IJM CORPORATION BERHAD

ANNUAL REPORT **2023**

40 YEARS

RESPECTED PAST. RESPONSIBLE FUTURE.

YEARS

RESPECTED PAST.
RESPONSIBLE FUTURE.

Our people are the heart and soul of IJM. Their dedication, professionalism and unyielding spirit have led to the success we celebrate today.

We pay tribute to our visionary past leaders and pioneers who laid the foundation for IJM's remarkable 40-year journey. Their foresight, determination and enterprise have propelled us to where we stand today.

To all IJMers, past and present, we extend our heartfelt gratitude for your outstanding contributions and enduring impact on IJM's growth and reputation.

Together, we will shape the future and write another exciting chapter in IJM's remarkable journey. With our collective efforts, we aspire to create a world where progress is balanced with responsibility, leaving a lasting legacy for future generations.

In this year's annual report, we honour IJM's *Respected Past*, the foundation of our success. Embracing a *Responsible Future*, we strive to create value for all our stakeholders. We are committed to making a positive impact, nurturing sustainable growth.

39TH ANNUAL GENERAL MEETING IJM CORPORATION BERHAD

Tuesday
29 August 2023
10.00 a.m.

Virtual Meeting through live streaming from the broadcast venue:
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 and services
- Trusted client relationships
- Safety, health and environment
- Employee welfare
- Social responsibility
- Good corporate governance
- Maximising stakeholder returns
- Ethical conduct

WHAT'S INSIDE

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*.

YEARS

RESPECTED PAST.
RESPONSIBLE FUTURE.

As IJM celebrates a remarkable 40-year journey, we proudly present our anniversary theme: *Respected Past. Responsible Future.* Our anniversary logo showcases four vibrant colours, each representing our four business divisions – Construction, Property, Industry and Infrastructure – leaders in their respective fields. Integrated to harness synergies, they unite in building a responsible future, drawing inspiration from a respected past and fuelled by a dynamic present.

Since 1983, we have significantly contributed to the professionalism of the Malaysian construction industry, breaking barriers and reaching new heights. IJM's foundation is built on hard work, entrepreneurship, integrity, humility and fair trade.

As we honour our respected past, we are equally committed to a responsible future. We aim to build a better and more resilient tomorrow. We will capitalise on our strengths, explore new frontiers and lead the way towards a future full of opportunities and sustainable progress.


redONE
POSTPAID

YEARS

RESPECTED PAST.
RESPONSIBLE FUTURE.

As we celebrate our 40th anniversary, we reflect on the countless possibilities we have brought to life. Each endeavour is driven by our resolute vision and unwavering commitment to excellence, propelling us forward to leave a lasting impact on the world around us.

When we construct buildings that change skylines; when we build houses that people come home to; when we build bridges, roads and rail systems that connect communities; and when we work with our stakeholders as thought leaders to shape the industry, we deliver possibilities to reshape landscapes that inspire a better tomorrow.

“First you fuel the desire, then the desire will fuel you”

Quote by Napolean Hill

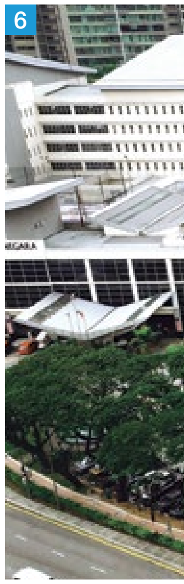
Seri Saujana Bridge, Putrajaya

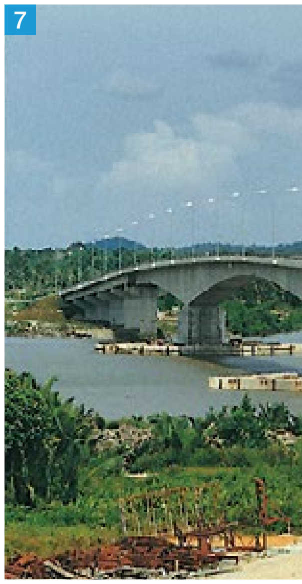
YEARS

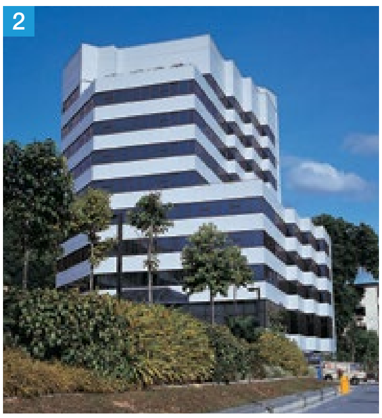
RESPECTED PAST.
RESPONSIBLE FUTURE.

1983-1992

1. Wisma IJM, Petaling Jaya
2. Gleneagles Hospital, Singapore
3. Further expansion into quarrying
4. New Klang Valley Expressway (Bukit Raja to Subang)
5. Sarawak Shell Headquarters, Lutong
6. National Heart Institute, Kuala Lumpur
7. Santubong Bridge, Sarawak
8. St George Building Society building, Sydney
9. Kelab Darul Ehsan, Selangor

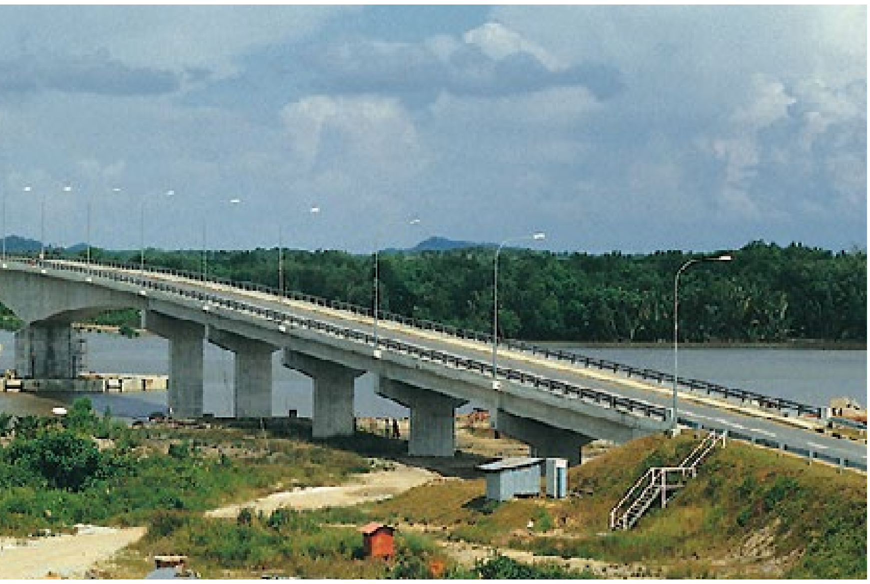






Strong foundation of shared vision and values

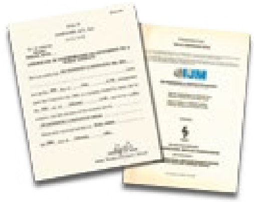
IJM was born as a bold dream to professionalise the Malaysian construction industry, to compete against foreign-led expertise. When the 1985 global recession hit Malaysia hard, IJM ventured abroad to stay afloat as well as gain invaluable experience. This Malaysia - international duality has characterised IJM ever since.



9

1983

Incorporated as Solidstate Sdn Bhd on 16 July 1983.



1984

Renamed as IJM Engineering & Construction Sdn Bhd with paid-up capital of RM31 million following acquisitions of IGB Construction Sdn Bhd, Jurutama Sdn Bhd and Mudajaya Construction Sdn Bhd. Expanded into quarrying and property development, and invested into Singapore. Paid a maiden dividend of 10% gross.

IGB Construction Sdn Bhd | Jurutama Sdn Bhd | Mudajaya Construction Sdn Bhd

1985

Secured first project in Sydney, Australia and built residential units in Florida, USA. Ventured into oil palm cultivation in Sabah. Acquired Sharidal Complex (now Wisma IJM), Petaling Jaya, as head office.

1986

Listed on Main Board of KLSE with issued capital of RM50 million. Completed Kuala Lumpur–Seremban Toll Expressway and Kelab Darul Ehsan.

1987

Established IJM International Limited as a vehicle for overseas investments. Completed the Santubong Bridge, Kuching and a hospital project, Teluk Intan.

1988

Secured first road project in Bangladesh. Awarded the New Klang Valley Expressway (Bukit Raja to Subang), the first package of North South Expressway in Malaysia and redevelopment of Gleneagles Hospital in Singapore.

1989

Renamed IJM Corporation Berhad. Awarded the construction of Sarawak Shell Head Office Complex, Lutong. Completed a privatised housing scheme at Batu Lanchang, Penang.

IJM CORPORATION BERHAD (104131-A)

1990

Completed rights issue and raised share capital to RM71 million. Awarded the turnkey construction of National Heart Institute and a resort hotel in Mauritius. Completed the New Klang Valley Expressway and St George Building Society building in Sydney, Australia.

1991

Expansion into quarrying with the acquisition of Malaysian Rock Products Sdn Bhd.

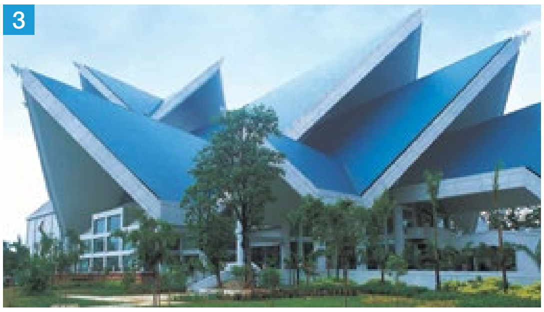
1992

Issued RM63 million nominal loan stocks to finance plantation and property projects. Implemented the first Employee Share Option Scheme (ESOS).

YEARS
RESPECTED PAST.
RESPONSIBLE FUTURE.

1993-2002

1. Gautami Power Plant, India
2. Avillion Hotel, Sydney
3. National Theatre, Kuala Lumpur
4. Horden Towers, Sydney
5. Mid Valley Megamall, Kuala Lumpur
6. Binh An Water Treatment Plant, Vietnam
7. Ministry of Works Building, Kuala Lumpur
8. Putrajaya International Convention Centre
9. Desa Talisai Palm Oil Mill, Sabah

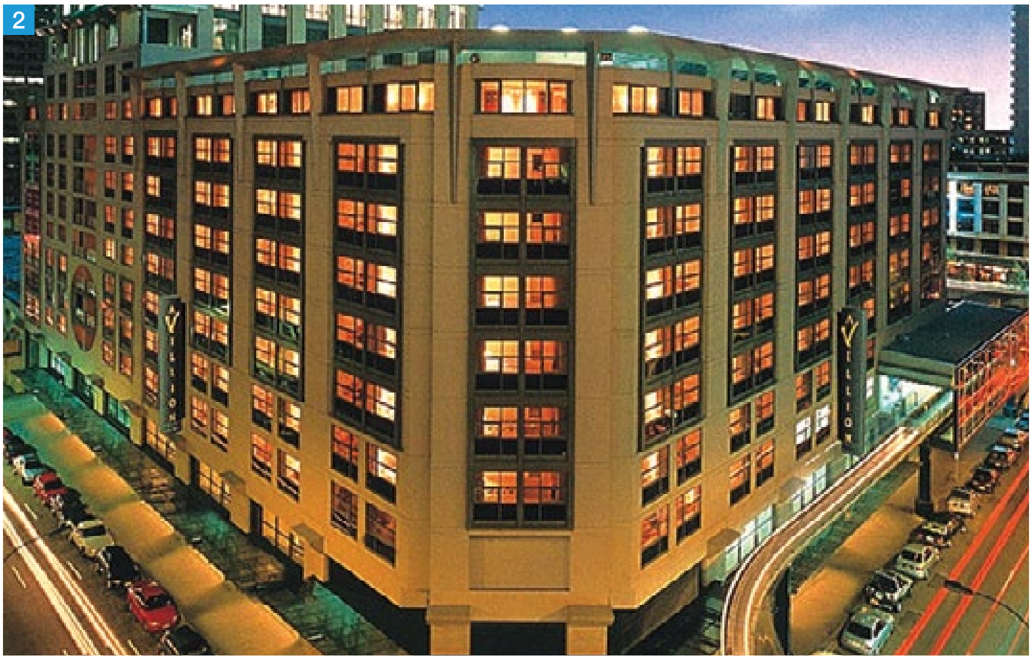
3


5


4


6


1


2


7


Building resilience through business diversification

The 1995 Asian financial crisis was a turning point for IJM, one of the few construction companies left standing when others collapsed due to over-borrowing. We proved our financial and execution capabilities for large iconic projects, not just in Malaysia but also in emerging China and India.

8

9

1993

Share price hit RM11.80. Developed a water treatment plant in Ho Chi Minh City, Vietnam. Completed three major highway packages of the North-South Expressway. Commissioned the first palm oil mill in Sabah.

1994

70% owned Nilai Cipta Sdn Bhd undertook the first government building complex privatisation in Malaysia. Major projects secured included the Ministry of Works Building, Renaissance Hotel and New World Hotel. The education division, Kolej Antarabangsa commenced its maiden intake of students.

1995

Share capital exceeded RM300 million with bonus issue, ICULS conversion and ESOS. Total assets breached RM1 billion. Adopted *Excellence Through Quality* as the corporate motto.

1996

Invested 20% in Guangdong Provincial Expressway and 25.5% in Yangzhong Changjiang Great Bridge in China and 25% in Western Access Tollway in Argentina. Industrial Concrete Products Berhad ("ICP") was listed on the Main Board of Bursa Malaysia. Awarded the ISO 9001 certification.

1997

Secured Putrajaya Hospital and Health Clinic projects as the turnkey contractor. Awarded the contract to build the Jelutong Expressway. Initial foray into India via 60% interest in the Gautami power plant concession.

1998

Despite the Asian financial crisis, IJM completed the National Theatre, Kuala Lumpur and Avillion Hotel, Sydney and secured the Mumbai-Pune Expressway and Chennai Bypass projects in India.

1999

Shareholders' funds and total assets topped RM1 billion and RM2 billion respectively. Completed the Mid Valley Megamall in Kuala Lumpur and Horden Towers in Sydney.

2000

Awarded the OHSAS 18001 on *Occupational Health and Safety* and the *Malaysian International Contractor of the Year Award*. Issued RM150 million bonds with warrants.

2001

Secured RM1.77 billion construction contracts – including the Putrajaya Convention Centre and Putrajaya Primary Distributor Road. Invested in the first toll road concession in India, the Swarna Tollway. Awarded the *Malaysian Builder of the Year.*

2002

Won the *Malaysian Business Corporate Governance and KLSE Corporate Merit Awards*. Developed an integrated township in Hyderabad, India. Accredited by the Malaysian Book of Records for the production of the first lightweight oil palm fibre-reinforced cement composite panels.

YEARS
RESPECTED PAST.
RESPONSIBLE FUTURE.

2003-2013

1. Fortune Tower, Dubai
2. LEKAS Highway, Kajang-Seremban
3. Al Reem Island, Abu Dhabi
4. PJ8 Tower, Selangor
5. IJMP listed on Bursa Malaysia's Main Board
6. Butterworth Outer Ring Road, Penang
7. Kuantan Port, Pahang
8. Second Vivekananda Bridge, India

2


1


3

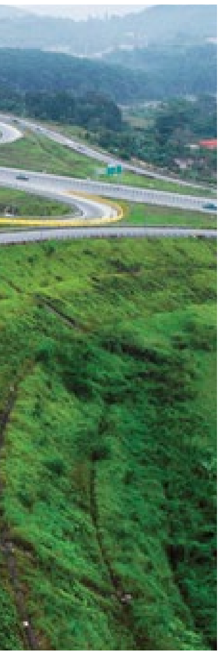

7


4


8


Tried. Tested. Trusted.

IJM was on a roll, and we went on an acquisition trail that culminated in landing Road Builder Group, a competitor. With this, IJM's footprint as good as doubled. The Company was firmly entrenched as a construction heavyweight.



2003

Received the CIDB Project and *MITI Industry Excellence Awards.* IJM Plantations Berhad ("IJMP") was listed on Bursa Malaysia's Main Board. Invested in the second Vivekananda Bridge in Kolkata, India.

2004/2005*

ICP became an IJM subsidiary. Secured the first Middle East project – Fortune Tower. Issued RM300 million CP/MTN papers. Awarded the construction of Kajang-Seremban Highway, Menara Commerce-Asset and Islamic Art Museum Extension projects.

* Represented 15 months ended 31 March 2005

2006

Achieved MS ISO 14001:2004 on Environmental Management Systems. Introduced PJ8 Tower in Selangor. Completed notable projects like the cable-stayed bridge over Sungai Prai, Butterworth Outer Ring Road (Packages 3 and 4) in Penang and the Impiana Hotel, Kuala Lumpur.

2007

Secured our first Malaysian toll road concession through Kajang-Seremban Highway. Overseas, the Group's successes included the Al Reem Island Development in the Gulf States, Delhi Metro and Jhansi-Sagar road projects in India.

2008

Acquired the Road Builder Group and expanded the concession assets portfolio with Kuantan Port, Kemaman Port, New Pantai Expressway and BESRAYA Highway. Commenced the DxP oil palm seed production. Unveiled the prestigious The Light City Waterfront development in Penang. Total assets exceeded RM11 billion for the first time.

2009

Secured Grand Hyatt Hotel in Kuala Lumpur, Electrified Double Track project from Seremban to Gemas (Package 1) and Six Laning of Chilakaluripet-Vijayawada Section in India. Commenced oil palm planting in Kalimantan, Indonesia.

2010

Completed various rights and bonus issues by IJM, IJM Land and IJMP. Received the NACRA *Industry Excellence Awards (Construction and Infrastructure)* for the sixth consecutive year and the *Contractor of the Year Award.*

2011

Awarded the Green Building Index certification for high-rise properties. Secured second Penang Bridge-Batu Kawan Expressway (Package 3B), National Cancer Institute and Pahang-Selangor Raw Water Transfer Project.

2012

Secured the first aboveground Klang Valley Mass Rapid Transit (MRT) Package and Perkeso Rehabilitation Centre in Melaka. Awarded the Malaysian Investor Relations Association for *Best Investor Relations Website (Mid Cap) Award.*

2013

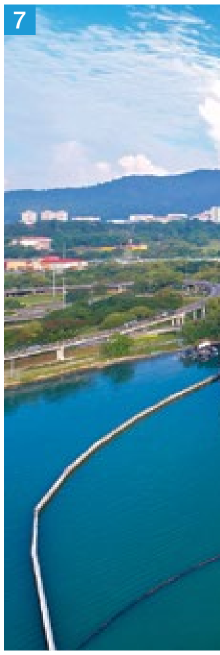
Acquired 9% stake in Scomi Group Berhad. Associate company, Kumpulan Europlus Bhd, secured the 233 km West Coast Expressway concession.

40 YEARS
RESPECTED PAST.
RESPONSIBLE FUTURE.

2014-TODAY

1. Phase 1, Royal Mint Gardens, London
2. Breakwater at Kuantan Port's New Deep Water Terminal
3. SMART IBS factory in Bestari Jaya, Selangor
4. Mass Rapid Transit (MRT) 2
5. Menara Prudential, Tun Razak Exchange (TRX), Kuala Lumpur
6. Malaysia–China Kuantan Industrial Park (MCKIP)
7. The Light Waterfront, Penang
8. Menara Prudential, HSBC and Affin Bank headquarters at TRX
9. Solapur-Bijapur Tollway, India
10. Mitsui Shopping Park Lalaport, Kuala Lumpur

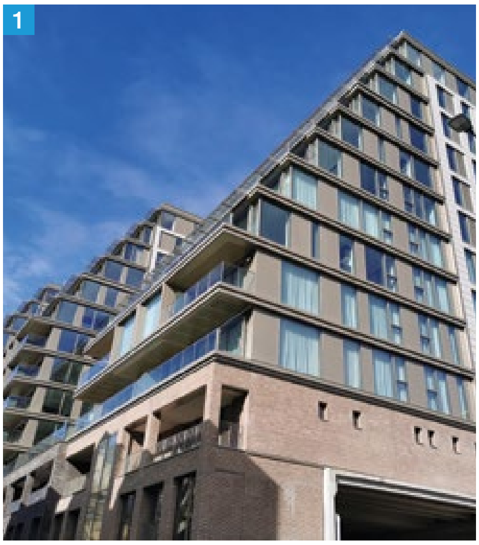
3


7


4


5


8

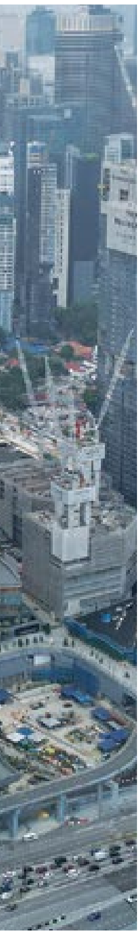

1


2


6


A tale of two halves

IJM thrived under Malaysia's Economic Transformation Programme until 2018, but government policy changes and the COVID-19 pandemic brought setbacks. In response, IJM prioritised building financial resilience and pursuing new avenues of growth, while deepening our commitment to sustainability.



9

10

2014

Achieved highest ever pre-tax profit of RM1.4 billion.

IJM Land goes private, enabling the company to leverage on IJM's financial standing and resources to undertake larger scale projects in the future.

2015

IJM developed its Blue Ocean Strategy and Digital Transformation Journey to elevate business growth and sustainability.

Awarded two of the biggest projects in the Company's history, the West Coast Expressway (RM6 billion) and Kuantan Port's New Deep Water Terminal Expansion (RM3 billion).

2016

Spearheaded the development of Malaysia-China Kuantan Industrial Park ("MCKIP") in Pahang, attracting FDI of RM21 billion in steel products, batteries, piles, tyres and paper industries.

IJM awarded MRT 2 viaduct package worth RM1.47 billion.

2017

IJM secures its biggest Build-Own-Transfer tollway project, the Solapur-Bijapur tollway, at RM1.3 billion.

Order book hits record high of RM9.41 billion.

IJM invests in Menara Prudential, in upcoming international financial district, Tun Razak Exchange.

2019

Completion and handover of Phase 1, Royal Mint Gardens – IJM's maiden property development in London.

Achieved strong building footprint at TRX through Menara Prudential, HSBC and Affin Bank Headquarters and TRX Residences.

2020

Partnered Perennial Real Estate Holdings Limited to develop The Light City Waterfront in Penang, with a gross development value of RM4.5 billion.

2021

Divested IJM Plantations Berhad to streamline IJM's Construction-Property-Industry-Infrastructure related businesses.

Completion of IJM's SMART industrialised building system (IBS) plant in Bestari Jaya with an annual capacity of 500,000 square metres or 3,000 homes.

Completion of Mitsui Shopping Park Lalaport, IJM's single-largest building project at Bukit Bintang City Centre.

IJM India sets a national record, completing 25.54 km of road on its Solapur-Bijapur tollway project in 18 hours.

Strategic blueprint launched for the financial years 2021 – 2023 to build a more future-ready IJM.

IJM signs up as a participant member of United Nations Global Compact Network.

2022

MCKIP entered into a joint venture with China Harbour Engineering Company Ltd. for the development of Malaysia-China Kuantan International Logistics Park, an integrated mixed development and logistics hub in Kuantan.

2023

IJM commits to net-zero by 2050 and developed IJM's Climate Strategy.

40 YEARS
RESPECTED PAST. RESPONSIBLE FUTURE.

MAKING HEADLINES THEN AND NOW

NEWS HIGHLIGHTS OVER 40 YEARS

For over 40 years, IJM has consistently made headlines, shaping narratives and keeping diverse stakeholders well-informed about the Company's progress. From success stories, financial results to corporate updates and thought leadership, it showcases the Group's legacy as a headline maker, both in the past and the present.

MAJOR BOOST

IJM Corp Bhd's construction order book has ballooned to more than RM9 billion, following a RM505 million job win by a wholly-owned unit yesterday. IJM Construction was awarded a superstructure contract for Affin Bank's new 47-storey headquarters at the Tun Razak Exchange.

IJM ORDER BOOK EXCEEDS RM9B

Unit bags RM505m contract to build Affin Bank's new 47-storey HQ at TRX

The Edge Financial Daily

Kuantan Port attracts RM5.3b oil refinery investment

IJM bags RM378m job to build office tower in Damansara Uptown

IJM WINS BEST MAJOR PROJECT AWARD AT MCIEA 2019

KUALA LUMPUR: IJM Corporation Bhd's unit, IJM Construction Sdn Bhd has recently won award for major buildings above RM100 million at the Malaysian Construction Industry Excellence Awards 2019 (MCIEA).

The award was for IJM Construction's work on Equatorial Plaza, a redevelopment of its Hotel Equatorial site, located in the Kuala Lumpur's golden triangle.

IJM Corporation chief executive officer and managing director Liew Hau Seng said the recognition of IJM's impressive building and construction credentials.

"For more than 35 years, IJM Construction has been entrusted with many projects that face of the nation and beyond — projects that have become the cornerstone of cities."

IJM Corp secures RM530m construction contract in TRX

BY SYAFIQAH SALIM

KUALA LUMPUR: IJM Corp Bhd has won a RM530 million contract for the construction of The Exchange TRX's residential component in Tun Razak Exchange (TRX).

In a filing with Bursa Malaysia, IJM Corp said the contract was awarded to its wholly-owned subsidiary, IJM Construction Sdn Bhd, by LQ Residential 1 Sdn Bhd, a joint venture between international property and infrastructure group Lendlease and TRX master developer TRX City Sdn Bhd.

The project comprises a 53-storey tower with 443 units of serviced apartments, and another 57-storey tower with 453 units, together with residential facilities, car parks and commercial space.

TRX Residences is a great fourth addition to IJM's portfolio of iconic projects in TRX.

"TRX Residences is a great fourth addition to IJM's portfolio of iconic projects in TRX and an acknowledgement of our extensive expertise in high-rise building construction projects," IJM Corp group chief executive officer and managing director Liew Hau Seng said in a statement.

IJM is currently undertaking the construction of HSBC Malaysia's and Affin Bank's new headquarters, scheduled for completion by end-2020. Menara Prudential, which IJM developed and owns, was completed in May 2019 and is 83% tenanted.

IJM Corp shares closed four sen or 2.17% down at RM1.80 yesterday, valuing the group at RM6.53 billion.

The Edge Financial Daily, WEDNESDAY, 14 MARCH 2018

IJM wins RM1.12b LRT3 underground contract

IJM's track record seen helping it to get jobs

IJM: A GREAT MALAYSIAN STORY TO BE TOLD

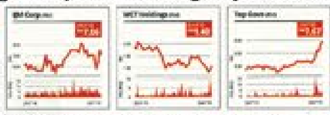
IJM Land sees RM30b GDV for its landbank

UPBEAT: But CEO says value can double as various developments progress

IJM Corp secures RM484.2mil contracts

Job win to raise order book by 7% from RM6.7bil

RM100m net gain for IJM from India highway stake sale



...mence soon ...xpressway

questioning whether the expressway would be completed by 2006 as scheduled.

Dr Koh said the four-lane highway would be ready in five years, depending on the economic situation, adding that it would be expanded into six lanes and linked up with flyovers and outer ring roads.

He said he had "openly admitted" that there was a delay on the project

IJM indirect unit to invest in India highway concessionaire

Abdullah said contractors proposing infrastructure projects should plan creatively to reduce the cost to the Government.

IJM's creative financing of the project does not impose any burden on the Government's cash flow or budget. The company has combined competency in construction with finesse in finance. It was able to pay upfront for construction of the Jelutong Expressway, as well as own tolled highways in India, and the group is still able to maintain a moderate level of borrowings.

IJM CORP BAGS ITS LARGEST INDIAN PROJECT

...ntract to develop the ... Samantha Ho has the story on ...

IJM secures road building project in India

Kuala Lumpur: IJM Corp Bhd's joint venture with Satyam Construction Ltd of India has secured a letter of award for the construction of the Mumbai-Pune Expressway Section A in India.

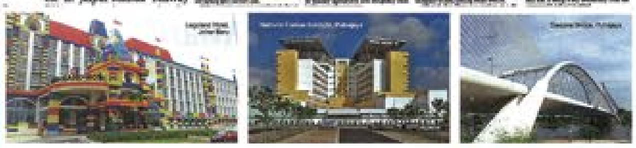
The 18km concrete pavement expressway, from Kon to Chowk in the State of Maharashtra, was awarded at a contract price of Rs136,81,93,946 (RM150 million).

IJM said in a statement to the KLSE that construction will take 27 months from the date of signing the contract.

IJM also announced that its 100%-owned subsidiary IJM Plantations Sdn Bhd has disposed 150,000 shares of RM1 each representing a 10% stake in Loongsyn Sdn Bhd for RM500,000 cash.

Following the disposal, Loongsyn will be a 50% associate company of IJM.

The principal activities of Loongsyn are wholesaling and retailing of agricultural fertilisers and chemicals and plantations.

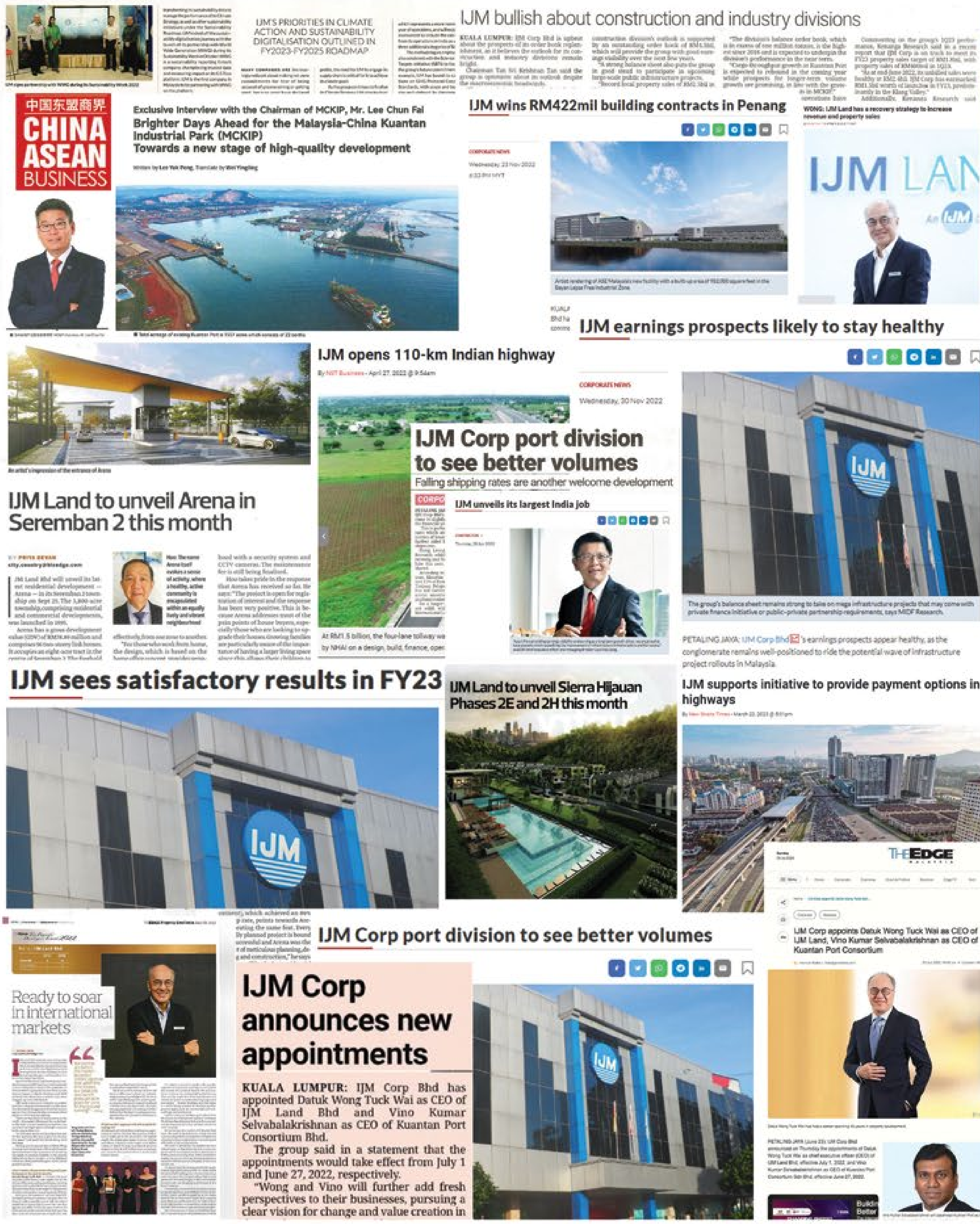


Builder of the Year Award

YEARS
RESPECTED PAST.
RESPONSIBLE FUTURE.

IJM IN THE NEWS

NEWS HIGHLIGHTS IN FINANCIAL YEAR 2023



IJM'S PRIORITIES IN CLIMATE ACTION AND SUSTAINABILITY DIGITALISATION OUTLINED IN FY2023-FY2025 ROADMAP

IJM bullish about construction and industry divisions

中国东盟商界 CHINA ASEAN BUSINESS

Exclusive Interview with the Chairman of MCKIP, Mr. Lee Chun Fai
Brighter Days Ahead for the Malaysia-China Kuantan Industrial Park (MCKIP)
Towards a new stage of high-quality development

IJM wins RM422mil building contracts in Penang

IJM earnings prospects likely to stay healthy

IJM opens 110-km Indian highway

IJM Corp port division to see better volumes
Falling shipping rates are another welcome development

IJM unveils its largest India job

IJM Land to unveil Arena in Seremban 2 this month

IJM sees satisfactory results in FY23

IJM Land to unveil Sierra Hijauan Phases 2E and 2H this month

IJM supports initiative to provide payment options in highways

THE EDGE

IJM Corp appoints Datuk Wong Tuck Wai as CEO of IJM Land, Vino Kumar Selvabalakrishnan as CEO of Kuantan Port Consortium

Ready to soar in international markets

IJM Corp port division to see better volumes

IJM Corp announces new appointments

KUALA LUMPUR: IJM Corp Bhd has appointed Datuk Wong Tuck Wai as CEO of IJM Land Bhd and Vino Kumar Selvabalakrishnan as CEO of Kuantan Port Consortium Bhd.

