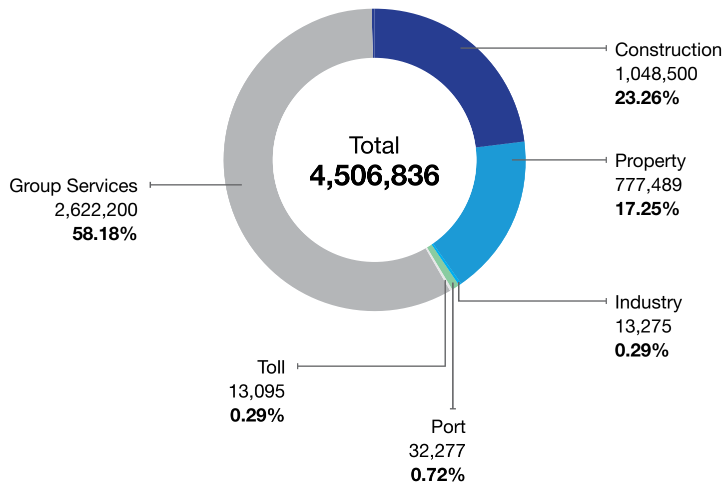
Motive for Contribution in FY2022 (RM)



Supporting Causes by Community Investment Pillar in FY2022



Expenditure by Division in FY2022 (RM)



COMMUNITY DEVELOPMENT: COVID-19 COMMUNITY INVESTMENT PROGRAMMES (GRI 413-1)

In FY2022, the wider community was still in the shadows of the COVID-19 pandemic. In the light of hardships faced by the community, IJM developed a COVID-19 Response Programme to assist affected communities.

COVID-19 Response Programme

Focus Area 1: Shelter Homes for the Underprivileged

Financial aid and additional in-kind support to homes for children, the elderly and differently-abled in communities surrounding IJM's operations that were experiencing a shortage of operating funds during the pandemic.

IJM Group's Flagship Initiative - Helping Hands Homes Initiative

The Helping Hands Homes Initiative was launched as one of the flagship initiatives under IJM Group's COVID-19 Community Investment Programme. We provided immediate financial relief amounting to RM1,068,000 for a duration of three months, from October 2021 – December 2021, to 49 underfunded homes across Malaysia and India. The homes' funds were dwindling while trying to continue to provide food, education and the basic necessities.

The homes comprised 24 orphanages, 12 old folks' homes and 13 homes for the differently-abled with more than 3,000 beneficiaries across the Klang Valley, Penang, Seremban, Johor and Sabah, as well as six other regions in IJM's India operations. Each home received a cash assistance of between RM2,500 to RM17,500 a month to help them cope with the effects of the COVID-19 pandemic. The quantum of monthly cash assistance was based on the number of residents and monthly financial commitments of each home.

We believe the sustained financial aid helped alleviate the homes' cost of caring for the many orphans, old folks and special needs individuals that they look after.

49 homes
(37 Malaysia; 12 India)
- 24 orphanage homes
- 12 old folks homes
- 13 special homes

Duration
3 months
(October, November, December)

Total contribution of
RM960,000
(3 months) for Malaysia

Total contribution of
RM108,000
(3 months) for India

Contribution basis
RM250/pax
(Malaysia)

Average
RM7,265
per home per month

More than
3,000
beneficiaries

Locations
- Petaling Jaya
- Klang Valley
- Penang
- Seremban
- Johor
- Sabah
- Hyderabad
- Vijayawada
- Solapur
- Bijapur
- Nagpur
- Dewas


The Helping Hands Homes Initiative provided financial relief to 49 underfunded homes across Malaysia and India

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

Focus Area 2: Medical Support

Donation of funds and medical supplies/equipment to communities, medical relief foundations and critical services to give medical front liners the protection and equipment they need to help fight the COVID-19 pandemic.

Solidarity During a Global Crisis

As a member of the Malaysia India Business Council ("MIBC"), IJM Group contributed RM200,000 to MERCY Malaysia's appeal for critically-needed medical supplies such as respiratory and health equipment, medication, PPE, food supplies and hygiene kits to hospitals in India. The MERCY Malaysia India COVID-19 Fund was set up with the aim of raising RM1 million to deliver life-saving aid and help ease the burden on India's health infrastructure. This initiative was especially meaningful for IJM because of our business footprint in India.


IJM donated 92 beds totalled RM288,000

In June 2021, the Malaysian Ministry of Health announced that hospitals were experiencing an acute shortage of hospital beds for its patients due to the surge in COVID-19 cases since May. IJM Group donated 42 hospital beds to the Cheras Rehabilitation Hospital ("HRC") and Kuala Lumpur Hospital ("HKL"). Our contributions replaced temporary platform beds used for COVID-19 patients at the hospitals, providing much-needed comfort to patients. We also donated 20 hospital beds including two ICU beds to the Penang Hospital during the COVID-19 pandemic, increasing its ward capacity when cases were at an all-time high. The Property Division also contributed 30 beds to Banting Hospital in collaboration with *Pejabat Tanah Kuala Langat*. The combined contribution of 92 beds totalled RM288,000.


Donation of ward screens to HKL

In addition, IJM Group handed over 80 units of hospital ward screens worth RM36,800 to HKL for the additional temporary wards created to cope with the influx of patients and to prepare for spikes in COVID-19 hospitalisation. The screens were used as essential partitions between beds to give patients privacy.

In continuous support of the national vaccination and immunisation programme, IJM Group donated RM26,000 worth of non-medical equipment such as wheelchairs, tents, chairs for medical officers, N95 masks, aprons and a laptop to ease the vaccination process at Klinik Kesihatan Port Dickson. As one of Negeri Sembilan's vaccination centres, the clinic was in dire need of the non-medical items to cope with accelerated vaccination during the immunisation programme.

The Property Division donated a total of RM500,000 to the Tunku Laksamana Johor Cancer Foundation to assist with care services and essential needs for cancer patients. This contribution will also fund the Foundation's community outreach programmes such as early detection screening programmes.

In June 2021, our Toll Division identified and coordinated the supply of 10 sets of Powered Air Purifying Respirators ("PAPR") and 10 units of Continuous Positive Airway Pressure ("CPAP") emergency kits to Hospital Ampang, worth more than RM86,000. PAPR is used by healthcare staff as protection from the risk of acute respiratory infections while administering healthcare procedures. Meanwhile, CPAP helps to keep the lungs open and improve oxygenation in COVID-19 patients.

IJM Mobile Vaccination Programme

As part of the IJM Mobile Vaccination Programme mentioned on page 168, the Group also sponsored 200 vaccination slots worth RM40,000 for the community. The initiative was supported by 40 IJM employee volunteers from various Divisions, in collaboration with JKG Land Berhad and Ops Harapan, a relief aid organisation run by volunteers to render assistance in times of crisis.

IJM successfully conducted the vaccination programme for our community and employees

Focus Area 3: Food Security

Contributions in the form of funds, food supplies and cash voucher to food banks, soup kitchens, non-profit organisations and directly to recipients to help low-income families, vulnerable and underserved communities affected by the socio-economic impact of COVID-19.

IJM's COVID-19 Food and Essential Items Assistance

During the lockdown, IJM provided welfare support to deserving families in the form of cash, food and essential items. We partnered with government welfare agencies, local residents' representative councils and NGOs in carrying out these initiatives as our employees were unable to physically participate due to the pandemic's mobility restrictions.

The Group also contributed RM100,000 towards the Ministry of Home Affairs' OpBantu Food Aid Programme, where food baskets were distributed by the Royal Malaysian Police personnel as well as the People's Volunteer Corps ("RELA").

Aside from that, RM104,000 in cash and food vouchers were distributed to more than 255 low-income families under the *Program Perumahan Rakyat* ("PPR") that targets single mothers and people who had lost their jobs or were struggling with their small businesses.

IJM also conducted a programme called *Baucar Sara Hidup* in collaboration with the Property Division, where RM58,000 worth of RM100 vouchers from 99 Speedmart were distributed to needy families and households over a 5-month period. This form of contactless food aid support gave beneficiaries the dignity of choice when purchasing essentials they require.


Port Division distributing essential items to the community affected by flood


The Toll Division assisted communities through food banks across its operations

The Property Division coordinated a monthly food voucher donation to both the Sarawak Society for the Blind and Society for the Deaf in addition to supporting their operational and training expenses. This initiative totalled RM44,000 and benefitted 119 individuals.

The Toll Division set up three food banks at their main administration buildings of its highways from July to September 2021. This initiative helped communities in the surrounding areas who were affected economically from the COVID-19 pandemic. It saw community pantries being stocked up with essential items such as rice, flour, cooking oil, canned food, sugar, beverages, eggs, biscuits and cleaning products, among other things.

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

IJM's Boxes of Kindness

IJM Group collaborated with SESO Malaysia, a non-profit enterprise that combats food waste and food poverty, by contributing RM40,000 worth of 'Boxes of Kindness' weekly to 200 B40 families and charity homes affected by the pandemic. Each 'Boxes of Kindness' contained essential food and household supplies sufficient to last a family of five for at least a week.

In our collaboration with SESO, we also sponsored a total of 1,200 hot meals, worth RM3,000. SESO assisted by serving 300 hot meals every weekend for a month at Pusat Khidmat Gelandangan Medan Tuanku, a homeless shelter and soup kitchen in Chow Kit. At least 300 people from the marginalised and homeless communities in that area received a hot meal and a drink each week.

The meals were prepared by single mothers from the B40 community, who in turn, were empowered and provided with a source of income.

IJM collaborated with SESO to provide 1,200 hot meals to 300 people every weekend

Project Orang Port Fundraising Initiative

In July 2021, Kuantan Port's Welfare and Recreation Club ("KKRKPC") launched the *Project Orang Port* fundraising initiative, with an aim to raise RM10,000 to help alleviate the burden of Kuantan Port's surrounding underserved communities affected by COVID-19.

It was conducted in three phases, and successfully raised more than RM129,000 from IJM Group, Kuantan Port employees and members of the public. More than 300 families received aid through this initiative, with 60 Port employees volunteering for the initiative. Funds raised were utilised to purchase groceries and test kits for affected families within the Division's area of operation and to bring cheer to old folks' homes and children's homes during the Chinese New Year festivity.


Project Orang Port successfully raised more than RM129,000, providing aid to 300 families

IJM Group donated RM200,000 to MERCY Malaysia Flood Relief Fund, providing humanitarian aid to affected communities

IJM's Flood Relief Efforts

MERCY Malaysia and Malaysian Red Crescent Donation

In December 2021, heavy rainfall occurred across eight states in Peninsular Malaysia due to a tropical depression. It caused one of the worst floods Malaysia has seen in decades where over 18,000 families were affected. IJM Group responded to the emergency by donating RM200,000 to the MERCY Malaysia Flood Relief fund to provide humanitarian aid to the affected communities and address their immediate needs. The funds were used for providing ready-to-eat meals, drinking water and personal hygiene kits to the affected communities in the Klang Valley. Some funds were also channelled towards post flood recovery and rebuilding efforts in the flood hit areas.

We also contributed RM100,000 to the Selangor Malaysian Red Crescent Flood Donation Drive for its disaster relief efforts, first aid and eventual recovery support. With our donation, 150 families received flood recovery necessities such as rice cookers, stoves, kettles, pillows, mattresses and blankets.

In addition, IJM Group donated RM48,000 worth of dried food, face masks, personal care and clean-up tools to the various flood evacuation centres housing more than 800 flood victims. We also sent 60 mattresses to the Sultan Sulaiman Royal Mosque, which was converted to a flood evacuation centre in Klang.

The Construction Division collaborated with subcontractors and the local authority for flood clean-up operations at the Shah Alam and Hulu Langat community areas. The Division provided backhoes and lorries for the excavation of debris caused by the flood. In addition, 10 IJM employee volunteers spent 800 hours over 10 days helping in this crucial mission.

The Port Division collaborated with MyFundAuction Malaysia, a non-profit organisation, donating close to RM21,000 to flood victims in Pahang.

IJM Group provided financial relief of RM168,000 to 74 employees whose homes were affected by the flood. In addition, members of the IJM's Sports Club, also known as Kelab Sukan IJM ("KSIJM"), sprung into action for various pandemic and flood crisis. In FY2022, the club fund-raised a total of RM39,000, of which RM28,000 was channelled to 18 employees, while RM11,000 was donated to the Selangor Malaysian Red Crescent Society. Apart from that, employees also donated essential food items in support of the KSIJM flood relief effort.

Home Rehabilitation (MyHome) Programme

In collaboration with our subcontractors, partners and suppliers, the Property Division's flagship Home Rehabilitation Programme is in its 12th year and upgraded the homes of more than 10 underprivileged families since 2010. This year, the home of an underprivileged family of seven in Seremban was identified, and essential repairs were carried out. The Division spent more than RM33,000 on additional items such as study tables for the children and groceries for the family. The Division plans to expand the programme to assist more families in the future.

FY2022's recipient of the Property Division's flagship MyHome programme

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

Affordable Homes

In FY2022, we launched 304 affordable housing units under the Rimbun Aman project in Seremban. With a starting price of RM350,000, we believe our affordable housing initiative will improve housing affordability for Malaysians. In addition, we have developed 350 housing units at our Bandar Rimbayu and Shah Alam 2 townships under the Rumah Selangorku scheme.

Owners of the Rumah Selangorku programme in Taman Alam Suria, Selangor receiving keys to their completed units

PROMOTING SPORTS DEVELOPMENT (GRI 413-1)

COBRATS Rugby Programme

The COBRATS Rugby programme has 300 children participating in local and international tournaments

IJM has been a firm supporter of sports as a self-development tool for the youth in communities where we operate. In FY2022, we continued to support the COBRA Rugby Club with a contribution of RM75,000 to their COBRATS Rugby programme. The programme was initiated by the club to introduce rugby to children aged 4 to 16 years. Staffed entirely by volunteers and supporters, the programme has 300 children and youths participating in local and international tournaments. Our sponsorship for this programme involves the purchase of training equipment, children's sportswear, and basic operating expenditure for training coaches and facilitators.

In spite of the pandemic, the IJM Allianz Duo Highway Challenge was conducted virtually in FY2022. The event received a response of more than 2,000 participants. It represents IJM's staunch commitment to sports and the community.

EMPOWERING YOUTH THROUGH EDUCATION

(GRI 413-1)

IJM Scholarship Award Programme

We believe that investing in quality education provides a strong foundation and opportunity for the youth to find decent jobs. In FY2022, 10 undergraduates were selected for our IJM Scholarship Award programme, valued at RM444,000. This scholarship will give students the opportunity to pursue their tertiary studies, while IJM supports them with mentors, monitors their progress, offers internships and jobs. In addition, IJM also awarded 47 recipients the IJM Academic Excellence Award totalling RM58,400 during the financial year. Established in 1994, this scholarship has benefitted more than 350 students to date.

Students have the opportunity to pursue their tertiary studies with the IJM Scholarship programme

IJM Scholarship: Paving the Way Towards a Fulfilling Career

Goh Su Yin, 46 years old
General Manager, Accounts and Finance
Northern Region, Property Division

I was honoured to have been selected as a recipient of the IJM scholarship back in 1994, when I was studying at the International College of Penang. The scholarship allowed me to lighten the financial burden of my parents who were, at the time, paying for my sister's tertiary education overseas. I completed the final two years of my study programme in Australia just before the Asian financial crisis in 1997 so the scholarship was a blessing as I did not have to worry about securing a job upon returning to Malaysia. I was placed at the IJM Penang office, Property Division, and was exposed to juggling various job scopes beyond my accountancy degree, while picking up interpersonal skills along the way. Celebrating my 26th year with IJM, I have come to realise the importance of who you work for. I am grateful for the opportunity to work with superiors who have empowered me and for supportive colleagues through the years, enabling me to rise up the ranks to where I am today.

Muhammad Afiq Ammar bin Muhammad Hijaz, 25 years old
Engineering (BIM & Design),
IJM IBS, Industry Division

I was selected as a recipient of the IJM scholarship in 2016. One of the scholarship requirements was having passion in what we do, and it matched with who I am as a person. My passion in engineering has led to my being awarded the Vice Chancellor Award and Gold FYP Award, among other awards, from my alma mater, Universiti Teknologi Petronas. Upon completion of my studies, I joined the IJM IBS team in September 2020. My learning curve has been steep but it has helped me mature and develop experience and skills where I am able to better support and lead my team to success. I am grateful to work with like-minded colleagues and superiors who have a go-getter mindset within an environment where the learning opportunities are endless and cannot be easily found elsewhere. With the scholarship, I am one step closer to reaching my goals of becoming a professional engineer. I intend to give back to IJM by working on adding new value to IBS products via modern contemporary design, which is another passion of mine, contributing to the overall built-environment of our country. I am truly grateful for the scholarship and would like to take this opportunity to thank IJM for the encouragement, resources and exposure provided to us scholars!

The Property Division has been an official partner of the Nippon Paint Malaysia's Asia Young Designer Award ("AYDA") programme since 2014. Now into its eighth year, AYDA attracted 1,276 submissions from students of architecture and interior design categories.

In FY2022, classes at public universities were conducted virtually due to COVID-19 restrictions, and laptops became an essential for students to attend classes and complete assignments. In collaboration with *Universiti Kebangsaan Malaysia* ("UKM") via its *Persatuan Kasih Mahasiswa* ("KASISWA"), IJM Group donated 20 laptops worth RM42,000 to undergraduates from low-income families.

Donation of 20 laptops to undergraduates from low-income families

In collaboration with *Persatuan Guru Tadika Swasta* and *Pertubuhan Tadika Swasta*, Negeri Sembilan, the Property Division provided financial support to 16 preschools over a period of six months, valued at more than RM45,000. This Preschool Subsidy Programme aimed to improve access to education for 50 preschool children aged four to six, from single-parent households affected by the pandemic. The school fee subsidy and face masks were distributed between October 2021 to March 2022, to enable the children to continue receiving basic education despite the pandemic.

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SASB ENGINEERING & CONSTRUCTION: SECTOR DISCLOSURE

SASB Sustainability Disclosure Topics	SASB Code	Accounting Metric	Section of Sustainability Statement & Page Reference
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	Please refer to *"Reducing and Managing Waste"*, page 164
	IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IJM's projects undergo the Environmental Impact Assessment ("EIA") prior to project approval and implementation. Disclosure can be found under *"Conserving Biodiversity"*, page 165
Structural Integrity & Safety	IF-EN-250a.1	Amount of defect and safety-related rework costs	To be included in subsequent Sustainability Statements
	IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect and safety-related incidents[1]	To be included in subsequent Sustainability Statements
Workforce Health & Safety	IF-EN-320a.1	Total recordable incident rate (TRIR) for direct employees	TRIR is disclosed based on total man-hours worked which include direct and contract employees. Please refer to *"Preventing Workplace Accidents"*, page 169
		Total recordable incident rate (TRIR) for contract employees	
		Fatality rate for direct employees	There was zero case of fatality for direct employees in FY2022. Disclosure can be found under *"Preventing Workplace Accidents"*, page 169
		Fatality rate for contract employees	There was zero case of fatality for contract employees in FY2022. Disclosure can be found under *"Preventing Workplace Accidents"*, page 169
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1	Number of commissioned projects certified to a third-party multi-attribute sustainability standard	Please refer to *"Sustainable Buildings and Infrastructure"*, page 159
		Number of projects seeking such certification	2 ongoing projects
	IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	In line with SDG 9: *Industry, Innovation and Infrastructure*, IJM works with clients and incorporates green and sustainable elements which provide the means to reduce climate impacts of our products. They include energy-efficient designs, resource optimisation and responsible waste management practices, among others. Beyond that, incorporating sustainable design considerations also support inclusive, thriving and healthy communities. Disclosure can be found under *"Sustainable Buildings and Infrastructure"*, page 159
Climate Impacts of Business Mix	IF-EN-410b.1	Amount of backlog for hydrocarbon-related projects	None
		Amount of backlog for energy projects	None
	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	None
	IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	None
Business Ethics	IF-EN-510a.1	Number of active projects	There were 26 active projects during FY2022
		Backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index[2]	None

[1] Note to IF-EN-250a.2 – The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.

[2] Note to IF-EN-510a.1 – The entity shall provide a brief description of its approach to managing ethical risks specific to the countries with low rankings in the index where the entity has active projects and/or backlog.

SASB ENGINEERING & CONSTRUCTION: SECTOR DISCLOSURE

SASB Sustainability Disclosure Topics	SASB Code	Accounting Metric	Section of Sustainability Statement & Page Reference
	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of bribery or corruption	There was zero monetary losses as a result of legal proceedings associated with charges of bribery or corruption in FY2022. Disclosure can be found under *"Anti-Bribery and Corruption System"*, page 138
		Total amount of monetary losses as a result of legal proceedings associated with charges of anti-competitive practices[3]	None
	IF-EN-510a.3	Description of policies and practices for prevention of bribery and corruption	IJM has in place the Anti-Bribery and Corruption System ("ABCS") that reaffirms our adherence to local laws and regulations including the Malaysian Anti-Corruption Commission (Amendment) Act 2018, which took effect on 1 June 2020. Disclosure can be found under *"Ethics and Integrity"*, page 117 and *"Anti-Bribery and Corruption System"*, page 138
		Description of policies and practices for prevention of anti-competitive behavior in the project bidding processes	IJM has the *"Code of Business Conduct for Third Parties"* in place that sets out the principles and standards that the Company expects its third parties to conform to in its business with the Company. Disclosure can be found under *"Responsible Procurement Practices"*, page 149

SASB ENGINEERING & CONSTRUCTION: ACTIVITY METRIC

Activity Metric	SASB Code	FY2022
Number of active projects[4]	IF-EN-000.A	26 ongoing projects
Number of commissioned projects[5]	IF-EN-000.B	7 projects
Total backlog[6]	IF-EN-000.C	4.3 billion

[3] Note to IF-EN-510a.2 – The entity shall briefly describe the nature, context, and any corrective actions taken as a result of the monetary losses.

[4] Note to IF-EN-000.A – Active projects are defined as buildings and infrastructure projects under development that the entity was actively providing services to as of the close of the reporting period, including, but not limited to, both the design and construction stages. Active projects exclude projects that were commissioned during the reporting period.

[5] Note to IF-EN-000.B – Commissioned projects are defined as projects that were completed and deemed ready for service during the reporting period. The scope of commissioned projects shall only include projects that the entity provided construction services to.

[6] Note to IF-EN-000.C – Backlog is defined as the value of projects not completed as of the close of the reporting period (i.e., revenue contractually expected in the future but that has not been recognized), or is defined by the entity, consistent with its existing disclosure of backlog. Backlog may also be referred to as revenue backlog or unsatisfied performance obligations. The scope of disclosure is limited to buildings and infrastructure projects where the entity provides engineering, construction, architecture, design, installation, planning, consulting, repair, and/or maintenance services, or other similar services.

UNGC TEN PRINCIPLES

Principle	IJM Commitment Alignment	References that Underscore IJM's Commitment	GRI Standards & SASB Alignment
Human Rights			
Principle 1	**The Group supports and respects the protection of internationally proclaimed human rights.** We protect the rights of our people and to treat them with dignity in line with all relevant legal requirements and regulations. We had taken a proactive approach to ensure that human rights and workplace standards are upheld across all our operations.	• Sustainability Statement FY2022 • Human Rights Policy • Policy Statement for Occupational Safety and Health • Code of Conduct and Ethics for Employees • Code of Business Conduct for Third Parties • Diversity and Inclusion Policy • Whistleblowing Policy • Privacy Policy • Community Investment Policy	<u>GRI Standards</u> • GRI 401: Employment 2016 • GRI 403: Occupational Health and Safety 2018 • GRI 404: Training and Education 2016 • GRI 413: Local Communities 2016 <u>SASB</u> • Workforce Health & Safety: IF-EN-320a.1
Principle 2	**The Group ensures that we are not complicit in human rights abuses.** We also comply with all applicable labour laws, including working hours and overtime, in the jurisdictions where we operate. We will be complying with the amendments to the Employment Act that will take effect on 1 September 2022.	• Sustainability Statement FY2022 • Code of Business Conduct for Third Parties • Human Rights Policy • Responsible Supply Chain Policy • Quality Policy	
Labour			
Principle 3	**The Group upholds the freedom of association and the effective recognition of the right to collective bargaining.** We respect the rights of our employees' freedom of association and collective bargaining in accordance with national laws. Our labour union represent 3% of the Group's workforce, all of whom are in the Port Division.	• Sustainability Statement FY2022	<u>GRI Standards</u> • GRI 2-30: Collective bargaining agreements • GRI 401: Employment 2016 • GRI 403: Occupational Health and Safety 2018 • GRI 405: Diversity and Equal Opportunity 2016 • GRI 409: Forced or Compulsory Labor 2016 <u>SASB</u> • Workforce Health & Safety: IF-EN-320a.1
Principle 4	**The Group supports the elimination of all forms of forced and compulsory labour.** The nature of our businesses is labour intensive where many foreign workers are hired by our subcontractors. We require our subcontractors to uphold foreign labour rights and ensure that they receive fair treatment with regard to wages, working hours, holidays, terminations, non-discrimination practices, freedom of association, access to complaint mechanisms and other established protection policies. All these requirements are outlined in our Responsible Supply Chain Policy, which can be found on our Corporate website.	• Sustainability Statement FY2022 • Human Rights Policy • Policy Statement for Occupational Safety and Health • Code of Conduct and Ethics for Employees • Code of Business Conduct for Third Parties • Diversity and Inclusion Policy • Whistleblowing Policy • Privacy Policy	
Principle 5	**The Group supports the effective abolition of child labour.** We have a zero-tolerance against child labour and any form of forced labour in our direct operations. The legal working age in Malaysia is 18 years.	• Sustainability Statement FY2022 • Human Rights Policy • Policy Statement for Occupational Safety and Health • Code of Conduct and Ethics for Employees • Code of Business Conduct for Third Parties • Diversity and Inclusion Policy • Whistleblowing Policy • Privacy Policy	
Principle 6	**The Group supports the elimination of discrimination in respect of employment and occupation.** We recognise the benefits of having a multi-generation perspective that will contribute to the growth of our short and long-term business objectives.	• Sustainability Statement FY2022 • Human Rights Policy • Code of Conduct and Ethics for Employees • Code of Business Conduct for Third Parties • Diversity and Inclusion Policy • Whistleblowing Policy • Privacy Policy	

UNGC TEN PRINCIPLES

Principle	IJM Commitment Alignment	References that Underscore IJM's Commitment	GRI Standards & SASB Alignment
Environment			
Principle 7	**The Group keeps a precautionary approach to environmental challenges.** We have in place an Environmental Management System ("EMS") to integrate environmental best practices across the Group.	• Sustainability Statement FY2022 • Policy Statement for Environment • Statement on Risk Management and Internal Controls	<u>GRI Standards</u> • GRI 302: Energy 2016 • GRI 303: Water and Effluents 2018 • GRI 304: Biodiversity 2016 • GRI 305: Emissions 2016 • GRI 306: Waste 2020 <u>SASB</u> • Environmental Impacts of Project Development: - IF-EN-160a.1 - IF-EN-160a.2 • Lifecycle Impacts of Buildings & Infrastructure: - IF-EN-410a.1 - IF-EN-410a.2 • Climate Impacts of Business Mix: - IF-EN-410b.1 - IF-EN-410b.2 - IF-EN-410b.3
Principle 8	**The Group undertakes initiatives to promote greater environmental responsibility.** We work toward establishing proactive climate-related actions by reducing our carbon emissions and introducing strategic interventions to build greater resilience in the face of increasing climate change challenges, from limited resources to evolving regulations. We continuously improve our processes and operations across all our businesses by expanding our share of renewable energy, reducing our waste, utilising resources efficiently and protecting the biodiversity in areas we operate.	• Sustainability Statement FY2022 • Policy Statement for Environment • Code of Business Conduct for Third Parties	
Principle 9	**The Group encourages the development and diffusion of environmentally friendly technologies.** We embrace the National Construction 4.0 Strategic Plan (2021-2025) by the Ministry of Works and the global movement in addressing the challenges of the construction industry through our investment in robotic assisted smart precast manufacturing system, or better known as SMART IBS.	• Sustainability Statement FY2022 • Policy Statement for Environment	
Anti-corruption			
Principle 10	**The Group works against all forms of corruption, including extortion and bribery, in our area of influence.** We practice zero-tolerance against all forms of bribery and corruption. We are guided by our Anti-Bribery and Corruption System ("ABCS"), that iterates our adherence to local laws and regulations including the Malaysian Anti-Corruption Commission (Amendment) Act 2018, which took effect from 1 June 2020.	• Sustainability Statement FY2022 • Anti-Bribery and Corruption Policy • Code of Conduct and Ethics for Employees • Code of Business Conduct for Third Parties	<u>GRI Standards</u> • GRI 205: Anti-corruption 2016 <u>SASB</u> • Business Ethics: - IF-EN-510a.1 - IF-EN-510a.2 - IF-EN-510a.3

FINANCIAL STATEMENTS & OTHERS

DIRECTORS' REPORT AND STATEMENT

The Directors have pleasure in submitting their report and statement together with the audited financial statements of the Group and of the Company for the financial year ended 31 March 2022.

PRINCIPAL ACTIVITIES

The Company is principally engaged in construction and investment holding activities. The Group's principal activities are in construction, property development, manufacturing and quarrying, port operations, tollway operations and investment holding.

During the financial year, the Group has discontinued its plantation business via disposal of IJM Plantations Berhad and ceased its hotel operations. Details of its disposal are set out in Note 49(a)(i) to the financial statements.

FINANCIAL RESULTS

	The Group RM'000	The Company RM'000
Net profit for the financial year	885,204	2,090,557
Attributable to:		
Owners of the Company	794,890	2,090,557
Perpetual sukuk	46,544	-
Non-controlling interests	43,770	-
	885,204	2,090,557

DIVIDENDS

Dividends paid since the end of the previous financial year are as follows:

	RM'000
In respect of the financial year ended 31 March 2021:	
A single tier second interim dividend of 4 sen per share, paid on 23 July 2021	144,421
In respect of the financial year ended 31 March 2022:	
A single tier first interim dividend and special dividend of 2 sen and 15 sen respectively per share, paid on 30 December 2021	606,198
	750,619

On 27 May 2022, the Directors have declared a single tier second interim dividend in respect of the financial year ended 31 March 2022 of 4.0 sen per share to be paid on 22 July 2022 to every member who is entitled to receive the dividend as at 5:00 pm on 30 June 2022.

The Directors do not recommend the payment of any final dividend for the financial year ended 31 March 2022.

RESERVES AND PROVISIONS

All material transfers to or from reserves and provisions during the financial year are disclosed in the financial statements.

ISSUE OF SHARES

During the financial year, the number of issued and paid-up ordinary shares of the Company was increased from 3,641,119,020 to 3,645,488,520 by way of the issuance of 4,369,500 new ordinary shares arising from the vesting of shares under the Employee Share Grant Plan ("ESGP").

The new ordinary shares issued rank pari passu in all respects with the existing ordinary shares of the Company.

TREASURY SHARES

During the financial year, the Company purchased 89,598,500 of its ordinary shares from the open market on Bursa Malaysia Securities Berhad ("Bursa Malaysia") for RM153,284,473. The average price paid for the shares purchased was approximately RM1.71 per share.

Details of the treasury shares are set out in Note 14(B) to the financial statements.

LONG TERM INCENTIVE PLAN

At an Extraordinary General Meeting held on 19 October 2012, the Directors were authorised to proceed with the establishment and administration of the Long Term Incentive Plan ("LTIP"), which comprises an Employee Share Option Scheme ("ESOS") and an ESGP. The Directors have appointed a committee ("Committee") to administer the LTIP. The Directors and/or the Committee have also established trusts which are administered by a trustee in accordance with the trust deeds dated 20 December 2012 for the LTIP.

The main features of the ESOS are as follows:

(a) The ESOS was implemented on 24 December 2012, to be in force for a period of five years until 23 December 2017. On 24 November 2015, the Board of Directors had extended the scheme period of the ESOS for another five years effective from 24 December 2017 to 23 December 2022 pursuant to the By-Laws of the LTIP.

(b) Eligible employees are determined at the absolute discretion of the Committee subject to the employee and Executive Director (holding office in a full time executive capacity) collectively known as "Group Employee", having been confirmed in the employment or appointment of the Company and its subsidiaries (save for any subsidiaries which are dormant or incorporated outside Malaysia) on or up to the date of the ESOS award ("ESOS Award") and has attained the age of eighteen (18) years. An Executive Director shall only be eligible if he is on the payroll and involved in the day-to-day management of the Company and his participation in the scheme is specifically approved by the shareholders of the Company in a general meeting.

(c) In respect of a Group Employee, the employee who is a Malaysian citizen, has been in employment with the Company and its subsidiaries for a period of at least 3 consecutive years prior to and up to the date of the ESOS Award; the employee who is a non-Malaysian citizen, has been in employment with the Company and its subsidiaries on a full-time contract for a period of at least 4 consecutive years prior to and up to the date of the ESOS Award.

(d) The option price shall be the volume-weighted average market price of the Company's shares as shown in the Daily Official List of Bursa Malaysia for the five market days immediately preceding the date of the ESOS Award with an allowance for a discount of not more than ten per centum (10%) therefrom.

DIRECTORS' REPORT AND STATEMENT (cont'd)

LONG TERM INCENTIVE PLAN (cont'd)

The main features of the ESOS are as follows: (cont'd)

(e) The details of the First, Second, Third, Fourth, Fifth, Sixth and Seventh ESOS Awards are as follows:

First ESOS Award

Award Date	Number of options awarded	Option Price on Award Date	Adjusted Option Price	Vesting Dates	
24/12/12	29,640,600 options	RM4.44 per share	RM1.98 per share Note 1	24/12/13	40%
				24/12/14	30%
				24/12/15	30%

Second ESOS Award

Award Date	Number of options awarded	Option Price on Award Date	Adjusted Option Price	Vesting Dates	
24/12/13	31,729,600 options	RM5.22 per share	RM2.33 per share Note 2	24/12/14	40%
				24/12/15	30%
				24/12/16	30%

Third ESOS Award

Award Date	Number of options awarded	Option Price on Award Date	Adjusted Option Price	Vesting Dates	
24/12/14	10,651,000 options	RM5.88 per share	RM2.67 per share Note 3	24/12/15	40%
				24/12/16	30%
				24/12/17	30%

Fourth ESOS Award

Award Date	Number of options awarded	Option Price on Award Date	Adjusted Option Price	Vesting Dates	
24/12/15	19,605,100 options	RM3.06 per share	RM2.78 per share Note 4	24/12/16	40%
				24/12/17	30%
				24/12/18	30%

Fifth ESOS Award

Award Date	Number of options awarded	Option Price on Award Date	Vesting Dates	
24/12/16	16,034,000 options	RM2.69 per share Note 5	24/12/17	40%
			24/12/18	30%
			24/12/19	30%

Sixth ESOS Award

Award Date	Number of options awarded	Option Price on Award Date	Vesting Dates	
30/3/18	79,522,700 options	RM2.48 per share Note 6	30/3/19	40%
			5/6/20 Note 8	30%
			30/3/21	30%

LONG TERM INCENTIVE PLAN (cont'd)

The main features of the ESOS are as follows: (cont'd)

(e) The details of the First, Second, Third, Fourth, Fifth, Sixth and Seventh ESOS Awards are as follows: (cont'd)

Seventh ESOS Award

Award Date	Number of options awarded	Option Price on Award Date	Vesting Dates	
30/3/19	41,834,600 options	RM1.98 per share Note 7	5/6/20 Note 8	40%
			30/3/21	30%
			30/3/22	30%

Note:

1. The option price had been adjusted to RM4.37 on 13 June 2014, following the declaration of a single tier special dividend of 10 sen per share for the financial year ended 31 March 2014 on 27 May 2014. The option price was adjusted to RM2.18 on 11 September 2015, following the bonus issue on the basis of 1 bonus share for every 1 existing share held ("1:1 Bonus Issue"). The option price was adjusted to RM2.16 on 25 June 2016, following the declaration of a single tier special dividend of 3 sen per share for the financial year ended 31 March 2016 on 26 May 2016. The option price was further adjusted to RM1.98 on 16 December 2021, following the declaration of a single tier special dividend of 15 sen per share for the financial year ended 31 March 2022 on 29 November 2021.
2. The option price had been adjusted to RM5.14 on 13 June 2014, following the declaration of a single tier special dividend of 10 sen per share for the financial year ended 31 March 2014 on 27 May 2014. The option price was adjusted to RM2.57 on 11 September 2015, following the 1:1 Bonus Issue. The option price was adjusted to RM2.54 on 25 June 2016, following the declaration of a single tier special dividend of 3 sen per share for the financial year ended 31 March 2016 on 26 May 2016. The option price was further adjusted to RM2.33 on 16 December 2021, following the declaration of a single tier special dividend of 15 sen per share for the financial year ended 31 March 2022 on 29 November 2021.
3. The option price was adjusted to RM2.94 on 11 September 2015, following the 1:1 Bonus Issue. The ESOS exercise price was adjusted to RM2.91 on 25 June 2016, following the declaration of a single tier special dividend of 3 sen per share for the financial year ended 31 March 2016 on 26 May 2016. The option price was further adjusted to RM2.67 on 16 December 2021, following the declaration of a single tier special dividend of 15 sen per share for the financial year ended 31 March 2022 on 29 November 2021.
4. The option price had been adjusted to RM3.03 on 25 June 2016, following the declaration of a single tier special dividend of 3 sen per share for the financial year ended 31 March 2016 on 26 May 2016. The option price was further adjusted to RM2.78 on 16 December 2021, following the declaration of a single tier special dividend of 15 sen per share for the financial year ended 31 March 2022 on 29 November 2021.
5. The option price had been adjusted to RM2.69 on 16 December 2021, following the declaration of a single tier special dividend of 15 sen per share for the financial year ended 31 March 2022 on 29 November 2021.
6. The option price had been adjusted to RM2.48 on 16 December 2021, following the declaration of a single tier special dividend of 15 sen per share for the financial year ended 31 March 2022 on 29 November 2021.
7. The option price had been adjusted to RM1.98 on 16 December 2021, following the declaration of a single tier special dividend of 15 sen per share for the financial year ended 31 March 2022 on 29 November 2021.
8. The vestings on 30 March 2020 were deferred to 5 June 2020 due to the implementation of COVID-19 Movement Control Order on 18 March 2020.

The vesting of the options is contingent upon the acceptance of the ESOS Awards by the eligible Group Employee and fulfilment of the relevant vesting conditions as at the relevant vesting dates. The vesting conditions include the tenure and performance of the eligible Group Employee who have accepted the ESOS Awards.

The number of outstanding options is set out in Note 14(C) to the financial statements.

DIRECTORS' REPORT AND STATEMENT (cont'd)

LONG TERM INCENTIVE PLAN (cont'd)

The main features of the ESGP are as follows:

(a) The ESGP was implemented on 24 December 2012, and shall be in force for a period of ten (10) years and expires on 23 December 2022.

(b) ESGP comprises a retention share plan ("RSP") and a performance share plan ("PSP").

(i) The RSP is a share plan for selected middle to senior management employees of the Group who are holding job grades 1 to 8 or such rank or position as may be designated by the Committee from time to time.

(ii) The PSP is a performance share plan for selected senior management employees of the Group who are holding job grades 1 to 3 or such rank or position as may be designated by the Committee from time to time.

(c) The Company had made the following awards of shares under the ESGP to the eligible Group Employee:-

Date of Award	Awards	Provisional number of shares awarded to eligible Group Employee		Vesting Dates/ Tentative Vesting Dates	
		PSP*1	RSP*2	50%	50%
15 April 2013	First ESGP Award	1,516,100	4,559,300	15 June 2015	15 June 2016
15 April 2014	Second ESGP Award	1,357,100	5,034,400	15 June 2016	15 June 2017
15 April 2015	Third ESGP Award	1,429,000	5,321,900	15 June 2017	19 June 2018
15 April 2016	Fourth ESGP Award	3,701,400	11,552,800	19 June 2018	18 June 2019
15 April 2017	Fifth ESGP Award	3,379,200	11,605,800	No shares were vested	
15 April 2018	Sixth ESGP Award	3,169,000	11,600,600	27 July 2020	18 June 2021
15 April 2019	Seventh ESGP Award	3,181,200	11,661,600	18 June 2021	15 June 2022

*1 The quantum of shares to be vested may vary from 0% to 200% of the provisional number of shares awarded.
*2 The quantum of shares to be vested may vary from 0% to 150% of the provisional number of shares awarded.

The vesting of shares is contingent upon the acceptance of the ESGP Awards by the eligible Group Employee and fulfilment of the relevant vesting conditions as at the respective vesting dates. The shares are vested to the eligible Group Employee at no consideration over a period of up to three (3) years.

The total number of new Company's shares which may be made available under the LTIP shall not exceed ten per centum (10%) of the total issued and paid-up share capital (excluding treasury shares) comprising ordinary shares of the Company at any time during the duration of the LTIP.

The aggregate maximum allocation of the options and shares to the Directors and senior management of the Group shall not be more than 50% of the Company's shares available under the LTIP. As at 31 March 2022, the total number of options (ESOS) and shares (ESGP) allocated to the Directors and senior management of the Group is 18.54% of the shares available under the LTIP. Whereas, the total number of options (ESOS) and shares (ESGP) allocated to the Directors and senior management of the Group during the financial year is 0.60% of the shares available under the LTIP.

DIRECTORS

The Directors in office during the financial year and during the period from the end of the financial year to the date of this report and statement are:

Tan Sri Dato' Tan Boon Seng @ Krishnan, *Non-Executive Chairman*
Mr Liew Hau Seng@, *Chief Executive Officer ("CEO") & Managing Director ("MD")*
Mr Lee Chun Fai, *Deputy CEO & Deputy MD*
Datuk Lee Teck Yuen*, *Senior Independent Non-Executive Director*
Mr Pushpanathan a/l S A Kanagarayar#, *Independent Non-Executive Director*
Mr Goh Tian Sui@, *Independent Non-Executive Director*
Dato' David Frederick Wilson@, *Independent Non-Executive Director*
Tunku Alina Binti Raja Muhd Alias*, *Independent Non-Executive Director*
Ms Tan Ting Min#*, *Independent Non-Executive Director*
Dato' Ir. Tan Gim Foo#, *Independent Non-Executive Director (appointed on 23 November 2021)*
Encik Azhar bin Ahmad, *Non-Executive Director*
Datuk Ir. Hamzah bin Hasan *(retired as Independent Non-Executive Director on 26 August 2021)*

members of the Audit Committee
* members of the Nomination and Remuneration Committee
@ members of the Securities and Options Committee

DIRECTORS' INTERESTS IN SHARES

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, particulars of interests of Directors who held office at the end of the financial year in shares and options over ordinary shares of the Company and its related corporations during the financial year are as follows:

IJM Corporation Berhad

	Number of ordinary shares			
Name of Directors	Balance at 1.4.2021	Acquired	Disposed	Balance at 31.3.2022
Tan Sri Dato' Tan Boon Seng @ Krishnan				
Direct interest	6,793,066	2,654,400	-	**9,447,466**
Indirect interest	421,972(1)	100,000	-	**521,972**
Liew Hau Seng				
Direct interest	1,159,600	83,900	-	**1,243,500**
Lee Chun Fai				
Direct interest	752,000	147,800	-	**899,800**
Indirect interest	250,000(1)	-	-	**250,000**
Datuk Lee Teck Yuen				
Direct interest	11,764,692	-	-	**11,764,692**
Goh Tian Sui				
Indirect interest	10,000(1)	-	-	**10,000**

DIRECTORS' REPORT AND STATEMENT (cont'd)

DIRECTORS' INTERESTS IN SHARES (cont'd)

IJM Corporation Berhad (cont'd)

	Options over ordinary shares ("Options") under Employee Share Option Scheme ("ESOS")					
	Provisional Number of Options+		Number of Options			
Name of Directors	At 1.4.2021	At 31.3.2022	At 1.4.2021	Vested	Exercised	At 31.3.2022
First ESOS Award on 24.12.2012						
Lee Chun Fai	-	-	376,400	-	-	376,400
Second ESOS Award on 24.12.2013						
Liew Hau Seng	-	-	108,600	-	-	108,600
Lee Chun Fai	-	-	378,500	-	-	378,500
Third ESOS Award on 24.12.2014						
Liew Hau Seng	-	-	93,000	-	-	93,000
Lee Chun Fai	-	-	162,800	-	-	162,800
Fourth ESOS Award on 24.12.2015						
Lee Chun Fai	-	-	385,000	-	-	385,000
Sixth ESOS Award on 30.03.2018						
Liew Hau Seng	-	-	431,500	-	-	431,500
Lee Chun Fai	-	-	623,500	-	-	623,500
Seventh ESOS Award on 30.03.2019						
Liew Hau Seng	70,100	-	149,600	62,700	-	212,300
Lee Chun Fai	99,000	-	210,400	89,400	-	299,800

DIRECTORS' INTERESTS IN SHARES (cont'd)

IJM Corporation Berhad (cont'd)

	Number of ordinary shares ("Shares") under Employee Share Grant Plan ("ESGP")					
	Performance Share Plan++			Retention Share Plan+++		
Name of Directors	+Provisional number at 1.4.2021	+Provisional number at 31.3.2022	Vested	+Provisional number at 1.4.2021	+Provisional number at 31.3.2022	Vested
Sixth ESGP Award on 15.4.2018						
Liew Hau Seng	58,200	-	29,100	23,300	-	7,000
Lee Chun Fai	94,800	-	47,400	37,900	-	22,700
Seventh ESGP Award on 15.4.2019						
Liew Hau Seng	116,400	58,200	29,100	46,600	23,300	18,700
Lee Chun Fai	189,600	94,800	47,400	75,800	37,900	30,300

Notes:-

(1) Through a family member

+ The vesting of the Options and/or Shares to the eligible Director is subject to the fulfilment of the relevant vesting conditions as at the relevant vesting dates.

++ The quantum of shares to be vested may vary from 0% to 200% of the number of shares provisionally awarded.

+++ The quantum of shares to be vested may vary from 0% to 150% of the number of shares provisionally awarded.

Except as disclosed above, the Directors in office at the end of the financial year do not have any direct or indirect interests in the shares or Options of the Company and its related corporations during the financial year.

DIRECTORS' BENEFITS AND REMUNERATION

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than the fees and other emoluments shown under Directors' Remuneration in the financial statements) by reason of a contract made by the Company or by 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.

Details of the Directors' Remuneration are set out in Note 7 to the financial statements.

Except as disclosed above, neither during nor at the end of the financial year was the Company or any of its subsidiaries a party to any arrangement whose object was to enable the Directors to acquire benefits through the acquisition of shares in, or debentures of, the Company or any other body corporate, other than the shares or Options of the Company awarded under the LTIP.

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

The Company maintains a liability insurance for the Directors and officers of the Group throughout the financial year, which provides appropriate insurance cover for the Directors and officers of the Group. The amount of insurance premium paid for the financial year 2022 was RM181,360.

DIRECTORS' REPORT AND STATEMENT (cont'd)

OTHER STATUTORY INFORMATION

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

(a) to ascertain the action taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and

(b) to ensure that any current assets, other than debts, which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company had been written down to an amount which the current assets might be expected so to realise.

At the date of this report and statement, 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 of the Group and of the Company inadequate to any substantial extent and the values attributed to current assets of the Group and of the Company misleading; or

(b) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or

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

At the date of this report and statement, neither any charge on the assets of the Group and the Company has arisen since the end of the financial year which secures the liability of any other person nor any contingent liability of the Group and the Company.

In the interval between the end of the financial year and the date of this report and statement, no item, transaction or other events of a material and unusual nature has arisen which, in the opinion of the Directors, would substantially affect the results of the operations of the Group and of the Company for the current financial year.

No contingent or other liability of any company in the Group 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 affect the ability of the Company and its subsidiaries to meet their obligations when they fall due.

In the opinion of the Directors:

(a) other than as disclosed in the financial statements, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature; and

(b) the financial statements of the Group and of the Company set out on pages 205 to 402 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2022 and of the financial performance and cash flows of the Group and of the Company for the financial year ended on that date in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the provisions of the Companies Act 2016.

LIST OF DIRECTORS OF SUBSIDIARIES

Pursuant to Section 253 of the Companies Act 2016, the list of Directors of the subsidiaries during the financial year and up to the date of this report and statement is as follows:

Dato' Sri Haji Abd Rahim bin Abdul
Aw Soon Lee
Dato' Azahari bin Muhammad Yusof
Aziz Bin Bahaman
Chai Kian Soon
Chai Koon Wah
Chan Kok Keong
Chang Cheen Ying
Chen Silu
Chitra Ramachandran
Chong Ann Ching
Choy Teik San
Chow Man Fui
Chua Lay Hoon
Cyrus Eruch Daruwalla
Circle Corporate Services (Jersey) Limited
Dato' David Frederick Wilson
Deepak Dasgupta
Dato' Edward Chong Sin Kiat
Faizal Amir bin Mohd Zain
Fang Hoong Meng
Fong Wern Sheng
Gan Chin Giap
Gan Sher Lin
Goh Chee Huat
Goh Su Yin
Harjeet Singh a/l Daya Singh
Dato' Hoo Kim See
Iszad Jeffri bin Ismail
Dato' Josphine Juliana a/p S Arulanandam
Dato' Khor Kiem Teoh
Datuk Ir. Hamzah bin Hasan
Khor Kar Buan
Lau Liang See
Lee Chun Fai
Lee Chee Heong
Datuk Lee Teck Yuen
Leong Yew Kuen
Liew Hau Seng
Liew Kiam Woon
Liew Yoon Han
Lu, Yong
Mark Andrew Lahiff
Ma, Zhengguo
Mazlim bin Husin
Dato' Md Naim bin Nasir
Dato' Mohamed Feisal bin Ibrahim
Muhammed Rafiq Haji Abdul Rahim
Najeeb Amin
Nicholas James Terry
Nikhil Viswanathan Nagarajan
Ocorian Corporate Services (Jersey) Limited
Pook Fong Fee
Ramesh Chandra Sinha
Ravi Kumar Kandala
Rishikesh Batoosam
Sanjay Agarwal
Syed Sarfaraz Haider Rizvi
Second Circle Corporate Services (Jersey) Limited
Tan Boon Leng
Tan Chin Siong
Dato' Ir Tan Gim Foo
Tan Ling Jin
Tan Khee Leng
Tan Khuan Beng
Tan Yang Cheng
Tang King Hua
Dato' Toh Chin Leong
Vassudha Beethue
Venkata Sunil Kumar Aripirala
Vuitton Pang Hee Cheah
Wan Salwani binti Wan Yusoff
Wang, Guowei
Wong Heng Wai
Wong Soon Fah
Ye, Jingtao
Yeo Yee Khim
Zabidin bin Abu Samah

DIRECTORS' REPORT AND STATEMENT (cont'd)

SUBSIDIARIES

Details of subsidiaries are set out in Note 55 to the financial statements.

AUDITORS' REMUNERATION

Details of auditors' remuneration are set out in Note 8 to the financial statements.

AUDITORS

The auditors, PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), have expressed their willingness to continue in office.

This report and statement was approved by the Board of Directors on 27 May 2022.

Signed on behalf of the Board of the Directors:

TAN SRI DATO' TAN BOON SENG @ KRISHNAN
DIRECTOR

LIEW HAU SENG
DIRECTOR

Petaling Jaya

STATEMENTS OF COMPREHENSIVE INCOME

For the Financial Year Ended 31 March 2022

	Note	The Group 2022 RM'000	The Group 2021 RM'000 Restated	The Company 2022 RM'000	The Company 2021 RM'000
Continuing operations:					
Operating revenue	4a,13	**4,408,980**	4,687,177	**1,191,376**	292,194
Cost of sales	4b	**(3,646,889)**	(3,808,071)	**(227)**	(102)
Gross profit		**762,091**	879,106	**1,191,149**	292,092
Other operating income		**249,878**	330,558	**1,145,171**	134,375
Tendering, selling and distribution expenses		**(28,547)**	(31,629)	**-**	-
Administrative expenses		**(297,099)**	(260,838)	**(32,629)**	(25,632)
Other operating expenses		**(121,611)**	(86,411)	**(41,348)**	(9,998)
Net impairment of financial assets		**(27,232)**	(47,198)	**(75,911)**	(11,711)
Operating profit before finance cost	5	**537,480**	783,588	**2,186,432**	379,126
Finance cost	9,13	**(188,295)**	(198,256)	**(76,723)**	(87,288)
Operating profit after finance cost		**349,185**	585,332	**2,109,709**	291,838
Share of losses of associates		**(64,082)**	(84,379)	**-**	-
Share of profits of joint ventures		**32,768**	10,196	**-**	-
Profit before taxation	13	**317,871**	511,149	**2,109,709**	291,838
Income tax expense	10	**(182,935)**	(78,895)	**(19,152)**	(15,426)
Profit from continuing operations		**134,936**	432,254	**2,090,557**	276,412
Profit from discontinued operation	49(a)(i)	**750,268**	215,007	**-**	-
Net profit for the financial year		**885,204**	647,261	**2,090,557**	276,412
Other comprehensive income/(loss) (net of tax):					
Items that will not be reclassified to profit or loss:					
Actuarial gain on defined benefit plan of continuing operations		**135**	-	**-**	-
Actuarial loss on defined benefit plan of discontinued operation		**-**	(639)	**-**	-
		135	(639)	**-**	-
Items that may be reclassified subsequently to profit or loss:					
Currency translation differences of foreign operations		**18,944**	32,382	**687**	288
Currency translation differences of discontinued operation		**10,930**	60,977	-	-
Share of other comprehensive income of associates		**96**	264	**-**	-
Realisation of other comprehensive loss arising from disposal of subsidiaries and associate		**48,779**	2,250	**-**	-
		78,749	95,873	**687**	288
		78,884	95,234	**687**	288
Total comprehensive income for the financial year		**964,088**	742,495	**2,091,244**	276,700

STATEMENTS OF COMPREHENSIVE INCOME (cont'd)

For the Financial Year Ended 31 March 2022

	Note	The Group 2022 RM'000	The Group 2021 RM'000 Restated	The Company 2022 RM'000	The Company 2021 RM'000
Net profit attributable to:					
Continuing operations					
Owners of the Company		**102,067**	318,622	**2,090,557**	276,412
Perpetual sukuk		**46,544**	46,534	**-**	-
Non-controlling interests		**(13,675)**	67,098	**-**	-
		134,936	432,254	**2,090,557**	276,412
Discontinued operation					
Owners of the Company		**692,823**	115,257	**-**	-
Non-controlling interests		**57,445**	99,750	**-**	-
		750,268	215,007	**-**	-
		885,204	647,261	**2,090,557**	276,412
Total comprehensive income attributable to:					
Continuing operations					
Owners of the Company		**169,205**	353,006	**2,091,244**	276,700
Perpetual sukuk		**46,544**	46,534	**-**	-
Non-controlling interests		**(12,859)**	67,610	**-**	-
		202,890	467,150	**2,091,244**	276,700
Discontinued operation					
Owners of the Company		**698,946**	149,604	**-**	-
Non-controlling interests		**62,252**	125,741	**-**	-
		761,198	275,345	**-**	-
		964,088	742,495	**2,091,244**	276,700

	Note	The Group 2022	The Group 2021
Earnings per share for net profit attributable to owners of the Company:			
Continuing operations:			
- Basic	11(a)	**2.85 Sen**	8.79 Sen
- Fully diluted	11(b)	**2.85 Sen**	8.79 Sen
Discontinued operation:			
- Basic	11(a)	**19.34 Sen**	3.18 Sen
- Fully diluted	11(b)	**19.33 Sen**	3.18 Sen

STATEMENTS OF FINANCIAL POSITION

As At 31 March 2022

	Note	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000 Restated	The Group 1.4.2020 RM'000 Restated	The Company 2022 RM'000	The Company 2021 RM'000
CAPITAL AND RESERVES ATTRIBUTABLE TO OWNERS OF THE COMPANY						
Share capital	14(A)	**6,127,731**	6,117,056	6,112,042	**6,127,731**	6,117,056
Treasury shares	14(B)	**(189,939)**	(36,655)	(18,070)	**(189,939)**	(36,655)
Shares held under trust	14(D)	**(1,263)**	(1,263)	(1,263)	**(1,263)**	(1,263)
Exchange translation reserve		**(91,059)**	(164,239)	(233,310)	**3,809**	3,122
Share-based payment reserve		**91,075**	108,202	110,133	**91,075**	108,202
Other reserves	15	**952**	32,476	32,476	**-**	-
Retained profits		**4,000,050**	3,916,830	3,592,029	**2,408,351**	1,068,413
		9,937,547	9,972,407	9,594,037	**8,439,764**	7,258,875
Perpetual Sukuk of a subsidiary	16	**847,924**	848,293	848,470	**-**	-
NON-CONTROLLING INTERESTS		**675,263**	1,367,704	1,191,206	**-**	-
TOTAL EQUITY		**11,460,734**	12,188,404	11,633,713	**8,439,764**	7,258,875
NON-CURRENT LIABILITIES						
Bonds	17	**2,557,333**	2,966,586	2,876,119	**1,200,000**	1,500,000
Term loans	18	**1,304,618**	1,925,833	1,615,143	**10,504**	82,781
Government support loans	19	**37,319**	49,810	58,672	**-**	-
Lease liabilities	20	**21,178**	48,983	49,889	**4,245**	6,079
Deferred tax liabilities	22	**509,400**	587,449	629,587	**-**	-
Trade and other payables	23	**284,701**	278,938	311,297	**49,109**	732,208
Derivative financial instruments	24	**-**	-	872	**-**	-
Retirement benefits	25	**1,717**	22,359	22,443	**-**	-
		4,716,266	5,879,958	5,564,022	**1,263,858**	2,321,068
Deferred income	26	**272,557**	271,212	70,355	**-**	-
		16,449,557	18,339,574	17,268,090	**9,703,622**	9,579,943

STATEMENTS OF FINANCIAL POSITION (cont'd)

As At 31 March 2022

	Note	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000 Restated	The Group 1.4.2020 RM'000 Restated	The Company 2022 RM'000	The Company 2021 RM'000
NON-CURRENT ASSETS						
Property, plant and equipment	27	1,045,004	2,635,708	2,578,272	3,155	2,583
Right-of-use assets	28	195,456	436,979	444,907	5,679	7,485
Investment properties	29	618,106	638,718	652,879	6,770	6,921
Concession assets	30	4,142,307	4,075,202	3,786,391	-	-
Subsidiaries	31	-	-	-	8,171,654	7,351,773
Associates	32	898,773	893,627	921,975	371,229	358,468
Joint ventures	33	530,635	853,417	850,868	191,537	211,965
Financial assets at fair value through other comprehensive income	34	3,665	3,665	3,665	2,050	2,050
Long term receivables	35	151,397	258,945	220,731	-	-
Intangible assets	36	93,565	94,800	101,116	-	-
Deferred tax assets	22	458,456	482,848	449,937	17,063	20,038
Inventories	37	515,781	511,916	679,223	-	-
		8,653,145	10,885,825	10,689,964	8,769,137	7,961,283
CURRENT ASSETS						
Inventories	37	7,037,290	7,341,783	7,675,973	-	-
Produce growing on bearer plants	38	-	19,380	11,892	-	-
Trade and other receivables	39	1,301,946	1,707,793	1,865,664	444,295	1,787,331
Contract assets	40	390,755	299,553	345,336	-	-
Financial assets at fair value through profit or loss	41	611,279	689,357	534,630	172,462	112,721
Derivative financial instruments	24	-	2,370	1,722	-	-
Tax recoverable		99,443	111,037	91,880	1,999	1,535
Deposits, cash and bank balances	42	2,908,655	2,406,181	2,222,648	814,485	93,824
Assets held for sale	43(A)	9,535	-	3,665	-	4,685
Assets of disposal group classified as held for sale	43(B)	-	23,167	-	-	-
		12,358,903	12,600,621	12,753,410	1,433,241	2,000,096

	Note	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000 Restated	The Group 1.4.2020 RM'000 Restated	The Company 2022 RM'000	The Company 2021 RM'000
Less: **CURRENT LIABILITIES**						
Contract liabilities	40	226,901	323,657	666,366	786	917
Trade and other payables	44	2,676,140	2,932,624	3,130,999	51,603	118,495
Lease liabilities	20	10,366	14,642	11,870	1,833	1,744
Current tax liabilities		25,624	27,004	29,820	-	-
Derivative financial instruments	24	337	4,388	3,236	-	-
Provisions	45	2,714	1,640	2,476	-	-
Borrowings						
- Bank overdrafts	46	10,820	14,755	118,860	-	-
- Others	46	1,609,589	1,825,067	2,211,657	444,534	260,280
Liabilities of disposal group classified as held for sale	43(B)	-	3,095	-	-	-
		4,562,491	5,146,872	6,175,284	498,756	381,436
NET CURRENT ASSETS		7,796,412	7,453,749	6,578,126	934,485	1,618,660
		16,449,557	18,339,574	17,268,090	9,703,622	9,579,943

STATEMENTS OF CHANGES IN EQUITY

For the Financial Year Ended 31 March 2022

		Attributable to owners of the Company										
The Group	Note	Share capital RM'000	Treasury shares RM'000	Shares held under trust RM'000	Exchange translation reserve RM'000	Share-based payment reserve RM'000	Other reserves RM'000	Retained profits RM'000	Total RM'000	Perpetual Sukuk of a subsidiary RM'000	Non-controlling interests RM'000	Total equity RM'000
At 1 April 2021												
- as previously reported		6,117,056	(36,655)	(1,263)	(164,239)	108,202	32,476	3,922,958	9,978,535	848,293	1,369,311	12,196,139
- effect of the adoption of Agenda Decision		-	-	-	-	-	-	(6,128)	(6,128)	-	(1,607)	(7,735)
At 1 April 2021, as restated		6,117,056	(36,655)	(1,263)	(164,239)	108,202	32,476	3,916,830	9,972,407	848,293	1,367,704	12,188,404
Comprehensive income:												
Net profit for the financial year		-	-	-	-	-	-	794,890	794,890	46,544	43,770	885,204
Other comprehensive income:												
Currency translation differences arising from translation of net investment in foreign operations		-	-	-	24,305	-	-	-	24,305	-	5,569	29,874
Realisation of other comprehensive loss arising from disposal of a subsidiary	49(a)(i)	-	-	-	48,779	-	-	-	48,779	-	-	48,779
Share of other comprehensive income of associates		-	-	-	96	-	-	-	96	-	-	96
Actuarial gain on defined benefit plan		-	-	-	-	-	-	81	81	-	54	135
		-	-	-	73,180	-	-	81	73,261	-	5,623	78,884
Total comprehensive income for the financial year		-	-	-	73,180	-	-	794,971	868,151	46,544	49,393	964,088
Issuance of ESOS and ESGP		-	-	-	-	233	-	-	233	-	-	233

		Attributable to owners of the Company										
The Group (cont'd)	Note	Share capital RM'000	Treasury shares RM'000	Shares held under trust RM'000	Exchange translation reserve RM'000	Share-based payment reserve RM'000	Other reserves RM'000	Retained profits RM'000	Total RM'000	Perpetual Sukuk of a subsidiary RM'000	Non-controlling interests RM'000	Total equity RM'000
Transactions with owners:												
Single tier second interim dividend:												
- Year ended 31 March 2021	12	-	-	-	-	-	-	(144,421)	(144,421)	-	-	(144,421)
Single tier first interim and special dividends:												
- Year ended 31 March 2022	12	-	-	-	-	-	-	(606,198)	(606,198)	-	-	(606,198)
Dividends paid by subsidiaries to non-controlling shareholders		-	-	-	-	-	-	-	-	-	(63,528)	(63,528)
Distribution to perpetual sukuk holders		-	-	-	-	-	-	-	-	(46,913)	-	(46,913)
Disposal of a subsidiary	49(a)(i)	-	-	-	-	(6,382)	(21,524)	27,906	-	-	(663,671)	(663,671)
Disposal of assets and liabilities of disposal group classified as held for sale	49(a)(ii)	-	-	-	-	(303)	-	303	-	-	(8,839)	(8,839)
Liquidation of a subsidiary		-	-	-	-	-	(10,000)	10,000	-	-	(5,137)	(5,137)
Dilution of interest in a subsidiary		-	-	-	-	-	-	659	659	-	(659)	-
Issuance of shares:												
- Vesting of shares under ESGP	14(A)	10,675	-	-	-	(10,675)	-	-	-	-	-	-
Share buy back	14(B)	-	(153,284)	-	-	-	-	-	(153,284)	-	-	(153,284)
Total transactions with owners		10,675	(153,284)	-	-	(17,360)	(31,524)	(711,751)	(903,244)	(46,913)	(741,834)	(1,691,991)
At 31 March 2022		**6,127,731**	**(189,939)**	**(1,263)**	**(91,059)**	**91,075**	**952**	**4,000,050**	**9,937,547**	**847,924**	**675,263**	**11,460,734**

STATEMENTS OF CHANGES IN EQUITY (cont'd)

For the Financial Year Ended 31 March 2022

		Attributable to owners of the Company										
The Group	Note	Share capital RM'000	Treasury shares RM'000	Shares held under trust RM'000	Exchange translation reserve RM'000	Share-based payment reserve RM'000	Other reserves RM'000	Retained profits RM'000	Total RM'000	Perpetual Sukuk of a subsidiary RM'000	Non-controlling interests RM'000	Total equity RM'000
At 1 April 2020												
- as previously reported		6,112,042	(18,070)	(1,263)	(233,310)	110,133	32,476	3,600,358	9,602,366	848,470	1,192,770	11,643,606
- effect of the adoption of Agenda Decision		-	-	-	-	-	-	(8,329)	(8,329)	-	(1,564)	(9,893)
At 1 April 2020, as restated		6,112,042	(18,070)	(1,263)	(233,310)	110,133	32,476	3,592,029	9,594,037	848,470	1,191,206	11,633,713
Comprehensive income:												
Net profit for the financial year		-	-	-	-	-	-	433,879	433,879	46,534	166,848	647,261
Other comprehensive income:												
Currency translation differences arising from translation of net investment in foreign operations		-	-	-	66,557	-	-	-	66,557	-	26,802	93,359
Realisation of other comprehensive income arising from disposal of a foreign subsidiary	49(b)	-	-	-	(5,816)	-	-	-	(5,816)	-	-	(5,816)
Realisation of other comprehensive loss arising from disposal of an associate		-	-	-	8,066	-	-	-	8,066	-	-	8,066
Share of other comprehensive income of associates		-	-	-	264	-	-	-	264	-	-	264
Actuarial loss on defined benefit plan		-	-	-	-	-	-	(340)	(340)	-	(299)	(639)
		-	-	-	69,071	-	-	(340)	68,731	-	26,503	95,234
Total comprehensive income for the financial year		-	-	-	69,071	-	-	433,539	502,610	46,534	193,351	742,495
Issuance of ESOS and ESGP		-	-	-	-	3,083	-	-	3,083	-	-	3,083

		Attributable to owners of the Company										
The Group (cont'd)	Note	Share capital RM'000	Treasury shares RM'000	Shares held under trust RM'000	Exchange translation reserve RM'000	Share-based payment reserve RM'000	Other reserves RM'000	Retained profits RM'000	Total RM'000	Perpetual Sukuk of a subsidiary RM'000	Non-controlling interests RM'000	Total equity RM'000
Transactions with owners:												
Single tier second interim dividend: - Year ended 31 March 2020		-	-	-	-	-	-	(36,313)	(36,313)	-	-	(36,313)
Single tier first interim dividend: - Year ended 31 March 2021	12	-	-	-	-	-	-	(72,425)	(72,425)	-	-	(72,425)
Dividends paid by subsidiaries to non-controlling shareholders		-	-	-	-	-	-	-	-	-	(18,723)	(18,723)
Distribution to perpetual sukuk holders		-	-	-	-	-	-	-	-	(46,711)	-	(46,711)
Acquisition of a foreign subsidiary	48(b)	-	-	-	-	-	-	-	-	-	3,293	3,293
Disposal of a foreign subsidiary	49(b)	-	-	-	-	-	-	-	-	-	(1,423)	(1,423)
Issuance of shares:												
- Vesting of shares under ESGP	14(A)	5,014	-	-	-	(5,014)	-	-	-	-	-	-
Share buy back	14(B)	-	(18,585)	-	-	-	-	-	(18,585)	-	-	(18,585)
Total transactions with owners		5,014	(18,585)	-	-	(5,014)	-	(108,738)	(127,323)	(46,711)	(16,853)	(190,887)
At 31 March 2021		6,117,056	(36,655)	(1,263)	(164,239)	108,202	32,476	3,916,830	9,972,407	848,293	1,367,704	12,188,404

STATEMENTS OF CHANGES IN EQUITY (cont'd)

For the Financial Year Ended 31 March 2022

The Company	Note	Share capital RM'000	Treasury shares RM'000	Shares held under trust RM'000	Exchange translation reserve RM'000	Share-based payment reserve RM'000	Retained profits RM'000	Total RM'000
			Non-distributable				Distributable	
At 1 April 2021		6,117,056	(36,655)	(1,263)	3,122	108,202	1,068,413	7,258,875
Comprehensive income:								
Net profit for the financial year		-	-	-	-	-	2,090,557	2,090,557
Other comprehensive income:								
Currency translation differences arising from translation of foreign operations		-	-	-	687	-	-	687
Total comprehensive income for the financial year		-	-	-	687	-	2,090,557	2,091,244
Issuance of ESOS and ESGP		-	-	-	-	233	-	233
Disposal of a subsidiary		-	-	-	-	(6,382)	-	(6,382)
Disposal of assets and liabilities of disposal group classified as held for sale		-	-	-	-	(303)	-	(303)
Transactions with owners:								
Single tier second interim dividend:								
- Year ended 31 March 2021	12	-	-	-	-	-	(144,421)	(144,421)
Single tier first interim and special dividends:								
- Year ended 31 March 2022	12	-	-	-	-	-	(606,198)	(606,198)
Issuance of shares:								
- Vesting of shares under ESGP	14(A)	10,675	-	-	-	(10,675)	-	-
Share buy back	14(B)	-	(153,284)	-	-	-	-	(153,284)
At 31 March 2022		**6,127,731**	**(189,939)**	**(1,263)**	**3,809**	**91,075**	**2,408,351**	**8,439,764**

The Company	Note	Share capital RM'000	Treasury shares RM'000	Shares held under trust RM'000	Exchange translation reserve RM'000	Share-based payment reserve RM'000	Retained profits RM'000	Total RM'000
			Non-distributable				Distributable	
At 1 April 2020		6,112,042	(18,070)	(1,263)	2,834	110,133	900,739	7,106,415
Comprehensive income:								
Net profit for the financial year		-	-	-	-	-	276,412	276,412
Other comprehensive income:								
Currency translation differences arising from translation of foreign operations		-	-	-	288	-	-	288
Total comprehensive income for the financial year		-	-	-	288	-	276,412	276,700
Issuance of ESOS and ESGP		-	-	-	-	3,083	-	3,083
Transactions with owners:								
Single tier second interim dividend:								
- Year ended 31 March 2020		-	-	-	-	-	(36,313)	(36,313)
Single tier first interim dividend:								
- Year ended 31 March 2021	12	-	-	-	-	-	(72,425)	(72,425)
Issuance of shares:								
- Vesting of shares under ESGP	14(A)	5,014	-	-	-	(5,014)	-	-
Share buy back	14(B)	-	(18,585)	-	-	-	-	(18,585)
At 31 March 2021		6,117,056	(36,655)	(1,263)	3,122	108,202	1,068,413	7,258,875

CASH FLOW STATEMENTS

For the Financial Year Ended 31 March 2022

	Note	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
OPERATING ACTIVITIES					
Receipts from customers		5,191,018	5,441,109	12,295	21,112
Payments to contractors, suppliers and employees		(3,820,768)	(4,080,458)	(51,971)	(24,941)
Government grant received		7,868	198,739	-	-
Income tax paid		(160,745)	(220,845)	(16,632)	(15,338)
Net cash flow from/(used in) operating activities		1,217,373	1,338,545	(56,308)	(19,167)
INVESTING ACTIVITIES					
Acquisition of a subsidiary	48	23,987	(12,610)	-	-
Additional investment in an associate		(21,769)	(5,381)	(12,738)	(5,381)
Acquisition of financial assets at fair value through profit or loss		(789,224)	(584,881)	(350,000)	(150,000)
Subscription of Redeemable Convertible Preference Shares in an associate		(24)	-	(24)	-
Subscription of Redeemable Preference Shares in a subsidiary		-	-	(1,490,655)	-
Subscription of Redeemable Unsecured Murabahah Stocks in an associate	32	(23,420)	(16,253)	-	-
Purchase of land held for property development		(8,725)	(10,896)	-	-
Purchase of property, plant and equipment, right-of-use assets and investment properties		(104,146)	(194,347)	(1,098)	(831)
Cost incurred on concession assets		(287,529)	(417,333)	-	-
Additions to port infrastructure		(12,644)	(5,261)	-	-
Quarry development expenditure incurred	36	(1,654)	(3,273)	-	-
Disposal of property, plant and equipment, right-of-use assets and investment properties		14,775	65,982	107	-
Disposal of a subsidiary	49	1,378,213	67,930	1,531,486	-
Disposal of assets held for sale		14,509	8,658	18,000	7,008
Disposal of financial assets at fair value through profit or loss		880,010	443,620	293,039	45,329
Net cash outflow arising from liquidation of a subsidiary		(5,137)	-	(5,127)	-
Net proceed arising from redemption of preference shares in a subsidiary		-	-	58,398	-
Dividends received from associates		603	19,879	-	3,605
Dividends received from other investments		352	406	352	328
Dividends received from a joint venture		54,381	23,303	-	-
Dividends received from subsidiaries		-	-	1,168,260	268,259
Interest received		82,921	57,892	12,198	2,182
Advances to associates		(38,913)	(2,825)	(561)	(1,475)
Advances to subsidiaries		-	-	(110,147)	(249,013)
Repayments from subsidiaries		-	-	1,522,408	709,820
Advances to joint ventures		(5,742)	(15,157)	-	-
Repayments from joint ventures		51,557	8,209	-	7,130
Net cash flow from/(used in) investing activities		1,202,381	(572,338)	2,633,898	636,961

	Note	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
FINANCING ACTIVITIES					
Drawdown of bonds		-	300,000	-	250,000
Repayment of bonds		(210,000)	(210,000)	(150,000)	(150,000)
Proceeds from bank borrowings		470,484	1,426,363	255,105	272,830
Repayments of bank borrowings		(874,047)	(1,458,391)	(294,010)	(840,291)
Repayment of government support loans		(14,380)	(37,735)	-	-
Repayments of hire purchase and lease liabilities		(12,422)	(12,627)	(1,745)	(1,659)
Repayment to a subsidiary		-	-	(683,099)	(15,536)
Interest paid		(246,486)	(293,604)	(80,183)	(92,128)
Dividends paid by subsidiaries to non-controlling shareholders		(63,528)	(18,723)	-	-
Dividends paid by the Company		(750,619)	(108,738)	(750,619)	(108,738)
Distribution to perpetual sukuk holders		(46,913)	(46,711)	-	-
Purchase of treasury shares	14(B)	(153,284)	(18,585)	(153,284)	(18,585)
Net (placements)/uplifts of restricted deposits		(8,272)	18,839	-	-
Net cash flow used in financing activities		(1,909,467)	(459,912)	(1,857,835)	(704,107)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS DURING THE FINANCIAL YEAR		510,287	306,295	719,755	(86,313)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		2,381,044	2,071,209	93,824	182,222
FOREIGN EXCHANGE DIFFERENCES		(3,857)	3,540	906	(2,085)
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	50	2,887,474	2,381,044	814,485	93,824

CASH FLOW STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

Reconciliation of liabilities arising from financing activities:

A reconciliation between the opening and closing balances in the consolidated statement of financial position for liabilities arising from financing activities is as follows:

	*** Interest payables RM'000	Lease liabilities RM'000	* Borrowings RM'000	Total RM'000
The Group:				
At 1 April 2021	51,149	63,625	6,810,406	6,925,180
Cash flows:				
Net repayment of bonds	-	-	(210,000)	(210,000)
Net repayment of borrowings	-	-	(417,943)	(417,943)
Payment for loan transaction costs **	-	-	(659)	(659)
Repayments of lease liabilities	-	(12,422)	-	(12,422)
Interest paid	(246,486)	-	-	(246,486)
Non-cash changes:				
Disposal of a subsidiary	-	(21,760)	(627,909)	(649,669)
Foreign exchange movement	-	(398)	(20,792)	(21,190)
Others	247,422	2,499	18,866	268,787
At 31 March 2022	52,085	31,544	5,551,969	5,635,598
At 1 April 2020	55,980	61,759	6,831,416	6,949,155
Cash flows:				
Net drawdown of bonds	-	-	90,000	90,000
Net repayment of borrowings	-	-	(69,763)	(69,763)
Payment for loan transaction costs **	-	-	(933)	(933)
Repayments of lease liabilities	-	(12,627)	-	(12,627)
Interest paid	(293,604)	-	-	(293,604)
Non-cash changes:				
Foreign exchange movement	-	524	(52,777)	(52,253)
Others	288,773	13,969	12,463	315,205
At 31 March 2021	51,149	63,625	6,810,406	6,925,180

* Borrowings of the Group include bonds, term loans, government support loans, other short-term borrowings and advances from the State Government.

** Included within cash flow from operating activities.

*** Included within trade accruals (Note 44).

Reconciliation of liabilities arising from financing activities: (cont'd)

	** Interest payables RM'000	Lease liabilities RM'000	* Borrowings RM'000	Amount owing to a subsidiary RM'000	Total RM'000
The Company:					
At 1 April 2021	24,949	7,823	1,843,061	732,208	2,608,041
Cash flows:					
Net repayment of bonds	-	-	(150,000)	-	(150,000)
Net repayment of borrowings	-	-	(38,905)	-	(38,905)
Repayments of lease liabilities	-	(1,745)	-	-	(1,745)
Net repayment of balances	-	-	-	(683,099)	(683,099)
Interest paid	(80,183)	-	-	-	(80,183)
Non-cash changes:					
Foreign exchange movement	-	-	882	-	882
Others	76,723	-	-	-	76,723
At 31 March 2022	21,489	6,078	1,655,038	49,109	1,731,714
At 1 April 2020	29,789	9,482	2,326,775	747,744	3,113,790
Cash flows:					
Net drawdown of bonds	-	-	100,000	-	100,000
Net repayment of borrowings	-	-	(567,461)	-	(567,461)
Repayments of lease liabilities	-	(1,659)	-	-	(1,659)
Net repayment of balances	-	-	-	(15,536)	(15,536)
Interest paid	(92,128)	-	-	-	(92,128)
Non-cash changes:					
Foreign exchange movement	-	-	(16,253)	-	(16,253)
Others	87,288	-	-	-	87,288
At 31 March 2021	24,949	7,823	1,843,061	732,208	2,608,041

* Borrowings of the Company include bonds, term loans and other short-term borrowings.

** Included within trade accruals (Note 44).

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

For the Financial Year Ended 31 March 2022

The following accounting policies have been applied consistently to all the years presented in dealing with items which are considered material in relation to the financial statements, unless otherwise stated.

1 BASIS OF PREPARATION

The financial statements of the Group and the Company have been prepared in accordance with the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements have been prepared under the historical cost convention, unless otherwise indicated in this summary of significant accounting policies.

The preparation of financial statements in conformity with MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reported period. It also requires Management to exercise their judgement in the process of applying the Group's and the Company's accounting policies. Although these estimates and judgement are based on the Management's best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 2 to the financial statements.

The Group and the Company adopted the following Standards, Amendments, Annual Improvements and Interpretation to Standards.

(a) Amendments to published standards and IFRIC Agenda Decision that are effective

The amendments to published standards and IFRIC Agenda Decision that are effective for the Group's and the Company's financial year beginning on 1 April 2021 and applicable to the Group and the Company are as follows:

(i) Amendments to published standards that are effective for the Group's financial year beginning on or after 1 April 2021, which the Group has early adopted in FY2021 are as follows:

- Amendments to MFRS 16 Leases "COVID-19 Related Rent Concessions"
- Amendments to MFRS 16 Leases "COVID-19 Related Rent Concessions beyond 30 June 2021"

(ii) Amendments to published standards and IFRIC Agenda Decision that are effective for the Group's financial year beginning on or after 1 April 2021 and applicable to the Group are as follows:

- Amendments to MFRS 9 Financial Instruments, MFRS 139 Financial Instruments: Recognition and Measurement, MFRS 7 Financial Instruments: Disclosures and MFRS 16 Leases – *Interest Rate Benchmark reform – Phase 2*
- IFRIC Agenda Decision on IAS 23 "Borrowing Costs"

The adoption of amendments to published standards listed above did not have any impact on the current financial year or any prior financial year except for the adoption of the IFRIC Agenda Decision on IAS 23 "Borrowing Costs" ("Agenda Decision"). The effect of the adoption of the Agenda Decision is disclosed in Note 56 to the financial statements.

1 BASIS OF PREPARATION (cont'd)

(b) Amendments to published standards and annual improvements that are applicable to the Group and the Company, but are not yet effective and have not been early adopted

(i) The amendments to published standards and annual improvements that are mandatory for the Group's and the Company's financial year beginning on 1 April 2022 and the Group and the Company have not early adopted are as follows*:

- Amendments to MFRS 3 "Reference to Conceptual Framework" replace the reference to Framework for Preparation and Presentation of Financial Statements with 2018 Conceptual Framework. The amendments did not change the current accounting for business combinations on acquisition date.

  The amendments provide an exception for the recognition of liabilities and contingent liabilities to be in accordance with the principles of MFRS 137 "Provisions, contingent liabilities and contingent assets" and IC Interpretation 21 "Levies" when they fall within their scope. The amendments also clarify that contingent assets should not be recognised at the acquisition date.

  The amendments shall be applied prospectively.

- Amendments to MFRS 116 "Proceeds before intended use" prohibit an entity from deducting from the cost of a property, plant and equipment the proceeds received from selling items produced by the property, plant and equipment before it is ready for its intended use. The sales proceeds should instead be recognised in profit or loss.

  The amendments also clarify that testing whether an asset is functioning properly refers to assessing the technical and physical performance of the property, plant and equipment.

  The amendments shall be applied retrospectively.

- Amendments to MFRS 137 "Onerous contracts-cost of fulfilling a contract" clarify that direct costs of fulfilling a contract include both the incremental cost of fulfilling the contract as well as an allocation of other costs directly related to fulfilling contracts. The amendments also clarify that before recognising a separate provision for an onerous contract, impairment that has occurred on assets used in fulfilling the contract should be recognised.

  The amendments shall be applied retrospectively.

- Annual improvements to MFRS 2018 – 2020 Cycle include:

  A) Annual improvements to illustrative example accompanying MFRS 16 Leases: Lease Incentives; and

  B) Annual improvements to MFRS 9 "Fees in the 10% test for derecognition of financial liabilities" clarifies that only fees paid or received between the borrower and the lender, including the fees paid or received on each other's behalf, are included in the cash flow of the new loan when performing the 10% test.

  An entity shall apply the amendment to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

1 BASIS OF PREPARATION (cont'd)

(b) Amendments to published standards and annual improvements that are applicable to the Group and the Company, but are not yet effective and have not been early adopted (cont'd)

(ii) The amendments to published standards that are mandatory for the Group's and the Company's financial year beginning on 1 April 2023 and the Group and the Company have not early adopted are as follows*:

- Amendments on classification of liabilities as current or non-current (Amendments to MFRS 101)

  The MFRS 101 classification principle requires an assessment of whether an entity has the substantive right to defer settlement of a liability for at least 12 months after the reporting period.

  The amendments clarify that when the right to defer settlement is subject to complying with specified conditions, the right only exists at the end of the reporting period if the entity complies with those conditions at that date. The entity must comply with the conditions at the end of the reporting period even if the lender does not test compliance until a later date.

  The assessment of whether an entity has the right to defer settlement of a liability at reporting date is not affected by expectations of the entity or events after the reporting date (e.g. waiver obtained or breach of loan covenant).

  The amendments shall be applied retrospectively.

- Amendments on disclosure of accounting policies (Amendments to MFRS 101 and MFRS Practice Statement 2)

  The amendments to MFRS 101 require companies to disclose material accounting policies rather than significant accounting policies. Entities are expected to make disclosure of accounting policies specific to the entity and not generic disclosures on MFRS applications.

  The amendment explains an accounting policy is material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.

  Also, accounting policy information is expected to be material if, without it, the users of the financial statements would be unable to understand other material information in the financial statements. Accordingly, immaterial accounting policy information need not be disclosed. However, if it is disclosed, it should not obscure material accounting policy information.

  MFRS Practice Statement 2 was amended to provide guidance on how to apply the concept of materiality to accounting policy disclosures.

- Amendments on definition of accounting estimates (Amendments to MFRS 108)

  The amendments to MFRS 108, redefined accounting estimates as "monetary amounts in financial statements that are subject to measurement uncertainty". To distinguish from changes in accounting policies, the amendments clarify that effect of a change in an input or measurement technique used to develop an accounting estimate is a change in accounting estimate, if they do not arise from prior period errors.

  Examples of accounting estimates include expected credit losses; net realisable value of inventory; fair value of an asset or liability; depreciation for property, plant and equipment; and provision for warranty obligations.

1 BASIS OF PREPARATION (cont'd)

(b) Amendments to published standards and annual improvements that are applicable to the Group and the Company, but are not yet effective and have not been early adopted (cont'd)

(ii) The amendments to published standards that are mandatory for the Group's and the Company's financial year beginning on 1 April 2023 and the Group and the Company have not early adopted are as follows*: (cont'd)

- Amendments on deferred tax related to assets and liabilities arising from a single transaction (Amendments to MFRS 112)

  The amendments to MFRS 112 clarify that the initial exemption rule does not apply to transactions where both an asset and a liability are recognised at the same time such as leases and decommissioning obligations. Accordingly, companies are required to recognise both deferred tax assets and liabilities for all deductible and taxable temporary differences arising from such transactions.

* These amendments to published standards and annual improvements will be adopted on the respective effective dates. The Group and the Company have started a preliminary assessment on the effects of the above amendments to published standards and there is no material impact on the financial statements of the Group and the Company.

2 ECONOMIC ENTITIES IN THE GROUP

(a) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity.

The existence and effect of potential voting rights are considered when assessing whether the Group controls another entity. In assessing whether potential voting rights contribute to control, the Group examines all facts and circumstances (including the terms of exercise of the potential voting rights and any other contractual arrangements whether considered individually or in combination) that affect potential voting rights.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group and are deconsolidated from the date that control ceases. The Group applies the acquisition method to account for business combinations when the acquired sets of activities and assets meet the definition of a business. The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquisition would be classified as acquisition of assets if definition of business is not met. An entity has an option to apply a "concentration test" that permits a simplified assessment of whether an acquired set of activities and assets is not a business. Under the concentration test, the acquisition would not represent a business if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar assets. An entity may elect to apply the concentration test separately for each transaction.

Under the acquisition method of accounting, the consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement and fair value of any pre-existing equity interest in the subsidiary. The costs directly attributable to the acquisition are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the date of acquisition. The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recognised as goodwill – See accounting policy 3 on goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

2 ECONOMIC ENTITIES IN THE GROUP (cont'd)

(a) Subsidiaries (cont'd)

If the business combination is achieved in stages, the carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition dates, and any gains or losses arising from such remeasurement are recognised in profit or loss.

The Group applies predecessor accounting to account for business combinations under common control. Under predecessor accounting, assets and liabilities acquired are not restated to their respective fair values but at the carrying amounts in the consolidated financial statements of the ultimate holding company of the Group and adjusted to conform with the accounting policies adopted by the Group. The difference between any consideration given and the aggregate carrying amounts of the assets and liabilities (as of the date of transaction) of the acquired entity is recognised as an adjustment to equity. No additional goodwill is recognised. The acquired entity's results, assets and liabilities are consolidated as if both the acquirer and the acquiree had always been combined. Consequently, the consolidated financial statements reflect both entities' full year's results. The comparative information is restated to reflect the combined results of both entities.

Non-controlling interest represents that portion of profit or loss and net assets of a subsidiary attributable to equity interests that are not owned, directly or indirectly through subsidiaries, by the Company. It is measured on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets at the date of acquisition and the non-controlling interests' share of changes in the subsidiaries' equity since that date.

All earnings and losses of the subsidiary are attributed to the owners of the Company and the non-controlling interests, even if the attribution of losses to the non-controlling interests results in a debit balance in the total equity.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of comprehensive income, statement of changes in equity and statement of financial position respectively.

All inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated except for contracted finished goods which are stated at net realisable value. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Where necessary, adjustments are made to the financial statements of subsidiaries to ensure consistency of accounting policies with those of the Group.

(b) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in equity attributable to owners of the Group.

(c) Disposal of subsidiaries

When the Group ceases to consolidate because of a loss of control, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss. In addition, any capital reserves associated with the subsidiary will be reclassified to retained profits.

Gains or losses on the disposal of subsidiaries include the carrying amount of goodwill relating to the subsidiaries sold.

2 ECONOMIC ENTITIES IN THE GROUP (cont'd)

(d) Associates

Associates are all entities over which the Group has significant influence but not control or joint control, generally accompanying a shareholding of between 20% and 50% of the voting rights. The existence and the effect of potential voting rights are considered when assessing whether the group exercises significant influence over another entity. Significant influence is the power to participate in the financial and operating policy decisions of the associates but not the power to exercise control over those policies.

Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment in an associate is initially recognised at cost, and adjusted thereafter to recognise the Group's share of the post-acquisition profit or loss of the associate in profit or loss, and the Group's share of movements in other comprehensive income of the associate in other comprehensive income. Dividends received or receivable from an associate are recognised as a reduction in the carrying amount of the investment. The Group's investment in associates includes goodwill identified on acquisition.

When the Group's share of losses in an associate equal or exceed its interests in the associate, including any long-term interests that, in substance, form part of the Group's net investment in the associate, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. An impairment is recognised for the amount by which the carrying amount of the associate exceeds its recoverable amount and the amount is recognised in profit or loss.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates; unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group ceases to equity account its associate because of a loss of significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as a financial asset. In addition, any amount previously recognised in other comprehensive income in respect of the entity is accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

For incremental interest in an associate when significant influence is retained, the date of acquisition is the purchase date at each stage and goodwill is calculated at each purchase date based on the fair value of assets and liabilities identified. The previously held interest is not re-measured.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

2 ECONOMIC ENTITIES IN THE GROUP (cont'd)

(e) Joint arrangements

A joint arrangement is an arrangement of which there is contractually agreed sharing of control by the Group with one or more parties, where decisions about the relevant activities relating to the joint arrangement require unanimous consent of the parties sharing control. The classification of a joint arrangement as a joint operation or a joint venture depends upon the rights and obligations of the parties to the arrangement. A joint venture is a joint arrangement whereby the joint venturers have rights to the net assets of the arrangement. A joint operation is a joint arrangement whereby the joint operators have rights to the assets and obligations for the liabilities, relating to the arrangement.

(i) Joint ventures

Interests in joint ventures are accounted for using the equity method, after initially being recognised at cost in the consolidated statement of financial position. Under the equity method, the investment in a joint venture is initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the joint venture in profit or loss, and the Group's share of movements in other comprehensive income of the joint venture in other comprehensive income. Dividends received or receivable from a joint venture are recognised as a reduction in the carrying amount of the investment. When the Group's share of losses in a joint venture equal or exceed its interests in the joint ventures, including any long-term interests that, in substance, form part of the Group's net investment in the joint ventures, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the joint ventures.

The Group determines at each reporting date whether there is any objective evidence that the investment in the joint venture is impaired. An impairment is recognised for the amount by which the carrying amount of the joint venture exceeds its recoverable amount and the amount is recognised in profit or loss.

Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in the joint ventures. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the assets transferred. Accounting policies of the joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group ceases to equity account its joint venture because of a loss of joint control, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as a financial asset. In addition, any amount previously recognised in other comprehensive income in respect of the entity is accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in a joint venture is reduced but joint control is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

(ii) Joint operations

In relation to the Group's interest in the joint operations, the Group recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the financial statements under the appropriate headings.

3 GOODWILL

Goodwill arises from a business combination and represents the excess of the aggregate of fair value of consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of any previously held equity interest in the acquiree over the fair value of the net identifiable assets acquired and liabilities assumed on the acquisition date. If the fair value of consideration transferred, the amount of non-controlling interest and the fair value of previously held interest in the acquiree are less than the fair value of the net identifiable assets of the acquiree, the resulting gain is recognised in profit or loss.

Goodwill on acquisition of subsidiaries is included in the statement of financial position as intangible assets. Goodwill is not amortised but it is tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired, and carried at cost less accumulated impairment.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash generating units ("CGUs"), or groups of CGUs, that is expected to benefit from the synergies of the business combination in which the goodwill arose. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at each business segment. The Group allocates goodwill to each business segment in each country in which it operates. The carrying value of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. See accounting policy 25 on impairment of non-financial assets. Any impairment is recognised immediately as an expense and is not subsequently reversed.

Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill on acquisitions of joint ventures and associates is included in investments in joint ventures and associates respectively. Such goodwill is tested for impairment as part of the total carrying value.

4 INVESTMENTS

In the Company's separate financial statements, investments in subsidiaries, joint ventures and associates are carried at cost less accumulated impairment. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. See accounting policy 25 on impairment of non-financial assets. On disposal of investments in subsidiaries, joint ventures and associates, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

The amounts due from subsidiaries, joint ventures and associates of which the Company does not expect repayment in the foreseeable future are considered as part of the Company's investments in the subsidiaries, joint ventures and associates.

Long term investments are classified as financial assets at fair value through other comprehensive income. These are initially measured at fair value plus transaction costs and subsequently, at fair value, with the changes in fair value recognised in other comprehensive income. These are included in non-current assets unless management intends to dispose of the investment within 12 months of the reporting date.

Short term investments in marketable securities are classified as financial assets at fair value through profit or loss and measured at fair value on the date a transaction is entered into and are subsequently re-measured at fair value with the changes in fair value recognised in profit or loss. On disposal of an investment, the difference between net disposal proceeds and its fair value is recognised in profit or loss.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

5 FOREIGN CURRENCIES

(a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The financial statements are presented in Ringgit Malaysia, which is the Company's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are remeasured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss, except that exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs are classified as borrowing costs.

Exchange differences are deferred in other comprehensive income when they are attributable to items that form part of the net investment in a foreign operation.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equities classified as at fair value through other comprehensive income, are included in other comprehensive income.

(c) Group companies

The results and financial position of all the group entities that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rates at the date of that statement of financial position;
- Income and expenses for each statement of comprehensive income are translated at the average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rates on the dates of the transactions); and
- All resulting exchange differences are recognised as a separate component of other comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate at the date of the statement of financial position. Exchange differences arising are recognised in other comprehensive income.

On consolidation, exchange differences arising from the translation of any net investment in foreign operations are recognised in other comprehensive income. On the disposal of a foreign operation (that is, a disposal of the Group's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation, a disposal involving loss of joint control over a joint venture that includes a foreign operation, or a disposal involving loss of significant influence over an associate that includes a foreign operation), all of the exchange differences relating to that foreign operation recognised in other comprehensive income and accumulated in the separate component of equity are reclassified to profit or loss, as part of the gain or loss on disposal. In the case of a partial disposal that does not result in the Group losing control over a subsidiary that includes a foreign operation, the proportionate share of accumulated exchange differences are re-attributed to non-controlling interests and are not recognised in profit or loss. For all other partial disposals (that is, reductions in the Group's ownership interest in associates or joint ventures that do not result in the Group losing significant influence or joint control) the proportionate share of the accumulated exchange difference is reclassified to profit or loss.

6 PROPERTY, PLANT AND EQUIPMENT AND DEPRECIATION

All property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment except for freehold land and capital work-in-progress which are not depreciated.

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Cost also includes borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when 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. The carrying amount of the replaced part is derecognised. All other repairs and maintenance costs are recognised as expenses in profit or loss during the financial year in which they are incurred.

The Group amortises plantation infrastructure in equal annual instalments over the period of the respective leases ranging from 21 to 81 years.

Bearer plants are living plants that are used in the production or supply of agriculture produce for more than one period and have remote likelihood of being sold as agriculture produce, except for incidental scrap sales. The bearer plants that are available for use are measured at cost less accumulated depreciation and any accumulated impairment. Cost includes plantation expenditure incurred from land clearing to the stage of maturity. Bearer plants have an average life cycle of 25 years with the first 3 years as immature bearer plants and the remaining years as mature bearer plants. The mature bearer plants are depreciated over their remaining useful lives of 22 years on a straight-line basis. The immature bearer plants are not depreciated until such time when they become mature.

Freehold land is not depreciated as it has an infinite life. Other property, plant and equipment are depreciated on a straight-line basis to allocate the cost to their residual values over their estimated useful lives, summarised as follows:

Buildings, including hotel properties	2 to 10.0%
Plant, machinery, equipment and vehicles	4 to 33.3%
Office equipment, furniture and fittings and renovations	5 to 33.3%

Depreciation on capital work-in-progress commences when the assets are ready for their intended use.

The residual values and useful lives of property, plant and equipment are reviewed, and adjusted if appropriate, at the end of each reporting period. The effects of any revision of the residual values and useful lives are included in profit or loss for the financial year in which the changes arise.

At the end of the reporting period, the Group assesses whether there is any indication of impairment. Where an indication of impairment exists, the carrying value of the asset is assessed and written down immediately to its recoverable amount. See accounting policy 25 on impairment of non-financial assets.

Gains or losses on disposals are determined by comparing the net disposal proceeds with the carrying amounts and are included in other operating income/other operating expenses in the profit or loss.

7 INVESTMENT PROPERTIES

Investment properties, comprising principally land and buildings, are held for long term rental yields or for capital appreciation or both, and are not occupied by the Group.

Investment property is measured initially at its cost, including related transaction costs and borrowing costs if the investment property meets the definition of a qualifying asset. After initial recognition, investment property is stated at cost less accumulated depreciation and accumulated impairment except for freehold land and capital work-in-progress which are not depreciated.

Freehold land is not depreciated as it has an infinite life. Depreciation on assets under construction commences when the assets are ready for their intended use.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

7 INVESTMENT PROPERTIES (cont'd)

Leasehold land is amortised on a straight-line basis over the respective lease periods between 15 and 99 years. Depreciation on buildings is calculated on a straight-line basis so as to allocate the cost to their residual values over the expected useful lives. The annual depreciation rate for buildings is 2%.

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognised.

Investment property is derecognised either when it has been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Gains or losses on disposals are determined by comparing net disposal proceeds with the carrying amount and are included in profit or loss.

At the end of the reporting period, the Group assesses whether there is any indication of impairment. Where an indication of impairment exists, the carrying value of the asset is assessed and written down immediately to its recoverable amount. See accounting policy 25 on impairment of non-financial assets.

8 CONCESSION ASSETS

Items classified as concession assets comprise expressway development expenditure and port infrastructure.

(a) Expressway development expenditure

Expressway Development Expenditure ("EDE") comprises the costs of construction (inclusive of the cost of reconstruction, widening and rehabilitation) of the concession assets. EDE is measured at cost less accumulated amortisation and accumulated impairment.

Where the Group provides construction services in exchange for the concession assets, the revenue and profits relating to the construction services are recognised in accordance with accounting policy 9(a) on revenue and profit recognition for construction contracts.

Upon completion of the construction works and commencement of road tolling operations, the EDE are amortised over the concession periods based on the following formula:

$$\frac{\text{Cumulative traffic volume to-date}}{\text{Projected total traffic volume for the entire concession period}} \text{ X EDE}$$

The projected total traffic volume for the entire concession period is determined by a traffic survey carried out by a firm of independent traffic consultants and Directors' annual re-assessment of the projected total traffic volume.

All interest and fees incurred during the period of construction are capitalised in the EDE which in turn are amortised in profit or loss in accordance with the formula above. Interest and fees incurred after the completion of construction are charged to profit or loss.

Compensation received relating to variations in terms of concession agreements are recognised as deferred income and are credited to profit or loss over the expected lives of the related assets, on bases consistent with amortisation of the related assets.

(b) Port infrastructure

Port infrastructure consists of buildings, berths, storage facilities and inner harbour basins. It is stated at cost less accumulated amortisation and accumulated impairment. The cost of port infrastructure is amortised on a straight-line basis over the concession period.

At the end of the reporting period, the Group assesses whether there is any indication of impairment. Where an indication of impairment exists, the carrying value of the asset is assessed and written down immediately to its recoverable amount. See accounting policy 25 on impairment of non-financial assets.

9 REVENUE AND PROFIT RECOGNITION

Revenue from contracts with customers is recognised by reference to each distinct performance obligation promised in the contract with the customer when or as the Group transfers control of the goods or services promised in a contract and the customer obtains control of the goods or services.

Revenue from contracts with customers is measured at its transaction price, being the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, net of discounts. The transaction price is allocated to each distinct good or service promised in the contract. Depending on the terms of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

The Group satisfies a performance obligation and recognises revenue over time, if one of the following criteria is met:

- The customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs.
- The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.
- The Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If any of the above conditions are not met, the Group recognises revenue at the point in time when the performance obligation is satisfied.

(a) Construction contracts

A construction contract is a contract specifically negotiated for the construction of an asset or a combination of assets that are closely interrelated or interdependent in terms of their design, technology and functions or their ultimate purpose or use. Hence, it is accounted for as a single performance obligation.

Revenue and profits from construction contracts are recognised over time arising from the fulfilment of one of the following criteria:

- The customer of the construction contracts simultaneously receives and consumes the benefits provided as the construction service progresses.
- The construction service relates to the creation or enhancement of an asset or a combination of assets which the customer controls.
- The construction service does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

When the outcome of a construction contract can be estimated reliably, contract revenue and contract costs associated with the construction contract are recognised as revenue and expenses respectively by reference to the stage of completion of the contract activity at the reporting date. The stage of completion of a construction contract is determined based on the proportion that the contract costs incurred for work performed to-date bear to the estimated total costs for the contract.

When the outcome of a construction contract cannot be estimated reliably, contract revenue is recognised only to the extent of contract costs incurred that is probable will be recoverable.

When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

Contract revenue comprises the initial amount of revenue agreed in the contract and variations in the contract work and claims that can be measured reliably. A variation or a claim is only included in contract revenue when it is probable that the customer will approve the variation or negotiations have reached an advanced stage such that it is probable that the customer will accept the claim. Variation claim gives rise to a variable consideration which is estimated at either the expected value or most likely amount and included in revenue to the extent that it is highly probable that the revenue will not be reversed. No element of financing is deemed present as the payment schedule and credit terms of 30 to 90 days are consistent with the market practice.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

9 REVENUE AND PROFIT RECOGNITION (cont'd)

(a) Construction contracts (cont'd)

The customer pays according to the progress claim submitted to them based on the progress of the construction measured over time. If the construction services rendered by the Group exceed the payment, a contract asset is recognised. If the payments exceed the construction services rendered, a contract liability is recognised. Further details on the accounting policy of contract assets and contract liability are disclosed in accounting policy 12 on contract assets and contract liabilities.

(b) Revenue from property development

Contracts with customers may include multiple promises to the customers and therefore accounted for as separate performance obligations. In such cases, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on expected cost plus margin.

The revenue from property development is measured based on the transaction prices net of expected liquidated ascertained damages ("LAD") payment. LAD is determined based on the expected value method.

The transaction price is adjusted for the effects of time value of money if the timing of payments provides the customer with a significant benefit of financing the transfer of goods or services to the customer. For contracts with advance payment from customer at the beginning of the contract prior to the transfer of developed properties which will take more than one year to complete, a contract liability will be recognised when the advance payment is received.

For contracts with deferred payment scheme, the Group adjusts the promised consideration for the effects of the significant financing component using the discount rate that would be reflected in a separate financing transaction between the Group and its customer at contract inception. The significant financing component is recognised as finance income in the statement of comprehensive income over the credit period using the effective interest rate applicable at the inception date.

Revenue from property development is recognised as and when the control of the asset is transferred to the customer and it is probable that the Group will collect the consideration to which it will be entitled in exchange for the asset that will be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

The promised property is specifically identified by its plot, lot and parcel number and its attributes (such as its size and location) in the attached layout plan of the sale and purchase agreements. The purchaser could enforce its rights to the promised property if the Group seeks to sell the unit to another purchaser. The contractual restriction on the Group's ability to direct the promised property for another use is substantive and the promised property sold to the purchaser does not have an alternative use to the Group. The Group has the right to payment for performance completed to date, is entitled to continue to transfer to the customer the development units promised and has the rights to complete the construction of the properties and enforce its rights to full payment.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

The Group recognises revenue over time using the input method, which is based on the proportion that the property development costs incurred to date bear to the estimated total costs for the property development.

The Group recognises sales at a point in time for the sale of completed properties, when the control of the properties has been transferred to the purchasers and it is probable that the Group will collect the consideration to which it will be entitled to in exchange for the properties sold.

When the Group is not able to determine the probability that the Group will collect the consideration to which the Group will be entitled to in exchange of development properties, the Group will defer the recognition of revenue from sales of the development properties. Consideration received from the customer is recognised as a contract liability.

9 REVENUE AND PROFIT RECOGNITION (cont'd)

(b) Revenue from property development (cont'd)

When cumulative work done exceeds progress billings made, such balance represents unbilled revenue and is therefore, classified as contract assets. Similarly, where progress billings made exceed cumulative work done, such balance represents the obligation to deliver goods to customers and is classified as contract liabilities accordingly.

Payments made by defaulted purchasers of development properties are forfeited and recognised as forfeiture income in the profit or loss when the terms and conditions in respect of the right of forfeiture as stipulated in the sale and purchase agreements signed with the purchasers are fulfilled.

(c) Plantations and upstream manufacturing

The Group's revenue is derived mainly from its upstream operations. In the upstream operations, the Group sells plantation products and produce such as crude palm oil, palm kernel produce and fresh fruit bunches ("FFB") (collectively known as "plantation products and produce").

Revenue from sales of plantation products and produce are recognised (net of discount and taxes collected on behalf, if any) at the point when the control of goods has been transferred to the customer. Based on the terms of the contract with the customer, control transfers upon delivery of the goods to a location specified by the customer and the acceptance of the goods by the customer. There is no element of financing present as the Group's sales of goods are on credit terms ranging from 1 to 30 days.

(d) Sales of quarry and manufactured products and goods

Sales are recognised based on the transaction prices specified in the contracts, which are at a point in time upon delivery of products and customer acceptance, and performance of after-sales services, if any, net of sales and service tax ("SST") or sales tax and discounts and after eliminating sales within the Group. There is no element of financing present as the Group's sales of goods are on credit terms ranging from 30 to 90 days, which is consistent with the market practice.

(e) Concession revenue

Concession revenue from the operation of toll roads is recognised over time for the usage of the expressways. Pursuant to the relevant Concession Agreements, the Government of Malaysia reserves the right to restructure or to restrict the imposition of unit toll rate increases, and in such event, the Government shall compensate for any reduction in toll revenue, subject to negotiation and other considerations that the Government may deem fit. Toll compensation is recognised in the profit or loss over the period in which the compensation relates to based on the arrangements as disclosed in Note 30 to the financial statements.

Revenue from port operations is recognised over time as and when the services are performed, net of taxes, discounts and rebates. Revenue is recognised up to the amount the Group has a right to invoice, upon the performance of the respective services requested by the customers. Once the ship has sailed, the customers are invoiced for the respective services provided and consideration is payable when invoiced. There is no element of financing present as the sales are on credit terms of 30 days.

(f) Hotel and club operations revenue

Hotel room revenue is recognised over time when service is rendered to the customers over their stay at the hotel. The transaction price is the net amount collected from the customer.

Revenue from the sales of food and beverage is recognised at a point in time, which is upon delivery to customers. Payment of the transaction price is due immediately when the customer purchases the food and beverage.

Revenue from clubhouse operations represents income derived from membership subscription fees and sales of services. Membership subscription fees are recognised over time upon performance of services.

There is no element of financing as the sales are made with credit terms ranging from on demand to 30 days, which is consistent with the market practice.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

9 REVENUE AND PROFIT RECOGNITION (cont'd)

(g) Interest income

Interest income is recognised using the effective interest method.

Interest income from financial assets at fair value through profit or loss ("FVTPL") is recognised as part of net gains or net losses on these financial instruments.

Interest income on financial assets at amortised cost and financial assets at fair value through other comprehensive income ("FVOCI") calculated using the effective interest method is recognised in the statement of comprehensive income as part of other operating income.

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets, the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

(h) Management fees

Fees from management services are recognised as revenue over time during the period in which the services are rendered. There is no element of financing as the sales are made with credit terms of 30 days, which is consistent with the market practice.

(i) Dividend income

Dividend income is recognised when the Group's right to receive payment is established.

Dividend income is received from financial assets measured at FVTPL and at FVOCI.

Dividend income from financial assets at FVTPL is recognised as part of net gains or net losses on these financial instruments. Dividend income from financial assets at FVOCI is recognised as other operating income in the statement of comprehensive income.

Dividend that clearly represents a recovery of part of the cost of an investment is recognised in other comprehensive income if it relates to an investment in equity instruments measured at FVOCI.

(j) Lease income

Lease payments received under operating leases are recognised as lease income on a straight-line basis over the operating lease terms (see accounting policy 15 on leases).

Lease payments received under finance leases are recognised as lease income over the term of the lease using the net investment method (see accounting policy 15 on leases).

10 BORROWINGS AND BORROWING COSTS

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the initial recognised amount and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been 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.

When borrowings measured at amortised cost are modified without this resulting in derecognition, any gain or loss, being the difference between the original contractual cash flows and the modified cash flows discounted at the original effective interest rate, shall be recognised immediately in profit or loss.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

10 BORROWINGS AND BORROWING COSTS (cont'd)

General and specific borrowing costs, including exchange differences to the extent that they are regarded as an adjustment to interest costs, directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Borrowing costs incurred on borrowings to finance the construction of concession assets, investment properties and property, plant and equipment during the period that is required to complete and prepare the asset for its intended use are capitalised as part of the cost of the asset. Interest relating to property development activities and construction contracts are accounted for in a similar manner.

The Group has changed its accounting policy during the financial year to exclude properties under development which have been sold (where control of the property is transferred over time) as qualifying assets for the purposes of borrowing cost capitalisation. All borrowing costs incurred were expensed to profit or loss when incurred when these properties were ready for their intended sale.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

When the basis to determine the future contractual cash flows of the borrowings are modified entirely as a result of Interbank Offered Rate ("IBOR") reform, the Group applies the reliefs provided by the Phase 2 amendments related to IBOR reform to adjust the effective interest rate of the borrowings with no modification gain or loss being recognised.

In situations where some or all of a change in the basis for determining the contractual cash flows of the borrowings does not meet the criteria of the Phase 2 amendments, the Group first applies the practical expedient to the changes required by IBOR reform, including updating the effective interest rate of the borrowings. Any additional changes are accounted for as modification of borrowings in accordance with the requirement in MFRS 9 (that is, assessed for modification or derecognition, with the resulting modification gain/loss recognised immediately in profit or loss where the borrowings are not derecognised).

11 INVENTORIES

(a) Land held for property development

Land held for property development consists of land held for future development where no significant development work has been undertaken or where development activities are not expected to be completed within the normal operating cycle. Such land is classified as inventory under non-current asset and is stated at the lower of cost and net realisable value.

Costs associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies.

Land held for property development is transferred to property development costs (under current assets) when development activities, including activities associated with obtaining approvals prior to commencement of physical development, have commenced and the development is expected to be completed within the normal operating cycle.

(b) Property development costs

Property development costs comprise costs associated with the acquisition of land and all costs directly attributable to development activities or that can be allocated on a reasonable basis to these activities, such as direct building costs, and other related development expenditure, including interest expenses incurred during the period of active development.

Property development costs not recognised as an expense are recognised as an asset and are stated at the lower of cost and net realisable value.

(c) Completed buildings, vacant industrial and bungalow lots

Units of completed development properties, vacant industrial and bungalow lots held for sale are stated at the lower of cost and net realisable value. The cost comprises proportionate cost of land and related development and construction expenditure.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

11 INVENTORIES (cont'd)

(d) Other inventories

Other inventories comprise construction and raw materials; quarry and manufactured products; palm and palm oil products; and consumables.

Inventories are stated at the lower of cost and net realisable value. Cost is determined on a weighted average basis. The costs of raw materials; palm and palm oil products; and consumables comprise the original cost of purchase plus the cost of bringing the inventories to their present location and for finished goods and quarry products, these consist of direct materials, direct labour, direct charges and production overheads.

Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and the estimated costs necessary to make the sale.

12 CONTRACT ASSETS AND CONTRACT LIABILITIES

Contract asset is the right to consideration for goods or services transferred to the customers. In the case of property development and construction contracts, contract asset is the excess of cumulative revenue earned over cumulative billings to-date. The balance is classified as contract assets under current assets in the statement of financial position.

Details on the Company's impairment policies of contract assets are provided in the accounting policy 22(D) on impairment of financial assets.

Contract liability is the obligation to transfer goods or services to customers for which the Group has received the consideration or has billed the customers. The balance is classified as contract liabilities under current liabilities in the statement of financial position.

13 CONTRACT COST ASSETS

The Group has recognised an asset in respect of sales commissions and legal fees on sales and purchase agreements incurred to secure property development sale contracts. These costs are incremental costs that would not have been incurred by the Group if the respective sale contracts had not been obtained. The Group expects to recover these costs in the future through property development revenue earned from the customers. Accordingly, the contract cost asset is amortised on a straight-line basis over the term of the specific contract to which the costs relate to, ranging from a period of 2 to 3 years.

The Group has elected the practical expedient to recognise the incremental costs in relation to the contracts with an amortisation period of less than one year as an expense when incurred.

An impairment is recognised in profit or loss to the extent that the carrying amount of the contract cost asset recognised exceeds the remaining amount of consideration that the Group expects to receive for the specific contract that the costs relate to (after deducting additional costs required to be incurred in relation to the contracts).

14 TRADE AND OTHER RECEIVABLES

(a) Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business and include retention monies withheld by principals. Other receivables generally arise from transactions outside the usual operating activities of the Group. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, where they are recognised at fair value plus transaction costs. Other receivables are recognised initially at fair value plus transaction costs.

After recognition, trade and other receivables are subsequently measured at amortised cost using the effective interest method, less loss allowance (see accounting policy 22(D) on impairment of financial assets).

14 TRADE AND OTHER RECEIVABLES (cont'd)

(b) Advances for plasma schemes represent accumulated plantation development costs including indirect overheads less repayments to date and net of impairment, which are recoverable from the plasma farmers (see Note 35(d) to the financial statements on advances for plasma schemes).

In the event that the Group provides a corporate guarantee to the plasma scheme for obtaining loans from financial institutions, it is accounted for as a financial guarantee contract (see accounting policy 30 on financial guarantee contracts).

(c) Loans to subsidiaries are recognised initially at fair value. If there is any difference between cash disbursed and fair value on initial recognition, the difference would be accounted as additional investment in the subsidiary as it reflects the substance of the transaction.

Loans to subsidiaries are subsequently measured at amortised cost using the effective interest method, less loss allowance. Details on the Company's impairment policies of loans to subsidiaries are provided in the accounting policy 22(D) on impairment of financial assets.

15 LEASES

(a) Accounting by lessee

Leases are recognised as right-of-use ("ROU") asset and a corresponding liability at the date on which the leased asset is available for use by the Group.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of properties for which the Group is a lessee, it has elected the practical expedient provided in MFRS 16 not to separate lease and non-lease components. Both components are accounted for as a single lease component and payments for both components are included in the measurement of lease liability.

Lease term

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

The Group reassesses the lease term upon the occurrence of a significant event or change in circumstances that is within the control of the Group and affects whether the Group is reasonably certain to exercise an option not previously included in the determination of lease term, or not to exercise an option previously included in the determination of lease term. A revision in lease term results in remeasurement of the lease liabilities.

ROU assets

ROU assets are initially measured at cost comprising the following:

- The amount of the initial measurement of lease liability;
- Any lease payments made at or before the commencement date less any lease incentive received;
- Any initial direct costs; and
- Decommissioning or restoration costs.

ROU assets are subsequently measured at cost, less accumulated depreciation and accumulated impairment. The ROU assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the ROU asset is depreciated over the underlying asset's useful life. In addition, the ROU assets are adjusted for certain remeasurement of the lease liabilities.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

15 LEASES (cont'd)

(a) Accounting by lessee (cont'd)

ROU assets (cont'd)

The Group presents ROU assets that meet the definition of investment property in the statement of financial position as investment property. ROU assets that are not investment properties are presented as a separate line item in the statement of financial position.

At the end of the reporting period, the Group assesses whether there is any indication of impairment. Where an indication of impairment exists, the carrying value of the asset is assessed and written down immediately to its recoverable amount. See accounting policy 25 on impairment of non-financial assets.

Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date. The lease payments include the following:

- Fixed payments, less any lease incentive receivable;
- Variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable by the Group under residual value guarantees;
- The exercise price of a purchase and extension option if the group is reasonably certain to exercise that option; and
- Payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used. This is the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the ROU asset in a similar economic environment with similar terms, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents the lease liabilities as a separate line item in the statement of financial position. Interest expense on the lease liability is presented within the finance cost in the statement of comprehensive income.

In the preceding financial year, the Group and the Company has applied the practical expedient to account for a COVID-19-related rent concession that meets all of the following conditions in the same way as they would if they were not lease modifications:

- the change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
- any reduction in lease payments affects only payments due on or before 30 June 2022; and
- there is no substantive change to other terms and conditions of the lease.

The Group and the Company account for COVID-19 related rent concession as a variable lease payment in the period in which the event or condition that triggers the reduced payment occurs. Impacts of rent concessions are presented within operating expenses.

15 LEASES (cont'd)

(a) Accounting by lessee (cont'd)

Reassessment of lease liabilities

The Group is also exposed to potential future increases in variable lease payments that depend on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is remeasured and adjusted against the ROU assets.

A change in lease payments (including rent concessions, except for COVID-19 related rent concessions), other than those arising from a change in amounts expected to be payables under residual value guarantees or in an index or rate used to determine lease payments, is accounted for as a lease modification if it is not part of the original terms and conditions of the lease. The lease modification is accounted for as either a new lease or as a remeasurement of an existing lease liability, depending on the criteria set in MFRS 16 "Leases".

Short term leases and leases of low value assets

Short term leases are leases with a lease term of 12 months or less. Low value assets comprise small IT equipment and office furniture. Payments associated with short term leases of assets and all leases of low value assets are recognised on a straight-line basis as an expense in profit or loss.

(b) Accounting by lessor

As a lessor, the Group determines at lease inception whether each lease is a finance lease or an operating lease. To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to the lessee. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

Finance leases

The Group classifies a lease as a finance lease if the lease transfers substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee.