The group said in a statement that the appointments would take effect from July 1 and June 27, 2022, respectively.

"Wong and Vino will add fresh perspectives to their businesses, pursuing a clear vision for change and value creation in

IJM Land partners RHB for SWITCH scheme

IJM Corp appoints Lee Chun Fai as group CEO, MD

By NST Business - February 3, 2023 @ 5:53pm

IJM inks RM360mil Sukuk Murabaha subscription with CIMB

CORPORATE NEWS

Monday, 18 Jul 2022 5:48 PM MYT

THE EDGE MALAYSIA

MCKIP in Kuantan celebrates 10th anniversary with new land-sea route

Maintaining Grade A standards

GOLD MENARA PRUDENTIAL

IJM joint venture to develop integrated logistics hub

CONSTRUCTION

Thursday, 04 Aug 2022

Related News

Night race returns with over 5,600 cyclists

Getting there

IJM wins Kapar Hospital, LHDN Shah Alam tower contracts worth RM982m

IJM 'well-positioned' for long-term growth

IJM AT A GLANCE

IJM's growth is fueled by a twin focus: strengthening our existing foothold while venturing into new markets. This duality is embedded into our business philosophy since inception to better manage the ever-changing operating landscape in different geographies and sectors.

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

ESTABLISHED 1983
LISTED 1986
PRESENCE IN 7 COUNTRIES

3,289
EMPLOYEES

MARKET CAPITALISATION
RM**5.62** billion
(CAGR of 12% since listing in 1986)

TOTAL ASSETS
RM**20.51** billion
(Growth of 120x since 1986)

REVENUE
RM**4.57** billion

PROFIT BEFORE TAX
RM**483.03** million

EARNINGS PER SHARE
4.49 sen

DIVIDEND PER SHARE
8 sen

OUTSTANDING CONSTRUCTION ORDER BOOK
RM**4.42** billion

PROPERTY GROSS DEVELOPMENT VALUE (GDV)
RM**42.9** billion
across a **LANDBANK** of
3,764 acres

INDUSTRIAL CONCRETE PRODUCTS PILES BALANCE ORDER BOOK
1.0 million tonnes

Figures updated as at 31 March 2023

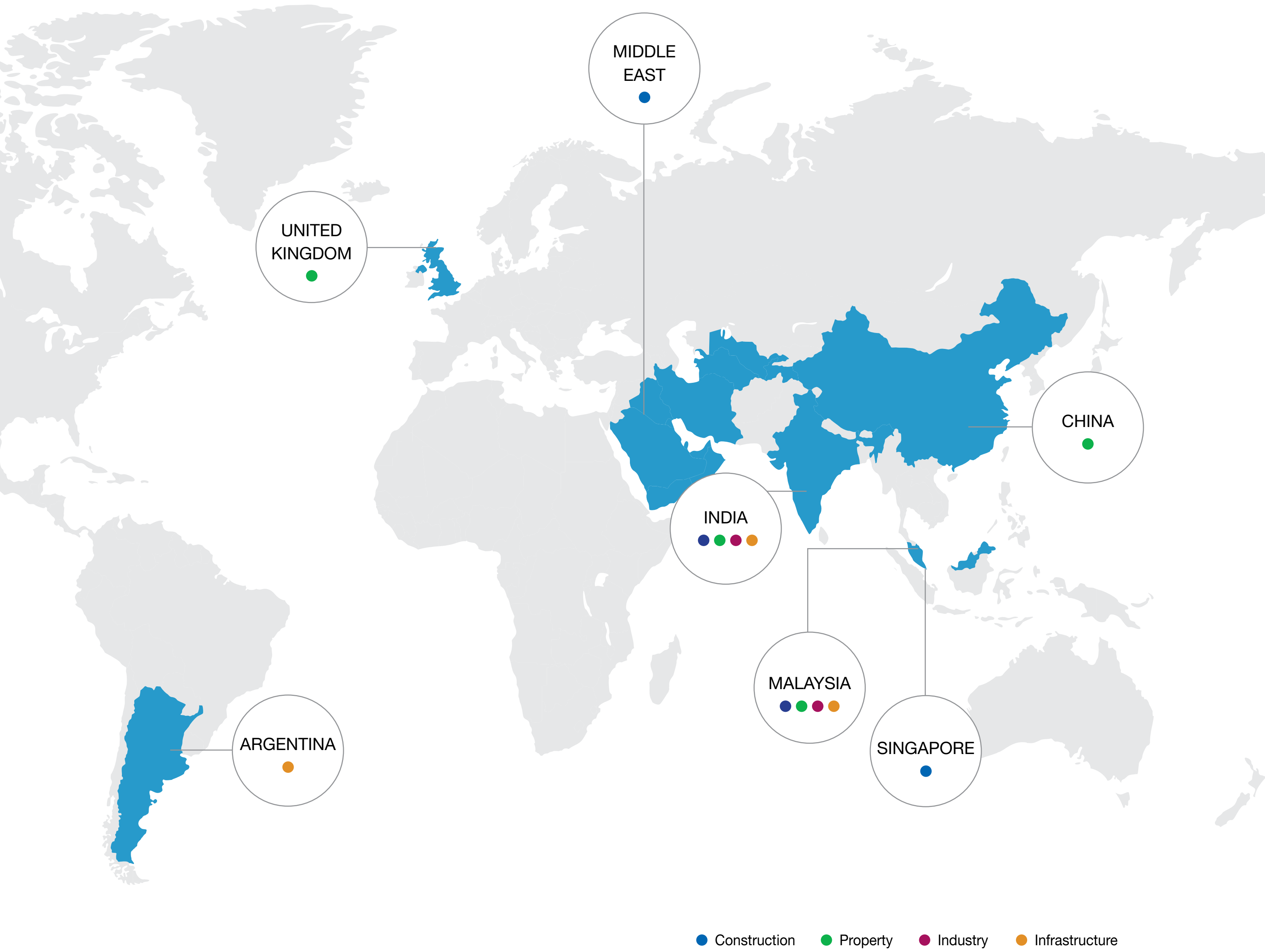
OUR GLOBAL PRESENCE

Embracing opportunities: Our vision for global expansion

As IJM celebrates its 40th anniversary, we stand proud of our presence in seven countries, where we are recognised for delivering quality and innovative solutions. These outcomes are attributed to IJM's commitment to excellence and adaptability in different geographies.

Looking ahead, IJM will continue to pursue overseas projects that are aligned to our vision, mission, core values and business charter.

With an impressive track record and a well-defined strategic outlook, IJM is poised to seize new opportunities and conquer new frontiers on the global stage. By investing in new business engines and exploring new geographical markets, we are proactively positioning ourselves for sustainable growth.



CORPORATE PROFILE

Headquartered in Malaysia, IJM is a leading construction group with a global presence. Our success lies in harnessing synergies between our four core businesses: Construction, Property, Industry and Infrastructure. Each business is an industry leader in their own right, driven by the Group's shared vision and mission.

For 40 years, IJM has been redefining skylines, connecting communities and enriching lives both in Malaysia and on the international stage. Our multidisciplinary workforce, progressive leadership, financial prudence and enterprise have made us a sought-after partner for privatisation and iconic and complex projects across various sectors.

Incorporated in 1983 to professionalise the Malaysian construction industry, IJM represents the merger of three mid-size construction companies. Three years later in 1986, the Group was listed on Bursa Malaysia, and has been growing from strength to strength ever since. One of the biggest game changers was the acquisition of Road Builder Group in 2008, a merger that lifted IJM's profile further, with the inclusion of an impressive array of iconic buildings, townships and infrastructure projects.

IJM has demonstrated exceptional resilience, successfully navigating three economic crises and numerous policy shifts as well as overcoming the challenges posed by the COVID-19 pandemic. Through unwavering commitment, we have remained steadfast in fulfilling our promise to stakeholders as a successful business.

Our Core Businesses

IJM began its journey as a construction company, subsequently diversifying into property development, industry and infrastructure concessions. A notable venture was the foray into plantations. Through robust risk management, this business became a lucrative asset, particularly during construction industry downturns. However, in 2021, the strategic decision to sell the plantations business was made to streamline and fortify the Group's construction-related activities, further sharpening our focus.

Our core businesses have played pivotal roles in our growth. IJM's Construction Division has been entrusted with various prestigious and complex projects, both greenfield and brownfield, that are a part of nation-building and urban renewal. In Kuala Lumpur city centre alone, we have built soaring skyscrapers that have reshaped

Three Residences, Penang

the city skyline. Elsewhere, our infrastructure projects have been connecting communities and transforming the landscape of nations.

The Group's property arm, IJM Land Berhad, stands out as one of Malaysia's largest real estate developers. Renowned for its award-winning developments in strategic growth areas, IJM Land's portfolio spans expansive townships, commercial buildings and high-rise condominiums. Presently, IJM Land is involved in projects in London, United Kingdom and China, further expanding our global footprint. 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, spearheaded by Industrial Concrete Products Sdn. Bhd. ("ICP"), is involved in quarrying and manufacturing building materials. Our Industry business is also strategically positioned to provide a reliable supply chain that bolsters the Group's construction operations. ICP's expertise extends to

Rimbun Vista @ Seremban 2 Heights


UOB Tower 2,Kuala Lumpurr


Kuantan Port


ICP Factory stockyard


MRT 2


LEKAS Highway

high-strength concrete piles, catering to both domestic and export markets. Notably, ICP has emerged as a market leader in pretensioned spun high-strength concrete piles in Southeast Asia, while commanding a strong presence in Malaysia and India.

The Group is also an investor, owner and operator of privatised infrastructure concessions that generate steady recurring income streams. In Malaysia, the ownership extends to prominent expressways such as NPE, BESRAYA and LEKAS, along with the management of Kuantan Port. IJM also holds an equity interest in the West Coast Expressway, which is presently under construction with IJM Construction serving as the main contractor.

Building on its track record as a concessionaire for privatised infrastructure in Malaysia, IJM has garnered further recognition through the awarding of Build-Operate-Transfer projects abroad. Notable international investments include the Chilakaluripet-Vijayawada Tollway, Dewas Bypass and Solapur-Bijapur Tollway in India, as well as the Western Access Tollway in Argentina.

As we enter our fourth decade of business, IJM has made the United Nations Sustainable Development Goals as our top priority. Our focus is on delivering sustainable value – economic, social and environmental – in alignment with global standards and practices. We aim to be a more responsible builder, elevating industry standards and upholding sustainable practices.

At IJM, we firmly believe in our shared destiny with employees, recognising that their contributions are key to our on-going success. Our commitment to ethical business conduct and responsible growth, driven by sustainability principles, defines the core of our character. As of 31 March 2023, our market capitalisation of RM5.62 billion, total assets valued at RM20.51 billion, and a dedicated workforce of approximately 3,300 employees showcase our financial strength and human capital.

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 our stakeholders that we will leverage on our experience and know-how to deliver inspired solutions that bear the *IJM Mark of Excellence*.

AWARDS AND ACCOLADES

As a Group, we are proud to be recognised by the marketplace as well as national and international organisations for our leadership, projects and products. Below are highlights of awards won in recent years, a selection that is not exhaustive.

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 and Achievements**
  - High QLASSIC Achievement for Bandar Rimbayu Phase 12B in 2022
  - High QLASSIC Achievement for Seremban 2 Phase 3i BW01 Parcel 2 in 2023
  - High QLASSIC for Seremban 2 Phase 3i BW02 Parcel 2 in 2023
  - 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
- **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
- **LEED and GBI Achievement in Projects**
  - LEED 2009 Core and Shell Development for Imazium in 2022 – Gold
  - LEED v4 Building Design and Construction for HSBC in 2022 – Gold
  - GBI Achievement for Equatorial Plaza in 2022 – Gold
- **Construction Industry Development Board (CIDB) – Safety and Health Assessment System (SHASSIC)**
  - 5-star rating for TRX Residence in 2023
  - 5-star rating for the HSBC, WCE Section 3, Kuchai Link 2 and Seremban 2 project sites in 2019
- **Construction Industrial Development Council (CIDC) of India 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

PROPERTY

- **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
- **Putra Brand Awards**
  - Property Development Category (Silver) in 2022
  - 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 Awards**
  – All-Stars Award for IJM Land; for the Neighbourhood Award (Excellence) - Bandar Rimbayu; the Starter Home Award (Excellence) - Residensi Suria Pantai, Pantai Sentral Park; the Neighbourhood Award (Honours) - Seremban 2 in 2022
  – All-Stars Award for IJM Land; the Close-To-Home Award (Excellence) – Riana Dutamas; the Borneo Star Award (Excellence) – Bandar Utama Sandakan in 2021
  – All-Stars 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-Stars Award for Top Ranked Developer of the Year and the Poseidon Award Category (Excellence) Best Waterfront Development for The Light Waterfront Penang in 2018
  – All-Stars Award for 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-Stars Award for 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 2022, 2021, 2020, 2019, 2018, 2017, 2016 and 2015
  – Property Development Excellence Award for Seremban 2 in 2016
- **BCI Asia Top 10 Developer Awards (Malaysia)**
  – 2022, 2021, 2020, 2018, 2016, 2015 and 2014
- **Construction Industry Development Board (CIDB) Quality Excellence Awards and Achievements**
  – High QLASSIC Achievement Awards for Taman Austin Duta Phase 6 in 2021
  – High QLASSIC Achievement for Bandar Rimbayu Swans Phase 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 DeBunga Residensi in 2017
- **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

- **ASEAN Corporate Governance Awards**
  – Top 50 Public Listed Companies in ASEAN in 2015
- **APEC Port Service Network (APSN) Green Port 2022**
  – Kuantan Port
- **The Edge Malaysia Best Managed & Sustainable Property Awards 2022**
  – Menara Prudential, Below 10 Years: Non-strata Office (Gold Winner)
- **MSWG-ASEAN Corporate Governance Awards**
  – Industry Excellence Award (Construction) in 2019
  – Excellence Award for Corporate Governance Disclosure; Industry Excellence Award (Construction) 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
- **Anugerah Integriti, Governans dan Antirasuah (AIGA) 2020**
  – Silver Award (Kuantan Port)
- **Sustainability Performance Awards 2022**
  – Partnership for the Goals Recognition
- **Star Outstanding Business Award (SOBA) 2022**
  – Best Green Initiative for BESRAYA
- **Anugerah Kecemerlangan Personel Industri Lebuh Raya 2021**
  – BESRAYA, LEKAS, NPE
- **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
- **Anugerah Inovasi dan Keselamatan Lebuhraya**
  – Gold Award for BESRAYA in 2021

WORKPLACE AND DIVERSITY

- **Malaysia's 100 (M100)**
  – 2nd Runner-up in 100 Most Popular Graduate Employers in the Property & Development Sector in 2022
  – 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**
  – Top 5 in Most Attractive Graduate Employers To Work For in Property Developer and Construction Categories in 2023
  – 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

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

INDUSTRY

- Industrial Concrete Products Sdn Bhd
  - Durabon Sdn Bhd
  - ICPB (Mauritius) Limited
    - IJM Concrete Products Private Limited
  - IJM IBS 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
  - ITD Media & Advertising Sdn Bhd
  - West Coast Expressway Sdn Bhd
- IJM Investments (M) Limited
  - IEMCEE Infra (Mauritius) Limited
    - GVK Gautami Power Limited

■ 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

- 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

- 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
  - Dian Warna Sdn Bhd
  - Ikatan Flora Sdn Bhd
  - RB Property Management Sdn Bhd
  - Seremban Two Holdings Sdn Bhd
  - Seremban Two Properties 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
- RB Development Sdn Bhd
- Mintle Limited
  - RMS (England) Limited
    - RMS (England) Rentals Limited
- Asas Panorama Sdn Bhd
- Kuantan Pahang Holding Sdn Bhd
- MCKILP Development 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
  - Exio Logistics 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

- 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
  - Warga Sepakat Sdn Bhd

- 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
■ Globalcomm Solutions Sdn Bhd
- Globalcomm Telecommunications Sdn Bhd

■ IJM Treasury Management Sdn Bhd

CORPORATE DIARY AND HIGHLIGHTS

2022 • APRIL

2 April 2022
Distribution of Dates to Kampung Pasir Residents

The NPE team distributed dates to the residents of Kampung Pasir in conjunction with the month of *Ramadan*.

8 April 2022
Opening of Ramp 5A

The official opening of Ramp 5A at BESRAYA Highway to provide easy access to the highway for road users heading towards Jalan Cheras.

15 April 2022
Berkat Ramadan Programme at NPE Highway

The *Berkat Ramadan* programme was held every Friday at the administration office of the Toll Division, NPE Highway, during the fasting month. Each department took turns preparing and distributing dishes for all staff members to break their fast.

16 April 2022
University Malaya Civil Convention

The industrialised building system (IBS) team participated as an exhibitor, showcasing the latest technology and precast applications to students and academicians. During the event, Afiq Ammar, a BIM Engineer, delivered a talk on SMART IBS.

20 April 2022
Distribution of *Bubur* to Highway Users during Ramadan

Toll Division's staff prepared various types of *bubur* (traditional Malay porridge) to be distributed to highway users during *Ramadan*. The BESRAYA team prepared *bubur lambuk*, the NPE team prepared *bubur jagung*, and the LEKAS team prepared *bubur cha cha*.

26 April 2022
MoU for Cooperation between Kuantan Port and Qinzhou Port

Kuantan Port and Qinzhou Port strengthened bilateral cooperation between Malaysia and China by signing a memorandum of understanding (MoU) to jointly build a new international land-sea trade corridor logistics node.

27 April 2022
The Launch of *Op Selamat ke 18 Peringkat Ibu Pejabat Polis* Daerah Serdang

The launch of *Op Selamat ke 18 Peringkat Ibu Pejabat Polis* Daerah Serdang was held at Mines South Toll Plaza, BESRAYA Highway.

28 April 2022
Op Selamat ke 18 Hari Raya Aidilfitri by PDRM Petaling Jaya at NPE Highway

The launch of the festive road safety campaign *Op Selamat ke 18 Hari Raya Aidilfitri* by PDRM Petaling Jaya took place at PJS 2 Toll Plaza, NPE Highway.

2022 • MAY

12 May 2022
Analysts Visit the IJM IBS Bestari Jaya Production Plant

Guests from the banking and finance sector had an experiential facility tour at the IJM IBS Bestari Jaya. Following a tour of the facility, a sharing session took place, covering topics such as the SMART IBS system, company-wide innovation and sustainability efforts.

24 May 2022
Toll Division *Hari Raya* Celebration

The division's Hari Raya celebration was held at BESRAYA Highway, featuring several significant events, including the *Anugerah Kakitangan & Jurutol Terbaik Setengah Tahun Kedua 2021* (Best Employee & Toll Booth Operator Awards for the Second Half of 2021), *Penyampaian Agihan Zakat* (Distribution of *Zakat*), and *IJM Academic Excellence Award 2021*.

30 May 2022
Majlis Anugerah Kecemerlangan Personel Industri Lebuh Raya Tahun 2021

Toll Division was honoured as the recipient of the prestigious 2021 *Outstanding Personnel Service Award in the Highway Industry*. This recognition was bestowed by the Malaysian Highway Authority in acknowledgment of Toll Division's remarkable contributions and exemplary service.

2022 • JUNE

1 June 2022
Kuantan Port Firearms Training 2022

Kuantan Port's Police Department held its annual Firearms Training 2022. Around 80 auxiliary policemen participated, sharpening their shooting skills with different handguns, including Benelli shotguns. The training focused on improving gun-handling and fostering self-confidence in the Port Police team.

16 June 2022
Visit by Malaysia Investment Development Authority (MIDA)

Kuantan Port welcomed a visit from the MIDA East Coast Rail Line (ECRL) Unit, headed by Farez Amha Abdullah, Senior Deputy Director of the ECRL unit. The delegates were briefed on Kuantan Port's development, infrastructure and facilities available for potential investors and customers in relation to the ECRL.

19 June 2022
Uptown Square Launch

The launch of Uptown Square in IJM Rimbayu in June was well received, with 119 units being swiftly purchased within a few days of the official launch.

25 June 2022
Visit by the Deputy Minister of Transport

Kuantan Port welcomed YB Dato' Henry Sum Agong, Deputy Minister of Transport on his inaugural visit, with his entourage. The delegates were briefed on the port's current and future developments during a cruise on the tug boat PEKAN. A Q&A session took place involving the Ministry, Kuantan Port Authority and Kuantan Port.

29 June 2022
IJM Land's Strategic Partnership with RHB Bank for *SWITCH* Scheme

IJM Land embarked on the *SWITCH* scheme with RHB Bank, a buy-back scheme for homebuyers and homeowners of two pilot projects, namely Savvy Riana Dutamas, KL and Duta Perintis Apartments, Bandar Alam Suria. The scheme allows homeowners to return their property to the developer due to involuntary unemployment during the coverage period.

CORPORATE DIARY AND HIGHLIGHTS

2022 • JULY

4 July 2022
Visit by Sabah Ports Sdn Bhd

Kuantan Port warmly received Sabah Ports during their one-day working visit. Both ports exchanged information and views on the maritime business environment and future developments. Kuantan Port believes in continuous knowledge sharing with industry players for mutual benefit.

5 July 2022
Friendly Badminton Match between IJM Toll Division and the Malaysian Highway Authority (MHA)

A friendly badminton match was organised between IJM Toll Division and the Malaysian Highway Authority (MHA) to foster stronger relationships between the two parties. The event aimed to enhance ties and promote camaraderie.

12 July 2022
Signing Ceremony of MCKILP Joint Venture Agreement

IJM marked another milestone with the signing of the Malaysia-China Kuantan International Logistics Park (MCKILP) Joint Venture and Collaboration Agreements via a live video conference with its counterparts in China.

13 July 2022
Visit by the Ministry of Infrastructure and Port Development Sarawak

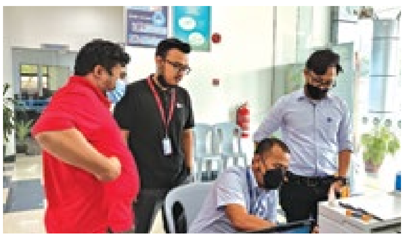
Kuantan Port had the privilege of hosting a delegation from the Ministry of Infrastructure and Port Development Sarawak, headed by YB Dato Majang Renggi, Deputy Minister of Infrastructure and Port Development Sarawak.

15 July 2022
Fruit Festival at NPE Highway

NPE staff organised a delightful fruit festival where various types of fruits were made available for all staff to savour and enjoy.

20 July 2022
EPF Helpdesk Counter at NPE

A helpdesk counter was set up at at the NPE office, providing staff with the convenience of checking matters related to their EPF contributions.



20 July 2022
Visit by Affin Hwang Investment Bank and IJM Investor Relations

Kuantan Port welcomed the Affin Hwang Investment Bank delegation with fund managers from PNB, PERKESO, KWAP, Lembaga Tabung Haji, Principal Asset Management, Amanahraya Investment Management and Astute Fund Management. The delegation went on a familiarisation tour and were also briefed on the expansion and rapid growth in Kuantan Port.

21 July 2022
Fruit Festival at BESRAYA Highway

BESRAYA staff organised their very own fruit festival with varieties of fruits for all staff to enjoy.

2022 • AUGUST

11 August 2022
Zakat Information Counter by PPZ NPE

Information sharing on *zakat* by Pusat Pungutan Zakat (PPZ) for all staff.

15 August 2022
Menara Prudential Receives Award at The Edge Malaysia Best Managed & Sustainable Property Awards 2022

Menara Prudential emerged as the Gold Winner in the Below 10 Years: Non-strata Office Category of The Edge Malaysia Best Managed & Sustainable Property Awards 2022.

17 August 2022
Kuantan Port Officially Reopens its Palm Oil Berth 1 and 2

After ten months of refurbishment, Kuantan Port's historical structure was relaunched by the General Manager of the Kuantan Port Authority, Dato' Khairul Anuar Bin Abdul Rahman, along with representatives from FGV Holdings Berhad and Kuantan Port. The berth, operational since 1981, has been upgraded, revitalising its functionality while preserving its historical significance.

18 August 2022
Saringan Kesihatan 2022 by Beacon Hospital at NPE

A free health check for staff was organised at the NPE office in collaboration with Beacon Hospital. This initiative aimed to prioritise the well-being of employees by providing them with access to essential health screenings and assessments.

19 August 2022
Dental hygiene webinar at NPE

The staff of BESRAYA and LEKAS attended a briefing and webinar, both in-person and online, conducted by Klinik Pergigian Aimi on the topic of A *Lifetime of a Healthy Smile*. This informative session aimed to promote dental health awareness among employees, ensuring a better understanding of maintaining oral hygiene and overall well-being.

24 August 2022
IJM Land Clinches the All-Stars Award

IJM Land garnered the All-Stars award, while IJM Rimbayu, Suria Pantai at Pantai Sentral Park and Seremban 2 developments were also recognised with individual property awards at the StarProperty Awards 2022.

25 August 2022
Seminar on SMART IBS: The Way Forward for IBS Adoption in Malaysia

IJM IBS hosted its inaugural seminar, drawing a strong participation with over 70 attendees from esteemed organisations such as JKR, CIDB, and CREAM. At the event, participants earned 4 CPD points.

26 August 2022
IJM Land - Top 10 Developer at BCI Asia Awards Malaysia 2022

IJM Land has been named one of the Top 10 Developers in Malaysia at the prestigious BCI Asia Awards 2022. This award recognises developers with the greatest aggregate value of projects under construction during the last full calendar year, weighted by the extent of their sustainability efforts and confirmed local green building ratings.

CORPORATE DIARY AND HIGHLIGHTS

26 August 2022
Program Prelude Aspirasi Merdeka SelangorFM 2022 at BESRAYA Highway

Distribution of *Jalur Gemilang* flags by SelangorFM in the spirit of Merdeka took place at Mines South Toll Plaza, BESRAYA Highway and it was aired on the *Selamat Pagi* Malaysia segment, RTM TV.

26 August 2022
Merdeka Month Celebration at NPE Highway

NPE staff organised exciting Merdeka events to boost the patriotic spirit among staff.

27 August 2022
IKON @ Centrio in Seremban 2 by IJM Land

IJM Land saw healthy sales take-up of its 125 units of 2 and 3-storey shops at IKON@Centrio Phase 1 in Seremban 2, achieving a take up rate of 85%.

27 August 2022
Kuantan Port CSR - Gotong-Royong Kemerdekaan 2022

The corporate social responsibility event to clean up public spaces successfully attracted nearly 100 volunteers from Kuantan Port, villagers of Kampung Selamat, port users, Lembaga Pelabuhan Kuantan, Kuantan City Council and Pasukan 2 Skuadron Pakar Pelabuhan. The unique value of this group of Pantai Timur people is that, they are always welcoming and treat everyone like their own family. This spirit was clearly shown during the *gotong-royong* CSR programme at Kampung Selamat Pelabuhan.

30 August 2022
Hamper Contribution to *Persatuan Kebajikan Penduduk Kampung Malaysia Tambahan, Kuala Lumpur*

BESRAYA Highway extended its support to the *Persatuan Kebajikan Penduduk Kampung Malaysia Tambahan* by contributing 50 hampers towards their *Program Bulan Kemerdekaan 2022*.

30 August 2022
Distribution of *Jalur Gemilang* Hygiene Sets on BESRAYA Highway

BESRAYA Highway collaborated with Tanjung Balai to distribute *Jalur Gemilang* flags, hygiene sets and candy flags to BESRAYA Highway users during the Merdeka month celebrations.

2022 • SEPTEMBER

2 September 2022
Merdeka Month Celebration at BESRAYA Highway

BESRAYA Highway's Merdeka month celebration featured a range of activities, including the IJM flag handover, Kementerian Kerja Raya Games participation, Best Staff and Toll Collector Award, Patriotic Song Karaoke Competition and Office/Toll Plaza Merdeka Decoration Competition.

3 September 2022
Deepest Vessel Berthed at Kuantan Port

The vessel was skillfully piloted into the Kuantan Port New Deep Water Terminal (NDWT) with only a 2-metre gap between the ship's hull and the seabed. Subsequently, Kuantan Port revised the draft for the NDWT from 14.5 metres to 16.5 metres, which allows the port to handle vessels up to 180,000 DWT.

7 September 2022
Sukan Kerja Raya 2022 (SKR) at UUM Sintok, Kedah

The Toll Division participated in the *Kementerian Kerja Raya Games (SKR)* 2022 held at UUM Sintok, Kedah.

8 September 2022
Kuantan Port Fire Drill Exercise

Kuantan Port recently organised a fire drill exercise covering three scenarios. It began with a protest by crew on a vessel causing fire, followed by the second situation which was the rescue of a crew who fell into the water and ended with the arrest of all the protesters.

13 September 2022
Basic Occupational First Aid & CPR (BOFA) Training

IJM's Toll Division conducted Basic Occupational First Aid & CPR (BOFA) Training at LEKAS Highway to equip staff with the necessary knowledge in cases of emergency.

22 September 2022
Commencement of Delivery and Installation of IJM IBS Precast Panel for ViTrox Campus, Batu Kawan, Penang

IJM IBS successfully delivered 4,500 m^2 of precast façade wall panels, utilising an efficient installation process with only four workers on site. The project also attained an impressive QLASSIC score of 85.

25 September 2022
The Launch of IJM Land's Arena 96-unit 2-storey Link Homes

The Arena 96-unit double-storey link homes in Seremban 2 were successfully launched and have garnered significant interest in the market, achieving a take-up rate of 90%.

27 September 2022
IJM Kicks Off Sustainability Digitalisation Journey

IJM embarked on digitally transforming its sustainability data to manage the performance of its Climate Strategy, as well as other sustainability initiatives under the Group Roadmap. IJM kicked off the sustainability digitalisation journey with the launch of its partnership with World Wide Generation (WWG) as a prelude to its Sustainability Week in October.

28 September 2022
IJM Board of Directors Visit to Kuantan Port

Kuantan Port welcomed the IJM Board of Directors who were on a working visit to Kuantan Port. They spent two days visiting Kuantan Port and Malaysia-China Kuantan Industrial Park (MCKIP), where they were briefed on current and future developments and prospects in the area.

CORPORATE DIARY AND HIGHLIGHTS

2022 • OCTOBER

4 October 2022
IJM Sustainability Week 2022

IJM kicked off its Sustainability Week 2022 with series of events held by IJM Sustainability champions and colleagues. One of the highlights was the electric vehicle presentation and display by Yinson.

11 October 2022
IJM Donates Wireless Handheld Ultrasound Imaging System to the National Kidney Foundation of Malaysia

IJM donated three units of wireless handheld ultrasound imaging system with a value of RM87,000 to the National Kidney Foundation of Malaysia (NKF). The systems were the first being placed at NKF dialysis centres in Ipoh, Kepong and Selayang for their kidney patients' use.

12 October 2022
Visit by Muara Port and Universiti Brunei Darussalam

Kuantan Port welcomed Muara Port Company Sdn Bhd and Universiti Brunei Darussalam School of Business and Economics. This visit also aimed to broaden perspectives and familiarise the delegation with the business practices of the Beibu Group of Companies, in addition to strengthening cooperation between both ports.

12 October 2022
Visit by Loh Lay Choon, IJM Board Director, Toll Division

One of IJM's Board of Directors, Loh Lay Choon, accompanied by Ng Yoke Kian and Siew Yee Ching, visited the Toll Division for a better understanding of the toll business and its prospects.

14 October 2022
Majlis Perasmian Mural & Pelancaran Sukan antara Rumah Sesi 2022/2023 at NPE Highway

The launch of murals by staff of NPE whereby creative designs and hidden talents were recognised.

15 October 2022
MV Heng Mao, the Deepest Vessel Berthed in Kuantan Port

Kuantan Port welcomed MV Heng Mao, with a draught of 16.4 meters, marking it the deepest vessel ever berthed at the port. With a capacity of 180,000 DWT, it is also the heaviest vessel to call at Kuantan Port. The successful berthing of MV Heng Mao is attributed to the exceptional expertise of our pilots, led by Chief Pilot Captain Zaidi Abdul Zilah, and the dedication of our operations team.

15 October 2022
RHB LEKAS Highway Ride 2022

This year marked the return of Malaysia's No. 1 closed highway night cycling event, the RHB LEKAS Highway Ride after a two-year hiatus due to the COVID-19 pandemic. The event attracted over 5,600 local and international cyclists.

15 October 2022
Kuantan Port Cycling Team at RHB LEKAS Highway Ride 2022

Congratulations to the Kuantan Port Cycling Team for taking the podium as the 2nd runner-up for the 120 km corporate category of the RHB LEKAS Highway Ride 2022. The RHB LEKAS Highway Ride is one of Kuantan Port's must-attend annual cycling events.

20 October 2022
IJM Land's Quality Assessment System in Construction Award

IJM Land was named among the recipients of the Quality Assessment System in Construction (QLASSIC) Award at the SHEQ Day 2022 hosted by the Malaysian Construction Industry Development Board (CIDB). The recognition was obtained through the Austin Duta (Phase 7) project in Johor that scored 86% in QLASSIC.

20 October 2022
BuletinFM Radio Interview (101.3MHZ) with IJM Toll Division's CEO

As part of our highway awareness initiative, BuletinFM Radio interviewed Puan Wan Salwani, CEO of IJM Toll in their *Breakfast Show* segment.

21 October 2022
Spreading the Deepavali Spirit

In conjunction with Deepavali, IJM Toll presented a special gift to staff to light up their festive celebrations.

21 October 2022
Program Kerohanian at BESRAYA Highway

BESRAYA Highway organised a spiritual programmme with prayers and knowledge sharing by Ustaz Salman. The programme was conducted physically and online, for staff from NPE and LEKAS.

2022 • NOVEMBER

1 November 2022
The Edge Malaysia Property Excellence Awards 2022

IJM Land was recognised as a Top Developer at The Edge Malaysia Property Excellence Awards 2022.

3 November 2022
IJM Board Member and IJM Land CEO Visit IJM IBS Bestari Jaya Production Plant

The IBS team took Loh Lay Choon, IJM Board Director, and Datuk Wong Tuck Wai, CEO of IJM Land, on an experiential tour of the facility, followed by a sharing session on SMART IBS system, innovation and sustainability efforts in the company.