The Group derecognises the underlying asset and recognises a receivable at an amount equal to the net investment in a finance lease. Net investment in a finance lease is measured at an amount equal to the sum of the present value of lease payments from the lessee and the unguaranteed residual value of the underlying asset. Initial direct costs are also included in the initial measurement of the net investment. The net investment is subject to MFRS 9 impairment. See accounting policy 22(D) on impairment of financial assets. In addition, the Group reviews regularly the estimated unguaranteed residual value.

Lease income is recognised over the term of the lease using the net investment method so as to reflect a constant periodic rate of return. The Group revises the lease income allocation if there is a reduction in the estimated unguaranteed residual value.

Operating leases

The Group classifies a lease as an operating lease if the lease does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee.

The Group recognises lease payments received under operating leases as lease income on a straight-line basis over the lease term.

When assets are leased out under an operating lease, the asset is included in the statement of financial position based on the nature of the asset. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as an expense over the lease term on the same basis as lease income.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

15 LEASES (cont'd)

(b) Accounting by lessor (cont'd)

Sublease classification

When the Group is an intermediate lessor, it assesses the lease classification of a sublease with reference to the ROU asset arising from the head lease, not with reference to the underlying asset. If a head lease is short-term lease to which the Group applies the exemption described above, then it classifies the sublease as an operating lease.

16 QUARRY DEVELOPMENT

Expenses incurred on the development of quarry faces are capitalised and amortised based on actual production volume over the estimated reserves available from the quarry faces developed, which is based on the higher of the existing or new quarry development phases.

The overburden removal costs in the development of a quarry face is recognised as deferred expenditure if all the following conditions are met:

- It is probable that the future economic benefit (improved access to the quarry face) associated with the overburden removal activity will flow to the entity;
- The entity can identify the component of the quarry face for which access has been improved; and
- The costs relating to the overburden removal activity associated with that component can be measured reliably.

Where an indication of impairment exists, the carrying value of the asset is assessed and written down immediately to its recoverable amount. See accounting policy 25 on impairment of non-financial assets.

17 NON-CURRENT ASSETS (OR DISPOSAL GROUP) HELD FOR SALE

Non-current assets (or disposal groups) are classified as assets held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets and investment property that are carried at fair value are specifically exempt from this requirement.

An impairment is recognised for any initial or subsequent write down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of derecognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Non-current assets classified as held for sale and assets of a disposal group classified as held for sale are presented separately from the other assets in the statement of financial position. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the statement of financial position.

A discontinued operation is a component of the entity that has been disposed of and that represents a separate major line of business, is part of a single coordinated plan to dispose of such a line of business. The results of discontinued operations are presented separately in the statement of comprehensive income.

18 INCOME TAXES

The income tax expense for the period comprises current and deferred income tax. The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the Group, joint ventures and associates operate and generate taxable income.

Current tax expense is determined according to the tax laws of each jurisdiction in which the Group operates and includes all taxes based upon the taxable profits. Management periodically evaluates positions taken in tax returns with respect to situations in which the applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities. This liability is measured using the single best estimate of the most likely outcome.

Deferred tax is provided in full, using the liability method, on temporary differences arising between the amounts attributed to assets and liabilities for tax purposes and their carrying amounts in the financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit.

Deferred tax is determined using tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, unused tax losses or unused tax credits can be utilised.

Deferred tax liability is recognised for all taxable temporary differences associated with investments in subsidiaries, associates and joint ventures, except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax is recognised in profit or loss, except when it arises from a transaction which is recognised directly in equity, in which case the deferred tax is also charged or credited directly to equity, or when it arises from a business combination that is an acquisition, in which case the deferred tax is adjusted against goodwill on acquisition.

Deferred and income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

19 EMPLOYEE BENEFITS

(a) Short term employee benefits

Wages, salaries, bonuses and non-monetary benefits are accrued in the period in which the associated services are rendered by employees of the Group.

The Group recognises a liability and an expense for bonuses based on a formula that takes into consideration the profit attributable to the owners of the Company after certain adjustments. The Group recognises a provision where there is a contractual obligation or where there is a past practice that has created a constructive obligation.

(b) Post-employment benefits

The Group has various post-employment benefit schemes in accordance with local conditions and practices in the countries in which it operates. These benefit plans are either defined contribution or defined benefit plans.

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity (a fund) on a mandatory, contractual or voluntary basis and the Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee services in the current and prior periods. A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependant on one or more factors such as age, years of service and compensation.

(i) Defined contribution plan

The Group's contributions to a defined contribution plan are recognised in profit or loss in the period to which they relate. Once the contributions have been paid, the Group has no further payment obligations. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available. As required by law, companies in Malaysia make contributions to the national pension scheme, the Employees Provident Fund ("EPF"), which is a defined contribution plan.

(ii) Defined benefit plan

The liability recognised in the statement of financial position in respect of a defined benefit plan is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets.

The defined benefit obligation, calculated using the projected unit credit method, is determined by independent actuaries, by discounting the estimated future cash outflows using market yields at the end of the reporting period on government bonds which have tenure and terms to maturity approximating the terms of the related liability.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised directly in other comprehensive income in the period in which they arise. The actuarial gains and losses are not reclassified to profit or loss in subsequent periods.

The current service cost of the defined benefit plan reflects the increase in the defined benefit obligation resulting from the employee service in the current financial year. It is recognised in the profit or loss in employee benefit expense, except where it is included in the cost of an asset.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of comprehensive income.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service costs.

19 EMPLOYEE BENEFITS (cont'd)

(c) Share-based compensation

The Group operates a number of equity-settled share-based compensation plans under which the entity receives services from employees as consideration for equity instruments of the Group. The fair values of the share options and share grants granted in exchange for the services of the employees are recognised as employee benefit expense in profit or loss over the vesting period of the grants, with a corresponding increase in share-based payment reserves within equity.

The total amount to be expensed over the vesting period is determined by reference to the fair value of the share options and share grants granted, excluding the impact of any non-market performance vesting conditions. Non-market vesting conditions are included in assumptions about the number of options and grants that are expected to vest. At the end of the reporting period, the Group reviews, and adjusts as appropriate, its estimates of the number of share options and share grants that are expected to vest based on the non-market vesting conditions. It recognises the impact of the revision to original estimates, if any, in the profit or loss, with a corresponding adjustment to share-based payment reserves in equity.

The proceeds received net of any directly attributable transaction costs are credited to share capital when the share options and share grants are exercised. When share options and share grants are not exercised and lapsed, the share-based payment reserves are transferred to retained profits.

If the terms of equity-settled share-based compensation plans are modified, at a minimum an expense is recognised as if the terms had not been modified. An additional expense is recognised for any modification that increases the total fair value of the share-based payment arrangement, or is otherwise beneficial to the employee, as measured at the date of modification.

In the separate financial statements of the Company, the grant by the Company of share options and share grants over its equity instruments to the employees of subsidiaries in the Group is treated as a capital contribution to the subsidiary. The fair value of share options and share grants granted to employees of the subsidiary in exchange for the services of the employees to the subsidiary are recognised as investment in subsidiary, with a corresponding credit to equity of the Company. When the Company subsequently charges the subsidiaries for the costs of share options and share grants, the Company recognises a return of the capital contribution by the subsidiaries as a decrease in investment in subsidiaries.

20 CASH AND CASH EQUIVALENTS

For the purpose of the statement of cash flows, cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes. Cash and cash equivalents comprise cash in hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, less bank overdrafts.

Bank overdrafts which are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents in the statement of cash flows. In the statement of financial position, bank overdrafts are shown within borrowings in current liabilities.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

21 SHARE CAPITAL

(i) Classification

Ordinary shares are classified as equity.

(ii) Share issue costs

Incremental costs directly attributable to the issue of new shares are deducted against equity.

(iii) Dividends

Liability is recognised for the amount of any dividends declared, being appropriately authorised and no longer at the discretion of the Group, on or before the end of the reporting period but not distributed at the end of the reporting period.

Distributions to holders of an equity instrument are recognised directly in equity.

(iv) Purchase of own shares

Where the Company purchases its equity share capital as a result of a share buy-back, the consideration paid, including any directly attributable incremental costs, net of tax, is deducted from equity attributable to the owners of the Company as treasury shares until the shares are cancelled, reissued or disposed of.

Where such shares are subsequently sold or reissued, the cost of treasury shares is reversed from the treasury share account and the realised gain or loss on disposal or reissue, net of any directly attributable incremental transaction costs, is recognised in the capital reserve account.

Where such shares are subsequently cancelled, the cost of treasury shares is deducted against the retained profits of the Company.

(v) Shares held under trust

Shares issued by the Company under the ESOS Trust Funding Mechanism ("ETF mechanism") are recorded as shares held under trust in the statement of financial position. The subscription amounts of the shares are included in equity attributable to owners of the Company as shares held under trust and are reduced upon the exercise of options under the ETF mechanism.

(vi) Perpetual Sukuk

Perpetual Sukuk is classified as equity when there is no contractual obligation to deliver cash or other financial assets to another person or entity. Incremental costs directly attributable to the issuance of the instrument are shown in equity as a deduction, net of tax, from the proceeds.

Perpetual Sukuk holders' entitlement is accounted for as an appropriation in equity and the distribution is recognised in the period in which it is declared.

22 FINANCIAL INSTRUMENTS

Financial instruments are contracts that give rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise.

A financial asset is any asset that is cash, a contractual right to receive cash or another financial asset from another enterprise, a contractual right to exchange financial instruments with another enterprise under conditions that are potentially favourable, or an equity instrument of another enterprise.

A financial liability is any liability that is a contractual obligation to deliver cash or another financial asset to another enterprise, or to exchange financial instruments with another enterprise under conditions that are potentially unfavourable.

22 FINANCIAL INSTRUMENTS (cont'd)

Financial Assets

(A) Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income ('OCI') or through profit or loss), and
- those to be measured at amortised cost.

(B) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

(C) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ('FVTPL'), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest ("SPPI").

Debt Instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. The Group reclassifies debt instruments when and only when its business model for managing those assets changes. There are three measurement categories to classify its debt instruments:

(i) Amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payment of principal and interest ("SPPI") are measured at amortised cost. Interest income from these financial assets is included in other operating income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss together with foreign exchange gains and losses. Impairment is presented as a separate line item in the statement of comprehensive income.

(ii) Fair value through other comprehensive income ('FVOCI')

Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent SPPI, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss. Interest income from these financial assets is included in other operating income using the effective interest rate method. Impairment is presented as a separate line item in the statement of comprehensive income.

(iii) Fair value through profit or loss ('FVTPL')

Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. The Group may also irrevocably designate financial assets at FVTPL if doing so significantly reduces or eliminates a mismatch created by assets and liabilities being measured on different basis. Fair value changes are presented net and recognised in profit or loss in the period in which it arises.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

22 FINANCIAL INSTRUMENTS (cont'd)

Financial Assets (cont'd)

(C) Measurement (cont'd)

Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investments. Dividends from such investments continue to be recognised in profit or loss as other operating income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVTPL are recognised in profit or loss.

(D) Subsequent measurement - impairment

(a) Impairment for debt instruments and financial guarantee contracts

The Group assesses on a forward-looking basis the expected credit loss ('ECL') associated with its debt instruments carried at amortised cost and financial guarantee contracts issued. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

The Group has the following financial instruments that are subject to the ECL model:

- Trade receivables
- Other receivables
- Amounts due from related companies (including loans to subsidiaries (applicable in Company's separate financial statements), amounts owing by joint ventures and associates)
- Contract assets
- Financial guarantee contracts
- Redeemable Convertible Unsecured Loan Stocks ("RCULS")
- Redeemable Unsecured Murabahah Stocks ("RUMS")

While cash and cash equivalents are also subject to the impairment requirements of MFRS 9, the identified impairment was immaterial.

ECL represent a probability-weighted estimate of the difference between present value of cash flows according to contract and present value of cash flows the Group expects to receive, over the remaining life of the financial instrument. For financial guarantee contracts, the ECL is the difference between the expected payments to reimburse the holder of the guaranteed debt instrument less any amounts that the Group expects to receive from the holder, the debtor or any other party.

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

(i) General 3-stage approach for other receivables, amounts due from related companies, financial guarantee contracts, RCULS and RUMS

At each reporting date, the Group measures ECL through loss allowance at an amount equal to 12 months ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition. For all other financial instruments, a loss allowance at an amount equal to lifetime ECL is required.

22 FINANCIAL INSTRUMENTS (cont'd)

Financial Assets (cont'd)

(D) Subsequent measurement - impairment (cont'd)

(a) Impairment for debt instruments and financial guarantee contracts (cont'd)

(ii) Simplified approach for trade receivables, contract assets and lease receivables

The Group applies the MFRS 9 simplified approach to measure ECL which uses a lifetime ECL for all trade receivables, contract assets and lease receivables.

(b) Significant increase in credit risk

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportable forward-looking information.

The following indicators are incorporated:

- internal credit rating
- external credit rating (as far as available)
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- actual or expected significant changes in the operating results of the debtor
- significant increases in credit risk on other financial instruments of the same debtor
- significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees or credit enhancements
- significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtor in the group and changes in the operating results of the debtor

Macroeconomic information (such as market interest rates or growth rates) is incorporated as part of the internal rating model.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment.

(c) Definition of default and credit-impaired financial assets

The Group defines a financial instrument as default, which is fully aligned with the definition of credit-impaired, when it meets one or more of the following criteria:

(i) Quantitative criteria:

The Group defines a financial instrument as default, when the counterparty fails to make contractual payment within 90 days of when they fall due.

(ii) Qualitative criteria:

The debtor meets unlikeliness to pay criteria, which indicates the debtor is in significant financial difficulty. The Group considers the following instances:

- the debtor is in breach of financial covenants
- concessions have been made by the lender relating to the debtor's financial difficulty
- it is becoming probable that the debtor will enter bankruptcy or other financial reorganisation
- the debtor is insolvent

Financial instruments that are credit-impaired are assessed on an individual basis.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

22 FINANCIAL INSTRUMENTS (cont'd)

Financial Assets (cont'd)

(D) Subsequent measurement - impairment (cont'd)

(d) Groupings of instruments for ECL measured on collective basis

(i) Collective assessment

To measure ECL, trade receivables, contract assets and lease receivables have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

(ii) Individual assessment

Trade receivables and contract assets which are in default or credit-impaired are assessed individually.

Other receivables, amounts due from related companies, financial guarantee contracts, RCULS and RUMS are assessed on an individual basis for ECL measurement.

Loans to subsidiaries in the Company's separate financial statements are assessed on an individual basis for ECL measurement, as credit risk information is obtained and monitored based on each loan to subsidiary.

(E) Write-off

(i) Trade receivables and contract assets

Trade receivables and contract assets are written off when there is no reasonable expectation of recovery. Indicators that there are no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group and significant delays in collection periods.

Impairment of trade receivables and contract assets are presented as net impairment and disclosed as a separate line item in the statement of comprehensive income. Subsequent recoveries of amounts previously written off are credited against the same line item.

(ii) Other receivables, amounts due from related companies, financial guarantee contracts, RCULS and RUMS

The Group writes off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded that there is no reasonable expectation of recovery. The assessment of no reasonable expectation of recovery is based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount. The Group may write off financial assets that are still subject to enforcement activity. Subsequent recoveries of amounts previously written off will result in a write back of impairment.

Derivative Financial Instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value at the end of each reporting period. Changes in the fair value of any derivative financial instrument that does not qualify for hedge accounting are recognised immediately in profit or loss.

Fair Value Estimation

The fair value of publicly traded derivatives and securities is based on quoted market prices at the end of the reporting period.

The fair values of cross currency swap and interest rate swap contracts are calculated as the present value of the estimated future cash flows. The fair value of crude palm oil ("CPO") swap contracts is based on quoted market prices at the end of the reporting period.

22 FINANCIAL INSTRUMENTS (cont'd)

Fair Value Estimation (cont'd)

In assessing the fair value of non-traded derivatives and financial instruments, the Group uses a variety of methods and makes assumptions that are based on market conditions existing at each reporting date. Quoted market prices or dealer quotes for the specific or similar instruments are used for long term debt. Other techniques and bases, such as discounted value of future cash flows and the underlying net asset base of the instrument, are used to determine fair value for the remaining financial instruments. In particular, the fair value of financial liabilities is estimated by discounting the future contractual cash flows at the current market interest rate available to the Group for similar financial instruments.

The carrying values of the financial assets and the financial liabilities with a maturity period of less than one year are assumed to approximate their fair values.

Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy.

Financial Liabilities

(A) Classification

The Group classifies its financial liabilities as financial liabilities at fair value through profit or loss and other financial liabilities at amortised cost. The classification depends on the nature of the liabilities and the purpose for which the financial liabilities were incurred. Management determines the classification at initial recognition.

(i) Financial liabilities at fair value through profit or loss

The Group classifies financial liabilities at fair value through profit or loss if they are held for trading. They are presented as current liabilities if they are expected to be settled within 12 months after the end of the reporting period; otherwise they are presented as non-current liabilities. Derivatives are also categorised as held for trading unless they are designated as hedges.

(ii) Other financial liabilities at amortised cost

Other financial liabilities of the Group comprise 'bonds', 'term loans', 'government support loans', 'trade and other payables' (other than retirement benefits payable and GST payables) and 'borrowings' in the statement of financial position.

(B) Recognition, initial measurement and subsequent measurement

When other financial liabilities are recognised initially, they are measured at fair value plus directly attributable transaction costs.

Subsequent to initial recognition, other financial liabilities are measured at amortised cost using the effective interest method. Gains and losses are recognised in the statement of comprehensive income when the other financial liabilities are derecognised, and through the amortisation process.

(C) Derecognition

Financial liabilities are derecognised when the obligation specified in the contract is discharged or cancelled or expired.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2022

23 TRADE AND OTHER PAYABLES

Trade and other payables represent liabilities for goods or services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year, or in the normal operating cycle of the business if longer. Otherwise, they are presented as non-current liabilities.

Trade and other payables are recognised initially at fair value net of transaction costs incurred and subsequently measured at amortised cost using the effective interest method.

24 GOVERNMENT GRANTS

Grants from the government are recognised at their fair values where there is a reasonable assurance that the grants will be received and the Group will comply with all attached conditions.

Government grants relating to the acquisition of assets and operational maintenance of the concession assets are classified as non-current liabilities and are credited to profit or loss over the expected lives of the related assets, on bases consistent with the depreciation of the related assets.

The Group also treats the benefit of a government loan at below market rate of interest as a government grant. In accordance with the transitional provision of the amendments to MFRS 120 "Accounting for Government Grants and Disclosure of Government Assistance", loans received on or after 1 April 2010 are recognised and measured initially at their fair value. The benefit of the government loan at below market rate of interest is measured as the difference between the initial carrying value of the loan and the proceeds received, and is recognised as a government grant, which will be credited to profit or loss over the expected lives of the related assets on bases consistent with the depreciation of the related assets for which the loan was granted to the Group.

Government support loans obtained prior to 1 April 2010 are recognised and measured initially based on proceeds received, and hence do not give rise to a government grant.

25 IMPAIRMENT OF NON-FINANCIAL ASSETS

Assets (including goodwill or intangible assets not ready for use) that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. The Group also assesses goodwill, intangible assets with indefinite useful life and other non-financial assets that are subject to amortisation for impairment whenever events or changes in circumstances indicate that the carrying values may not be recoverable. An impairment is recognised for the amount by which the carrying value of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows which are largely independent of the cash inflows from other assets or group of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date. The impairment is charged to profit or loss. Impairment of goodwill is not reversed. In respect of other assets, any subsequent increase in recoverable amount is recognised in profit or loss.

26 PROVISIONS

Provisions are recognised when:

- the Group has a present legal or constructive obligation as a result of past events;
- it is probable that an outflow of resources will be required to settle the obligation; and
- a reliable estimate of the amount can be made.

Where the Group expects a provision to be reimbursed by another party, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of management's best estimate of the expenditure expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as finance cost.

27 SEGMENTAL REPORTING

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker ("CODM"). The Executive Committee ("EXCO"), which is responsible for allocating resources and assessing performance of the operating segments, has been identified as the CODM.

Segment revenue, expenses, assets and liabilities are those amounts resulting from the operating activities of a segment that are directly attributable to the segment and the relevant portion that can be allocated on a reasonable basis to the segment.

Segment revenue, expenses, assets and liabilities are determined before intragroup balances and intragroup transactions are eliminated as part of the consolidation process.

28 PRODUCE GROWING ON BEARER PLANTS

Produce growing on bearer plants are measured at fair value less costs to sell until the point of harvest. Any gains or losses arising from changes in the fair value less costs to sell of produce growing on bearer plants are recognised in profit or loss in the period in which the changes arise. Harvested fresh fruit bunches are transferred to inventory at fair value less costs to sell when harvested. Fair value is determined based on the present value of expected net cash flows from the produce growing on bearer plants, which are estimated using the expected output method and the estimated market price of the produce growing on bearer plants.

29 CONTINGENT LIABILITIES

The Group does not recognise contingent liabilities other than those arising from business combinations, but discloses their existence in the financial statements. A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in the extremely rare circumstance where there is a liability that cannot be recognised because it cannot be measured reliably. Contingent liabilities do not include financial guarantee contracts.

In the acquisition of subsidiaries by the Group under a business combination, the contingent liabilities assumed are measured initially at their fair values at the acquisition date, irrespective of the extent of any non-controlling interest.

The Group recognises separately the contingent liabilities of the acquirees as part of allocating the cost of a business combination where their fair values can be measured reliably. Where the fair values cannot be measured reliably, the resulting effect will be reflected in the goodwill arising from the acquisitions and the information about the contingent liabilities acquired will be disclosed in the notes to the financial statements.

Subsequent to the initial recognition, the Group measures the contingent liabilities that are recognised separately at the date of acquisition at the higher of the amount that would be recognised in accordance with the provisions of MFRS 137 "Provisions, Contingent Liabilities and Contingent Assets" and the amount initially recognised less, when appropriate, cumulative amortisation recognised in accordance with MFRS 15 "Revenue from Contracts with Customers".

30 FINANCIAL GUARANTEE CONTRACTS

Financial guarantee contracts are contracts that require the Group or the Company to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due, in accordance with the terms of the debt instrument.

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value.

The fair value of a financial guarantee is determined as the present value of the difference in net cash flows between the contractual payments under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

Financial guarantee contracts are subsequently measured at the higher of the amount determined in accordance with the expected credit loss model under MFRS 9 "Financial Instruments" and the amount initially recognised less cumulative amount of income recognised in accordance with the principles of MFRS 15 "Revenue from Contracts with Customers", where appropriate.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2022

1 GENERAL INFORMATION

The Company is principally engaged in construction and investment holding activities. The Group's principal activities consist of construction, property development, manufacturing and quarrying, hotel operations, tollway operations, port operations, plantations and investment holding. During the financial year, the Company has completed the disposal of IJM Plantations Berhad. The principal activities of the subsidiaries and associates are described in Note 55 to the financial statements.

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

The address of the registered office of the Company is 2nd Floor, Wisma IJM, Jalan Yong Shook Lin, 46050 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

The financial statements have been approved for issue in accordance with a resolution of the Board of Directors on 27 May 2022.

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated by the Directors and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

(a) Income taxes

The Group is subject to income taxes in numerous jurisdictions. Due to the complexity of transactions entered into by the Group, significant judgement is required in determining capital allowances, deductibility of certain expenses and the chargeability of certain income during the estimation of the provision for income taxes. In determining the tax treatment, the Directors have relied upon industry practice and experts opinions. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred income tax provisions in the period in which such determination is made.

(b) Deferred tax assets

Deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. This involves judgement regarding the future financial performance of the particular entity in which the deferred tax asset has been recognised.

(c) Construction contracts

Revenue is recognised when or as the control of the asset is transferred to the customers and, depending on the terms of the contract and the applicable laws governing the contract, control of the asset may transfer over time or at a point in time.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress, based on the stage of completion method. The stage of completion of a construction contract is determined based on the proportion that the contract costs incurred for work performed to-date bear to the estimated total costs for the contract. Significant judgement and estimates are involved in determining whether provision for liquidated ascertained damages ("LAD") is required based on contractual terms and the likelihood of approval of extension of time by the employers.

When it is probable that the estimated total contract costs of a contract will exceed the total contract revenue of the contract, the expected loss on the contract is recognised as an expense immediately. Significant judgement is required in the estimation of total contract costs. Where the actual total contract costs is different from the estimated total contract costs, such difference will impact the contract profits/(losses) recognised.

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (cont'd)

(c) Construction contracts (cont'd)

The Group has estimated total contract revenue based on the initial amount of revenue agreed in the contract and variations in the contract work and claims that can be measured reliably based on the latest available information, and in the absence of such, the Directors' best estimates derived from reasonable assumptions, experience and judgement. Where the actual approved variations and claims differ from the estimates, such difference will impact the contract profits/(losses) recognised.

(d) Property development

Revenue is recognised as and when the control of the asset is transferred to customers and it is probable that the Group will collect the consideration to which it will be entitled in exchange for the asset that will be transferred to the customer. Depending on the terms of the contract and the applicable laws governing the contract, control of the asset may transfer over time or at a point in time.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the stage of completion of the development activity at the end of the reporting period. The stage of completion is determined based on the proportion that the property development costs incurred to-date bear to the estimated total costs for the property development. Where it is probable that total property development costs of a development phase will exceed total property development revenue of the development phase, the expected loss on the development phase is recognised as an expense immediately.

Significant judgement is required in determining the completeness and accuracy of the total property development costs as estimates of future property development costs are inherently uncertain, which involve management's estimation of future cost to completion of the development. Substantial changes in cost estimates in future periods may affect the profitability of the respective property development projects. Where the actual total property development costs are different from the estimated total property development costs, such difference will impact the property development profits/(losses) recognised.

There is no estimation required in determining the transaction prices as revenue from property development are based on fixed contracted selling prices.

(e) Fair value of produce growing on bearer plants

To arrive at the fair value, the Group has considered the oil content of the unripe fresh fruit bunches ("FFB") and assumed that the net cash flows to be generated from FFB prior to more than 15 days to harvest is negligible. Therefore, the quantity of unripe FFB on the bearer plants of up to 15 days prior to harvest was used for valuation purpose. The fair value of the unripe FFB was derived using the market approach based on a certain percentage of the fair value of the ripe FFB, to adjust for the actual oil extraction rate and kernel extraction rate of the unripe FFB, less costs to sell, which were established based on historical information.

(f) Amortisation of expressway development expenditure

The expressway development expenditure of the Group are amortised over the concession period based on the following formula:

$$\frac{\text{Cumulative traffic volume to-date}}{\text{Projected total traffic volume for the entire concession period}} \times \text{Expressway development expenditure}$$

In order to determine the projected total traffic volume for the entire concession period, the Group relies on the traffic survey carried out by a firm of independent traffic consultants and Directors' annual re-assessment of the current and future years' projected total traffic volume. Any changes in the projected total traffic volume for the entire concession period will impact the amortisation charge for the year.

(g) Useful life of port concession assets

Management had assessed and determined that the useful lives of the port concession assets would be 60 years as management has the intention and abilities to fulfil the obligations in order to be granted an extension of the concession as provided for in the Privatisation Agreement effective from 1 June 2015.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (cont'd)

(h) Impairment of non-financial assets

The Group determines whether an asset is impaired by evaluating the extent to which the recoverable amount of an asset is less than its cost. This evaluation is subject to changes such as market performance, economic and political situation of the country. A variety of methods are used to determine the recoverable amount, such as valuation reports and discounted cash flows. For discounted cash flows, significant judgement is required in the estimation of the present value of future cash flows generated by the assets, which involve uncertainties and are significantly affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. Changes in assumptions could significantly affect the results of the Group's assessment for impairment of assets.

(i) Leases

The measurement of the right-of-use asset and lease liability for leases where the Group is a lessee requires the use of judgements and assumptions, such as lease terms and incremental borrowing rates. In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option. Extension options are only included in the lease term if the lease is reasonably certain to be extended. In determining the incremental borrowing rate, the Group first determines the closest borrowing rate before using judgement to determine the adjustments required to reflect the terms, security, value of economic environment of the respective leases.

(j) Measurement of ECL allowance

The measurement of expected credit loss ("ECL") allowance for financial assets measured at amortised cost is an area that requires the use of significant assumptions about the future economic conditions and credit behaviour of the customers. Explanation of the inputs, assumptions and estimation techniques used in measuring ECL is detailed in Note 3(b). Areas of significant judgements involved in the measurement of ECL are detailed as follows:

- Establishing groups of similar financial assets for the purpose of measuring ECL on collective basis

  Where ECL measurement is determined on collective basis, the financial instruments are grouped on the basis of shared risk characteristics, such that risk exposures within a group are similar. Note 3(b)(i) set out the characteristics considered by the Group in this judgement. Depending on how the groupings are determined for which expected loss rates applied, the measurement of ECL outcome differs accordingly. The Group considers all available reasonable and supportable information that is forward-looking in deriving the groupings. The appropriateness of groupings is monitored and reviewed on periodic basis by the Group.

- Determining the number and relative weightings of forward-looking scenarios

  The Group measures loss allowance at the probability-weighted amount that reflects the possibility of credit loss occurring. This requires forecast of economic variables and their associated impact on PD ('probability of default'), LGD ('loss given default') and EAD ('exposure at default') which are provided in possible scenarios along with scenario weightings. Probability-weighted ECLs are determined by running each scenario through the relevant ECL model and multiplying it by the appropriate scenario weighting. As with any economic forecasts, the projections and likelihoods of occurrence are subject to a high degree of inherent uncertainty and therefore the actual outcomes may be significantly different to those projected. The Group considers these forecasts to represent its best estimate of the possible outcomes and are appropriately representative of the range of possible scenarios.

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (cont'd)

(k) Net realisable value of property development costs and completed units

The Group writes down the inventories of property development cost and completed units to their net realisable values based on:

(i) the estimated selling prices by reference to recent signed sales and purchase agreements, net of discounts for completed units, or quotation from potential buyers; or

(ii) recent transacted prices of comparable properties in similar or nearby locations for completed units, net of discounts, and for inventories of property development costs, the estimated costs necessary to complete the property have been considered. The Group considered the current economic outlook, future property market conditions and adjustment factors such as the size and demand (ceiling price) of the particular properties in determining their net realisable values; or

(iii) Valuation reports prepared by independent valuers. In determining the fair value of inventories, significant judgement and estimates have been used by the valuers in determining adjustment to be applied which involved considerations on condition, age, and size of the properties. Any changes in the estimates and assumptions used could have a significant impact on the fair value of the inventories.

(l) Impairment of investments in subsidiaries

The Company determines whether an investment in a subsidiary is impaired by evaluating the extent to which the recoverable amount of the asset is less than its cost. Recoverable amount is measured at the higher of the fair value less costs to sell and value-in-use for the asset.

As there are no readily available market prices for the investments in subsidiaries and in the circumstance that the subsidiaries are not expected to generate positive cash flows in the future, the fair value less costs to sell are determined by measuring the fair value of the individual assets and liabilities recognised in the statement of the financial position of the subsidiaries at the reporting date, less any costs to sell. The Directors determined the recoverability of the investments in subsidiaries based on the subsidiaries' net liquid assets available to repay the Company as the shareholder.

For value-in-use, significant judgement is required in the estimation of the present value of future cash flows generated by the subsidiaries, which involve uncertainties and are significantly affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. Changes in assumptions could significantly affect the results of the Company's assessment for impairment of the investments in subsidiaries.

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's activities expose it to market (including foreign currency exchange, interest rate and price risks), credit and liquidity risks. The Group's overall financial risk management objective is to minimise any potential adverse effects from the unpredictability of financial markets on the Group's financial performance in order to ensure the Group creates value for its shareholders. Financial risk management is carried out through risk reviews, internal control systems, insurance programmes and adherence to the Group's financial risk management policies. The management regularly reviews these risks and approves the treasury policies, which cover the management of these risks.

The Group uses derivative financial instruments such as cross currency swap contracts, interest rate swap contracts and Crude Palm Oil ("CPO") swap contracts to hedge certain financial risk exposures.

(a) Market risk

(i) Currency risk

Entities within the Group primarily transact in their respective functional currencies except for certain transactions and borrowings which were denominated in currencies other than their respective functional currencies.

Foreign exchange exposures in transactional currencies other than functional currencies of the operating entities are managed by entering into cross currency swap contracts and the borrowing amounts are kept to an acceptable level.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(a) Market risk (cont'd)

(i) Currency risk (cont'd)

Currency risks arise on account of monetary assets and liabilities being denominated in a currency that is not the functional currency of the entity. The currency exposure profile of the Group's and the Company's financial assets and financial liabilities is disclosed in the respective notes to the financial statements.

As at the reporting date, the Group's and Company's Ringgit Malaysia ("RM") functional currency entities had United States Dollar ("USD") denominated net monetary liabilities. The effects to the Group's and the Company's profit after tax if the USD had strengthened/weakened by 1% (2021: 5%) against RM are as follows:

	The Group		The Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Net monetary liabilities denominated in USD	**(547,125)**	(560,173)	**(55,137)**	(113,795)
Effects to profit after tax if the USD had strengthened/weakened by 1% (2021: 5%) against RM:				
- strengthened	**(4,153)**	(21,289)	**(419)**	(4,324)
- weakened	**4,153**	21,289	**419**	4,324

As at the reporting date, the Group's Indian Rupee ("INR") functional currency entities had United States Dollar ("USD") denominated net monetary liabilities. The effects to the Group's profit after tax if the USD had strengthened/weakened by 5% against INR are as follows:

	The Group	
	2022 RM'000	2021 RM'000
Net monetary liabilities denominated in USD	**(671,821)**	(704,319)
Effects to profit after tax if the USD had strengthened/weakened by 5% against INR:		
- strengthened	**(26,676)**	(27,966)
- weakened	**26,676**	27,966

As at the end of the preceding financial year, the Group's Indonesian Rupiah ("IDR") functional currency entities had United States Dollar ("USD") denominated net monetary liabilities. The effects to the Group's profit after tax if the USD had strengthened/weakened by 5% against IDR are as follows:

	The Group	
	2022 RM'000	2021 RM'000
Net monetary liabilities denominated in USD	**-**	(388,063)
Effects to profit after tax if the USD had strengthened/weakened by 5% against IDR:		
- strengthened	**-**	(15,134)
- weakened	**-**	15,134

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(a) Market risk (cont'd)

(i) Currency risk (cont'd)

As at the end of the preceding financial year, the Group's Indonesian Rupiah ("IDR") functional currency entities had Japanese Yen ("JPY") denominated net monetary liabilities. The effects to the Group's profit after tax if the JPY had strengthened/weakened by 5% against IDR are as follows:

	The Group	
	2022 RM'000	2021 RM'000
Net monetary liabilities denominated in JPY	**-**	(157,811)
Effects to profit after tax if the JPY had strengthened/weakened by 5% against IDR:		
- strengthened	**-**	(6,155)
- weakened	**-**	6,155

This sensitivity analysis ignores any offsetting foreign exchange factors and has been determined assuming that the change in foreign exchange rates had occurred at the reporting date. The stated change represents management's assessment of reasonably possible changes in foreign exchange rates over the period until the next annual reporting date.

As at the reporting date, there are no other significant monetary balances held by the Group and the Company that are denominated in non-functional currency. Differences resulting from the translation of financial statements into the Group's presentation currency are not taken into consideration.

(ii) Cash flow interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group's interest bearing assets are primarily short-term bank deposits with financial institutions. The interest rates on these deposits are monitored closely to ensure that they are maintained at favourable rates. The Group considers the risk of significant changes to interest rates on deposits to be unlikely.

Interest rate exposure arises mainly from the Group's borrowings. The Group manages its interest rate exposure by maintaining a prudent mix of fixed and floating rate borrowings.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(a) Market risk (cont'd)

(ii) Cash flow interest rate risk (cont'd)

If the Group's borrowings at variable rates on which effective hedges have not been entered into changes by the following basis points, with all other variables being held constant, the effects on profit after tax would be as follows:

	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Borrowings based on cost of funds ("COF"):				
- increase by 25 basis points	-	(1,544)	-	-
- decrease by 25 basis points	-	1,544	-	-
- increase by 50 basis points	(2,238)	-	-	-
- decrease by 50 basis points	2,238	-	-	-
Borrowings based on London interbank offered rate ("LIBOR"):				
- increase by 50 basis points	-	(4,774)	-	(630)
- decrease by 50 basis points	-	4,774	-	630
- increase by 100 basis points	(8,591)	-	(798)	-
- decrease by 100 basis points	8,591	-	798	-
Borrowings based on Marginal cost of lending rate ("MCLR"):				
- increase by 50 basis points	-	(1,571)	-	-
- decrease by 50 basis points	-	1,571	-	-
- increase by 75 basis points	(1,926)	-	-	-
- decrease by 75 basis points	1,926	-	-	-

The Group has variable rate borrowings such as revolving credits and bank overdrafts and the Group considers the risk of significant changes to interest rates on these borrowings to be unlikely due to the relative short-term nature of the borrowings. The Group actively reviews its debt portfolio to manage the timings of repayment for these borrowings and monitors the interest rates on these borrowings closely to ensure that they are maintained at favourable rates.

Following the Global Financial Crisis, the reform and replacement of benchmark interest rates such as USD LIBOR and other interbank offered rates has become a priority for global regulators. Globally, the new alternative reference rates ("ARR") are being introduced to improve the integrity of financial benchmark rates as part of a transition to transaction-based rates, in line with the LIBOR reforms.

On 24 September 2021, Bank Negara Malaysia ("BNM") announced the launch of the Malaysia Overnight Rate ("MYOR") as the new alternative reference rate for Malaysia. The MYOR will run in parallel to the existing Kuala Lumpur Interbank Offered Rate ("KLIBOR"). There are some key differences between KLIBOR and MYOR. KLIBOR is a "term rate", which means that it is published for a borrowing period (such as 3- or 6-month tenor) and is "forward looking", because it is published at the beginning of the borrowing period. MYOR is currently a "backward-looking" rate, based on unsecured overnight Malaysian Ringgit interbank transactions in the Malaysian financial market, and it is published on the next business day (i.e. at the end of the overnight borrowing period). Furthermore, KLIBOR includes a credit spread over the risk-free rate, which MYOR currently does not. To transition existing contracts and agreements that reference KLIBOR to MYOR, adjustments for term and credit differences might need to be applied to MYOR, to enable the two benchmark rates to be economically equivalent on transition.

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(a) Market risk (cont'd)

(ii) Cash flow interest rate risk (cont'd)

The publication of the 2- and 12-month KLIBOR tenors will be discontinued on 1 January 2023. The remaining 1-, 3- and 6-month KLIBOR tenors will be reviewed by BNM in the second half of 2022.

The following table summarises all of the financial instruments that the Group holds at 31 March 2022 which reference USD LIBOR and KLIBOR and have not yet transitioned to MYOR:

	Carrying amount RM'000	Of which, have yet to transition to an alternative benchmark interest RM'000
The Group		
Long term borrowings	727,415	727,415
Short term borrowings	688,259	320,628
The Company		
Long term borrowings	10,504	10,504
Short term borrowings	94,534	94,534

The Group and the Company will continue to follow up with the respective financial institutions on the above borrowings.

(iii) Price risk

The Group is exposed to quoted securities price risk arising from investments held which are classified on the statements of financial position as fair value through profit or loss and price volatility risk due to fluctuation in the palm products commodity market. Investments in quoted securities comprise mainly quoted unit trusts as an alternative to bank deposits. The Group considers the impact of changes in prices of equity securities on profit after tax to be insignificant. To manage and mitigate the risk on price volatility, the Group monitored the fluctuation of crude palm oil prices and entered into physical forward selling commodity contracts or crude palm oil ("CPO") pricing swap arrangements in accordance with the guidelines set by the Board of Directors. The CPO swap contracts were offered by certain reputable banks in Malaysia, which could be net settled during the period of the contracts.

If average prices of crude palm oil changed by 10% with all other variables being held constant, the effects on profit after tax would be as follows:

	The Group 2022 RM'000	The Group 2021 RM'000
CPO Swap Contracts		
Effects to profit after tax if crude palm oil prices:		
- increased by 10%	-	(655)
- decreased by 10%	-	655

NOTES TO THE FINANCIAL STATEMENTS (cont'd)
For the Financial Year Ended 31 March 2022

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(a) Market risk (cont'd)

(iii) Price risk (cont'd)

Physical forward selling commodity contracts were entered into and continue to be held for the purpose of the delivery of the physical commodity in accordance with the Group's expected sale requirements as follows:

	The Group Tonnage Tonnes	The Group Average contract price per tonne RM
Physical forward selling commodity contracts		
Sales contracts:		
31 March 2022	-	-
31 March 2021	5,730	3,466

(b) Credit risk

Credit risk – Measurement of ECL

The Group had applied MFRS 9 "Financial Instruments" on 1 April 2018 which requires the impairment of loans and receivables to be assessed using the expected credit loss ("ECL") model. ECL represents a probability-weighted estimate of the difference between the present value of contractual cash flows and the present value of cash flows that the Group expects to receive, over the remaining life of the financial instrument.

The Group and the Company have the following financial instruments that are subject to the ECL model:

- Trade receivables
- Contract assets
- Lease receivables
- Other receivables (current and non-current)
- Cash and cash equivalents
- Amounts due from related companies
- Financial guarantee contracts
- Redeemable Convertible Unsecured Loan Stocks ("RCULS")
- Redeemable Unsecured Murabahah Stocks ("RUMS")

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(b) Credit risk (cont'd)

Credit risk – Measurement of ECL (cont'd)

(i) Trade receivables, contract assets and lease receivables using simplified approach

The Group applies the MFRS 9 simplified approach in measuring expected credit losses which estimates a lifetime expected credit loss allowance for all trade receivables, contract assets and lease receivables.

The Group assessed ECL for trade receivables based on two different approaches, namely collective assessment and individual debtor assessment.

Collective approach

To measure the expected credit losses under the collective approach, trade receivables and contract assets have been grouped based on shared credit risk characteristics and number of days past due. The expected loss rates are developed based on the historical credit loss rates. The historical loss rates are further adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

The Group has identified (i) internal credit rating and (ii) actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligation to be the most relevant factors, and accordingly adjust the historical loss rates based on expected changes in these factors.

As at 31 March 2022, the Group's trade receivables and contract assets of RM1,002,051,000 and RM390,755,000 (31.3.2021: RM1,276,887,000 and RM299,553,000, 1.4.2020: RM1,429,896,000 and RM345,336,000) respectively were assessed for impairment under the simplified approach. As at 31 March 2022, the Company's trade receivables of RM55,447,000 (2021: RM54,056,000) were assessed for impairment under the simplified approach.

Individual debtor assessment

The Group applies individual debtor assessment for debtors with different risk characteristics, where the credit risk information of these debtors is obtained and monitored individually. The Group assesses the lifetime ECL based on the PD*LGD*EAD approach, which is further defined as follows:

PD	Probability of default (the likelihood that the borrower cannot pay during the contractual period)
LGD	Loss given default (Percentage of contractual cash flows that will not be collected if default happens)
EAD	Exposure at default (Outstanding amount that is exposed to default risk)

The Group has taken into account the probability-weighted recoverable amount determined via the evaluation of a range of possible outcomes. In deriving the PD and LGD, the Group considers historical data of each debtor by category and adjusts for forward-looking macroeconomic data. The Group has identified the industry and geographical area which the debtor operates in, to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors. Loss allowance is measured at a probability-weighted amount that reflects the possibility that a credit loss occurs and the possibility that no credit loss occurs. No significant changes to estimation techniques or assumptions were made during the reporting period.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(b) Credit risk (cont'd)

Credit risk – Measurement of ECL (cont'd)

(ii) Other receivables, amounts due from related companies, financial guarantee contracts, RCULS and RUMS issued using general 3-stage approach

The Group and the Company use four categories for other receivables which reflect their credit risk and how the loss allowance is determined for each of those categories. A summary of the assumptions underpinning the Group's ECL model is as follows:

Category	Group's definition of category	Basis of recognising ECL
Performing	Debtors have a low risk of default and a strong capacity to meet contractual cash flows	12 months ECL
Underperforming	Debtors for which there is a significant increase in credit risk or significant increase in credit risk is presumed if interest and/or principal repayments are 30 days past due	Lifetime ECL
Non-performing	Interest and/or principal repayments are 90 days past due or there is evidence indicating the asset is credit impaired	Lifetime ECL (credit-impaired)
Write-off	There is evidence indicating that there is no reasonable expectation of recovery based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount	Asset is written off

Based on the above, loss allowance is measured on either 12 months ECL or lifetime ECL using a PD*LGD*EAD methodology.

(iii) Cash and cash equivalents

While cash and cash equivalents are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

(c) Liquidity risk

The Group treasury actively monitors and manages its debt maturity profile, operating cash flows and the availability of funding (comprising undrawn borrowing facilities and cash and cash equivalents) so as to ensure that all refinancing, repayment and funding needs are met. As part of its overall prudent liquidity management, the Group maintains sufficient levels of cash or cash convertible investments (Note 50) to meet its working capital requirements. In addition, the Group strives to maintain available banking facilities of a reasonable level to its overall debt position. As far as possible, the Group raises committed funding from both capital markets and financial institutions and prudently balances its portfolio with some short term funding so as to achieve overall cost effectiveness.

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(c) Liquidity risk (cont'd)

The tables below analyse the financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining periods from the reporting date to the contractual maturity dates. The amounts disclosed in the table are the contractual undiscounted cash flows.

The Group	Less than 1 year RM'000	Between 1 and 5 years RM'000	Over 5 years RM'000
At 31 March 2022			
Bonds	519,678	1,711,384	1,263,683
Term loans	548,047	1,277,711	211,669
Government support loans	10,000	40,000	2,398
Trade and other payables	2,662,021	110,994	700,217
Short term borrowings*	742,677	-	-
Lease liabilities	11,912	15,014	14,235
Derivative financial instruments	337	-	-
	4,494,672	3,155,103	2,192,202
At 31 March 2021			
Bonds	338,273	1,786,134	1,687,641
Term loans	708,358	1,208,451	951,993
Government support loans	10,000	40,000	16,778
Trade and other payables	2,921,157	127,795	337,298
Short term borrowings*	997,189	-	-
Lease liabilities	16,722	26,487	73,938
Financial guarantee contracts**	3,783	14,475	9,107
Derivative financial instruments	4,388	-	-
	4,999,870	3,203,342	3,076,755
At 1 April 2020			
Bonds	351,126	1,794,223	1,669,042
Term loans	1,031,468	1,502,268	335,150
Government support loans	36,715	40,000	27,798
Trade and other payables	3,088,787	131,808	388,354
Short term borrowings*	1,185,082	-	-
Lease liabilities	13,664	30,540	63,546
Financial guarantee contracts**	7,998	13,995	13,919
Derivative financial instruments	3,236	872	-
	5,718,076	3,513,706	2,497,809

* Short term borrowings of the Group include bankers' acceptances, revolving credits, revolving loans, letters of credit and bank overdrafts.

** In the preceding financial year, a subsidiary of the Group provided corporate guarantees and undertaking to an Indonesian bank in respect of plasma loan facilities amounting to RM80.9 million. No loss was expected to arise from these corporate guarantees and undertaking and the risk of default in the repayment obligation was minimal as all amounts were estimated to be recoverable. As at 31 March 2021, RM27.4 million of the plasma loan facility had been drawn down.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(c) Liquidity risk (cont'd)

The Company	Less than 1 year RM'000	Between 1 and 5 years RM'000	Over 5 years RM'000
At 31 March 2022			
Bonds	**362,365**	**664,932**	**778,348**
Term loans	**96,056**	**10,716**	**-**
Short term borrowings (revolving credits)	**51,460**	**-**	**-**
Lease liabilities	**2,088**	**4,472**	**-**
Trade and other payables	**51,603**	**49,109**	**-**
	563,572	**729,229**	**778,348**
At 31 March 2021			
Bonds	223,301	995,551	810,093
Term loans	84,128	84,197	-
Short term borrowings (revolving credits)	28,306	-	-
Lease liabilities	2,088	6,560	-
Trade and other payables	118,495	732,208	-
	456,318	1,818,516	810,093

The exposure of the borrowings of the Group and the Company to interest rate changes at the reporting dates are disclosed in Notes 17, 18, 44 and 46 to the financial statements.

(d) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholders value. In order to maintain or achieve an optimal capital structure, the Group may adjust the dividend payment, return capital to shareholders, issue new shares, buy back issued shares, obtain new financing facilities or dispose assets to reduce borrowings.

Management monitors capital based on the Group's and the Company's gearing ratios. The Group and the Company are also required by the banks to maintain certain gearing ratios. The Group's and the Company's strategies are to maintain a gearing ratio of not greater than 1 time. The gearing ratio is calculated as net debt divided by equity capital. Net debt is calculated as total borrowings (excluding trade and other payables) less cash and cash equivalents. Equity capital is equivalent to capital and reserves attributable to owners of the Company.

The Group is subject to certain externally imposed capital requirements in the form of loan covenants. The Group and the Company monitor compliance with loan covenants based on the terms of the respective loan agreements. The Group and the Company are in compliance with such externally imposed capital requirements as at the reporting date.

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(e) Fair value measurements

The following table presents assets and liabilities measured at fair value and classified by levels of the following fair value measurement hierarchy:

(i) quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);

(ii) inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (Level 2); and

(iii) inputs for the asset or liability that are not based on observable market data (unobservable inputs) (Level 3).

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2022				
The Group				
Assets:				
Financial assets at fair value through profit or loss	**611,279**	**-**	**-**	**611,279**
Financial assets at fair value through other comprehensive income	**-**	**-**	**3,665**	**3,665**
Total assets	**611,279**	**-**	**3,665**	**614,944**
Liabilities:				
Derivative financial instruments	**-**	**337**	**-**	**337**
Total liabilities	**-**	**337**	**-**	**337**
The Company				
Assets:				
Financial assets at fair value through profit or loss	**172,462**	**-**	**-**	**172,462**
Financial assets at fair value through other comprehensive income	**-**	**-**	**2,050**	**2,050**
Total assets	**172,462**	**-**	**2,050**	**174,512**

NOTES TO THE FINANCIAL STATEMENTS (cont'd)
For the Financial Year Ended 31 March 2022

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(e) Fair value measurements (cont'd)

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2021				
The Group				
Assets:				
Financial assets at fair value through profit or loss	689,357	-	-	689,357
Financial assets at fair value through other comprehensive income	-	-	3,665	3,665
Derivative financial instruments	-	2,370	-	2,370
Total assets	689,357	2,370	3,665	695,392
Liabilities:				
Derivative financial instruments	-	4,388	-	4,388
Total liabilities	-	4,388	-	4,388
The Company				
Assets:				
Financial assets at fair value through profit or loss	112,721	-	-	112,721
Financial assets at fair value through other comprehensive income	-	-	2,050	2,050
Total assets	112,721	-	2,050	114,771

The fair values of financial instruments traded in active markets (such as trading securities) are based on quoted market prices at the reporting date. The quoted market prices used for financial assets held by the Group and the Company are the closing prices. These instruments are included in Level 1.

The fair values of financial instruments that are not traded in an active market (for example, CPO swap contracts) are determined by using a valuation technique. The fair value of CPO swap contracts is calculated based on the differences between fixed CPO prices as per the swap contracts and the average future CPO prices quoted on the Bursa Malaysia Derivative Exchange for the specific contracted periods. These instruments are classified as Level 2.

If a valuation technique for the instruments is based on significant unobservable inputs, such instruments are classified as Level 3.

4(a) OPERATING REVENUE

	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Continuing operations				
Revenue from contract with customers:				
- construction contracts	1,496,941	1,919,995	-	-
- property development	1,218,429	1,244,937	-	-
- sale of quarry and manufactured products	852,431	686,963	-	-
- sale of goods	24,364	18,346	-	-
- toll concession revenue	366,439	330,760	-	-
- port revenue	335,246	382,674	-	-
- management services	15,702	15,601	22,475	19,713
- rendering of other services	22,580	11,618	-	-
	4,332,132	4,610,894	22,475	19,713
Revenue from other sources:				
- dividend income	352	328	1,168,612	272,192
- amortisation of deferred income	17,563	16,490	-	-
- port lease	22,058	15,371	-	-
- lease income	36,875	44,094	289	289
	76,848	76,283	1,168,901	272,481
	4,408,980	4,687,177	1,191,376	292,194
Discontinued operation				
Revenue from contract with customers:				
- sale of plantation products and produce	472,512	935,693	-	-
	4,881,492	5,622,870	1,191,376	292,194
Timing of revenue recognition for revenue from contract with customers:				
Continuing operations				
- At a point in time	1,402,849	1,059,006	-	-
- Over time	2,929,283	3,551,888	22,475	19,713
	4,332,132	4,610,894	22,475	19,713
Discontinued operation				
- At a point in time	471,280	933,987	-	-
- Over time	1,232	1,706	-	-
	472,512	935,693	-	-
	4,804,644	5,546,587	22,475	19,713

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

4(a) OPERATING REVENUE (cont'd)

Supplementary information on operating revenue of the Group inclusive of the Group's share of revenue of associates and joint ventures are as follows:

	2022 RM'000	2021 RM'000
Operating revenue of the Group:		
Continuing operations	4,408,980	4,687,177
Discontinued operation	472,512	935,693
	4,881,492	5,622,870
Share of operating revenue of:		
Associates	209,648	156,843
Joint ventures	154,312	80,444
	5,245,452	5,860,157

4(b) COST OF SALES

	The Group 2022 RM'000	The Group 2021 RM'000 Restated	The Company 2022 RM'000	The Company 2021 RM'000
Cost of sales consist of :				
- Construction contracts costs	1,409,983	1,794,321	227	102
- Property development costs	1,010,272	920,786	-	-
- Cost of quarry and manufactured products sold	762,420	651,913	-	-
- Toll operation costs	272,888	215,450	-	-
- Port operation costs	191,326	225,601	-	-
	3,646,889	3,808,071	227	102

5 OPERATING PROFIT BEFORE FINANCE COST

(a) The following expenses (excluding finance cost and income tax expense) by nature from the continuing operations have been debited in arriving at operating profit before finance cost:

	Note	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Property, plant and equipment:					
- depreciation	27	80,164	83,080	448	261
- impairment	27	-	1,486	-	-
- written off	27	290	1,200	-	2
- loss on disposal		3,248	17	-	-
Right-of-use assets:					
- depreciation	28	13,586	16,220	1,806	1,807
- written off	28	41	-	-	-
Investment properties:					
- depreciation	29	9,178	9,425	151	171
- impairment	29	4,507	8,808	-	-
Rental of land and buildings		410	1,414	-	-
Hire of plant and equipment		7,505	6,228	49	59
Auditors' remuneration:					
- statutory audit	8				
Current year		3,837	3,751	464	464
Under accrual in respect of prior years		220	226	-	-
- other services	8	643	711	112	105
Foreign exchange losses (net)		23,035	-	2,718	-
Fair value loss:					
- financial assets held for trading		530	655	-	-
- derivative financial instruments	13	2,708	1,393	-	1,393
Concession assets:					
- amortisation	30	229,882	199,802	-	-
- impairment	30	36,454	-	-	-
Quarry development expenditure:					
- amortisation	36	2,311	3,783	-	-
- written off	36	578	444	-	-
- impairment	36	-	5,637	-	-
Bad debts written off		86	3,316	-	-
Impairment of:					
- amounts owing by joint ventures	33	2,687	27,286	-	-
- investment in RCULS	33	60,292	18,800	60,292	18,800
- trade and other receivables	39	7,779	18,721	15,619	-
Write down of inventories:					
- property development costs (net)	13,37(b)	71,068	18,030	-	-
- completed buildings	13	7,382	16,605	-	-
Loss on disposal of assets held for sale	43(A)	-	4,192	-	-

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

5 OPERATING PROFIT BEFORE FINANCE COST (cont'd)

(b) The following amounts from the continuing operations have been credited in arriving at operating profit before finance cost:

	Note	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Gross dividends received from:					
- subsidiaries					
(quoted)		-	-	49,487	9,897
(unquoted)		-	-	1,118,773	258,362
- associates					
(quoted)		-	-	-	3,555
(unquoted)		-	-	-	50
- other investments					
(quoted)		352	406	352	328
Interest income:					
- bank deposits		33,729	27,786	12,112	1,762
- loans and receivables from related parties		78,314	73,360	105,675	113,448
- loans and receivables from non-related parties		9,492	3,847	-	19
- others		2,512	1,762	87	401
Profits from Islamic placements		2,618	1,970	-	-
Profits from Redeemable Unsecured Murabahah Stocks		24,518	21,385	-	-
Foreign exchange gains (net)		-	33,086	-	12,280
Gain on disposal of:					
- property, plant and equipment		7,915	7,605	29	-
- investment properties		157	36,753	-	-
- right-of-use assets		-	8,084	-	-
- assets held for sale	43(A)	-	1,119	-	-
- assets and liabilities of disposal group classified as held for sale	49(a)(ii)	6,975	-	13,315	-
Rental income from operating lease		21,821	8,251	14	-
Rental income from sub-lease of right-of-use assets		102	48	-	-
Bad debts recovered		28	136	-	-
Write back of allowance for impairment of:					
- trade and other receivables	39	9,164	7,022	-	-
- amounts owing by joint ventures	33	34,225	10,587	-	7,089
Reversal of write down of inventories					
- completed buildings		39,479	10,855	-	-
Reversal of impairment of property, plant and equipment	27	1,715	-	-	-
Fair value gain on:					
- financial assets held for trading		13,259	14,121	2,788	3,184
- derivative financial instruments	13	-	2,370	-	-

5 OPERATING PROFIT BEFORE FINANCE COST (cont'd)

(b) The following amounts from the continuing operations have been credited in arriving at operating profit before finance cost: (cont'd)

	Note	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Amortisation of government grants	26	1,502	-	-	-
Amortisation of deferred income	30	17,563	16,490	-	-
Gain on liquidation of a subsidiary		-	-	8,485	-
Gain on liquidation of an associate		4,285	-	-	-
Gain on disposal of a subsidiary	49(b)	-	34,015	995,455	-
Gain on disposal of associates		16,936	-	-	2,913
Gain on redemption of preference shares in a subsidiary		-	-	6,943	-

6 EMPLOYEE BENEFITS COST

	Note	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Wages, salaries and bonus		360,593	402,444	23,643	19,567
Defined contribution retirement plan		39,623	42,265	3,367	2,855
Defined benefit retirement plan	25(b)	3,187	(970)	-	-
Other employee benefits		23,640	24,281	1,802	1,069
Share-based payments		245	3,083	(539)	(129)
		427,288	471,103	28,273	23,362
Less expenses capitalised into:					
- Construction contract costs		(77,727)	(73,924)	-	-
- Property, plant and equipment	27(c)	(7,298)	(19,021)	-	-
- Concession assets	30	(738)	(1,097)	-	-
		341,525	377,061	28,273	23,362

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

7 DIRECTORS' REMUNERATION

	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Directors of the Company:				
Fees	**2,140**	1,696	**1,786**	1,278
Defined contribution retirement plan	**518**	416	**518**	416
Other emoluments	**3,809**	2,980	**3,791**	2,958
Share-based payments	**(230)**	443	**(230)**	443
	6,237	5,535	**5,865**	5,095

The estimated monetary value of benefits-in-kind provided to the Directors of the Group and of the Company by way of usage of the Group's and the Company's assets and the provision of other benefits during the financial year amounted to RM115,000 (2021: RM92,000) and RM115,000 (2021: RM92,000) respectively.

8 AUDITORS' REMUNERATION

	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Statutory audit:				
PricewaterhouseCoopers Malaysia *	**2,637**	2,676	**464**	464
Other member firms of PricewaterhouseCoopers International Limited *	**706**	893	**-**	-
Other auditors of subsidiaries	**951**	988	**-**	-
	4,294	4,557	**464**	464
Other services:				
PricewaterhouseCoopers Malaysia *	**547**	596	**112**	105
Other member firms of PricewaterhouseCoopers International Limited *	**96**	115	**-**	-
	643	711	**112**	105
	4,937	5,268	**576**	569

* PricewaterhouseCoopers PLT Malaysia and other member firms of PricewaterhouseCoopers International Limited are separate and independent legal entities.

9 FINANCE COST

	Note	The Group 2022 RM'000	The Group 2021 RM'000 Restated	The Company 2022 RM'000	The Company 2021 RM'000
Continuing operations					
Interest expenses arising from:					
- Advances from subsidiaries		**-**	-	**1,811**	3,119
- Bank borrowings		**103,801**	131,743	**4,594**	10,352
- Bonds		**126,456**	135,136	**69,974**	73,388
- Amortisation of government support loan		**1,889**	2,158	**-**	-
- Amortised costs on financial liabilities		**20,539**	17,900	**-**	-
- Lease liabilities		**2,459**	2,472	**344**	429
- Others		**7,721**	16,058	**-**	-
		262,865	305,467	**76,723**	87,288
Less interest capitalised into:					
- Concession assets	30	**(12,610)**	(21,705)	**-**	-
- Property development costs	37(b)	**(61,960)**	(85,506)	**-**	-
		(74,570)	(107,211)	**-**	-
		188,295	198,256	**76,723**	87,288
Discontinued operation					
Interest expenses arising from:					
- Bank borrowings		**5,506**	20,051	**-**	-
- Lease liabilities		**469**	1,128	**-**	-
- Others		**354**	845	**-**	-
		6,329	22,024	**-**	-
Less interest capitalised into:					
- Property, plant and equipment	27(c)	**(998)**	(3,751)	**-**	-
		5,331	18,273	**-**	-
		193,626	216,529	**76,723**	87,288

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

10 INCOME TAX EXPENSE

	The Group					
	Continuing operations		Discontinued operation		Total	
	2022 RM'000	2021 RM'000 Restated	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Current tax:						
- Malaysian income tax	163,571	165,940	19,075	29,540	182,646	195,480
- Overseas taxation	1,528	4,264	7,753	10,158	9,281	14,422
	165,099	170,204	26,828	39,698	191,927	209,902
Deferred taxation (Note 22)	17,836	(91,309)	5,315	17,424	23,151	(73,885)
	182,935	78,895	32,143	57,122	215,078	136,017
Current tax:						
- Current year	194,009	192,198	34,536	51,073	228,545	243,271
- Benefits from previously unrecognised temporary differences	(15,933)	(20,964)	(7,708)	(11,904)	(23,641)	(32,868)
- (Over)/under accrual in prior years (net)	(12,977)	(1,030)	-	529	(12,977)	(501)
	165,099	170,204	26,828	39,698	191,927	209,902
Deferred taxation:						
- Origination and reversal of temporary differences	17,836	(91,309)	5,315	17,424	23,151	(73,885)
	182,935	78,895	32,143	57,122	215,078	136,017

	The Company	
	2022 RM'000	2021 RM'000
Current tax:		
- Malaysian income tax	16,177	12,557
Deferred taxation (Note 22)	2,975	2,869
	19,152	15,426
Current tax:		
- Current year	15,074	12,488
- Under accrual in prior years (net)	1,103	69
	16,177	12,557
Deferred taxation:		
- Origination and reversal of temporary differences	2,975	2,869
	19,152	15,426

10 INCOME TAX EXPENSE (cont'd)

The explanation of the relationship between income tax expense and profit before taxation is as follows:

	The Group		The Company	
	2022 RM'000	2021 RM'000 Restated	2022 RM'000	2021 RM'000
Profit before taxation arising from:				
Continuing operations	317,871	511,149	2,109,709	291,838
Discontinued operation (Note 49(a)(i))	782,411	272,129	-	-
Profit before taxation	1,100,282	783,278	2,109,709	291,838
Tax calculated at the Malaysian tax rate of 24% (2021: 24%)	264,068	187,987	506,330	70,041
Tax effects of:				
- Different tax rates in other countries	7,011	637	-	-
- Expenses not deductible for tax purposes	69,779	55,819	38,761	16,904
- Income not subject to tax	(170,821)	(30,135)	(527,042)	(71,588)
- Changes in tax rate	1,951	-	-	-
- Reversal of deferred tax assets previously recognised and non recognition of deferred tax assets on unused tax losses and unutilised deductible temporary differences	45,041	18,438	-	-
- Recognition and utilisation of previously unrecognised tax losses, investment allowance and deductible temporary differences	(23,641)	(32,869)	-	-
- Recognition of deferred tax assets on investment allowance previously not recognised	-	(85,900)	-	-
- Share of results of associates and joint ventures	6,880	17,427	-	-
(Over)/under accrual in prior years (net)	(12,977)	(501)	1,103	69
Under accrual of deferred tax in prior years (net)	27,787	5,114	-	-
Income tax expense	215,078	136,017	19,152	15,426

There is no tax charge in relation to the components of other comprehensive income of the Group and the Company.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

11 EARNINGS PER SHARE

(a) Basic

The basic earnings per share for the financial year has been calculated based on the Group's net profit attributable to owners of the Company for the financial year and the weighted average number of ordinary shares in issue during the financial year, excluding ordinary shares purchased by the Company and held as treasury shares (Note14(B)). The weighted average number of ordinary shares in issue is derived after taking into account the issuance of shares pursuant to the exercise of ESOS and vesting of ESGP.

	The Group	
	2022 RM'000	2021 RM'000 Restated
Net profit attributable to owners of the Company		
- Continuing operations	**102,067**	318,622
- Discontinued operation	**692,823**	115,257
	794,890	433,879
	'000	'000
Weighted average number of ordinary shares in issue	**3,581,465**	3,624,605
Basic earnings per share (sen)		
- Continuing operations	**2.85**	8.79
- Discontinued operation	**19.34**	3.18
	22.19	11.97

(b) Fully diluted

The fully diluted earnings per share of the Group is calculated by dividing the Group's net profit attributable to owners of the Company for the financial year of RM794,890,000 (2021: RM433,879,000) by the weighted average number of ordinary shares in issue, adjusted to assume the conversion of all dilutive potential ordinary shares, i.e. the ESOS and ESGP. A calculation is done to determine the number of shares that could have been acquired at market price (determined as the weighted average annual share price of the Company's shares) based on the monetary value of the subscription rights attached to the outstanding ESOS and ESGP.

	The Group	
	2022 RM'000	2021 RM'000 Restated
Net profit attributable to owners of the Company		
- Continuing operations	**102,067**	318,622
- Discontinued operation	**692,823**	115,257
	794,890	433,879
	'000	'000
Weighted average number of ordinary shares in issue	**3,581,465**	3,624,605
Adjustments for ESOS	**-**	-
Adjustments for ESGP	**2,230**	1,830
Weighted average number of ordinary shares for diluted earnings per share	**3,583,695**	3,626,435
Diluted earnings per share (sen)		
- Continuing operations	**2.85**	8.79
- Discontinued operation	**19.33**	3.18
	22.18	11.97

12 DIVIDENDS

Dividends declared and paid in respect of the current financial year are as follows:

	The Company			
	2022		2021	
	Dividend per share Sen	Amount of dividend RM'000	Dividend per share Sen	Amount of dividend RM'000
Single tier first interim dividend	**2.00**	**71,317**	2.00	72,425
Single tier special dividend	**15.00**	**534,881**	-	-
Single tier second interim dividend	**4.00**	*****	4.00	144,421**
	21.00	**606,198**	6.00	216,846

* The amount of dividend will be determined based on the number of shareholders entitled to receive the dividend as at 5:00pm on 30 June 2022.

** Dividends paid during the year.

On 27 May 2022, the Directors have declared a single tier second interim dividend in respect of the financial year ended 31 March 2022 of 4.0 sen per share to be paid on 22 July 2022 to every member who is entitled to receive the dividend as at 5:00pm on 30 June 2022. The second interim dividend has not been recognised in the Statement of Changes in Equity as it was declared subsequent to the financial year end.

The Directors do not recommend the payment of any final dividend for the financial year ended 31 March 2022 (2021: Nil).

13 SEGMENTAL REPORTING

Management has determined the operating segments based on the reports reviewed by the Executive Committee ("EXCO") that are used for allocating resources and assessing performance. The EXCO considers the business from the business segment perspective and assesses the performance of the operating segments based on a measure of profit before taxation and earnings before interest, tax, depreciation and amortisation.

The Group has the following principal business segments:

(a) Construction - Construction activities

(b) Property development - Development of land into vacant lots, residential, commercial and/or industrial buildings

(c) Manufacturing and quarrying - Production and sale of concrete products, and quarrying activities

(d) Plantation - Cultivation of oil palms, milling of fresh fruit bunches and trading of crude palm oil

(e) Infrastructure - Tollway and port operations

Other operations of the Group comprise mainly investment holding.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

13 SEGMENTAL REPORTING (cont'd)

The segment information provided to the EXCO for the reportable segments for the financial year ended 31 March 2022 is as follows:

	Construction RM'000	Property development RM'000	Manufacturing & quarrying RM'000	Infrastructure RM'000	Investment & others RM'000	Continuing operations Total RM'000	Discontinued operation Plantation RM'000	Group RM'000
Revenue:								
Total revenue	2,012,015	1,431,432	875,644	802,569	1,224,214	6,345,874	472,512	6,818,386
Less: Inter-segment revenue	(335,118)	-	(14,134)	(55)	(1,223,627)	(1,572,934)	-	(1,572,934)
	1,676,897	1,431,432	861,510	802,514	587	4,772,940	472,512	5,245,452
Less: Share of operating revenue of associates and joint ventures	(147,591)	(157,765)	(4,568)	(54,036)	-	(363,960)	-	(363,960)
Revenue from external customers *	1,529,306	1,273,667	856,942	748,478	587	4,408,980	472,512	4,881,492
Revenue from contract with customers								
Timing of revenue recognition:								
- At a point in time	24,364	561,684	816,801	-	-	1,402,849	471,280	1,874,129
- Over time	1,504,942	686,908	35,630	701,684	119	2,929,283	1,232	2,930,515
	1,529,306	1,248,592	852,431	701,684	119	4,332,132	472,512	4,804,644

* Included in revenue from external customers are revenue from contract with customers of RM4,804,644,000 (Note 4(a)).

Inter-segment revenue comprises rendering of construction services to the property development and infrastructure segments and the sale of manufacturing and quarrying products to the construction segment. These transactions are transacted on agreed terms between the segments.

13 SEGMENTAL REPORTING (cont'd)

The segment information provided to the EXCO for the reportable segments for the financial year ended 31 March 2022 is as follows: (cont'd)

	Construction RM'000	Property development RM'000	Manufacturing & quarrying RM'000	Infrastructure RM'000	Investment & others RM'000	Continuing operations Total RM'000	Discontinued operation Plantation RM'000	Group RM'000
Results:								
Profit before taxation	121,678	99,201	68,500	21,644	6,848	317,871	782,411	1,100,282
Depreciation and amortisation (A) *	12,575	20,101	48,253	235,101	26	316,056	50,699	366,755
Finance cost (B)	81,364	21,004	2,485	83,438	4	188,295	5,331	193,626
Earnings before interest, tax depreciation and amortisation	215,617	140,306	119,238	340,183	6,878	822,222	838,441	1,660,663
Other than (A) and (B), profit before taxation also includes:								
- Interest income	89,032	29,137	1,694	6,671	24,649	151,183	15,249	166,432
- Share of (losses)/profits of associates	(21,563)	172	286	(42,982)	5	(64,082)	88	(63,994)
- Share of profits of joint ventures	25,528	7,240	-	-	-	32,768	-	32,768
- Fair value losses on derivative financial instruments (Notes 5(a), 49(a)(i))	-	(2,708)	-	-	-	(2,708)	(764)	(3,472)
- Write down of inventories:								
• property development costs (Note 5(a))	-	(71,068)	-	-	-	(71,068)	-	(71,068)
• completed building (Note 5(a))	-	(7,382)	-	-	-	(7,382)	-	(7,382)

* It comprises depreciation and amortisation of property, plant and equipment, right-of-use assets, investment properties, concession assets and intangible assets, net of amortisation of government grants and deferred income.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)
For the Financial Year Ended 31 March 2022

13 SEGMENTAL REPORTING (cont'd)

The segment information provided to the EXCO for the reportable segments for the financial year ended 31 March 2022 is as follows: (cont'd)

The revenue from external customers reported to the EXCO is measured in a manner consistent with that in the statement of comprehensive income.

Revenue by product and services is disclosed in Note 4(a) to the financial statements.

						Continuing operations	Discontinued operation	
	Construction RM'000	Property development RM'000	Manufacturing & quarrying RM'000	Infrastructure RM'000	Investment & others RM'000	Total RM'000	Plantation RM'000	Group RM'000
Assets:								
Segment assets	2,653,739	10,216,348	1,362,833	6,017,994	203,235	20,454,149	-	20,454,149
Unallocated assets:								
- Deferred tax assets								458,456
- Tax recoverable								99,443
Consolidated total assets								21,012,048
Segment assets include:								
- Investment in associates	270,355	31,891	2,231	594,015	281	898,773	-	898,773
- Investment in joint ventures	41,794	295,066	-	193,752	23	530,635	-	530,635
- Additions to non-current assets * (other than financial instruments and deferred tax assets)	8,317	12,595	70,326	334,246	6	425,490	22,158	447,648
Liabilities:								
Segment liabilities	2,748,320	2,876,716	209,048	3,181,389	817	9,016,290	-	9,016,290
Unallocated liabilities:								
- Deferred tax liabilities								509,400
- Current tax liabilities								25,624
Consolidated total liabilities								9,551,314

* Non-current assets comprise property, plant and equipment, right-of-use assets, investment properties, concession assets, intangible assets and land held for property development (included in inventories).

The amounts provided to the EXCO with respect to total assets and total liabilities are measured in a manner consistent with that of the financial statements. These assets and liabilities are allocated based on the operations of the segment.

13 SEGMENTAL REPORTING (cont'd)

The segment information provided to the EXCO for the reportable segments for the financial year ended 31 March 2021 is as follows:

						Continuing operations	Discontinued operation	
	Construction RM'000	Property development RM'000	Manufacturing & quarrying RM'000	Infrastructure RM'000	Investment & others RM'000	Total RM'000	Plantation RM'000	Group RM'000
Revenue:								
Total revenue	2,265,530	1,380,371	721,434	798,635	314,336	5,480,306	935,693	6,415,999
Less: Inter-segment revenue	(215,227)	-	(26,842)	-	(313,773)	(555,842)	-	(555,842)
	2,050,303	1,380,371	694,592	798,635	563	4,924,464	935,693	5,860,157
Less: Share of operating revenue of associates and joint ventures	(102,438)	(83,613)	(3,634)	(47,602)	-	(237,287)	-	(237,287)
Revenue from external customers *	1,947,865	1,296,758	690,958	751,033	563	4,687,177	935,693	5,622,870
Revenue from contract with customers								
Timing of revenue recognition:								
- At a point in time	18,346	363,349	677,311	-	-	1,059,006	933,987	1,992,993
- Over time	1,929,519	899,159	9,652	713,435	123	3,551,888	1,706	3,553,594
	1,947,865	1,262,508	686,963	713,435	123	4,610,894	935,693	5,546,587

* Included in revenue from external customers are revenue from contract with customers of RM5,546,587,000 (Note 4(a)).

Inter-segment revenue comprises rendering of construction services to the property development and infrastructure segments and the sale of manufacturing and quarrying products to the construction segment. These transactions are transacted on agreed terms between the segments.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

13 SEGMENTAL REPORTING (cont'd)

The segment information provided to the EXCO for the reportable segments for the financial year ended 31 March 2021 is as follows: (cont'd)

	Construction RM'000	Property development RM'000 Restated	Manufacturing & quarrying RM'000	Infrastructure RM'000	Investment & others RM'000	Continuing operations Total RM'000	Discontinued operation Plantation RM'000	Group RM'000
Results:								
Profit before taxation	137,655	180,265	68,215	117,070	7,944	511,149	272,129	783,278
Depreciation and amortisation (A) *	13,056	21,004	56,582	205,152	26	295,820	116,918	412,738
Finance cost (B)	80,165	27,343	5,408	85,338	2	198,256	18,273	216,529
Earnings before interest, tax, depreciation and amortisation	230,876	228,612	130,205	407,560	7,972	1,005,225	407,320	1,412,545
Other than (A) and (B), profit before taxation also includes:								
- Interest income	62,729	37,409	1,278	6,905	21,789	130,110	3,807	133,917
- Share of (losses)/profits of associates	(11,714)	15	95	(69,046)	(3,729)	(84,379)	345	(84,034)
- Share of profits of joint ventures	3,197	6,999	-	-	-	10,196	-	10,196
- Fair value gains/(losses) on derivative financial instruments (Notes 5(a),(b), 49(a)(i))	-	2,370	-	-	(1,393)	977	(12,224)	(11,247)
- Write down of inventories:								
• property development costs (Note 5(a))	-	(18,030)	-	-	-	(18,030)	-	(18,030)
• completed building (Note 5(a))	-	(16,605)	-	-	-	(16,605)	-	(16,605)

* It comprises depreciation and amortisation of property, plant and equipment, right-of-use assets, investment properties, concession assets and intangible assets, net of amortisation of government grants and deferred income.

13 SEGMENTAL REPORTING (cont'd)

The segment information provided to the EXCO for the reportable segments for the financial year ended 31 March 2021 is as follows: (cont'd)

The revenue from external customers reported to the EXCO is measured in a manner consistent with that in the statement of comprehensive income.

Revenue by product and services is disclosed in Note 4(a) to the financial statements.

	Construction RM'000	Property development RM'000 Restated	Manufacturing & quarrying RM'000	Infrastructure RM'000	Investment & others RM'000	Continuing operations Total RM'000	Discontinued operation Plantation RM'000	Group RM'000
Assets:								
Segment assets	2,341,268	10,436,019	1,469,535	6,137,254	129,280	20,513,356	2,379,205	22,892,561
Unallocated assets:								
- Deferred tax assets								482,848
- Tax recoverable								111,037
Consolidated total assets								23,486,446
Segment assets include:								
- Investment in associates	288,811	23,134	1,946	565,344	279	879,514	14,113	893,627
- Investment in joint ventures	164,889	475,630	-	212,883	15	853,417	-	853,417
- Additions to non-current assets* (other than financial instruments and deferred tax assets)	14,816	11,856	52,124	554,348	150	633,294	71,722	705,016
Liabilities:								
Segment liabilities	3,247,588	3,062,567	253,650	3,274,128	705	9,838,638	844,951	10,683,589
Unallocated liabilities:								
- Deferred tax liabilities								587,449
- Current tax liabilities								27,004
Consolidated total liabilities								11,298,042

* Non-current assets comprise property, plant and equipment, right-of-use assets, investment properties, concession assets, intangible assets and land held for property development (included in inventories).

The amounts provided to the EXCO with respect to total assets and total liabilities are measured in a manner consistent with that of the financial statements. These assets and liabilities are allocated based on the operations of the segment.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

13 SEGMENTAL REPORTING (cont'd)

Geographical information:

	Revenue from external customers RM'000	Non-* current assets RM'000
2022		
Malaysia	**3,958,338**	**5,236,062**
India	**631,499**	**1,373,597**
Indonesia	**265,163**	**-**
United Kingdom	**26,492**	**514**
Other countries	**-**	**46**
	4,881,492	**6,610,219**
2021		
Malaysia	4,326,314	5,869,976
India	527,504	1,232,112
Indonesia	496,195	1,290,657
United Kingdom	231,416	532
Other countries	41,441	46
	5,622,870	8,393,323

* Non-current assets comprise property, plant and equipment, right-of-use assets, investment properties, concession assets, intangible assets, land held for property development and oil palm nurseries (both are included in inventories).

Revenue is based on the country in which the customers are located. Non-current assets are determined according to the country where these assets are located.

14 SHARE CAPITAL, TREASURY SHARES, SHARE-BASED PAYMENTS AND SHARES HELD UNDER TRUST

(A) SHARE CAPITAL

	The Group and the Company			
	31.3.2022		31.3.2021	
	Number of shares '000	Amount RM'000	Number of shares '000	Amount RM'000
Issued and fully paid:				
Ordinary shares with no par value:				
At 1 April 2021/2020	**3,641,119**	**6,117,056**	3,639,289	6,112,042
Issuance of shares arising from:				
- Vesting of shares under ESGP	**4,370**	**10,675**	1,830	5,014
At 31 March	**3,645,489**	**6,127,731**	3,641,119	6,117,056

During the financial year, the number of issued and paid-up ordinary shares of the Company was increased from 3,641,119,020 to 3,645,488,520 by way of the issuance of 4,369,500 new ordinary shares arising from the vesting of shares under the Employee Share Grant Plan ("ESGP").

The new ordinary shares issued rank pari passu in all respects with the existing ordinary shares of the Company.

14 SHARE CAPITAL, TREASURY SHARES, SHARE-BASED PAYMENTS AND SHARES HELD UNDER TRUST (cont'd)

(B) TREASURY SHARES

	The Group and the Company			
	31.3.2022		31.3.2021	
	Number of shares '000	Amount RM'000	Number of shares '000	Amount RM'000
At 1 April 2021/2020	**23,732**	**36,655**	9,837	18,070
Share buy back	**89,598**	**153,284**	13,895	18,585
At 31 March	**113,330**	**189,939**	23,732	36,655

The shareholders of the Company had approved an ordinary resolution at the Annual General Meeting held on 26 August 2021 for the Company to purchase its own shares up to a maximum of 10% of the issued and paid-up capital of the Company. The Directors of the Company were committed to enhancing the value of the Company and believed that the purchase plan was being applied in the best interest of the Company and its shareholders.

During the financial year, the Company purchased 89,598,500 of its ordinary shares from the open market on Bursa Malaysia Securities Berhad ("Bursa Malaysia") for RM153,284,473. The average price paid for the shares purchased was approximately RM1.71 per share. The purchase transactions were financed by internally generated funds. The shares purchased are being held as treasury shares as allowed for under Section 127 of the Companies Act 2016. The Company has the right to reissue these shares at a later date. As treasury shares, the rights attached as to voting, dividends and participation in other distribution are suspended.

(C) SHARE-BASED PAYMENTS

At an Extraordinary General Meeting held on 19 October 2012, the Directors were authorised to proceed with the establishment and administration of the Long Term Incentive Plan ("LTIP"), which comprises an Employee Share Option Scheme ("ESOS") and an Employee Share Grant Plan ("ESGP"). The Directors have appointed a committee ("Committee") to administer the LTIP. The Directors and/or the Committee have also established trusts which are administered by a trustee in accordance with the trust deeds dated 20 December 2012 for the LTIP.

(i) Share options

Share options were granted to executive directors and employees (collectively known as "Group Employee"), which is subject to eligibility criteria, under the Company's Employee Share Option Scheme ("ESOS"), which became operative on 24 December 2012.

The exercise price of the options is determined based on volume-weighted average market price of the Company's ordinary shares as shown in the Daily Official List of Bursa Malaysia Securities Berhad for the five market days immediately preceding the Offer Date with an allowance for a discount of not more than ten per centum (10%) therefrom.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

14 SHARE CAPITAL, TREASURY SHARES, SHARE-BASED PAYMENTS AND SHARES HELD UNDER TRUST (cont'd)

(C) SHARE-BASED PAYMENTS (cont'd)

(i) Share options (cont'd)

The vesting of the options is conditional upon acceptance of the offer and fulfilment of the relevant vesting conditions as at the relevant vesting dates as follows:

First ESOS Award	Second ESOS Award	Third ESOS Award	Fourth ESOS Award	Fifth ESOS Award	Sixth ESOS Award	Seventh ESOS Award	Percentage (%)
24 December 2013	24 December 2014	24 December 2015	24 December 2016	24 December 2017	30 March 2019	5 June 2020	40
24 December 2014	24 December 2015	24 December 2016	24 December 2017	24 December 2018	5 June 2020	30 March 2021	30
24 December 2015	24 December 2016	24 December 2017	24 December 2018	24 December 2019	30 March 2021	30 March 2022	30

The vesting conditions include the tenure and performance of the eligible Group Employee who have accepted the Offer from the date of the Offer. Once the options are vested, the options are exercisable up to the expiry date of the ESOS, which was initially on 23 December 2017. On 24 November 2015, the Board of Directors had extended the scheme period of the ESOS for another five years effective from 24 December 2017 to 23 December 2022 pursuant to the By-Laws of the LTIP.

(a) On 24 December 2012, the first award of options under the ESOS of 29,640,600 options ("First ESOS Award") was awarded to the Group Employee at an exercise price of RM4.44 per ordinary share. The exercise price of the First ESOS Award had been adjusted to RM4.37 (*) on 13 June 2014, to RM2.18 (**) on 11 September 2015 and to RM2.16 (***) on 25 June 2016. On 16 December 2021, the exercise price of the First ESOS Award has been further adjusted to RM1.98 (****).

The first tranche of ESOS under the First ESOS Award amounting to 10,525,800 options had been vested and were exercisable as at 24 December 2013. The second tranche of ESOS under the First ESOS Award amounting to 7,215,700 options had been vested and were exercisable as at 24 December 2014. The third tranche of ESOS under the First ESOS Award amounting to 13,641,100 options had been vested and were exercisable as at 24 December 2015.

Movements in the number of share options outstanding for the First ESOS Award are as follows:

Grant Date	Expiry Date	Exercise Price RM/share	Number of share options over ordinary shares: Balance at 1.4.2021 '000	Forfeited '000	Exercised '000	Balance at 31.3.2022 '000
24 December 2012	23 December 2022	4.44/4.37*/ 2.18**/2.16*** 1.98****	5,185	(1,748)	-	3,437

As at 31 March 2022, 3,437,400 (2021: 5,185,000) outstanding options from the First ESOS Award are exercisable. No options were exercised during the financial year (2021: Nil).

14 SHARE CAPITAL, TREASURY SHARES, SHARE-BASED PAYMENTS AND SHARES HELD UNDER TRUST (cont'd)

(C) SHARE-BASED PAYMENTS (cont'd)

(i) Share options (cont'd)

(b) On 24 December 2013, the second award of options under the ESOS of 31,729,600 options ("Second ESOS Award") was awarded to the Group Employee at an exercise price of RM5.22 per ordinary share. The exercise price of the Second ESOS Award had been adjusted to RM5.14 (*) on 13 June 2014, to RM2.57 (**) on 11 September 2015 and to RM2.54 (***) on 25 June 2016. On 16 December 2021, the exercise price of the Second ESOS Award has been further adjusted to RM2.33 (****).

The first tranche of ESOS under the Second ESOS Award amounting to 11,279,900 options had been vested and were exercisable as at 24 December 2014. The second tranche of ESOS under the Second ESOS Award amounting to 16,300,500 options had been vested and were exercisable as at 24 December 2015. The third tranche of ESOS under the Second ESOS Award amounting to 15,110,100 options had been vested and were exercisable as at 24 December 2016.

Movements in the number of share options outstanding for the Second ESOS Award are as follows:

Grant Date	Expiry Date	Exercise Price RM/share	Number of share options over ordinary shares: Balance at 1.4.2021 '000	Forfeited '000	Exercised '000	Balance at 31.3.2022 '000
24 December 2013	23 December 2022	5.22/5.14*/ 2.57**/2.54***/ 2.33****	20,491	(6,716)	-	13,775

As at 31 March 2022, 13,775,200 (2021: 20,491,100) outstanding options from the Second ESOS Award are exercisable. No options were exercised during the financial year (2021: Nil).

(c) On 24 December 2014, the third award of options under the ESOS of 10,651,000 options ("Third ESOS Award") was awarded to the Group Employee at an exercise price of RM5.88 per ordinary share. The exercise price of the Third ESOS Award had been adjusted to RM2.94 (*) on 11 September 2015 and to RM2.91 (**) on 25 June 2016. On 16 December 2021, the exercise price of the Third ESOS Award has been further adjusted to RM2.67 (***).

The first tranche of ESOS under the Third ESOS Award amounting to 7,869,700 options had been vested and were exercisable as at 24 December 2015. The second tranche of ESOS under the Third ESOS Award amounting to 5,418,700 options had been vested and were exercisable as at 24 December 2016. The third tranche of ESOS under the Third ESOS Award amounting to 4,948,300 options had been vested and were exercisable as at 24 December 2017.

Movements in the number of share options outstanding for the Third ESOS Award are as follows:

Grant Date	Expiry Date	Exercise Price RM/share	Number of share options over ordinary shares: Balance at 1.4.2021 '000	Forfeited '000	Exercised '000	Balance at 31.3.2022 '000
24 December 2014	23 December 2022	5.88/2.94* 2.91**/2.67***	11,882	(4,254)	-	7,628

As at 31 March 2022, 7,627,900 (2021: 11,881,600) outstanding options from the Third ESOS Award are exercisable. No options were exercised during the financial year (2021: Nil).

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

14 SHARE CAPITAL, TREASURY SHARES, SHARE-BASED PAYMENTS AND SHARES HELD UNDER TRUST (cont'd)

(C) SHARE-BASED PAYMENTS (cont'd)

(i) Share options (cont'd)

(d) On 24 December 2015, the fourth award of options under the ESOS of 19,605,100 options ("Fourth ESOS Award") was awarded to the Group Employee at an exercise price of RM3.06 per ordinary share. The exercise price of the Fourth ESOS Award had been adjusted to RM3.03 (*) on 25 June 2016. On 16 December 2021, the exercise price of the Fourth ESOS Award has been further adjusted to RM2.78 (**).

The first tranche of ESOS under the Fourth ESOS Award amounting to 7,012,100 options had been vested and were exercisable as at 24 December 2016. The second tranche of ESOS under the Fourth ESOS Award amounting to 4,768,800 options had been vested and were exercisable as at 24 December 2017. The third tranche of ESOS under the Fourth ESOS Award amounting to 4,601,800 options had been vested and were exercisable as at 24 December 2018.

Movements in the number of share options outstanding for the Fourth ESOS Award are as follows:

Grant Date	Expiry Date	Exercise Price RM/share	Number of share options over ordinary shares Balance at 1.4.2021 '000	Forfeited '000	Exercised '000	Balance at 31.3.2022 '000
24 December 2015	23 December 2022	3.06/3.03*/ 2.78**	14,012	(4,398)	-	**9,614**

As at 31 March 2022, 9,613,700 (2021: 14,012,000) outstanding options from the Fourth ESOS Award are exercisable. No options were exercised during the financial year (2021: Nil).

(e) On 24 December 2016, the fifth award of options under the ESOS of 16,034,000 options ("Fifth ESOS Award") was awarded to the Group Employee at an exercise price of RM2.93 per ordinary share. The exercise price of the Fifth ESOS Award has been adjusted to RM2.69 (*) on 16 December 2021.

The first tranche of ESOS under the Fifth ESOS Award amounting to 5,338,900 options had been vested and were exercisable as at 24 December 2017. The second tranche of ESOS under the Fifth ESOS Award amounting to 3,825,900 options had been vested and were exercisable as at 24 December 2018. The third tranche of ESOS under the Fifth ESOS Award amounting to 3,484,600 options have been vested and were exercisable as at 24 December 2019.

Movements in the number of share options outstanding for the Fifth ESOS Award are as follows:

Grant Date	Expiry Date	Exercise Price RM/share	Number of share options over ordinary shares Balance at 1.4.2021 '000	Forfeited '000	Exercised '000	Balance at 31.3.2022 '000
24 December 2016	23 December 2022	2.93/2.69*	12,602	(2,931)	-	**9,671**

As at 31 March 2022, 9,670,600 (2021: 12,602,300) outstanding options from the Fifth ESOS Award are exercisable. No options were exercised during the financial year (2021: Nil).

14 SHARE CAPITAL, TREASURY SHARES, SHARE-BASED PAYMENTS AND SHARES HELD UNDER TRUST (cont'd)

(C) SHARE-BASED PAYMENTS (cont'd)

(i) Share options (cont'd)

(f) On 30 March 2018, the sixth award of options under the ESOS of 79,352,700 options ("Sixth ESOS Award") was awarded to the Group Employee at an exercise price of RM2.70 per ordinary share. The exercise price of the Sixth ESOS Award has been adjusted to RM2.48 (*) on 16 December 2021.

The first tranche of ESOS under the Sixth ESOS Award amounting to 27,137,200 options had been vested and were exercisable as at 30 March 2019. The second tranche of ESOS under the Sixth ESOS Award amounting to 17,811,600 options had been vested and were exercisable as at 5 June 2020. The third tranche of ESOS under the Sixth ESOS Award amounting to 16,561,500 options had been vested and were exercisable as at 30 March 2021.

Movements in the number of share options outstanding for the Sixth ESOS Award are as follows:

Grant Date	Expiry Date	Exercise Price RM/share	Number of share options over ordinary shares Balance at 1.4.2021 '000	Forfeited '000	Exercised '000	Balance at 31.3.2022 '000
30 March 2018	23 December 2022	2.70/2.48*	61,510	(13,049)	-	**48,461**

As at 31 March 2022, 48,461,300 (2021: 61,510,300) outstanding options from the Sixth ESOS Award are exercisable. No options were exercised during the financial year (2021: Nil).

(g) On 30 March 2019, the seventh award of options under the ESOS of 41,977,500 options ("Seventh ESOS Award") was awarded to the Group Employee at an exercise price of RM2.16 per ordinary share. The exercise price of the Seventh ESOS Award has been adjusted to RM1.98 (*) on 16 December 2021.

The first tranche of ESOS under the Seventh ESOS Award amounting to 13,546,500 options had been vested and were exercisable as at 5 June 2020. The second tranche of ESOS under the Seventh ESOS Award amounting to 9,415,400 options had been vested and were exercisable as at 30 March 2021. The third tranche of ESOS under the Seventh ESOS Award amounting to 8,116,800 options has been vested and are exercisable as at 30 March 2022.

Movements in the number of share options outstanding for the Seventh ESOS Award are as follows:

Grant Date	Expiry Date	Exercise Price RM/share	Number of share options over ordinary shares Balance at 1.4.2021 '000	Forfeited '000	Exercised '000	Balance at 31.3.2022 '000
30 March 2019	23 December 2022	2.16/1.98*	41,835	(14,439)	-	**27,396**

As at 31 March 2022, out of the 27,396,400 (2021: 41,834,600) outstanding options from the Seventh ESOS Award, 27,396,400 (2021: 22,961,900) options are exercisable. No options were exercised during the financial year (2021: Nil).

Note 6 to the financial statements which discloses the total expenses recognised in profit or loss arising from transactions accounted for as equity-settled share-based payment transactions include the expense arising from the offer of ESOS.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

14 SHARE CAPITAL, TREASURY SHARES, SHARE-BASED PAYMENTS AND SHARES HELD UNDER TRUST (cont'd)

(C) SHARE-BASED PAYMENTS (cont'd)

(i) Share options (cont'd)

The fair value of share options offered was estimated using the Trinomial Valuation Model, taking into account the terms and conditions upon which the options were offered. The assumptions used for the valuation were as follows:

	First ESOS Award	Second ESOS Award	Third ESOS Award	Fourth ESOS Award	Fifth ESOS Award	Sixth ESOS Award	Seventh ESOS Award
Fair value at the date of offer (RM)	1.08/ 0.54**	1.02/ 0.51**	1.08/ 0.54**	0.73	0.73	0.47	0.58
Share price at the date of offer (RM)	4.98	5.80	6.60	3.40	3.25	2.68	2.22
Exercise price (RM)	4.44/ 4.37*/ 2.18**/ 2.16***/ 1.98****	5.22/ 5.14*/ 2.57**/ 2.54***/ 2.33****	5.88/ 2.94**/ 2.91***/ 2.67****	3.06/ 3.03***/ 2.78****	2.93/ 2.69****	2.70/ 2.48****	2.16/ 1.98****
Expected volatility (%)	25.9	18.4	16.5	19.0	21.2	24.6	45.6
Expected life (years)	5	4	3	7	6	4	3

* The ESOS exercise price had been adjusted to RM4.37 and RM5.14 on 13 June 2014, following the declaration of a single tier special dividend of 10 sen per share for the financial year ended 31 March 2014 on 27 May 2014.

** The ESOS fair value and exercise price had been adjusted on 11 September 2015 following the 1:1 Bonus Issue.

*** The ESOS exercise price had been adjusted on 25 June 2016, following the declaration of a single tier special dividend of 3 sen per share for the financial year ended 31 March 2016 on 26 May 2016.

**** The ESOS exercise price has been adjusted on 16 December 2021, following the declaration of a single tier special dividend of 15 sen per share for the financial year ended 31 March 2022 on 29 November 2021.

The expected life of the options was based on historical data, therefore it is not necessarily indicative of exercise patterns that may occur. The expected volatility reflected the assumption that the historical volatility was indicative of future trends, which may also not necessarily be the actual outcome. No other features of the options offered were incorporated into the measurement of fair value.

The fair value of the ESOS had been further adjusted on 3 December 2015 (refer to the table below), following the approval of the extension of ESOS scheme period on 24 November 2015 for another five years to 23 December 2022, pursuant to the By-Laws of the LTIP.

	First ESOS Award	Second ESOS Award	Third ESOS Award
Incremental fair value as a result of modification (RM)	0.04	0.10	0.16
Share price at the date of modification (RM)	3.40	3.40	3.40
Exercise price (RM)	2.18	2.57	2.94
Expected volatility (%)	18.7	18.7	18.7
Expected life (years)	2.5 - 3.5	3.0 - 4.0	3.5 - 4.5

There was no change to the Fourth, Fifth, Sixth and Seventh ESOS Awards because these were awarded to the Group Employee on the respective dates, which were after the modification date.

14 SHARE CAPITAL, TREASURY SHARES, SHARE-BASED PAYMENTS AND SHARES HELD UNDER TRUST (cont'd)

(C) SHARE-BASED PAYMENTS (cont'd)

(ii) Share grants

The ESGP has been implemented on 24 December 2012 and shall be in force for a period of ten years and expires on 23 December 2022.

On 15 April 2013, the first award of shares under the ESGP ("First ESGP Award") had been made to the eligible Group Employee and once accepted was vested to the eligible Group Employee at no consideration over a period of up to three years, subject to the fulfilment of vesting conditions.

As at 31 March 2022 and 31 March 2021, there were no outstanding share grants under the First ESGP Award.

On 15 April 2014, the second award of shares under the ESGP ("Second ESGP Award") had been made to the eligible Group Employee and once accepted was vested to the eligible Group Employee at no consideration over a period of up to three years, subject to the fulfilment of vesting conditions.

As at 31 March 2022 and 31 March 2021, there were no outstanding share grants under the Second ESGP Award.

On 15 April 2015, the third award of shares under the ESGP ("Third ESGP Award") had been made to the eligible Group Employee and once accepted was vested to the eligible Group Employee at no consideration over a period of up to three years, subject to the fulfilment of vesting conditions.

As at 31 March 2022 and 31 March 2021, there were no outstanding share grants under the Third ESGP Award.

On 15 April 2016, the fourth award of shares under the ESGP ("Fourth ESGP Award") had been made to the eligible Group Employee and once accepted was vested to the eligible Group Employee at no consideration over a period of up to three years, subject to the fulfilment of vesting conditions.

As at 31 March 2022 and 31 March 2021, there were no outstanding share grants under the Fourth ESGP Award.

On 15 April 2017, the fifth award of shares under the ESGP ("Fifth ESGP Award") had been made to the eligible Group Employee and once accepted was vested to the eligible Group Employee at no consideration over a period of up to three years, subject to the fulfilment of vesting conditions.

As at 31 March 2022 and 31 March 2021, there were no outstanding share grants under the Fifth ESGP Award.

On 15 April 2018, the sixth award of shares under the ESGP ("Sixth ESGP Award") had been made to the eligible Group Employee and once accepted was vested to the eligible Group Employee at no consideration over a period of up to three years, subject to the fulfilment of vesting conditions.

Movements in the number of share grants outstanding are as follows:

	Number of share grants			
Grant Date	Balance at 1.4.2021 '000	Forfeited '000	Issued '000	Balance at 31.3.2022 '000
15 April 2018	1,830	(109)	(1,721)	-

The fair value of the ESGP offered was based on the closing market price of the shares that was quoted on Bursa Malaysia at the date of the offer.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

14 SHARE CAPITAL, TREASURY SHARES, SHARE-BASED PAYMENTS AND SHARES HELD UNDER TRUST (cont'd)

(C) SHARE-BASED PAYMENTS (cont'd)

(ii) Share grants (cont'd)

On 15 April 2019, the seventh award of shares under the ESGP ("Seventh ESGP Award") has been made to the eligible Group Employee and once accepted will be vested to the eligible Group Employee at no consideration over a period of up to three years, subject to the fulfilment of vesting conditions.

Movements in the number of share grants outstanding are as follows:

	Number of share grants			
Grant Date	Balance at 1.4.2021 '000	Forfeited '000	Issued '000	Balance at 31.3.2022 '000
15 April 2019	14,513	(9,635)	(2,648)	**2,230**

The fair value of the ESGP offered was based on the closing market price of the shares that was quoted on Bursa Malaysia at the date of the offer.

Note 6 to the financial statements which discloses the total expenses recognised in profit or loss arising from transactions accounted for as equity-settled share-based payment transactions include the expense arising from the offer of ESGP.

(D) SHARES HELD UNDER TRUST

The Group Employee can elect to fund the exercise of the options themselves or through an ESOS Trust Funding Mechanism ("ETF mechanism"). To facilitate the ETF mechanism, the Company provides funding to the trustee to subscribe for new shares of the Company which are held under a trust and managed by a trustee. Shares issued by the Company under the ETF mechanism are recorded as shares held under trust in the financial statements. The shares issued under the ETF mechanism rank pari passu in all respects with the existing ordinary shares of the Company.

The movement of shares held under trust during the financial year is as follows:

	The Group and the Company	
	31.3.2022 RM'000	31.3.2021 RM'000
At 1 April 2021/2020 and **At 31 March**	**1,263**	1,263

15 OTHER RESERVES

	The Group		
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Other reserves	**952**	32,476	32,476
Capital reserve	**952**	22,476	22,476
Redemption reserve	-	10,000*	10,000*
	952	32,476	32,476

* This represents consolidation adjustment on the capitalisation of retained earnings equivalent to the nominal value of the redeemable cumulative preference shares redeemed by a subsidiary of the Company.

16 PERPETUAL SUKUK OF A SUBSIDIARY

On 19 March 2019, IJM Land Berhad ("IJML") ("the issuer"), a wholly-owned subsidiary of the Company made its first issuance of RM650 million nominal value of subordinated Perpetual Islamic Notes ("Perpetual Sukuk") pursuant to a Perpetual Islamic Notes Issuance Programme of RM2.0 billion in nominal value based on the Shariah Principle of Musharakah with a subordinated Guarantee from the Company ("the Kafalah Provider"). The proceeds arising from the Perpetual Sukuk will be utilised for Shariah-compliant purposes which include the refinancing of IJML Group's existing borrowings, investments, working capital requirements and its general corporate purposes.

On 25 September 2019, IJML made its second issuance of RM200 million nominal value of subordinated Perpetual Sukuk.

The salient features of the Perpetual Sukuk are as follows:

(a) The Perpetual Sukuk is unsecured and issued under the Shariah Principle of Musharakah.

(b) The Perpetual Sukuk and the subordinated Guarantee shall at all times rank as follows:

(i) Below all present and future creditors of the issuer or the Kafalah Provider.

(ii) Pari passu with any instruments or security issued or guaranteed by the issuer or Kafalah Provider that is expressed to rank whether by its terms or by operation or law, pari passu with the Perpetual Sukuk or Subordinated Guarantee ("Parity Obligations").

(iii) Above any class of the issuer's or Kafalah Provider's share capital including without limitation, any ordinary shares and preference shares in the capital of the issuer or the Kafalah Provider ("Junior Obligations").

(c) Perpetual in tenure. However, IJML has a call option to redeem all of the Perpetual Sukuk on the First Call Date and on each periodic distribution date thereafter. The First Call Date for the Perpetual Sukuk Tranche 1 of RM350 million, Tranche 2 of RM300 million and Tranche 3 of RM200 million shall fall on 19 March 2026, 19 March 2027 and 27 September 2027 respectively.

(d) IJML has the option to redeem all of the Perpetual Sukuk if:

(i) there are changes or amendments to the Malaysian Financial Reporting Standards resulting in the Perpetual Sukuk no longer being classified as "equity" ("Accounting Event"), or

(ii) the expected periodic distribution amount made would not be fully tax deductible for Malaysian income tax purposes ("Tax Event"), or

(iii) there are amendments, clarifications or changes in the rating methodology by the Rating Agency resulting in a lower equity credit as compared to its first assigned equity credit or if equity credit is not assigned for the Perpetual Sukuk. ("Rating Event"), or

(iv) the Company ceases to hold more than fifty per cent of voting shares in IJML or when IJML ceases to be a subsidiary of the Company ("Change of Control Event").

NOTES TO THE FINANCIAL STATEMENTS (cont'd)
For the Financial Year Ended 31 March 2022

16 PERPETUAL SUKUK OF A SUBSIDIARY (cont'd)

The salient features of the Perpetual Sukuk are as follows: (cont'd)

(e) The Perpetual Sukuk carries an initial fixed periodic distribution rate of 5.65%, 5.73% and 4.73% per annum and payable semi-annually for Tranche 1, Tranche 2 and Tranche 3 respectively. If IJML does not exercise its option to redeem on the First Call Date, the periodic distribution rate shall be increased by 1% per annum after the First Call Date.

(f) Upon occurrence of a "Change of Control Event" and if IJML does not elect to redeem the Perpetual Sukuk, the periodic distribution rate shall be increased by three per cent per annum.

(g) IJML may opt to defer payment in whole or in part of the expected periodic distribution amount. So long as any deferred periodic distribution amount is not made in full, the issuer and the Kafalah Provider shall not declare or pay any dividends or no other payments can be made in respect of any of its ordinary shares and preference shares or its Parity Obligations except on a pro-rata basis with the Perpetual Sukuk.

(h) If, during the six-months period ending on the day before the relevant scheduled periodic distribution date, either or both of the following have occurred:

(i) A dividend, distribution or other payment has been declared or paid by the Issuer and/or Kafalah Provider in respect of any of the Issuer's or the Kafalah Provider's Junior Obligation or Parity Obligations except on a pro-rata basis with the Sukuk Musharakah; and

(ii) The Issuer's or the Kafalah Provider's Junior Obligations, or Parity Obligations except on a pro-rata basis with the Sukuk Musharakah have been purchased, redeemed, reduced, cancelled, bought-back or acquired by the Issuer or the Kafalah Provider,

an Issuer's or the Kafalah Provider's Compulsory Periodic Distribution Payment Event ("CPDPE") shall have occurred.

(i) To facilitate the issuance of the Perpetual Sukuk, IJML entered into a notional Musharakah Arrangement with the Sukuk Trustee to undertake a Musharakah Venture consisting of Shariah compliant business operations of certain subsidiaries. The Musharakah Venture does not represent collateralisation of business operations or land titles to the Musharakah Venture.

17 BONDS

	Unsecured Sukuk Murabahah Notes (a) RM'000	Secured Sukuk Mudharabah Notes (b) RM'000	Sukuk Wakalah (c) RM'000	Total RM'000
The Group				
31.3.2022				
At 1 April 2021	**1,650,000**	**495,000**	**1,035,000**	**3,180,000**
Redeemed during the year	**(150,000)**	**(60,000)**	**-**	**(210,000)**
At 31 March 2022	**1,500,000**	**435,000**	**1,035,000**	**2,970,000**
Less:				
Transaction cost	**-**	**-**	**(5,415)**	**(5,415)**
Accumulated amortisation	**-**	**-**	**2,748**	**2,748**
	-	**-**	**(2,667)**	**(2,667)**
	1,500,000	**435,000**	**1,032,333**	**2,967,333**
Less:				
Amount redeemable within 12 months (Note 46)	**(300,000)**	**(60,000)**	**(50,000)**	**(410,000)**
	1,200,000	**375,000**	**982,333**	**2,557,333**

17 BONDS (cont'd)

	Unsecured Sukuk Murabahah Notes (a) RM'000	Secured Sukuk Mudharabah Notes (b) RM'000	Sukuk Wakalah (c) RM'000	Total RM'000
The Group (cont'd)				
31.3.2021				
At 1 April 2020	1,550,000	555,000	985,000	3,090,000
Drawdown during the year	250,000	-	50,000	300,000
Redeemed during the year	(150,000)	(60,000)	-	(210,000)
At 31 March 2021	1,650,000	495,000	1,035,000	3,180,000
Less:				
Transaction cost	-	-	(5,415)	(5,415)
Accumulated amortisation	-	-	2,001	2,001
	-	-	(3,414)	(3,414)
	1,650,000	495,000	1,031,586	3,176,586
Less:				
Amount redeemable within 12 months (Note 46)	(150,000)	(60,000)	-	(210,000)
	1,500,000	435,000	1,031,586	2,966,586
1.4.2020				
At 1 April 2020	1,550,000	555,000	981,119	3,086,119
Less:				
Amount redeemable within 12 months (Note 46)	(150,000)	(60,000)	-	(210,000)
	1,400,000	495,000	981,119	2,876,119

	Unsecured Sukuk Murabahah Notes (a) RM'000	Total RM'000
The Company		
2022		
At 1 April 2021	**1,650,000**	**1,650,000**
Redeemed during the year	**(150,000)**	**(150,000)**
At 31 March 2022	**1,500,000**	**1,500,000**
Less:		
Amount redeemable within 12 months (Note 46)	**(300,000)**	**(300,000)**
	1,200,000	**1,200,000**
2021		
At 1 April 2020	1,550,000	1,550,000
Drawdown during the year	250,000	250,000
Redeemed during the year	(150,000)	(150,000)
At 31 March 2021	1,650,000	1,650,000
Less:		
Amount redeemable within 12 months (Note 46)	(150,000)	(150,000)
	1,500,000	1,500,000

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

17 BONDS (cont'd)

A. Maturity profile of Bonds

	Note	Carrying amount RM'000	< 1 year RM'000	1 - 2 years RM'000	2 - 3 years RM'000	3 - 4 years RM'000	4 - 5 years RM'000	> 5 years RM'000
The Group								
31.3.2022								
Unsecured								
Sukuk Murabahah Notes	(a)	1,500,000	300,000	200,000	100,000	200,000	-	700,000
Secured								
Sukuk Mudharabah Notes	(b)	435,000	60,000	60,000	60,000	60,000	60,000	135,000
Sukuk Wakalah	(c)	1,032,333	50,000	85,000	100,000	160,000	255,000	382,333
		2,967,333	410,000	345,000	260,000	420,000	315,000	1,217,333
31.3.2021								
Unsecured								
Sukuk Murabahah Notes	(a)	1,650,000	150,000	300,000	200,000	100,000	200,000	700,000
Secured								
Sukuk Mudharabah Notes	(b)	495,000	60,000	60,000	60,000	60,000	60,000	195,000
Sukuk Wakalah	(c)	1,031,586	-	50,000	85,000	100,000	160,000	636,586
		3,176,586	210,000	410,000	345,000	260,000	420,000	1,531,586
1.4.2020								
Unsecured								
Sukuk Murabahah Notes	(a)	1,550,000	150,000	150,000	300,000	200,000	100,000	650,000
Secured								
Sukuk Mudharabah Notes	(b)	555,000	60,000	60,000	60,000	60,000	60,000	255,000
Sukuk Wakalah	(c)	981,119	-	-	50,000	85,000	100,000	746,119
		3,086,119	210,000	210,000	410,000	345,000	260,000	1,651,119
The Company								
Unsecured								
Sukuk Murabahah Notes	(a)							
2022		1,500,000	300,000	200,000	100,000	200,000	-	700,000
2021		1,650,000	150,000	300,000	200,000	100,000	200,000	700,000

17 BONDS (cont'd)

B. Principal features of Bonds

(a) Sukuk Murabahah Notes

On 10 March 2014, the Company established an unsecured Sukuk Murabahah Programme ("Programme") of up to RM3.0 billion in nominal value with a tenure of up to 20 years from the first issuance date.

The Programme contains covenants which require the Group to maintain its net debt to equity ratio of not more than 1.25 times.

On 10 April 2014, the Company made its first issuance pursuant to the Programme for the amount of RM500,000,000 at nominal value and carrying a profit rate ranging from 4.60% to 4.85% per annum. It is repayable in 3 annual instalments, commencing 5 years after the issue date. In the previous financial years, RM200,000,000 and RM150,000,000 were repaid in April 2019 and April 2020 respectively. During the financial year, RM150,000,000 was repaid in April 2021.

On 12 June 2014, the Company issued a second tranche of RM300,000,000 pursuant to the Programme at its nominal value that carries a profit rate of 4.83% per annum. It is repayable in full 8 years after the issue date.

On 21 April 2015, the Company issued a third tranche of RM200,000,000 pursuant to the Programme at its nominal value that carries a profit rate of 4.90% per annum. It is repayable in full 10 years after the issue date.

On 4 June 2015, the Company issued a fourth tranche of RM200,000,000 pursuant to the Programme at its nominal value that carries a profit rate of 4.64% per annum. It is repayable in full 8 years after the issue date.

On 17 October 2016, the Company issued a fifth tranche of RM100,000,000 pursuant to the Programme at its nominal value that carries a profit rate of 4.60% per annum. It is repayable in full 8 years after the issue date.

On 20 August 2018, the Company issued a sixth tranche of RM200,000,000 pursuant to the Programme at its nominal value that carries a profit rate of 5.05% per annum. It is repayable in full 10 years after the issue date.

On 10 April 2019, the Company issued a seventh tranche of RM250,000,000 pursuant to the Programme at its nominal value that carries a profit rate of 4.76% per annum. It is repayable in full 10 years after the issue date.

On 25 August 2020, the Company issued a eighth tranche of RM250,000,000 pursuant to the Programme at its nominal value that carries a profit rate of 3.85% per annum. It is repayable in full 10 years after the issue date.

As at 31 March 2022, the profit rate of the Sukuk is 4.65% (31.3.2021: 4.43% and 1.4.2020: 4.81%) per annum.

(b) Sukuk Mudharabah Notes

(i) An indirect subsidiary, Besraya (M) Sdn Bhd ("Besraya"), issued RM700,000,000 secured Sukuk Mudharabah ("Sukuk"), an Islamic Securities Programme on 28 July 2011.

The RM700,000,000 Sukuk was issued at its nominal value. It is repayable in 13 annual instalments, commencing 5 years after the issue date. In the preceding financial year, RM60,000,000 was repaid on 28 July 2020.

During the financial year, RM60,000,000 was repaid on 28 July 2021.

As at 31 March 2022, the profit rate of the Sukuk is 5.13% (31.3.2021: 5.09% and 1.4.2020: 5.05%) per annum.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

17 BONDS (cont'd)

B. Principal features of Bonds (cont'd)

(b) Sukuk Mudharabah Notes (cont'd)

(ii) The Sukuk is secured by the following:

- a debenture creating a first ranking fixed and floating charge over all present and future assets, rights and interests of the issuer;
- a first ranking assignment of all of the issuer's rights, interests, titles and benefits under the Project Agreements, including without limitation the right to demand, collect and retain toll, liquidated damages and all proceeds arising therefrom;
- an assignment of all rights, interests, titles and benefits in all performance and/or maintenance bonds issued to and/or in favour of the issuer, save for those assigned or to be assigned to the Government of Malaysia pursuant to the Concession Agreement;
- a first ranking assignment of all rights, interests, titles and benefits in all relevant insurance/takaful policies of the issuer and/or in respect of the Besraya Extension Expressway Project, subject to the insurance provisions under the Concession Agreement and the Supplemental Concession Agreement; and
- a first ranking charge and assignment of all rights, interests, titles and benefits in all Designated Accounts and the credit balances.

(iii) The Sukuk contains covenants which require Besraya to maintain a financial service cover ratio of at least 1.25 times and debt equity ratio of not greater than 80:20.

(c) Sukuk Wakalah

(i) On 23 March 2018, an indirect subsidiary, Kuantan Port Consortium Sdn Bhd ("KPC") established an unrated Islamic Medium Term Notes Programme of up to RM3.0 billion in nominal value based on the Shariah principle of Wakalah Bi Al-Istithmar (the "Sukuk Wakalah") with a tenure of up to 25 years from the first issuance date.

On 2 May 2018, KPC made the first issuance of the Sukuk Wakalah for an amount of RM650,000,000 at nominal value and carries a profit rate ranging from 3.10% to 3.26% (31.3.2021: 3.10% to 4.10% and 1.4.2020: 4.32% to 5.07%) per annum. It is repayable in 8 varying annual instalments, commencing 4 years after the issue date.

On 30 July 2018, KPC made the second issuance for an amount of RM225,000,000 of the Sukuk Wakalah at nominal value and carries a profit rate ranging from 3.22% to 3.27% (31.3.2021: 3.22% to 4.11% and 1.4.2020: 4.44% to 5.08%) per annum. It is repayable in 8 varying annual instalments, commencing 4 years after the issue date.

On 31 January 2019, KPC made the third issuance for an amount of RM30,000,000 of the Sukuk Wakalah at nominal value and carries a profit rate ranging from 3.25% to 3.28% (31.3.2021: 3.25% to 4.12% and 1.4.2020: 4.47% to 5.09%) per annum. It is repayable in 9 varying annual instalments, commencing 4 years after the issue date.

On 5 November 2019, KPC made the fourth issuance for an amount of RM80,000,000 of the Sukuk Wakalah at nominal value and carries a profit rate ranging from 3.24% to 3.27% (31.3.2021: 3.24% to 4.11% and 1.4.2020: 4.46% to 4.77%) per annum. It is repayable in 10 varying annual instalments, commencing 4 years after the issue date.

On 19 November 2020, KPC made the fifth issuance for the amount of RM50,000,000 of the Sukuk Wakalah at nominal value and carries a profit rate ranging from 3.22% to 3.25% per annum (31.3.2021: 3.22% and 1.4.2020: Nil) per annum. It is repayable in 11 varying annual instalments, commencing 4 years after the issue date.

As at 31 March 2022, the profit rate of the Sukuk is 3.23% (31.3.2021: 3.20% and 1.4.2020: 4.42%) per annum.

17 BONDS (cont'd)

B. Principal features of Bonds (cont'd)

(c) Sukuk Wakalah (cont'd)

(ii) The Sukuk Wakalah is secured by the following:

- a debenture creating a fixed and floating charge over the present and future assets of KPC;
- an assignment of balance of revenue from leases, subleases and tenancies, interest, rights, titles and benefits on contract from contractors, suppliers and others including performance or maintenance bonds, designated accounts and insurance/takaful policy;
- pari passu ranking between the Government of Malaysia pursuant to the Privatisation Agreement dated 16 June 2015 and the Sukuk Wakalah under the Security Sharing Arrangement;
- equal priority for profit and/or principal payment of the Sukuk Wakalah and transfer to the Operating Account, for the principal payment of the Government Support Loan;
- in the event that takaful/insurance proceeds are received pursuant to a total loss event, an equal and proportionate basis of redemption of the Sukuk Wakalah and transfer to the Operating Account for repayment of the Government Support Loan; and
- in the event of early termination of the Privatisation Agreement dated 16 June 2015, an equal and proportionate basis of compensation proceeds shall be used to redeem the Sukuk and transfer to the Operating Account for repayment of the Government Support Loan.