2022 • DECEMBER

2 December 2022
Annual IJM Scholarship Award 2022

IJM held its *IJM Scholarship Award 2022* presentation ceremony at The Club @ Bandar Rimbayu. Eight outstanding students received scholarships to pursue their tertiary education at local public and private universities in various fields of study including Civil Engineering, Mechanical Engineering, Quantity Surveying and Computer Science.

6 December 2022
Kuantan Port Welcomes SITC's CBX2 New Service from Kuantan to China

Kuantan Port, led by its Chief Executive Officer, Vino Kumar, hosted a welcome ceremony for the first vessel for the new service along with the Managing Director of SITC, Michael Zhang and the rest of the management of Kuantan Port and SITC. Kuantan Port is the only container port on the east coast of Peninsular Malaysia, and it offers a direct call to China with a fast-shipping time of four to eight days.

CORPORATE DIARY AND HIGHLIGHTS

9 December 2022
Sustainability Performance Awards 2022

IJM received the *Partnership for the Goals Recognition Award* at the UNGC Sustainability Celebration Night 2022 held at Equatorial Plaza. The Sustainability Performance Award is an initiative by the UN Global Compact Network Malaysia & Brunei (UNGCMYB) to recognise the continuous efforts of all its participants and to inspire others to make sustainability an integral part of their business strategies.

14 - 15 December 2022
Special Distribution to Road Users in Conjunction with Christmas 2022

In conjunction with Christmas celebrations, the Toll Division distributed Wonda Coffee drinks to road users at BESRAYA, NPE and LEKAS Highways.

15 December 2022
Basic English Communication Training at NPE Highway

The Toll Division organised a Basic English Communication Training session to enhance staff knowledge and proficiency in the English language. The training aimed to challenge and improve their communication skills.

2023 • JANUARY

13 January 2023
Half-Day Workshop and Factory Visit for Royal Institution of Surveyors Malaysia (RISM)

The inaugural workshop took place at the new IJM IBS administrative office, and focused on IBS implementation and its cost implications. Participants also enjoyed a factory tour during the session.

13 January 2023
The Putra Brand Awards 2022

IJM Land was adjudged as one of the top brands in the Property Development category of the Putra Brand Awards 2022.

13 January 2023
Seremban 2 and IJM Rimbayu Gathering with Communities in Partnership with Astro

IJM Land Seremban 2 and IJM Rimbayu hosted in-person gatherings with communities in Seremban 2 and Selangor, marking a celebratory start to 2023. The events included the Chinese New Year Countdown Gala at IJM Rimbayu and the Chap Goh Mei Celebration at Seremban 2.

17 January 2023
Majlis Pelancaran Op Selamat ke 19 Sempena Tahun Baru Cina 2023 Peringkat IPD Kajang at LEKAS Highway

The festive road safety campaign, *Majlis Pelancaran Op Selamat ke 19 sempena Tahun Baru Cina 2023 Peringkat IPD* Kajang was held at Kajang Selatan Toll Plaza, LEKAS Highway.

18 January 2023
Chinese New Year Spirit at NPE Highway

In conjunction with Chinese New Year 2023, a make-up competition, preparation of *yee sang*, and office decorations were organised among staff at NPE Highway to enliven the Chinese New Year mood.

19 January 2023
Chinese New Year Road Safety Campaign Launch

Majlis Pelancaran Kempen Keselamatan Jalan Raya & Ops Bersepadu Sempena Perayaan Tahun Baru Cina 2023 Peringkat Negeri Sembilan was held at Sentul Toll Plaza, LEKAS Highway which was officiated by YB Choo Ken Hwa, Chairman of *Majlis Keselamatan Jalan Raya Peringkat* Negeri Sembilan.

20 January 2023
Distribution of Mandarin Oranges to Road Users

Mandarin oranges were distributed to road users of BESRAYA, NPE and LEKAS in conjunction with Chinese New Year.

30 January 2023
Pahang EXCO for Investment, Industry, Science, Technology and Innovation Visit

Kuantan Port welcomed Pahang's EXCO for Investment and PKNP, who were briefed on the port's operations and the development of the New Deep Water Terminal. The visit aimed to strengthen the relationship with the Pahang State Government and explore future opportunities.

2023 • FEBRUARY

2 February 2023
IJM-owned Menara Prudential Festive Celebration

IJM-owned Menara Prudential hopped into the Year of the Rabbit with a festive celebration featuring a lion dance performance at the upcoming international financial district, Tun Razak Exchange.

3 February 2023
Zakat Cheques Contribution to Staff of Toll Division

Zakat contribution cheques were handed over to staff of BESRAYA, NPE and LEKAS to help ease their burden in times of need.

3 February 2023
Chinese New Year Celebration 2023 at Wisma IJM

IJM held its Chinese New Year celebration with a lineup of activities at Wisma IJM to usher in the Year of the Rabbit.

6 February 2023
Ambassador of Romania to Malaysia Visits Kuantan Port

Kuantan Port welcomed the Ambassador of Romania to Malaysia, Her Excellency Nineta Barbulescu. Her Excellency was provided with an overview of Kuantan Port infrastructure, including the expansion of Kuantan Port, the New Deep Water Terminal. Kuantan Port looks forward to strengthening the relationship and exploring future business opportunities with Romania.

CORPORATE DIARY AND HIGHLIGHTS

11 February 2023
Kuantan Port Fun Ride 2023

The long-awaited cycling event, Kuantan Port Monsoon Fun Ride 2023, was held with 70 participants from Kuantan Port and Kuantan Port Authority. Organised by Kuantan Port's Sports and Recreation Club (KKRKPC), all participants successfully passed through the 20 km route, which included the areas of Kuantan Port 1 and Kuantan Port 2, accompanied by the breathtaking morning views of the breakwater.

12 February 2023
Kuantan Port Welcomes the Holland America Line Cruise Ship Westerdam

Successfully berthed at the Kuantan Port New Deep Water Terminal, the 285-metre length cruise ship carried approximately 1,912 passengers from 45 different countries and was on a 24-day round trip, exploring countries in Southeast Asia.

20 February 2023
Toll Division Blood Donation Drive at BESRAYA Highway

A blood donation drive was held at Loke Yew Toll Plaza, BESRAYA Highway, and attracted the participation of staff from BESRAYA, NPE and LEKAS.

22 February 2023
Maersk Narvik Maiden Call to Kuantan Port

Kuantan Port welcomed Maersk's TH9 new service connecting Songkhla-Laem Chabang - Kuantan - Tanjung Pelepas - Jakarta - Tanjung Pelepas. As of today, Kuantan Port has seven weekly container services connecting the east coast of Peninsular Malaysia to the rest of the world, in its mission to transform into a more competitive logistics hub.

22 February 2023
Toll Division Customer Service Training at BESRAYA Highway

Customer Service Training was held at Loke Yew Toll Plaza, BESRAYA Highway, to better equip staff especially frontliners in dealing with customers.

22 February 2023
First Delivery and Installation of Precast Bubbledeck Slab

IJM IBS's newest product was delivered for the ASE Electronics 5-storey car park building in Bayan Lepas, Penang, the first project in the northern region using the Bubbledeck Slab System, with a total supply of 30,000 m^2.

28 February 2023
IJM Allianz Duo Highway Challenge 2023 Press Conference

A press conference and launch of the IJM Allianz Duo Highway Challenge 2023 was held at Sunway Pyramid. IJM was once again a title sponsor for the run.

2023 • MARCH

4 March 2023
Launch of IJM Land's Sierra Hijauan Phase 2E and 2H

Residential units of Sierra Hijauan Phase 2E and 2H were launched and received a strong take-up rate of 88% and 95% respectively within two months of the launch.

4 March 2023
Team Building Activity – Learning Basic Kayaking Organised by NPE Highway at University Malaya

As part of team building, the NPE team organised basic kayaking lessons at University Malaya.

5 March 2023
IJM Rimbayu Township Fun Run

A total of 3,000 community members enjoyed an invigorating Sunday morning in the vicinity of the IJM Rimbayu township by partaking in a fun run at any pace they chose.

9 March 2023
BESRAYA Highway received The Star Outstanding Business Awards (SOBA) 2022

BESRAYA Highway received the Meritorious Award in the Best Green Initiative category of the Star Outstanding Business Awards (SOBA) 2022 held at the Kuala Lumpur Convention Centre.

11 March 2023
Badminton Competition among Staff of NPE Highway

Four in-house sports houses competed in a badminton game organised by NPE Highway.

21 March 2023
***Majlis Anugerah Kakitangan dan Jurutol Terbaik Setengah Tahun Ke-2 Tahun 2022* for Toll Division**

Majlis Anugerah Kakitangan dan Jurutol Terbaik Setengah Tahun ke-2 Tahun 2022 was held at LEKAS Highway in appreciation of staff that have shown high performance and discipline.

23 March 2023
Signing of Licensing Agreement with Bubbledeck International

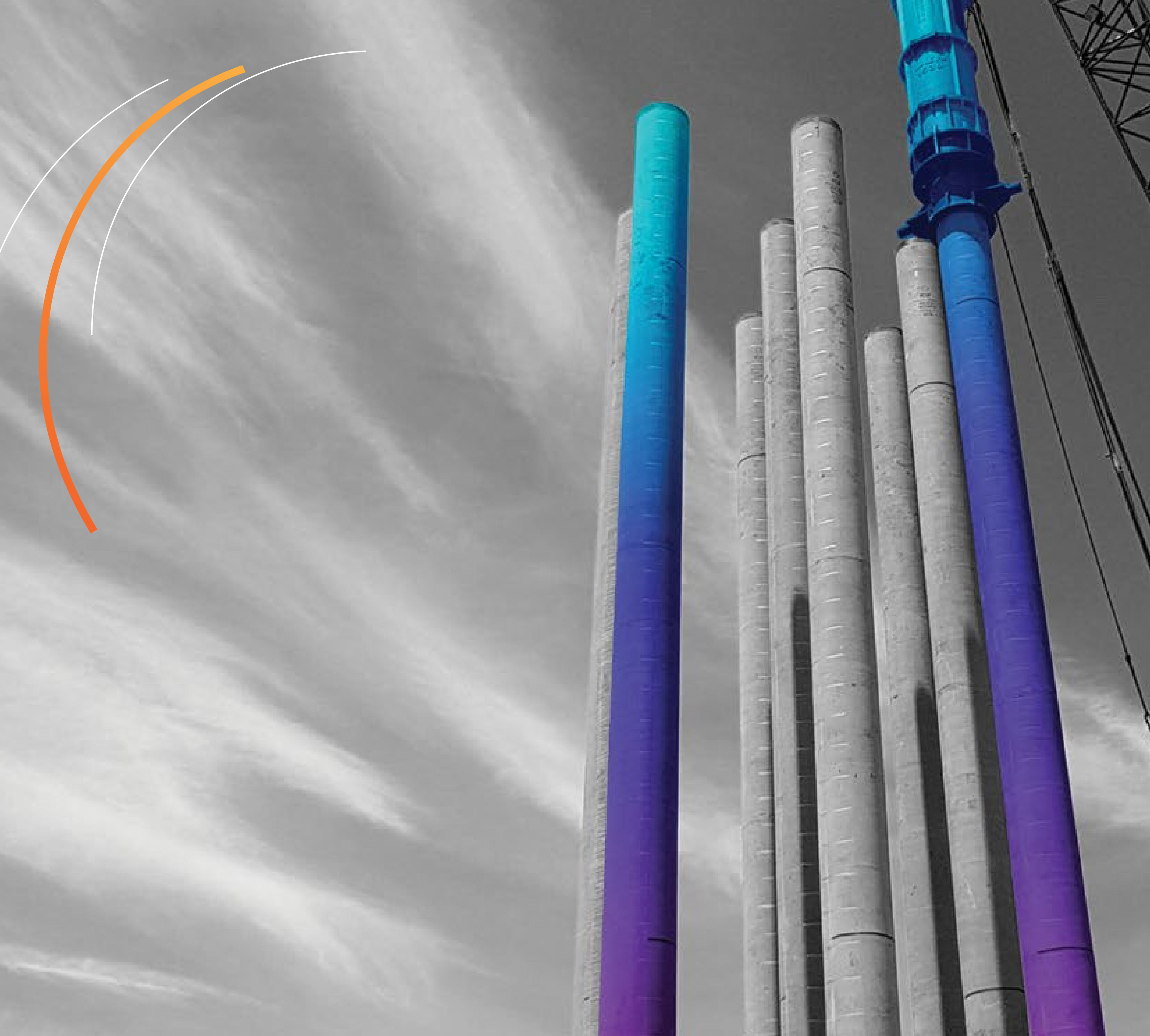
With this agreement, the Bubbledeck Slab System, which complements IJM IBS's existing product offerings, will allow IJM to penetrate a larger market segment.

25 March 2023
Earth Hour 2023

Wisma IJM and Menara Prudential in TRX joined the Earth Hour 2023 lights-off movement as a symbolic gesture to raise awareness and inspire people to take concrete action on environmental issues.

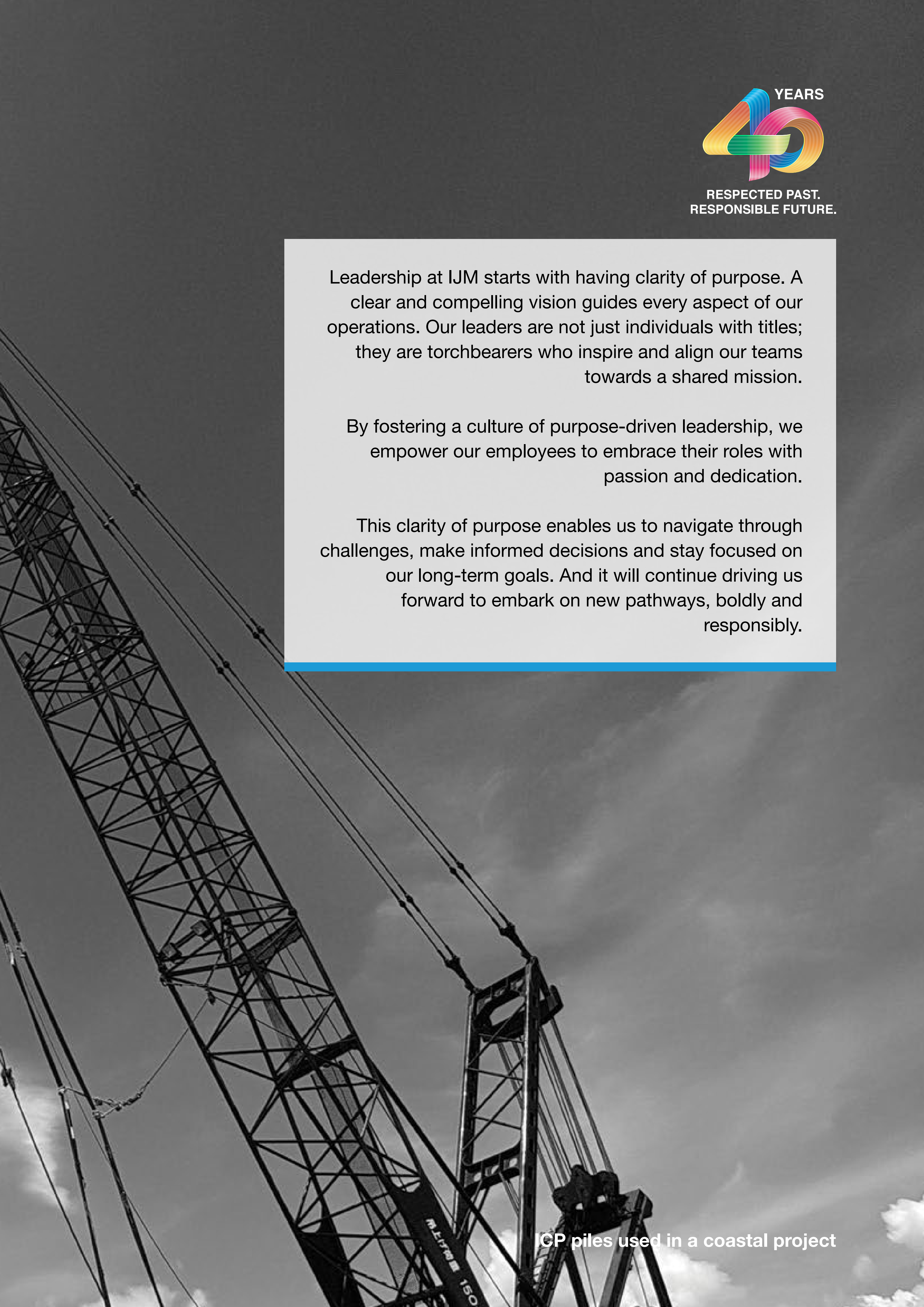
“It is not the beauty of the building you should look at; it’s the construction of the foundation that will stand the test of time”

Quote by David Allen Coe



YEARS

RESPECTED PAST.
RESPONSIBLE FUTURE.



Leadership at IJM starts with having clarity of purpose. A clear and compelling vision guides every aspect of our operations. Our leaders are not just individuals with titles; they are torchbearers who inspire and align our teams towards a shared mission.

By fostering a culture of purpose-driven leadership, we empower our employees to embrace their roles with passion and dedication.

This clarity of purpose enables us to navigate through challenges, make informed decisions and stay focused on our long-term goals. And it will continue driving us forward to embark on new pathways, boldly and responsibly.

ICP piles used in a coastal project

PROFILE OF DIRECTORS AND SECRETARY

TAN SRI DATO' TAN BOON SENG @ KRISHNAN
PSM, DSPN, SMS
Non-Executive Chairman
Age: 70 | 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

LEE CHUN FAI
Chief Executive Officer & Managing Director
Age: 52 | 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)
- Operating Committee (Chairman)

Date Appointed/Working Experience
Mr Lee was appointed Chief Executive Officer ("CEO") & Managing Director ("MD") of IJM Corporation Berhad ("IJM") on 1 April 2023. He was the Deputy CEO & Deputy MD of IJM from 6 April 2015 to 31 March 2023. Prior to that, he was the Deputy Chief Financial Officer for IJM Group, and 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
- IJM Land Berhad
- Road Builder (M) Holdings Bhd
- Sebana Golf & Marina Resort Berhad
- Malaysian South-South Corporation Berhad

Other Current Position(s) Held
- Nil

DATO' DAVID FREDERICK WILSON
DIMP
Independent Non-Executive Director
Age: 78 | 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) in Public Companies
Nil

Other Current Position(s) Held
Nil

GOH TIAN SUI
Independent Non-Executive Director
Age: 68 | 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) in Public Companies
Nil

Other Current Position(s) Held
Nil

PROFILE OF DIRECTORS AND SECRETARY

TUNKU ALINA BINTI RAJA MUHD ALIAS

Independent Non-Executive Director

Age: 59 | 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.

As a legal practitioner, 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 an advisor with the UN Global Compact Network Malaysia & Brunei that supports small and medium-sized enterprises (SMEs) to contribute towards the Sustainable Development Goals (SDGs) thereby achieving business excellence, and as a mentor with Endeavor Malaysia, a network that supports founders and start-ups in their journey towards scale and growth.

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

Nil

Other Current Position(s) Held

Nil

TAN TING MIN

Independent Non-Executive Director

Age: 54 | 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

Nil

Other Public Companies

- CIMB Investment Bank Berhad

Other Current Position(s) Held

Nil

DATO' IR. TAN GIM FOO
DSDK
Independent Non-Executive Director
Age: 65 I Gender: Male I 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)
- Operating Committee (Member)

Date Appointed/Working Experience
Dato' Ir. Tan was appointed as an Independent Non-Executive Director of IJM Corporation Berhad 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)
- Council Member, Master Builders Association Malaysia (2020 - 2022)

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: 64 I Gender: Female I 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 (Chairman)

Date Appointed/Working Experience
Ms Loh 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)
Listed Companies
- Genting Plantations Berhad

Other Public Companies
Nil

Other Current Position(s) Held
Nil

PROFILE OF DIRECTORS AND SECRETARY

DATUK LEE TECK YUEN
PJN
Non-Executive Director

Age: 66 | 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
- Vice President, Malaysian South-South Association (MASSA)

AZHAR BIN AHMAD
Non-Executive Director

Age: 53 | 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)
Listed Companies
Nil

Other Public Companies
- Projek Lebuhraya Usahasama Berhad
- PLUS Malaysia Berhad

Other Current Position(s) Held
Nil

NG YOKE KIAN
Company Secretary
Age: 55 | 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 of 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(s) 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 who has interest in certain related party transactions as disclosed in Note 50(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

BOARD OF DIRECTORS

- **Audit Committee**
  - Risk Management Committee
  - Internal Audit
- **Executive Committee**
  (now known as Operating Committee)
- **Nomination & Remuneration Committee**
- **Securities & Options Committee**
- **Company Secretary**

Chief Executive Officer & Managing Director
Lee Chun Fai

DIVISIONS

Construction
Wong Heng Wai

Property
Datuk Wong Tuck Wai

Industry
Lau Liang See

Port
Vino Kumar Selvabalakrishnan

Toll
Wan Salwani Binti Wan Yusoff

INTERNATIONAL VENTURES

India
Viswanathan Nagarajan

Argentina
Adam Eleod

GROUP SUPPORT SERVICES

Accounts & Finance
Dato' Edward Chong Sin Kiat

Investment
Tan Yang Cheng

Corporate Strategy & Innovation
Schlaine Wong Lai Peng

Legal & Contract Management
Michelle Chong Ann Ching

Human Resource & Administration
Tham Tsu-San

Corporate Services
Ng Yoke Kian

Information Systems
Chee Yih Tzuen

Corporate Communications
Mandy Chen Man Lee

Investor Relations & Sustainability
Shane Guha Thakurta

Quality
S Ramesh A/L V Subramaniam

Health, Safety & Environment
Rozaimy Bin Amiruddin

Internal Audit
Yusri Bin Yunus

Risk Management & Integrity
Siew Yee Ching

PROFILE OF KEY SENIOR MANAGEMENT

DATO' EDWARD CHONG SIN KIAT
DBNS
Chief Financial Officer

Age: 51 I Gender: Male I 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)

WONG HENG WAI
Chief Executive Officer
IJM Construction Sdn Bhd

Age: 50 I Gender: Male I 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 was appointed Managing Director of IJM Construction Sdn Bhd ("IJMC") on 24 August 2021 and was re-designated as the Chief Executive Officer on 1 January 2023.

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) in Public Companies
Nil

Other Current Position(s) Held
Nil

DATUK WONG TUCK WAI
PGDK
Chief Executive Officer
IJM Land Berhad

Age: 68 | 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:-
- Site Manager, 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)
Listed Companies
Nil

Other Public Companies
- ERMS Berhad

Other Current Position(s) Held
Nil

LAU LIANG SEE
Chief Executive Officer
Industrial Concrete Products Sdn Bhd

Age: 54 | Gender: Male | Nationality: Malaysian

Academic/Professional Qualification
- Bachelor of Science in Mechanical Engineering, Universiti Teknologi Malaysia

Date Appointed/Working Experience
Mr Lau was appointed Chief Executive Officer and Director of Industrial Concrete Products Sdn Bhd ("ICP") on 12 December 2022 to oversee the operations of the Industry Division. Prior to this, he was the Chief Operating Officer of ICP since 1 January 2022. He was also the Alternate Director to Mr Tan Boon Leng from 16 February 2022 to 11 December 2022.

His past appointments and/or working experience were as follows:-
- Facilities Engineer, Hitachi Semicon (1991 - 1993)
- Engineer, Anadrill Schlumberger (1993 - 1996)
- Factory Manager, Focal Products (1996 - 2002)
- Project Manager, LS Con. Eng. (2002 - 2006)
- Factory Manager, ICP (2006 – 2011)
- Senior Factory Manager, ICP Jiangmen Co. Ltd (2011 - August 2017)
- Country Head, IJM Concrete Products Private Limited (September 2017 - December 2021)

Present Directorship(s) in Public Companies
Nil

Other Current Position(s) Held
Nil

PROFILE OF KEY SENIOR MANAGEMENT

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

Age: 56 | 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) in Public Companies

Nil

Other Current Position(s) Held

Nil

VINO KUMAR SELVABALAKRISHNAN
Chief Executive Officer
Kuantan Port Consortium Sdn Bhd

Age: 51 | Gender: Male | Nationality: United States of America

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. He was also appointed a Director on 1 April 2023.

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) in Public Companies

Nil

Other Current Position(s) Held

Nil

VISWANATHAN NAGARAJAN
Country Head
IJM India

Age: 62 I Gender: Male I Nationality: Indian

Academic/Professional Qualification

- Bachelor's Degree in Commerce, Nizam College, Hyderabad
- Postgraduate, London School of Economics

Date Appointed/Working Experience

Mr Viswanathan was appointed the Country Head for IJM India on 16 June 2023. He joined IJM India in February 2020 as the Head of Business Development – Liaison & Corporate Strategy. During the tenure of his employment, he played a pivotal role in overseeing the successful Bijapur-Solapur build-operate-transfer highway project.

He has diverse experience across various industries and geographical locations, including Jamaica, Hong Kong, Mauritius and India.

Present Directorship(s) in Public Companies

Nil

Other Current Position(s) Held

Nil

Note:-

1. The Key Senior Management has no family relationship with any of the Directors and/or major shareholders of the Company.
2. 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.

YEARS

RESPECTED PAST.
RESPONSIBLE FUTURE.

Diversity, integrity and continuous learning serve as the foundation of our agile approach. These values not only shape our perspectives but also provide invaluable insights, enabling us to effectively navigate conflicting business demands in the workplace, marketplace, environment and community.

Recognising the significance of nurturing talent, the Group places a strong emphasis on investing in comprehensive training programmes. From regulatory compliance to team-building and leadership courses, our goal is to foster a dynamic learning culture. By embracing change and adaptability, we ensure that we keep progressing forward on our journey.

Batu Kawan Expressway, Penang

“Teamwork is the fuel that makes common people attain uncommon results”

Quote by Andrew Carnegie

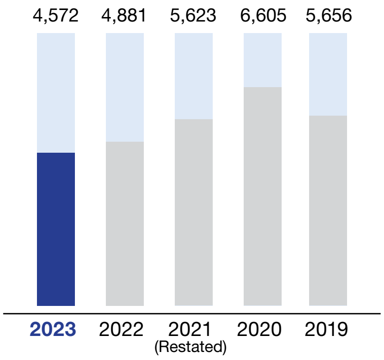
GROUP FINANCIAL HIGHLIGHTS

		2023	2022	2021 (Restated)[N1]	2020	2019
OPERATING REVENUE	RM'000					
Construction		1,069,906	1,529,306	1,947,865	2,051,848	1,981,153
Property development		1,615,215	1,273,667	1,296,758	2,189,547	1,427,318
Manufacturing & quarrying		1,001,887	856,942	690,958	829,479	883,353
Plantation		-	472,512	935,693	739,133	630,900
Infrastructure		884,976	748,478	751,033	794,234	732,185
Investment & others		501	587	563	860	752
		4,572,485	4,881,492	5,622,870	6,605,101	5,655,661
PROFIT/(LOSS) BEFORE TAXATION	RM'000					
Construction		90,984	121,678	137,655	173,199	174,392
Property development		366,747	99,201	180,265	203,261	202,043
Manufacturing & quarrying		152,180	68,500	68,215	44,895	58,993
Plantation		-	782,411	272,129	(50,472)	(43,306)
Infrastructure		(142,813)	21,644	117,070	153,246	268,251
Investment & others		15,930	6,848	7,944	(6,364)	(12,385)
		483,028	1,100,282	783,278	517,765	647,988
EARNINGS BEFORE INTEREST, TAX, DEPRECIATION & AMORTISATION (EBITDA)	RM'000	1,063,992	1,660,663	1,412,545	1,203,068	1,212,458
NET PROFIT FOR THE FINANCIAL YEAR	RM'000	211,596	885,204	647,261	328,186	440,709
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY	RM'000	158,275	794,890	433,879	250,590	418,916
EARNINGS PER SHARE (Basic)	Sen	4.49	22.19	11.97	6.91	11.56
EARNINGS PER SHARE (Fully Diluted)	Sen	4.49	22.18	11.97	6.91	11.55
GROSS DIVIDEND PER SHARE	Sen	8.00	21.00	6.00	3.00	4.00
FINANCIAL POSITION						
ISSUED SHARE CAPITAL	RM'000	6,132,406	6,127,731	6,117,056	6,112,042	6,099,350
SHAREHOLDERS' FUNDS	RM'000	9,843,764	9,937,547	9,972,407	9,602,366	9,538,652
TOTAL ASSETS	RM'000	20,510,595	21,012,048	23,486,446	23,453,267	23,005,974
TOTAL BORROWINGS	RM'000	5,364,842	5,529,609	6,791,981	6,917,096	6,662,139
NET ASSETS PER SHARE	RM	2.80	2.81	2.76	2.65	2.63
RETURN ON TOTAL ASSETS	%	0.77	3.78	1.85	1.07	1.82
RETURN ON EQUITY	%	1.61	8.00	4.35	2.61	4.39
GEARING (Net Debt/Equity)	%	25.80	26.37	43.98	48.89	53.51
MARKET CAPITALISATION	RM'000	5,620,643	5,898,704	6,113,384	5,770,829	8,049,389
SHARE PRICE						
High	RM	1.92	2.06	2.02	2.51	2.98
Low	RM	1.47	1.39	1.20	1.15	1.39
Close	RM	1.60	1.67	1.69	1.59	2.22

[N1] FY 2021 figures had been restated following the adoption of IFRIC Agenda Decision on IAS 23 "Borrowing Costs"

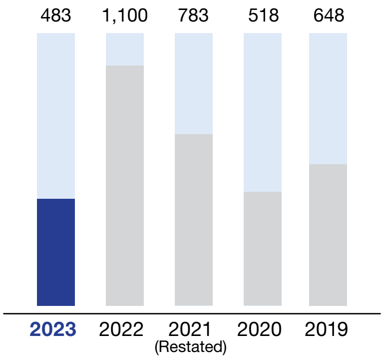
OPERATING REVENUE
(RM million)

RM**4,572** million



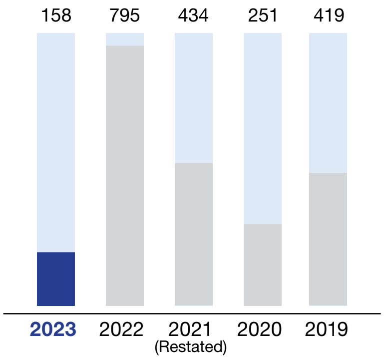
PROFIT/(LOSS) BEFORE TAXATION
(RM million)

RM**483** million



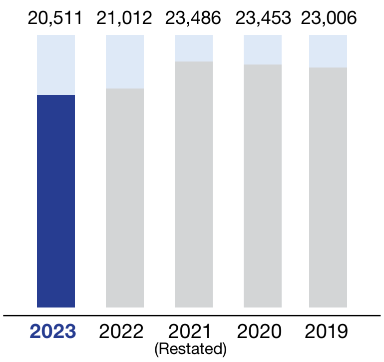
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY
(RM million)

RM**158** million



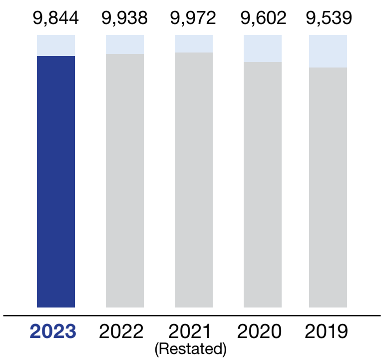
TOTAL ASSETS
(RM million)

RM**20,511** million



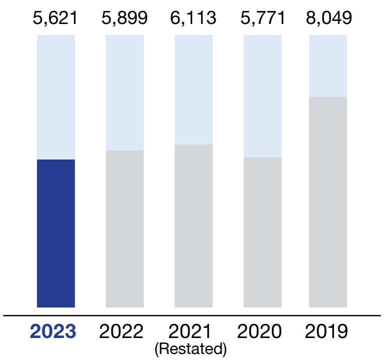
SHAREHOLDERS' FUNDS
(RM million)

RM**9,844** million



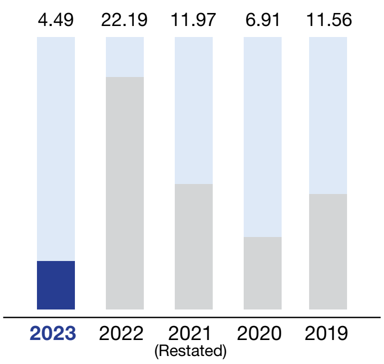
MARKET CAPITALISATION
(RM million)

RM**5,621** million



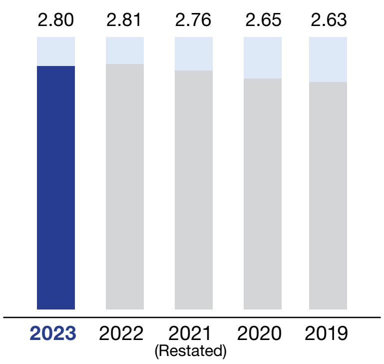
EARNINGS PER SHARE (Basic)
(sen)

4.49 sen



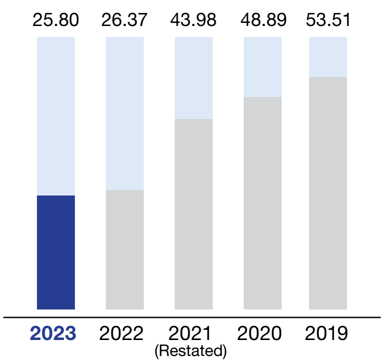
NET ASSETS PER SHARE
(RM)

RM**2.80**



GEARING (Net Debt/Equity)
(%)