The Sukuk Wakalah contains covenants which require KPC to maintain its finance to equity ratio of not more than 4.0 times, finance service cover ratio of more than 1.25 times at all times and post-dividend finance service cover ratio of more than 1.5 times.

18 TERM LOANS

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	The Company 2022 RM'000	2021 RM'000
Current:						
Secured	46	**107,245**	75,250	135,689	**-**	-
Unsecured	46	**372,478**	570,809	827,528	**94,534**	82,780
		479,723	646,059	963,217	**94,534**	82,780
Non-current:						
Secured		**1,259,225**	1,277,105	576,832	**-**	-
Unsecured		**45,393**	648,728	1,038,311	**10,504**	82,781
		1,304,618	1,925,833	1,615,143	**10,504**	82,781
		1,784,341	2,571,892	2,578,360	**105,038**	165,561

A. Currency profile of term loans

The currency exposure profile of term loans is as follows:

	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	The Company 2022 RM'000	2021 RM'000
United States Dollar	**776,860**	1,308,589	986,832	**105,038**	165,561
Chinese Yuan	**-**	-	2,276	**-**	-
Japanese Yen	**-**	158,624	209,775	**-**	-
	776,860	1,467,213	1,198,883	**105,038**	165,561

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

18 TERM LOANS (cont'd)

B. Effective interest rate and maturity profile of term loans

The net exposure of term loans to interest rate cash flow risk and the periods in which the borrowings mature or reprice are as follows:

The Group	Effective interest rate as at year end % p.a	Total carrying amount RM'000	Currency	Note	Floating interest rate < 1 year RM'000	1-2 years RM'000	2-3 years RM'000	3-4 years RM'000	4-5 years RM'000	> 5 years RM'000
2022										
Secured										
Term loan 1	4.1	71,889	RM	(a)	40,000	31,889	-	-	-	-
Term loan 2	3.2	49,918	RM	(b)	25,000	24,918	-	-	-	-
Term loan 3	3.7	79,255	RM	(c)	7,400	7,400	7,400	7,400	49,655	-
Term loan 4	2.4	1,681	GBP	(d)	-	-	1,681	-	-	-
Term loan 5	3.8	124,310	RM	(e)	6,000	10,000	10,000	20,000	20,000	58,310
Term loan 6	3.4	2,113	RM	(f)	499	1,614	-	-	-	-
Term loan 7	3.7	5,261	RM	(g)	-	-	-	2,350	2,911	-
Term loan 8	3.7	81,187	RM	(h)	7,400	7,400	7,400	7,400	51,587	-
Term loan 9	3.7	3,253	RM	(i)	1,190	1,190	873	-	-	-
Term loan 10	3.4	20,412	RM	(j)	11,857	8,555	-	-	-	-
Term loan 11	9.3	123,369	INR	(k)	1,167	2,178	3,422	4,667	5,911	106,024
Term loan 12	2.5	671,822	USD	(l)	6,732	14,137	23,561	32,312	595,080	-
Term loan 13	4.0	132,000	RM	(m)	-	50,000	82,000	-	-	-
		1,366,470			107,245	159,281	136,337	74,129	725,144	164,334
Unsecured										
Term loan 21	1.6	31,511	USD		31,511	-	-	-	-	-
Term loan 22	2.0	52,519	USD		42,015	10,504	-	-	-	-
Term loan 23	2.4	17,566	RM		9,581	7,985	-	-	-	-
Term loan 24	3.1	46,904	RM		20,000	26,904	-	-	-	-
Term loan 25	7.1	22,200	INR		22,200	-	-	-	-	-
Term loan 26	7.1	207,015	INR		207,015	-	-	-	-	-
Term loan 27	7.4	19,148	INR		19,148	-	-	-	-	-
Term loan 28	0.8	21,008	USD		21,008	-	-	-	-	-
		417,871			372,478	45,393	-	-	-	-
Total term loans		1,784,341			479,723	204,674	136,337	74,129	725,144	164,334

18 TERM LOANS (cont'd)

B. Effective interest rate and maturity profile of term loans (cont'd)

The net exposure of term loans to interest rate cash flow risk and the periods in which the borrowings mature or reprice are as follows: (cont'd)

The Group	Effective interest rate as at year end % p.a	Total carrying amount RM'000	Currency	Note	Floating interest rate < 1 year RM'000	1-2 years RM'000	2-3 years RM'000	3-4 years RM'000	4-5 years RM'000	> 5 years RM'000
2021										
Secured										
Term loan 1	4.0	111,603	RM	(a)	40,000	40,000	31,603	-	-	-
Term loan 2	3.1	49,859	RM	(b)	-	25,000	24,859	-	-	-
Term loan 3	3.7	86,562	RM	(c)	7,400	7,400	7,400	7,400	7,400	49,562
Term loan 4	2.4	27,905	GBP	(d)	-	-	-	27,905	-	-
Term loan 5	3.8	130,499	RM	(e)	6,000	6,000	10,000	10,000	20,000	78,499
Term loan 6	3.4	3,991	RM	(f)	-	2,217	1,774	-	-	-
Term loan 7	3.7	5,801	RM	(g)	-	-	-	-	2,900	2,901
Term loan 8	3.7	88,516	RM	(h)	7,400	7,400	7,400	7,400	7,400	51,516
Term loan 9	3.7	3,444	RM	(i)	298	1,190	1,190	766	-	-
Term loan 10	3.4	30,624	RM	(j)	11,857	11,857	6,910	-	-	-
Term loan 11	9.3	127,267	INR	(k)	957	1,276	2,552	3,827	5,103	113,552
Term loan 12	2.5	669,187	USD	(l)	1,338	6,692	14,053	23,422	32,121	591,561
Term loan 20	4.6	17,097	RM	(t)	-	-	2,106	11,993	2,998	-
		1,352,355			75,250	109,032	109,847	92,713	77,922	887,591
Unsecured										
Term loan 21	1.3	72,433	USD		41,390	31,043	-	-	-	-
Term loan 22	2.0	93,128	USD		41,390	41,390	10,348	-	-	-
Term loan 23	4.2	27,147	RM		9,581	17,566	-	-	-	-
Term loan 24	4.7	66,905	RM		20,000	46,905	-	-	-	-
Term loan 25	7.4	22,760	INR		22,760	-	-	-	-	-
Term loan 26	7.3	240,686	INR		240,686	-	-	-	-	-
Term loan 27	7.4	6,259	INR		6,259	-	-	-	-	-
Term loan 29	2.8	57,505	USD		15,683	20,911	20,911	-	-	-
Term loan 30	2.8	95,772	USD		26,348	35,130	34,294	-	-	-
Term loan 31	2.3	142,716	USD		21,956	54,890	65,870	-	-	-
Term loan 32	2.3	142,716	USD		21,956	54,890	65,870	-	-	-
Term loan 33	1.0	158,624	JPY		9,914	59,484	89,226	-	-	-
Term loan 34	7.4	57,754	INR		57,754	-	-	-	-	-
Term loan 35	2.7	35,132	USD		35,132	-	-	-	-	-
		1,219,537			570,809	362,209	286,519	-	-	-
Total term loans		2,571,892			646,059	471,241	396,366	92,713	77,922	887,591

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

18 TERM LOANS (cont'd)

B. Effective interest rate and maturity profile of term loans (cont'd)

The net exposure of term loans to interest rate cash flow risk and the periods in which the borrowings mature or reprice are as follows: (cont'd)

The Group	Effective interest rate as at year end % p.a	Total carrying amount RM'000	Currency	Note	Floating interest rate < 1 year RM'000	1-2 years RM'000	2-3 years RM'000	3-4 years RM'000	4-5 years RM'000	> 5 years RM'000
2020										
Secured										
Term loan 1	4.8	126,224	RM	(a)	80,000	46,224	-	-	-	-
Term loan 2	4.2	49,802	RM	(b)	-	-	25,000	24,802	-	-
Term loan 3	4.3	93,881	RM	(c)	7,400	7,400	7,400	7,400	7,400	56,881
Term loan 4	3.5	37,347	GBP	(d)	-	-	-	-	37,347	-
Term loan 5	4.7	135,054	RM	(e)	4,000	6,000	6,000	10,000	10,000	99,054
Term loan 6	4.8	4,000	RM	(f)	-	-	4,000	-	-	-
Term loan 7	4.5	5,790	RM	(g)	-	-	-	-	-	5,790
Term loan 8	4.7	95,845	RM	(h)	7,400	7,400	7,400	7,400	7,400	58,845
Term loan 9	4.3	3,536	RM	(i)	-	298	1,190	1,190	858	-
Term loan 10	4.5	29,038	RM	(j)	8,300	20,738	-	-	-	-
Term loan 11	9.3	95,347	INR	(k)	258	967	1,289	2,579	3,868	86,386
Term loan 14	3.5	28,331	GBP	(n)	28,331	-	-	-	-	-
Term loan 15	4.5	4,329	RM	(o)	-	-	4,329	-	-	-
Term loan 16	4.3	630	RM	(p)	-	-	-	630	-	-
Term loan 17	4.3	97	RM	(q)	-	-	-	97	-	-
Term loan 18	5.7	388	RM	(r)	-	-	-	388	-	-
Term loan 19	4.3	690	RM	(s)	-	-	-	335	355	-
Term loan 20	5.7	2,192	RM	(t)	-	-	-	-	961	1,231
		712,521			135,689	89,027	56,608	54,821	68,189	308,187

18 TERM LOANS (cont'd)

B. Effective interest rate and maturity profile of term loans (cont'd)

The net exposure of term loans to interest rate cash flow risk and the periods in which the borrowings mature or reprice are as follows: (cont'd)

The Group (cont'd)	Effective interest rate as at year end % p.a	Total carrying amount RM'000	Currency	Note	Floating interest rate < 1 year RM'000	1-2 years RM'000	2-3 years RM'000	3-4 years RM'000	4-5 years RM'000	> 5 years RM'000
2020										
Unsecured										
Term loan 21	3.0	119,034	USD		43,285	43,285	32,464	-	-	-
Term loan 22	3.6	140,676	USD		43,285	43,285	43,285	10,821	-	-
Term loan 23	4.2	36,731	RM		9,557	27,174	-	-	-	-
Term loan 24	4.7	48,250	RM		5,000	43,250	-	-	-	-
Term loan 25	8.4	23,000	INR		23,000	-	-	-	-	-
Term loan 26	8.6	425,500	INR		425,500	-	-	-	-	-
Term loan 29	4.4	65,059	USD		-	21,686	21,686	21,687	-	-
Term loan 30	4.4	108,431	USD		-	36,433	36,433	35,565	-	-
Term loan 31	4.0	182,165	USD		11,385	45,542	56,926	68,312	-	-
Term loan 32	4.0	182,165	USD		11,385	45,542	56,926	68,312	-	-
Term loan 33	1.0	209,775	JPY		10,489	41,955	62,932	94,399	-	-
Term loan 34	8.4	53,475	INR		53,475	-	-	-	-	-
Term loan 35	4.6	102,732	USD		66,321	36,411	-	-	-	-
Term loan 36	2.9	86,570	USD		86,570	-	-	-	-	-
Term loan 37	4.7	20,000	RM		20,000	-	-	-	-	-
Term loan 38	6.7	2,276	RMB		2,276	-	-	-	-	-
Term loan 39	5.2	60,000	RM		16,000	16,000	16,000	12,000	-	-
		1,865,839			827,528	400,563	326,652	311,096	-	-
Total term loans		2,578,360			963,217	489,590	383,260	365,917	68,189	308,187

NOTES TO THE FINANCIAL STATEMENTS (cont'd)
For the Financial Year Ended 31 March 2022

18 TERM LOANS (cont'd)

B. Effective interest rate and maturity profile of term loans (cont'd)

The net exposure of term loans to interest rate cash flow risk and the periods in which the borrowings mature or reprice are as follows: (cont'd)

				Floating interest rate					
The Company	**Effective interest rate as at year end % p.a**	**Total carrying amount RM'000**	**Currency**	**< 1 year RM'000**	**1-2 years RM'000**	**2-3 years RM'000**	**3-4 years RM'000**	**4-5 years RM'000**	**> 5 years RM'000**
2022									
Unsecured									
Term loan 21	1.6	31,511	USD	31,511	-	-	-	-	-
Term loan 22	2.0	52,519	USD	42,015	10,504	-	-	-	-
Term loan 28	0.8	21,008	USD	21,008	-	-	-	-	-
		105,038		94,534	10,504	-	-	-	-
2021									
Unsecured									
Term loan 21	1.3	72,433	USD	41,390	31,043	-	-	-	-
Term loan 22	2.0	93,128	USD	41,390	41,390	10,348	-	-	-
		165,561		82,780	72,433	10,348	-	-	-

18 TERM LOANS (cont'd)

C. Principal features of secured term loans

(a) Term loan 1 of RM71,889,000 (31.3.2021: RM111,603,000 and 1.4.2020: RM126,224,000) and revolving credit of RM10,267,000 (31.3.2021: RM23,056,000 and 1.4.2020: RM19,600,000) (Note 46(A)(a)) are secured by way of:

(i) a facility agreement for the sum of RM300,000,000;

(ii) a debenture incorporating a fixed and floating charge over all present and future assets of a subsidiary of IJM Land Berhad ("IJML"), a subsidiary of the Company;

(iii) an assignment over the current and future proceeds of a subsidiary of IJML;

(iv) a legal charge over the Designated Accounts of a subsidiary of IJML; and

(v) a corporate guarantee by IJML.

(b) Term loan 2 of RM49,918,000 (31.3.2021: RM49,859,000 and 1.4.2020: RM49,802,000) and revolving credit of RM Nil (31.3.2021: RM29,500,000 and 1.4.2020: RM29,500,000) (Note 46(A)(d)) are secured by way of:

(i) a facility agreement for the sum of RM150,000,000;

(ii) a first and third party legal charge over 17 parcels of freehold land of subsidiaries of IJML; and

(iii) a corporate guarantee by IJML.

(c) Term loan 3 of RM79,255,000 (31.3.2021: RM86,562,000 and 1.4.2020: RM93,881,000) is secured by way of:

(i) a facility agreement for the sum of RM100,000,000;

(ii) a first and third party first legal charge over certain properties and parcels of land of the subsidiaries of IJML (Notes 27 and 37); and

(iii) a corporate guarantee by IJML.

(d) Term loan 4 of RM1,681,000 (31.3.2021: RM27,905,000 and 1.4.2020: RM37,347,000) is secured by way of:

(i) a first ranking debenture by way of a fixed and floating charge over all present and future assets of a subsidiary of IJML;

(ii) a first party legal charge over a parcel of land of a subsidiary of IJML (Note 37);

(iii) a legal charge over the entire equity interest in a subsidiary of IJML;

(iv) a first party charge over the Designated Accounts of a subsidiary of IJML;

(v) a third party Deed of Assignment by a subsidiary of IJML over all its rights, title and interest over the land;

(vi) a first party Deed of Assignment by a subsidiary of IJML over all contracts awarded by the subsidiary and over all insurance proceeds relating to the project;

(vii) an irrevocable letter of undertaking by the subsidiary of IJML to deposit proceeds of sales of the development into the Designated Accounts; and

(viii) a corporate guarantee by IJML.

(e) Term loan 5 of RM124,310,000 (31.3.2021: RM130,499,000 and 1.4.2020: RM135,054,000) is secured by way of:

(i) a facility agreement for the sum of RM140,000,000;

(ii) a first party legal charge over 67 parcels of leasehold land of a subsidiary of IJML (Note 37); and

(iii) a corporate guarantee by IJML.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

18 TERM LOANS (cont'd)

C. Principal features of secured term loans (cont'd)

(f) Term loan 6 of RM2,113,000 (31.3.2021: RM3,991,000 and 1.4.2020: RM4,000,000) is secured by way of:

(i) a facility agreement for the sum of RM20,000,000;

(ii) an open monies first legal charge over 225 parcels of land of a subsidiary of IJML (Note 37); and

(iii) a corporate guarantee by IJML.

(g) Term loan 7 of RM5,261,000 (31.3.2021: RM5,801,000 and 1.4.2020: RM5,790,000) and revolving credit of RM8,563,000 (31.3.2021: RM9,071,000 and 1.4.2020: RM6,121,000) (Note 46(A)(b)) are secured by way of:

(i) a facility agreement for the sum of RM27,000,000;

(ii) a first party first legal charge over a parcel of freehold land of a subsidiary of IJML (Note 37); and

(iii) a corporate guarantee by IJML.

(h) Term loan 8 of RM81,187,000 (31.3.2021: RM88,516,000 and 1.4.2020: RM95,845,000) and revolving credit of RM Nil (31.3.2021: RM71,400,000 and 1.4.2020: RM60,500,000) (Note 46(A)(c)) are secured by way of:

(i) a facility agreement for the sum of RM200,000,000;

(ii) a first and third party second legal charge over certain properties and parcels of land of the subsidiaries of IJML (Note 37); and

(iii) a corporate guarantee by IJML.

(i) Term loan 9 of RM3,253,000 (31.3.2021: RM3,444,000 and 1.4.2020: RM3,536,000) is secured by way of:

(i) a facility agreement for the sum of RM18,570,000;

(ii) a first party first legal charge over two parcels of leasehold land of a subsidiary of IJML (Note 37); and

(iii) a corporate guarantee by IJML.

(j) Term loan 10 of RM20,412,000 (31.3.2021: RM30,624,000 and 1.4.2020: RM29,038,000) is secured by way of:

(i) an open monies first legal charge over 2,028 parcels of land and completed units of inventories of a subsidiary of IJML (Note 37); and

(ii) a corporate guarantee by IJML.

(k) Term loan 11 of RM123,369,000 (31.3.2021: RM127,267,000 and 1.4.2020 RM95,347,000) is secured by first charge on all the assets (except for the concession assets) and 74% equity shares of an Indian tollway subsidiary of the Company, together with all the rights, title, interest, benefits, claims and demands whatsoever to and in respect of such equity share capital.

(l) Term loan 12 of RM671,822,000 (31.3.2021: RM669,187,000 and 1.4.2020: RM Nil) is secured by way of:

(i) a first mortgage and charge on all the immovable properties of an Indian tollway subsidiary of the Company ("company"), both present and future;

(ii) a first charge by way of hypothecation of moveable properties of the company, both present and future;

(iii) an assignment of book debts, receivables, rights and interest in project agreements of the company, both present and future;

(iv) a first charge on all intangible assets, undertaking and uncalled capital of the company; and

(v) 51% equity shares of the company.

18 TERM LOANS (cont'd)

C. Principal features of secured term loans (cont'd)

(m) Term Loan 13 of RM132,000,000 (31.3.2021: RM Nil and 1.4.2020: RM Nil) is secured by way of:

(i) a facility agreement for the sum of RM132,000,000;

(ii) a first party legal charge over a leasehold commercial land of a subsidiary of IJML (Note 37);

(iii) an assignment over the current and future proceeds of a subsidiary of IJML;

(iv) an assignment over Contractor's All Risk Insurance (if any) in relation to the pledged commercial land;

(v) a Deed of subordination of shareholders' present and future advances;

(vi) a legal charge over the sales proceeds of the Security Land of a subsidiary of IJML (Note 42); and

(vii) a corporate guarantee from IJML and a corporate shareholder of a subsidiary.

(n) Term loan 14 of RM Nil (31.3.2021: RM Nil and 1.4.2020: RM28,331,000) was secured by way of:

(i) a first ranking debenture by way of a fixed and floating charge over all present and future assets of a subsidiary of IJML;

(ii) a first party legal charge over a parcel of land of a subsidiary of IJML (Note 37);

(iii) a legal charge over the entire equity interest in a subsidiary of IJML;

(iv) a first party charge over the Designated Accounts of a subsidiary of IJML;

(v) a third party Deed of Assignment by a subsidiary of IJML over all its rights, title and interest over the land;

(vi) a first party Deed of Assignment by a subsidiary of IJML over all contracts awarded by the subsidiary and over all insurance proceeds relating to the project;

(vii) an irrevocable letter of undertaking by the subsidiary of IJML to deposit proceeds of sales of the development into the Designated Accounts; and

(viii) a corporate guarantee by IJML.

The loan was fully repaid in the preceding financial year.

(o) Term loan 15 of RM Nil (31.3.2021: RM Nil and 1.4.2020: RM4,329,000) was secured by way of:

(i) a facility agreement for the sum of RM12,000,000;

(ii) a first party first legal charge over 1,915 parcels of adjoining freehold land of a subsidiary of IJML (Note 37); and

(iii) a corporate guarantee from IJML.

The loan was fully repaid in the preceding financial year.

(p) Term loan 16 of RM Nil (31.3.2021: RM Nil and 1.4.2020: RM630,000) and revolving credit of RM Nil (31.3.2021: RM Nil and 1.4.2020: RM2,000,000) (Note 46(A)(f)) were secured by way of:

(i) a facility agreement for the sum of RM20,000,000;

(ii) a first party first legal charge over 1,698 parcels of adjoining freehold land of a subsidiary of IJML (Note 37); and

(iii) a corporate guarantee from IJML.

The loan was fully repaid in the preceding financial year.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

18 TERM LOANS (cont'd)

C. Principal features of secured term loans (cont'd)

(q) Term loan 17 of RM Nil (31.3.2021: RM Nil and 1.4.2020: RM97,000) was secured by way of:

(i) a facility agreement for the sum of RM18,000,000;

(ii) a first party first legal charge over 1,516 parcels of adjoining freehold land of a subsidiary of IJML (Note 37); and

(iii) a corporate guarantee from IJML.

The loan was fully repaid in the preceding financial year.

(r) Term loan 18 of RM Nil (31.3.2021: RM Nil and 1.4.2020: RM388,000) was secured by way of:

(i) a facility agreement for the sum of RM15,000,000;

(ii) a first party first legal charge over 1,516 parcels of adjoining freehold land of a subsidiary of IJML (Note 37); and

(iii) a corporate guarantee by IJML.

The loan was fully repaid in the preceding financial year.

(s) Term loan 19 of RM Nil (31.3.2021: RM Nil and 1.4.2020: RM690,000) was secured by way of:

(i) a facility agreement for the sum of RM18,570,000;

(ii) a first party first legal charge over two parcels of leasehold land of a subsidiary of IJML (Note 37); and

(iii) a corporate guarantee by IJML.

The loan was fully repaid in the preceding financial year.

(t) Term loan 20 of RM Nil (31.3.2021: RM17,097,000 and 1.4.2020: RM2,192,000) was secured by way of:

(i) a facility agreement for the sum of RM380,000,000;

(ii) a third party second legal charge over 24 parcels of leasehold land of a subsidiary of IJML (Note 37); and

(iii) a corporate guarantee from IJML and an associate of the Company.

The loan was fully repaid during the financial year.

19 GOVERNMENT SUPPORT LOANS

	Note	31.3.2022 RM'000	The Group 31.3.2021 RM'000	1.4.2020 RM'000
Government Support Loans:				
- Government Support Loan 1	(a)	-	-	26,715
- Government Support Loan 2	(b)	47,249	59,740	68,602
		47,249	59,740	95,317
Less: Payable within 12 months (Note 44)		(9,930)	(9,930)	(36,645)
		37,319	49,810	58,672

19 GOVERNMENT SUPPORT LOANS (cont'd)

A. Maturity profile of Government Support Loans

	Total carrying amount RM'000	< 1 year RM'000	1-2 years RM'000	2-3 years RM'000	3-4 years RM'000	4-5 years RM'000	> 5 years RM'000
31.3.2022							
Government Support Loan 2	47,249	9,930	9,601	9,281	8,974	8,676	787
31.3.2021							
Government Support Loan 2	59,740	9,930	9,601	9,282	8,974	8,676	13,277
1.4.2020							
Government Support Loan 1	26,715	26,715	-	-	-	-	-
Government Support Loan 2	68,602	9,930	9,601	9,282	8,975	8,676	22,138
	95,317	36,645	9,601	9,282	8,975	8,676	22,138

B. Principal features of Government Support Loans

The principal features of Government Support Loans of subsidiaries of Road Builder (M) Holdings Bhd ("RBH"), a subsidiary of the Company, are as follows:

(a) Government Support Loan 1 - Unsecured

On 26 March 1996, New Pantai Expressway Sdn Bhd ("NPE"), a subsidiary of RBH, entered into a Land Cost Supplemental Agreement with the Government of Malaysia ("the Government") for an interest-free loan provided by the Government in making available the concession area to NPE as Reimbursable Land Cost for the construction of the New Pantai Expressway.

As amended by a second Supplemental Concession Agreement dated 7 October 2003, the Government Support Loan 1 was reimbursable to the Government in 5 annual instalments, with the first instalment commencing on 11 September 2016.

(b) Government Support Loan 2 – Secured

The Government Support Loan 2 is in respect of an agreement between Kuantan Port Consortium Sdn Bhd, a subsidiary of RBH and the Government of Malaysia ("the Government") in connection with the reimbursable infrastructure cost for the purpose of financing the dredging of the new harbour basin. In the financial year 2007, the instalment payments were re-scheduled to commence on 15 June 2006 and are repayable over 22 variable yearly instalments, which are interest-free.

The Government Support Loan 2 is secured by a negative pledge and by a deed of assignment over:

(i) the balance of the revenue from the scheduled leases, tenancies and new sub leases and tenancies granted after the commencement date of the Privatisation Agreement after deducting the amounts payable to the Kuantan Port Authority; and

(ii) all other revenue received from the Kuantan port operations.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

20 LEASE LIABILITIES

The Group leases certain lands, office buildings, office equipment and plant and machinery. Rental contracts are entered into for fixed periods ranging between 2 to 72 years with extension options. Lease terms on the rental contracts are negotiated on an individual basis and contain a wide range of different terms and conditions. The rental contracts do not impose any covenants.

The Company leases office spaces and office equipment. Rental contracts are entered into for fixed periods ranging between 5 to 6 years with extension options. Lease terms on the rental contracts are negotiated on an individual basis and contain a wide range of different terms and conditions. The rental contracts do not impose any covenants.

	The Group			The Company	
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	2022 RM'000	2021 RM'000
Non-current:					
Lease liabilities	21,178	48,983	49,889	4,245	6,079
Current:					
Lease liabilities	10,366	14,642	11,870	1,833	1,744
Total lease liabilities	31,544	63,625	61,759	6,078	7,823

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date. The lease payments are discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the Group measures the lease liability by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect lease payments made and remeasuring the carrying amount to reflect any reassessment or lease modifications. The maturity analysis of the lease liabilities as at the reporting date is disclosed in Note 3(c).

During the financial year, total cash outflow for the leases for the Group and the Company amounted to RM20,235,000 (2021: RM20,221,000) and RM1,794,000 (2021: RM1,718,000) respectively.

Leases as lessor

The Group leases certain leasehold land, investment property and right-of-use assets to related and non-related parties. The Group has classified these leases as operating leases because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. The following table sets out the maturity analysis of the total undiscounted lease payments to be received after the reporting date:

	The Group		
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Less than 1 year	58,330	52,786	61,306
Between 1 and 2 years	55,056	56,832	55,509
Between 2 and 3 years	55,710	53,764	54,995
Between 3 and 4 years	54,954	54,532	52,392
Between 4 and 5 years	52,344	54,561	54,553
More than 5 years	287,196	340,233	323,821
Total undiscounted lease payments	563,590	612,708	602,576

21 FINANCIAL INSTRUMENTS BY CATEGORY

The Group	Note	Financial assets at amortised costs RM'000	Financial assets at fair value through profit or loss RM'000	Financial assets at fair value through other comprehensive income RM'000	Total RM'000
At 31 March 2022					
Assets as per statement of financial position:					
Non-current assets:					
Associates *	32	357,654	-	-	357,654
Joint ventures **	33	333,415	133,781	-	467,196
Financial assets at fair value through other comprehensive income	34	-	-	3,665	3,665
Long term receivables ***	35	149,531	-	-	149,531
Current assets:					
Trade and other receivables ****	39	1,227,259	-	-	1,227,259
Financial assets at fair value through profit or loss	41	-	611,279	-	611,279
Deposits, cash and bank balances	42	2,908,655	-	-	2,908,655
Total		4,976,514	745,060	3,665	5,725,239

	Note	Financial liabilities at fair value through profit or loss RM'000	Other financial liabilities at amortised costs RM'000	Total RM'000
Liabilities as per statement of financial position:				
Non-current liabilities:				
Bonds	17	-	2,557,333	2,557,333
Term loans	18	-	1,304,618	1,304,618
Government support loans	19	-	37,319	37,319
Trade and other payables	23	-	284,701	284,701
Current liabilities:				
Derivative financial instruments	24	337	-	337
Trade and other payables *****	44	-	2,670,050	2,670,050
Borrowings	46	-	1,620,409	1,620,409
Total		337	8,474,430	8,474,767

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

21 FINANCIAL INSTRUMENTS BY CATEGORY (cont'd)

The Group (cont'd)	Note	Financial assets at amortised costs RM'000	Financial assets at fair value through profit or loss RM'000	Financial assets at fair value through other comprehensive income RM'000	Total RM'000
At 31 March 2021					
Assets as per statement of financial position:					
Non-current assets:					
Associates *	32	300,738	-	-	300,738
Joint ventures **	33	644,411	113,609	-	758,020
Financial assets at fair value through other comprehensive income	34	-	-	3,665	3,665
Long term receivables ***	35	219,086	-	-	219,086
Current assets:					
Trade and other receivables ****	39	1,606,230	-	-	1,606,230
Financial assets at fair value through profit or loss	41	-	689,357	-	689,357
Derivative financial instruments	24	-	2,370	-	2,370
Deposits, cash and bank balances	42	2,406,181	-	-	2,406,181
Total		5,176,646	805,336	3,665	5,985,647

	Note	Financial liabilities at fair value through profit or loss RM'000	Other financial liabilities at amortised costs RM'000	Total RM'000
Liabilities as per statement of financial position:				
Non-current liabilities:				
Bonds	17	-	2,966,586	2,966,586
Term loans	18	-	1,925,833	1,925,833
Government support loans	19	-	49,810	49,810
Trade and other payables	23	-	278,938	278,938
Current liabilities:				
Derivative financial instruments	24	4,388	-	4,388
Trade and other payables *****	44	-	2,926,642	2,926,642
Borrowings	46	-	1,839,822	1,839,822
Total		4,388	9,987,631	9,992,019

21 FINANCIAL INSTRUMENTS BY CATEGORY (cont'd)

The Group (cont'd)	Note	Financial assets at amortised costs RM'000	Financial assets at fair value through profit or loss RM'000	Financial assets at fair value through other comprehensive income RM'000	Total RM'000
At 1 April 2020					
Assets as per statement of financial position:					
Non-current assets:					
Associates *	32	241,645	-	-	241,645
Joint ventures **	33	627,862	96,477	-	724,339
Financial assets at fair value through other comprehensive income	34	-	-	3,665	3,665
Long term receivables ***	35	200,815	-	-	200,815
Current assets:					
Trade and other receivables ****	39	1,771,073	-	-	1,771,073
Financial assets at fair value through profit or loss	41	-	534,630	-	534,630
Derivative financial instruments	24	-	1,722	-	1,722
Deposits, cash and bank balances	42	2,222,648	-	-	2,222,648
Total		5,064,043	632,829	3,665	5,700,537

	Note	Financial liabilities at fair value through profit or loss RM'000	Other financial liabilities at amortised costs RM'000	Total RM'000
Liabilities as per statement of financial position:				
Non-current liabilities:				
Bonds	17	-	2,876,119	2,876,119
Term loans	18	-	1,615,143	1,615,143
Government support loans	19	-	58,672	58,672
Trade and other payables	23	-	311,297	311,297
Derivative financial instruments	24	872	-	872
Current liabilities:				
Derivative financial instruments	24	3,236	-	3,236
Trade and other payables *****	44	-	3,121,921	3,121,921
Borrowings	46	-	2,330,517	2,330,517
Total		4,108	10,313,669	10,317,777

* Associates comprise Redeemable Unsecured Murabahah Stocks ("RUMS") and amount owing by an associate.

** Joint ventures comprise Redeemable Convertible Unsecured Loan Stocks ("RCULS"), Redeemable Convertible Secured Islamic Debt Securities ("RCSIDS") and amounts owing by joint ventures.

*** Long term receivables exclude prepayments.

**** Trade and other receivables exclude prepayments, GST receivables and costs to secure contracts.

***** Trade and other payables exclude retirement benefits payable and GST payables.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

21 FINANCIAL INSTRUMENTS BY CATEGORY (cont'd)

The Company	Note	Financial assets at amortised costs RM'000	Financial assets at fair value through profit or loss RM'000	Financial assets at fair value through other comprehensive income RM'000	Total RM'000
At 31 March 2022					
Assets as per statement of financial position:					
Non-current assets:					
Subsidiaries *	31	935,749	-	-	935,749
Joint ventures **	33	57,756	133,781	-	191,537
Financial assets at fair value through other comprehensive income	34	-	-	2,050	2,050
Current assets:					
Trade and other receivables ***	39	444,063	-	-	444,063
Financial assets at fair value through profit or loss	41	-	172,462	-	172,462
Deposits, cash and bank balances	42	814,485	-	-	814,485
Total		2,252,053	306,243	2,050	2,560,346

	Note	Other financial liabilities at amortised costs RM'000	Total RM'000
Liabilities as per statement of financial position:			
Non-current liabilities:			
Bonds	17	1,200,000	1,200,000
Term loans	18	10,504	10,504
Trade and other payables	23	49,109	49,109
Current liabilities:			
Trade and other payables	44	51,603	51,603
Borrowings	46	444,534	444,534
Total		1,755,750	1,755,750

21 FINANCIAL INSTRUMENTS BY CATEGORY (cont'd)

The Company (cont'd)	Note	Financial assets at amortised costs RM'000	Financial assets at fair value through profit or loss RM'000	Financial assets at fair value through other comprehensive income RM'000	Total RM'000
At 31 March 2021					
Assets as per statement of financial position:					
Non-current assets:					
Subsidiaries *	31	993,653	-	-	993,653
Joint ventures **	33	98,356	113,609	-	211,965
Financial assets at fair value through other comprehensive income	34	-	-	2,050	2,050
Current assets:					
Trade and other receivables ***	39	1,787,083	-	-	1,787,083
Financial assets at fair value through profit or loss	41	-	112,721	-	112,721
Deposits, cash and bank balances	42	93,824	-	-	93,824
Total		2,972,916	226,330	2,050	3,201,296

	Note	Other financial liabilities at amortised costs RM'000	Total RM'000
Liabilities as per statement of financial position:			
Non-current liabilities:			
Bonds	17	1,500,000	1,500,000
Term loans	18	82,781	82,781
Trade and other payables	23	732,208	732,208
Current liabilities:			
Trade and other payables	44	118,495	118,495
Borrowings	46	260,280	260,280
Total		2,693,764	2,693,764

* Subsidiaries comprise amounts owing by subsidiaries.

** Joint ventures comprise RCULS, RCSIDS and amounts owing by joint ventures.

*** Trade and other receivables exclude prepayments.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

22 DEFERRED TAXATION

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority.

The following amounts, determined after appropriate offsetting, are shown in the statement of financial position.

	The Group			The Company	
	31.3.2022 RM'000	31.3.2021 RM'000 Restated	1.4.2020 RM'000 Restated	2022 RM'000	2021 RM'000
Deferred tax assets	458,456	482,848	449,937	17,063	20,038
Deferred tax liabilities	(509,400)	(587,449)	(629,587)	-	-
	(50,944)	(104,601)	(179,650)	17,063	20,038

	The Group		The Company	
	31.3.2022 RM'000	31.3.2021 RM'000	2022 RM'000	2021 RM'000
At 1 April 2021/2020				
- as previously reported	(105,686)	(182,300)	20,038	22,907
- effect of the adoption of Agenda Decision (Note 56(ii),(iii))	1,085	2,650	-	-
- as restated	(104,601)	(179,650)	20,038	22,907
(Charged)/credited to income statement (Note 10)				
- Property, plant and equipment	(11,105)	(16,067)	(143)	(108)
- Concession assets	12,589	783	-	-
- Right-of-use assets	(3,525)	1,800	434	434
- Post–employment benefit	779	(994)	-	-
- Intangible assets	296	1,581	-	-
- Tax losses	5,741	(3,123)	-	-
- Payables	(27,808)	(8,781)	286	(390)
- Inventories	8,492	27,912	-	-
- Construction contracts	467	(562)	-	-
- Borrowings	2,591	7,965	-	-
- Lease liabilities	2,459	(1,834)	(419)	(398)
- Investment properties	(2,283)	85	-	-
- Derivative financial instruments	(458)	289	-	-
- Receivables	(6,828)	3,678	(3,133)	(2,407)
- Share-based payment	1,410	(2,820)	-	-
- Contract asset/liabilities	5,348	(7,180)	-	-
- Associates	(5,884)	(11,982)	-	-
- Investment allowance	(5,376)	85,900	-	-
- Others	(56)	(2,765)	-	-
	(23,151)	73,885	(2,975)	(2,869)
Exchange differences	(391)	72	-	-
Transferred to disposal group of assets held for sale (Note 43(B))	-	511	-	-
Acquisition of a subsidiary (Note 48)	11,312	581	-	-
Disposal of a subsidiary (Note 49(a)(i))	65,887	-	-	-
At 31 March	(50,944)	(104,601)	17,063	20,038

22 DEFERRED TAXATION (cont'd)

	The Group			The Company	
	31.3.2022 RM'000	31.3.2021 RM'000 Restated	1.4.2020 RM'000 Restated	2022 RM'000	2021 RM'000
Subject to income tax					
Deferred tax assets (before offsetting)					
- Property, plant and equipment	2,092	590	1,023	-	-
- Inventories	203,439	188,244	175,831	-	-
- Post-employment benefit	519	4,882	5,509	-	-
- Payables	173,828	199,373	203,594	1,216	930
- Tax losses	35,990	41,723	40,530	-	-
- Construction contracts	18,985	18,518	19,080	-	-
- Borrowings	108	108	108	-	-
- Right-of-use assets	4,258	13,338	11,538	1,311	877
- Investment properties	4,096	8,610	8,525	-	-
- Concession assets	5,712	4,689	5,338	-	-
- Receivables	19,063	25,891	22,213	16,024	19,157
- Share-based payment	9,305	7,798	10,618	-	-
- Contract liabilities	12,052	5,666	12,846	-	-
- Derivative financial instruments	81	1,001	655	-	-
- Investment allowance	80,524	85,900	-	-	-
- Lease liabilities	964	-	-	-	-
- Others	1,356	1,356	1,357	-	-
	572,372	607,687	518,765	18,551	20,964
Offsetting	(113,916)	(124,839)	(68,828)	(1,488)	(926)
Deferred tax assets (after offsetting)	458,456	482,848	449,937	17,063	20,038
Deferred tax liabilities (before offsetting)					
- Property, plant and equipment	(140,381)	(210,463)	(191,291)	(273)	(130)
- Intangible assets	(3,319)	(3,615)	(5,196)	-	-
- Borrowings	(1,236)	(3,827)	(11,792)	-	-
- Lease liabilities	(5,765)	(12,683)	(10,821)	(1,215)	(796)
- Inventories	(172,609)	(176,604)	(192,103)	-	-
- Payables	(52)	(4,610)	(50)	-	-
- Concession assets	(274,865)	(286,424)	(287,843)	-	-
- Associate	(17,866)	(11,982)	-	-	-
- Contract assets	(2,798)	-	-	-	-
- Investment properties	(5,008)	-	-	-	-
- Others	583	(2,080)	681	-	-
	(623,316)	(712,288)	(698,415)	(1,488)	(926)
Offsetting	113,916	124,839	68,828	1,488	926
Deferred tax liabilities (after offsetting)	(509,400)	(587,449)	(629,587)	-	-

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

22 DEFERRED TAXATION (cont'd)

The amounts of unutilised deductible temporary differences and unused tax losses for which no deferred tax asset is recognised in the statement of financial position are as follows:

	The Group			The Company	
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	2022 RM'000	2021 RM'000
Unutilised deductible temporary differences	167,332	182,203	176,680	-	-
Untilised investment allowance	123,624	123,624	529,309	-	-
Unused tax losses	913,088	841,257	714,111	-	-
	1,204,044	1,147,084	1,420,100	-	-

The unutilised deductible temporary differences as stated above are available indefinitely for offset against future taxable profits of the subsidiaries in which those items arose. The unused tax losses and unutilised investment allowance of RM913,088,000 and RM123,624,000 (31.3.2021: RM841,257,000 and RM123,624,000, 1.4.2020: RM714,111,000 and RM529,309,000) respectively will expire in the following financial years:

	The Group		
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Financial year			
2021	-	-	151,358
2022	-	71,939	79,760
2023	209,848	215,139	28,174
2024	12,619	12,937	23,636
2025	18,476	326,706	311,946
2026	22,547	51,898	35,751
2027	170,670	187,075	586,572
2028	307,784	69,333	26,223
2029	66,906	29,854	-
2030	97,169	-	-
2031	101,936	-	-
2032	28,757	-	-
	1,036,712	964,881	1,243,420

Deferred tax assets have not been recognised in respect of these items as they may not be used to offset taxable profits of other subsidiaries in the Group and they have arisen in subsidiaries that have a recent history of losses and some of the subsidiaries are not expected to generate sufficient taxable profits before the expiry of the unused tax losses.

23 TRADE AND OTHER PAYABLES

	Note	The Group		
		31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Advances from the State Government	(a)	33,180	33,180	33,180
Land and development costs payable	(b)	127,141	150,723	178,769
Less: Payable within 12 months (Note 44)		(28,500)	(15,500)	(13,750)
Payable after 12 months		98,641	135,223	165,019
Deposits I	(c)	8,225	8,225	8,225
Deposits II	(c)	5,927	5,796	5,194
Refundable membership securities I	(d)	1,199	5,544	5,556
Refundable membership securities II	(d)	5,367	2,262	4,903
Lease payable to Kuantan Port Authority	(e)	138,504	94,947	95,440
Less: Payable within 12 months (Note 44)		(6,342)	(6,239)	(6,220)
Payable after 12 months		132,162	88,708	89,220
		284,701	278,938	311,297

	Note	The Company	
		2022 RM'000	2021 RM'000
Amount owing to a subsidiary	(f)	49,109	732,208

(a) On 17 January 2003, Jelutong Development Sdn Bhd ("JDSB"), an indirect subsidiary of the Company, entered into a Reimbursement Land Cost Agreement (hereinafter referred to as "the RLC Agreement") with the Penang State Government in connection with the completion of the Jelutong Expressway Project.

Under the RLC Agreement, the advances received from the State Government for the reimbursement of land cost totalling RM33,180,000 are repayable to the State Government as follows:

	Percentage of advances to be repaid to the Penang State Government %
36 months from the commencement of Stage 3 of the Construction Works of Jelutong Expressway or from the completion of alienation of Parcels A2 and B1, whichever is the later (1st Payment)	30
12 months from the date of the Certificate of Completion of the entire Jelutong Expressway or from the date of the 1st Payment, whichever is the later (2nd Payment)	30
12 months from the date of the 2nd Payment	40
	100

JDSB had completed Stage 3 of the Construction Works in March 2015 and the alienation of Parcels A2 and B1 has yet to commence as at the reporting date.

The advances on reimbursable land cost are interest free. However, if JDSB fails to pay the Penang State Government any of the instalment payments above by their respective due dates, JDSB shall be liable to pay to the Penang State Government interest at a fixed rate of 8% per annum on any such outstanding instalment payments.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

23 TRADE AND OTHER PAYABLES (cont'd)

(b) This represents the present value of the deferred land cost of RM127,141,000 (31.3.2021: RM150,723,000 and 1.4.2020: RM178,769,000) in connection with a mixed development in Kuala Lumpur, which will become payable as the development progresses in accordance with the contractual terms.

(c) Deposits I represent performance deposits received from a school operator, which are mainly to safeguard default or early termination of the lease agreement being entered into between an indirect subsidiary and the school operator during the construction period of the school buildings and also to guarantee rental for a lock-in-period of the first six years of the lease period. The performance deposits are placed in a designated fixed deposit account and shall be returned to the school operator upon the expiry of the sixth year of the lease period.

Deposits II represent the deposits received from the tenants for lease agreements which are expiring between 3 to 15 years and will be repayable to the tenants upon the expiry of the lease terms.

(d) Refundable membership securities I represent membership securities received by ERMS Berhad ("ERMS"), an indirect subsidiary of the Company, prior to the implementation of a Deed of Trust dated 20 May 1993. The membership securities are refundable only upon the transfer of a membership by a member to an acceptable transferee and after the said transferee has paid the required refundable membership securities.

Refundable membership securities II are in relation to Marina Membership and Composite Membership of the golf and marina club of Sebana Golf & Marina Resort Berhad ("SGMR"), which is an indirect subsidiary of the Company. The membership securities of Marina Membership and Composite Membership are repayable on 31 December 2053 and 31 March 2056 respectively, unless the memberships are redeemed, purchased or cancelled.

(e) On 16 June 2015, Kuantan Port Consortium Sdn Bhd ("KPC"), which is a 60%-owned subsidiary of Road Builder (M) Holdings Bhd, which in turn is a wholly-owned subsidiary of the Company, entered into a new Privatisation Agreement with the Government of Malaysia ("Government") and Kuantan Port Authority ("KPA") ("Privatisation Agreement"), whereby KPC is granted a 30-year port concession in relation to the development, operation and management of Kuantan Port, which covers the existing Kuantan Port and a new deep water terminal adjacent to the existing Kuantan Port.

The lease payables represent the annual lease rental payable to Kuantan Port Authority over the concession periods to manage and operate the port in relation to the concession asset recognised in Note 30 to the financial statements. As at 31 March 2022, an additional amount of RM44.1 million is recognised in port infrastructure concession asset and payables in respect of the leasehold land to reflect the extension up to May 2075 (i.e. 60 years from 2015) as the Group has the intention and abilities to fulfil the obligations in order to be granted an extension of the concession period as provided in the Privatisation Agreement.

(f) As at the reporting date, the amount owing to a subsidiary is unsecured and payable after twelve months.

24 DERIVATIVE FINANCIAL INSTRUMENTS

	Note	The Group Assets RM'000	The Group Liabilities RM'000
At 31 March 2022			
Current:			
Cross currency swap	(a)	-	337
At 31 March 2021			
Current:			
Cross currency swap	(a)	2,370	-
Crude palm oil ("CPO") swap contracts	(b)	-	3,078
Interest rate swap contracts	(c)	-	1,310
		2,370	4,388
At 1 April 2020			
Non-current:			
Interest rate swap contracts	(c)	-	872
Current:			
Cross currency swap	(a)	1,393	-
Crude palm oil ("CPO") swap contracts	(b)	329	1,115
Interest rate swap contracts	(c)	-	2,121
		1,722	3,236

(a) Cross currency swap

During the financial year, an indirect subsidiary of the Company has entered into cross currency swap contracts to swap USD floating rate liability into MYR floating rate liability, thus hedging the USD/MYR currency and interest rate risks. As at 31 March 2022, the outstanding notional value of the contract is USD87.5 million (31.3.2021: USD87.5 million and 1.4.2020: Nil).

In the previous financial years, the Company entered into structured cross currency swap contracts to swap USD floating rate liability into MYR floating rate liability, thus hedging the USD/MYR currency and interest rate risks. As at 1 April 2020, the outstanding notional value of the contract was USD 77 million.

(b) Crude palm oil ("CPO") swap contracts

In the previous financial years, IJM Plantations Berhad, a subsidiary of the Company, entered into CPO swap contracts to mitigate the exposure of fluctuations in the price of CPO.

The change in fair value was due to the differences between fixed CPO prices as per the swap contracts and the average future CPO prices quoted on the Bursa Malaysia Derivative Exchange for the specific contracted periods.

As at 31 March 2022, the Group did not have any CPO swap contracts. As at 31 March 2021, the outstanding CPO swap contracts were made up of notional amounts of 2,250 metric tonnes (1.4.2020: 15,500 metric tonnes) with contracted prices ranging from RM2,400 to RM2,559 per metric tonne (1.4.2020: RM2,225 to RM2,565 per metric tonne) with settlement dates between 30 April 2021 to 30 June 2021 (1.4.2020: 30 April 2020 to 31 March 2021).

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

24 DERIVATIVE FINANCIAL INSTRUMENTS (cont'd)

(c) Interest rate swap contracts

In the previous financial years, IJM Plantations Berhad, a subsidiary of the Company, entered into interest rate swap contracts to mitigate the exposure of fluctuations in the interest rates movement of its floating-rated US Dollar borrowings.

The fair values of interest rate swap contracts as at the reporting date were estimated based on the present value of the estimated future cash flows based on observable yield curves.

As at the reporting date, the outstanding interest rate swap contracts were made up of notional amounts as follows:

The Group	Base Currency	Contract/Notional Value RM'000	Fair value of derivative financial liabilities RM'000
As at 31 March 2021			
Less than 1 year	USD	163,104	1,310
As at 1 April 2020			
Less than 1 year	USD	168,812	2,121
1 to 2 years	USD	168,812	872

(d) Maturity profile of derivative financial instruments

Types of derivative	< 1 year RM'000	1 – 3 years RM'000	Total fair value of derivative financial assets/ (liabilities) RM'000
The Group			
As at 31 March 2022			
(i) Cross currency swap	**(337)**	**-**	**(337)**
As at 31 March 2021			
(i) Cross currency swap	2,370	-	2,370
(ii) CPO swap contracts	(3,078)	-	(3,078)
(iii) Interest rate swap contracts	(1,310)	-	(1,310)
			(2,018)
As at 1 April 2020			
(i) Cross currency swap	1,393	-	1,393
(ii) CPO swap contracts	(786)	-	(786)
(iii) Interest rate swap contracts	(2,121)	(872)	(2,993)
			(2,386)

25 RETIREMENT BENEFITS

(a) Defined contribution plan

The Company and its subsidiaries in Malaysia contribute to the Employees Provident Fund, the national defined contribution plan. Once the contributions have been paid, the Group has no further payment obligations.

(b) Unfunded defined benefit plan

A local indirect subsidiary of the Company operates an unfunded defined benefit scheme ("the scheme") for its eligible employees. Under the scheme, eligible employees are entitled to retirement benefits by applying a certain factor (either 0.50, 0.75 or 1.00 depending on the number of years of service with the company) to the 100% of final salary on attainment of the retirement age of 55 years based on the number of years of service with the company. The net obligation in respect of the scheme, calculated using the projected unit credit method is determined by an actuarial valuation carried out every 3 years by a qualified actuary. The last actuarial valuation was performed for the financial year ended 31 March 2022.

In the previous financial year, the indirect subsidiaries of the Company in Indonesia operated an unfunded defined benefit scheme ("the scheme") for its eligible employees. Under the scheme, the eligible employees are entitled to retirement benefits computed by applying certain factors on the severance pay and service pay. The severance pay and service pay were derived by applying certain multipliers on the final salary upon attainment of the retirement age of 55 years, based on the number of years of service with the company. The net obligation in respect of the scheme, calculated using the projected unit credit method was determined by an actuarial valuation carried out every year by a qualified actuary.

The amounts of unfunded defined benefit recognised in the statement of financial position may be analysed as follows:

		The Group	
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Present values of unfunded defined benefit obligations, recognised as liability in the statement of financial position	**2,163**	23,945	24,793
Analysed as:			
Current (included in other payables - Note 44)	**446**	1,586	2,350
Non-current	**1,717**	22,359	22,443
	2,163	23,945	24,793

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

25 RETIREMENT BENEFITS (cont'd)

(b) Unfunded defined benefit plan (cont'd)

The movements during the financial year on the amounts recognised in the consolidated statement of financial position are as follows:

	The Group	
	31.3.2022 RM'000	31.3.2021 RM'000
At 1 April 2021/2020	**23,945**	24,793
Charged/(credited) to profit or loss	**3,007**	(853)
Capitalised in bearer plants	**180**	(117)
Total costs of unfunded defined benefits plan/ (reversal of costs) (Note 6)	**3,187**	(970)
Contributions paid during the financial year	**(1,245)**	(2,350)
Adjustment for actuarial gain	**(135)**	639
Exchange differences	**231**	1,833
Disposal of a subsidiary (Note 49(a)(i))	**(23,820)**	-
At 31 March	**2,163**	23,945

The following amounts have been recognised in the profit or loss:		
Current service cost	**2,255**	3,498
Interest cost	**752**	1,885
Change in benefits plan *	**-**	(6,236)
	3,007	(853)

* In the preceding financial year, the Group's retirement benefits plans were remeasured to account for the plan amendment arising from a change in the employment regulations in Indonesia, resulting in reversal of past service cost of RM6,236,000 recognised in the profit or loss.

The charges/(credits) to the profit or loss were included in the following line items in the statement of comprehensive income:

	The Group	
	2022 RM'000	2021 RM'000
Cost of sales	**2,900**	(914)
Administrative expenses	**107**	61
	3,007	(853)

25 RETIREMENT BENEFITS (cont'd)

(b) Unfunded defined benefit plan (cont'd)

The principal actuarial assumptions used in respect of the Group's unfunded defined benefit plan were as follows:

	The Group		
	31.3.2022 %	31.3.2021 %	1.4.2020 %
Defined benefit plan operated by a local subsidiary:			
Discount rate	**4.7**	4.7	4.7
Expected rate of salary increases	**4.0**	5.0	5.0
Defined benefit plan operated by Indonesian subsidiaries:			
Discount rate	**-**	8.0	8.0
Expected rate of salary increases	**-**	8.0	8.0

Any reasonable change in the principal actuarial assumptions will not result in any significant change to the financial performance of the Group.

26 DEFERRED INCOME

	Note	The Group		
		31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Government grants	(a)	**202,202**	200,857	-
Deferred gain	(b)	**70,355**	70,355	70,355
		272,557	271,212	70,355

	Note	The Group	
		31.3.2022 RM'000	31.3.2021 RM'000
(a) Government grants:			
Cost			
At 1 April 2021/2020		**200,857**	-
Grants received during the year		**7,868**	198,739
Exchange translation differences		**(5,040)**	2,118
At 31 March		**203,685**	200,857
Accumulated amortisation			
At 1 April 2021/2020		**-**	-
Current amortisation	5(b)	**(1,502)**	-
Exchange translation differences		**19**	-
At 31 March		**(1,483)**	-
		202,202	200,857

The government grants represent grants received from the Indian Government for certain toll road concession awarded to the Group.

(b) The deferred gain represents the Group's share of the gain arising from the disposal of a parcel of land to a joint venture held via a wholly-owned subsidiary of the Company.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)
For the Financial Year Ended 31 March 2022

27 PROPERTY, PLANT AND EQUIPMENT

The details of property, plant and equipment are as follows:

The Group	Freehold land RM'000	Plantation infrastructure RM'000	Buildings RM'000	Hotel properties RM'000	Plant, machinery, equipment and vehicles RM'000	Office equipment, furniture, fittings and renovations RM'000	Bearer plants Note (a) RM'000	Capital work-in-progress RM'000	Total RM'000
2022									
Net book value									
At 1 April 2021	102,163	365,831	318,510	110,078	878,229	51,808	751,541	57,548	2,635,708
Disposal of a subsidiary (Note 49(a)(i))	-	(367,997)	(218,938)	-	(216,792)	(6,197)	(747,589)	(10,393)	(1,567,906)
Additions	-	2,941	1,680	90	13,020	10,688	9,669	67,896	105,984
Disposals	(1,646)	-	(3,000)	(16)	(2,711)	(1,874)	-	-	(9,247)
Written off (Note 5(a))	-	-	(224)	-	(324)	(153)	-	-	(701)
Depreciation charges for the year	-	(6,194)	(12,481)	(4,445)	(77,958)	(9,984)	(20,524)	-	(131,586)
Reversal of impairment (Note 5(b))	-	-	-	1,715	-	-	-	-	1,715
Exchange differences arising from translation of assets of foreign operations	(108)	2,530	1,730	-	1,589	(55)	6,903	(64)	12,525
Reclassifications	-	2,889	2,176	-	2,113	(795)	-	(6,383)	-
Transferred to assets held for sale (Note 43(A))	-	-	(1,437)	-	(51)	-	-	-	(1,488)
At 31 March 2022	100,409	-	88,016	107,422	597,115	43,438	-	108,604	1,045,004

27 PROPERTY, PLANT AND EQUIPMENT (cont'd)

The details of property, plant and equipment are as follows: (cont'd)

The Group	Freehold land RM'000	Plantation infrastructure RM'000	Buildings RM'000	Hotel properties RM'000	Plant, machinery, equipment and vehicles RM'000	Office equipment, furniture, fittings and renovations RM'000	Bearer plants Note (a) RM'000	Capital work-in-progress RM'000	Total RM'000
2021									
Net book value									
At 1 April 2020	104,218	350,735	326,915	116,169	873,596	39,997	717,351	49,291	2,578,272
Acquisition of a subsidiary (Note 48(b))	-	-	630	-	14,055	322	-	-	15,007
Disposal of a subsidiary (Note 49(b))	-	-	(10,766)	-	(24,356)	(103)	-	(842)	(36,067)
Additions	-	6,535	296	80	87,470	10,408	30,826	56,113	191,728
Disposals	(2,000)	-	(705)	-	(1,176)	(71)	-	-	(3,952)
Written off (Note 5(a))	-	-	(8)	(2)	(1,038)	(172)	-	-	(1,220)
Depreciation charges for the year	-	(14,521)	(23,899)	(4,683)	(100,257)	(11,060)	(46,325)	-	(200,745)
Impairment for the year (Note 5(a))	-	-	-	(1,486)	-	-	-	-	(1,486)
Exchange differences arising from translation of assets of foreign operations	(55)	18,829	14,572	-	17,047	269	49,689	637	100,988
Reclassifications	-	4,253	13,912	-	14,700	12,395	-	(45,260)	-
Transferred to assets of disposal group classified as held for sale (Note 43(B))	-	-	(2,437)	-	(1,807)	(147)	-	(1,975)	(6,366)
Adjustments	-	-	-	-	(5)	(30)	-	(416)	(451)
At 31 March 2021	102,163	365,831	318,510	110,078	878,229	51,808	751,541	57,548	2,635,708

NOTES TO THE FINANCIAL STATEMENTS (cont'd)
For the Financial Year Ended 31 March 2022

27 PROPERTY, PLANT AND EQUIPMENT (cont'd)

The details of property, plant and equipment are as follows: (cont'd)

The Group	Freehold land RM'000	Plantation infrastructure RM'000	Buildings RM'000	Hotel properties RM'000	Plant, machinery, equipment and vehicles RM'000	Office equipment, furniture, fittings and renovations RM'000	Bearer plants Note (a) RM'000	Capital work-in-progress RM'000	Total RM'000
At 31 March 2022									
Cost	100,409	-	161,292	145,240	1,250,693	114,324	-	108,736	1,880,694
Accumulated depreciation	-	-	(73,238)	(32,869)	(647,440)	(70,809)	-	-	(824,356)
Accumulated impairment	-	-	(38)	(4,949)	(6,138)	(77)	-	(132)	(11,334)
Net book value	100,409	-	88,016	107,422	597,115	43,438	-	108,604	1,045,004
At 31 March 2021									
Cost	102,163	489,332	577,638	147,385	1,914,857	156,968	1,130,123	57,680	4,576,146
Accumulated depreciation	-	(123,501)	(259,090)	(30,642)	(1,030,223)	(105,049)	(378,582)	-	(1,927,087)
Accumulated impairment	-	-	(38)	(6,665)	(6,405)	(111)	-	(132)	(13,351)
Net book value	102,163	365,831	318,510	110,078	878,229	51,808	751,541	57,548	2,635,708
At 1 April 2020									
Cost	104,218	454,420	571,269	147,308	1,867,149	136,096	1,057,724	49,423	4,387,607
Accumulated depreciation	-	(103,685)	(244,316)	(25,960)	(987,137)	(95,988)	(340,373)	-	(1,797,459)
Accumulated impairment	-	-	(38)	(5,179)	(6,416)	(111)	-	(132)	(11,876)
Net book value	104,218	350,735	326,915	116,169	873,596	39,997	717,351	49,291	2,578,272

27 PROPERTY, PLANT AND EQUIPMENT (cont'd)

The details of property, plant and equipment are as follows: (cont'd)

The Company	Plant, machinery, equipment and vehicles RM'000	Office equipment, furniture, fittings and renovations RM'000	Capital work-in-progress RM'000	Total RM'000
2022				
Net book value				
At 1 April 2021	861	1,722	-	2,583
Additions	875	223	-	1,098
Disposals	(78)	-	-	(78)
Depreciation charges for the year (Note 5(a))	(169)	(279)	-	(448)
At 31 March 2022	1,489	1,666	-	3,155
2021				
Net book value				
At 1 April 2020	491	1,052	574	2,117
Additions	537	294	-	831
Written off (Note 5(a))	-	(2)	-	(2)
Depreciation charges for the year (Note 5(a))	(167)	(94)	-	(261)
Reclassification	-	472	(472)	-
Adjustment	-	-	(102)	(102)
At 31 March 2021	861	1,722	-	2,583
At 31 March 2022				
Cost	2,889	6,265	-	9,154
Accumulated depreciation	(1,400)	(4,599)	-	(5,999)
Net book value	1,489	1,666	-	3,155
At 31 March 2021				
Cost	2,799	6,042	-	8,841
Accumulated depreciation	(1,938)	(4,320)	-	(6,258)
Net book value	861	1,722	-	2,583

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

27 PROPERTY, PLANT AND EQUIPMENT (cont'd)

(a) Analysis of mature and immature bearer plants are as follows:

Bearer plants comprise oil palms.

The Group	Mature RM'000	Immature RM'000	Total RM'000
2022			
Net book value			
At 1 April 2021	596,652	154,889	751,541
Additions	-	9,669	9,669
Depreciation charges for the year	(20,524)	-	(20,524)
Reclassification	58,006	(58,006)	-
Exchange differences	5,751	1,152	6,903
Disposal of a subsidiary	(639,885)	(107,704)	(747,589)
At 31 March 2022	-	-	-
2021			
Net book value			
At 1 April 2020	557,135	160,216	717,351
Additions	-	30,826	30,826
Depreciation charges for the year	(46,325)	-	(46,325)
Reclassification	45,533	(45,533)	-
Exchange differences	40,309	9,380	49,689
At 31 March 2021	596,652	154,889	751,541

(b) During the financial year, the following depreciation charges of the Group have been included in the addition of bearer plants, capitalised as concession assets and included in the aggregate costs incurred to-date within construction contract costs as set out below:

	Note	The Group 2022 RM'000	2021 RM'000
Included in the addition of bearer plants	27(c)	566	1,829
Capitalised as concession assets	30	72	79
Included in the aggregate costs incurred to-date within construction contract costs		1,659	2,541

(c) During the financial year, the following expenses of the Group have been included in the addition of property, plant and equipment as set out below:

	Note	The Group 2022 RM'000	2021 RM'000
Employee benefits cost	6	7,298	19,021
Finance cost	9	998	3,751
Depreciation of property, plant and equipment, included in the addition of bearer plants	27(b)	566	1,829
Depreciation of right-of-use assets	28	97	295

28 RIGHT-OF-USE ASSETS

The details of right-of-use assets are as follows:

The Group	Note	Leasehold land RM'000	Building and office space RM'000	Plant and equipment RM'000	Total RM'000
2022					
Net book value					
At 1 April 2021		401,154	24,111	11,714	436,979
Additions/(reversal)		(8)	2,816	-	2,808
Written off	5(a)	-	(36)	(5)	(41)
Disposal of a subsidiary	49(a)(i)	(226,760)	(567)	-	(227,327)
Depreciation charges for the year		(4,389)	(6,998)	(3,870)	(15,257)
Transferred to assets held for sale	43(A)	(2,522)	-	-	(2,522)
Exchange differences arising from translation of assets of foreign operations		744	(261)	-	483
Modification of leases		-	333	-	333
At 31 March 2022		168,219	19,398	7,839	195,456
2021					
Net book value					
At 1 April 2020		405,754	23,593	15,560	444,907
Additions		3,274	9,883	30	13,187
Disposals		(2,440)	-	-	(2,440)
Disposal of a subsidiary	49(b)	(4,061)	(44)	-	(4,105)
Depreciation charges for the year		(6,657)	(9,684)	(3,876)	(20,217)
Transferred to assets of disposal group classified as held for sale	43(B)	(879)	-	-	(879)
Exchange differences arising from translation of assets of foreign operations		5,742	119	-	5,861
Modification of leases		421	244	-	665
At 31 March 2021		401,154	24,111	11,714	436,979
At 31 March 2022					
Cost		193,418	37,416	19,306	250,140
Accumulated depreciation		(25,199)	(18,018)	(11,467)	(54,684)
Net book value		168,219	19,398	7,839	195,456
At 31 March 2021					
Cost		496,038	41,634	19,336	557,008
Accumulated depreciation		(94,884)	(17,523)	(7,622)	(120,029)
Net book value		401,154	24,111	11,714	436,979
At 1 April 2020					
Cost		496,132	32,360	19,306	547,798
Accumulated depreciation		(90,378)	(8,767)	(3,746)	(102,891)
Net book value		405,754	23,593	15,560	444,907

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

28 RIGHT-OF-USE ASSETS (cont'd)

The details of right-of-use assets are as follows: (cont'd)

As at 31 March 2022, a parcel of leasehold land at the net book value of RM102,245,000 (31.3.2021: RM103,796,000 and 1.4.2020: RM105,347,000) was pledged as security for the Term loan 8 of an indirect subsidiary (Note 18).

The Group's right-of-use assets with a carrying value of RM1,548,000 (31.3.2021: RM1,529,000 and 1.4.2020: RM1,529,000) are still in the process of having the land titles secured or being transferred to the Group.

During the financial year, depreciation charge of RM97,000 (2021: RM295,000) (Note 27(c)) has been capitalised in the bearer plants of the Group.

The Company	Note	Office space RM'000	Plant and equipment RM'000	Total RM'000
2022				
Net book value				
At 1 April 2021		7,442	43	7,485
Depreciation charges for the year	5(a)	(1,785)	(21)	(1,806)
At 31 March 2022		5,657	22	5,679
2021				
Net book value				
At 1 April 2020		9,227	65	9,292
Depreciation charges for the year	5(a)	(1,785)	(22)	(1,807)
At 31 March 2021		7,442	43	7,485
At 31 March 2022				
Cost		11,052	86	11,138
Accumulated depreciation		(5,395)	(64)	(5,459)
Net book value		5,657	22	5,679
At 31 March 2021				
Cost		11,052	86	11,138
Accumulated depreciation		(3,610)	(43)	(3,653)
Net book value		7,442	43	7,485

29 INVESTMENT PROPERTIES

The Group	Note	Freehold land RM'000	Leasehold land RM'000	Freehold buildings RM'000	Leasehold buildings RM'000	Total RM'000
2022						
Net book value						
At 1 April 2021		156,080	61,368	322,716	98,554	638,718
Additions		-	22	228	647	897
Adjustments		-	-	(1,595)	-	(1,595)
Depreciation charges for the year	5(a)	-	(608)	(6,677)	(1,893)	(9,178)
Transferred to assets held for sale	43(A)	-	-	(5,525)	-	(5,525)
Disposals		-	-	-	(704)	(704)
Impairment during the year	5(a)	-	-	(347)	(4,160)	(4,507)
At 31 March 2022		156,080	60,782	308,800	92,444	618,106
2021						
Net book value						
At 1 April 2020		162,215	23,517	318,682	148,465	652,879
Additions		-	-	9,224	412	9,636
Adjustments		-	-	(171)	-	(171)
Depreciation charges for the year	5(a)	-	(872)	(6,498)	(2,055)	(9,425)
Transferred from property development costs (included in inventories)	37(b)	-	1,920	-	-	1,920
Transferred to assets of disposal group classified as held for sale	43(B)	-	-	-	(171)	(171)
Disposals		(6,135)	-	-	(1,007)	(7,142)
Reclassification		-	36,803	3,199	(40,002)	-
Impairment during the year	5(a)	-	-	(1,720)	(7,088)	(8,808)
At 31 March 2021		156,080	61,368	322,716	98,554	638,718

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

29 INVESTMENT PROPERTIES (cont'd)

The Group (cont'd)	Freehold land RM'000	Leasehold land RM'000	Freehold buildings RM'000	Leasehold buildings RM'000	Total RM'000
At 31 March 2022:					
Cost	156,080	64,781	332,462	113,785	667,108
Accumulated depreciation	-	(3,999)	(21,532)	(11,070)	(36,601)
Accumulated impairment	-	-	(2,130)	(10,271)	(12,401)
Net book value	156,080	60,782	308,800	92,444	618,106
At 31 March 2021:					
Cost	156,080	64,759	340,599	114,043	675,481
Accumulated depreciation	-	(3,391)	(15,048)	(9,201)	(27,640)
Accumulated impairment	-	-	(2,835)	(6,288)	(9,123)
Net book value	156,080	61,368	322,716	98,554	638,718
At 1 April 2020:					
Cost	162,215	26,036	326,932	156,317	671,500
Accumulated depreciation	-	(2,519)	(7,935)	(7,852)	(18,306)
Accumulated impairment	-	-	(315)	-	(315)
Net book value	162,215	23,517	318,682	148,465	652,879

The Company	Note	Leasehold buildings RM'000	Freehold buildings RM'000	Total RM'000
2022				
Net book value				
At 1 April 2021		2,825	4,096	6,921
Depreciation charges for the year	5(a)	(32)	(119)	(151)
At 31 March 2022		2,793	3,977	6,770
2021				
Net book value				
At 1 April 2020		2,857	4,235	7,092
Depreciation charges for the year	5(a)	(32)	(139)	(171)
At 31 March 2021		2,825	4,096	6,921
At 31 March 2022:				
Cost		3,053	6,912	9,965
Accumulated depreciation		(260)	(2,935)	(3,195)
Net book value		2,793	3,977	6,770
At 31 March 2021:				
Cost		3,053	6,912	9,965
Accumulated depreciation		(228)	(2,816)	(3,044)
Net book value		2,825	4,096	6,921

29 INVESTMENT PROPERTIES (cont'd)

During the financial year, the following income/(expenses) were recognised in profit or loss for investment properties:

	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Rental income	38,211	40,620	289	289
Direct operating expenses that generated rental income	(10,822)	(10,080)	(196)	(132)
Direct operating expenses that did not generate rental income	(483)	(471)	(44)	(86)

As at 31 March 2022, investment property at the net book value of RM44,800,000 (31.3.2021: RM45,152,000 and 1.4.2020: RM42,040,000) was pledged as security for the term loan of an indirect subsidiary (Note 18).

The above properties are not occupied by the Group and are used to either earn rentals or for capital appreciation, or both. As at 31 March 2022, the fair value of the properties of the Group and the Company was estimated at RM780,904,000 (31.3.2021: RM784,618,000 and 1.4.2020: RM794,624,000) and RM9,294,000 (31.3.2021: RM10,009,000 and 1.4.2020: RM9,694,000) respectively by the Directors based on either valuations by independent professionally qualified valuers or the Directors' estimates by reference to open market value of properties in the vicinity. The fair values of investment properties are within Level 3 of the fair value hierarchy. The most significant input in the valuation approach adopted by the Group is price per square foot.

During the financial year, the Group has impaired certain investment properties within the Group by RM4,507,000 (2021: RM8,808,000) (Note 5(a)) on the basis that the recoverable amounts were below the carrying amounts as at 31 March 2022.

30 CONCESSION ASSETS

	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000	The Group 1.4.2020 RM'000
Expressway development expenditure	2,788,737	2,739,096	2,416,428
Port infrastructure	1,353,570	1,336,106	1,369,963
	4,142,307	4,075,202	3,786,391

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

30 CONCESSION ASSETS (cont'd)

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000
Expressway development expenditure:			
Cost			
At 1 April 2021/2020		4,215,395	3,750,412
Additions		290,137	470,760
Exchange translation differences		(39,058)	(5,777)
At 31 March		4,466,474	4,215,395
Accumulated amortisation			
At 1 April 2021/2020		(1,217,190)	(1,058,104)
Current amortisation	5(a)	(190,603)	(160,684)
Exchange translation differences		6,948	1,598
At 31 March		(1,400,845)	(1,217,190)
Accumulated impairment			
At 1 April 2021/2020		(26,611)	(26,892)
Impairment during the financial year	5(a)	(36,454)	-
Exchange translation differences		1,108	281
At 31 March		(61,957)	(26,611)
		3,003,672	2,971,594
Less: Deferred income			
Cost			
At 1 April 2021/2020 and at 31 March		(400,456)	(400,456)
Accumulated amortisation			
At 1 April 2021/2020		167,958	151,468
Current amortisation	5(b)	17,563	16,490
At 31 March		185,521	167,958
		(214,935)	(232,498)
		2,788,737	2,739,096

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000
Port infrastructure:			
Cost			
At 1 April 2021/2020		1,637,226	1,631,965
Additions		56,743	5,261
At 31 March		1,693,969	1,637,226
Accumulated amortisation			
At 1 April 2021/2020		(301,120)	(262,002)
Current amortisation	5(a)	(39,279)	(39,118)
At 31 March		(340,399)	(301,120)
		1,353,570	1,336,106

30 CONCESSION ASSETS (cont'd)

Concession assets incurred during the financial year include the capitalisation of the following expenses:

	Note	The Group 2022 RM'000	2021 RM'000
Employee benefits cost	6	738	1,097
Finance cost	9	12,610	21,705
Depreciation	27(b)	72	79

The concession assets with net carrying values of RM2,364,973,000 (31.3.2021: RM2,386,345,000 and 1.4.2020: RM2,450,376,000) are pledged as security for the bonds (Note 17).

Deferred income comprises:

(a) compensation received by New Pantai Expressway Sdn Bhd ("NPE"), an indirect subsidiary of the Company, from the Malaysian Government as a result of the cessation of toll collections with effect from 14 February 2009 at the PJS2 Toll Plaza for Kuala Lumpur bound road users on the NPE; and

(b) compensation received by Besraya Sdn Bhd, an indirect subsidiary of the Company, from the Malaysian Government as a result of the cessation of toll collections with effect from 24 February 2009 at the Salak Jaya Toll Plaza.

Expressway development expenditure comprises toll road concessions in Malaysia and India, with concession periods ranging from 17 to 44 years and ending between 2024 and 2043. During the concession periods, certain Malaysian and Indian subsidiaries, which are the concessionaires have the rights and obligations to construct, operate and maintain the expressways, which is in line with the provisions of the respective concession agreements. The local concession subsidiaries shall handover the Highways to the Government at the end of the respective concession periods in a well-maintained condition and shall make good any defects thereto at the subsidiaries' expense within one year after the date of handing over. The Indian concession subsidiaries shall handover the highways along with the operating and maintenance equipment to the National Highway Authority at the end of the respective concession periods in a well-maintained condition with no other compensation to be paid by the Authority.

The amounts of construction revenue and profits recognised during the financial year on construction services for tollway concessions amounted to RM372,296,000 and RM28,539,000 (2021: RM321,786,000 and RM28,035,000) respectively.

During the financial year, the Group performed an impairment assessment of the carrying amounts of the expressway development expenditure by comparing the net present values derived from the discounted future cash flows of the expressway development expenditure against the carrying amounts. The assessment has shown that the recoverable amount of the expressway development expenditure of an indirect Indian subsidiary of the Company is lower than the carrying amount. This computation is based on a weighted average cost of capital of 9.3% and average toll revenue growth rate of 8.5%. Therefore, an impairment of RM36.5 million is recognised as other operating expenses in the statement of comprehensive income of the Group.

Port infrastructure comprises a port concession in Malaysia, with a concession period of 30 years ending in 2045.

On 22 November 1997, Kuantan Port Consortium Sdn Bhd ("KPC"), an indirect subsidiary of the Company, entered into a Privatisation Agreement ("Agreement") with the Government of Malaysia ("Government") and Kuantan Port Authority ("KPA"), a concession to manage, operate and develop Kuantan Port ("Port") for a period of 30 years commencing from 1 January 1998.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

30 CONCESSION ASSETS (cont'd)

On 16 June 2015, the said Agreement was superseded and replaced with a new Privatisation Agreement ("PA"), whereby the Government and KPA had requested KPC to develop a New Deep Water Terminal ("NDWT") adjacent to the existing port. The concession commenced on 1 June 2015 for a period of 30 years and is subject to an extension of 30 years (i.e. 60 years from 2015) provided that certain obligations as mentioned in the new PA are fulfilled by KPC within the prescribed period. Accordingly, as at 31 March 2022, an additional amount of RM44.1 million is recognised in concession asset and payables in respect of the leasehold land to reflect the extension up to May 2075 as KPC has the intention and abilities to fulfil the obligations in order to be granted an extension of the concession as provided in the Privatisation Agreement. In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

Upon the expiry of the concession period, KPC shall cease to manage, operate and maintain the Port and handover all the port infrastructures and movable assets in operational condition at no cost to KPA.

The amounts of construction revenue and profit recognised during the financial year on exchanging construction services for port concession amounted to RM3,024,000 and RM700,000 (2021: construction services for port concession amounted to RM4,558,000 and RM872,000) respectively.

31 SUBSIDIARIES

	Note	The Company 2022 RM'000	2021 RM'000
At cost:			
Quoted shares:			
- in Malaysia	(a)	-	536,031
Unquoted shares:			
- in Malaysia	(b)	**5,804,588**	5,663,618
- outside Malaysia	(c)	**1,360,899**	66,170
		7,165,487	6,265,819
Less: Accumulated impairment			
Unquoted shares			
- in Malaysia		**(6,906)**	-
- outside Malaysia		**(1,035)**	(1,035)
		7,157,546	6,264,784
Amounts owing by subsidiaries		**935,749**	993,653
Costs of investment in relation to share options and share grants being granted to employees of subsidiaries		**78,359**	93,336
		8,171,654	7,351,773
Market value *			
Quoted shares:			
- in Malaysia		-	831,375

31 SUBSIDIARIES (cont'd)

During the financial year, the following changes in the investments in subsidiaries were effected:

(a) On 11 June 2021, the Company entered into a conditional Share Sale & Purchase agreement to dispose the Company's entire 56.2% equity interests in IJM Plantations Berhad with the cost of investment of RM536,031,000 to Kuala Lumpur Kepong Berhad (Note 49(a)(i)).

(b) (i) Nilai Cipta Sdn Bhd, a 70%-owned subsidiary of the Company, with the cost of investment of RM3,500,000 was liquidated.

(ii) IJM RE Sdn Bhd, a wholly-owned subsidiary of the Company issued a total of 177,351 redeemable convertible preference shares ("RCPS") for a total consideration of RM177,351,000.

(iii) Emcee Corporation Sdn Bhd, a wholly-owned subsidiary of the Company issued a total of 185,750 RCPS for a total consideration of RM18,575,000.

(iv) CIDB Inventures Sdn Bhd ("CIDB"), a wholly-owned subsidiary of the Company redeemed a total of 1,167,969 redeemable preference shares ("RPS") with the cost of investment of RM51,455,539 for a total consideration of RM 58,398,463. The total consideration was settled through a set-off against amount owing by CIDB to the Company.

(c) IJM Investments (M) Limited, a wholly-owned subsidiary of the Company issued a total of 308,071 RPS for a total consideration of RM1,294,729,000.

During the financial year, the Company has recognised an impairment of investment in a subsidiary of RM6,906,000 on the basis of fair value less costs to sell.

The amounts owing by subsidiaries are unsecured, bear interest at a rate of 4.5% (2021: 4.5%) per annum and are repayable on demand. However, the management does not intend to demand for repayment of the amounts owing by subsidiaries within the period of twelve months.

The Group's effective equity interest in the subsidiaries and their respective principal activities and countries of incorporation are set out in Note 55 to the financial statements.

* The market values of quoted shares are traded in an active market and are within Level 1 of the fair value hierarchy.

As at 31 March 2022, the total non-controlling interests are RM675,263,000 (31.3.2021: RM1,367,704,000 and 1.4.2020: RM1,191,206,000), of which RM Nil (31.3.2021: RM639,989,000 and 1.4.2020: RM521,961,000) is attributable to IJM Plantations Berhad, RM323,579,000 (31.3.2021: RM317,134,000 and 1.4.2020: RM259,481,000) is attributable to Kuantan Port Consortium Sdn Bhd, and RM283,440,000 (31.3.2021: RM272,351,000 and 1.4.2020: RM258,339,000) is attributable to Radiant Pillar Sdn Bhd. The other non-controlling interests are individually not significant.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

31 SUBSIDIARIES (cont'd)

Set out below are the summarised financial information for the subsidiaries which have non-controlling interests that are material to the Group. The financial information below is based on amounts before inter-company eliminations.

	Kuantan Port Consortium Sdn. Bhd.		Radiant Pillar Sdn. Bhd.		IJM Plantations Berhad	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Proportion of ordinary shares held by non-controlling interests	**40%**	40%	**29%**	29%	**N/A**	44%
Summarised statements of comprehensive income:						
Revenue	**364,477**	403,784	**228,003**	218,124	**-**	935,693
Net profit for the financial year	**71,779**	166,330	**40,007**	49,474	**-**	215,007
Total comprehensive income for the financial year	**71,915**	166,330	**40,007**	49,474	**-**	275,345
Net profit attributable to non-controlling interests	**28,711**	66,533	**11,738**	14,533	**-**	99,751
Dividends paid to non-controlling interests	**22,320**	8,880	**-**	-	**-**	7,714
Summarised statements of financial position:						
Current assets	**512,983**	458,937	**1,605,424**	1,603,931	**-**	407,960
Current liabilities	**(190,175)**	(156,864)	**(703,492)**	(729,485)	**-**	(316,078)
Non-current assets	**1,645,857**	1,673,838	**177,952**	187,253	**-**	1,979,183
Non-current liabilities	**(1,159,205)**	(1,182,240)	**(113,830)**	(135,652)	**-**	(630,787)
Net assets	**809,460**	793,671	**966,054**	926,047	**-**	1,440,278
Summarised cash flows:						
Cash flows from operating activities	**154,123**	208,363	**102,478**	33,308	**-**	229,096
Cash flows (used in)/from investing activities	**(11,203)**	(77,074)	**(16,180)**	388	**-**	(65,540)
Cash flows used in financing activities	**(113,359)**	(24,730)	**(46,476)**	(47,820)	**-**	(197,585)
Net increase/(decrease) in cash and cash equivalents during the financial year	**29,561**	106,559	**39,822**	(14,124)	**-**	(34,029)
Cash and cash equivalents at beginning of the financial year	**402,527**	295,968	**44,086**	58,210	**-**	229,322
Foreign exchange differences on opening balances	**-**	-	**-**	-	**-**	9,841
Cash and cash equivalents at end of the financial year	**432,088**	402,527	**83,908**	44,086	**-**	205,134

32 ASSOCIATES

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Share of net assets of associates	(a)	**541,119**	592,889	680,330
Redeemable Unsecured Murabahah Stocks	(b)	**331,182**	283,244	226,539
Amount owing by an associate *		**26,472**	17,494	15,106
		898,773	893,627	921,975

* Amount owing by an associate represents unsecured advances which bear interest at the rate of 6.40% (31.3.2021: ranging between 6.40% and 7.15%, 1.4.2020: between 7.15% and 7.90%) per annum.

(a) Share of net assets of associates

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Quoted shares, at cost:				
- in Malaysia		**344,719**	255,555	217,890
- outside Malaysia		**38,080**	38,080	38,080
Unquoted shares, at cost:				
- in Malaysia		**73,447**	74,433	74,438
- outside Malaysia		**160,463**	172,871	172,871
Redeemable Convertible Preference Shares	(A)	**-**	76,426	108,710
		616,709	617,365	611,989
Share of post-acquisition retained profits		**12,234**	78,851	182,763
Share of post-acquisition reserves		**(5,063)**	(5,159)	(5,424)
Currency translation differences		**9,006**	(5,391)	(16,216)
		632,886	685,666	773,112
Less: Accumulated impairment		**(91,767)**	(92,777)	(92,782)
		541,119	592,889	680,330

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

32 ASSOCIATES (cont'd)

(a) Share of net assets of associates (cont'd)

	Note	The Company 2022 RM'000	2021 RM'000
Quoted shares, at cost:			
- in Malaysia		344,719	255,555
- outside Malaysia		38,080	38,080
Unquoted shares, at cost:			
- in Malaysia		28,333	28,310
- outside Malaysia		51,214	51,214
Redeemable Convertible Preference Shares	(A)	-	76,426
		462,346	449,585
Less: Accumulated impairment		(91,117)	(91,117)
		371,229	358,468
Market value *			
Quoted shares:			
- in Malaysia		256,744	389,694
- outside Malaysia		57,682	32,924
		314,426	422,618

* The market values of quoted shares are traded in an active market and are within Level 1 of the fair value hierarchy.

(A) In 2020, the Company subscribed for 530,737,269 units of Redeemable Convertible Preference Shares ("RCPS") of RM127,376,945 in nominal value at an issue price of RM0.24 per RCPS, maturing on 18 November 2021, as issued by WCE Holdings Berhad ("WCEHB"), an associate of the Company. During the financial year, the Company converted the remaining 318,442,361 units (31.3.2021: 134,517,908 units and 1.4.2020: 77,777,000 units) of RCPS to ordinary shares by surrendering 1 unit of RCPS with cash payment of RM0.04 for each unit of ordinary shares.

The terms of the RCPS are as follows:

(i) The RCPS may be converted into new WCEHB shares at any time over a period of two years commencing from the issue date until the maturity date, both dates inclusive. Any remaining RCPS that are not converted by the maturity date shall be automatically converted into new WCEHB shares at the conversion ratio as follows:

(a) Option 1: One (1) RCPS for one (1) new WCEHB share together with cash payment of RM0.04; or

(b) Option 2: Four (4) RCPS for three (3) new WCEHB shares.

(ii) WCEHB may at any time on or after the issue date, at its discretion redeem in whole or in part (but always in the same proportion in relation to each RCPS holder) the outstanding RCPS in cash at 100% of the Issue Price, by giving not less than 30 days' notice in writing to the RCPS holders of its intention to do so.

(iii) The RCPS are unsecured and shall upon issuance and allotment, rank equally among themselves and in priority to the WCEHB shares and all other classes of shares (if any) in WCEHB, except that

(a) The RCPS holders will not be entitled to any dividend, rights, allotment and/or other distribution that may be declared by WCEHB; and

(b) The RCPS holders carry no rights to vote at any general meeting of WCEHB.

The Group's effective equity interest in the associates and their respective principal activities and countries of incorporation are set out in Note 55 to the financial statements.

32 ASSOCIATES (cont'd)

(b) During the financial year, Road Builder (M) Holdings Bhd ("RBH"), a subsidiary of the Company had subscribed for RM23,420,000 (31.3.2021: RM35,320,000 and 1.4.2020: RM60,940,000) nominal value of Redeemable Unsecured Murabahah Stocks ("RUMS"), maturing on 12 July 2056, as issued by West Coast Expressway Sdn Bhd ("WCE"), an associate of RBH. The consideration for the subscription of RUMS is by way of cash of RM23,420,000 (31.3.2021: RM16,252,900 and 1.4.2020: RM60,940,000) and capitalisation of the amount owing by WCE to RBH of RM Nil (31.3.2021: RM19,067,100 and 1.4.2020: RM Nil).

The terms of the RUMS are as follows:

(i) The RUMS bear a cumulative and non-compounding profit rate that is determined prior to each issuance of RUMS. As at 31 March 2022, the effective profit rate of RUMS is 10% (31.3.2021: 10% and 1.4.2020: 10%) per annum.

(ii) Each issuance of RUMS shall be valid from and including the date of the issuance until the maturity date provided that if each issuance of RUMS has not been fully redeemed and cancelled by such date in accordance with the provision stated in the Deed Poll.

(iii) The RUMS will be redeemed by WCE at 100% of their nominal value on their respective maturity dates. Any early redemption of RUMS shall be at a redemption price as mutually agreed between WCE and the subsidiary of the Company.

(iv) Any issuance of RUMS redeemed shall be immediately cancelled and thereafter will not be available for resale or reissue.

(v) WCE may make Periodic Profit Payments (as defined in the Deed Poll) or redeem the RUMS subject to the conditions in relation to the Project Financing Facilities (as defined in the Deed Poll).

(c) Certain losses of associates of the Group are not recognised when they exceed the Group's cost of investment and advances as the Group has no further obligations beyond these amounts. The Group's share of such losses is as follows:

	The Group 2022 RM'000	2021 RM'000
Current year share of losses	(41,842)	(53,024)
Cumulative share of losses	(211,319)	(169,477)

(d) Set out below are the associates of the Group as at the reporting dates, which, in the opinion of the management, are material to the Group. The associates as listed below have share capital consisting solely of ordinary shares, which are held either directly or indirectly by the Group.

Name of entity	Place of business/ country of incorporation	% of ownership 31.3.2022	31.3.2021	1.4.2020	Nature of relationship	Measurement method
Grupo Concesionario del Oeste S.A.	Argentina	20	20	20	Associate	Equity
Hexacon Construction Pte Limited	Singapore	45.5	45.5	45.5	Associate	Equity
WCE Holdings Berhad	Malaysia	26.7	26.5	26.5	Associate	Equity

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

32 ASSOCIATES (cont'd)

(e) Set out below are the summarised financial information for material associates which are accounted for using the equity method:

Summarised statements of financial position:

	Grupo Concesionario del Oeste S.A.			Hexacon Construction Pte Limited			WCE Holdings Berhad		
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Current									
Cash and cash equivalents	43,456	47,581	66,740	376,795	402,678	457,549	425,355	810,193	748,698
Other current assets (excluding cash)	92,335	70,937	219,902	379,014	180,523	173,329	55,856	149,857	87,058
Total current assets	135,791	118,518	286,642	755,809	583,201	630,878	481,211	960,050	835,756
Financial liabilities (excluding trade and other payables and provision)	-	(8,169)	-	-	-	-	(26)	(27)	-
Other current liabilities (including trade and other payables)	(112,571)	(108,419)	(202,828)	(235,561)	(210,246)	(249,716)	(309,814)	(370,458)	(293,699)
Total current liabilities	(112,571)	(116,588)	(202,828)	(235,561)	(210,246)	(249,716)	(309,840)	(370,485)	(293,699)
Non-current									
Assets	376,060	286,220	311,338	148,998	305,247	298,646	5,906,742	5,199,880	4,725,861
Financial liabilities	-	-	-	-	-	-	(3,824,728)	(3,598,351)	(3,128,492)
Other liabilities	(189,977)	(115,307)	(161,156)	(75,084)	(43,491)	(27,951)	(1,277,673)	(1,393,378)	(1,375,694)
Total non-current liabilities	(189,977)	(115,307)	(161,156)	(75,084)	(43,491)	(27,951)	(5,102,401)	(4,991,729)	(4,504,186)
Non-controlling interests	-	-	-	-	-	-	33,557	5,647	(24,336)
Net assets (excluding non-controlling interests)	209,303	172,843	233,996	594,162	634,711	651,857	1,009,269	803,363	739,396
Market value (Group's share)	57,682	32,924	47,043	-*	-*	-*	256,744	389,694	146,136

* Hexacon Construction Pte Limited is a private company and there is no quoted market price available for its shares.

32 ASSOCIATES (cont'd)

(e) Set out below are the summarised financial information for material associates which are accounted for using the equity method: (cont'd)

Summarised statement of comprehensive income:

	Grupo Concesionario del Oeste S.A.		Hexacon Construction Pte Limited		WCE Holdings Berhad	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Revenue	233,004	179,351	323,924	222,029	626,264	372,055
Depreciation and amortisation	(5,762)	(5,093)	(5,366)	(8,003)	(5,164)	(4,692)
Interest income	142,952	185,225	-	-	467	725
Finance cost	(71,139)	(86,536)	-	-	(146,506)	(162,345)
Profit/(loss) before taxation	23,051	(132,858)	(64,471)	(24,053)	(136,972)	(108,851)
Income tax (expense)/ credit	(42,572)	58,084	17,092	(1,681)	(14,526)	771
Loss after taxation from continuing operations	(19,521)	(74,774)	(47,379)	(25,734)	(151,498)	(108,080)
Other comprehensive (loss)/ income	-	-	(543)	948	-	-
Less: Profit after taxation attributable to non-controlling interests	-	-	-	-	27,908	29,985
Total comprehensive loss	(19,521)	(74,774)	(47,922)	(24,786)	(123,590)	(78,095)
Dividends received from associates	-	3,555	-	-	-	-

Note: The summarised financial information above reflects the amounts presented in the financial statements of the associates.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

32 ASSOCIATES (cont'd)

(e) Set out below are the summarised financial information for material associates which are accounted for using the equity method: (cont'd)

Reconciliation of the summarised financial information presented to the carrying amount of its interests in associates:

	Grupo Concesionario del Oeste S.A.		Hexacon Construction Pte Limited		WCE Holdings Berhad	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Net assets at 1 April 2021/ 2020	172,843	233,996	634,711	651,857	803,363	739,396
Less: Gross dividends distributed during the year	-	(17,689)	-	-	-	-
Net loss for the financial year	(19,521)	(74,774)	(47,379)	(25,734)	(123,590)	(78,095)
Other comprehensive (loss)/income	-	-	(543)	948	-	-
Additional shares issued arising from the conversion of RCPS	-	-	-	-	329,872	142,062
Other reserves	-	-	-	-	(376)	-
Foreign exchange differences	55,981	31,310	7,373	7,640	-	-
Net assets at 31 March	209,303	172,843	594,162	634,711	1,009,269	803,363
Interests in associates	42,070	34,742	270,342	288,792	268,970	289,116*
Less: Net assets attributable to non-controlling interests	-	-	-	-	(65,507)	(58,513)
Carrying value	42,070	34,742	270,342	288,792	203,463	230,603

* Including RCPS of RM76,426,167.

(f) Set out below are the financial information of all individually immaterial associates on an aggregate basis.

	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Carrying amounts of interest in associates	25,244	38,752	84,255

	2022 RM'000	2021 RM'000
Share of associates' profits/(losses)	928	(30,069)
Share of associates' other comprehensive income/(losses)	343	(167)
Share of associates' total comprehensive income/(losses)	1,271	(30,236)

33 JOINT VENTURES

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000 Restated	1.4.2020 RM'000 Restated
At cost:				
- In Malaysia		101,875	111,875	111,875
Share of post-acquisition reserves		(38,354)	(24,589)	5,448
Currency translation differences		(82)	8,111	9,206
		63,439	95,397	126,529
Redeemable Convertible Unsecured Loan Stocks ("RCULS")	(A)	434,988	415,296	396,496
Less: Allowance for impairment of RCULS		(377,374)	(317,082)	(298,282)
		57,614	98,214	98,214
Redeemable Convertible Secured Islamic Debt Securities ("RCSIDS")	(B)	133,781	113,609	96,477
Amounts owing by joint ventures		330,724	674,155	671,815
Less: Allowance for impairment of amounts owing by joint ventures		(54,923)	(127,958)	(142,167)
		275,801	546,197	529,648
		530,635	853,417	850,868

(A) RCULS

In 2007 and 2009, the Company had subscribed for a total of RM240,000,000 nominal value of Redeemable Convertible Unsecured Loan Stocks ("RCULS"), maturing on 8 February 2026, as issued by Lebuhraya Kajang-Seremban Sdn Bhd ("Lekas"), a joint venture of the Company. The terms of the RCULS are as follows:

(i) The RCULS bear fixed cumulative interest of 7% per annum from the date of subscription until the date of redemption or maturity, whichever is earlier.

(ii) The RCULS are convertible on the basis of one RCULS for one new ordinary share of RM1 each in Lekas.

(iii) The conversion period is the period commencing from the date immediately after the first anniversary of the date of issuance of the final completion certificate of the final phase of the works under the Concession Agreement and ending on such a date falling 3 years thereafter. The conversion option expired on 23 August 2013.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

33 JOINT VENTURES (cont'd)

(B) RCSIDS

In 2013, the Company acquired RM90,109,292 nominal value of Redeemable Convertible Secured Islamic Debt Securities ("RCSIDS"), maturing on 10 April 2023, as issued by Lekas, a joint venture of the Company. The terms of the RCSIDS are as follows:

(i) The RCSIDS bear a fixed, cumulative and non-compounding profit rate of 7.9% per annum.

(ii) Every RM1 nominal value of the RCSIDS or every RM1 profit payable on such RCSIDS can be converted into 1 ordinary share of Lekas at the conversion price of RM1. The profit in respect of the RCSIDS can only be converted into ordinary shares if it is done in conjunction with the conversion of the corresponding RCSIDS.

(iii) The conversion period commences from the date immediately after the issue date and ends on the maturity date.

(iv) The RCSIDS may, prior to the maturity date, be redeemed in part or in full at their aggregate nominal value plus accrued and unpaid profit. No cash payment will be made for the principal amount in respect of the RCSIDS and the profit earned on the relevant profit payment dates during the subsistence of the syndicated term loan facility and until the maturity date. Any early redemption shall take place on a profit payment date or such other dates as may be mutually agreed between the parties. All outstanding RCSIDS and cumulative profit shall be redeemed by the issuer on the maturity date.

The RCSIDS which have been redeemed will be cancelled and cannot be reissued and the outstanding profit which has not been converted into new ordinary shares shall be paid by the issuer in the form of cash payment on the maturity date.

	The Company	
	2022 RM'000	2021 RM'000
Unquoted shares, at cost	50,000	50,000
Less: Allowance for impairment of investments	(50,000)	(50,000)
	-	-
RCULS	434,988	415,296
Less: Allowance for impairment of RCULS	(377,374)	(317,082)
	57,614	98,214
RCSIDS	133,781	113,609
Amounts owing by joint ventures	26,620	26,620
Less: Allowance for impairment of amounts owing by joint ventures	(26,478)	(26,478)
	142	142
	191,537	211,965

The amounts owing by joint ventures of the Group and the Company are mainly unsecured advances for the joint ventures' working capital requirements which bear interest at rates ranging from 4.5% to 7.9% (31.3.2021: 4.5% to 7.9% and 1.4.2020: 5.0% to 7.9%) per annum and at 7.9% (2021: 7.9%) per annum respectively. As at 31 March 2022, the Group has not recognised loss allowance for the net balances of RM NIL (31.3.2021: RM148,999,000 and 1.4.2020: RM154,548,000) which was past due as the receivables are secured by collaterals.

33 JOINT VENTURES (cont'd)

Movements on the Group's and the Company's allowance for impairment of RCULS are as follows:

	Note	The Group		The Company	
		31.3.2022 RM'000	31.3.2021 RM'000	2022 RM'000	2021 RM'000
At 1 April 2021/2020		317,082	298,282	317,082	298,282
Allowance for impairment during the year	5(a)	60,292	18,800	60,292	18,800
At 31 March		377,374	317,082	377,374	317,082

The movement in the Group's and the Company's allowance for impairment of RCULS during the financial year is due to the changes in the probability-weighted loss given default rates used to calculate the ECL for RCULS.

Movements on the Group's and the Company's allowance for impairment of amounts owing by joint ventures are as follows:

	Note	The Group		The Company	
		31.3.2022 RM'000	31.3.2021 RM'000	2022 RM'000	2021 RM'000
At 1 April 2021/2020		127,958	142,167	26,478	33,567
Allowance for impairment during the year	5(a)	2,687	27,286	-	-
Reversal of impairment during the year	5(b)	(34,225)	(10,587)	-	(7,089)
Bad debts written off		-	(30,908)	-	-
Acquisition of a subsidiary		(41,497)	-	-	-
At 31 March		54,923	127,958	26,478	26,478

The Group has carried out an assessment on the recoverability of the amounts owing by joint ventures and management believes that the current impairment recognised is adequate.

(a) Details of the joint ventures are as follows:

	Group's effective interest in joint ventures			Principal activities
	31.3.2022 %	31.3.2021 %	1.4.2020 %	
Elegan Pesona Sdn Bhd	50	50	50	Property development
IJM Properties-JA Manan Development Joint Venture	50	50	50	Property development
Sierra Ukay Sdn Bhd *	-	50	50	Property development
IJM Properties-Danau Lumayan Joint Venture	60	60	60	Dormant
IJM Management Services-Giat Bernas Joint Venture	70	70	70	Project and construction management services
Nasa Land Sdn Bhd	50	50	50	Property development
368 Segambut Sdn Bhd	50	50	50	Property development
IJM Perennial Development Sdn Bhd	50	50	50	Property development
IJM-SCL Joint Venture	50	50	50	Dormant
IJM-Gayatri Joint Venture	60	60	60	Dormant
IJM-NBCC-VRM Joint Venture	50	50	50	Dormant
Lebuhraya Kajang-Seremban Sdn Bhd	50	50	50	Toll road operations
IJMC-Zublin Joint Venture	50	50	50	Construction
ISZL Consortium	25	25	25	Construction

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

33 JOINT VENTURES (cont'd)

(a) Details of the joint ventures are as follows: (cont'd)

	Group's effective interest in joint ventures 31.3.2022 %	31.3.2021 %	1.4.2020 %	Principal activities
BSC-RBM-PATI JV	25	25	25	Construction
IJMC-Gayatri Joint Venture	60	60	60	Construction
IJM-LFE Joint Venture	70	70	70	Construction
Shimizu-Nishimatsu-UEMB-IJM Joint Venture	-	20	20	Construction
Kiara Teratai-IJM Joint Venture	40	40	40	Construction
IJM Sunway Sdn Bhd	50	50	50	Construction
IJM LFE Sdn Bhd	70	70	70	Construction
IJM-CHEC Joint Venture	60	60	60	Construction

* On 31 March 2022, IJM Properties Sdn Bhd, a wholly-owned subsidiary of IJM Land Berhad, which in turn is a wholly-owned subsidiary of the Company acquired the remaining 50% equity interests in Sierra Ukay Sdn Bhd. Subsequent to the acquisition, Sierra Ukay Sdn Bhd became a wholly-owned subsidiary of the Company (Note 48(a)).

(b) As at 31 March 2022 and 31 March 2021, there are no contingent liabilities and capital commitments relating to the Group's interest in the joint ventures.

(c) Set out below are the joint ventures of the Group as at 31 March 2022, 31 March 2021 and 1 April 2020, which, in the opinion of the management, are material to the Group. The joint ventures as listed below have share capital consisting solely of ordinary shares, which are held directly or indirectly by the Group.

Name of entity	Place of business/ country of incorporation	% of ownership 31.3.3022	31.3.2021	1.4.2020	Nature of relationship	Measurement method
IJM Perennial Development Sdn Bhd	Malaysia	50	50	50	Joint venture	Equity
368 Segambut Sdn Bhd	Malaysia	50	50	50	Joint venture	Equity
Nasa Land Sdn Bhd	Malaysia	50	50	50	Joint venture	Equity

IJM Perennial Development Sdn Bhd, 368 Segambut Sdn Bhd and Nasa Land Sdn Bhd are private companies and there are no quoted market prices available for their shares.

33 JOINT VENTURES (cont'd))

(d) Set out below are the summarised financial information for material joint ventures which are accounted for using the equity method:

(i) Summarised statements of financial position:

	IJM Perennial Development Sdn Bhd 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	368 Segambut Sdn Bhd 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	Nasa Land Sdn Bhd 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Current									
Cash and cash equivalents	20,426	6,785	31,092	32,100	32,203	22,209	14,464	3,562	2,785
Other current assets (excluding cash)	188,597	164,509	147,499	274,569	328,573	318,308	290,351	309,214	310,973
Total current assets	209,023	171,294	178,591	306,669	360,776	340,517	304,815	312,776	313,758
Financial liabilities (excluding trade and other payables)	(18,040)	(18,040)	(18,040)	-	-	-	-	-	-
Other current liabilities (including trade and other payables)	(351,381)	(313,103)	(23,576)	(52,799)	(27,072)	(49,378)	(123,855)	(115,244)	(108,077)
Total current liabilities	(369,421)	(331,143)	(41,616)	(52,799)	(27,072)	(49,378)	(123,855)	(115,244)	(108,077)
Non-current									
Assets	569,430	425,195	376,500	12,658	3,105	1,334	317	325	505
Financial liabilities (excluding trade and other payables)	(427,189)	(284,538)	-	(181,099)	(280,724)	(251,340)	(123,065)	(134,251)	(141,253)
Other current liabilities (including trade and other payables)	(24,236)	(15,961)	(537,305)	-	-	-	-	-	-
Total non-current liabilities	(451,425)	(300,499)	(537,305)	(181,099)	(280,724)	(251,340)	(123,065)	(134,251)	(141,253)
Net (liabilities)/assets	(42,393)	(35,153)	(23,830)	85,429	56,085	41,133	58,212	63,606	64,933

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

33 JOINT VENTURES (cont'd)

(d) Set out below are the summarised financial information for material joint ventures which are accounted for using the equity method: (cont'd)

(ii) Summarised statements of comprehensive income:

	IJM Perennial Development Sdn Bhd		368 Segambut Sdn Bhd		Nasa Land Sdn Bhd	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Revenue	-	-	161,998	109,396	30,385	25,246
Interest income	22	227	721	262	47	121
Finance cost	(7,434)	(2,658)	(6,772)	(1,188)	(6,349)	(5,132)
(Loss)/profit before taxation	(6,452)	(11,003)	38,624	21,123	(5,285)	(1,309)
Income tax expense	(767)	(334)	(9,280)	(6,171)	(109)	(18)
Net (loss)/profit for the year/Total comprehensive (loss)/income	(7,219)	(11,337)	29,344	14,952	(5,394)	(1,327)

(iii) Reconciliation of the summarised information presented to the carrying amounts of interest in joint ventures is set out below:

	IJM Perennial Development Sdn Bhd		368 Segambut Sdn Bhd		Nasa Land Sdn Bhd	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Net (liabilities)/assets at 1 April 2021/2020	(35,153)	(23,830)	56,085	41,133	63,606	64,933
Net (loss)/profit for the financial year	(7,219)	(11,337)	29,344	14,952	(5,394)	(1,327)
Others	(21)	14	-	-	-	-
Net (liabilities)/assets at 31 March	(42,393)	(35,153)	85,429	56,085	58,212	63,606
Interests in joint ventures	(21,197)	(17,577)	42,715	28,043	29,106	31,803
Goodwill	-	-	-	-	11,597	11,597
Unrealised profits	(2,140)	-	-	-	-	-
	(23,337)	(17,577)	42,715	28,043	40,703	43,400
Amounts owing by joint ventures	180,733	156,702	46,924	92,650	97,316	93,097
	157,396	139,125	89,639	120,693	138,019	136,497

33 JOINT VENTURES (cont'd)

(e) Set out below are the financial information of all individually immaterial joint ventures on an aggregate basis.

	The Group		
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Carrying amounts of interest in joint ventures	3,358	41,531	73,814

	The Group	
	2022 RM'000	2021 RM'000
Share of joint ventures' profits/share of joint ventures' total comprehensive income	24,402	9,052

34 FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

Equity investments at fair value through other comprehensive income ("FVOCI") comprise the following investments:

	The Group			The Company	
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	2022 RM'000	2021 RM'000
Non-current assets					
Unquoted shares in Malaysia	3,560	3,560	3,560	2,050	2,050
Others	105	105	105	-	-
	3,665	3,665	3,665	2,050	2,050

At the date of the initial application of MFRS 9 on 1 April 2018, the Group and the Company had irrevocably elected to present the fair value changes in other comprehensive income. The Group and the Company consider this classification to be more relevant as these investments are strategic investments, which are not held for trading purpose.

All of the financial assets at FVOCI are denominated in Malaysian Ringgit.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

35 LONG TERM RECEIVABLES

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Finance lease receivables	(a)	**1,059**	961	1,148
Less: Amount receivable within 12 months (included in trade and other receivables - Note 39)		**(171)**	(76)	(114)
		888	885	1,034
Amounts due from non-controlling interests	(b)	**-**	53,668	56,125
Less: Allowance for impairment of amounts due from non-controlling interests		**-**	(4,000)	(4,000)
		-	49,668	52,125
Amounts due from related companies	(c)	**76,159**	-	-
Advances for plasma schemes	(d)	**-**	96,049	76,131
Other receivables	(e)	**136,188**	136,188	135,229
Less: Allowance for impairment of other receivables		**(63,704)**	(63,704)	(63,704)
		72,484	72,484	71,525
Prepayment		**1,866**	39,859	19,916
		151,397	258,945	220,731

(a) Finance lease receivables

	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Finance lease receivables:			
- Receivable within 1 year	**212**	102	146
- Receivable between 1 and 5 years	**704**	735	624
- Receivable after 5 years	**801**	801	1,107
	1,717	1,638	1,877
Less: Unearned interest income	**(658)**	(677)	(729)
	1,059	961	1,148
Finance lease receivables (net of unearned interest income):			
- Receivable within 1 year	**171**	76	114
- Receivable between 1 and 5 years	**474**	471	433
- Receivable after 5 years	**414**	414	601
	1,059	961	1,148

The finance lease receivables for the current year arise from a separate lease agreement entered into between an indirect subsidiary of the Company and third parties to lease a special purpose building for a period of 15 years. The Group does not have any significant exposure to credit risk from the lease receivables as the ownership and rights to the buildings revert to the Group in the event of default.

35 LONG TERM RECEIVABLES (cont'd)

(b) As at the end of the previous reporting periods, the amounts due from non-controlling interests were denominated in USD. The amounts due from non-controlling interests were in respect of advances made by subsidiaries of IJM Plantations Berhad, a subsidiary of the Company to non-controlling interests. The advances were operational in nature for furtherance of the overseas subsidiaries' business operations. The amounts due from non-controlling interests were interest free and secured against the equity shares held by the non-controlling interests in the respective companies. Management reserved the right to charge interest on the outstanding balances. Management did not intend to demand for repayment of the amounts due from the non-controlling interests within the next twelve months from the previous reporting dates. As a result, the amounts were classified as non-current assets as at the end of the previous reporting dates. Loss allowance of RM4,000,000 was provided for in respect of amount due from non-controlling interests arising from the difference between the present value of the expected cash flows and the contractual cash flows over the recovery period.

The amounts due from non-controlling interests were deconsolidated following the completion of the disposal of IJM Plantations Berhad in September 2021.

(c) The balances represent amounts owing by a joint operation partner and a subsidiary of a joint operation partner. The amounts are unsecured advance which bear interests at rates ranging from 5.0% to 6.0% (2021: 5.0%) per annum.

(d) The Government of the Republic of Indonesia required companies involved in plantation development to provide support to develop and cultivate oil palm lands for local communities in oil palm plantations as part of their social obligation which were known as "Plasma" schemes. In line with this requirement, the subsidiaries of IJM Plantations Berhad ("indirect subsidiaries"), a subsidiary of the Company, had involvement in several cooperative programs for the development and cultivation of oil palm lands for local communities. The indirect subsidiaries supervised and managed the plasma schemes. Advances made by the indirect subsidiaries to the plasma schemes in the form of plantation development costs were recoverable either through bank loans obtained by the cooperatives or direct repayments from the plasma schemes when these plasma areas came into production.

The advances for plasma schemes were deconsolidated following the completion of the disposal of IJM Plantations Berhad in September 2021.

(e) The other receivables are unsecured advances which bear interest at a rate of 6.5% (31.3.2021: 6.5% and 1.4.2020: 6.5%) per annum. As at 31 March 2022, the Group has not recognised loss allowance for the net balances of RM72,484,000 (31.3.2021: RM72,484,000 and 1.4.2020: RM71,525,000) which were past due as the receivables are secured by collaterals.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

36 INTANGIBLE ASSETS

The Group	Goodwill on consolidation RM'000	Quarry development expenditure RM'000	Total RM'000
2022			
Cost			
At 1 April 2021	1,084,175	78,137	1,162,312
Additions	-	1,654	1,654
Written off (Note 5(a))	-	(14,807)	(14,807)
At 31 March 2022	1,084,175	64,984	1,149,159
Accumulated amortisation			
At 1 April 2021	-	(57,436)	(57,436)
Amortisation for the financial year (Note 5(a))	-	(2,311)	(2,311)
Written off (Note 5(a))	-	14,229	14,229
At 31 March 2022	-	(45,518)	(45,518)
Accumulated impairment			
At 1 April 2021/At 31 March 2022	(1,004,439)	(5,637)	(1,010,076)
At 31 March 2022	**79,736**	**13,829**	**93,565**
2021			
Cost			
At 1 April 2020	1,083,900	77,700	1,161,600
Additions	275	3,273	3,548
Written off (Note 5(a))	-	(2,836)	(2,836)
At 31 March 2021	1,084,175	78,137	1,162,312
Accumulated amortisation			
At 1 April 2020	-	(56,045)	(56,045)
Amortisation for the financial year (Note 5(a))	-	(3,783)	(3,783)
Written off (Note 5(a))	-	2,392	2,392
At 31 March 2021	-	(57,436)	(57,436)
Accumulated impairment			
At 1 April 2020	(1,004,439)	-	(1,004,439)
Impairment for the financial year (Note 5(a))	-	(5,637)	(5,637)
At 31 March 2021	(1,004,439)	(5,637)	(1,010,076)
At 31 March 2021	79,736	15,064	94,800

During the financial year, amortisation of quarry development expenditure of RM2,311,000 (2021: RM3,783,000) was included in cost of sales.

37 INVENTORIES

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000 Restated	1.4.2020 RM'000 Restated
Non-current				
Land held for property development	(a)	515,781	507,056	672,337
Oil palm nurseries		-	4,860	6,886
Total non-current		515,781	511,916	679,223
Current				
At cost:				
Raw materials:				
- Construction materials		2,434	10,091	6,270
- Other raw materials		96,407	59,588	92,373
Finished goods:				
- Completed buildings		556,729	776,478	628,412
- Quarry and manufactured products		97,830	111,535	175,734
Palm and palm oil products:				
- Crude palm oil		-	18,405	-
- Crude palm kernel oil		-	1,749	5,559
- Oil palm nurseries		-	143	36
- Palm kernels		-	3,521	1,911
- Palm kernel expellers		-	118	444
Consumables:				
- Fertilisers and chemicals		-	15,901	8,604
- Stores and spares		5,355	19,617	21,118
		758,755	1,017,146	940,461
At net realisable value:				
Finished goods:				
- Completed buildings		308,695	374,456	894,340
- Consumables		5,945	5,517	5,084
Palm and palm oil products:				
- Crude palm oil		-	19,864	44,407
- Crude palm kernel oil		-	388	-
- Palm kernel expellers		-	952	-
- Compost		-	54	-
		314,640	401,231	943,831
		1,073,395	1,418,377	1,884,292
Property development costs	(b)	5,963,895	5,923,406	5,791,681
Total current		7,037,290	7,341,783	7,675,973
Total inventories		7,553,071	7,853,699	8,355,196

Inventories recognised as an expense during the financial year amounted to RM1,531,911,000 (2021: RM1,371,067,000).

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

37 INVENTORIES (cont'd)

(a) Land held for property development

	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Cost:			
Freehold land	256,443	262,982	439,134
Leasehold land	140,007	125,306	114,270
Development costs	43,423	42,860	43,025
	439,873	431,148	596,429
Net realisable value:			
Freehold land	72,236	72,236	72,236
Leasehold land	3,672	3,672	3,672
	75,908	75,908	75,908
	515,781	507,056	672,337

	The Group 31.3.2022 RM'000	31.3.2021 RM'000
At 1 April 2021/2020	507,056	672,337
Additions during the financial year	8,725	10,896
Disposals during the financial year	-	(440)
Transferred to property development costs (Note 37(b)):		
- Land cost	-	(175,737)
At 31 March	515,781	507,056

The carrying values of freehold land and leasehold land amounting to RM543,000 and RM3,371,000 respectively (31.3.2021 and 1.4.2020: RM543,000 and RM3,371,000 respectively) are pledged as security for the term loans of the subsidiaries (Note 18).

37 INVENTORIES (cont'd)

(b) Property development costs

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000 Restated
At 1 April 2021/2020, as previously reported			
Freehold land – at cost		624,859	672,551
Leasehold land – at cost		2,735,485	2,865,497
Development costs		6,055,938	7,364,876
Accumulated costs charged to profit or loss		(3,016,802)	(3,827,681)
Completed units transferred to inventories		(415,432)	(1,234,334)
Allowance for write down		(59,720)	(41,690)
		5,924,328	5,799,219
- Effects of the adoption of Agenda Decision	56	(922)	(7,538)
At 1 April 2021/2020, as restated		5,923,406	5,791,681
Less: Completed development properties:			
Freehold land – at cost		(3,019)	(18,691)
Leasehold land – at cost		(57,684)	(244,401)
Development costs		(521,526)	(1,543,897)
Accumulated costs charged to profit or loss		567,804	1,124,572
Completed units transferred to inventories		14,425	682,417
		-	-
		5,923,406	5,791,681
Completed units transferred to inventories		(98,716)	(136,503)
Costs charged to profit or loss		(528,895)	(462,625)
Costs incurred during the financial year:			
- Purchase of land		36,083	(14,016)
- Development costs		528,821	569,541
		564,904	555,525
Acquisition of a subsidiary	48(a)	186,500	-
Disposal during the financial year		(6,114)	-
Write down during the year (net)	5(a)	(71,068)	(18,030)
Transferred to investment properties	29	-	(1,920)
Transferred from land held for property development:	37(a)		
- Land cost		-	175,737
Exchange differences		(6,122)	19,541
At 31 March		5,963,895	5,923,406
At 31 March:			
Freehold land – at cost		623,183	624,857
Leasehold land – at cost		2,789,963	2,735,486
Development costs		5,942,787	5,995,446
Accumulated costs charged to profit or loss		(2,767,504)	(2,957,922)
Completed units transferred to inventories		(493,810)	(414,741)
Allowance for write down		(130,724)	(59,720)
		5,963,895	5,923,406

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

37 INVENTORIES (cont'd)

(b) Property development costs (cont'd)

During the financial year, the Group has recorded a net write down of its inventories for property development costs of RM71,068,000 (2021: RM18,030,000) on the basis that the net realisable value (determined via latest estimated selling price) is below the costs of the inventories.

During the financial year, finance cost of RM61,960,000 (2021: RM85,506,000) (Note 9) has been capitalised in property development costs.

The carrying values of freehold land and leasehold land amounting to RM190,579,000 (31.3.2021: RM210,022,000 and 1.4.2020: RM232,688,000) and RM1,543,763,000 (31.3.2021: RM1,550,524,000 and 1.4.2020: RM1,259,883,000) respectively are pledged as security for certain revolving credits (Note 46) and term loans of the subsidiaries (Note 18).

As at 31 March 2022, land titles to leasehold land with a carrying value of RM1,529,000 (31.3.2021: RM1,529,000 and 1.4.2020: RM1,529,000) are in the process of being transferred.

38 PRODUCE GROWING ON BEARER PLANTS

Produce growing on bearer plants comprises oil palm fresh fruit bunches ("FFB") growing on palm trees.