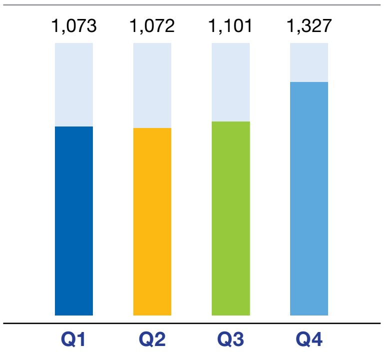
25.80 %



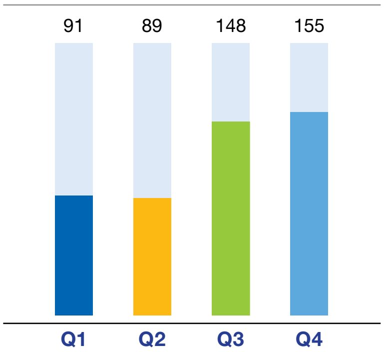
GROUP QUARTERLY PERFORMANCE

		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
OPERATING REVENUE	RM'000				
Construction		268,262	268,604	266,787	266,253
Property development		344,995	326,550	374,899	568,771
Manufacturing & quarrying		249,258	259,331	240,093	253,205
Infrastructure		210,129	217,154	219,219	238,474
Investment & others		86	265	68	82
		1,072,730	1,071,904	1,101,066	1,326,785
PROFIT/(LOSS) BEFORE TAXATION	RM'000				
Construction		19,548	24,357	8,261	38,818
Property development		33,922	29,330	78,551	224,944
Manufacturing & quarrying		31,349	50,602	33,183	37,046
Infrastructure		2,750	(16,607)	21,522	(150,478)
Investment & others		3,641	1,136	6,233	4,920
		91,210	88,818	147,750	155,250
EARNINGS BEFORE INTEREST, TAX, DEPRECIATION & AMORTISATION (EBITDA)	RM'000	224,251	226,875	293,106	319,760
NET PROFIT FOR THE FINANCIAL PERIOD	RM'000	48,886	43,133	88,994	30,583
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY	RM'000	33,406	27,030	74,789	23,050
EARNINGS PER SHARE (Basic)	Sen	0.95	0.77	2.13	0.66
EARNINGS PER SHARE (Fully Diluted)	Sen	0.95	0.77	2.13	0.66
GROSS DIVIDEND PER SHARE	Sen	-	2.00	-	6.00
FINANCIAL POSITION					
ISSUED SHARE CAPITAL	RM'000	6,132,406	6,132,406	6,132,406	6,132,406
SHAREHOLDERS' FUNDS	RM'000	9,817,399	9,844,164	9,803,617	9,843,764
TOTAL ASSETS	RM'000	20,864,556	20,708,971	20,567,082	20,510,595
TOTAL BORROWINGS	RM'000	5,378,229	5,322,608	5,347,031	5,364,842
NET ASSETS PER SHARE	RM	2.78	2.80	2.79	2.80
RETURN ON TOTAL ASSETS (Annualised)	%	0.64	0.58	0.87	0.77
RETURN ON EQUITY (Annualised)	%	1.35	1.22	1.83	1.61
GEARING (Net Debt/Equity)	%	27.77	26.81	27.35	25.80
MARKET CAPITALISATION	RM'000	6,102,548	5,881,409	5,620,643	5,620,643
SHARE PRICE					
High	RM	1.92	1.83	1.67	1.72
Low	RM	1.66	1.59	1.47	1.54
Close	RM	1.73	1.67	1.60	1.60

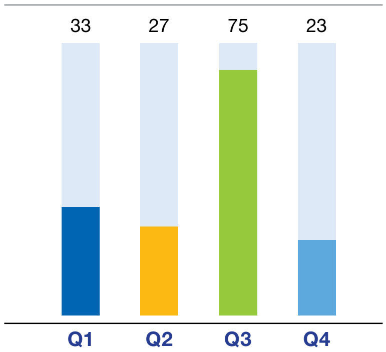
OPERATING REVENUE
(RM million)



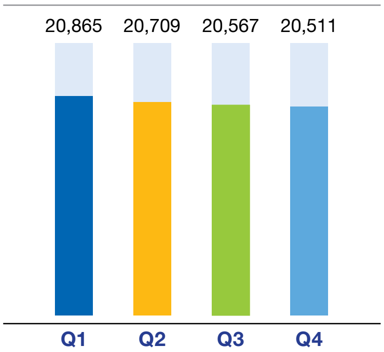
PROFIT/(LOSS) BEFORE TAXATION
(RM million)



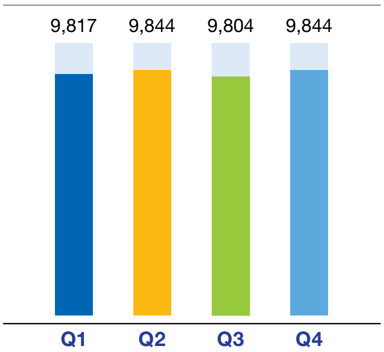
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY
(RM million)



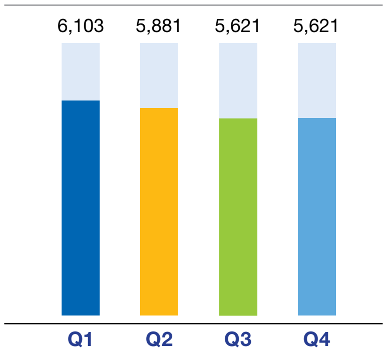
TOTAL ASSETS
(RM million)



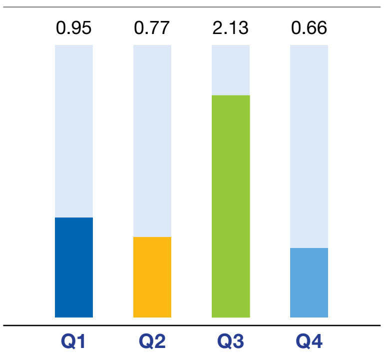
SHAREHOLDERS' FUNDS
(RM million)



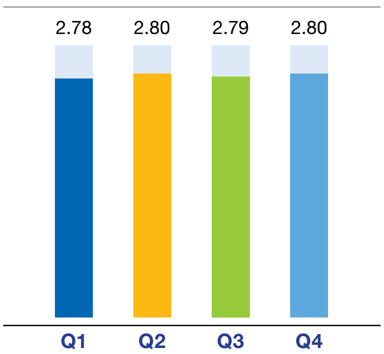
MARKET CAPITALISATION
(RM million)



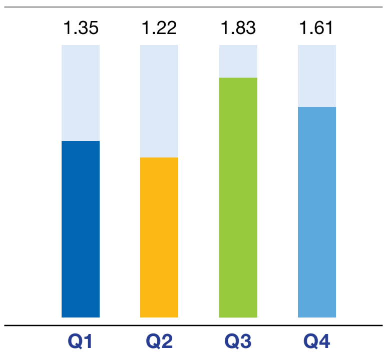
EARNINGS PER SHARE (Basic)
(sen)



NET ASSETS PER SHARE
(RM)



RETURN ON EQUITY (Annualised)
(%)



STATEMENT OF VALUE ADDED AND DISTRIBUTION

	2023 RM'000	2022 RM'000
VALUE ADDED:		
Operating revenue	4,572,485	4,881,492
Purchases of goods & services	(3,276,838)	(2,894,622)
Value added by the Group	1,295,647	1,986,870
Share of losses of associates	(16,624)	(63,994)
Share of profits of joint ventures	14,359	32,768
Total value added	1,293,382	1,955,644
DISTRIBUTION:		
To employees		
- Salaries & other staff costs	275,945	341,525
To Governments		
- Taxation	271,432	215,078
To providers of capital		
- Dividends	211,393	750,619
- Finance cost	255,572	193,626
- Non-controlling interests	6,766	43,770
Retained for future reinvestment & growth		
- Depreciation and amortisation	325,392	366,755
- Accumulated (losses)/retained profits	(53,118)	44,271
Total Distributed	1,293,382	1,955,644

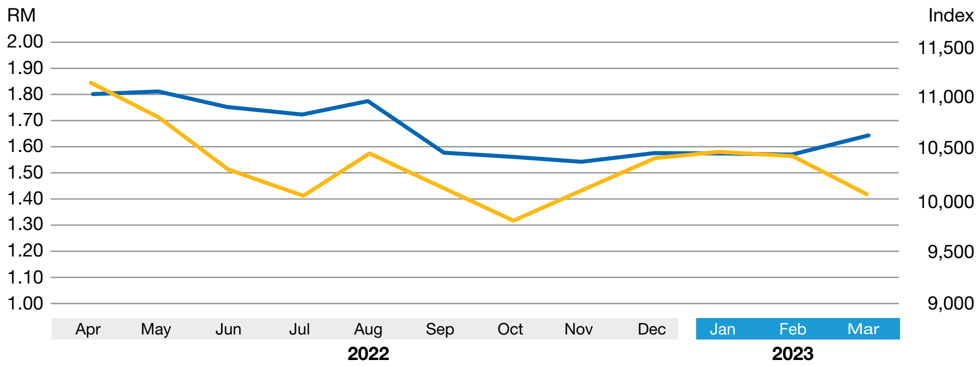
Value added is a measure of wealth created. The above statement shows the Group's value added for 2023 and 2022 and its distribution by way of payments to employees, governments and capital providers, with the balance retained in the Group for future reinvestment and growth.

<u>Reconciliation</u>

	2023 RM'000	2022 RM'000
Profit for the year	158,275	794,890
Add: Depreciation and amortisation	325,392	366,755
Finance cost	255,572	193,626
Staff costs	275,945	341,525
Taxation	271,432	215,078
Non-controlling interests	6,766	43,770
Total value added	1,293,382	1,955,644

INFORMATION FOR INVESTORS

A. IJM Share Price vs FBM100

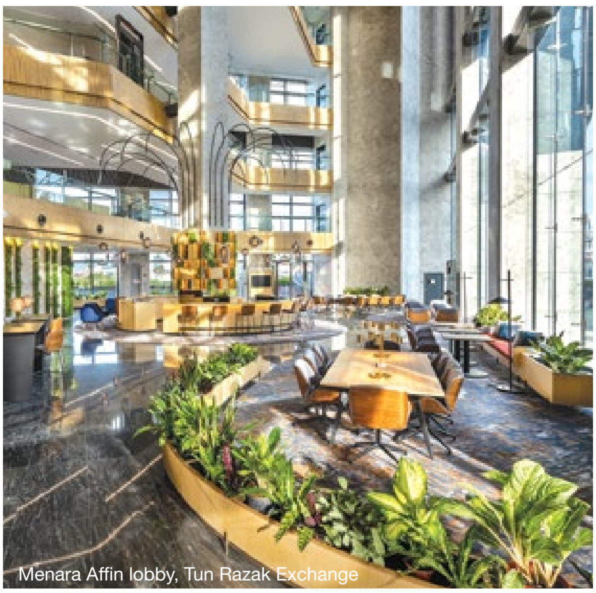


Based on volume weighted average share price and index

Source: Bloomberg

IJM Corporation Berhad's ("IJM") share price (stock code: 3336) stayed relatively flattish for the first five months and gradually weakened for the remainder of the financial year before seeing a rebound in March 2023. The weakness in share price during the year was largely attributed to the lack of sector catalysts as well as external factors that adversely affected overall market sentiment, as seen in the performance of the FBM100. Among these factors were Russia's invasion of Ukraine causing supply chain disruptions in commodities, peaking of COVID-19 Omicron variant infections globally as well as fears of persistent inflation and a global recession. Investor sentiment began improving in March on expectations of impending MRT 3 project tender awards. IJM was seen as a strong contender to undertake the large-scale infrastructure project given its financial strength and execution track record.

IJM's share price and the FBM100 each declined by 9% during the Company's financial year 2023.


Menara Affin lobby, Tun Razak Exchange

Equatorial Plaza, Kuala Lumpur

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 January 2023. Details of the programme are disclosed in Note 16 to the Financial Statements.


CREDIT RATING RATIONALE
RAM RATINGS
CORPORATE RATINGS
IJM Corporation Berhad
• RM3 billion Sukuk Murabahah Programme (2014/2034)
January 2023

FINANCIAL CALENDAR

Financial Year End		31 March 2023
Announcement of Results	First Quarter	24 August 2022
	Second Quarter	25 November 2022
	Third Quarter	23 February 2023
	Fourth Quarter	29 May 2023
Notice of Annual General Meeting		31 July 2023
Annual General Meeting		29 August 2023

INVESTOR SERVICE

IJM 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:

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

For financial performance or company development matters, please contact:

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

ANALYSIS OF SHAREHOLDINGS

As at 30 June 2023

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 138,510,000 shares bought-back by the Company and retained as treasury shares as at 30 June 2023

DISTRIBUTION OF SHAREHOLDINGS

Range of Shareholdings	Number of Shareholders	Number of Shares	Percentage of Issued Shares
Less than 100	302	9,156	0.00%
100 – 1,000	3,258	2,460,301	0.07%
1,001 – 10,000	9,662	43,271,989	1.23%
10,001 – 100,000	3,486	113,663,733	3.24%
100,001 to less than 5% of issued shares (1)	871	2,191,390,978	62.45%
5% and above of issued shares	4	1,158,259,963	33.01%
	17,583	3,509,056,120	100.00%

(1) excluding 138,510,000 treasury shares

REGISTER OF SUBSTANTIAL SHAREHOLDERS

		Number of Shares		Percentage of Issued Shares
		Direct	Deemed	
1.	Employees Provident Fund Board	618,875,918	-	17.64%
2.	AmanahRaya Trustees Berhad – Amanah Saham Bumiputera	255,090,700	-	7.27%
3.	Urusharta Jamaah Sdn Bhd	208,708,700	-	5.95%
4.	Kumpulan Wang Persaraan (Diperbadankan)	295,848,900	-	8.43%
5.	Fortuna Gembira Enterpris Sdn Bhd	180,248,000(2)	-	5.14%

(2) Active Equity Sdn Bhd, Adrian Cheah Yean Sun, Evan Cheah Yean Shin, Sarena Cheah Yean Tih, Sungei Way Corporation Sdn Bhd, Sunway Berhad, Sunway Holdings Sdn Bhd and Tan Sri Dato' Seri Dr Jeffrey Cheah Fook Ling AO are deemed interested by virtue of their direct/indirect interests in Fortuna Gembira Enterpris Sdn Bhd pursuant to Section 8 of the Companies Act, 2016.

THIRTY LARGEST SHAREHOLDERS

		Number of Shares	Percentage of Issued Shares
1.	Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board	457,402,563	13.03%
2.	Kumpulan Wang Persaraan (Diperbadankan)	257,925,000	7.35%
3.	AmanahRaya Trustees Berhad Amanah Saham Bumiputera	255,090,700	7.27%
4.	Citigroup Nominees (Tempatan) Sdn Bhd Urusharta Jamaah Sdn. Bhd. (1)	187,841,700	5.35%
5.	AmanahRaya Trustees Berhad Amanah Saham Malaysia 2 - Wawasan	137,666,100	3.92%
6.	AmanahRaya Trustees Berhad Amanah Saham Malaysia	126,040,100	3.59%
7.	UOBM Nominees (Tempatan) Sdn Bhd United Overseas Bank Ltd (Labuan Branch) for Fortuna Gembira Enterpris Sdn Bhd	96,000,000	2.74%
8.	AmanahRaya Trustees Berhad Amanah Saham Malaysia 3	82,765,800	2.36%

ANALYSIS OF SHAREHOLDINGS

As at 30 June 2023

THIRTY LARGEST SHAREHOLDERS (cont'd)

	Number of Shares	Percentage of Issued Shares
9. Lembaga Tabung Haji	71,373,200	2.03%
10. Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for Public Ittikal Fund (N14011970240)	55,000,000	1.57%
11. RHB Nominees (Tempatan) Sdn Bhd Malaysian Trustees Berhad Pledged Securities Account for Fortuna Gembira Enterpris Sdn Bhd – T15	55,000,000	1.57%
12. Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (Nomura)	53,910,700	1.54%
13. Citigroup Nominees (Tempatan) Sdn Bhd Great Eastern Life Assurance (Malaysia) Berhad (PAR 1)	47,475,880	1.35%
14. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Emerging Markets Stock Index Fund	43,174,734	1.23%
15. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Total International Stock Index Fund	42,320,121	1.21%
16. HSBC Nominees (Asing) Sdn Bhd HSBC BK PLC for Kuwait Investment Office (KIO)	40,518,100	1.15%
17. Cartaban Nominees (Tempatan) Sdn Bhd PAMB for Prulink Equity Fund	37,891,700	1.08%
18. Amanahraya Trustees Berhad Public Ittikal Sequel Fund	37,101,400	1.06%
19. Permodalan Nasional Berhad	32,326,680	0.92%
20. Cartaban Nominees (Asing) Sdn Bhd Exempt AN for State Street Bank & Trust Company (WEST CLT OD67)	32,040,600	0.91%
21. Amanahraya Trustees Berhad Amanah Saham Bumiputera 3 – Didik	31,380,900	0.89%
22. Amanahraya Trustees Berhad Amanah Saham Bumiputera 2	29,192,700	0.83%
23. Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (AHAM AM)	27,931,940	0.80%
24. Amanahraya Trustees Berhad Public Islamic Dividend Fund	26,407,408	0.75%
25. Citigroup Nominees (Tempatan) Sdn Bhd Exempt AN for AIA Bhd.	25,782,380	0.73%
26. Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (CIMB PRIN)	24,978,900	0.71%
27. Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for Public Regular Savings Fund (N14011940100)	23,307,600	0.66%
28. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II	20,244,800	0.58%
29. Fortuna Gembira Enterpris Sdn. Bhd	19,248,000	0.55%
30. Citigroup Nominees (Tempatan) Sdn Bhd Great Eastern Life Assurance (Malaysia) Berhad (PAR 3)	18,559,160	0.53%
	2,395,898,866	**68.26%**

DIRECTORS' SHAREHOLDINGS IN IJM CORPORATION BERHAD
as at 30 June 2023

Name of Directors	Number of Shares		Percentage of Issued Shares
	Direct	Deemed	
Tan Sri Dato' Tan Boon Seng @ Krishnan	9,447,466	721,972[1]	0.290%
Lee Chun Fai	977,500	250,000[1]	0.035%
Dato' David Frederick Wilson	-	-	-
Goh Tian Sui	-	10,000[1]	0.000%
Tunku Alina Binti Raja Muhd Alias	-	-	-
Tan Ting Min	-	-	-
Dato' Ir. Tan Gim Foo	-	-	-
Loh Lay Choon	-	-	-
Datuk Lee Teck Yuen	11,764,692	-	0.335%
Azhar Bin Ahmad	-	-	-

Note:-
[1] Through a family member

KEY SENIOR MANAGEMENT'S SHAREHOLDINGS IN IJM CORPORATION BERHAD
as at 30 June 2023

Name of Key Senior Management	Number of Shares		Percentage of Issued Shares
	Direct	Deemed	
Dato' Edward Chong Sin Kiat	697,700	-	0.020%
Wong Heng Wai	390,400	-	0.011%
Datuk Wong Tuck Wai	-	-	-
Lau Liang See	102,000	-	0.003%
Wan Salwani Binti Wan Yusoff	361,700	-	0.010%
Vino Kumar Selvabalakrishnan	-	-	-
Viswanathan Nagarajan	-	-	-

40 YEARS

RESPECTED PAST.
RESPONSIBLE FUTURE.

We believe in innovation with purpose. Embracing new ideas and technologies is crucial for staying at the forefront today's dynamic and ever-evolving market.

We find creative solutions to achieve meaningful and impactful outcomes in the built environment. This approach includes green initiatives, smart technologies, affordable housing solutions, community-centric development and a focus on health and well-being.

Each initiative we undertake has the potential to shape lives, transform communities and influence the environment. This fuels our determination to use innovation as a tool for positive change.

“You cannot swim for new horizons until you have courage to lose sight of the shore”

Quote by William Faulkner

Kuantan Port, Pahang

CHAIRMAN'S STATEMENT

Dear Stakeholders,

Throughout the past year, we remained committed to adapting our business priorities and repositioning our Organisation for the ever-changing and uncertain landscape. While our primary objective during the pandemic was on bolstering the Group's financial strength and fortifying our businesses, we are now intensely focused on cultivating growth drivers for our core businesses, and rejuvenating key management teams to drive us forward.

Tan Sri Dato' Tan Boon Seng @ Krishnan
Chairman

"Having secured RM1.5 billion worth of new construction contracts in FY2023, the Construction Division's outlook is supported by an outstanding construction order book of RM4.5 billion."

As we celebrated our 40th anniversary on 16 July 2023, we remain determined to forge ahead and capitalise on emerging opportunities. We will continue to adapt, innovate, and strengthen our position to ensure the continued success of our Organisation.

Operating and Financial Performance

FY2023 saw us leave behind the most challenging phase of the pandemic and enter a global recovery characterised by uneven progress. The Group experienced a gradual yet steady revival of our business operations, overcoming the constraints of the post-pandemic environment that included labour shortages, as well as disruptions in the supply chain and escalated building material costs following the Russian-Ukraine war.

For FY2023, the Group achieved revenue from continuing operations amounting to RM4,572.49 million, representing a 3.7% increase compared to RM4,408.98 million in the preceding year. Additionally, the Group recorded pre-tax profits from continuing operations of RM483.03 million, representing a substantial increase of 52.0% compared to RM317.87 million in the previous year.

It is worth noting that the Group also reported a sizeable profit from discontinued operations in the previous year amounting to RM750.27 million, which mainly consisted of a one-time gain of RM633.79 million from the divestment of IJM Plantations in September 2021.

Despite difficult conditions, our business operations continued to generate significant cash flow, with operating activities yielding RM1,078.45 million in FY2023. This signifies the fourth consecutive year in which our net operating cash flow has exceeded RM1 billion, demonstrating the consistent strength of our cash-generating capabilities.

As at 31 March 2023, the Group maintained sizeable cash reserves of RM2,825.16 million. The Group's prudent management of our financial position ensured that the net gearing remained steady at 0.26 times at the conclusion of FY2023, mirroring the previous year's level. This underscores the Group's approach of bolstering resilience through prudent cost control, and continued efforts to proactively reduce our property inventory and monetise low-performing assets.

Business Outlook and Operational Strategies for FY2024

Amid our success in weathering the storm, our aspirations for growth were unfortunately hindered. Despite the sound merits of the IJM Plantations divestment in 2021, which benefitted our shareholders through a handsome special dividend, we have not yet managed to find and make significant investments to fill the earnings gap left behind. We continue to and are determined to address this. Meanwhile, we are directing our endeavours towards enhancing our existing core businesses, as well as exploring new geographical markets and adjacent business verticals to broaden our sources of income.

Alongside these opportunities that have emerged in the wake of the three year pandemic, new macroeconomic challenges have also arisen. These include elevated commodity prices and inflation levels, strained supply chains and geopolitical unease. Aggressive tightening of monetary policy in developed economies have also led to financial sector difficulties and a weakening of most currencies against the US dollar, including the ringgit. Global growth is expected to fall from 3.4% in 2022 to 2.8% in 2023.

While Malaysia experienced a rebound in economic growth, surpassing pre-pandemic levels in 2022, these global developments are expected to pose economic headwinds. For the year 2023, Malaysia's growth is projected to range between 4.0% and 5.0%, following an impressive rebound of 8.7% in 2022. Despite the potential impact of increased costs on household and business expenditures, economic growth is expected to be fuelled by strong domestic demand resulting from improved employment and income levels, on-going investments in large-scale infrastructure projects, and increased tourism activity.

Revenue

RM4,572.49
million

Profit Before Tax

RM483.03
million

"The Property Division achieved its highest-ever sales of RM2.7 billion in FY2023, surpassing its previous record that was set in FY2022."

Aerial view of Tun Razak Exchange, Kuala Lumpur

CHAIRMAN'S STATEMENT


The Address, Bukit Jambul, Penang

The Group, nonetheless, expects a positive outlook ahead for our core business segments. The Construction and Industry Divisions see encouraging order book replenishment prospects. The Group's improving outlook is further supported by strong property sales in FY2023, improving cargo throughput at the Port operations, and a complete recovery of tollway traffic to pre-pandemic levels.

Having secured RM1.5 billion worth of new construction contracts in FY2023, the Construction Division's outlook is supported by an outstanding order book of RM4.5 billion, providing the Group with stable earnings visibility over the next few years. A strong balance sheet and track record also puts the Group in good stead to pursue the robust flow of foreign direct investments in the manufacturing sector, large data centres and logistics warehouses as well as upcoming mega public infrastructure investments such as the MRT 3 and flood mitigation projects.

The Property Division achieved its highest-ever sales of RM2.7 billion in FY2023, surpassing the previous record of RM2.5 billion set in FY2022. The division has also further reduced completed property inventory to RM738.15 million at end-March 2023, from RM865.42 million a year ago, putting it in a strong position to continue serving its core mid-range market segment. Going forward, the Group will continue to monetise specific land bank assets while strategically acquiring new ones to support our growth.

Benefiting from the resumption of construction activities both domestically and regionally, the Industry Division achieved its highest profit performance in over a decade. Supported by a strong balance order book of approximately 1 million tonnes, the division is well-positioned to sustain its strong performance in the near term.

In FY2023, the Group's Kuantan Port recorded 22.7 million tonnes of cargo throughput, comparable to FY2022. Notably, there was a resurgence in cargo handled during the final quarter of the financial year, largely driven by the reopening of economic activities in China. During the year, pick-up in foreign direct investments activities at the Malaysia-China Kuantan Industrial Park ("MCKIP") signalled promising long-term growth for Kuantan Port. Alliance Steel, the largest investor in MCKIP, is pursuing a significant expansion of its current production capacity of 3.5 million tonnes per annum, facilitated by the acquisition of additional land in MCKIP 1. The Government's commitment to infrastructure development in the area, predominantly through the ECRL project, further positions Kuantan Port as a vital catalyst for the economic development of the East Coast region.

The Group's Toll operations has seen a complete recovery in traffic volumes to pre-Covid levels after the reopening of economy activities. The Group also expects the financial performance of its Toll operations to markedly improve in the coming year following the non-recurrence of sizeable one-off items that affected its performance in FY2023. These included expected credit losses recognised for a financial instrument related to the West Coast Expressway as well as higher unrealised foreign exchange losses on its US dollar denominated borrowings for its Indian operations and higher resurfacing cost incurred at the Vijayawada Tollway.

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

Commitment to Corporate Governance and Sustainability

The significance of sustainability as a strategic imperative for organisations has grown rapidly in recent years. With societies worldwide grappling with urgent environmental and social challenges, businesses are increasingly acknowledging the importance of adopting sustainable practices to ensure long-term success and mitigate negative impacts. At IJM, we prioritise sustainability as a means to align our goals with the broader interest of society, fostering environmental stewardship, social equity, and economic resilience.

In FY2023, IJM completed an extensive assessment of our climate risks and opportunities, resulting in the announcement of our milestone climate commitment. Our pledge entails transitioning to net-zero carbon emissions by 2050 while concurrently establishing climate resilience across our Organisation. Moreover, we became an official supporter of the Task Force on Climate-Related Financial Disclosures (TCFD), highlighting our commitment to the disclosure of essential climate-related information to stakeholders. By adhering to the TCFD framework, we aim to bolster accountability, facilitate informed decision-making, and promote a culture of transparency regarding climate-related matters.

Our Corporate Governance Statement can be found on pages 108 to 118, and our sustainability progress is outlined in the Sustainability Statement on pages 136 to 213.

Key Leadership Changes

On 31 March 2023, Mr Liew Hau Seng, a dedicated employee of the Group for over 40 years, retired as the Chief Executive Officer and Managing Director ("CEO & MD") of the Company. Mr Liew had held various leadership roles and made significant contributions to the success of IJM Group, particularly in leading the Organisation during the challenging COVID-19 pandemic. The Board and I would like to express our heartfelt appreciation to Mr Liew for his leadership and dedicated service to the Group.

In his place, we would like to extend our congratulations and warm welcome to Mr Lee Chun Fai, who was appointed as the new CEO & MD, effective 1 April 2023. With his extensive knowledge and experience in the Group's business, we have full confidence in Mr Lee's ability to lead IJM to new heights of accomplishment. As we embark on another chapter of growth, we are excited at the prospect of new opportunities and milestones to be added under Mr Lee's leadership.

"In FY2023, IJM completed an extensive assessment of our climate risks and opportunities, resulting in the announcement of our milestone climate commitment. Our pledge entails transitioning to net-zero carbon emissions by 2050 while concurrently establishing climate resilience across our Organisation."


Temburong Bridge, Brunei

Appreciation

On behalf of the Board of Directors, I would like to extend my deepest gratitude to our shareholders, customers, business associates, and partners for their continued support throughout our journey. Additionally, I would like to extend a special thank you to the Management and staff. Your dedication, hard work, and unwavering commitment have been the cornerstone of our success. In the face of challenging business circumstances, your resilience and determination have exemplified the entrepreneurial spirit of our Group. Together, we will continue to seize opportunities, overcome challenges, and shape a prosperous future for our Group.

Tan Sri Dato' Tan Boon Seng @ Krishnan
Chairman

MANAGEMENT DISCUSSION AND ANALYSIS

Dear Stakeholders,

I am pleased to present my inaugural report as the seventh CEO & Managing Director of IJM, a role I assumed in April 2023. It is a great honour to have been entrusted with the responsibility of leading the IJM Group forward on our next phase of growth.

Lee Chun Fai
Chief Executive Officer & Managing Director

"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."

I am delighted to announce that despite the challenges posed by the pandemic, our businesses have demonstrated resilience. Drawing on the valuable lessons learned, we embark on our journey of growth once again with renewed vigour and a greater appreciation of the ever-evolving external landscape. Our strategic focus of *Build Resilience. Drive Growth. Nurture Capabilities*. is our guiding principle that underpins our efforts as we strive to deliver value to all our stakeholders.

This year marks IJM's ruby anniversary. Reflecting on the last four decades, IJM has successfully navigated numerous adversities, emerging even stronger, thanks to our enduring culture of enterprise, good governance and financial prudence. For this, I wish to extend my heartfelt gratitude to successive teams of employees, leadership teams and other stakeholders. Their unwavering commitment and dedication have propelled the Group to greater heights time and time again. They are the inspiration for our anniversary theme "Respected Past, Responsible Future", which declares our commitment to keep on delivering the positive value that our stakeholders have come to expect from IJM.


Singgah Sana, Tun Razak Exchange. Photo courtesy of TRX City Sdn Bhd

Gross Profit
RM1,179.95 million

EBITDA
RM1,063.99 million

Return on Equity
1.61%

Business Environment

The beginning of our FY2023 saw most countries lifting COVID-19 containment measures and transitioning towards endemicity, based on their respective circumstances. Although there was an initial surge from pent up demand, the positive economic momentum weakened as the year progressed. This was more so following the withdrawal of policy support and rising inflation from the stronger demand, tight labour market and elevated commodity prices. In 2022, global economic growth moderated to 3.4% compared to 6.2% the year before.

The Malaysian economy expanded strongly by 8.7% in 2022 compared to 3.1% in 2021 despite the challenges faced throughout the year, ranging from the volatile external environment, surges in Omicron cases at the start of the year, labour shortages, supply chain disruptions, and rising inflation. The momentum of growth, similar to the experience of other economies, slowed towards the end of the year due mainly to softening global demand and a waning base effect.

Although hampered by prolonged labour shortages and elevated building material costs, the construction sector saw a rebound of 5.0% in 2022, after declining by 5.2% in the previous year, due to the resumption of existing large infrastructure projects in the country.

Financial Performance

		FY2023	FY2022*	Increase/ (Decrease)
Revenue	RM'million	4,572.49	4,408.98	3.7%
Gross Profit	RM'million	1,179.95	762.09	54.8%
EBITDA	RM'million	1,063.99	822.22	29.4%
PBT	RM'million	483.03	317.87	52.0%
Profit from discontinued operation	RM'million	-	750.27	(100.0%)
Net Profit	RM'million	211.60	885.20	(76.1%)
PATMI	RM'million	158.28	794.89	(80.1%)
Gross Profit Margin	%	25.8	17.3	
PBT Margin	%	10.6	7.2	
Net Profit Margin	%	4.6	20.1	
Return on Total Assets	%	0.77	3.78	
Return on Equity	%	1.61	8.00	

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 ("IJM Plantations") on 6 September 2021. The net profit and PATMI comprise the financial results of both continuing and discontinued operations.

MANAGEMENT DISCUSSION AND ANALYSIS

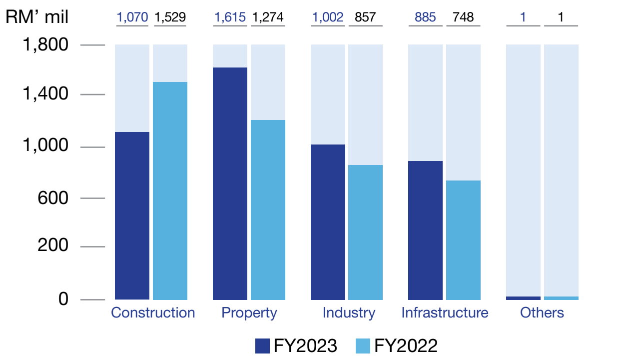
Excluding the results of discontinued operations, the Group reported a 3.7% increase in consolidated revenue in FY2023 to RM4,572.49 million from RM4,408.98 million the previous year. The increase was attributable to higher revenue recorded by the Property, Industry and Infrastructure divisions, which more than negated the decline in revenue of the Construction Division.

Correspondingly, the Group's earnings before interest, tax, depreciation and amortisation ("EBITDA") of continuing operations increased by 29.4% to RM1,063.99 million from RM822.22 million the previous year. Profit before tax ("PBT") of continuing operations in FY2023 increased by 52.0% to RM483.03 million, from RM317.87 million in the preceding year.

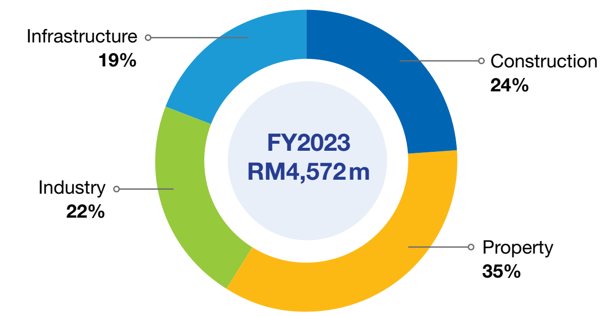
The Group's profit after tax and minority interest ("PATMI"), however, decreased by 80.1% mainly due to the discontinued profits amounting to RM750.27 million recognised in FY2022, which consisted of a RM633.79 million gain from the divestment of IJM Plantations and our share of its consolidated profits.