	The Group		
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Current:			
Oil palm FFB	-	19,380	11,892

	The Group	
	31.3.2022 RM'000	31.3.2021 RM'000
At 1 April 2021/2020	19,380	11,892
Harvest produce transferred to inventories	-	(11,892)
Change in fair value less cost to sell	7,203	18,903
Exchange differences	124	477
Disposal of a subsidiary (Note 49(a)(i))	(26,707)	-
At 31 March	-	19,380

In the preceding financial year, the Group harvested approximately 1,064,678 tonnes of FFB. The quantity of unharvested FFB of the Group as at 31 March 2021 was approximately 45,872 tonnes. The fair value measurement of the Group's produce growing on bearer plants was categorised within Level 3 of the fair value hierarchy. A change of 10% in the discounted market price of FFB used ranging from RM432 to RM641 per metric tonne would cause the fair value of the Group's produce growing on bearer plants to increase or decrease equally by approximately RM2.4 million.

39 TRADE AND OTHER RECEIVABLES

	The Group			The Company	
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	2022 RM'000	2021 RM'000
Trade receivables	1,002,051	1,276,887	1,429,896	55,447	54,056
Trade advances	62,336	75,026	135,464	2,547	1,897
Other receivables	198,710	201,078	212,215	11,613	1,883
Amounts owing by subsidiaries	-	-	-	460,285	1,800,011
Amounts owing by associates	91,781	150,026	107,655	3,376	2,815
Amount owing by a joint operation partner *	32,302	68,888	58,698	-	-
Deposits	38,951	38,043	38,345	348	355
	1,426,131	1,809,948	1,982,273	533,616	1,861,017
Less:					
Allowance for impairment of trade and other receivables	(187,825)	(194,118)	(191,153)	(89,553)	(73,934)
	1,238,306	1,615,830	1,791,120	444,063	1,787,083
Prepayments	38,628	77,966	66,287	232	248
Costs to secure contracts **	25,012	13,997	8,257	-	-
	1,301,946	1,707,793	1,865,664	444,295	1,787,331

Other receivables include the current portion of the following items:

	The Group		
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Finance lease receivables (Note 35)	171	76	114

The currency exposure profile of trade and other receivables is as follows:

	The Group		
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
United States Dollar	27,989	23,768	19,775
Singapore Dollar	5,159	11,560	7,070
Brunei Dollar	-	-	261
	33,148	35,328	27,106

* The balance represents an amount owing by a joint operation partner, WCE Holdings Berhad (a 26% associate of the Company). IJMC-KEB joint venture is a 70% unincorporated joint operation of the Group between IJM Construction Sdn Bhd ("IJMC") and WCE Holdings Berhad, which carry out the engineering, procurement and construction works for the construction of the West Coast Expressway. IJMC is a wholly-owned subsidiary of the Company.

** The Group recognised an asset in relation to sales commissions and legal fees incurred on loan agreements in obtaining contracts. The asset is amortised on a straight-line basis over the term of the specific contract it relates to, consistent with the pattern of recognition of the associated revenue. The amortisation recognised as cost of providing services during the financial year was RM25,433,000 (31.3.2021: RM15,924,000 and 1.4.2020: RM30,085,000).

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

39 TRADE AND OTHER RECEIVABLES (cont'd)

Trade and other receivables that are neither past due nor impaired:

Credit terms of trade receivables range from payment in advance to 120 days (31.3.2021: range from payment in advance to 120 days and 1.4.2020: range from payment in advance to 120 days).

Trade and other receivables that are neither past due nor impaired comprise:

- Receivables in relation to construction business arising from rendering of construction services to companies with a good collection track record with the Group and the Company. These receivables include retention sums which are to be settled in accordance with the terms of the respective contracts;
- Receivables in relation to property development business arising from sale of development units to large number of property purchasers with end financing facilities from reputable end-financiers. The ownership and rights to the properties revert to the Group in the event of default; and
- Receivables from other external parties with no history of default.

Trade and other receivables that are impaired:

The receivables are individually impaired either because of significant delays in collection periods or because the debtors are in unexpectedly difficult economic situations. As at 31 March 2022, trade and other receivables of the Group and the Company of RM187,825,000 (31.3.2021: RM194,118,000 and 1.4.2020: RM191,153,000) and RM89,553,000 (2021: RM73,934,000) respectively were impaired and provided for.

Movements on the Group's and the Company's allowance for impairment of trade and other receivables are as follows:

	Note	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
At 1 April 2021/2020		194,118	191,153	73,934	79,329
Allowance for impairment of receivables during the year	5(a)	7,779	18,721	15,619	-
Write back of allowance for impairment of receivables	5(b)	(9,164)	(7,022)	-	-
Bad debts written off		(1,415)	(6,188)	-	(5,395)
Disposal of a subsidiary		-	(3,138)	-	-
Transferred to assets of disposal group classified as held for sale		-	(153)	-	-
Foreign currency exchange differences		(3,493)	160	-	-
Others		-	585	-	-
At 31 March		187,825	194,118	89,553	73,934

39 TRADE AND OTHER RECEIVABLES (cont'd)

Of the above Group impairment, RM148,039,000 (31.3.2021: RM157,721,000 and 1.4.2020: RM156,191,000) related to trade receivables. Of the above Company's impairment, RM32,122,000 (31.3.2021: RM32,122,000 and 1.4.2020: RM32,122,000) related to trade receivables.

Concentrations of credit risk with respect to trade and other receivables are limited due to the Group's large number of customers, who are dispersed over a broad spectrum of industries and businesses. The Group has carried out an assessment on the recoverability of these balances and management believes that the current impairment recognised is adequate.

The amounts owing by subsidiaries and associates are unsecured and repayable on demand. Certain amounts owing by subsidiaries and associates bear interest at rates ranging from 4.5% to 7.9% (31.3.2021: 4.5% to 7.9%, 1.4.2020: 5.0% to 7.9%) per annum. The Company has carried out an assessment on the recoverability of these balances and management believes that the carrying amount is recoverable.

The amount owing by a joint operation partner mainly comprises receivables arising from the rendering of construction services to the joint operations and has no history of default. The credit terms of these trade related balances are 30 days (31.3.2021: 30 days and 1.4.2020: 30 days).

The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of receivables mentioned above.

There is no material difference between the carrying values of trade and other receivables and their fair values, due to the short-term duration of the receivables.

40 CONTRACT ASSETS AND CONTRACT LIABILITIES

	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000	The Group 1.4.2020 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Contract Assets:					
Contract assets from construction (Note (a))	106,891	65,549	30,705	-	-
Contract assets from property development (Note (b))	283,864	234,004	314,631	-	-
Total	390,755	299,553	345,336	-	-
Analysed as:					
Current	390,755	299,553	345,336	-	-
Contract Liabilities:					
Contract liabilities from construction (Note (a))	133,876	209,376	551,323	786	917
Contract liabilities from property development (Note (b))	93,025	114,281	115,043	-	-
Total	226,901	323,657	666,366	786	917
Analysed as:					
Current	226,901	323,657	666,366	786	917

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

40 CONTRACT ASSETS AND CONTRACT LIABILITIES (cont'd)

(a) Contract assets and contract liabilities from construction

The Group and the Company issue progress billings to customers when the billing milestones are attained. The Group and the Company recognise revenue when the performance obligation is satisfied.

The Group's and the Company's contract assets and contract liabilities relating to construction contracts as of each reporting period can be summarised as follows:

	The Group			The Company	
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	2022 RM'000	2021 RM'000
Contract assets	**106,891**	65,549	30,705	**-**	-
Contract liabilities	**(133,876)**	(209,376)	(551,323)	**(786)**	(917)
	(26,985)	(143,827)	(520,618)	**(786)**	(917)

	The Group		The Company	
	31.3.2022 RM'000	31.3.2021 RM'000	2022 RM'000	2021 RM'000
At 1 April 2021/2020	**(143,827)**	(520,618)	**(917)**	(1,136)
Acquisition of a subsidiary (Note 48(b))	**-**	72,740	**-**	-
Revenue recognised during the year	**1,496,941**	1,919,995	**-**	-
Progress billings issued during the year	**(1,376,067)**	(1,718,441)	**-**	-
Advances (received)/given on contracts	**(4,175)**	100,101	**-**	-
Exchange translation differences	**35**	2,189	**23**	12
Others	**108**	207	**108**	207
At 31 March	**(26,985)**	(143,827)	**(786)**	(917)

The unsatisfied performance obligations at the end of the reporting period are expected to be recognised in the following periods:

	The Group		The Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Within 1 year	**1,485,993**	1,750,756	**-**	-
Between 1 and 4 years	**1,675,292**	1,812,727	**-**	-
	3,161,285	3,563,483	**-**	-

40 CONTRACT ASSETS AND CONTRACT LIABILITIES (cont'd)

(b) Contract assets and contract liabilities from property development

The Group issues progress billings to purchasers when the billing milestones are attained. The Group recognises revenue when the performance obligation is satisfied.

The Group's contract assets and contract liabilities relating to the sale of properties as of each reporting period can be summarised as follows:

	The Group		
	31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Contract assets	**283,864**	234,004	314,631
Contract liabilities	**(93,025)**	(114,281)	(115,043)
	190,839	119,723	199,588

	The Group	
	31.3.2022 RM'000	31.3.2021 RM'000
At 1 April 2021/2020	**119,723**	199,588
Acquisition of a subsidiary (Note 48(a))	**991**	-
Revenue recognised during the year	**1,218,429**	1,244,937
Progress billings issued during the year	**(1,148,863)**	(1,325,362)
Exchange translation differences	**559**	560
At 31 March	**190,839**	119,723

The unsatisfied performance obligations at the end of the reporting period are expected to be recognised in the following periods:

	The Group	
	2022 RM'000	2021 RM'000
Within 1 year	**835,916**	419,069
Between 1 and 4 years	**213,169**	282,703
	1,049,085	701,772

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

41 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000	The Group 1.4.2020 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Quoted securities in Malaysia - held for trading:					
Quoted shares	1,599	1,736	2,227	-	-
Quoted real estate investment trusts	1,323	1,504	4,844	1,323	1,504
Quoted unit trusts	608,357	686,117	527,559	171,139	111,217
	611,279	689,357	534,630	172,462	112,721

The fair values of all quoted securities are determined based on their quoted market prices in an active market and are within Level 1 of the fair value hierarchy.

42 DEPOSITS, CASH AND BANK BALANCES

	Note	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000	The Group 1.4.2020 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Deposits with licensed banks	50	671,177	731,214	812,313	52,899	48,637
Cash and bank balances		1,834,299	1,067,459	910,110	761,586	45,187
Housing Development-Accounts (a)		403,179	607,508	500,225	-	-
	50	2,237,478	1,674,967	1,410,335	761,586	45,187
		2,908,655	2,406,181	2,222,648	814,485	93,824

(a) Cash and bank balances include balances amounting to RM403,179,000 (31.3.2021: RM607,508,000 and 1.4.2020: RM500,225,000) which are maintained in designated Housing Development Accounts pursuant to the Housing Developers (Control and Licensing) Act, 1966 and Housing Regulations, 1991 in connection with the Group's property development projects. The utilisation of these balances is restricted before completion of the housing development projects and fulfilment of all relevant obligations to the purchasers, such that the cash can only be withdrawn from such accounts for the purpose of completing the particular projects.

The currency exposure profile of deposits with licensed banks is as follows:

	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000	The Group 1.4.2020 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
United States Dollar	45,378	49,727	30,706	45,378	41,439
Japanese Yen	-	756	800	-	-
	45,378	50,483	31,506	45,378	41,439

42 DEPOSITS, CASH AND BANK BALANCES (cont'd)

The currency exposure profile of cash and bank balances is as follows:

	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000	The Group 1.4.2020 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
United States Dollar	33,156	74,418	86,869	4,523	10,327
Singapore Dollar	915	10,641	4,260	-	-
Argentine Peso	25	925	564	25	925
Pakistan Rupee	80	29	74	80	29
Japanese Yen	-	57	44	-	-
	34,176	86,070	91,811	4,628	11,281

The effective interest rates per annum as at the end of the financial year for the Group and the Company are as follows:

	The Group 31.3.2022 %	The Group 31.3.2021 %	The Group 1.4.2020 %	The Company 2022 %	The Company 2021 %
Deposits with licensed banks:					
Ringgit Malaysia	1.71	1.73	2.64	1.58	1.58
US Dollar	0.32	0.25	1.45	0.32	0.18
Indian Rupee	3.10	4.33	6.54	3.75	5.83
Indonesian Rupiah	-	3.38	4.75	-	-
Cash at bank held under Housing Development Accounts	1.16	1.15	1.91	-	-

Deposits, cash and bank balances are mainly deposits with banks with high credit ratings assigned by international credit rating agencies.

The cash and bank balances are deposits held at call with banks and earn no interest.

Deposits with licensed banks of the Group and of the Company have a maturity period ranging between 1 and 365 days (2021: 1 and 365 days). Except for the restricted deposits with licensed banks, the deposits with the maturity period of more than 3 months are readily convertible to known amount of cash and subject to insignificant risk of change in value.

43 (A) ASSETS HELD FOR SALE

	Note	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000	The Group 1.4.2020 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Property, plant and equipment (Note 27)	(a)	1,488	-	-	-	-
Right-of-use assets (Note 28)	(b)	2,522	-	-	-	-
Investment properties (Note 29)	(c)	5,525	-	531	-	-
Associate	(d)	-	-	3,134	-	-
Subsidiary	(e)	-	-	-	-	4,685
		9,535	-	3,665	-	4,685

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

43 (A) ASSETS HELD FOR SALE (cont'd)

(a),(b) (i) During the financial year, Industrial Concrete Products Sdn Bhd ("ICP"), a wholly-owned subsidiary of the Company, entered into a sale and purchase agreement with an external party to dispose leasehold lands together with the plant and machinery and factory building measuring approximately 39,952 square meters at Tempat Kawasan Perindustrian Gong Badak for a cash consideration of RM7,900,000. As at 31 March 2022, the disposal is subject to fulfilment of conditions precedent.

(a),(b) (ii) During the financial year, Durabon Sdn Bhd, a wholly-owned subsidiary of ICP, which in turn is a wholly-owned subsidiary of the Company, entered into a sale and purchase agreement with an external party to dispose a leasehold land together with the plant and machinery and a detached factory measuring approximately 1.6187 hectare at Kawasan Perindustrian Senai for a cash consideration of RM10,500,000. As at 31 March 2022, the disposal is subject to fulfilment of conditions precedent.

(c) (i) During the financial year, ICP, a wholly-owned subsidiary of the Company, entered into sale and purchase agreements with external parties to dispose a few units of condominium at Bayan Lepas for a total cash consideration of RM6,100,460. As at 31 March 2022, the disposals are subject to fulfilment of conditions precedent.

(ii) On 26 November 2019, Malaysian Rock Products Sdn Bhd, a wholly-owned subsidiary of Industrial Concrete Products Sdn Bhd, which in turn is a wholly-owned subsidiary of the Company, entered into a sale and purchase agreement with Belle Tech Marketing Sdn Bhd to dispose a 3-storey commercial property measuring approximately 178 square meters at Taman Industri Subang for a cash consideration of RM1,650,000. The disposal was completed in the preceding financial year and a gain of RM1,119,000 was recognised in profit or loss (Note 5(b)).

(d) In the previous financial year, the Directors of the Company approved the disposal of 233,991,865 ordinary shares at RM0.03 each, representing a 21.4% of the issued and paid-up share capital of an associate, Scomi Group Berhad ("SGB") for a total cash consideration of RM7.01 million. The transaction was completed on 25 June 2020 and a loss of RM4.19 million was recognised in profit or loss (Note 5(a)).

(e) In the previous financial year, the Directors of the Company approved the disposal of 1,100,000 ordinary shares of RM1 each, representing 55% equity interests in Kemena Industries Sdn Bhd ("KISB") to Kemena Global Sdn Bhd for a total cash consideration of RM18 million. As at 31 March 2021, the disposal was subject to fulfilment of conditions precedent. The assets and liabilities of KISB had been presented as assets and liabilities of disposal group classified as held for sale, as shown in Note 43(B). The disposal was completed during the current financial year and a gain of RM6,975,000 was recognised in profit or loss (Note 5(b)).

(B) ASSETS AND LIABILITIES OF DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE

Assets of disposal group classified as held for sale:

	Note	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000
Property, plant and equipment	27	-	6,366
Right-of-use assets	28	-	879
Investment properties	29	-	171
Inventories		-	4,048
Trade and other receivables		-	8,212
Deposits, cash and bank balances	50	-	3,491
		-	23,167

43 (B) ASSETS AND LIABILITIES OF DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (cont'd)

Liabilities of disposal group classified as held for sale:

	Note	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000
Deferred tax liabilities	22	-	511
Trade and other payables		-	2,436
Current tax liabilities		-	148
		-	3,095

44 TRADE AND OTHER PAYABLES

	Note	The Group 31.3.2022 RM'000	The Group 31.3.2021 RM'000	The Group 1.4.2020 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Trade payables		1,010,613	1,298,283	1,211,988	250	250
Trade accruals *		1,030,284	963,407	1,033,085	26,285	28,622
Amounts owing to subsidiaries		-	-	-	7,943	84,583
Amounts owing to associates		1	143	1	1	1
Amounts owing to joint ventures		20,835	10,189	10,696	-	-
Government support loans	19	9,930	9,930	36,645	-	-
Land and development costs payable I **		-	-	241,290	-	-
Land and development costs payable II	23(b)	28,500	15,500	13,750	-	-
Other payables and accruals		569,189	627,347	574,974	17,124	5,039
Lease payable to Kuantan Port Authority	23(e)	6,342	6,239	6,220	-	-
		2,675,694	2,931,038	3,128,649	51,603	118,495
Retirement benefits payable	25	446	1,586	2,350	-	-
		2,676,140	2,932,624	3,130,999	51,603	118,495

* Included in the trade accruals is mainly the provision for costs amounting to RM845,753,000 (31.3.2021: RM810,643,000 and 1.4.2020: RM892,838,000) to complete the property development projects.

Trade accruals also include interest payable of the Group and Company amounting to RM52,085,000 and RM21,489,000 (31.3.2021: RM51,149,000 and RM24,949,000, 1.4.2020: RM55,980,000 and RM29,789,000) respectively.

** The balance was in relation to the land cost for a mixed development at Royal Mint Street London, United Kingdom ("UK"), which became payable upon surplus cash flow being available from the development.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

44 TRADE AND OTHER PAYABLES (cont'd)

The currency exposure profile of trade and other payables is as follows:

	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	The Company 2022 RM'000	2021 RM'000
United States Dollar	**2,581**	8,300	1,478	**-**	-

As at the reporting date, the current amounts owing to subsidiaries, associates and joint ventures are unsecured and repayable on demand. Credit terms of trade and other payables range from payments in advance to 120 days (31.3.2021 and 1.4.2020: range from payments in advance to 120 days).

45 PROVISIONS

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Provisions (current)	(a)	**2,714**	1,640	2,476

	The Group 31.3.2022 RM'000	31.3.2021 RM'000
Provision for maintenance		
At 1 April 2021/2020	**1,640**	2,476
Current year provision	**4,002**	3,251
Utilised during the year	**(3,160)**	(2,882)
Under/(over) provision in respect of prior years	**602**	(1,205)
Reclassification	**(370)**	-
At 31 March	**2,714**	1,640

(a) Provision for maintenance is in respect of the contractual obligations under the respective concession agreements to maintain and restore the Expressway Development Expenditure ("EDE") to a specified standard of serviceability.

46 BORROWINGS

	Note	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	The Company 2022 RM'000	2021 RM'000
Secured						
Bonds	17	**110,000**	60,000	60,000	**-**	-
Term loans	18	**107,245**	75,250	135,689	**-**	-
Revolving credits (A)		**28,630**	133,027	147,721	**-**	-
		245,875	268,277	343,410	**-**	-
Unsecured						
Bonds	17	**300,000**	150,000	150,000	**300,000**	150,000
Term loans	18	**372,478**	570,809	827,528	**94,534**	82,780
Bankers' acceptances		**9,901**	7,158	19,239	**-**	-
Revolving credits		**312,457**	466,131	567,105	**50,000**	27,500
Revolving loans		**367,631**	362,163	302,995	**-**	-
Bank overdrafts	50	**10,820**	14,755	118,860	**-**	-
Letters of credit		**1,247**	529	1,380	**-**	-
		1,374,534	1,571,545	1,987,107	**444,534**	260,280
		1,620,409	1,839,822	2,330,517	**444,534**	260,280

The currency exposure profile of the above bank borrowings is as follows:

	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000	The Company 2022 RM'000	2021 RM'000
United States Dollar	**643,259**	739,125	701,574	**94,534**	82,780
Chinese Yuan	**-**	-	2,276	**-**	-
Japanese Yen	**-**	9,914	10,489	**-**	-
	643,259	749,039	714,339	**94,534**	82,780

As at the reporting date, the weighted average annual effective interest rates for the bank borrowings, other than the bonds and term loans which are disclosed in Notes 17 and 18 respectively, of the Group and the Company are as follows:

	The Group Bankers' acceptances %	Revolving credits %	Revolving loans %	Bank overdrafts %
As at 31 March 2022:				
Ringgit Malaysia	**2.41**	**3.20**	**-**	**-**
Indian Rupee	**-**	**7.00**	**-**	**6.70**
United States Dollar	**-**	**1.36**	**3.27**	**-**
As at 31 March 2021:				
Ringgit Malaysia	2.36	3.67	-	2.75
Indian Rupee	-	7.29	-	6.98
United States Dollar	-	0.95	3.04	-
As at 1 April 2020:				
Ringgit Malaysia	3.74	4.17	-	5.25
Indian Rupee	-	8.00	-	8.78
United States Dollar	-	2.40	2.70	-
Chinese Yuan	-	5.13	-	5.60

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

46 BORROWINGS (cont'd)

As at the reporting date, the weighted average annual effective interest rates for the bank borrowings, other than the bonds and term loans which are disclosed in Notes 17 and 18 respectively, of the Group and the Company are as follows: (cont'd)

	The Company	
	2022 Revolving credits %	2021 Revolving credits %
Ringgit Malaysia	**2.92**	2.93

The security for bonds and term loans are disclosed in Notes 17 and 18 respectively.

(A) As at the reporting date, the following revolving credits of the Group are secured as follows:

	Note		The Group	
		31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Revolving credit (i)	(a)	**10,267**	23,056	19,600
Revolving credit (ii)	(b)	**8,563**	9,071	6,121
Revolving credit (iii)	(c)	**-**	71,400	60,500
Revolving credit (iv)	(d)	**-**	29,500	29,500
Revolving credit (v)	(e)	**-**	-	30,000
Revolving credit (vi)	(f)	**-**	-	2,000
Revolving credit (vii)	(g)	**9,800**	-	-
		28,630	133,027	147,721

(a) The security for revolving credit (i) of RM10,267,000 (31.3.2021: RM23,056,000 and 1.4.2020: RM19,600,000) is disclosed in Note 18(C)(a).
(b) The security for revolving credit (ii) of RM8,563,000 (31.3.2021: RM9,071,000 and 1.4.2020: RM6,121,000) is disclosed in Note 18(C)(g).
(c) The security for revolving credit (iii) of RM Nil (31.3.2021: RM71,400,000 and 1.4.2020: RM60,500,000) was disclosed in Note 18(C)(h).
(d) The security for revolving credit (iv) of RM Nil (31.3.2021: RM29,500,000 and 1.4.2020: RM29,500,000) was disclosed in Note 18(C)(b).
(e) The revolving credit (v) of RM Nil (31.3.2021: RM Nil and 1.4.2020: RM30,000,000) was secured by way of a Lien-Holder's Caveat over landed properties (Note 37) of a subsidiary of IJML with minimum security cover of 1.0 time the loan outstanding.
(f) The security for revolving credit (vi) of RM Nil (31.3.2021: RM Nil and 1.4.2020: RM2,000,000) was disclosed in Note 18(C)(p).
(g) The revolving credit (vii) of RM9,800,000 (31.3.2021: RM Nil and 1.4.2020: RM Nil) is secured by way of a Lien-Holder's Caveat over inventories (Note 37) of a subsidiary of IJML with minimum security cover of 1.0 time the loan outstanding.

47 IMPAIRMENT OF ASSETS

Impairment tests for goodwill

Goodwill is allocated to the Group's cash-generating units (CGUs) identified according to business segments.

The carrying amounts of goodwill allocated to the CGUs are as follows:

	Manufacturing and quarrying RM'000	Construction RM'000	Property RM'000	Total RM'000
31.3.2022				
At 1 April 2021/At 31 March 2022	**56,026**	**13,407**	**10,303**	**79,736**
31.3.2021				
At 1 April 2020	56,026	13,132	10,303	79,461
Acquisition of a subsidiary (Note 48(b))	-	275	-	275
At 31 March 2021	56,026	13,407	10,303	79,736

The recoverable amounts of the respective CGUs are determined based on value-in-use ("VIU") calculations, using pre-tax cash flow projections on the following basis:

CGU	Basis of cash flow projections	Growth rate		Discount rate	
		2022 %	2021 %	2022 %	2021 %
Manufacturing and Quarrying	Financial budgets approved by management covering a 5-year period based on past performance and expectations of market development	**2.2**	3.0	**3.1**	5.4
Construction	Discounted cash flows of the construction order book covering a 3-year period	**N/A**	N/A	**9.0 ~ 11.0**	9.0 ~ 11.0
Property	Discounted cash flows of a property development project covering a 17-year period	**N/A**	N/A	**9.0 ~ 11.0**	9.0 ~ 11.0

N/A denotes not applicable

The discount rates used are pre-tax and reflect the specific risks relating to the respective CGUs.

In the preceding financial year, the Group recognised a goodwill arising from the acquisition of a subsidiary (Note 48(b)) as the goodwill allocated to the Construction CGU was supportable by the net recoverable amounts.

There are no reasonably possible changes in any of the key assumptions used that would cause the carrying amount of the CGUs to materially exceed the recoverable amounts.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

48 ACQUISITION OF SUBSIDIARIES

(a) On 31 March 2022, IJM Properties Sdn Bhd, a wholly-owned subsidiary of IJM Land Berhad, which in turn is a wholly-owned subsidiary of the Company, entered into a share sale and purchase agreement with Terang Tanah Sdn Bhd to acquire 1,000,000 ordinary shares and 9,000 preference shares in Sierra Ukay Sdn Bhd ("SUSB"), representing a 50% equity interest in SUSB for a total purchase consideration of RM1.00.

In accordance with the requirements of MFRS 3 "Business Combinations", a remeasurement value of nil was recognised for the Group's existing 50% equity interests in SUSB.

As at 31 March 2022, there were amounts owing to IJM Properties Sdn Bhd ("IJM Prop") of RM217.5 million, IJM Construction Sdn Bhd of RM69.8 million and IJM Building Systems Sdn Bhd of RM12.3 million in SUSB. This has given rise to a pre-existing relationship. Accordingly, the amounts had been included as part of the consideration transferred and were excluded from the fair values of the identifiable liabilities. Following the completion of the acquisition, SUSB became a wholly-owned subsidiary of IJM Prop.

Details of net assets acquired are as follows:

	Note	Fair value RM'000
Identifiable assets and liabilities:		
Non-current assets		
Deferred tax assets	22	11,312
Current assets		
Trade and other receivables		53,115
Inventory – completed buildings		6,200
Inventory – property development costs	37(b)	186,500
Contract assets	40	991
Tax recoverable		2
Deposits, cash and bank balances		23,987
		270,795
Current liabilities		
Trade and other payables		(23,976)
Fair value of identifiable net assets acquired		258,131
Less: Purchase consideration *		(258,131)
Goodwill on acquisition		-

Details of cash flows arising from the acquisition are as follows:

	The Group RM'000
Total purchase consideration	**
Less: Cash and cash equivalents of subsidiary acquired	23,987
Net cash inflow to the Group on acquisition	23,987

* Inclusive of amount due from Sierra Ukay Sdn Bhd of RM258,131,000 at Group level as deemed purchase consideration.

** Purchase consideration is RM1.00.

48 ACQUISITION OF SUBSIDIARIES (cont'd)

(b) On 18 September 2020, IJM Engineering (Mauritius) Limited, a wholly-owned subsidiary of IJM Investments (M) Limited, which in turn is a wholly-owned subsidiary of the Company, completed the acquisition of 11,656,884 equity shares in Team Universal Infratech Private Limited ("TUIPL"), representing 80% equity interest in TUIPL, for a total purchase consideration of INR240 million (Indian Rupees Two Hundred and Forty million only), which was equivalent to approximately RM13.45 million. The effect of the acquisition was as follows:

Details of net assets acquired were as follows:

	Note	Fair value RM'000
Identifiable assets and liabilities:		
Non-current assets		
Property, plant and equipment	27	15,007
Deferred tax assets	22	581
		15,588
Current assets		
Trade and other receivables		23,574
Contract assets	40	72,740
Inventory		9,193
Tax recoverable		2,127
Restricted deposits with licensed bank		779
Cash and bank balances		835
		109,248
Non-current liability		
Lease liabilities		(1,048)
Current liabilities		
Trade and other payables		(101,448)
Lease liabilities		(2,871)
Term loan		(3,006)
		(107,325)
Fair value of identifiable net assets acquired		16,463
Less: Non-controlling interests		(3,293)
		13,170
Less: Purchase consideration		(13,445)
Goodwill on acquisition	36,47	(275)

Details of cash flows arising from the acquisition were as follows:

	The Group RM'000
Total purchase consideration	(13,445)
Less: Cash and cash equivalents of subsidiary acquired	835
Net cash outflow to the Group on acquisition	(12,610)

The acquired business contributed revenue and profit before taxation of RM5,454,000 and RM763,000 to the Group for the period from 18 September 2020, date of completion of acquisition, to 31 March 2022.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

49 DISPOSAL OF SUBSIDIARIES

(a)(i) On 9 June 2021, the Company received an offer letter from Kuala Lumpur Kepong Berhad ("KLK") proposing to purchase 494,865,786 shares of IJM Plantations Berhad ("IJMP"), representing the Company's entire 56.2% equity interests in IJMP for a cash consideration of RM1,534,083,937. The Company accepted the offer letter on 11 June 2021 and on the same date entered into a conditional Share Sale and Purchase Agreement ("SPA") with KLK. The disposal was completed on 6 September 2021. Following the completion of the disposal, IJMP ceased to be a subsidiary of the Company.

Details of the disposal were as follows:

	Note	At date of disposal RM'000
Non-current assets		
Property, plant and equipment	27	1,567,906
Right-of-use assets	28	227,327
Associates		23,571
Long term receivables		165,631
Deferred tax assets	22	4,205
Inventories		5,477
		1,994,117
Current assets		
Inventories		94,468
Produce growing on bearer plants	38	26,707
Trade and other receivables		88,214
Tax recoverable		7,888
Restricted deposits with licensed bank		11,789
Deposits, cash and bank balances		153,273
		382,339
Non-current liabilities		
Term loans		419,311
Lease liabilities		20,552
Deferred tax liabilities	22	70,092
Retirement benefits		22,515
		532,470
Current liabilities		
Trade and other payables		105,568
Lease liabilities		1,208
Current tax liabilities		15,786
Derivative financial instruments		239
Borrowings		208,598
		331,399
Net assets		1,512,587
Less: Non-controlling interests share of net assets		(663,671)
Net assets disposed of		848,916
Transfer from foreign exchange reserve		48,779
Total net disposal proceeds (net of expenses of RM2,598,201)		1,531,486
Gain on disposal of subsidiary		633,791

49 DISPOSAL OF SUBSIDIARIES (cont'd)

The net cash flows on disposal is determined as follows:

	At date of disposal RM'000
Total net disposal proceeds (net of expenses of RM2,598,201)	1,531,486
Cash and cash equivalents of subsidiary disposed of	(153,273)
Net cash inflow to the Group on disposal	1,378,213

The result of the subsidiary that was disposed during the year is presented separately on the consolidated statements of comprehensive income as discontinued operation.

An analysis of the result of the discontinued operation is as follows:

	Note	The Group 1.4.2021 to 31.8.2021 RM'000	The Group 1.4.2020 to 31.3.2021 RM'000
Operating revenue	4(a)	472,512	935,693
Cost of sales		(278,736)	(614,081)
Gross profit		193,776	321,612
Other operating income		24,852	89,439
Tendering, selling and distribution expenses		(31,124)	(69,253)
Administrative expenses		(19,216)	(24,697)
Other operating expenses		(14,425)	(27,044)
Operating profit before finance cost		153,863	290,057
Finance cost	9	(5,331)	(18,273)
Operating profit after finance cost		148,532	271,784
Share of profits of associates		88	345
Profit before taxation		148,620	272,129
Income tax expense	10	(32,143)	(57,122)
Profit after taxation		116,477	215,007
Gain on disposal of a subsidiary		633,791	-
Net profit for the financial period/year		750,268	215,007

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

49 DISPOSAL OF SUBSIDIARIES (cont'd)

(A) The following expenses from discontinued operation (excluding finance cost and income tax expense) by nature have been debited in arriving at operating profit before finance cost:

	Note	The Group 1.4.2021 to 31.8.2021 RM'000	1.4.2020 to 31.3.2021 RM'000
Cost of plantation products and produce sold		**278,736**	614,081
Property, plant and equipment:			
- depreciation	27	**49,125**	113,216
- written off	27	**411**	20
Right-of-use assets:			
- depreciation	28	**1,574**	3,702
Auditors' remuneration:			
- statutory audit	8	**237**	580
Bad debts written off		**5**	163
Oil palm nurseries written off		**-**	835
Fair value loss on derivative financial instruments	13	**764**	12,549

(B) The following amounts from discontinued operation have been creditied in arriving at operating profit before finance cost:

	Note	The Group 1.4.2021 to 31.8.2021 RM'000	1.4.2020 to 31.3.2021 RM'000
Interest income		**15,249**	3,807
Rental income from sub-lease of right-of-use assets		**134**	-
Foreign exchange gains		**7,162**	82,390
Gain on disposal of a subsidiary		**633,791**	-
Gain on disposal of property, plant and equipment		**-**	23
Fair value gain on derivative financial instruments	13	**-**	325

The cash flows attributable to the discontinued operation are as follows:

	The Group 1.4.2021 to 31.8.2021 RM'000	1.4.2020 to 31.3.2021 RM'000
Net cash flow from operating activities	**133,808**	229,096
Net cash flow from investing activities	**(28,830)**	(65,540)
Net cash flow from financing activities	**(158,024)**	(197,585)
Total cash flows attributable to discontinued operation	**(53,046)**	(34,029)

49 DISPOSAL OF SUBSIDIARIES (cont'd)

(a)(ii) On 15 March 2021, the Company entered into a share sale agreement to dispose 1,100,000 ordinary shares of RM1 each, representing 55% equity interests in Kemena Industries Sdn Bhd ("KISB") to Kemena Global Sdn Bhd for a total cash consideration of RM18 million. As at 31 March 2021, the transaction satisfied criteria in MFRS 5 "Non-Current Assets Held for Sale and Discontinued Operations" and therefore the assets and lilabilities were reclassified as assets and liabilities of disposal group classified as held for sale. The disposal was completed on 31 August 2021. Following the completion of the disposal, KISB ceased to be a subsidiary of the Company.

Details of the disposal were as follows:

	At date of disposal RM'000
Assets of disposal group classified as held for sale:	
Property, plant and equipment	**6,366**
Right-of-use assets	**879**
Investment properties	**171**
Trade and other receivables	**8,212**
Inventories	**4,048**
Deposits, cash and bank balances	**3,491**
	23,167
Liabilities of disposal group classified as held for sale:	
Deferred tax liabilities	**511**
Trade and other payables	**2,644**
Current tax liabilities	**148**
	3,303
Net assets	**19,864**
Less: Non-controlling interests share of net assets	**(8,839)**
Net assets disposed of	**11,025**
Total disposal proceeds	**18,000**
Gain on disposal of subsidiary	**6,975**

The net cash flows on disposal is determined as follows:	
Total disposal proceeds	**18,000**
Cash and cash equivalents of subsidiary disposed of	**(3,491)**
Net cash inflow to the Group on disposal	**14,509**

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

49 DISPOSAL OF SUBSIDIARIES (cont'd)

(b) On 24 December 2020, Industrial Concrete Products Sdn Bhd, a wholly-owned subsidiary of the Company entered into a conditional share sale agreement to dispose 73,886,506 equity shares, representing 96% of the issued and paid-up share capital of ICP Jiangmen Co. Ltd. ("ICPJM") to Masterich Limited for a total consideration of RM62.4 million. Following the completion of the disposal, ICPJM ceased to be a subsidiary of the Group.

Details of the disposal were as follows:

	Note	At date of disposal RM'000
Non-current assets		
Property, plant and equipment	27	36,067
Right-of-use assets	28	4,105
		40,172
Current assets		
Inventories		9,862
Trade and other receivables		18,361
Cash and bank balances		312
		28,535
Non-current liability		
Lease liabilities		(4)
Current liabilities		
Trade and other payables		(27,195)
Borrowings		(5,884)
Lease liabilities		(42)
		(33,121)
Net assets		35,582
Non-controlling interests		(1,423)
Net assets disposed of		34,159
Transfer from foreign exchange reserve		(5,816)
Net disposal proceeds		62,358
Gain on disposal of subsidiary	5(b)	34,015

The net cash flows on disposal was determined as follows:	
Total disposal proceeds	62,358
Cash and cash equivalents of subsidiary disposed of	5,572
Net cash inflow to the Group on disposal	67,930

50 CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the Group's and the Company's cash flow statements comprise the following:

	Note	The Group 2022 RM'000	The Group 2021 RM'000	The Company 2022 RM'000	The Company 2021 RM'000
Deposits with licensed banks	42	**671,177**	731,214	**52,899**	48,637
Cash and bank balances	42	**2,237,478**	1,674,967	**761,586**	45,187
Bank overdrafts					
- Unsecured	46	**(10,820)**	(14,755)	**-**	-
		2,897,835	2,391,426	**814,485**	93,824
Cash and bank balances of disposal group classified as held for sale	43(B)	**-**	3,491	**-**	-
Less:					
Restricted deposits with licensed banks	(a)	**(10,361)**	(13,873)	**-**	-
		2,887,474	2,381,044	**814,485**	93,824

(a) As at 31 March 2022, the restricted deposits with licensed banks are mainly deposits of an indirect subsidiary being pledged to a bank to be held as security for bank guarantee; deposits being pledged as consent for an assignment of performance bond in relation to Sukuk Wakalah; and performance deposits to safeguard default or early termination of the lease agreement entered into between an indirect subsidiary and an external party and also to guarantee rental for a lock-in period of the first six years of the lease period.

As at 31 March 2021, the restricted deposits with licensed banks were mainly deposits of certain subsidiaries, which were assigned to the banks to be held as security in respect of a corporate guarantee facility to a co-operative in Indonesia; deposits of an indirect subsidiary being pledged to a bank to be held as security for bank guarantee and deposits being pledged as consent for an assignment of performance bond in relation to Sukuk Wakalah.

51 FAIR VALUES OF FINANCIAL INSTRUMENTS

The fair value of a financial instrument is assumed to be the amount at which the instrument could be exchanged or settled between knowledgeable and willing parties in an arm's length transaction.

Quoted market prices, when available, are used as a measure of fair values. However, for a significant portion of the Group's and of the Company's financial instruments, quoted market prices do not exist. For such financial instruments, fair values presented are estimates derived using the discounted value of future cash flows or other valuation techniques. These techniques involve uncertainties and are significantly affected by the assumptions used and judgements made regarding risk characteristics of various financial instruments, discount rates, estimates of future cash flows and other factors. Changes in assumptions could significantly affect these estimates and the resulting fair values.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

51 FAIR VALUES OF FINANCIAL INSTRUMENTS (cont'd)

The carrying values of financial assets and financial liabilities of the Group and of the Company at the reporting date approximated their fair values except for the following:

	Note	The Group Carrying value RM'000	The Group Fair value* RM'000	The Company Carrying value RM'000	The Company Fair value* RM'000
Financial Liabilities					
At 31 March 2022					
(i) Bonds	17	**2,967,333**	**3,027,441**	**1,500,000**	**1,515,099**
(ii) Term loans	18	**1,784,341**	**1,784,341**	**105,038**	**105,038**
(iii) Government support loans	19	**47,249**	**48,162**	**-**	**-**
(iv) Advances from the State Government	23(a)	**33,180**	**(aa)**	**-**	**-**
At 31 March 2021					
(i) Bonds	17	3,176,586	3,228,000	1,650,000	1,679,720
(ii) Term loans	18	2,571,892	2,571,892	165,561	165,561
(iii) Government support loans	19	59,740	60,144	-	-
(iv) Advances from the State Government	23(a)	33,180	(aa)	-	-
At 1 April 2020					
(i) Bonds	17	3,086,119	3,104,402		
(ii) Term loans	18	2,578,360	2,578,360		
(iii) Government support loans	19	95,317	97,859		
(iv) Advances from the State Government	23(a)	33,180	(aa)		

(aa) The fair value of the Advances from the State Government has not been disclosed as the repayment is scheduled upon completion of certain conditions as set out in Note 23(a) to the financial statements, of which the completion date could not be reasonably determined as at the reporting date.

* The fair values of the financial liabilities above have been derived based on discounted cash flows using market interest rates applicable for similar financial instruments as at the reporting date and are within Level 2 of the fair value hierarchy.

52 SIGNIFICANT RELATED PARTY DISCLOSURES

In addition to related party disclosures mentioned elsewhere in the financial statements, set out below are other significant related party transactions and balances.

(a) The following transactions with related parties were carried out under terms and conditions negotiated amongst the related parties:

The Group	2022 RM'000	2021 RM'000
(aa) Associates		
(i) Progress billings in respect of construction contract:		
- West Coast Expressway Sdn Bhd	**257,552**	224,670
(ii) Interest charged to:		
- Kuantan Pahang Holding Sdn Bhd	**1,170**	1,036
- KEB Builders Sdn Bhd	**2,517**	2,962
(iii) Net (advances to)/repayment from:		
- Grupo Concesionario del Oeste S.A.	**(561)**	(1,473)
- KEB Builders Sdn Bhd	**2,590**	2,730
- Kuantan Pahang Holding Sdn Bhd	**(7,897)**	(1,351)
- West Coast Expressway Sdn Bhd	**316,536**	159,585
(iv) Subscription of Redeemable Unsecured Murabahah Stocks:		
- West Coast Expressway Sdn Bhd	**23,420**	35,320
(v) Profits from Redeemable Unsecured Murabahah Stocks:		
- West Coast Expressway Sdn Bhd	**24,518**	21,385
(ab) Joint ventures		
(i) Progress billings in respect of construction contract:		
- Tumpuan Azam Sdn Bhd	**93,577**	29,807
- Laksana Positif Sdn Bhd	**11,789**	723
- Jaringan Simfoni Sdn Bhd	**13,157**	-
- Sierra Ukay Sdn Bhd	**44**	1,521
(ii) Project management and sales and marketing fees charged to:		
- 368 Segambut Sdn Bhd	**3,215**	2,327
- IJM-CHEC Joint Venture	**446**	844
- Sierra Ukay Sdn Bhd	**2,256**	923
- Jaringan Simfoni Sdn Bhd	**875**	-
(iii) Toll operation and maintenance works charged to:		
- Lebuhraya Kajang-Seremban Sdn Bhd	**9,156**	8,697
(iv) Interest charged to:		
- 368 Segambut Sdn Bhd	**3,561**	4,019
- ISZL Consortium	**11,322**	-
- Nasa Land Sdn Bhd	**4,171**	4,235
- Sierra Ukay Sdn Bhd	**15,369**	16,343

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

52 SIGNIFICANT RELATED PARTY DISCLOSURES (cont'd)

(a) The following transactions with related parties were carried out under terms and conditions negotiated amongst the related parties: (cont'd)

The Group (cont'd)	2022 RM'000	2021 RM'000
(ab) Joint ventures (cont'd)		
(v) Net repayment from/(advances to):		
- 368 Segambut Sdn Bhd	52,499	117
- Elegan Pesona Sdn Bhd	183	1,002
- IJM-CHEC Joint Venture	18,889	941
- IJM-Gayatri Joint Venture	-	7,089
- IJM-LFE Joint Venture	34,780	(1,591)
- IJM Perennial Development Sdn Bhd	(5,500)	(793)
- Tumpuan Azam Sdn Bhd	88,465	10,829
- Laksana Positif Sdn Bhd	8,017	-
- Jaringan Simfoni Sdn Bhd	6,429	-
- ISZL Consortium	12,965	1,134
- Lebuhraya Kajang-Seremban Sdn Bhd	7,897	9,506
- Sierra Ukay Sdn Bhd	39,833	7,905
- IJM Properties-JA Manan Development JV	1,669	-
(vi) Interest accretion on RCULS and RCSIDS		
- Lebuhraya Kajang-Seremban Sdn Bhd	39,864	35,932
(ac) Joint operation partner		
(i) Progress billings in respect of construction contracts to:		
- IJMC-KEB Joint Venture	51,416	29,042
(ii) Net (advances to)/repayment from:		
- IJMC-KEB Joint Venture	(30,545)	19,570
(ad) Other related parties *		
(i) Purchase of fresh fruit bunches	3,601	6,568
(ae) Corporate shareholder of a subsidiary		
(i) Interest charged by:		
- Beibu Gulf Holding (Hong Kong) Co. Ltd	5,548	5,895

* Companies in which a Director of the Company has deemed interest through his family members.

52 SIGNIFICANT RELATED PARTY DISCLOSURES (cont'd)

(a) The following transactions with related parties were carried out under terms and conditions negotiated amongst the related parties: (cont'd)

The Company	2022 RM'000	2021 RM'000
(aa) Subsidiaries		
(i) Interest charged to/(by):		
- IJM Properties Sdn Bhd	38,952	40,604
- Murni Lapisan Sdn Bhd	1,568	1,834
- Suria Bistari Development Sdn Bhd	3,985	4,731
- IJM Land Berhad	10,487	12,570
- IJM Land Management Services Sdn Bhd	1,337	1,218
- IJM Management Services Sdn Bhd	728	818
- IJM RE Sdn Bhd	5,674	7,481
- Fairview Valley Sdn Bhd	670	5,705
- RB Development Sdn Bhd	689	752
- CIDB Inventures Sdn Bhd	(1,811)	(3,119)
- Panorama Jelita Sdn Bhd	716	725
(ii) Capital contribution via share-based payment in:		
- IJM Construction Sdn Bhd	519	191
- IJM Land Berhad	391	2,526
- IJM Plantations Berhad	(6,591)	(46)
- Industrial Concrete Products Sdn Bhd	53	32
- Road Builder (M) Holdings Bhd	51	221
(iii) Share-based payments charged to:		
- Kuantan Port Consortium Sdn Bhd	331	135
- Industrial Concrete Products Sdn Bhd	1,100	570
- IJM Plantations Berhad	1,268	329
- IJM Construction Sdn Bhd	3,270	1,389
- IJM Land Management Services Sdn Bhd	2,622	1,495
- Besraya (M) Sdn Bhd	267	149
(iv) Management fees charged to:		
- IJM Construction Sdn Bhd	8,198	7,362
- IJM Plantations Berhad	632	1,517
- Industrial Concrete Products Sdn Bhd	4,334	3,523
- New Pantai Expressway Sdn Bhd	970	717
- Kuantan Port Consortium Sdn Bhd	1,508	1,227
- Besraya (M) Sdn Bhd	895	661
- IJM Land Management Services Sdn Bhd	5,937	4,706
(v) Office rental charged by IJM Construction Sdn Bhd	2,064	1,714
(vi) Repayment from/(advances to):		
- IJM Investments (M) Limited	697,282	(17,360)
- IJM Construction Sdn Bhd	8,622	8,391
- IJM Properties Sdn Bhd	61,842	7,886
- IJM Land Berhad	56,860	24,164
- Panorama Jelita Sdn Bhd	5,430	(3,988)
- Murni Lapisan Sdn Bhd	37,405	2,078
- Cypress Potential Sdn Bhd	175	104
- Chen Yu Land Sdn Bhd	4,400	(5,625)
- Jelita Kasturi Sdn Bhd	2,720	(1,948)

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

52 SIGNIFICANT RELATED PARTY DISCLOSURES (cont'd)

(a) The following transactions with related parties were carried out under terms and conditions negotiated amongst the related parties: (cont'd)

The Company (cont'd)	2022 RM'000	2021 RM'000
(aa) Subsidiaries (cont'd)		
(vi) Repayment from/(advances to): (cont'd)		
- IJM Investments (L) Limited	337,142	56,411
- Kuantan Port Consortium Sdn Bhd	462	2,087
- IJM Land Management Services Sdn Bhd	15,516	5,802
- Industrial Concrete Products Sdn Bhd	5,009	3,208
- IJM Plantations Berhad	2,058	1,846
- RB Development Sdn Bhd	417	551
- Besraya (M) Sdn Bhd	655	1,006
- New Pantai Expressway Sdn Bhd	558	11,004
- IJM RE Sdn Bhd	171,974	(1,000)
- Fairview Valley Sdn Bhd	19,450	385,714
- Emcee Corporation Sdn Bhd	1,673	(224)
- IEMCEE Infra (Mauritius) Limited	753	(42)
- IJM Rajasthan (Mauritius) Limited	2,255	(38)
- IJM Rewa (Mauritius) Limited	3,465	(241)
- IJM Trichy (Mauritius) Limited	1,318	(38)
- IJMII (Mauritius) Limited	9,115	(73)
- IJM Management Services Sdn Bhd	728	818
- Suria Bistari Development Sdn Bhd	39,000	-
- Dewas Bypass Tollway Private Limited	5,423	-
(vii) Repayments to:		
- Road Builder (M) Holdings Bhd	683,098	15,536
- CIDB Inventures Sdn Bhd	60,433	3,147
- IJM Vijayawada (Mauritius) Limited	-	794
(viii) Redemption of preference shares issued by CIDB Inventures Sdn Bhd	58,398	-
(ix) Subscription of preference shares issued by:		
- IJM RE Sdn Bhd	177,351	-
- Emcee Corporation Sdn Bhd	18,575	-
(ab) Associates		
(i) Net advances to:		
- Grupo Concesionario del Oeste S.A.	561	1,473
(ac) Joint ventures		
(i) Interest accretion on RCULS and RCSIDS		
- Lebuhraya Kajang-Seremban Sdn Bhd	39,864	35,932
(ii) Net repayment from IJM-Gayatri Joint Venture	-	7,089

52 SIGNIFICANT RELATED PARTY DISCLOSURES (cont'd)

(b) Key management compensation during the financial year:

Key management personnel comprise the Directors and certain management personnel of the Group, having authority and responsibility for planning, directing and controlling the activities of the Group entities directly or indirectly.

	The Group		The Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Wages, salaries and bonus	9,959	8,287	3,289	2,542
Defined contribution retirement plan	1,272	1,376	557	431
Fees and other employee benefits	2,619	2,878	2,055	1,884
Share-based payments	(844)	1,396	(230)	443
	13,006	13,937	5,671	5,300

(c) Transactions with Directors and key management of the Company relating to the purchase of properties during the financial year:

In the ordinary course of business, certain Directors and key management personnel of the Group purchased properties from the property development subsidiaries during the financial year.