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

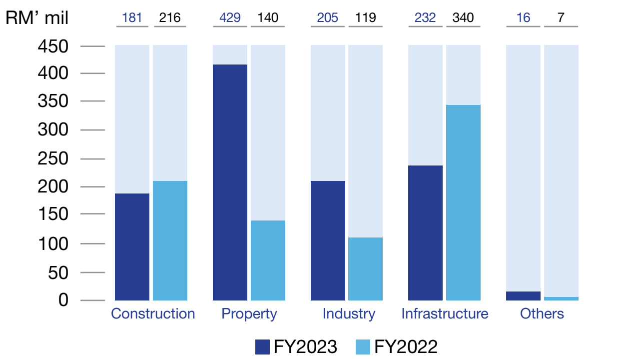
Group Revenue by Division (RM'million)



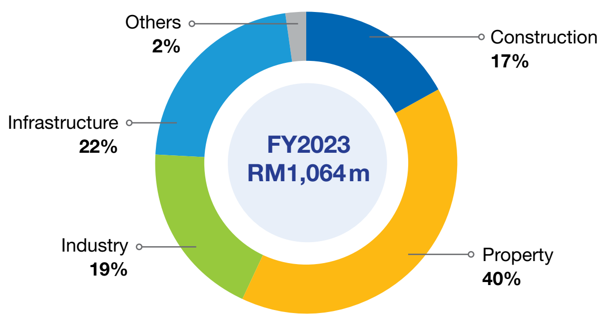
Group Revenue by Division (Proportion %)



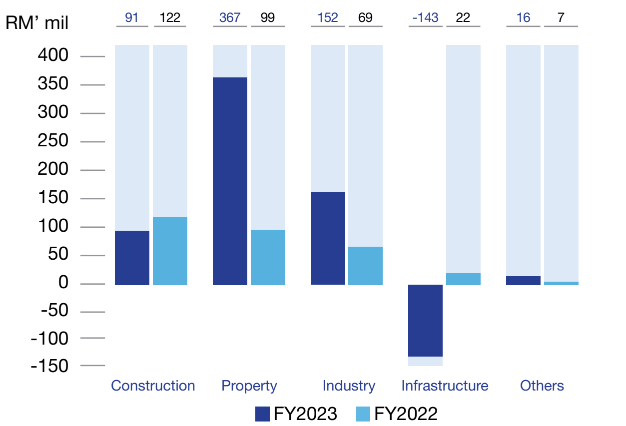
Group EBITDA by Division (RM'million)



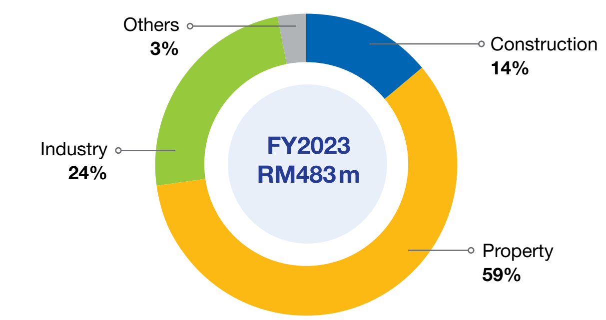
Group EBITDA by Division (Proportion %)



Group PBT by Division (RM'million)



Group PBT by Division (Proportion %)



Financial Position

		FY2023	FY2022	Increase/ (Decrease)
Total Assets	RM'million	20,510.60	21,012.05	(2.4%)
Total Liabilities	RM'million	9,549.53	9,551.31	(0.0%)
Shareholders' Funds	RM'million	9,843.76	9,937.55	(0.0%)
Total Equity	RM'million	10,961.07	11,460.73	(4.4%)
Total Borrowings	RM'million	5,364.84	5,529.61	(3.0%)
Total Bank Balances	RM'million	2,825.16	2,908.66	(2.9%)
Net Assets per Share	RM	2.80	2.81	
Net Gearing	%	25.80	26.37	

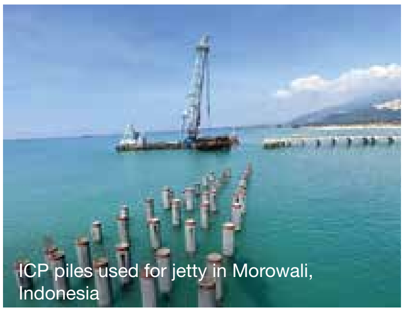
The Group continued to demonstrate financial resilience with sound management of our balance sheet. Total assets decreased by 2.4%, to RM20,510.60 million in FY2023 while total liabilities decreased marginally to RM9,549.53 million. Total borrowings of the Group reduced by 3.0%, to RM5,364.84 million at the end of FY2023.

Of the total borrowings, 31.9% 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 25.3% of total borrowings, and they are mostly long term in nature and used to fund the Group's overseas projects.

In January 2023, RAM Ratings reaffirmed the Company's RM3.0 billion Sukuk Murabahah Programme with a rating of 'AA3/Stable'.

At the end of the financial year, the Group's net assets per share decreased to RM2.80, from RM2.81 a year ago. In line with the small decrease in both bank balances and total borrowings, the Group's net gearing reduced to 25.80% as at 31 March 2023 compared to 26.37% in the preceding year. Moving forward, the Group will continue to monitor and assess our debt position to maintain a healthy gearing level.

Total capital commitments of the Group as at 31 March 2023 amounted to RM66.29 million. Purchases of property, plant and equipment represent 73.3% of total capital commitments, which are mainly related to the Industry Division for factory land purchase, upgrading of factories and asset enhancements.


ICP piles used for jetty in Morowali, Indonesia

Cash Flows

Net Inflows/(Outflows)		FY2023	FY2022	Increase/ (Decrease)
Operating Activities	RM'million	1,078.45	1,217.37	(11.4%)
Investing Activities	RM'million	(159.04)	1,202.38	(113.2%)
Financing Activities	RM'million	(1,001.38)	(1,909.47)	47.6%
Closing Cash and Cash Equivalents	RM'million	2,807.82	2,887.47	(2.8%)

Despite operational constraints arising post-pandemic such as labour and input materials supply bottlenecks, cash flow generation from operating activities remained healthy at RM1,078.45 million in FY2023, demonstrating the Group's operational resilience. Net cash flow used in investing activities decreased by 113.2% to RM159.04 million mainly due to the absence of significant proceeds from the divestment of our 56.2% equity stake in IJM Plantations in the previous year. Net cash flow used in financing activities saw lower outflows in FY2023 mainly due to the sizeable dividend quantum and higher net borrowing repayments in the previous year.

MANAGEMENT DISCUSSION AND ANALYSIS

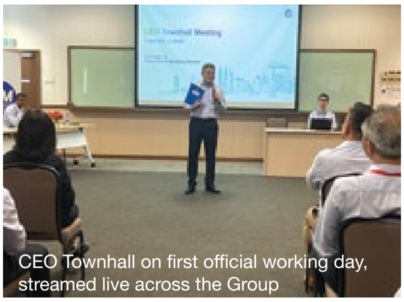
To ensure adequate liquidity and cash flows for working capital management as well as to meet our financial obligations, the Group has a policy of being stringent in our credit terms and debt collection risk management, in addition to performing continuous financial and debt assessments.

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 FY2023, IJM declared a single tier second interim dividend and a special dividend of 4 sen per share and 2 sen per share, respectively, paid on 21 July 2023. Coupled with a single tier first interim dividend of 2 sen per share, paid on 30 December 2022, the total dividends declared during the year amounted to 8 sen per share.

In comparison, total dividends paid in FY2022 was 21 sen per share, made up of 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 and a single tier second interim dividend of 4 sen per share paid on 22 July 2022.



CEO Townhall on first official working day, streamed live across the Group

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 multi-year pandemic. In the last few years, our primary thrust was to build resilience, while the onset of a global recovery allowed us to shift our priorities to driving the Group's growth agenda in FY2023. In March 2023, 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 across 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 recovery of economic activities in FY2023, the Group 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 RM1.08 billion, staying above the RM1 billion mark for the fourth consecutive year. At the same time, we prioritised capital expenditure management and working capital efficiencies to enhance our balance sheet strength. Cash at bank at the year-end stood at RM2.83 billion (FY2022: RM2.91 billion) and net gearing reduced to 25.8% compared to 26.4% a year ago.

In FY2023, the Group continued our proactive paring down of the property inventory. The Group's Completed Buildings was RM738.15 million as at 31 March 2023, which has progressively reduced from RM865.42 million, RM1,150.9 million and RM1,522.75 million in FY2022, FY2021 and FY2020, respectively. Additionally, the Group also sold a property land bank at Jalan Raja Laut, as well as industrial land at Bandar Rimbayu and MCKIP, totaling RM870 million.

The Group's divestment of our 56.2% stake in IJM Plantations in the previous year has not only allowed IJM to monetise the value of IJM Plantations but it has also enabled 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 net proceeds of RM1.53 billion from the disposal of IJM Plantations in FY2022 has strengthened IJM's balance sheet. The funds have been earmarked for future investment opportunities or capital expenditure, capital management activities, general working capital and estimated expenses. As at 31 March 2023, RM1.19 billion 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.

In the short term, the Group sees an improving outlook for most divisions. Prospects for the Construction Division are anchored by a healthy order book of RM4.5 billion and the resumption of large-scale infrastructure projects while the Property Division expects to benefit from a steady launch pipeline of mid-range products and unbilled sales of RM3.0 billion. The Industry Division has around one million tons or seven months' worth of balance orders that have good profit margins. The Group's Infrastructure Division sees improving Port cargo from the resumption of economic activities in China since early-2023, as well as fully recovered traffic volumes at our Toll operations.

In the longer term, the Kuantan Port is well-positioned for further brownfield expansion following the successful implementation of Phase 1A of the New Deep Water Terminal. 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"). Notably, Alliance Steel Sdn Bhd, the current largest investor at MCKIP, is working towards doubling its current production capacity, which portends a sizeable uplift in future cargo volumes at the Port.

The development of the West Coast Expressway is expected to be completed in 2025, with major impediments of land acquisition and cost overruns substantially resolved.

The construction of the highly-acclaimed integrated waterfront development, The Light City, Penang is on-going. This mixed-development 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 in 2025. 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.

Overseas, the Property Division is leveraging on the successful development of the Royal Mint Gardens in London. The Division is partnering Network Rail to explore similar development opportunities on land adjacent to the railway and through oversite developments in their portfolio in the United Kingdom. The partnership is currently considering sites in Central London and the south east which can be developed into mixed-use schemes, residential, commercial or logistics properties.

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 FY2023 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. The Group has also established key innovation focus areas for FY2023 – FY2025, housed under three 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 to enhance further our pillars of Marketplace, Environment, Workplace and Community. Upon conclusion of a comprehensive climate assessment, we announced our climate commitment to reduce the Group's carbon emissions to net-zero by 2050 while also building our resilience in response to the increasing risks and opportunities brought on by climate change. Additionally, we have also refreshed our Community Investment framework and strategy to better align our community efforts across the Group. More details of our progress can be found in the Sustainability Statement on pages 136 to 213.

In FY2023, the strengthening of the Group's compliance and risk management framework was on-going. 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 125 to 135.

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 align rewards with performance. At the same time, robust assessments are undertaken to ensure our leadership pipelines are identified and talents prepared accordingly as part of our succession planning.

IJM's Value Creation Journey

The Group endeavours to create value for shareholders and stakeholders through our diversified businesses, excellent track record and good corporate governance. We deploy valuable resources and input capital to achieve 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 Division 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's New Deep Water Terminal continues to be expanded to catalyse the future growth of industrial and manufacturing activities in the area.

INPUT CAPITAL / VALUE CREATION FOR

Financial Capital

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

Capital employed **RM15.7 billion ("bn")**

A leader in **construction and civil engineering**, we built to date:

- Roads **2,500 km** (including design and build basis) in Malaysia, **1,529 km** in India
- Bridges and viaducts **180 km** in Malaysia
- Railways **165 km** (including infrastructure for LRT, KTM, MRT and monorail projects) in Malaysia, **20 km** in India

Building construction projects in Malaysia to date:

- Commercial and cultural project **RM10.5 bn** (office towers, shopping malls, museum and convention centres and educational institutions)

Intellectual Capital

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

40 years in business

Business Strategy

- Build Resilience
- Drive Growth
- Nurture Capabilities

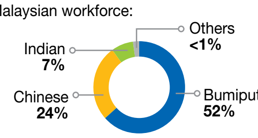
- Maximising our portfolio of net attributable remaining land bank of **3,699 acres** with a **Gross Development Value (GDV)** of **RM40 bn** in Malaysia and **65 acres** with GDV of **RM3 bn** in India

Human Capital

Our peoples' competencies and capabilities are the essence that empowers the Group to achieve our business objectives.

3,289 employees

Malaysian workforce:



Non-Malaysian workforce: Chinese, Indian, Singaporean and American - **17%**

Manufactured Capital

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

9 PSC Pile Factories
8 Ready Mixed Concrete Plants (5 in India)
6 Quarries (1 in India)
1 IBS Plant
1 UBON Bars Factory
1 Sand Mining Plant
8 Tollways (7 operational and 1 under-construction)
1 Port

- Total weight of piles manufactured since 1977 = **34.3 m MT**
- Total volume of ready mixed concrete produced since 1998 = **7.8 m m³**
- Total quarry sales volume since 1996 = **128.7 m MT**

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

Completed green buildings to date:

- **18** GBI projects
- **10** 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
- Rolled out the **ABCS E-learning Module 3.0**, mandated for all employees to complete

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.

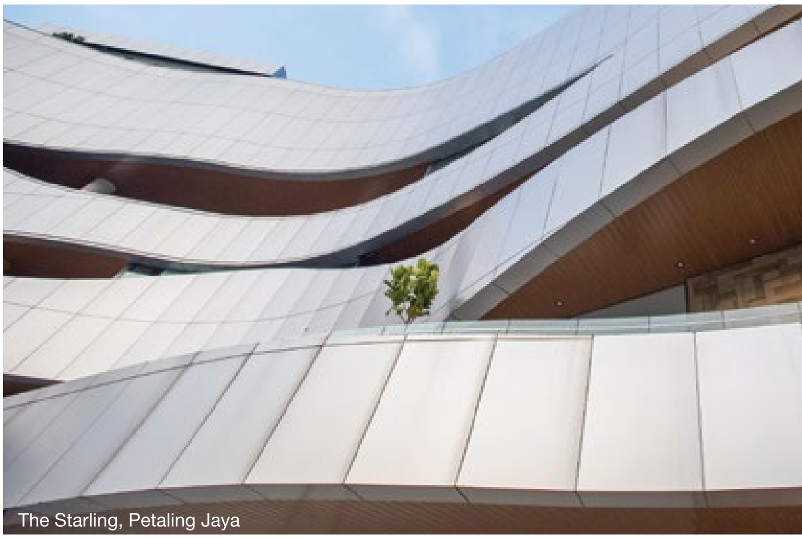
Net attributable remaining land bank of **3,699 acres** in Malaysia and **65 acres** in India for property development

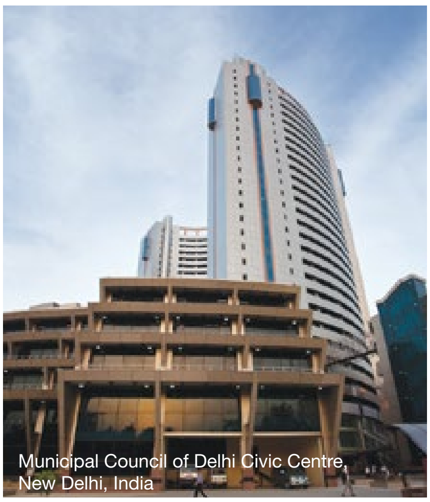
- Construction, Property, Industry, Port and Toll Divisions certified with the **ISO 14001:2015 Environmental Management Systems**
- **Circular economy initiatives** were undertaken by our Divisions throughout the year
- **Solar power** was newly commissioned at two **Industrial Concrete Products ("ICP") factories** of the Industry Division and along BESRAYA and NPE highways by the Toll Division

STAKEHOLDERS FY2023	OUTCOME/IMPACT	LINK TO SDGS
• Hospital and medical centres **RM2.6 bn** • Resorts and hotels **RM3.9 bn** • High Rise Residential **RM3.0 bn** (serviced apartments and condominiums) • Industrial buildings and railway depot **RM1.8 bn** • Utility – water and power **RM872 m** (water supply, tunnelling, gas turbine facilities and hydroelectric power stations) • Port **RM2.1 bn** (breakwater and new deep water terminal) • Airport complexes **RM736 m** **Building construction projects** in India to date: • Residential and Commercial project **RM1.6 bn** • Construction order book **RM4.42 bn** in FY2023 • Industrial Concrete Products Piles balance order book **1.0 m** tonnes	Since listing on the Main Market of Bursa Malaysia in 1986: • Market Capitalisation **RM5.62 bn**, *increased 85 times with compounded annual growth rate of 12%* • Total Assets **RM20.5 bn**, *grew 120 times* • Total PBT **RM483 m**, *increased 40 times* **Group Results:** Revenue - **RM4.6 bn** PBT - **RM483 m** EBITDA - **RM1,064 m** Return to Shareholders: Dividends per share **8 sen**	9, 11, 17
• **Property sales** of **RM2.7 bn** • **Real Estate Investment** with recurring leasing income from Menara Prudential, TRX, Kuala Lumpur	Won **four awards** at the StarProperty Awards 2022, namely: • **All-Stars Award** for IJM Land • **Excellence in the Neighbourhood Award** - Best Comprehensive Township (500 - 2,000 acres) for Bandar Rimbayu • **Excellence in the Starter Home Award** - Best Primary Home Development (High-Rise) for Residensi Suria Pantai at Pantai Sentral Park • **Honours in the Neighbourhood Award** - Best Comprehensive Township (Above 2,000 acres) for Seremban 2 Highest Property Sales achieved **– RM2.7 bn** page 156	11, 17
• Women make up about **28%** of the total workforce — page 145 • **100%** returned to work post-maternity — page 190 • About **68%** of the workforce have been with the Group for >5 years — page 190 • **58 employees** awarded with the 20-years Long Service Award — page 192 • **RM1.3 m** was invested in employees who clocked over **65,600 training hours** — page 192 • Construction Division conducted **36 HSE Consultation programmes** and **11 internal audits**, resulting in corrective actions and observations for continuous improvement — page 196	Obtained the title of **Graduates' Choice Award for Most Attractive Graduate Employers To Work For in Property Developer and Construction Categories in 2023** page 23	5, 8, 10
• **Industrialised Building System (IBS)** business has implemented the innovative 'BubbleDeck' biaxial suspended floor slab system in a 6-storey building project in Penang — page 158 • Utilised **Building Information Modelling (BIM)** during the pre-construction phase, which enables early visualisation and planning using 3D, 4D and 5D model-based simulation — page 158	• The Construction Division launched an **in-house developed mobile application,** ***MyIJM***, a digital platform that streamlines and digitalises the construction updates from project sites — page 157 • BIM has implemented the innovative **'BubbleDeck' biaxial suspended floor slab system** in a **6-storey building project** in **Penang** — page 158	9, 11, 17
• Construction, Property, Industry, Port and Toll Divisions are certified with the **ISO 9001:2015 Quality Management System** — page 154 • 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 194 • Contribution to community **RM2.4 m**, accounting for **1.5% of the Group's PATMI** — page 200	**Customer engagement and satisfaction** • Average **86%** satisfaction level for **Construction projects** • Average **77%** satisfaction level for **Property projects** • Average **86%** satisfaction level for **Industry products and services** • Average **98%** satisfaction level for **Port services** • Average **89%** user satisfaction level for **local highways** page 155 • 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 FY2023 — page 153 • The Port Division conducted an **Anti-Bribery Management System ("ABMS") Introduction and Awareness Training Programme** as part of our on-going efforts to inculcate a zero-tolerance culture against any forms of bribery and corruption — page 153 • The Property Division was recognised as one of the Top 10 Developers at the **BCI Asia Awards Malaysia 2022** — page 156 • **Seven out of ten projects** under the Property Division assessed successfully scored 80% and above for **QLASSIC score**, whereas the remaining three projects achieved 78% and above, which is higher than the industry mean of 73% — page 154 • **93%** of our community investments were **strategic initiatives**, while **7%** were **charitable initiatives** — page 200 • **Eight** scholarships were awarded totalling **RM346,000.** Our scholarship programme has benefitted more than **360 students** since its inception — page 203 • Keys for affordable homes were handed over to **180 homeowners** of Halaman 11 apartment, IJM Rimbayu; **156 units** of Riverine Diamond A condominium, Kuching — page 202	8, 16
• **Rainwater harvesting systems** installed to reduce water consumption — page 178 • Invested in **water treatment system** at projects with high water discharge to manage our water footprint and meet environmental standards — page 178 • The Industry Division's IBS factory received an **Eco-Label Mark** in FY2023, certifying their compliance with SIRIM ECO 033:021 — page154 • The Port Division undertook several initiatives in line with Kuantan Port Authority's initiative to transition into a **green port by 2030** — page 177	• About **21.5%** of our waste footprint was reused and recycled — page 180 • Our renewable energy generation capacity stood at **5,665.6 kWp**, which constitutes **1.9%** of the Group's total electricity mix — page 175 • Rainwater harvesting systems are installed across the Property and Industry Divisions and a total of **16,663 m³** of rainwater was collected for non-potable use, namely for cleaning and landscaping purposes — page 178 • Menara Prudential achieved all sustainability performance targets, securing us interest rebates and lowering overall borrowing costs. it also purchased **renewable energy certificates** that covered 100% of their electricity consumption — page 156 • The Toll Division was awarded the **Meritorious Winner in the Best Green Initiative category** at the Star Outstanding Business Awards ("SOBA") 2022 — page 178	7, 13, 16


Putrajaya Corporation Complex

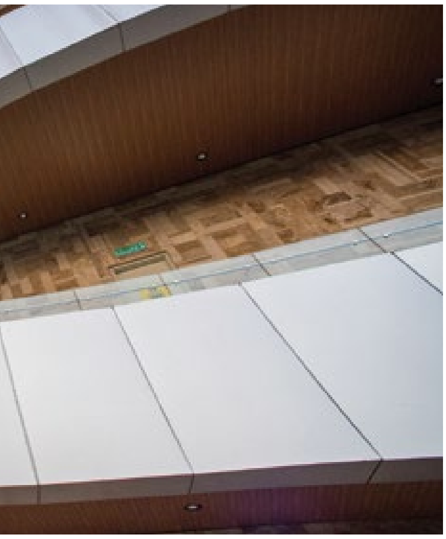

Butterworth Outer Ring Road, Penang


The Starling, Petaling Jaya


Municipal Council of Delhi Civic Centre,
New Delhi, India


National Cancer Institute, Putrajaya


Delhi Metro Rail, India



CONSTRUCTION

The Construction Division is synonymous with the IJM name, held in high esteem for its delivery capabilities and trusted by clients. Known for its impressive portfolio consisting of large infrastructure, soaring skyscrapers and customised industrial complexes, among others, it has made immense contributions towards raising the standard, professionalism and governance of the construction industry.

Key Financial Indicators

Revenue
RM**1,069.91** mil
FY2022: RM1,529.31 mil
Decrease: (30.0%)

PBT
RM**90.98** mil
FY2022: RM121.68 mil
Decrease: (25.2%)

EBITDA
RM**181.41** mil
FY2022: RM215.62 mil
Decrease: (15.9%)

PBT Margin
8.5 %
FY2022: 8.0%

University of Reading Malaysia, Johor

MANAGEMENT DISCUSSION AND ANALYSIS

Construction Management Team


Wong Heng Wai


Tan Ling Jin


Ong Teng Cheng


Viswanathan Nagarajan


Sanjay Agarwal


Chan Kai Leong


Ng Eng Aan


Dow Mun Wah


Ngow Whoong Leong


Liew Yoon Han


Fang Hoong Meng

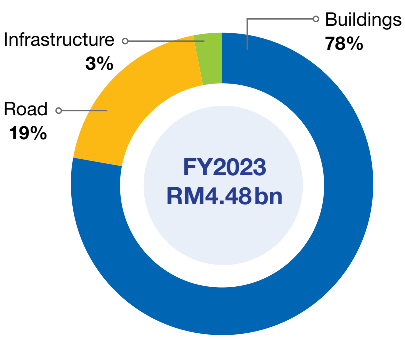

Ho Meng Soon


Anand Adeppalli


Sim Chooi Leng


MRT 2 V203

Outstanding Order Book



The Construction Division successfully replenished the order book to RM4.48 billion by securing major contracts amounting to RM1.52 billion domestically. Among the notable projects secured included the design and build for Kapar Hospital in Selangor through a joint venture consortium (RM831.0 million). Other projects secured were the ASE Electronics Malaysia chip assembly and testing facility plant - construction of a 7-storey production building/office in Penang (RM341.40 million), Maritime Signature - construction of a 45-storey office block in Penang (RM81.72 million), LHDN Office Tower - construction of an 18-Storey office block (RM150.80 million) and an in-house hotel redevelopment project (RM110.07 million).

Apart from that, the division was also awarded with some new in-house construction packages for prominent townships in Seremban 2 in Negeri Sembilan, Bandar Rimbayu in Selangor and The Light City in Penang. In India, the Construction Division has commenced works for projects on residential and commercial development in Nagpur First City and Raintree Park Dwaraka Krishna Township in Vijayawada, in addition to having secured a VRP Overlay maintenance project at Chilakaluripet-Vijayawada Section of NH05.

STC Hotel, Penang

In FY2023, the division completed the Mass Rapid Transit Project – V203 and S203, the Commercial Building Sunken Plaza (also known as Singgah Sana Plaza), and the Hotayi electronic factory and warehouse, in addition to some in-house residential projects in Seremban 2 and Bandar Rimbayu Township.

During the financial year under review, the division recorded a revenue of RM1,069.91 million (FY2022: RM1,529.31 million) and profit before tax of RM90.98 million (FY2022: RM121.68 million). Revenue declined by 30.0% compared to the previous financial year mainly because of lower contributions from overseas operations due to the completion of major projects in the previous financial year whereas there were no new overseas projects secured during the financial year. Moreover, most of the newly secured projects in Malaysia were still at initial stages of construction progress that did not generate high revenue. The lower turnover affected profitability. Nonetheless, the division registered a decent profit before tax margin of 8.5% despite operating under an extremely challenging environment characterised by the rising prices of construction materials and labour.

In India, construction works were procured mainly from in-house projects, namely for the overlay works at the Vijayawada Tollway, from the NITPL First City project for the construction of Harmony residential apartment and Commercial project in Nagpur and from IJM Lingamaneni for construction of 26 villas in Vijayawada, Amaravati.

MANAGEMENT DISCUSSION AND ANALYSIS

Construction Support Services


Dato' Zohari Bin Sulaiman


Soh Wan Heng


Lai Seng Yen


Annuar Khairi Bin Mohd Razali


Casslyn Chong Siew Chen


Michelle Chong Ann Ching


Nani Aravind


Cho Foong Khuan


Michelle Agnes Pereira


Khoh Boo Yee

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 pandemic-challenged working environment, the division successfully retained the ISO 45001 and ISO 14001 certifications in FY2023, which are the internationally and locally recognised management system standards for occupational health and safety and environmental management systems, respectively.

Further details of the division's efforts and non-financial performance are addressed in the Sustainability Statement on pages 136 to 213.

Moving forward, the division will be focusing on the execution and the timely completion of existing projects in order to improve overall cost efficiencies of its operation.

Singgah Sana and Menara IQ, Tun Razak Exchange, Kuala Lumpur


MRT 2 Kentonmen Station

The division has placed significant efforts to tender for new projects from different segments in order to diversify its order book exposure. The division is also enlarging its presence in Sabah and Sarawak as the division recognises this region's potential for new construction job opportunities in the near to medium term on the basis of national development policies. On the international front, the division continues to bid for new projects in India to enhance the overseas order book.

With the expected roll out of high impact public infrastructure projects such as the MRT 3, flood mitigation projects and others by the government, the division is optimistic for the outlook of infrastructure projects. Nonetheless, job availability in the local market remains limited and project margins are expected to be influenced by highly competitive bidding prices and elevated cost pressure. The division also remains cautious and vigilant of external headwinds, rising interest cost, slower economy pace and uncertainties in the coming year.


Hotayi Electronic Factory, Penang


Hotayi Electronic Factory production floor, Penang

PROPERTY

Our Property Division has grown to become a leader in its own right, winning many awards for its imaginative townships and projects across Malaysia and India. The division continues to embark on its journey of enhancing its brand recognition, process efficiencies and green credentials to capture greater market share.

Key Financial Indicators

Revenue
RM**1,615.22** mil
FY2022: RM1,273.67 mil
Increase: 26.8 %

PBT
RM**366.75** mil
FY2022: RM99.20 mil
Increase: 269.7 %

EBITDA
RM**429.19** mil
FY2022: RM140.31 mil
Increase: 205.9 %

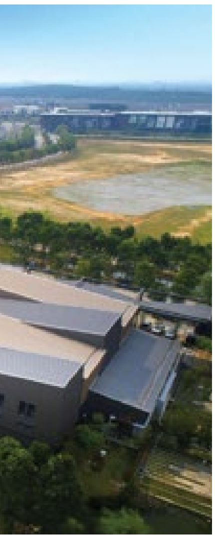
PBT Margin
22.7 %
FY2022: 7.8 %


Hill Park, Seremban 2


The Club @ Rimbayu


Ara Impian, Seremban 2

Savio, Riana Dutamas, Kuala Lumpur



The Light Waterfront, Penang

Riana South, Cheras

Nasa City, Johor

MANAGEMENT DISCUSSION AND ANALYSIS

Property Management Team


Datuk Wong Tuck Wai


Datuk Tony Ling Thou Lung


Chai Kian Soon


Tan Khee Leng


Chai King Sing


Rachel Chong Po Leng


Goh Su Yin


Soh Wai Fong


Pee Poh Hun


Steven Goh Kiat Lee

Malaysia's property market remained resilient and recorded strong growth with total property transaction value hitting RM179.07 billion in 2022, the highest-ever value recorded by the National Property Information Centre (NAPIC) since 2001. According to the Property Market Report 2022, there were 243,190 transactions for residential properties worth RM94.28 billion recorded last year, an increase of 22.3% in volume and 22.6% in value year-on-year. Meanwhile, the commercial property segment registered 32,809 transactions worth RM32.61 billion in 2022, a growth of 46.3% in volume and 16.7% in value compared to 2021.

Boosted by the rebound in economic and social activities as well as the sturdy performance of its two flagship township developments, IJM Rimbayu and Seremban 2, the division delivered a commendable performance with a total property and land sales of RM2.7 billion in FY2023, beating its previous record of RM2.5 billion set in FY2022.

The division posted an improved operating revenue of RM1,615.22 million and profit before tax of RM366.75 million compared to RM1,273.67 million and RM99.20 million respectively in FY2022. The improved financial performance was largely contributed by the strong sales recorded as well as higher level of work progress and site activities.

During the year, the division launched two commercial projects, namely Uptown Square in IJM Rimbayu and IKON @ Centrio in Seremban 2, which generated overwhelming take-up rates. The residential units of Sierra Hijauan, Ulu Klang and Riana Trees in Pantai Sentral Park, Kuala Lumpur, were launched with strong buying interest. The division continues to take a balanced and holistic approach in catering to the needs of property buyers ranging from affordable home seekers to upgraders and investors.


Secoya Residences (left) and Inwood Residences (right), Pantai Sentral Park

Recognising the market challenges that may impact home buyers, the division embarked on initiatives to ease the homeownership process by making homeownership more accessible. It launched a host of innovative financing packages to boost sales performance, including but not limited to the annual homeownership campaign, a campaign called *Living Masterpiece* that aimed to assist home seekers through customisable easy ownership schemes with great savings and incentives, as well as a partnership with RHB Bank for the *SWITCH* scheme, a buy-back programme offered to the buyers of our two pilot projects, namely Savvy at Riana Dutamas and Duta Perintis Apartments at Bandar Alam Suria, in the event

Fairway Golf Villas, Sebana Cove, Johor

of involuntary unemployment during the coverage period. The division also collaborated with Maybank on its MAE app - Malaysia's first-ever digital home financing solution, offering prospective homeowners, including first-time home buyers and property investors, a comprehensive digital experience from making an application to obtaining an approval and signing of the letter of offer – without having to visit a branch, all to make homeownership simpler and more convenient.

As a conscientious and trustworthy developer, the division is always committed to delivering quality products to our customers by striving to achieve a minimum QLASSIC score of 80% for all our projects. The division places great emphasis on customer satisfaction which is the yardstick to measure its success.

The year saw the division garner several high-profile accolades including being recognised as one of the Top 10 property developers in Malaysia at The Edge Malaysia Property Excellence Awards, BCI Asia Awards Malaysia 2022 and the StarProperty Awards 2022. The division's flagship developments, IJM Rimbayu, Suria Pantai at Pantai Sentral Park and Seremban 2 won the individual awards at the StarProperty Awards. The division was also adjudged as one of the top brands in the Property Development category of the Putra Brand Awards. Continued successes in these awards demonstrate the recognition of the IJM brand in the property industry.

MANAGEMENT DISCUSSION AND ANALYSIS

S2 City Park, Seremban

Royal Mint Gardens, London, United Kingdom

Malaysia remains the division's core market and a key focus in the coming financial year is to intensify the momentum of integrated mixed-use developments and residential developments with the likes of IJM Rimbayu, Selangor, Seremban 2, Seremban, The Light, Penang and Pantai Sentral Park, Kuala Lumpur. In addition, Sebana Cove, Johor and the former Holiday Villa Subang are earmarked for the division's maiden wellness developments, as one of the product diversification strategies to drive growth.