The following transactions with Directors and key management personnel were carried out under terms not more favourable than those generally available to the public or employees of the Group, or under negotiated terms which the Board of Directors, after deliberation, has believed to be in the best interests of the Group:

	The Group	
	2022 RM'000	2021 RM'000
Progress billings during the financial year:		
- Directors and key management personnel of the Company	408	-
- Close family members of Directors and key management personnel of the Company	-	117
- Company in which a Director of the Company has interest	945	-

(d) The amounts that remained outstanding at the reporting date in respect of the transactions with related parties are disclosed in Notes 31, 32, 33, 39 and 44.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

53 COMMITMENTS

Capital commitments

	The Group 31.3.2022 RM'000	31.3.2021 RM'000	1.4.2020 RM'000
Approved and contracted for	93,706	463,197	966,404
Approved but not contracted for	59,619	156,952	246,153
	153,325	620,149	1,212,557
Analysed as follows:			
Purchases of property, plant and equipment	86,392	291,368	436,716
Purchases of development land	2,037	10,897	11,673
Concession assets	64,180	308,618	744,718
Investment properties	716	9,266	19,450
	153,325	620,149	1,212,557

54 CONTINGENT LIABILITIES (UNSECURED)

	The Group 2022 RM'000	2021 RM'000	The Company 2022 RM'000	2021 RM'000
Stamp duty matters under appeal	1,820	1,866	-	-
Sales and service tax matters under appeal	31,208	3,104	-	749
	33,028	4,970	-	749

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022

SUBSIDIARIES

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by the Company				
CIDB Inventures Sdn Bhd	Malaysia	100	100	Dormant
Emcee Corporation Sdn Bhd	Malaysia	100	100	Dormant
IJM Construction Sdn Bhd	Malaysia	100	100	Civil and building construction and investment holding
IJM Construction (Middle East) LLC *	United Arab Emirates	100	100	Construction
IJM Highway Services Sdn Bhd	Malaysia	100	100	Provision of toll operation and maintenance services
IJM International Limited *	Hong Kong	100	100	In the process of deregistration
IJM Investments (L) Limited	Federal Territory of Labuan	100	100	Investment holding
IJM Investments (M) Limited #	Republic of Mauritius	100	100	Investment holding
IJM Land Berhad	Malaysia	100	100	Investment holding
IJM Plantations Berhad (1)	Malaysia	-	56	Cultivation of oil palms and investment holding

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by the Company (cont'd)				
IJM RE Sdn Bhd	Malaysia	100	100	Investment holding
Industrial Concrete Products Sdn Bhd	Malaysia	100	100	Production and sale of concrete products and investment holding
Kamad Quarry Sdn Bhd	Malaysia	100	100	Dormant
Kemena Industries Sdn Bhd * (2)	Malaysia	-	55	Manufacture and sale of ready-mixed concrete and reinforced concrete products
IJM Shared Services Sdn Bhd	Malaysia	100	100	Investment holding
Nilai Cipta Sdn Bhd ^^	Malaysia	-	70	Liquidated
RB Manufacturing Sdn Bhd	Malaysia	100	100	Dormant
Road Builder (M) Holdings Bhd	Malaysia	100	100	Investment holding
Held by IJM Construction Sdn Bhd				
Commerce House Sdn Bhd	Malaysia	100	100	Trading in construction materials and providing insurance agency services
IJM Building Systems Sdn Bhd	Malaysia	100	100	Construction contracts, trading and rental of aluminium formworks
IJM Construction Vietnam Co., Ltd #	Vietnam	100	100	Provision of construction services, consulting service and installation of electrical system and mechanical system
IJM Investments J.A. Limited *	United Arab Emirates	100	100	Investment holding
IJM-Norwest JV	**	100	100	Civil and building construction
Jurutama Sdn Bhd	Malaysia	100	100	Construction contract
Prebore Piling & Engineering Sdn Bhd	Malaysia	100	100	Piling, engineering and other construction works
Road Builder (M) Sdn Bhd	Malaysia	100	100	Civil and building construction
Held by IJM Investments J.A. Limited				
IJM Construction (Pakistan) (Private) Limited #	Pakistan	100	100	Civil and building construction
IM Technologies Pakistan (Private) Limited *	Pakistan	60	60	Civil, building construction and property development
Held by Road Builder (M) Sdn Bhd				
RBM-PATI JV	**	100	100	Construction

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by IJM Investments (M) Limited				
IEMCEE Infra (Mauritius) Limited #	Republic of Mauritius	100	100	Investment holding
IJM Dewas (Mauritius) Limited #	Republic of Mauritius	100	100	Investment holding
IJM Engineering (Mauritius) Limited #	Republic of Mauritius	100	100	Investment holding
IJMII (Mauritius) Limited #	Republic of Mauritius	100	100	Investment holding
IJM Rajasthan (Mauritius) Limited #	Republic of Mauritius	100	100	Investment holding
IJM Realty (Mauritius) Limited #	Republic of Mauritius	100	100	Investment holding
IJM Rewa (Mauritius) Limited #	Republic of Mauritius	100	100	Investment holding
IJM Trichy (Mauritius) Ltd #	Republic of Mauritius	100	100	Investment holding
IJM Vijayawada (Mauritius) Limited #	Republic of Mauritius	100	100	Investment holding
Held by IJM Dewas (Mauritius) Limited				
Dewas Bypass Tollway Private Limited * (of which 26% (2021: 26%) is held directly by the Company)	India	100	100	Highway development
Held by IJM Engineering (Mauritius) Limited				
Team Universal Infratech Private Limited *	India	80	80	Construction
Held by IJMII (Mauritius) Limited				
IJM (India) Infrastructure Limited *	India	99.9	99.9	Construction
Held by IJM (India) Infrastructure Limited				
IJM (India) Geotechniques Private Limited *	India	99.9	99.9	Soil investigation & testing, foundation laying & treatment & piling
IJM Lingamaneni Township Private Limited *	India	99.8	98	Property development
Swarnandhra-IJMII Integrated Township Development Company Private Limited *	India	51	51	Property development
Swarnandhra RoadCare Private Limited *	India	99.9	99.9	Road maintenance
Held by IJM Realty (Mauritius) Limited				
Nagpur Integrated Township Private Limited *	India	95	95	Property development

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by IJM Rewa (Mauritius) Limited				
Rewa Tollway Private Limited *	India	100	100	Infrastructure development
Vijayapura Tollway Private Limited * (of which 26% (2021: 26%) is held directly by the Company)	India	100	100	Highway development
Held by IJM Vijayawada (Mauritius) Limited				
Vijayawada Tollway Private Limited * (of which 25.51% (2021: 25.51%) is held directly by the Company)	India	99.9	99.9	Highway development
Held by IJM Land Berhad				
Asas Panorama Sdn Bhd	Malaysia	60	60	Property development
Emko Properties Sdn Bhd	Malaysia	100	100	Property development
ERMS Berhad	Malaysia	100	100	Hotel operations
IJM Land Management Services Sdn Bhd	Malaysia	100	100	Provision of management services
IJM Properties Sdn Bhd	Malaysia	100	100	Property development and investment holding
Mintle Limited *	Jersey	51	51	Property investment
OneAce Global Limited ^^	Federal Territory of Labuan	-	100	Liquidated
RB Development Sdn Bhd	Malaysia	100	100	Property development
RB Land Sdn Bhd	Malaysia	100	100	Property development and construction activities
Sova Holdings Sdn Bhd	Malaysia	70	70	Property development
Held by Emko Properties Sdn Bhd				
Emko Management Services Sdn Bhd	Malaysia	100	100	Property management
Held by ERMS Berhad				
Holiday Villa Management Sdn Bhd	Malaysia	100	100	Dormant
Held by IJM Properties Sdn Bhd				
Aqua Aspect Sdn Bhd	Malaysia	80	80	Property development
Chen Yu Land Sdn Bhd	Malaysia	100	100	Property development
Cypress Potential Sdn Bhd	Malaysia	70	70	Property development activities and property investment
Era Moden Hartanah Sdn Bhd	Malaysia	55	55	Dormant
Ever Mark (M) Sdn Bhd	Malaysia	100	100	Dormant

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by IJM Properties Sdn Bhd (cont'd)				
IJM Management Services Sdn Bhd	Malaysia	100	100	Providing project and construction management services and sales and marketing services
IJMP-MK Joint Venture	**	100	100	Property development
Jalinan Masyhur Sdn Bhd	Malaysia	51	51	Dormant
Jelutong Development Sdn Bhd	Malaysia	80	80	Property development
Larut Leisure Enterprise (Hong Kong) Limited *	Hong Kong	99	99	Investment holding
Liberty Heritage (M) Sdn Bhd	Malaysia	100	100	Dormant
Manda'rina Sdn Bhd	Malaysia	100	100	Property development
Maxharta Sdn Bhd	Malaysia	100	100	Investment holding
NS Central Market Sdn Bhd	Malaysia	70	70	Dormant
Preferred Accomplishment Sdn Bhd	Malaysia	100	100	Sale of electricity
Radiant Pillar Sdn Bhd * (of which 10.7% (2021: 10.6%) is held indirectly by the Company via WCE Holdings Berhad)	Malaysia	71	71	Property development and investment holding
Sinaran Intisari (M) Sdn Bhd	Malaysia	100	100	Dormant
Suria Bistari Development Sdn Bhd	Malaysia	51	51	Property development
The Light Waterfront Sdn Bhd	Malaysia	100	100	Dormant
Valencia Terrace Sdn Bhd	Malaysia	100	100	Property development
Worldwide Ventures Sdn Bhd	Malaysia	86	86	Property development and investment holding
Sierra Ukay Sdn Bhd (3)	Malaysia	100	50	Property development
Held by Cypress Potential Sdn Bhd				
Sebana Golf & Marina Resort Berhad *	Malaysia	70	70	Resort, marina and golf course operator
Held by Larut Leisure Enterprise (Hong Kong) Limited				
Jilin Dingtai Enterprise Development Co. Ltd. *	People's Republic of China	99	99	Property development
Held by Maxharta Sdn Bhd				
Eksplorasi Cemerlang Sdn Bhd	Malaysia	100	100	Dormant
Jelita Kasturi Sdn Bhd	Malaysia	100	100	Property development
Panorama Jelita Sdn Bhd	Malaysia	100	100	Property development

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by Radiant Pillar Sdn Bhd				
Bandar Rimbayu Sdn Bhd * (of which 10.7% (2021: 10.6%) is held indirectly by the Company via WCE Holdings Berhad)	Malaysia	71	71	Property development
IJMP-RPSB Joint Venture * (of which 5.3% (2021: 5.3%) is held indirectly by the Company via WCE Holdings Berhad)	**	85	85	Dormant
Held by Worldwide Ventures Sdn Bhd				
Island Golf View Sdn Bhd	Malaysia	86	86	Property development
Held by Mintle Limited				
RMS (England) Limited *	England and Wales	51	51	Property development
Held by RMS (England) Limited				
RMS (England) 1 Limited *	England and Wales	51	51	Dormant
RMS (England) 2 Limited *	England and Wales	51	51	Dormant
RMG Residential Management Limited *	England and Wales	51	51	Dormant
RMS (England) Rentals Limited * (4)	England and Wales	51	-	Rental of properties
Held by RB Land Sdn Bhd				
Aras Varia Sdn Bhd	Malaysia	100	100	Property development and clubhouse operations
Casa Warna Sdn Bhd	Malaysia	100	100	Property management
Dian Warna Sdn Bhd	Malaysia	100	100	Property development
Ikatan Flora Sdn Bhd	Malaysia	100	100	Property development
Murni Lapisan Sdn Bhd	Malaysia	100	100	Property development
RB Property Management Sdn Bhd	Malaysia	100	100	Property development
Seremban Two Holdings Sdn Bhd	Malaysia	100	100	Property development
Seremban Two Property Management Sdn Bhd	Malaysia	100	100	Property management
Seremban Two Properties Sdn Bhd	Malaysia	100	100	Property development
Shah Alam 2 Sdn Bhd	Malaysia	100	100	Property development
Tarikan Abadi Sdn Bhd	Malaysia	100	100	Property development
Titian Tegas Sdn Bhd	Malaysia	100	100	Property development
Unggul Senja Sdn Bhd	Malaysia	100	100	Property development

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by IJM Plantations Berhad				
Akrab Perkasa Sdn. Bhd. (1)	Malaysia	-	56	Dormant
Berakan Maju Sdn. Bhd. (1)	Malaysia	-	56	Cultivation of oil palms
Desa Talisai Palm Oil Mill Sdn. Bhd. (1)	Malaysia	-	56	Dormant
Desa Talisai Sdn. Bhd. (1)	Malaysia	-	56	Dormant
Dynasive Enterprise Sdn. Bhd. (1)	Malaysia	-	56	Investment holding
Excellent Challenger (M) Sdn. Bhd. (1)	Malaysia	-	56	Cultivation of oil palms
Gunaria Sdn. Bhd. (1)	Malaysia	-	56	Investment holding
IJM Biofuel Sdn. Bhd. (1)	Malaysia	-	56	Dormant
IJM Edible Oils Sdn. Bhd. (1)	Malaysia	-	56	Palm oil and kernel milling
Minat Teguh Sdn. Bhd. (1)	Malaysia	-	56	Investment holding
Rakanan Jaya Sdn. Bhd. (1)	Malaysia	-	56	Cultivation of oil palms
Ratus Sempurna Sdn. Bhd. (1)	Malaysia	-	56	Property holding
Sabang Mills Sdn. Bhd. (1)	Malaysia	-	56	Dormant
Sijas Plantations Sdn. Bhd. (1)	Malaysia	-	56	Dormant
Held by Dynasive Enterprise Sdn. Bhd.				
PT Prima Alumga # (1)	Indonesia	-	53	Cultivation of oil palms
Held by Gunaria Sdn. Bhd.				
PT Sinergi Agro Industri # (1)	Indonesia	-	53	Cultivation of oil palms and milling
PT Karya Bakti Sejahtera Agrotama # (1)	Indonesia	-	53	Cultivation of oil palms
Held by Minat Teguh Sdn. Bhd.				
PT Primabahagia Permai # (1)	Indonesia	-	53	Cultivation of oil palms and milling
Held by PT Primabahagia Permai				
PT Indonesia Plantation Synergy # (1)	Indonesia	-	48	Cultivation of oil palms and milling
Held by IJM RE Sdn Bhd				
IJM RE Commercial Sdn Bhd	Malaysia	100	100	Investment holding
Held by IJM RE Commercial Sdn Bhd				
Fairview Valley Sdn Bhd	Malaysia	100	100	Property development, property investment and investment holding

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by Industrial Concrete Products Sdn Bhd				
Durabon Sdn Bhd	Malaysia	100	100	Processing and sales of steel bars
ICP Marketing Sdn Bhd	Malaysia	100	100	Dormant
ICP Precast Products Sdn Bhd	Malaysia	100	100	Dormant
IJM IBS Sdn Bhd	Malaysia	100	100	Manufacture of precast concrete components
Malaysian Rock Products Sdn Bhd	Malaysia	100	100	Quarrying, sale of rock products and investment holding
ICPB (Mauritius) Limited #	Mauritius	100	100	Investment holding
Held by ICPB (Mauritius) Limited				
IJM Concrete Products Private Limited *	India	100	100	Production and supply of ready-mixed concrete
Held by IJM Concrete Products Private Limited				
IJM-AIKYA Joint Venture *	India	100	100	Ceased operations
Held by Malaysian Rock Products Sdn Bhd				
Azam Ekuiti Sdn Bhd	Malaysia	100	100	Leaseholder of quarry land
Bohayan Industries Sdn Bhd ^^	Malaysia	-	70	Liquidated
IJM Concrete (Private) Limited ^	United Arab Emirates	60	60	Dormant
IJM Concrete Products Pakistan (Private) Limited ^	Pakistan	100	100	Dormant
Kuang Rock Products Sdn Bhd	Malaysia	100	100	Quarrying and sale of rock products
Oriental Empire Sdn Bhd	Malaysia	100	100	Leaseholder of quarry land
Scaffold Master Sdn Bhd	Malaysia	100	100	Sale and rental of steel scaffolding
Strong Mixed Concrete Sdn Bhd	Malaysia	100	100	Production and supply of ready-mixed concrete
Warga Sepakat Sdn Bhd	Malaysia	100	100	Leaseholder of quarry land
Held by Strong Mixed Concrete Sdn Bhd				
SMC Islamabad (Private) Limited *	Pakistan	60	60	Production and supply of ready-mixed concrete

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by RB Manufacturing Sdn Bhd				
Kuching Riverine Resort Management Sdn Bhd	Malaysia	100	100	Property management
Held by Road Builder (M) Holdings Bhd				
Besraya (M) Sdn Bhd	Malaysia	100	100	Toll road operation
Essmarine Terminal Sdn Bhd	Malaysia	100	100	Investment holding
Gagah Garuda Sdn Bhd	Malaysia	100	100	Investment holding
HMS Resource Sdn Bhd	Malaysia	100	100	Investment holding
ITD Media & Advertising Sdn Bhd	Malaysia	100	100	Dormant
Kuantan Port Consortium Sdn Bhd (of which 30% (2021: 30%) is held directly by Essmarine Terminal Sdn Bhd)	Malaysia	60	60	Port management
New Pantai Expressway Sdn Bhd	Malaysia	100	100	Design, construction, management, operation and maintenance of New Pantai Highway
NPE Property Development Sdn Bhd	Malaysia	100	100	Property development
Held by Kuantan Port Consortium Sdn Bhd				
KP Port Services Sdn Bhd	Malaysia	60	60	Port supporting services, stevedorage, storage handling and providing nitrogen purging and pigging services

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022 (cont'd)

ASSOCIATES

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by the Company				
Bionic Land Berhad *	Malaysia	20	20	Investment holding and provision of management services
Cofreth (M) Sdn Bhd *	Malaysia	25	25	Total facilities management, operations & maintenance, co-generation and district cooling system/service provider
Emas Utilities Corporation Sdn Bhd *	Malaysia	40	40	Investment holding
Grupo Concesionario del Oeste S.A. *	Argentina	20	20	Construction, renovation, repair, conservation and operation of Acesso Oeste highway
Inversiones E Inmobiliaria Sur-Sur S.A. *	Chile	25	25	Property development
WCE Holdings Berhad *	Malaysia	26.7	26.5	Investment holding
Held by IEMCEE Infra (Mauritius) Limited				
GVK Gautami Power Limited *	India	20	20	Power generation
Held by IJM Construction Sdn Bhd				
Hexacon Construction Pte Limited *	Singapore	46	46	Civil and building construction
Highway Master Sdn Bhd *	Malaysia	50	50	Road pavement construction
Integrated Water Services (M) Sdn Bhd *	Malaysia	35	35	Operation and maintenance of a water treatment plant
Held by IJM Investments (L) Limited				
Earning Edge Sdn Bhd	Malaysia	22	22	Property development
Held by IJM Land Berhad				
Kuantan Pahang Holding Sdn Bhd	Malaysia	40	40	Investment holding
Held by PT Indonesia Plantation Synergy				
PT Perindustrian Sawit Sinergi * (1)	Indonesia	-	10	Dormant
Held by IJM Properties Sdn Bhd				
Cekap Tropikal Sdn Bhd * (5)	Malaysia	-	50	Property development
Good Debut Sdn Bhd * (6)	Malaysia	-	50	Property development
MASSCORP-Vietnam Sdn Bhd *	Malaysia	20	20	Investment holding
Sierra Selayang Sdn Bhd *	Malaysia	-	50	Struck off

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

55 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2022 (cont'd)

ASSOCIATES (cont'd)

Name	Country of incorporation	Effective equity interest 2022 %	2021 %	Principal activities
Held by KP Port Services Sdn Bhd				
KP Depot Services Sdn Bhd *	Malaysia	**18**	18	Provision of container depot services
Held by Road Builder (M) Holdings Bhd				
West Coast Expressway Sdn Bhd * (of which 21.3% (2021: 21.2%) is held indirectly by the Company via WCE Holdings Berhad)	Malaysia	**41**	41	Design, construction and development of the West Coast Expressway Project and managing its toll operations

\# Audited by a member firm of PricewaterhouseCoopers International Limited which is a separate and independent legal entity from PricewaterhouseCoopers PLT, Malaysia.

* Audited by a firm other than member firm of PricewaterhouseCoopers International Limited and PricewaterhouseCoopers PLT, Malaysia.

** Unincorporated entities.

^ Entity is not required to be audited under the laws of the country of incorporation.

^^ Entity is not required to be audited as it is either in liquidation or liquidated.

(1) On 11 June 2021, the Company entered into a conditional Share Sale and Purchase agreement to dispose 494,865,786 ordinary shares, representing the Company's entire 56.2% equity interests in IJM Plantations Berhad to Kuala Lumpur Kepong Berhad for a total consideration of RM1,534,083,937 (Note 49(a)(i)).

(2) On 15 March 2021, the Company entered into a share sale agreement to dispose 1,100,000 ordinary shares of RM1 each, representing 55% of the issued and paid-up share capital of Kemena Industries Sdn Bhd to Kemena Global Sdn Bhd for a total consideration of RM18 million (Note 49(a)(ii)).

(3) During the financial year, IJM Properties Sdn Bhd, a wholly-owned subsidiary of IJM Land Berhad, which in turn is a wholly-owned subsidiary of the Company, acquired additional equity interests in Sierra Ukay Sdn Bhd (Note 48(a)).

(4) On 24 November 2021, RMS (England) Limited, a wholly-owned subsidiary of Mintle Limited has incorporated a wholly-owned subsidiary, known as RMS (England) Rentals Limited. Mintle Limited is a 51%-owned subsidiary of IJM Land Berhad, which in turn is a wholly-owned subsidiary of the Company.

(5) On 31 March 2022, IJM Properties Sdn Bhd, a wholly-owned subsidiary of IJM Land Berhad, which in turn is a wholly-owned subsidiary of the Company has executed a Share Sale Agreement with Mutual Prosperous Sdn Bhd to dispose its entire ordinary and preference shareholdings in Cekap Tropikal Sdn Bhd for a total cash consideration of RM1.00 (Note 5(b)).

(6) On 31 March 2022, IJM Properties Sdn Bhd, a wholly-owned subsidiary of IJM Land Berhad, which in turn is a wholly-owned subsidiary of the Company has executed a Share Sale Agreement with G.L. Development Sdn Bhd ("GLDSB") to dispose its entire ordinary and preference shareholdings in Good Debut Sdn Bhd for a total cash consideration of RM1.00 (Note 5(b)).

56 CHANGE IN ACCOUNTING POLICY

Effects of the adoption of the IFRIC Agenda Decision on IAS 23 Borrowing Costs on over time transfer of constructed goods ("Agenda Decision"):

In March 2019, the IFRS Interpretations Committee published an agenda decision on borrowing costs, concluding that receivables and contract assets are not qualifying assets for the purpose of capitalisation of borrowing costs. In addition, the Agenda Decision also concluded that capitalisation of borrowing costs into inventories ceases when substantially all the activities necessary to prepare the qualifying assets for its intended use or sale are complete.

Prior to the adoption of the Agenda Decision, borrowing costs incurred on property development were capitalised in the inventories until the completion of the construction of the assets. The borrowing costs capitalised in inventories were recognised as cost of sales in profit or loss by reference to the progress towards complete satisfaction of that performance obligation.

With the adoption of the Agenda Decision, the capitalisation of borrowing costs into inventories for development project ceases when substantially all the activities necessary to prepare the qualifying asset for its intended sale are complete. The Group has applied the Agenda Decision retrospectively with the restatement of statement of financial position as at 1 April 2020 and throughout all periods presented in the financial statements.

The effects of adoption of the Agenda Decision on the results for the financial year ended 31 March 2021 and the financial positions as at 1 April 2020 and 31 March 2021 are as follows:

(i) Statement of comprehensive income for the financial year ended 31 March 2021

	As previously reported RM'000	Effects of change in accounting policy RM'000	As restated RM'000
Year ended 31 March 2021			
Continuing operations			
Revenue	4,687,177	-	4,687,177
Cost of sales	(3,825,234)	17,163	(3,808,071)
Gross profit	861,943		879,106
Other operating income	330,558	-	330,558
Tendering, selling and distribution expenses	(31,629)	-	(31,629)
Administrative expenses	(260,838)	-	(260,838)
Other operating expenses	(86,411)	-	(86,411)
Net impairment of financial assets	(47,198)	-	(47,198)
	766,425		783,588
Finance cost	(187,616)	(10,640)	(198,256)
	578,809		585,332
Share of losses of associates	(84,379)	-	(84,379)
Share of profits of joint ventures	12,996	(2,800)	10,196
Profit before taxation	507,426		511,149
Income tax expense	(77,330)	(1,565)	(78,895)
Profit from continuing operations	430,096		432,254
Profit from discontinued operation	215,007		215,007
	645,103		647,261
Other comprehensive income	95,234	-	95,234
	740,337		742,495

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

56 CHANGE IN ACCOUNTING POLICY (cont'd)

Effects of the adoption of the IFRIC Agenda Decision on IAS 23 Borrowing Costs on over time transfer of constructed goods ("Agenda Decision"): (cont'd)

(i) Statement of comprehensive income for the financial year ended 31 March 2021 (cont'd)

	As previously reported RM'000	Effects of change in accounting policy RM'000	As restated RM'000
Net profit attributable to:			
Continuing operations			
Owners of the Company	316,421	2,201	318,622
Perpetual Sukuk	46,534	-	46,534
Non-controlling interests	67,141	(43)	67,098
	430,096		432,254
Discontinued operation			
Owners of the Company	115,257		115,257
Non-controlling interests	99,750		99,750
	215,007		215,007
Total comprehensive income attributable to:			
Continuing operations			
Owners of the Company	350,805	2,201	353,006
Perpetual Sukuk	46,534	-	46,534
Non-controlling interests	67,653	(43)	67,610
	464,992		467,150
Discontinued operation			
Owners of the Company	149,604		149,604
Non-controlling interests	125,741		125,741
	275,345		275,345
Earnings per share (sen):			
Continuing operations			
Basic	8.73	0.06	8.79
Fully Diluted	8.73	0.06	8.79
Discontinued operation			
Basic	3.18	-	3.18
Fully Diluted	3.18	-	3.18

56 CHANGE IN ACCOUNTING POLICY (cont'd)

Effects of the adoption of the IFRIC Agenda Decision on IAS 23 Borrowing Costs on over time transfer of constructed goods ("Agenda Decision"): (cont'd)

(ii) Statement of financial position as at 31 March 2021

	As previously reported RM'000	Effects of change in accounting policy RM'000	As restated RM'000
As at 31 March 2021			
Total equity			
Other equity	6,903,870	-	6,903,870
Retained pofits	3,922,958	(6,128)	3,916,830
Non-controlling interests	1,369,311	(1,607)	1,367,704
	12,196,139		12,188,404
Non-current liabilities	5,879,958	-	5,879,958
Deferred income	271,212	-	271,212
Total equity and liabilities	18,347,309		18,339,574
Non-current assets			
Joint ventures	857,719	(4,302)	853,417
Deferred tax assets	481,763	1,085	482,848
Other non-current assets	9,549,560	-	9,549,560
	10,889,042		10,885,825
Current assets			
Inventories - completed buildings	1,421,973	(3,596)	1,418,377
Inventories - property development costs	5,924,328	(922)	5,923,406
Other current assets	5,258,838	-	5,258,838
	12,605,139		12,600,621
Current liabilities			
Trade and other payables	2,932,624	-	2,932,624
Other current liabilities	2,214,248	-	2,214,248
	5,146,872		5,146,872
Net current assets	7,458,267		7,453,749
	18,347,309		18,339,574

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2022

56 CHANGE IN ACCOUNTING POLICY (cont'd)

Effects of the adoption of the IFRIC Agenda Decision on IAS 23 Borrowing Costs on over time transfer of constructed goods ("Agenda Decision"): (cont'd)

(iii) Statement of financial position as at 1 April 2020

	As previously reported RM'000	Effects of change in accounting policy RM'000	As restated RM'000
As at 1 April 2020			
Total equity			
Other equity	6,850,478	-	6,850,478
Retained pofits	3,600,358	(8,329)	3,592,029
Non-controlling interests	1,192,770	(1,564)	1,191,206
	11,643,606		11,633,713
Non-current liabilities	5,564,022	-	5,564,022
Deferred income	70,355	-	70,355
Total equity and liabilities	17,277,983		17,268,090
Non-current assets			
Joint ventures	852,370	(1,502)	850,868
Deferred tax assets	447,287	2,650	449,937
Other non-current assets	9,389,159	-	9,389,159
	10,688,816		10,689,964
Current assets			
Inventories - completed buildings	1,887,795	(3,503)	1,884,292
Inventories - property development costs	5,799,219	(7,538)	5,791,681
Other current assets	5,077,437	-	5,077,437
	12,764,451		12,753,410
Current liabilities			
Trade and other payables	3,130,999	-	3,130,999
Other current liabilities	3,044,285	-	3,044,285
	6,175,284		6,175,284
Net current assets	6,589,167		6,578,126
	17,277,983		17,268,090

The adoption of Agenda Decision did not result in changes to the Company's results for the financial year ended 31 March 2021 and financial position as at 1 April 2020 and 31 March 2021.

STATUTORY DECLARATION

Pursuant to Section 251(1)(b) of The Companies Act 2016

I, Dato' Edward Chong Sin Kiat, being the officer primarily responsible for the financial management of IJM Corporation Berhad, do solemnly and sincerely declare that, to the best of my knowledge and belief, the financial statements set out on pages 205 to 402 are 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 at Petaling Jaya on 27 May 2022.

DATO' EDWARD CHONG SIN KIAT
(MIA No. 11526)

Before me:

PESURUHJAYA SUMPAH
No : B 459
Nama: GUNALAN
MALAYSIA

Commissioner for Oaths
Petaling Jaya

NO: 13, (TINGKAT 1) JALAN 52/10
PJ NEW TOWN
46200 PETALING JAYA, SELANGOR.

INDEPENDENT AUDITORS' REPORT

To The Members of IJM Corporation Berhad
(Incorporated in Malaysia)
Registration No. 198301008880 (104131-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our opinion

In our opinion, the financial statements of IJM Corporation Berhad ("the Company") and its subsidiaries ("the Group") give a true and fair view of the financial position of the Group and of the Company as at 31 March 2022, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

What we have audited

We have audited the financial statements of the Group and of the Company, which comprise the statements of financial position as at 31 March 2022 of the Group and of the Company, and the statements of comprehensive income, statements of changes in equity and cash flow statements of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 205 to 402.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the "Auditors' responsibilities for the audit of the financial statements" section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our 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 the IESBA Code.

Our audit approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements of the Group and of the Company. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Group and of the Company, the accounting processes and controls, and the industry in which the Group and the Company operate.

PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), Chartered Accountants, Level 10, 1 Sentral, Jalan Rakyat, Kuala Lumpur Sentral, P.O. Box 10192, 50706 Kuala Lumpur, Malaysia
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REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (cont'd)

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 financial 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.

Key audit matters	How our audit addressed the key audit matters
Revenue and costs recognition of the Group	
i) Construction contracts Revenue: RM1,496.9 million Costs: RM1,410.0 million ii) Property development activities Revenue: RM1,218.4 million Costs: RM1,010.3 million Refer to Notes 9(a) and 9(b) for the accounting policies and Notes 2(c), 2(d) and 4 to the financial statements. We focused on this area because the accounting for construction contracts and property development activities is inherently complex as it involved the use of significant judgements made by management in the following areas: a) Stage of completion and the overall progress of projects as to whether provision for liquidated ascertained damages ("LAD") is required; b) Extent of costs incurred for construction contracts and property development projects and construction costs or property development costs yet to be incurred; and c) Status of variation orders and claims with customers. In addition, management has considered the implications of COVID-19 on the construction contracts and the property development projects due to the temporary suspension of work during the Movement Control Order ("MCO") or lockdown in the countries where the Group operates.	We evaluated and tested the key controls in respect of the review and approval of construction contracts and property development project budgets to assess the reliability of these budgets. We discussed with management and read management meeting minutes to understand the overall progress of construction and property development projects. With regards to projects whereby actual progress is behind planned progress, we obtained explanation from management on the cause of the delays, inspected correspondences with customers and sub-contractors and corroborated key judgement applied by management as to whether provision for LAD is required. We checked the extent of costs incurred to date to internal quantity surveyors' latest valuations or sub-contractor claim certificates to corroborate the stage of completion. Where costs have not been billed or certified, we assessed the adequacy of management's accruals of such costs by checking subsequent contractors' claims certificates or approvals from internal quantity surveyors. We checked the reasonableness of the estimated total construction costs and property development costs, including subsequent changes to the costs, by agreeing to supporting documentation, i.e. approved budgets, quotations, correspondences, contracts and variation orders with sub-contractors. We had discussions with management to understand the nature of the variation orders and claims included in revenue and inspected correspondences from the customers and minutes of meetings to corroborate the key judgement applied by management. With regards to potential delay due to the temporary suspension of work during the MCO or the lockdown period, we corroborated key judgements applied by management as to whether provision for LAD is required by having discussions with management, read agreements to understand the enforceability of the protective clauses, inspected the EOT applications submitted by the Group to the employers and relevant authorities, and to the extent that the employers and relevant authorities have responded to the Group on the EOT applications, we inspected the correspondences. To the extent that LAD has been provided, we checked the reasonableness of management's estimates of provision for LAD.

INDEPENDENT AUDITORS' REPORT (cont'd)

To The Members of IJM Corporation Berhad
(Incorporated in Malaysia)
Registration No. 198301008880 (104131-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (cont'd)

Key audit matters (cont'd)

Key audit matters	How our audit addressed the key audit matters
Revenue and costs recognition of the Group (cont'd) Management has considered the legislative protection, where applicable, to contractors and property developers from legal consequences arising from failure or inability to perform their contractual obligations, protective clauses (such as force majeure clauses) in the agreements with the employers and also the Group's applications of extension of time ("EOT") to the employers and the relevant authorities. Where appropriate, management has made provision for LADs based on their best estimates and judgements. Management has also considered the additional construction and property development costs as a result of the MCO or the lockdown imposed by the relevant authorities and the additional health and safety precautionary measures to be adhered to at the construction sites after the MCO or lockdown is lifted and has made revisions to the construction and property development budgets, where applicable, based on management's best estimates and judgements.	We also discussed with management and understand management's judgements and estimates on the additional construction costs and property development costs to be incurred as a result of the COVID-19 outbreak. We corroborated the estimates of the additional construction costs and property development costs to the approved budgets prepared by management and where applicable, the quantity surveyors' cost estimates. Based on the procedures performed above, we noted no material exceptions in the revenue and costs recognition and the provision for LAD for the Group's construction contracts and property development activities.
Recoverability of the carrying amounts of inventories (property development costs and completed development units) i) Property development costs - RM5,963.9 million ii) Completed development units - RM865.4 million Refer to Notes 11(b) and 11(c) for the accounting policies and Notes 2(k), 5(a), 5(b), 37 and 37(b) to the financial statements. We focused on the recoverability of the carrying amounts of inventories of the Group because of the estimates made by management in determining the net realisable values. Management assessed the net realisable values of the completed development units 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 inventories 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. For inventories 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 recent transacted prices of comparable development units in similar or nearby locations, and where applicable, prices were adjusted for the size of the units. For inventories which management has relied on independent valuations, we evaluated the competency, qualifications, experience and objectivity of the independent valuers. We read the valuation reports issued by the independent valuers and discussed with the independent valuers to understand and evaluate the appropriateness of valuation methodology, assumptions and adjustments applied, which include types, conditions, ages and sizes of the properties. We also compared the values of the properties by the independent valuers to available information through market research.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (cont'd)

Key audit matters (cont'd)

Key audit matters	How our audit addressed the key audit matters
Recoverability of the carrying amounts of inventories (property development costs and completed development units) (cont'd) For property development costs, management has also considered the costs yet to be incurred to complete the development project before comparing to the net realisable value. Based on management's assessment, the Group's property development costs were written down by RM71.1 million and the Group has reversed the write-down of the long outstanding unsold completed development units by RM32.1 million during the financial year.	We discussed with management on the basis used to write down certain inventories at the year end to their net realisable values, and checked, on a sample basis, to the Group's latest sales plan and campaigns and expected costs to be incurred to complete the sale transactions. We also checked, on a sample basis, the reasonableness of the assumptions used in the calculation of the net realisable values. Based on the procedures performed above, we noted no material exceptions.
Recoverability of trade receivables Refer to Notes 14 and 22 for the accounting policies and Notes 2(j), 3(b) and 39 to the financial statements. The Group and the Company assessed on a forward-looking basis the expected credit loss ("ECL") associated with the trade receivables using the simplified approach. ECL represents a probability-weighted estimate of the difference between the present value of contractual cash flows and the present value of cash flows that the Group and the Company expect to receive, over the remaining life of the financial instrument, which requires the use of significant assumptions about future economic conditions and credit risk of the customers. The Group and the Company assessed ECL for trade receivables based on two approaches, namely the collective assessment and individual debtor assessment. To measure the expected credit losses under the collective approach, trade receivables have been grouped based on shared credit risk characteristics and number of days past due. The Group and the Company applied individual debtor assessment for debtors with different risk characteristics, where the credit risk information of these debtors is obtained and monitored individually.	For ECL measured under the collective approach, we checked that the trade receivables have been grouped based on similar credit risk characteristics and age of receivables. We also checked that the expected loss rates were developed based on the historical credit losses rate. For ECL measured under the individual debtor assessment, we checked the expected timing and quantum of receipts of trade receivables by comparing it to the historical payment trend of individual customers, considered collaterals held by the Group and the Company and sighted to correspondence on settlement arrangements agreed between the Group and the Company and the customers. We also held discussions with management to understand the status of the ongoing negotiations on the recovery of trade receivables and corroborated the key assumptions included in the ECL model, namely on likelihood, quantum and timing of receipt of the balances.

INDEPENDENT AUDITORS' REPORT (cont'd)

To The Members of IJM Corporation Berhad
(Incorporated in Malaysia)
Registration No. 198301008880 (104131-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (cont'd)

Key audit matters (cont'd)

Key audit matters	How our audit addressed the key audit matters
Recoverability of trade receivables (cont'd) The measurement of ECL incorporates expected loss rates, time value of money, forward-looking information and probability-weighted estimates. Management has increased the overall loss rates used in the ECL due to the disruption in business operations experienced by the debtors during the MCO or lockdown period and the deterioration in the overall economic condition. As at 31 March 2022, the Group's and the Company's trade receivables prior to loss allowances was RM1,002.1 million and RM55.4 million of which, RM148.0 million and RM32.1 million have been provided for as loss allowances respectively. We focused on this area because management's assessment of ECL requires significant judgement over the expected loss rates, timing of the recovery of the debts, forward-looking information and probability-weighted estimates.	For both collective assessment and individual debtor assessment, we have assessed and considered the reasonableness of the forward-looking information included in management's assessment and the revision in overall loss rates used in the calculation of expected credit loss provisions. We found management's assessment of its loss allowances of trade receivables to be materially consistent with the supporting information provided to us.
Recoverability of the Company's investments in subsidiaries Refer to Note 4 for the accounting policies and Notes 2(l) and 31 to the financial statements. As at 31 March 2022, the Company has increased its investments in certain overseas subsidiaries totalling RM1,294.7 million, following the capitalisation process of intercompany balances into investments in redeemable preference shares in these overseas subsidiaries. We focused on the recoverability of the Company's carrying amount of the overseas subsidiaries subjected to the capitalisation process because of the estimates and judgements made by management in determining the recoverable amounts of these overseas subsidiaries. Management's determination of the recoverable amount of the investments in the overseas subsidiaries subject to the capitalisation process includes the assessment based on the projected future cash flows to be generated from the subsidiaries' tollway concession, the gross development profits to be generated from the subsidiaries' housing development projects and the net realisable value of the subsidiaries unsold completed properties and lands held for property development. Based on the above, no impairment is required for the Company's investments in the overseas subsidiaries subjected to the capitalisation process.	In determining the recoverable amounts of the investments in the overseas subsidiaries subjected to the capitalisation process, we have considered the cash flows available for dividend distribution to the Company. With regards to future cash flows to be generated from the subsidiaries' tollway concessions, we have performed the following audit procedures: • Checked the projected traffic volumes used in the projection of future cash flows to traffic consultant's reports or historical trends; • Checked that the toll rates used in the projection of future cash flows are in accordance with the toll rates as stipulated in the concession agreements; • Checked that the tax expenses are calculated based on regulatory tax rate, the repayment of borrowings and interests are based on terms of the loan agreements and the required capital expenditure and maintenance costs are based on approved budgets; • Assessed the competency and objectivity of the traffic consultants by considering their professional qualifications and experience; and • Checked the reasonableness of the discount rates with assistance from auditors' valuation experts by benchmarking to similar tollway concession companies.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (cont'd)

Key audit matters (cont'd)

Key audit matters	How our audit addressed the key audit matters
Recoverability of the Company's investments in subsidiaries (cont'd)	With regards to the future cash flows to be generated from the subsidiaries' housing development projects, unsold completed properties and lands held for property development, we have performed the following audit procedures: • Checked that the development plans, gross development values, gross development costs and gross development profits of the housing development projects are approved by the Board of Directors; • Checked that the selling prices used in deriving the gross development values, unsold completed properties and lands held for property development is reasonable by comparing to the market value of similar properties in the same vicinity or recent transacted prices; • Checked that the gross development profits are calculated based on reasonable project margins by comparing to the project margins of the subsidiaries' historical and existing housing development projects; • For projects that will be launched in the future, we checked the reasonableness of the discount rates used in discounting future project cash flows with assistance from auditors' valuation experts by benchmarking to comparable companies; and • Checked that the tax expenses are calculated based on regulatory tax rate and the repayment of borrowings and interests are based on terms of the loan agreements. Based on the above procedures performed, we have not noted any material exceptions.

Information other than the financial statements and auditors' report thereon

The Directors of the Company are responsible for the other information. The other information comprises the Directors' Report and Statement and the Statement on Risk Management and Internal Control, which we obtained prior to the date of this auditors' report, and Chairman's Statement, Management Discussion and Analysis and other sections of the 2022 Annual Report, which is expected to be made available to us after that date. Other information 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.

INDEPENDENT AUDITORS' REPORT (cont'd)

To The Members of IJM Corporation Berhad
(Incorporated in Malaysia)
Registration No. 198301008880 (104131-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (cont'd)

Information other than the financial statements and auditors' report thereon (cont'd)

If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the financial statements

The Directors of the Company are responsible for the preparation of the 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 or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and 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:

(a) 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.

(b) 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.

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

(d) 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.

(e) 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.

(f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (cont'd)

Auditors' responsibilities for the audit of the financial statements (cont'd)

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

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 financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 55 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.

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

PAULINE HO
02684/11/2023 J
Chartered Accountant

Kuala Lumpur
27 May 2022

LIST OF MATERIAL PROPERTIES

As at 31 March 2022

No	Location	Description	Area Hectares	Tenure	Existing Use	Year of Revaluation (R)/ Acquisition (A)	Approx. Age of Building (Years)	Net Book Value (RM'000)
1	Mukim Tanjung Dua Belas, Kuala Langat District, Selangor PT 36309, 36330 - 36334, 36341, 36342, 36344, 36348 - 36349, 41090, 41184 - 41186, 41188 - 41189, 41211, 41213 - 41217, 43417, 44088	Mixed development	401.51	Leasehold (expiring 2111)	Under development	A: 2014	N/A	1,374,807
2	PT 9211 (HSD 119540) PT 9216 (HSD 119543) PT 9222 (HSD 119548) PT 9223 (HSD 119549)	Residential land	7.26	Leasehold (expiring 2106)	For future development	A: 2013	N/A	984,079
	PT 9212 (HSD 119541) PT 9217 (HSD 119544) PT 9218 (HSD 119545) PT 9219 (HSD 119546) PT 9220 (HSD 119547) PT 9230 (HSD 119550)	Commercial land	11.63					
3	Mukim Sungai Karang, Kuantan, Pahang							
	Lot 110277 - 110280 PN 28669, 28521 - 28523	Commercial	273.68	Leasehold (expiring 2065 & 2098)	Under development	A: 2013	N/A	663,817
	Lot 110281 - 110335 PN 28525 - 28530	Industrial						
	Lot 110336 PN 28588	Residential						
	Lot 110337 - 110338, 110350 - 110353 PN 28533 - 28587	Industrial						
	Lot 110348 - 110349 PN 28524, 28532	Commercial						
	Lot 110206 PN 28927	Commercial	404.69	Leasehold (expiring 2115)	Under development	A: 2017	N/A	
4	PT 42406 - 42431 PT 42450 - 42474 PT 42495 - 42516 PT 42537 - 42584 PT 42605 - 42644 PT 42685 - 42724 PT 42432 - 42449 PT 42475 - 42494 PT 42517 - 42536 PT 42585 - 42604 PT 42645 - 42684 PT 42725 - 42750 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus	Residential	6.42		Under development			

No	Location	Description	Area Hectares	Tenure	Existing Use	Year of Revaluation (R)/ Acquisition (A)	Approx. Age of Building (Years)	Net Book Value (RM'000)
4	PT 32965 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus PT 23227 - 23243 Mukim Rasah, Daerah Seremban, Negeri Sembilan Darul Khusus PT 36987 - 37048 PT 37049 - 37055 PT 37057 - 37067 PT 37069 - 37150 PT 37801 PT 37068 PT 37158 - 37323 PT 37334 - 37527 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus	Residential land	32.88	Freehold	For future development	A: 2004	N/A	484,143
	PT 256552 - 256855 PT 256927 (LP) PT 37154 PT 37327 PT 36982 - 36983 PT 36066 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus PT 23245 - 23247 PT 23996 PT 22597 PT 25326 - 25328 PT 27157 - 27158 PT 28064 - 28105 Mukim Rasah, Daerah Seremban, Negeri Sembilan Darul Khusus	Commercial land	18.59					
	PT 27161 Mukim Rasah, Daerah Seremban, Negeri Sembilan Darul Khusus PT 40174 - 40182 PT 40554 - 42087 PT 42112 - 42310 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus	Agriculture land	77.56					
5	Menara Prudential, Persiaran TRX Barat, Tun Razak Exchange, 55188 Kuala Lumpur	Commercial	3.84	Freehold	Office building	A: 2017	3	467,095

LIST OF MATERIAL PROPERTIES (cont'd)

As at 31 March 2022

No	Location	Description	Area Hectares	Tenure	Existing Use	Year of Revaluation (R)/ Acquisition (A)	Approx. Age of Building (Years)	Net Book Value (RM'000)
6	Seksyen 8, Georgetown, Daerah Timur Laut, Penang Balance Parcel A1	Residential, Mixed Development & Commercial	13.96	Freehold	Reclaimed			
	Parcel A2	Mixed Development & Commercial	8.75		Yet to be reclaimed			
	Parcel B1	Residential & Commercial	15.06	Leasehold		N/A	N/A	358,377
	Lot 657 PN 9242	Recreation & Amenities	0.56	Leasehold (expiring 2105)	For future development			
	Lot 10014 PN 11267 & Lot 10015 PN 11268	Residential & Commercial	1.83	Leasehold (expiring 2104)	Under development/ For future development			
7	Huihai Plaza, Xi'an Road, Chaoyang District, Changchun, Jilin Province The People's Republic of China	Commercial	4.18	Leasehold (expiring 2043)	Under development	A: 2014	N/A	342,916
8	HS(D) 44250-60 PTD 6652-62 HS(D) 44286-383 PTD 6688-6785 HS(D) 44384-386 PTD 6809-11 HS(D) 44387-45070 PTD 6826-7509 HS(D) 45072-102 PTD 7511-41 HS(D) 45103-391 PTD 7583-871 HS(D) 45392-502 PTD 7886-999 HS(D) 45633-930 PTD 8127-424 HS(D) 45988-6035 PTD 8482-529 HS(D) 46063-91 PTD 8557-585 HS(D) 46093-237 PTD 8587-728 HS(D) 46277-338 PTD 8771-8832 HS(D) 46370-441 PTD 8864-8935 HS(D) 46464-502 PTD 8958-96 HS(D) 16092 PTD 8586 HS(D) 46503-4 PTD 9025-6 HS(D) 46510-1 PTD 9056-7 HS(D) 46516 PTD9063 HS(D) 46518-38 PTD 9067-87 Mukim Pengerang, Daerah Kota Tinggi, Johor			Leasehold (expiring 2117)				
	HS(D)36851-56 PTD 3974-9 HS(D)36861-64 PTD 3984-7 Mukim Pengerang, Daerah Kota Tinggi, Johor	Development land	174.63	Leasehold (expiring 2115)	Under development	A: 2008	N/A	246,881
	HS(D) 33935-86 PTD 3999-4050 Mukim Pengerang, Daerah Kota Tinggi, Johor			Leasehold (expiring 2098)				
	HS(D) 13901-2 PTD 2926-7 Mukim Pengerang, Daerah Kota Tinggi, Johor			Leasehold (expiring 2092)				
9	PT 5454 PT 5743 - PT 5764 PT 5707 - PT 5728 PT 5729 - PT 5741 PT 5875 - PT 5894 PT 5895 - PT 5916 PT 5817 - PT 5842 PT 5843 - PT 5854 PT 5859 - PT 5874 PT 5917 - PT 5938 PT 5939 - PT 5946 PT 5947 PT 5949 PT 5950		7.06	Leasehold (expiring 2112)				
	PT 15971 - PT 15972 PT 15843 - PT 15844 PT 15845 Mukim Bandar Ampang, Daerah Hulu Langat, Selangor	Residential		Leasehold (expiring 2116)	Under development	A: 2015	N/A	224,094
	PT 5453 PT 5455 - PT 5464 PT 5467 - PT 5508 PT 5510 PT 5685 - PT 5706 PT 5779 - PT 5786		0.17	Leasehold (expiring 2112)				
	PT 15797 Mukim Bandar Ampang, Daerah Hulu Langat, Selangor			Leasehold (expiring 2113)				
10	Lot 46974, 18284 & 18285, Ukay Perdana Ampang, Mukim Ulu Kelang	Residential	14.09	Leasehold (expiring 2114)	Under development	A: 2005	N/A	182,507

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 38th Annual General Meeting ("AGM") of IJM CORPORATION BERHAD [198301008880 (104131-A)] will be held virtually through live streaming from the broadcast venue at the Multipurpose Hall, 3rd Floor, Wisma IJM, Jalan Yong Shook Lin, 46050 Petaling Jaya, Selangor Darul Ehsan, Malaysia ("Broadcast Venue") on Thursday, 25 August 2022, at 10.00 a.m. to transact the following matters:-

1. To receive the audited financial statements for the year ended 31 March 2022 together with the reports of the Directors and Auditors thereon.
2. To re-elect the following Directors who retire by rotation in accordance with Clause 88 of the Company's Constitution and who being eligible, offer themselves for re-election:-
   a) Datuk Lee Teck Yuen (Resolution 1)
   b) Dato' David Frederick Wilson (Resolution 2)
   c) Liew Hau Seng (Resolution 3)

   Please refer to Note 1
3. To re-elect the following Directors who retire in accordance with Clause 92 of the Company's Constitution and who being eligible, offer themselves for re-election:-
   a) Dato' Ir. Tan Gim Foo (Resolution 4)
   b) Loh Lay Choon (Resolution 5)

   Please refer to Note 1
4. To re-appoint PricewaterhouseCoopers PLT as Auditors and to authorise the Directors to fix their remuneration. (Resolution 6)
5. As special business to consider and pass the following resolutions:-

   a) DIRECTORS' FEES (Resolution 7)

   "THAT the Directors' fees of RM1,786,069 for the year ended 31 March 2022 be approved to be divided amongst the Directors in such manner as they may determine."

   Please refer to Note 2

   b) DIRECTORS' BENEFITS (Resolution 8)

   "THAT the payment of Directors' benefits to the Non-Executive Directors up to an amount of RM615,000 for the period from 26 August 2022 until the next Annual General Meeting, and the outpatient medical benefits up to RM30,000 for the period from 1 January 2022 to 25 August 2022, be approved."

   Please refer to Note 2

   c) DIRECTORS' FEES AND MEETING ALLOWANCE OF SUBSIDIARIES (Resolution 9)

   "THAT the payment of Directors' fees and/or meeting allowance by subsidiaries to several Non-Executive Directors be approved as follows:-

   i) Directors' fees of RM24,000 for the year ended 31 March 2022; and
   ii) Directors' meeting allowance of up to an amount of RM52,000 for the period from 1 January 2022 until the next Annual General Meeting."

   Please refer to Note 2

   d) AUTHORITY TO ALLOT AND ISSUE SHARES UNDER SECTIONS 75 AND 76 (Resolution 10)

   "THAT the Directors be and are hereby authorised, pursuant to Sections 75 and 76 of the Companies Act 2016, to allot and issue not more than 10% of the total number of issued shares of the Company at any time, upon such terms and conditions and for such purposes as the Directors in their absolute discretion deem fit or in pursuance of offers, agreements or options to be made or granted by the Directors while this approval is in force, and that the Directors be and are hereby further authorised to make or grant offers, agreements or options which would or might require shares to be issued after the expiration of the approval hereof."

   Please refer to Note 3

   e) PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY (Resolution 11)

   "THAT the Directors be and are hereby authorised to purchase the ordinary shares of the Company through the stock exchange of Bursa Malaysia Securities Berhad at any time upon such terms and conditions as the Directors in their absolute discretion deem fit provided that:-

   i) the aggregate number of shares purchased (which are to be treated as treasury shares) does not exceed 10% of the total number of issued shares of the Company; and
   ii) the funds allocated for the purchase of shares shall not exceed its retained profits

   AND THAT the Directors be and are hereby further authorised to deal with the treasury shares in their absolute discretion (which may be distributed as dividends, resold, transferred, cancelled and/or in any other manner as prescribed by the Companies Act 2016, and the relevant rules, regulations and/or requirements)

   AND THAT such authority shall continue to be in force until:-

   a) the conclusion of the next Annual General Meeting ("AGM");
   b) the expiration of the period within which the next AGM is required by law to be held; or
   c) revoked or varied in a general meeting,

   whichever occurs first."

   Please refer to Note 4

By Order of the Board

Ng Yoke Kian
Company Secretary
CCM PC No. 202008000554
MAICSA 7018150

Petaling Jaya
27 July 2022

NOTICE OF ANNUAL GENERAL MEETING

IMPORTANT NOTICE

A. **VIRTUAL MEETING**

The 38th AGM of the Company will be conducted online from the Broadcast Venue. Members can attend, participate and vote in the meeting remotely (online) via the Remote Participation and Voting ("RPV") Facilities provided by Tricor Investor & Issuing House Services Sdn. Bhd. ("Tricor") which are available on its TIIH Online website at **https://tiih.online**. Please follow the procedures provided in the Administrative Guide for the 38th AGM in order to register, participate and vote remotely via the RPV Facilities.

The Broadcast Venue is strictly for the purpose of complying with Section 327(2) of the Companies Act 2016 which requires the Chairperson of the meeting to be present at the main venue of the meeting.

No members or proxies shall be physically present at the Broadcast Venue on the day of the meeting.

B. **APPOINTMENT OF PROXY AND ENTITLEMENT OF ATTENDANCE**

(i) every member, including authorised nominee and exempt authorised nominee which holds securities for multiple beneficial owners in one (1) securities account (Omnibus Account), is entitled to appoint another person as his proxy and such proxy need not be a member;

(ii) a member who appoints a proxy must duly execute the Form of Proxy, and if more than one (1) proxy is appointed, the number of shares to be represented by each proxy must be clearly indicated;

(iii) a corporate member who appoints a proxy must execute the Form of Proxy under seal or the hand of its officer or attorney duly authorised;

(iv) only members whose names appear in the Record of Depositors and/or Register of Members as at **18 August 2022** will be entitled to attend and vote at the meeting;

(v) the duly executed Form of Proxy may be deposited in a hard copy form or by electronic means in the following manner before **10.00 a.m. on 24 August 2022**:-

(a) In hard copy form
submit to the Share Registrar of the Company, Tricor at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or its Customer Service Counter at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia; OR

(b) By electronic form
lodge via TIIH Online website at **https://tiih.online** by following the procedures provided in the Administrative Guide for the 38th AGM; and

(vi) a member who has appointed a proxy or authorised representative to attend and vote at the 38th AGM via RPV Facilities must request his/her proxy or authorised representative to register himself/herself for RPV at TIIH Online website at **https://tiih.online**. Please follow the procedures in the Administrative Guide for the 38th AGM.

C. The Annual Report, Share Buy-Back Statement, Form of Proxy and Administrative Guide are available for viewing and/or downloading at **www.ijm.com/investor/agm**.

EXPLANATORY NOTES ON ORDINARY/SPECIAL BUSINESS

1. **RE-ELECTION OF DIRECTORS**

Save for Loh Lay Choon who was appointed on 7 July 2022, the performance of each Director subject for re-election had been assessed through the Board annual evaluation. The Nomination & Remuneration Committee and the Board are satisfied with the performance and effectiveness of the Directors.

Datuk Lee Teck Yuen, Dato' David Frederick Wilson, Liew Hau Seng, Dato' Ir. Tan Gim Foo and Loh Lay Choon, being eligible, have offered themselves for re-election at this AGM.

The profiles of the Directors who are subject for re-election are set out on pages 27 to 32 of the Annual Report 2022.

2. **DIRECTORS' FEES AND BENEFITS**

Pursuant to Section 230(1) of the Companies Act 2016, the fees of the directors, and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at the general meeting.

The Resolution 7, if approved, will authorise the payment of Directors' fees to the Non-Executive Directors ("NED") pursuant to Clause 95 of the Company's Constitution.

The Resolution 8, if approved, will authorise the payment of Directors' benefits to the NED by the Company. The amount of RM615,000 for the period from 26 August 2022 until the next AGM in year 2023 is derived from the estimated meeting allowance payable based on the number of scheduled and unscheduled meetings (when necessary) for the Board and Board Committees, number of NEDs involved in the meetings, overseas allowance of the Chairman of Audit Committee (IJM India Operations), travel and medical claim of the NEDs and car benefits of the Non-Executive Chairman. The meeting allowance for a NED is RM1,500 per meeting.

The Resolution 9 is in relation to the payment of Directors' fees and/or meeting allowance by two (2) subsidiaries to some of the NED of the Company. The details are as follows:-

(a) Directors' fees payable by the subsidiaries for the year ended 31 March 2022

Subsidiaries	Name of Directors	Amount (RM)
IJM Land Berhad ("IJML")	Datuk Lee Teck Yuen ("DLTY") (appointed on 1 January 2022)	12,000
IJM Construction Sdn Bhd ("IJMC")	Dato' Ir. Tan Gim Foo ("DTGF") (appointed on 1 January 2022)	12,000
	Total	24,000

(b) the estimated Directors' meeting allowance of RM52,000 is based on the number of scheduled Board meetings and unscheduled Board meetings (when necessary) of IJMC, IJML and other subsidiaries attended or to be attended by DLTY, DTGF, and other NED who was or may be invited to attend the meetings. All of them are entitled to a meeting allowance of RM1,000 per person for each meeting attended.

The Directors' fees and/or meeting allowance payable by IJML and IJMC are subject to the shareholders' approval at the general meetings of IJML and IJMC respectively.

3. **AUTHORITY TO ISSUE SHARES UNDER SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016**

The Resolution 10, if approved, will empower the Directors to issue up to 10% of the total number of issued shares (excluding treasury shares) of the Company, for purposes of working capital, acquisitions, funding future investment projects such as government major infrastructure projects bidding which requires funding proposals and projects proposal on Private Finance Initiatives, and/or so forth. The approval is a renewal of general mandate and is sought to provide flexibility and avoid any delay and cost in convening a general meeting for such issuance of shares for fund raising activities, including placement of shares. The authorisation, unless revoked or varied by the Company at a general meeting, will expire at the next AGM. At this juncture, there is no decision to issue new shares. Should there be a decision to issue new shares after the authorisation is sought, the Company will make an announcement of the actual purpose and utilisation of proceeds arising from such issuance of shares.

4. **SHARE BUY-BACK AUTHORITY**

The details of the proposal are set out in the Share Buy-Back Statement dated 27 July 2022, which is available at the Company's website at **https://www.ijm.com/investor/agm.**

FORM OF PROXY

I/We ______________________________

NRIC/Passport/Company No.: ______________________ Mobile Phone No.: ______________

CDS Account No.: ______________________ Number of Shares Held: ______________

Address: ______________________________

____

being a member of **IJM CORPORATION BERHAD [198301008880 (104131-A)]**, hereby appoint:-

1) Name of proxy: ______________________ NRIC No.: ______________

Address: ______________________________

______________________ Number of Shares Represented: ______________

2) Name of proxy: ______________________ NRIC No.: ______________

Address: ______________________________

______________________ Number of Shares Represented: ______________

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 38th Annual General Meeting ("AGM") of IJM CORPORATION BERHAD to be held virtually through live streaming from the broadcast venue at the Multipurpose Hall, 3rd Floor, Wisma IJM, Jalan Yong Shook Lin, 46050 Petaling Jaya, Selangor Darul Ehsan, Malaysia on Thursday, 25 August 2022, at 10.00 a.m., and at any adjournment thereof, in the manner indicated below:-

No.	Resolutions	For	Against
1.	To re-elect Datuk Lee Teck Yuen as Director		
2.	To re-elect Dato' David Frederick Wilson as Director		
3.	To re-elect Liew Hau Seng as Director		
4.	To re-elect Dato' Ir. Tan Gim Foo as Director		
5.	To re-elect Loh Lay Choon as Director		
6.	To re-appoint PricewaterhouseCoopers PLT as Auditors and to authorise the Directors to fix their remuneration		
7.	To approve the payment of Directors' fees		
8.	To approve the payment of Directors' benefits		
9.	To approve the payment of Directors' fees and meeting allowance by subsidiaries		
10.	To authorise the allotment and issuance of not more than 10% of the total number of issued shares of the Company		
11.	To approve the Proposed Renewal of Share Buy-Back Authority		

Please indicate with "X" how you wish your vote to be cast. In the absence of specific instruction, your Proxy will vote or abstain as he/she thinks fit.

Signed (and sealed) this ______________ day of ______________ 2022

Signature(s): ______________________________

Notes:-

(i) every member, including authorised nominee and exempt authorised nominee which holds securities for multiple beneficial owners in one (1) securities account (Omnibus Account), is entitled to appoint another person as his proxy and such proxy need not be a member;

(ii) a member who appoints a proxy must duly execute the Form of Proxy, and if more than one (1) proxy is appointed, the number of shares to be represented by each proxy must be clearly indicated;

(iii) a corporate member who appoints a proxy must execute the Form of Proxy under seal or the hand of its officer or attorney duly authorised;

(iv) only members whose names appear in the Record of Depositors and/or Register of Members as at **18 August 2022** will be entitled to attend and vote at the meeting;

(v) the duly executed Form of Proxy may be deposited in a hard copy form or by electronic means in the following manner before **10.00 a.m.** on **24 August 2022**:-

(a) In hard copy form
submit to the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn. Bhd. ("Tricor") at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or its Customer Service Counter at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia; OR

(b) By electronic form
lodge via TIIH Online website at https://tiih.online by following the procedures provided in the Administrative Guide for the 38th AGM; and

(vi) a member who has appointed a proxy or authorised representative to attend and vote at the 38th AGM via the Remote Participation and Voting ("RPV") Facilities provided by Tricor must request his/her proxy or authorised representative to register himself/herself for RPV at TIIH Online website at https://tiih.online. Please follow the procedures in the Administrative Guide for the 38th AGM.

2. Fold this flap to seal

Stamp

The Share Registrar
Tricor Investor & Issuing House Services Sdn. Bhd.
Registration No. 197101000970 (11324-H)

Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur

1. Fold here

CORPORATE INFORMATION

IJM CORPORATION BERHAD
198301008880 (104131-A)

Certified to ISO 9001 : 2015
Cert. No. : QMS 00375

Certified to ISO 45001 : 2018
Cert. No. : OHS 00105

Certified to ISO 14001 : 2015
Cert. No. : EMS 00377

Head Office

Wisma IJM, Jalan Yong Shook Lin, 46050 Petaling Jaya
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Tel: 603-7985 8288 Fax: 603-7952 9388
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Malaysia
Tel : 607-333 4895, 607-333 4896
Fax : 607-333 4918
E-mail : ijm@ijm.com
Website: www.ijm.com
Contact: Mr Wong Heng Wai

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Contact: Mr Tan Ling Jin

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Tel : 6082-463 496, 6082-463 497
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E-mail : ijm@ijm.com
Website: www.ijm.com
Contact: Mr Chan Kai Leong

Divisional Offices

CONSTRUCTION

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Fax : 603-7952 9388
E-mail : ijm@ijm.com
Website: www.ijm.com
Contact: Mr Wong Heng Wai

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IJM (INDIA) INFRASTRUCTURE LIMITED
H. No 3-71/NR, Plot No. 71, Kavuri Hills
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Telangana, India
Tel : 91 40 2311 4661/62/63/64
Fax : 91 40 2311 4669
E-mail : ijmii@ijm.com
Website: www.ijmindia.com
Contact: Mr Cyrus Eruch Daruwalla

UNITED ARAB EMIRATES
IJM CONSTRUCTION (MIDDLE EAST) LLC
(560467)
Flat #101, Building #U05, International City
P.O.Box 36634, Dubai, United Arab Emirates
Tel : 971 4874 2377
E-mail : ijm@ijm.com
Contact: Mr Wong Heng Wai

PAKISTAN
IJM CONSTRUCTION (PAKISTAN) (PVT) LTD
IT Tower Complex
Plot # ST-2 & 3/15A, Block No.14
Adjacent to Civic Center
Opposite Water & Sewerage Board Office
Gulshan-e-Iqbal, 75300 Karachi
Pakistan
E-mail : ijm@ijm.com
Contact: Mr Wong Heng Wai

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(198204843K)
432, Balestier Road
#02-432 Public Mansion
Singapore 329813
Tel : 65-6251 9388
Fax : 65-6253 1638
E-mail : hexacon@singnet.com.sg
Website: www.hexacon.com.sg
Contact: Mr Pang Hoe Sang

INDUSTRY

MALAYSIA
INDUSTRIAL CONCRETE PRODUCTS SDN BHD
197701001400 (32369-W)

DURABON SDN BHD
199601020341 (392693-W)

IJM IBS SDN BHD
201801019198 (1281214-T)

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Website: www.icpb.com.my
Contact: Mr Tan Boon Leng

MALAYSIAN ROCK PRODUCTS SDN BHD
196201000284 (4780-T)

KUANG ROCK PRODUCTS SDN BHD
199201014780 (246283-D)

STRONG MIXED CONCRETE SDN BHD
199001002259 (193822-X)

SCAFFOLD MASTER SDN BHD
198501013600 (146056-P)

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Contact: Mr Lim Chin Leong

INFRASTRUCTURE

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56100 Kuala Lumpur, Malaysia
Tel : 603-9282 8382
Fax : 603-9282 8389
E-mail : info.besraya@ijm.com
Website: www.ijmtolldiv.com
Contact: Pn Wan Salwani Binti Wan Yusoff

NEW PANTAI EXPRESSWAY SDN BHD
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Website: www.ijmtolldiv.com
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Website: www.kuantanport.com.my
Contact: Mr Vino Kumar Selvabalakrishnan

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Website: www.royalmintgardens.com
Contact: Mr Mark Lahiff

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- AmInvestment Bank Berhad
- CIMB Bank Berhad
- HSBC Bank Malaysia Berhad
- Malayan Banking Berhad
- Public Bank Berhad
- RHB Banking Group
- Standard Chartered Bank Malaysia Berhad
- Sumitomo Mitsui Banking Corporation

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PricewaterhouseCoopers PLT
(LLP0014401-LCA & AF 1146)
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STOCK EXCHANGE LISTING
Main Market of
Bursa Malaysia Securities Berhad
since 29 September 1986
BMSB Code : 3336
Reuters Code : IJMS.KL
Bloomberg Code : IJM MK

www.ijm.com

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