Following the successful delivery of the Royal Mint Gardens Phase 1, London in FY2020, the division has expanded its footprint in the United Kingdom through a tie-up with Network Rail Ltd via its 51%-owned subsidiary, RMS (England) 2 Ltd, to explore development opportunities on lands adjacent to the railway lines and through over-site developments in Network Rail's portfolio in the UK.

Despite near term economic uncertainties, the division remains steadfast in growing its business by strengthening IJM Land's brand equity, building strong demand for the market segments that it serves, enhancing systems and processes to improve efficiency, driving higher sales, expanding its digital capabilities to better serve its customers, bolstering the capabilities of its management team and rolling out robust initiatives that provide a strong foundation for continued success.

At the same time, the division will continue to embed sustainability considerations in its business practices and operations. This means ensuring that all its business decisions are environmentally and socially sound, whilst making financial sense. The adoption of sustainability is the division's key factor in preserving property value in the long run. This is core to creating offerings that are *Distinctively IJM*.

In India, the division is developing the Raintree Park Dwaraka Krishna Township ("RPDKT") in a lush landscape of 108 acres in Vijayawada, Andra Pradesh. The township boasts a 6-acre pond and fully developed amenities, among others. Phase 1 of the development, comprising 964 apartments and 115 villas, has been sold and handed over to buyers.

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

To improve sales at RPDKT, the division has rejuvenated its sales teams and enhanced marketing through various channels such as media platforms, direct approaches to institutional organisations and promoting bulk sales. Additionally, a pilot project of 26 villas is being planned at the township.

In Maharashtra, the division's First City Project ("FCP") in Nagpur is a 42.6 acres development. The first phase, called Symphony, has been 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, was completed and the Occupancy Certificate received in April 2022. Handover of vacant units commenced in May 2022.

Phase 1 of the commercial products of FCP was launched in March 2022 and has been fully booked. In the meantime, plans for the residential development Phase 2, Harmony, have been submitted to the authorities for approval and will be developed progressively.

Despite 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. It is the third largest city in Maharashtra and the 13th largest Indian city by population. Nagpur 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.

The division's focus for FY2024 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 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 136 to 213.


The Light Collection III, Penang

Jetty at ICP Lumut Factory, Perak

SMART IBS Factory, Bestari Jaya, Selangor

Supplier of ready-mixed concrete to high profile mega projects throughout Malaysia.

Armour rocks at Gebeng Quarry

INDUSTRY

The Industry Division excels behind the scenes, providing downstream exposure to the Group's construction value chain. Their key product, pre-tensioned spun concrete piles, is Southeast Asia market leader, gracing iconic bridges, buildings, and ports in the region. A recent investment in smart manufacturing has seen the digitalisation and automation of production processes for greater efficiency, quality and accuracy.

Key Financial Indicators

Revenue
RM**1,001.89** mil
FY2022: RM856.94 mil
Increase: 16.9%

PBT
RM**152.18** mil
FY2022: RM68.50 mil
Increase: 122.2%

EBITDA
RM**205.33** mil
FY2022: RM119.24 mil
Increase: 72.2%

PBT Margin
15.2 %
FY2022: 8.0%

Scaffold Master is a supplier of scaffolding rentals, providing both conventional and modular systems, along with safety accessories

MANAGEMENT DISCUSSION AND ANALYSIS

Industry Management Team


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


Calvin Ng Chew Woei


Yap Swee Kee


Chan Huan Ong


ICP piles transported on a barge for the Special Purpose Port project, Obi Island, Indonesia

Malaysia removed border restrictions on 1 April 2022, and eliminated all COVID-19 entry restrictions in August, transitioning to the endemic phase. With the removal of all COVID-19 related protocols, our piles and quarry operations were able to function without any of the earlier restrictions, culminating in our pre-tensioned spun concrete ("PSC") piles business achieving new highs in revenue and pre-tax profit.

Compared to FY2022, the division's revenue registered an increase of RM144.95 million or 16.9% to RM1.00 billion, surpassing the 1 billion mark again since FY2018. PBT increased by RM83.68 million to RM152.18 million, more than doubled the previous year's achievement of RM68.50 million driven mainly by the strong performance of PSC piles operation.

The PSC pile business achieved a record PBT of RM140.48 million, which was a significant surge of 138.8% compared to the preceding year. The company also registered substantial revenue growth, reaching RM730.88 million, which represents an 18.0% increase compared to the previous year. Although total delivered tonnage was lower than the previous year, the company was able to achieve much higher PBT due to better margins in local and export markets. The better margin was a result of various cost optimisation efforts, which included optimisations in process and raw material compositions.

The business benefitted from the strong demand that arose from the post-pandemic recovery of the Malaysian economy. The return of foreign direct investments in Malaysia, particularly in the electronics sector, as well as in logistic warehouses and related industries, led to an increase in construction activities. Sales in the first half of FY2023 were contributed

ICP piles used in US-based chip gear giant Lam Research's largest facility in Bayan Lepas, Penang

ICP piles used for Employees Provident Fund's (EPF) new head office at Kwasa Damansara, Selangor

Quarry operations in progress

by major projects such as Intel Alpha and Beta projects located in Bayan Lepas, Penang; VAT Manufacturing factory at Batu Kawan, Penang; Micron Plant in Batu Kawan, Penang; logistic warehouses situated at Bukit Raja in Klang, Selangor; Eastern Steel Manufacturing Plant Expansion in Kemaman, Terengganu; and the Batang Lupar Bridge project in Sarawak.

In the second half of FY2023, sales were mainly due to private projects such as condominiums, warehouses, and factories. Major projects that contributed towards domestic sales were the Sime Darby Logos JV Logistics warehouse and ALP warehouses, both located in Bukit Raja, Klang, Selangor; The Cove high-rise condominium located in Melaka; a 38-storey highrise condominium at Seberang Perai Selatan in Penang and the Offtake/ Export Jetty Facility for Sarawak Methanol in Bintulu, Sarawak.

The export market was mainly driven by nickel mining activities in Indonesia, where demand was generated by the growing electric vehicle industry that fueled the construction of private jetties at various islands in Indonesia. Saudi Arabia and Bangladesh were also sizeable export destinations for the division's PSC piles. In FY2023, export sales accounted for 13.0% of the total sales volume and 18.0% of overall revenue. Major projects that contributed to export sales were Project Spring at Banyan Road, Jurong Island, Singapore; Wanxiang Port Berth 16 in Morowali, Indonesia; Coal Handling Plant RAPP in Indonesia; Payra Port Project in Bangladesh, and PRI Tarakan Island located in Indonesia.

The division is optimistic for the piles business in FY2024, with the continuation of mega projects such as the East Coast Rail Link ("ECRL"), Batang Lupar bridge, Eastern Steel manufacturing plant expansion and supported by the company's existing order book balance of 1.0 million tonnes. In addition, we anticipate strong contributions from export markets, with several mega projects in the pipeline. The targeted projects include the SPL Petrochemical Complex in Cox Bazar, Bangladesh; Lygend Port at KIPI, North Kalimantan in Indonesia; and LF Projects in Benoi, Singapore.

MANAGEMENT DISCUSSION AND ANALYSIS

The division, however, is cognisant of macro uncertainties especially in export markets that are exposed to fluctuations in oil prices, interest rate hikes by central banks and the on-going Russia–Ukraine conflict. Furthermore, the surge in the prices of cement, steel prices and transportation has increased the cost of sales. Therefore, the division is stepping up cost control measures to maintain its competitiveness in both domestic and export markets. The division is also enhancing marketing efforts especially in Indonesia and in East Malaysia. Leveraging on the good working relationship with most major Chinese contractors and with their presence in many countries, the division is confident of expanding our market globally.

Despite the surge in steel prices during the first half of 2023, the division was able to lessen the impact by purchasing steel materials based on orders in hand prior to the price increase. Cement prices have also risen sharply as cement producers withdrew their rebates progressively. To mitigate cement price increases, the division replaced a percentage of cement with substitute materials such as pulverised fly ash and ground granulated blast-furnace slag. The division's electricity costs were also higher following TNB's Imbalance Cost Pass-Through (ICPT) surcharge in January 2023. Fortunately, many of our division's factory roof tops were fitted with solar PV panels, and the self generation helped to alleviate the rising cost of electricity. To further mitigate rising operational costs, the division plans to automate production facilities for better efficiency and lower labour costs.

The division's Research and Development department has been formulating more efficient and cost-effective concrete mixes using highly efficient superplasticiser such as polycarboxylate ethers and low carbon materials. The division has since produced a new grade 80 concrete mix and grade 90 pump concrete mix with higher strength consistencies and lower cement content to produce concrete piles. This has also helped to reduce approximately 3.5% of CO_2 emissions generated by the annual cement consumption. In addition, the grade 90 pump concrete mix provides better concrete flow, even at low initial concrete slumps.

Durabon Sdn. Bhd. ("DSB") posted revenue of RM105.85 million, a decrease of 15.2% from FY2022 due to lower sales volume that decreased by 17.4%. However, PBT increased by 18.4% to RM7.40 million, mainly attributed to the completion of the Senai factory disposal. Operations wise, profit margin was affected by lower sales volume and average selling prices due to competition from imported PC Bars.

During the year, DSB's factory efficiency improved by 0.12% via a reduction in wastages generated. However, this was insufficient to offset higher production costs that grew 6% from FY2022, mainly due to the higher TNB ICPT surcharge. The installation of 784 kWp rooftop solar photovoltaic modules that was completed in end-March 2023 is expected to reduce electricity costs. To further improve its production efficiency, the Klang factory will be increasing its production line speed.

Both local and exports sales will continue to face stiff competition from the continuous influx of cheaper finished products from China. DSB will continue to be proactive in finding ways to reduce production costs.

Since its inception in 2021, IJM IBS Sdn Bhd has achieved two significant milestones, namely, the successful completion of the Hotayi Factory Extension and Vitrox office building project. The division will soon be commencing the construction of its maiden high rise project, Riana Trees at Pantai Sentral Park where the supply of the superstructure modules is scheduled to commence in the fourth quarter of 2023.

To further enhance our product range, we have collaborated with BubbleDeck International to introduce a sustainable and efficient precast long span slab solution, BubbleDeck Slab. This solution, capable of spanning up to 11 metres, has a widespread application in residential buildings, car parks, commercial buildings, warehouses, and factories. The ASE Electronics Factory in Bayan Lepas, Penang was the division's inaugural project featuring this product.

Sales volume in the quarrying operations declined by 6.1% compared with the previous year, mainly due to the cessation of the Labu quarry in September 2022.

Additionally, manpower shortages experienced throughout the year by the construction related sectors

IJM IBS work-in-progress for Vitrox office building in Bayan Lepas, Penang


BubbleDeck being installed for the ASE Electronics Factory in Bayan Lepas, Penang

created a mismatch in supply and demand at most of the division's quarry locations. The spike in the cost/price of blasting agents/accessories and diesel also resulted in competition and margin compression.

The Junjung Quarry, located in Kedah, saw a spike in sales volume and profit by 34.7% and 113.1% respectively when compared to the previous year. This was mainly attributable to the closure of two competitor quarries in Penang.

In the east coast, sales volume of the Panching Quarry increased by 15.9% compared to the previous year. The improvement was mainly seen in the second half of FY2023 with the commencement of ballast supply to ECRL. However, Gebeng Quarry's supply volume declined by 19.8% compared to previous year because it was hampered by the delay in the renewal of blasting permits by the authorities, double-handling of stocks vis-a-vis breaking of oversized rocks and delays in a major project in the area.

Despite lower sales volume compared to the previous year, overall turnover improved by 6.8% due to higher prices and sales volumes in the northern region. Consequently, quarrying activities recorded a PBT of RM9.52 million.

The sales volume of Strong Mixed Concrete Sdn Bhd increased by 44.9% from 199,646 m^3 in the previous year to 289,284 m^3. The bulk of the increase came from supply to the Perennial project at The Light City, Penang. In tandem, turnover increased by 63.0% from RM42.71 million in the previous year to RM69.64 million due to higher sales volume and prices. A PBT of RM2.82 million was registered in FY2023.

The performance of the division's ready mixed concrete operations in India showed improvement. All plants reflected higher sales volume compared to FY2022. In Mumbai, sales volume bettered the previous year by 13.0% due to increased supplies to residential projects. In Hyderabad and Bangalore, sales volumes improved by 13.1% and 25.7% respectively with the rollout of small scale infrastructure projects as well as property developments. Overall, sales volume increased by 12.0% to 379,817 m^3 and registered an increase of 22.2% in turnover to RM102.32 million. A PBT of RM2.12 million was registered compared to RM0.73 million in the previous year.

The quarry business was affected by a significant increase in royalty payments. Consequently, it recorded a lower turnover of RM19.48 million compared to RM20.89 million in the previous year. However, the PBT of RM0.98 million achieved was higher than previous year due to the absence of losses following the cessation of the Vizaq quarry.

Turnover of Scaffold Master Sdn Bhd increased by 61.3% to RM11.21 million. This was attributed to new and on-going projects. A PBT of RM1.51 million was registered compared to a loss of RM1.98 million in the previous year.

Despite facing numerous challenges, the division maintained its focus on business growth in the current financial year. While these challenges persist and full recovery remains uncertain in the upcoming financial year, the division's organisational agility and strong financial position enables it to expand its presence in different geographical areas and seize opportunities.

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 136 to 213.

INFRASTRUCTURE

IJM is an investor-owner-operator of privatised infrastructure concessions in Malaysia, India and Argentina. Mainly Build-Operate-Transfer projects, they represent a steady recurrent revenue stream for the Group to hedge against the cyclical nature of its construction and property businesses.

The future of Kuantan Port is promising, with the continuous inflow of FDIs to nearby industrial parks and growth of trade with China. Another impetus is the on-going East Coast Rail Link (ECRL) project that is expected to spur industrial development in this part of Malaysia.

Key Financial Indicators

Revenue
RM**884.98**mil
FY2022: RM748.48mil
Increase: 18.2%

PBT/(LBT)
RM**(142.81)**mil
FY2022: RM21.64mil
Decrease: (759.9%)

EBITDA
RM**232.10**mil
FY2022: RM340.18mil
Decrease: (31.8%)

PBT Margin
- %
FY2022: 2.9%


Aerial view of New Pantai Expressway

MV Heng Mao, the deepest and heaviest vessel ever berthed in Kuantan


Solapur-Bijapur Tollway connecting the states of Maharashtra and Karnataka, India

Kajang Seremban Highway (LEKAS)

MANAGEMENT DISCUSSION AND ANALYSIS

Toll Management Team


Wan Salwani Binti Wan Yusoff


Chua Lay Hoon


Yap Pak How


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

In FY2023, the Infrastructure Division recorded an increase in revenue of 18.2% to RM884.98 million compared to RM748.48 million in FY2022 mainly due to higher toll revenue recorded both locally and overseas while the Port operations registered a lower revenue due to an unfavourable cargo mix compared to the previous year.

The division, however, reported a loss before tax of RM142.81 million compared to a PBT of RM21.64 million in the previous year due to overseas toll operations being affected by higher unrealised foreign exchange losses (FY2023: RM69.0 million vs FY2022: RM14.3 million) on its US Dollar denominated borrowings for India operations and higher maintenance (resurfacing) costs. The division also recognised RM133.5 million in expected credit losses pursuant to a financial instrument related to West Coast Expressway. This pre-tax loss was mitigated by higher profit contributions from the Group's local toll operations that have recovered to pre-pandemic levels.

Toll Roads

Malaysia

The Group's local toll road concession portfolio is principally engaged in the design, construction, operation 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	49
New Pantai Highway ("NPE")	100%	19.6	34
Kajang Seremban Highway ("LEKAS")	50%	44.3	58
West Coast Expressway ("WCE")	41% (effective interest)	233.0	50

In support of the government's initiative to reduce the urban cost of living, BESRAYA and LEKAS embarked on concession restructuring exercises during the year. Both entailed a toll rate restructuring and extension of the concession period.

On 13 October 2022, the government announced toll rate reductions for BESRAYA and LEKAS that came into effect 1 January 2023. Consequently, BESRAYA signed a new supplemental concession agreement with the government on 30 December 2022 to set the toll rate at RM1.85 (Class 1 vehicle). In exchange for the toll rate reduction, BESRAYA's concession period was granted an extension to 2046. Similarly, LEKAS executed a new Supplemental Concession Agreement ("SCA") on 30 December 2022 to reflect the toll rate restructuring. However, the effective date of LEKAS's SCA was subject to meeting the Conditions Precedent by 30 June 2023 as set forth in the SCA, which it has since fulfilled.

Following the relaxation of the pandemic mobility restrictions in August 2021 and transition to endemicity from April 2022, the Toll Division's traffic performance rebounded strongly in FY2023. The Toll Division's Annual Average Daily Traffic (AADT) surpassed the pre-pandemic level of 433,600 by 7.5% to reach 466,300. Toll revenue for FY2023 also increased 34.0% from RM296.28 million to RM 397.04 million, on the back of a 41.0% year-on-year growth in traffic.

The division posted a significantly higher PBT of RM138.42 million from RM9.17 million in the previous year. The increase in profits of 1,410.2% was due to the strong recovery in post pandemic revenue coupled with lower amortisation expenses.


NPE Highway toll plaza


NPE Highway Admin Office

BESRAYA's traffic increased 35.3% from the previous year, giving rise to a 32.3% increase in revenue from RM123.43 million to RM163.28 million. The traffic performance was boosted by high weekend traffic as well as improved traffic flow and connectivity following the completion of Kuchai Link 2 in November 2020 and Ramp 5A in April 2022. Accordingly, BESRAYA recorded an increase in PBT from previous year of RM28.99 million to RM70.67 million, an increase of 143.8% compared to the preceding year.

NPE also posted a record AADT of 204,000 tollable traffic in FY2023, an increase of 41.2% compared to FY2022. Correspondingly, toll revenue increased 26.5% from RM137.76 million in the preceding year to RM174.31 million, whereas PBT for the year rose 120.5% to RM90.61 million. Similar to BESRAYA, NPE's traffic performance was also supported by strong weekend traffic and improved connectivity to BESRAYA via Kuchai Link 2, with the highest traffic recorded at the Pantai Dalam Toll Plaza.

MANAGEMENT DISCUSSION AND ANALYSIS

LEKAS continued to show strong traffic growth in FY2023, recording an AADT of 97,400, an increase of 51.2% compared to an AADT of 64,400 in the previous year; this is 25.4% higher than pre-pandemic level AADT of 77,700. The significant traffic growth was mainly contributed by short-haul traffic growth from the growing population in surrounding neighbourhoods as well as the rebound in long-haul traffic on weekends and festive seasons. LEKAS contributed RM59.5 million of toll revenue in FY2023, a significant increase of 69.4% from RM35.09 million in FY2022. The revenue growth was attributable to improved traffic performance and a scheduled tariff hike of 10% since 1 January 2023. Hence, LEKAS's loss before tax reduced by 62.5% to RM22.87 million in FY2023 compared to RM60.93 million in FY2022. LEKAS is currently undertaking a debt restructuring exercise to meet the repayment of Redeemable Convertible Secured Islamic Debt Securities (RCSIDS) and Junior Sukuk.

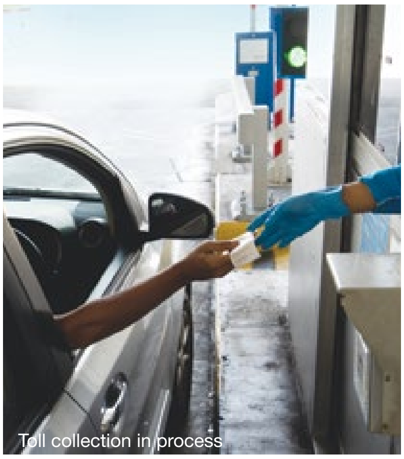
The Government has yet to approve the planned toll increases for our highways. BESRAYA's scheduled rate increase has been postponed since 2018, while LEKAS rate hikes planned for 2017, 2020, and 2023 have also been deferred. On the other hand, NPE implemented a toll rate reduction for PJS 2 Toll Plaza starting in 2011. Alongside the deferment of toll hikes and toll rate reductions, the Government also introduced toll-free days during selected festive seasons in FY2023. Despite these deferments in scheduled toll hikes, the Government has consistently honored the sanctity of the concession agreements by compensating the toll revenue shortfalls based on actual traffic volumes.

Our Toll Division remains committed to ensuring the safety and travel experience of highway users. All our highways have undergone comprehensive Road Safety Audits (Stage 5), and necessary actions have been taken based on the findings and assessments of traffic experts. Throughout the year, we have successfully implemented various road safety measures, including the installation of new W-Beam guardrails, additional guardrail posts, New Jersey Barriers, vibro-transverse bars, new rumble strips, warning blinker lights,

Traffic Control Surveillance System (TCSS)


LEKAS Highway


Aerial view of BESRAYA Highway


Toll collection in process

and additional road signages at specific locations. These improvements aim to enhance road safety and reduce the risk of accidents. Additionally, we closely monitor road conditions and conduct timely preventive and routine maintenance to minimise the need for disruptive road repairs and prolong the lifespan of our pavement assets. Our dedicated team is committed to maintaining the highest standards in accordance with the maintenance guidelines and asset monitoring criteria set by the Malaysian Highway Authority.

Throughout the year, several significant third-party development projects were underway along our highway corridor. These include the Mass Rapid Transit (MRT, Putrajaya Line Phase 2), Sungai Besi-Ulu Kelang Expressway (SUKE), Setiawangsa-Pantai Expressway (SPE), and the Langat 2 water treatment plant project. The division has been continuously monitoring the progress of these third-party works along our highway corridors to ensure strict adherence to road safety guidelines and operating procedures. This monitoring helps minimise traffic disruptions and ensure the smooth flow of traffic.

Following the reopening of the economy, traffic congestion issues in the Kuala Lumpur City Centre and Klang Valley have worsened, primarily due to increased motor vehicle sales and reduced public transport ridership. As a result, traffic management has become a significant challenge for highway operators, especially during peak hours. On-going efforts are being made to implement traffic management measures at BESRAYA's Seri Kembangan Interchange and NPE's Templer Interchange to ensure effective traffic dispersal during peak times. The traffic teams also maintain constant engagement and collaboration with relevant authorities and local councils to improve highway traffic flow and minimise traffic congestion on the division's highways. Additionally, NPE is exploring long-term traffic mitigation plans to alleviate congestion in the Bangsar area. To address congestion in the city centre, Kuala Lumpur City Hall announced the adoption of a traffic mitigation proposal, as outlined in the Kuala Lumpur Traffic Master Plan ("PITKL 2040"), on 27 October 2022.

In addition to current toll payment options such as Touch 'n Go cards, Smart Tags, and Radio Frequency Identification (RFID), BESRAYA and NPE have plans to introduce a new Open Payment System by September 2023, as initiated by the Government. This system will enable users to pay toll fares by simply swiping their bank cards at toll lanes. Furthermore, the Government intends to migrate the toll collection system to the Multi Lane Fast Flow (MLFF) approach, which combines RFID and Automatic Number Plate Recognition (ANPR) technology. The MLFF initiative demonstrates the Government's commitment to continuously improve transportation infrastructure, enhancing the driving experience for highway users, improving traffic flow, and reducing congestion at toll plazas. The implementation of the MLFF system is expected to take place once the legal, enforcement, technical and commercial framework is ready to ensure smooth operations. Additionally, the Toll Division has plans to establish a Smart Highway solution by 2024, featuring real-time automated traffic monitoring and a highway digitalisation platform. This will enable faster response times to address road incidents and enhance road assistance services for highway users.

MANAGEMENT DISCUSSION AND ANALYSIS

Toll Division was awarded the Meritorious Winner in the Best Green Initiative category of The Star's Outstanding Business Awards 2022. The award was presented in view of the initiatives undertaken by our highways to promote sustainable environmental features. The award is a recognition of the environmental responsibility displayed by our toll business operations and activities.

Moving forward, the growing population of property developments along our toll will continue to drive future traffic growth. The opening of SUKE and the upcoming SPE and East Klang Valley Expressway (EKVE) would enhance the road network in the Klang Valley as well as result in new feeder traffic streams for our division's highways.

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 136 to 213.

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. Most of the highway sections are scheduled to be completed and commence tolling by FY2024 while Section 7B will be ready in 2025.

India

In India, the division's operating toll roads are the 99.9%-owned Chilakaluripet-Vijayawada Tollway (68 km); the wholly-owned Dewas Bypass Tollway (19.8 km); and the Solapur-Bijapur Tollway (109.1 km) that commenced operations in December 2021. Our Indian tollways have concession periods ranging from 15 to 25 years.

During FY2023, the Indian tollways contributed a higher revenue, which increased by 70.5% to RM195.16 million compared to RM114.43 million in the previous year. This was mainly due to the full year contributions from tolling activities at the Solapur-Bijapur Tollway. However, overall our Indian tollways recorded a loss before tax of RM197.48 million (FY2022: loss before tax of RM72.87 million) mainly due to unfavourable foreign exchange rate movements on US Dollar denominated borrowings and higher maintenance (resurfacing) cost.


Chilakaluripet-Vijayawada Tollway, India


Western Access Tollway, Buenos Aires, Argentina


MS Westerdam, the Holland America Line cruise ship approaching Kuantan Port's New Deep Water Terminal docks

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 is the most convenient route to the city for the Western Zone's three million residents.

In FY2023, GCO contributed a higher revenue of RM70.48 million (FY2022: RM46.83 million) mainly due to higher traffic volumes recorded. Our share of profits was RM8.14 million (FY2022: share of losses of RM3.92 million), mainly as a result of the higher traffic volumes achieved.

Port

FY2023 was a year of recovery for Kuantan Port. While almost all economic sectors were open since 2021 as part of the post-pandemic recovery, Kuantan Port's leading cargo destination, China, only re-opened its borders from December 2022 onwards. China's zero-COVID policy resulted in lockdowns at two of China's largest manufacturing and commercial centres, Shenzhen and Shanghai. Although the ports in these cities remained open, the lockdowns disrupted manufacturing, trucking and logistics operations. Despite the whole of China's economy opening up following the prolonged lockdown due to their zero-COVID policy, the flow of goods had yet to recover to pre-pandemic levels. Even as these ports reopened, mainline carriers, trying to restore schedules, continued with blank sailings at Shanghai and Ningbo while skipping calls and redeploying capacity on East-West routes.

Bauxite cargo owners experienced obstacles in obtaining the necessary approval from local authorities to export the mineral. As a result, Kuantan Port only managed to handle 0.25 million freight weight tonnes (FWT) of bauxite in FY2023. This was an improvement over 0.13 million FWT handled in FY2022 but is still significantly lower than the peak of 28 million FWT in FY2016. Bauxite demand has been growing, and exporters have confidence in exporting their cargoes through our EPC conveyor system that strictly adhere to stringent SOP guidelines. In FY2024, Kuantan Port expects to handle an estimated 1 million FWT of bauxite.

Iron ore commodity prices experienced a downward trend in FY2023, from a high of USD159 per ton in April 2022 to a low of USD81 per ton in November 2022. Coupled with the high freight rates in FY2023, this volatility negatively impacted iron ore exports.

Kuantan Port recorded RM331.79 million in revenue in FY2023, a decrease of 9% from RM364.48 million in FY2022. Its pre-tax profit stood at RM33.39 million, a decline of 66% from RM98.68 million in FY2022.

These results were primarily due to a less favourable cargo mix, despite cargo throughput handled being comparable to the previous year. The Port's cargo throughput stood at 22.67 million FWT (FY2022: 22.70 million), lower by 0.1% from the previous year.

MANAGEMENT DISCUSSION AND ANALYSIS

Kuantan Port is expecting new customers and investors in Malaysia-China Kuantan Industrial Park ("MCKIP"). Among them are Jianhui Paper Co. Ltd and Maxtrek Tyre Manufacturing Sdn Bhd, who will be constructing their plants in MCKIP 1 and MCKIP 2 respectively. Both Jianhui, a paper product producer, and Maxtrek, a tyre manufacturer, have agreed to acquire land in MCKIP, totalling approximately 550 acres for their plants.

Meanwhile, Alliance Steel (Malaysia) Sdn Bhd is committed to expanding its new phase 2 production line in FY2024. As the main gateway of Alliance Steel's cargo, Kuantan Port will benefit from the additional 10 million tonnes throughput upon commencement of their expansion.

Eastern Steel Sdn Bhd, based in Kemaman Terengganu, is a new customer of Kuantan Port and will be completing the construction of phase 2 of their plant in July 2023 to increase production from 0.7 million tonnes to 2.7 million tonnes.

Kuantan Port is dedicated to enhancing its digital transformation efforts for future growth. The port implemented a customer relationship management ("CRM") system to enhance its marketing capabilities. This has seen Kuantan Port introduce a centralised customer database. This initiative aligns itself with the port's primary goal of providing superior and sustainable customer experience. By leveraging Salesforce, a cloud-based software, Kuantan Port will utilise the CRM platform to address customer issues and streamline sales activities more effectively.

The Port's sustainability roadmap targets to reduce energy consumption and carbon emissions. Kuantan Port has installed rooftop solar panels to generate electricity and LED lighting to reduce power consumption. To reduce emissions, shore power supply has been installed to supply electricity to power tugboats so that the on-board diesel generators may be switched off when they are berthed.

Kuantan Port is also conducting greenhouse gas emission assessments and developing calculation tools to monitor emissions. The exercise will identify carbon reduction opportunities and create initiatives with a target to reduce emissions by 33% by 2031.

For its "Green Port" initiatives, 3R programmes to "reduce, reuse and recycle" has been promoted to reduce waste. New initiatives such as air quality monitoring, dust reduction, using energy-efficient electrical equipment and a new centralised scheduled waste storage facility are planned in the coming year, giving a more significant push to the Port's green initiatives.

In July 2022, Kuantan Port obtained the ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certifications, which are integrated management systems for quality, environmental management, and occupational health and safety. At the same time, Kuantan Port was certified with the ISO 37001: 2016 anti-bribery management system.

Further details of the Port's sustainability efforts are addressed in the Sustainability Statement on pages 136 to 213.

Kuantan Port has been implementing a new port tariff since the end of FY2023. At the same time, the recovery from supply chain disruptions has started to show positive outcomes. The combination of these two factors is expected to significantly boost the port's

Berthing activities at Kuantan Port

income next year. As Kuantan Port continues to expand operations, there is the potential for it to develop as a biomass hub. The outlook is also promising for it to leverage on its strategic location amid markets with substantial Muslim populations. Kuantan Port is thus actively pursuing a "halal port" certification to become a prominent halal hub in the region.

Outlook

In 2023, the global economy is anticipated to experience a slower rate of growth, with a projected expansion of 2.3% worldwide, while Malaysia's growth is estimated to be between 4.0% and 5.0%. Despite a significant decrease in international food and energy prices over the past year, inflation is expected to remain high in numerous countries. The swift tightening of global financial conditions presents substantial risks for developing and transitioning economies. The combination of rising interest rates and a transition from quantitative easing to quantitative tightening in developed economies has heightened debt vulnerabilities and limited the available options for public spending in many countries.

The Group's Construction Division will be focusing on the timely execution and completion of its outstanding order book of RM4.5 billion, providing the Group with stable earnings visibility over the next few years. With the resumption of economic activities, the 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 successive years of record sales in Malaysia. With its wide array of products in strategic locations and unbilled sales of about RM3.0 billion, the Property Division is expected to perform satisfactorily. Notably, the division's low level of completed property inventory puts it in good stead to weather any uncertainties in the market.


IJMers at the 40th anniversary celebration

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 of around 1 million tonnes is expected to underpin the division's performance in the near term.

The performance of the Group's Port operations is also expected to improve with the resumption of economic activities. Additionally, the entry of large investments into MCKIP 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.

Given the various catalysts, the Group expects a better year in FY2024.

Closing

I take this opportunity to acknowledge and express my sincere gratitude to my predecessor, Mr Liew Hau Seng, for his leadership and invaluable contributions to IJM Group. His strategic guidance and unwavering commitment have paved the way for our continued success.

As we transition into this new growth phase, I am eager to work closely with all colleagues and business partners to drive IJM to new heights. I would like to thank the Board, management and employees of the Group for your contributions and dedication to performing your jobs, especially during the challenging past three years. I would also like to express my deepest appreciation to our shareholders, clients, bankers, contractors, suppliers, media and the public at large for your continued support to the Group.

Lee Chun Fai
Chief Executive Officer &
Managing Director

YEARS

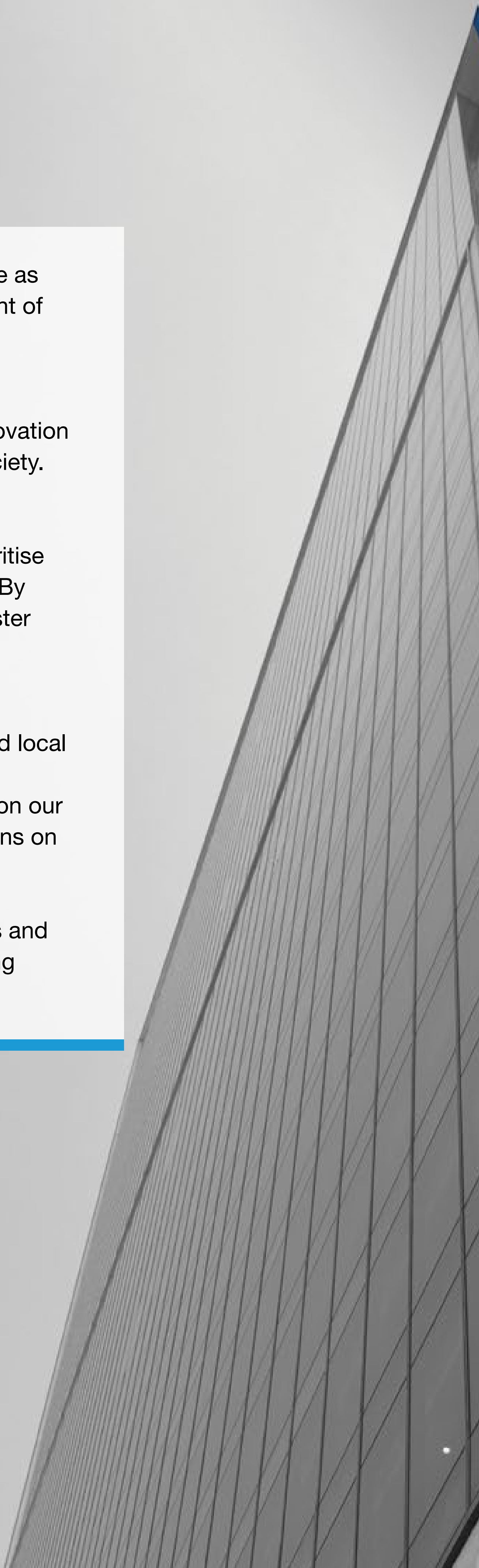
RESPECTED PAST.
RESPONSIBLE FUTURE.

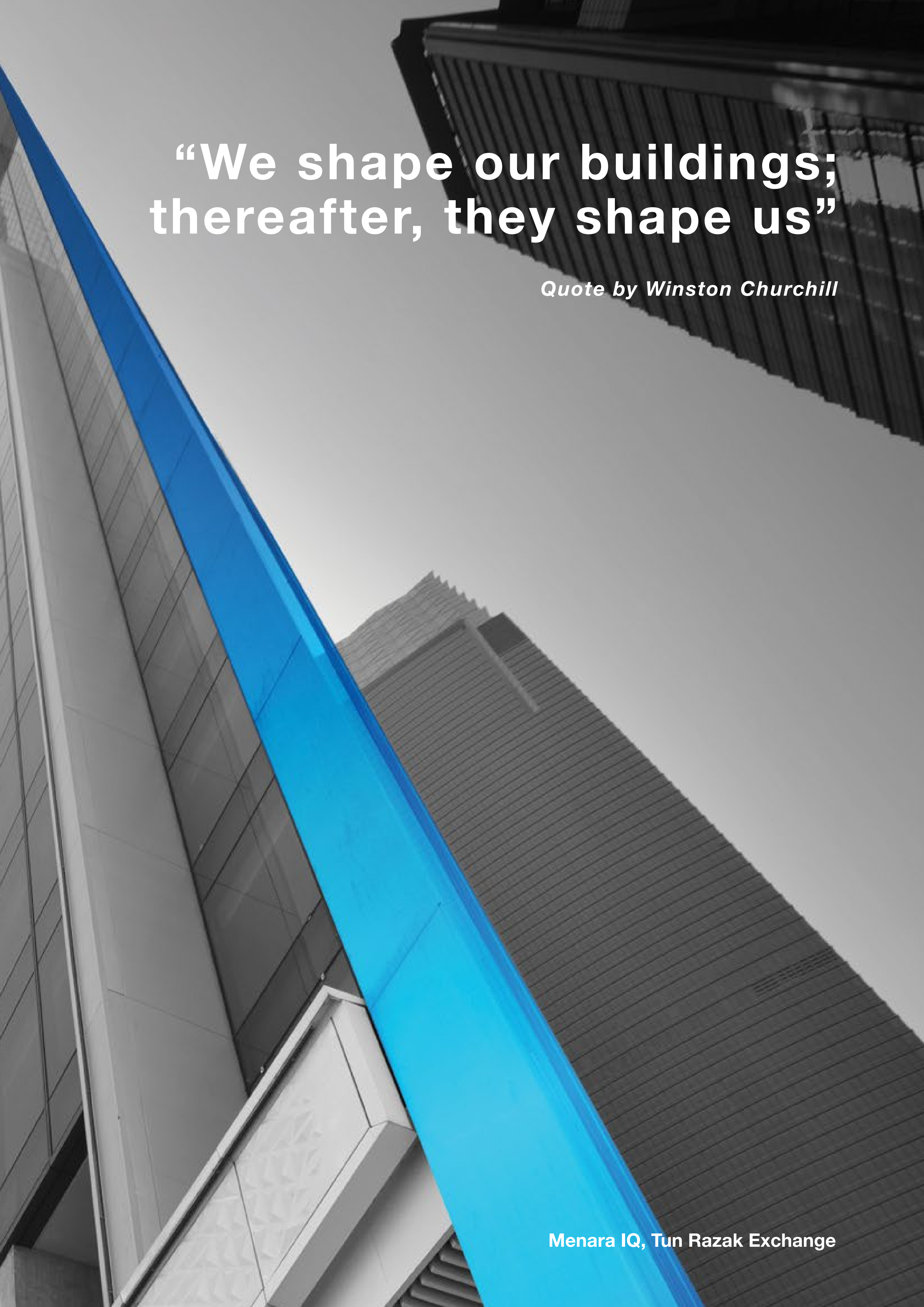
The infrastructure and buildings that we build serve as engines for economic prosperity and the betterment of communities. We take great pride in our role as contributors to nation-building, from cutting-edge transportation systems to sustainable urban developments, our commitment to quality and innovation plays a crucial part in shaping the future of our society.

We appreciate our interconnectedness and interdependence within the supply chain, and prioritise collaborating with local suppliers and businesses. By supporting and nurturing our local partners, we foster economic growth and bolster the resilience of the communities we serve.

Being predominantly owned by large and esteemed local institutions, our success is intricately linked to the well-being of our investors. These institutions rely on our achievements to yield robust and sustainable returns on their investments.

The profound impact of our products, partnerships and prosperity resonates deeply with the nation-building agenda.





“We shape our buildings; thereafter, they shape us”

Quote by Winston Churchill

Menara IQ, Tun Razak Exchange

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 2023 ("FY2023") 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 2023 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.

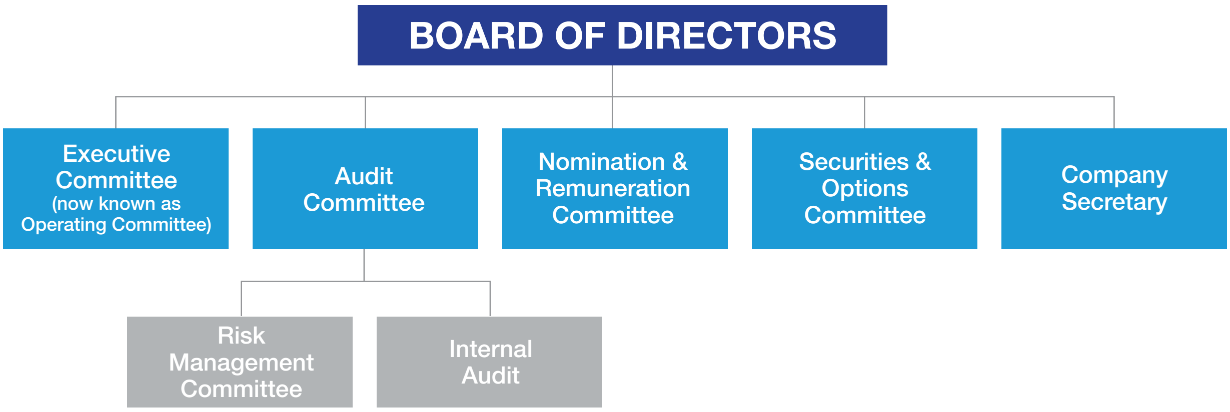
The Board is always guided by the Board Charter, which outlines the duties, responsibilities and matters reserved for the Board in discharging its fiduciary duties. The Board Charter is reviewed and updated by the Board from time to time to ensure that it continues to remain relevant and appropriate.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

During FY2023, the Board Charter was reviewed so as to align with the updated practices of the Code and Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The amendments included adoption of the policy to limit the tenure of Independent Directors not to exceed a cumulative term of nine (9) years. Should an Independent Director be retained beyond nine (9) years, the shareholders' approval will be sought, provided that the tenure of service of such Independent Director does not exceed a cumulative term of 12 years in the Company and its related companies. In addition, the Board had also adopted a fit and proper policy for the appointment and re-election of Directors of the Company and its subsidiaries. The fit and proper policy would serve as a guide for the Nomination & Remuneration Committee and the Board in their review and assessment of candidates that are to be appointed onto the Board as well as Directors who are seeking for re-election.

The Board Charter was further reviewed in May 2023 to adopt the policy to limit the tenure of Independent Directors not to exceed a cumulative term of nine (9) years without further extension.

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.

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 2-day period in March 2023, the Board had received and/or actively participated in the deliberation on the updates of the visioning and strategies of the Group, which included the following areas:-

- updates on existing corporate projects and new business strategies of the Group, which included synergistic business and expansion of geographical footprint;
- post pandemic workforce insights, current and future key focus areas for Human Resource of the Group in relation to talent acquisition, talent development, performance management, total rewards and employee engagement & workplace wellbeing; and
- proposed Climate Strategy of the Group, which covered the roll-out plans, Sustainability Roadmap FY2023-FY2025 of the Group, drivers for credible climate action, climate resilience, carbon reduction and climate strategy.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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 45. 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 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 FY2023, five (5) Board meetings were held.

The Board meetings' attendance record of each Director is as follows:

	Number of Meetings Attended	Percentage
Executive Directors		
Lee Chun Fai *(ceased as Deputy CEO & Deputy MD and redesignated as CEO&MD on 1 April 2023)*	5/5	100%
Liew Hau Seng *(retired as CEO&MD on 31 March 2023)*	5/5	100%
Independent Non-Executive Directors		
Goh Tian Sui	5/5	100%
Dato' David Frederick Wilson	5/5	100%
Tunku Alina Binti Raja Muhd Alias	5/5	100%
Tan Ting Min	5/5	100%
Dato' Ir. Tan Gim Foo	5/5	100%
Loh Lay Choon *(appointed on 7 July 2022)*	4/4	100%
Pushpanathan A/L S A Kanagarayar *(resigned on 25 August 2022)*	2/2	100%
Non-Executive Directors		
Tan Sri Dato' Tan Boon Seng @ Krishnan	5/5	100%
Datuk Lee Teck Yuen *(redesignated as Non-Executive Director on 1 June 2022)*	5/5	100%
Azhar Bin Ahmad	4/5	80%

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 FY2023.

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. The Group undertook a comprehensive climate assessment, which lasted for 1.5 years, before publicly announcing its climate commitment in April 2023. As part of the development of the Group's climate strategy, the Board had numerous engagements with Management and appointed consultants during the financial year, among which were:-

- a kick-off discussion on the Group's climate transition risks and opportunities;
- a sequence of presentations on the Group's carbon footprint profile and reduction strategies; and
- a presentation on the Group's physical climate risks and opportunities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board continued to play an essential role in aligning environmental, social and governance ("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. In the annual Board Assessment for FY2023, 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 136 to 213.

II. Board Composition

There are 10 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.

Apart from the appropriate mix of skills, knowledge and experience, a person to be appointed or elected/re-elected as Director shall possess the necessary quality and character as well as integrity, competency and commitment. The persons who were appointed or re-elected as Directors during the financial year had respectively submitted a self-declaration as to his/her fitness and propriety via the Directors' Declaration of Fit and Proper Form adopted by the Board.

During FY2023, the NRC reviewed the composition and diversity of the Board, including its structure and size, and the age, gender, ethnicity, skills, experience and competencies of its members. A more balanced Board in terms of age and ethnicity was observed to be relevant to infuse the Board with fresh perspective.

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 40 to 44.

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.

Mr Pushpanathan A/L S A Kanagarayar, who had completed his 9-year tenure as an Independent Director had stepped down from the Board at the conclusion of the Annual General Meeting ("AGM") held on 25 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.

To date, none of the present Independent Non-Executive Directors of the Company has exceeded the term limit of nine (9) years.

2. Board Diversity

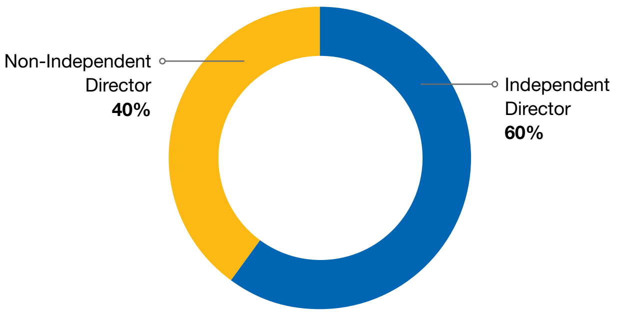
The Directors have a diverse set of skills, experience and knowledge necessary to govern the Group. The Directors are professionals in the fields of construction and engineering, finance, accounting, investments, property, toll infrastructure, legal practice and climate governance. Together, they bring 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.

During FY2023, the Board Diversity Policy was reviewed with further elaboration on the diversity which included gender, age, ethnic and expertise, and is available for reference at www.ijm.com.

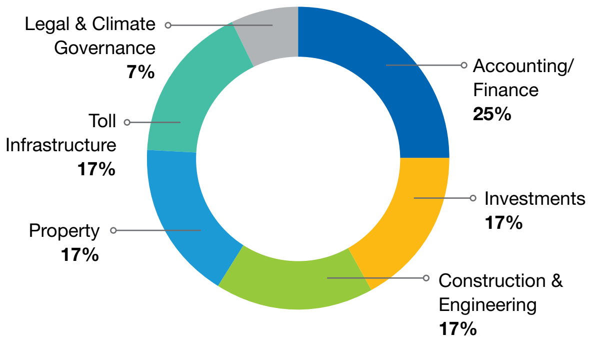
With the appointment of Ms Loh Lay Choon to the Board during the FY2023, the Board now consists of three (3) women directors out of a total of 10 Directors, hence has met the requirement of 30% women directors on the Board.

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

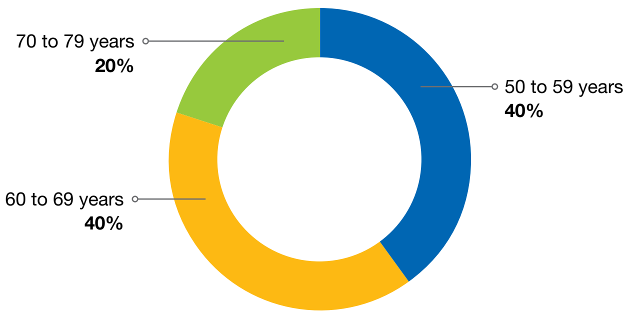
Composition



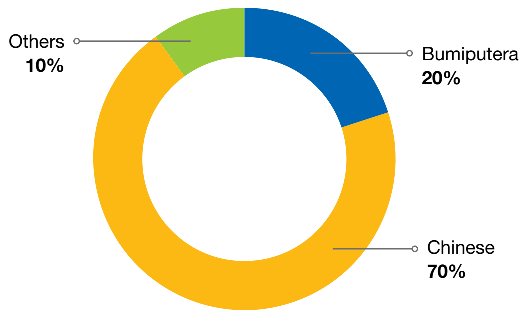
Industry/Background Experience



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. 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 composition of the NRC and the meeting attendance record of its members for FY2023 are as follows:-

	Number of Meetings Attended	Percentage
Tunku Alina Binti Raja Muhd Alias (Chair), *Independent Non-Executive Director*	3/3	100%
Tan Ting Min, *Independent Non-Executive Director*	3/3	100%
Datuk Lee Teck Yuen, *Non-Independent Non-Executive Director*	3/3	100%

The activities of the NRC during FY2023 included the following:

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

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

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

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

(v) reviewed Directors' Fit and Proper Policy;

(vi) reviewed the re-election of Directors at the AGM;

(vii) reviewed Directors' fees payable to Non-Executive Directors of the Company including the benchmarking against peer groups' Directors' fees;

(viii) reviewed Directors' benefits payable to Non-Executive Directors of the Company;

(ix) reviewed the proposed retirement gratuity of the former CEO&MD and senior management staff;

(x) assessed and evaluated 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);

(xi) assessed and evaluated the effectiveness of the Audit Committee and individual Committee members through the annual Audit Committee evaluation;

(xii) assessed and evaluated the effectiveness of the NRC and Executive Committee (now known as Operating Committee);

(xiii) reviewed the tenure of Independent Directors;

(xiv) reviewed the succession plan of the Divisions and the Group;

(xv) reviewed the composition of the Board based on a Board matrix which included the gender, age, ethnicity, academic qualifications, skills, experience and knowledge of the Directors;

(xvi) reviewed IJM Scheme and Conditions of Service;

(xvii) reviewed the evaluation form for the Board assessment;

(xviii) reviewed the Terms of Reference of the NRC;

(xix) proposed the appraisal process of the CEO&MD;

(xx) proposed the appointment of new Directors and Board committee members;

(xxi) reviewed the induction programme for new Directors;

(xxii) received MyVoice (Employees' Engagement) survey 2022 results; and

(xxiii) proposed change of the CEO&MD.

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 FY2023 ("BA 2023"). The BA 2023 was conducted internally via online questionnaires with the assistance of the Company Secretary and the results of the BA 2023 were presented to the NRC and the Board for deliberation and review.

Based on the results of the BA 2023, 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 3.55 based on a full scale of 4. The areas identified for improvement include the establishment of a Board Committee to oversee the risk and sustainability of the Group and the formulation of a longer-term strategic plan for the Group. The Board and the NRC will take the necessary actions to address the areas for improvement.

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 and there were no major concerns from the results of the evaluations of 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 for FY2023.

The NRC and the Board also 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.

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.

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 for the FY2023.

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 FY2023, some of the Directors had visited Kuantan Port, TRX Residences Site Office (TRX KL) and Pantai Sentral Park.

In addition, an induction programme had been conducted for a newly appointed Director, Ms Loh Lay Choon, to provide her with the information that she would need to become as effective as possible in her role within the shortest practicable time. The programme was conducted within a period of six (6) months from the appointment date. Ms Loh had visited the following project sites since her appointment to the Board in July 2022, in addition to attending the briefing sessions conducted by the Business Divisions of the Group:-

(i) Port Division - site visit to Kuantan Port;

(ii) Construction Division – site visit to TRX Residences Site Office (TRX KL);

(iii) Toll Division - site visit to Traffic Control Surveillance Systems (TCSS) Control Room and Besraya Highway Tour Alignment;

(iv) Industry Division – site visit to IJM IBS Factory at Bestari Jaya; and

(v) Property Division - site visit to Pantai Sentral Park.

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 in respect of FY2023 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	2,594	-	5,629#	606	66	8,895
Non-Executive Directors	-	1,872	422*^	-	130	2,424
Total	2,594	1,872	6,051	606	196	**11,319**

* *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 RM200,000 paid to Tan Sri Dato' Tan Boon Seng @ Krishnan.*

Includes retirement gratuity of RM4,508,400 paid to Mr Liew Hau Seng.

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	-	-	-	-	-	-
Non-Executive Directors	-	96	21	-	-	117
Total	-	96	21	-	-	**117**

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 *(retired on 31 March 2023)*	7,122	-
Lee Chun Fai	1,773	-
Non-Executive Directors		
Tan Sri Dato' Tan Boon Seng @ Krishnan	553	-
Datuk Lee Teck Yuen	200	52*
Dato' David Frederick Wilson	176	-
Goh Tian Sui	189	-
Tunku Alina Binti Raja Muhd Alias	229	-
Tan Ting Min	295	3#
Azhar Bin Ahmad	167	-
Dato' Ir Tan Gim Foo	262	62^
Loh Lay Choon *(appointed on 7 July 2022)*	224	-
Pushpanathan A/L S A Kanagarayar *(resigned on 25 August 2022)*	129	-
Total	**11,319**	**117**

* *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. Ms Loh Lay Choon was appointed the Chair of the Audit Committee on 26 August 2022 following the resignation of Mr Pushpanathan A/L S A Kanagarayar, who has completed his 9-year tenure as an Independent Director. Ms Loh Lay Choon is a member of the Malaysian Institute of Certified Public Accountants (MICPA) and a Chartered Accountant of the Malaysian Institute of Accountants (MIA). She is not the Chair 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 119 to 124. 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 2023 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.

The details of the External Auditors Policy are available for reference at www.ijm.com. The External Auditors Policy was reviewed in May 2022 to provide clarity on the list of non-audit services which could be provided by the external auditors in accordance with the By-Laws of the Malaysian Institute of Accountants. Pursuant to the External Auditors 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 FY2023 are disclosed in Note 50 to the Financial Statements. Except for those disclosed in the Financial Statements, there were no material contracts of the Group involving Directors' and major shareholders' interests during the period.

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.

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 119 to 124, and the overview of the risk management and internal control framework of the Group is set out on pages 125 to 135 of the Statement on Risk Management and Internal Control.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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 2023, IJM was covered by 18 research houses, of which 8, 8 and 2 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 the 38th AGM held on 25 August 2022 and the annual report are sent out to shareholders at least 28 days before the date of the AGM.

All Directors had attended the 38th AGM held on 25 August 2022. 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, corporate governance and sustainability matters 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 38th AGM was held virtually through live streaming from a broadcast venue and the Company had adopted online remote voting for the conduct of poll on all resolutions. A channel was made available for shareholders to pose questions before and during the AGM and all pertinent questions raised by shareholders were made visible to all meeting participants and answered during the AGM. Meeting participants were also 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 no later than 30 business days after the AGM.

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 2023.

AUDIT COMMITTEE REPORT

Throughout the financial year, the Audit Committee continues to assists the Board in ensuring integrity in financial reporting, effectiveness of risk management and internal control framework, and adequacy of the anti-bribery and corruption control measures and practices.

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 and consists of up to four (4) members. In line with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all of the members of the Audit Committee are Independent Non-Executive Directors.

The Chair of the Audit Committee, Ms Loh Lay Choon, is a member of the Malaysian Institute of Certified Public Accountants (MICPA) and a Chartered Accountant of the Malaysian Institute of Accountants ("MIA"). Ms Loh was appointed as a member of the Audit Committee on 7 July 2022 and as the Chairman on 26 August 2022, after Mr Pushpanathan A/L S A Kanagarayar ceased to be a member and the Chairman following his resignation at the conclusion of the Annual General Meeting held on 25 August 2022. The other members of the Audit Committee are Ms Tan Ting Min and Dato' Ir. Tan Gim Foo.

Members of the Audit Committee *(from left to right):*
Loh Lay Choon, Tan Ting Min and 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 (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, being 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. Where required, other Board members and Senior Management may attend meetings upon the invitation of the Audit Committee to provide information and clarification on relevant items on the agenda. Both the internal and external auditors, too, may request a meeting if they consider that one is necessary.

During the financial year, the Chairman/Chair 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/Chair 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.	Loh Lay Choon *Independent Non-Executive Director (Chair) (appointed as member on 7 July 2022 and as the Chair on 26 August 2022)*	3/3
2.	Tan Ting Min *Independent Non-Executive Director*	4/4
3.	Dato' Ir. Tan Gim Foo *Independent Non-Executive Director*	4/4
4.	Pushpanathan A/L S A Kanagarayar *Independent Non-Executive Director (ceased as member and Chairman on 25 August 2022)*	2/2

AUDIT COMMITTEE REPORT

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 2023. The Audit Committee was assessed based on five (5) key areas, namely, understanding of role, effectiveness and quality, internal and external audit, risk management and internal control, 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 2023.

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, together with the accompanying Directors' Report, 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;
- 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; and
- Reviewed the dividends proposed by Management for recommendation to the Board.

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 ("IAD")'s 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 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, 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.

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 deliberated 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 2023 were as follows:-

Fees incurred	Audit Fees RM'000	Non-Audit Fees RM'000
The Company	521	26
The Group	3,985	694

  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 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 roles 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) 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 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, and is a member of CPA Australia and the MIA. 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 Institute of Internal Auditors ("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 to 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.

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 FY2023, which was approved by the Audit Committee in February 2022, prioritised the Group's FY2023 Operational Plan 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 FY2024 was reviewed and approved by the Audit Committee in February 2023.

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 to 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 RM2.4 million (FY2022: RM2.7 million). The decrease was mainly due to lower staff cost following the completion of the disposal of IJM Plantations Berhad in September 2021.

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

Cost Category	% of total cost
Manpower	81%
Training	1%
Travelling (inclusive of accommodation)	6%
Overheads	12%

AUDIT COMMITTEE REPORT

INTERNAL AUDIT ACTIVITIES FOR THE FINANCIAL YEAR

The IAD completed and reported on 55 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 comprised of 17 staff and the level of expertise and qualifications within the IAD as of 31 March 2023 were as follows:

Qualification Category	Percentage of total auditors
Diploma Level	10%
Bachelor's Degree	40%
Post Graduate Degree (MBA, MA, etc.)	10%
Professional Qualification (CPA, CIA, ACCA, CIMA, etc.)	40%

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 731 hours was spent on training and development, which averages 43 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)	77%
Management, leadership & soft skills	12%
Industry related trainings	11%

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 2023.

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 of Directors ("Board") affirms its commitment and 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 2023 ("FY2023"), 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 FY2023, 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 ("AC") on a quarterly basis, and as part of its monitoring activity ensures key risks are deliberated and mitigating actions are implemented. The AC presents a summary of its deliberations and decisions to the Board on a quarterly basis.

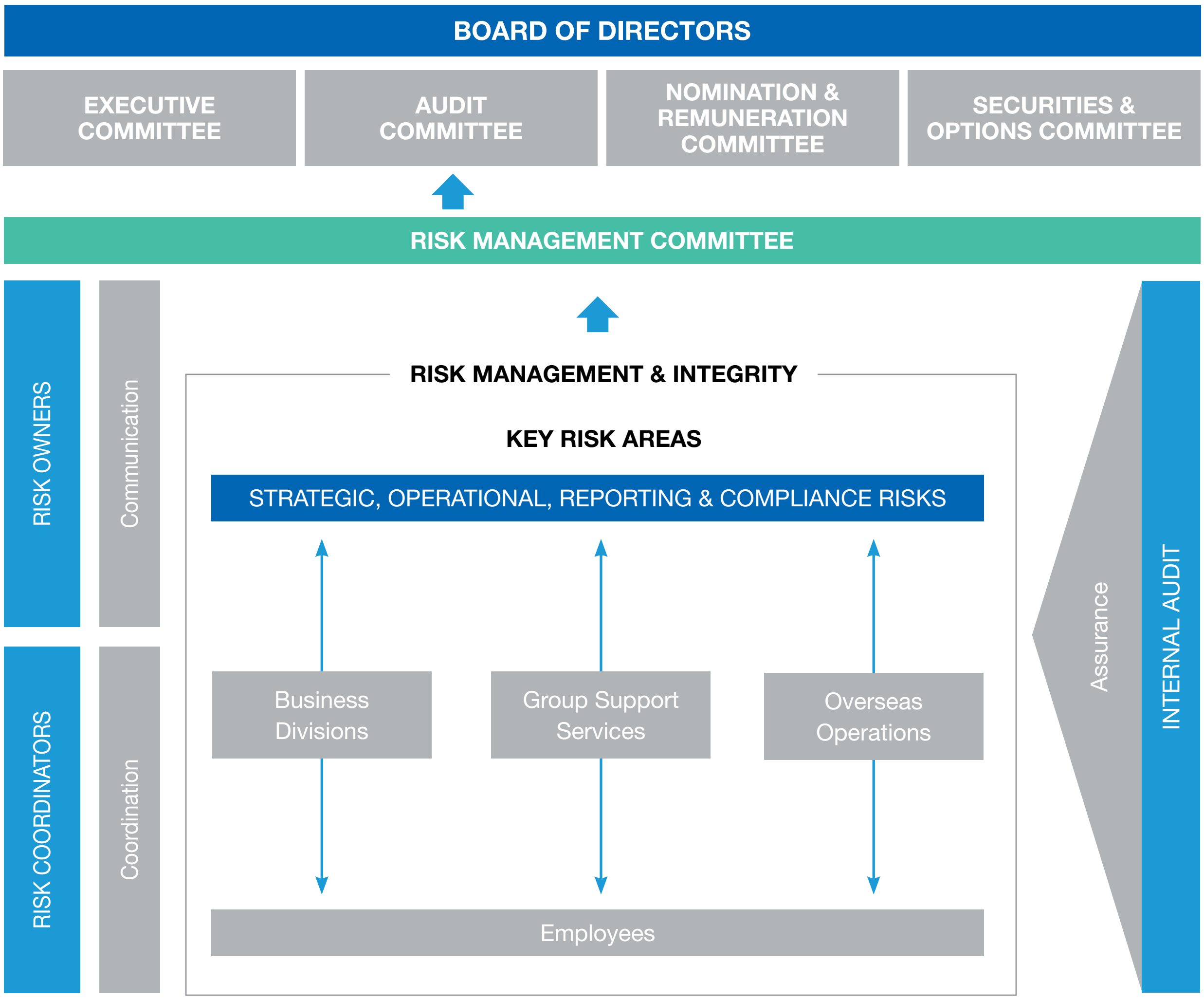
During the financial year, the adequacy and effectiveness of the system of internal controls was reviewed by the AC in relation to the internal audits conducted by the Internal Audit Department ("IAD"), as well as control issues reported by the external auditors. The AC deliberated on the audit issues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

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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



2. Authority and Responsibility

	Authority and Responsibility
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.
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	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 EXCO at the Group level.
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 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 Group's corporate objectives and strategies.
IAD	Headed by the Chief Audit Executive ("CAE"), IAD provides an independent and objective assurance review of the Group's internal control system.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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 prudent judgements and reasonable 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.

Internal Controls	Description
Audits	• The IAD performs risk-based audits on various operating units within the Group, in-line with the annual audit plan approved by the AC. • 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 AC. • Further details of the IAD and external auditor's functions and activities are set out in the AC 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 RMC assisted operationally by Risk Management & Integrity ("RMI") principally develops, executes and maintains the 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 AC. • 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).  • The scope of assessment includes ad-hoc and continuous review of identified and emerging risks as well as the management responses to significant risks to achieve: - 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.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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: - ABCS Manual; - 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 ABCS Manual 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 CRMIO and appointment of Divisional Compliance Officers throughout the Group under the purview of the AC; - deployment of a series of annual mandatory self-learning programmes on Section 17A of the MACC Act and IJM's ABCS Manual to Directors, employees and third parties; - conduct of a Group-wide Corruption Risk Assessment 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 Group's gift policy, whistleblowing channel, ABCS framework and related bribery and corruption cases.

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 136 to 214 of the Annual Report. • The reported sustainability data for FY2023 has been verified by the IAD. • Climate change was identified as one of the foremost material sustainability matters in FY2023. In its efforts to address climate-related matters, the Group announced its climate commitment in April 2023, which focuses on reducing its carbon emissions as well as enhancing climate resilience. • IJM commits to achieving net zero carbon emissions by 2050, which covers Scope 1, Scope 2 and Operational Scope 3 categories while the reduction of Embodied Scope 3 emissions is achieved through supplier engagements. IJM's greenhouse gas (GHG) emissions data for its baseline year FY2023 has been independently verified. • As an official supporter of the Task Force for Climate-related Financial Disclosures ("TCFD"), IJM performed a physical and transition risk and opportunity assessment, covering its main businesses in Malaysia and India. The assessment was tested against a few global temperature scenarios between 1.5°C to 4°C by the Intergovernmental Panel on Climate Change (IPCC), International Energy Agency (IEA) and Network for Greening the Financial System (NGFS). Guided by this, IJM's resilience plan includes climate risk integration into the organisational matrix, asset and business adaptation that includes the value chain, and TCFD alignment. • Further details of the Group's climate strategy are disclosed in the Sustainability Statement on pages 136 to 214 of the Annual Report.
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.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

4. **Risk Assessment Review**

Strategic	Financial	Operational	Business Continuity
• Economic • Political • Commodity • Currency • Regulatory	• Counterparty risk • Liquidity risk	• Inadequate skilled workforce • Climate change • Physical progress	• Cybersecurity • Disaster recovery

At the start of FY2023, the Malaysian government announced its transition to the endemic phase and reopened its borders. Most restrictions imposed during the pandemic phase were lifted. Businesses can now operate as usual while foreign investors are able to enter into the country, generating positive response in the market. On the international front, the uncertain global economic environment and the lingering effects of the COVID-19 pandemic continued to be challenging with slower growth, tighter monetary policy, supply chain disruptions, sluggish labour markets and rising inflationary pressures. These factors have a direct impact towards the Group's profitability, liquidity and cash flow position. The Group is leveraging on its strengths and opportunities to address these challenges, focusing on cost optimisation, revenue generation and innovating business processes to enhance competitiveness and to safeguard its financial position and agility. 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 via the 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	
Challenging economic climate caused by: • geopolitical tensions such as the Russia-Ukraine conflict and the continuing trade tensions between the USA and China; • volatility in the commodities market; • rising interest rates; • weakening of the Malaysian Ringgit; • shortage of foreign labour; and • decline in government infrastructure spending are affecting the Group's overall economic performance. In the current endemic phase, there are still some supply chain disruptions experienced caused by the backlog of orders, higher material cost and manpower shortages.	• Focus on securing projects both locally and internationally to drive growth. • 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.

Strategic Risk Management (Cont'd)	
Description	**Strategic Mitigation Efforts**
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 cause postponement of certain projects. Commodity prices hit record highs, aggravated by trade sanctions imposed on Russia following the Russia-Ukraine conflict, rapid reopening of the economy and supply chain disruptions.	• 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. Real Estate and Housing Developers' Association (REHDA) & Master Builders Association Malaysia (MBAM) for engagement dialogues with government and regulators to highlight the industry concerns. • Focus on cost optimisation and business process innovation to remain resilient and agile.
Currency Risk	
The Group's diverse business industries in multiple jurisdictions resulted in an exposure to foreign currency fluctuations, mainly in United States Dollar, Indian Rupee, Chinese Yuan and Pound Sterling.	• 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. • Active involvement in industry/ trade associations to have constant dialogues with regulatory authorities.

Financial Risk Management	
Description	**Strategic Mitigation Efforts**
Counterparty Risk	
Risk of loss arising from customers' or vendors' failure to fulfil their financial and contractual obligations in accordance with the agreed contractual terms.	• Conduct regular creditworthiness assessment on existing and potential customers. • Perform vendor assessment prior to determining the list of prospective vendors; and conduct annual assessment on existing vendors. • Ensure compliance to Group's debt repayment policies. • Persistent follow-up and close monitoring of overdue debts.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Financial Risk Management (Cont'd)

Description	Strategic Mitigation Efforts
Liquidity Risk	
Property, Infrastructure and Construction divisions require high capital allocations. 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. • Review and maintain sufficient credit facilities. • Constant monitoring of financial ratios and debt covenants. • Constant efforts to monetise completed properties.

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., 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 skilled labour and the increase in foreign labour cost.	• Execute a detailed manpower, project planning and supply chain strategy throughout the project life-cycle. • Ensure strict and full compliance with regulatory requirements 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.	During FY2023, the following initiatives were carried out to address IT security risks and to enhance controls effectiveness: • Conducted a full IT General Controls ("ITGC") assessment for the core backbone systems by an external auditor, with no major findings reported; • Conducted phishing awareness trainings, with customised approach targeting different groups of audience; • Extended the existing Privileged Access Management (PAM) to the core backbone of Enterprise Resource Planning (ERP) system; • Went-live with the first phase of Data Leak Protection (DLP) particularly on technical readiness; • Conducted a Compromise Assessment on the Property Division and detected no footprint of compromise; and • Performed internal ITGC review across other divisions, no major findings were detected.
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.	Following successful achievement of the targeted Recovery Time Objective ("RTO") and Recovery Point Objective ("RPO") for the core backbone ERP system during the financial year FY2023, the Group is aiming to review RTO/RPO targets and processes for other front-end critical business operating systems.

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.

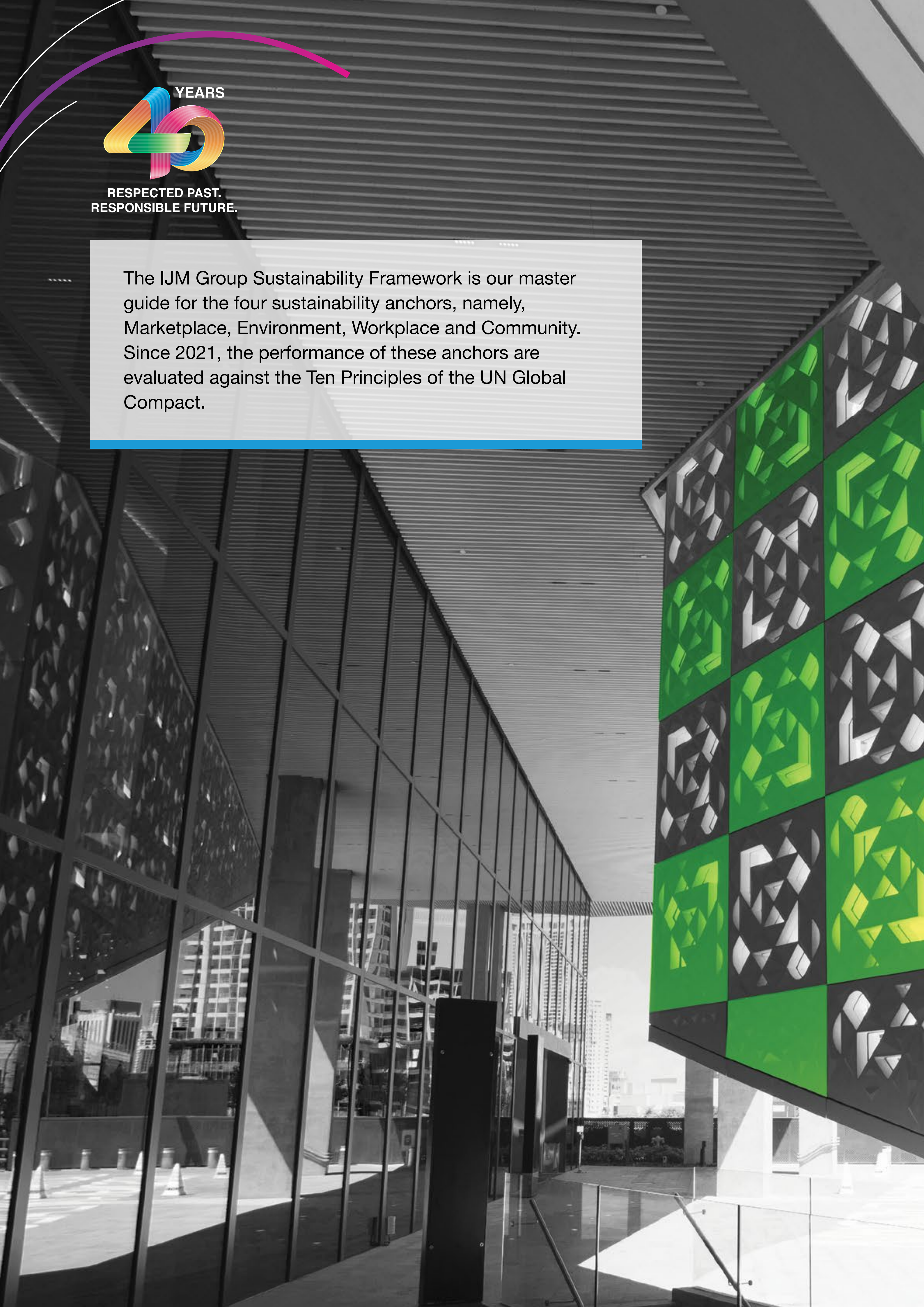
CONCLUSION

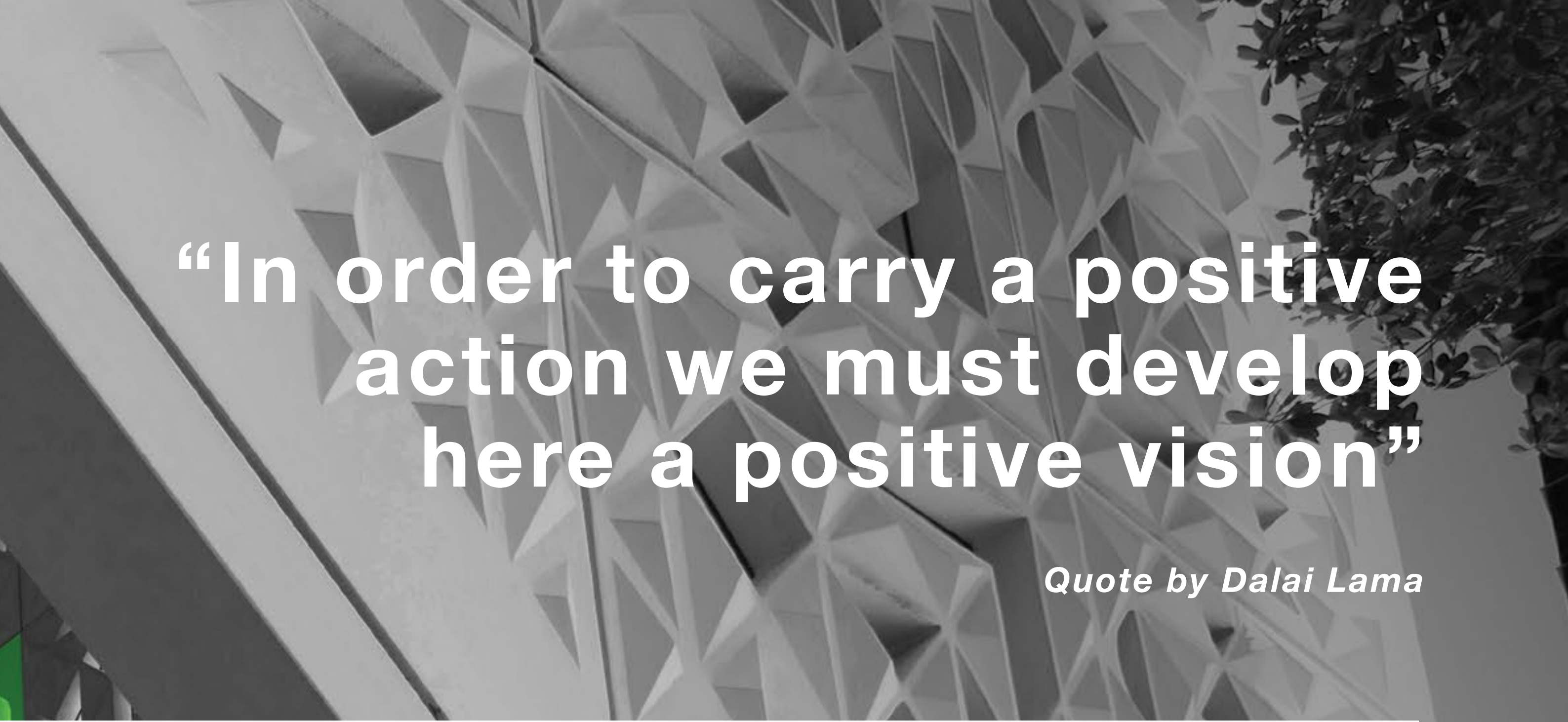
For the financial year under review and up to the date of issuance of this statement, the Board is pleased to state that the Group's system of risk management and internal control was rated overall as satisfactory, adequate and effective for the Group's purpose and safeguards the Group's assets and shareholders' 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 5 July 2023.

YEARS
RESPECTED PAST.
RESPONSIBLE FUTURE.

The IJM Group Sustainability Framework is our master guide for the four sustainability anchors, namely, Marketplace, Environment, Workplace and Community. Since 2021, the performance of these anchors are evaluated against the Ten Principles of the UN Global Compact.





"In order to carry a positive action we must develop here a positive vision"

Quote by Dalai Lama

SUSTAINABILITY STATEMENT

HIGHLIGHTS

Marketplace

The Property Division was recognised as one of the **Top 10 Developers** at the BCI Asia Awards Malaysia 2022

Menara Prudential successfully achieved all sustainability performance targets for energy and water efficiency. Additionally, **renewable energy certificates** that covered 100% of the building's electricity consumption were purchased

The Property Division received four awards at the **StarProperty Awards 2022:**

- All-Stars Award
- Excellence in the Starter Home Award
- Excellence in the Neighbourhood Award
- Honours in the Neighbourhood Award

Workplace

Established Group-wide **People Strategy** to elevate leadership skills, nurture a strong talent pipeline for the future, and hone our organisational work culture

Training investment of **RM1.3 million** with over **65,600 hours** dedicated to learning and development training

Granted scholarships worth **RM346,000** to **eight** deserving undergraduate students

TRX Residence achieved a **5-star rating** in the **Safety and Health Assessment System in Construction ("SHASSIC")**

Environment

Established Group-wide **Climate Strategy** that applies a two-pronged approach in climate action, namely transition to net-zero and adaptation to build climate resilience

Declared long-term **Group-wide carbon emissions targets:**

- Scope 1: Net-zero by 2050
- Scope 2: Net-zero by 2035 via 100% renewable electricity
- Scope 3 (Operational - Category 4, 5 and 6): Net-zero by 2050
- Scope 3 (Embodied - Category 1): Engage with supply chain for low carbon plans by 2027

Community

Contributed a total of **RM2.4 million, 1.5%** of the Group's **PATMI**

Refreshed **Community Investment Framework and Strategy** in building resilience and strengthening connections, not only aligns with our commitment to sustainability but also aims to improve the way we work with our stakeholders

Introduced **Built Environment** as one of the strategic goals to creating safe, inclusive and sustainable spaces

COMMITMENT TO SUSTAINABILITY

At the core of our sustainability efforts lies our dedication to building on our proud past and shaping a responsible future. We understand that true business success is measured not only by financial viability but also by our commitment to the environment and community. By integrating these considerations into our products and services, we strive to grow as a responsible and sustainable business. Our mission is to deliver sustainable value to stakeholders by embedding the *IJM Mark of Excellence* across our four sustainability pillars: Marketplace, Environment, Workplace and Community.

"Sustainability is not just a choice, but a responsibility that we owe to future generations. This means reframing our business beyond ourselves. Our decisions and operations need to occur within the broader framework of economic, environmental and social impacts, so that we can play a meaningful and long-lasting role as a business leader. It is through this commitment to sustainability that we can truly make a lasting impact and leave a legacy that we can be proud of."

Lee Chun Fai
CEO and Managing Director, IJM Group

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 and Construction Services standards. As a participating member of the UN Global Compact (UNGC), we provide an annual update in our Communication on Progress (CoP) on how we align our sustainability disclosures with the Ten Principles of UNGC on human rights, labour, environment and anti-corruption in our everyday business operations. This Statement also references the following disclosure benchmarks:

- Bursa Malaysia's Sustainability Reporting Guide (Third Edition)
- FTSE4Good Bursa Malaysia Index
- MSCI ESG Indices
- S&P Global Indices
- CDP
- Task Force on Climate-Related Financial Disclosures (TCFD)
- Business for Societal Impact (B4SI) Framework
- UN Sustainable Development Goals (SDGs)

This Statement should be read in conjunction with the Annual Report 2023 and other sustainability-related disclosures published on our Corporate website. Please refer to pages 208 to 213 for our alignment to the GRI, SASB and UNGC Ten Principles.

Reporting Period and Scope
[GRI 2-2, GRI 2-3]

This Statement covers IJM Group's sustainability performance data for the financial year 1 April 2022 to 31 March 2023. Along with our Malaysian operations, we have expanded our scope of reporting in FY2023 to include our operations in India, collectively accounting for 99.8% of the Group's total operating revenue. Except for emissions from 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.

Performance Data and Independent Verification
[GRI 2-4, GRI 2-5]

Data presented in this Statement includes comparative data from the previous two years. Data disclosed in this Statement have been reviewed by the Group's Internal Audit Department. Some restatements were made to prior year disclosures due to changes in methodologies and assumptions, as further explained in the relevant sections.

In FY2023, our reported greenhouse gas (GHG) emissions data, which includes Scope 1, Scope 2 and Scope 3 respectively, has undergone independent verification, in accordance with the ISO 14064 standard. Further details of the verification opinion are disclosed on our Corporate website.

Feedback [GRI 2-3]

Our priority is to create value for all our stakeholders by understanding their expectations. In this regard, your 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.

COMMITMENT TO SUSTAINABILITY

OUR APPROACH TO SUSTAINABILITY [GRI 2-22]

Sustainability Framework

IJM Group Sustainability Framework is the cornerstone for sustainable practices and responsible business conduct. It serves as a comprehensive guide, enabling us to seamlessly integrate governance, strategies, focus areas, performance and initiatives. Aligned with local and global sustainability agendas such as the SDGs and the Ten Principles of the UNGC, our Framework encompasses four key pillars: Marketplace, Environment, Workplace, and Community. By investing strategically across these pillars, we align our business priorities to maximise value creation, mitigate risks and generate positive impacts across the board.

Sustainability Roadmap FY2023 - FY2025

The Group's Sustainability Roadmap FY2023 – FY2025 ("Group Roadmap"), endorsed by the IJM Board of Directors in FY2022, consists of five principal pillars: Marketplace, Environment, Workplace, Community and Strategic Opportunities. This roadmap cascades high level decisions to be operationalised across IJM. It is integrated into divisional roadmaps, which are accompanied by specific internal performance measures.

The Group Roadmap serves as a comprehensive guide for our the business divisions, outlining integration of sustainability goals and strategies throughout the organisation. It provides clear direction on how to align our operations with sustainable practices, enabling us to effectively pursue our sustainability objectives and make a positive impact.

The table below highlights our milestones in FY2023:

Pillars	Focus areas and objectives	Milestones achieved thus far
MARKETPLACE Address stakeholders' expectations	**Deepen Stakeholder Engagement** • Engage stakeholders as a key strategy to keep pace with evolving expectations	• Reincluded into Norway's Government Pension Fund Global investable universe • Established the Group Roadmap which communicates progress updates to main stakeholders
	Engage Supply Chain • Engage the supply chain to achieve meaningful and lasting impacts	• The first cohort of suppliers from the Property Division participated and completed the UNGCMYB pilot ACCESS programme that aims to assess and improve their sustainability performance and disclosure [Page 159]
ENVIRONMENT Strengthen environmental strategy	**Establish Climate Strategy** • Establish climate strategy with a carbon footprint assessment, carbon reduction strategy and climate risks and opportunities profile	• Established the Group's Climate Strategy addressing both adaptation and mitigation, with long-term targets to achieve net-zero carbon emissions by 2050 [Page 168] • Conducted qualitative physical and transition climate risk and opportunity assessments, covering all major operations in Malaysia and India [Page 168]
	Pursue Green Credentials • Integrate green elements into our products and services	• Property Division established a Green Building Design Framework and set a minimum benchmark of Bronze GreenRE certification for all future residential projects [Page 177] • The Green Port 2030 Initiative by Port Division is on-going [Page 177]
WORKPLACE Inculcate sustainability culture	**Enhance Human Rights Practices** • Improve labour practices to align with local and global standards	• Enhanced existing human rights practices to ensure compliance to the amended Employment Act 1955 [Page 193]
	Elevate Culture and Capabilities • Conduct a series of learning, sharing and awareness programmes along with regular engagements	• Conducted IJM Sustainability Week 2022 in October 2022 to deepen company-wide engagements around sustainability [Page 146] • Rolled out sustainability e-learning modules from UNGC Academy Learning platform to employees in December 2022 [Page 192]
COMMUNITY Refine community investment approach	**Enhance Community Investment Framework and Strategy** • Refine community investment themes, focus areas and metrics used for impact measurement	• Refreshed community investment framework, strategy and standard operating procedures [Page 205]
STRATEGIC OPPORTUNITIES Accelerate digitalisation	**Digitalise Data Collection and Reporting** • Leverage digital technology for effective data collection, performance measurement and reporting	• Digitalised sustainability data and streamlined the data collection process across the Group for sustainability performance review, analysis, monitoring and reporting [Page 157]
	Communicate Sustainability Progress • Communicate sustainability progress to stakeholders	• IJM's climate priorities were featured in local publications • Received an award in the *Partnership for the Goals Recognition* category at the UNGCMYB Sustainability Performance Award 2022 [Page 146]

Sustainability Governance [GRI 2-12, GRI 2-13, GRI 2-14]

We have an effective governance structure that ensures our businesses are aligned with the Sustainability Framework. The Board provides oversight over the strategic direction of the Group's sustainability commitments, supported by the Executive Committee, now known as Operating Committee, for initiatives under Marketplace, Environment, Workplace and Community. At operational level, Divisional Steering Teams and Working Teams drive and implement sustainability-related initiatives in their respective divisions. In addition, dedicated task-forces have been set up to support the Construction and Property Divisional Steering Teams in developing and implementing IJM's Climate Strategy and the Group Roadmap.

CREATING VALUE FOR OUR STAKEHOLDERS [GRI 2-29]

We use various reporting guidelines, stakeholder feedback, and other perspectives to formulate the Group's sustainability performance, strategy and reporting practices. In line with *SDG 17: Partnership for the Goals,* stakeholder engagement helps us deepen dialogue and develop our understanding of critical and emerging societal issues. The interaction also guides us in building our capabilities, facilitating collective action and promoting trust and mutual respect.

Stakeholder Engagement

Stakeholders	Shareholders, Investors and Lenders	Clients/Customers
	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.*
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
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

Subcontractors and Suppliers	Regulators and Government Authorities	Media	Employees	Local Community, Industry Associations, Academia and Non-Governmental Organisations
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 laws and regulations 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 on-going dialogues to build positive relationships and ensure that we can deliver mutual benefits.*
• 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 surveys • 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
• 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 management • 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 • HSE ownership • 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 • Governance system • Matters pertaining to highway alignment nearby residential areas

COMMITMENT TO SUSTAINABILITY

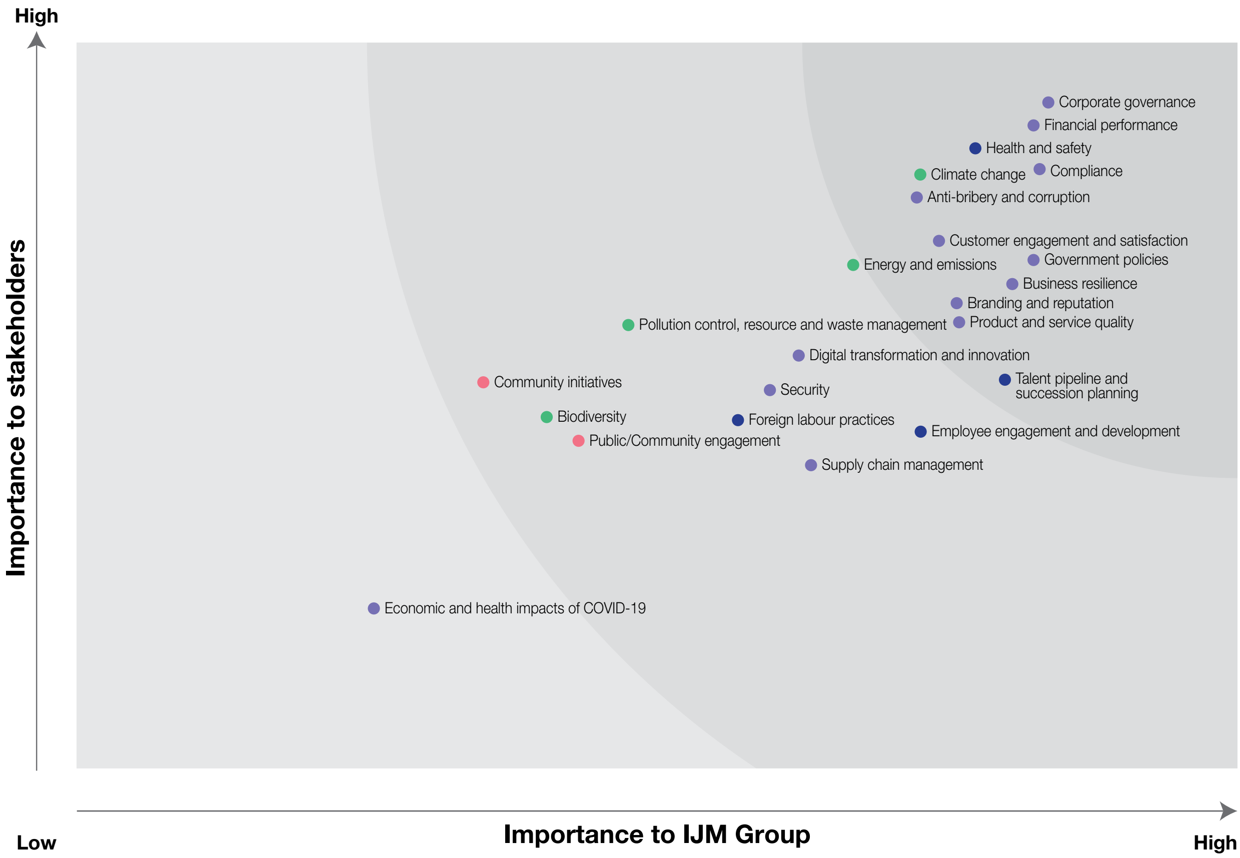
APPROACH TO MATERIALITY: IDENTIFYING OUR FOCUS AREAS [GRI 3-1, GRI 3-2]

FY2023 Materiality Matrix

In our recent sustainability materiality assessment, the 23 material topics identified in FY2022 remain relevant for both IJM Group and our stakeholders. The top right quadrant highlights the sustainability topics that are most material to our stakeholders and the Group. The outcome of the assessment resulted in *Climate Change* moving to the top right quadrant as the topic has become more prominent on the Group's agenda.

In the next financial year, the Group will conduct a thorough refresh of our materiality assessment process to gain deeper insights into the interests and concerns of key stakeholders. This initiative aims to prioritise sustainability issues and align strategies accordingly, enhancing stakeholder engagement and addressing their needs effectively.

IJM Group's FY2023 Materiality Matrix



Legend:
Marketplace, Environment, Workplace, Community

PRIORITISING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations General Assembly adopted SDGs to provide a global direction for the realisation of the 2030 Agenda for Sustainable Development. The SDGs are a universal call to action to end poverty protect the planet and ensure that by 2030 all people enjoy peace and prosperity.

As a Group, IJM is aligned to the SDGs detailed below:

SDGs	IJM Group's Position	IJM Group's Initiatives
3 GOOD HEALTH AND WELL-BEING	**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.	**Occupational Safety and Health Week 2022** In July 2022, Construction Division launched the Occupational Safety and Health Week 2022 to raise awareness on workplace safety and health practices through various activities. **Blood Donation Drives** In December 2022 and February 2023 respectively, employees from the Industry and Toll Divisions participated in Blood Donation drives that has had a significant impact on the community, with a total contribution of more than 700 blood bags.
5 GENDER EQUALITY	**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.	**Promote Women Empowerment** IJM Group encourages full and effective participation of women in our workforce, with equal opportunities for leadership at all levels of decision making. In FY2023, 28.3% of our workforce were women, with 31.1% in management roles, 41.7% in executive roles and 20.6% in non-executive roles.
7 AFFORDABLE AND CLEAN ENERGY	**Goal 7: Affordable and Clean Energy** We adopt cleaner energy and optimise the use of renewable energy across all business divisions, where possible.	**Increased Renewable Energy Generation Capacity** The Group's renewable energy generation capacity expanded to 5,665.6 kWp as a result of newly commissioned solar PV panels at Industry Division's Durabon and ICP Lumut factories, and along Toll Division's BESRAYA and NPE highways. **Purchase of Renewable Energy** Menara Prudential successfully procured more than 5,000 MWh of renewable energy certificates to meet overall sustainability goals and targets.
8 DECENT WORK AND ECONOMIC GROWTH	**Goal 8: Decent Work and Economic Growth** We adopt cleaner energy and optimise the use of renewable energy across all business divisions, where possible.	**Aligned to Amended Employment Act 1955** IJM Group integrated all provisions of the amended Employment Act 1955 into our employee schemes and conditions.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**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.	**Promoting Accessible Ownership through *SWITCH* Scheme** Property Division partnered with RHB Bank to introduce *SWITCH*, offering protection against involuntary unemployment of customers. **Digitalised Verification Process** Construction Division's BIM Department embraced augmented reality (AR) and virtual reality (VR) technologies to enhance project site audits and worker training, in effort to reduce the reliance on paper-based processes.
10 REDUCED INEQUALITIES	**Goal 10: Reduced Inequalities** We commit to creating equal opportunity for both our employees and communities.	**STEM for the Future 2022** In September 2022, Industry Division contributed RM5,000 to the *STEM for the Future 2022* programme, aimed to stir student interest in Science, Technology, Engineering and Mathematics related fields. **Empowerment through Skills** In April 2022, India operations collaborated with the Helping Hands of Rotary Trust, Hyderabad, to donate 150 sewing machines worth RM45,000.
11 SUSTAINABLE CITIES AND COMMUNITIES	**Goal 11: Sustainable Cities and Communities** We actively consider sustainable practices in our development and investment decision across our business divisions.	**Pursue Green Credentials** Property Division established a Green Building Design Framework and aims to achieve at least Bronze GreenRE certification for residential projects. **IBS Products Obtained SIRIM ECO 033:021 Certification** Products manufactured by Industry Division's IBS factory received an Eco-Label Mark under SIRIM ECO 033:021, covering all prefabricated concrete products for architectural, building and civil structural use.
13 CLIMATE ACTION	**Goal 13: Climate Action** We view the importance of climate change that will impact our businesses in the long run, and we proactively implement climate strategy across businesses to address climate change issues.	**IJM Group Climate Strategy** We established the Group's Climate Strategy, applying a two-pronged approach for climate action; i.e. to transition to net-zero, and to build climate resilience. **Group-wide Climate Risk assessment** In FY2023, IJM conducted a climate physical and transition risks and opportunities assessment on the Group's significant assets and projects. **Group-wide Carbon Reduction Plan** IJM conducted carbon assessment and reduction workshops to formulate short-term and long-term carbon reduction strategy to meet the Group's net-zero by 2050 commitment for Scope 1, Scope 2 and Scope 3 (Operational) emissions.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**Goal 16: Peace, Justice and Strong Institutions** We commit to uphold integrity and compliance with all applicable laws and regulations across our business operations.	**ABCS e-learning Module 3.0** In October 2022, IJM Group rolled out the ABCS e-learning Module 3.0, mandated for all employees in conjunction with IJM Sustainability Week 2022. **ABMS Introduction and Awareness Training** In December 2022, Port Division held an Anti-Bribery Management System ("ABMS") Introduction and Awareness Training for ABMS Implementers.
17 PARTNERSHIPS FOR THE GOALS	**Goal 17: Partnership for the Goals** We actively seek for long-lasting partnerships and collaborations with our stakeholders whether locally or globally.	**UNGCMYB Sustainability Performance Award 2022** In December 2022, IJM Group received an award in the 'Partnership for the Goals Recognition' category at the Sustainability Performance Award 2022. **Employment Oriented Training and Skills Development Programme** In June 2022, India operations collaborated with the Construction Industry Development Council ("CIDC") to organise an Employment Oriented Training and Skills Development Programme for 50 unemployed youth and individuals from the economically weaker sections of the community.

COMMITMENT TO SUSTAINABILITY

United Nations Global Compact Network Malaysia & Brunei – Sustainability Performance Award 2022

In December 2022, IJM received an award in the *Partnership for the Goals Recognition* category at the Sustainability Performance Award 2022. The annual event is an initiative by the UN Global Compact Network Malaysia & Brunei ("UNGCMYB") to recognise the efforts of all its participants and to inspire others to make sustainability an integral part of their business strategies.

Receiving an award for the *Partnership for the Goals Recognition* category at the Sustainability Performance Award 2022

IJM SUSTAINABILITY WEEK 2022

Our IJM Sustainability Week conducted from 4 to 6 October 2022, serves as a platform to reaffirm our sustainability commitments and recognise how we engage, adapt and evolve in response to the fast-changing sustainability era. The week focused on environment, social and governance activities that were conducted over the 3.5 days and involved classroom sharing, panel discussion, and roadshows events, conducted online as well as in person.

Day 1: Environment
The day started with a lineup of classroom sharing by divisional sustainability champions on environmental initiatives conducted across business divisions, on topics such as *Delivering Green Projects, Energy Management System Initiative,* and *Tree Inventory Initiative.*

An external speaker presented on *Green Real Estate - Enhancing Building through Sustainability Benchmarking*, to create awareness of green building elements and common myths in the built environment.

There was also a session when IJM shared the Company's inaugural carbon footprint profile with employees, with the aim to enhance their awareness and understanding of the current state of carbon emissions across the business divisions. The goal is to encourage employees to actively contribute to sustainability efforts and work towards achieving carbon reduction targets.

An electric vehicle showcased during IJM Sustainability Week 2022, presented as an option on how employees can reduce their carbon footprint

Day 2: Social
The Industry Division shared valuable insights on quarry blasting safety precautions, emphasising the safety measures implemented at quarry sites. The highlight was a video showcasing quarry blasting, providing employees with a visual experience of what happens onsite. Additionally, the Construction Division invited an external speaker to present updates on the new legislation on Occupational Safety and Health Administration ("OSHA"), so that employees stay informed about the latest regulations and practices in the field.

Kelab Sukan IJM ("KSIJM") and *Kelab Kebajikan dan Rekreasi Kuantan Port Consortium* ("KKRKPC") collaborated for a Disaster Relief Fundraiser. The initiative aimed to support 74 colleagues affected by severe flooding in the Klang Valley and Pahang that damaged their homes and personal belongings. By providing financial aid, the Group Human Resources Department also responded to the urgent needs of affected colleagues. This event also raised awareness on the importance of being prepared for similar occurrences in the future due to climate change.


The 'You Laugh, You Lose' Disaster Relief Fundraiser was held to raise funds for 74 employees affected by the flood

Day 3: Governance
The day began with the introduction of the Anti-Bribery and Corruption System 3.0, a self-learning module developed by the Risk Management and Integrity Group's Department. Completion of this module within a specified timeframe was made mandatory for all employees, reinforcing our commitment to maintaining a strong ethical culture.

Recognising the growing focus of sustainability in the global value chain, stakeholders such as bankers, investors, corporate procurement, consumers, and regulators are increasingly assessing businesses based on their sustainability practices. To enhance our employees' understanding of this, we invited a speaker from UNGCMYB to provide an overview of the Action Centre for Sustainable SMEs (ACCESS) programme that aims to educate the supply chain about sustainability principles and integration, and support the development of their sustainability plans.

We conducted an internal panel discussion involving sustainability champions from each business division. This discussion aimed to delve into their respective divisional roadmaps that are aligned with the Group Roadmap. The five key strategic pillars of Marketplace, Environment, Workplace, Community, and Strategic Opportunities formed the basis of these deliberations.

Our sustainability digitalisation journey was also highlighted during the event. We announced IJM's partnership with World Wide Generation ("WWG"), a fintech company specialising in sustainability reporting, making IJM the first Malaysian company to be on their G17Eco platform.

Signing ceremony of IJM's partnership with World Wide Generation ("WWG")

COMMITMENT TO SUSTAINABILITY

"Embracing sustainability as an integral part of business operations is no longer a mere trend but has become the norm in today's corporate landscape. Companies across various industries, like construction, property and infrastructure are recognising the importance of integrating sustainable practices into their strategies to drive long-term success and create a positive impact on the environment and society."

Pradeep Nanduri
Sustainability Steering and Working Team, India operations


India operations' Sustainability Steering and Working Team engaged during a visit to their headquarters in Hyderabad, India.

SUSTAINABILITY TEAM INDIA – WELCOME ABOARD!

Inclusion of India Operations into the Sustainability Reporting Boundary

In FY2023, our India operations was officially included in the Group's sustainability reporting boundary, marking a significant step towards integrating sustainability practices. The Group Sustainability Steering Team visited the operational headquarters in Hyderabad as part of the comprehensive onboarding process. This involved a three-day intensive workshop on sustainability agendas and a site visit to properties, townships and toll operations. These initiatives facilitated a deeper understanding and alignment of sustainability practices within our India operations, fostering a unified approach in sustainability practices with the Group.

India Operations' Sustainability Governance Structure

Formed in FY2023, the Sustainability Governance Structure is led by the Executive Sustainability Committee and supported by the Sustainability Steering Team. The committee advises on sustainability strategies that shape the operations' sustainability-related efforts across Marketplace, Environment, Workplace and Community.

Sustainability Working Team is entrusted to drive and implement sustainability-related initiatives within respective business divisions in line with the Group's Sustainability Framework and Roadmap.

Sustainability Workshops

Workshops were conducted to introduce Group-wide sustainability initiatives, such as the Group Sustainability Framework, Roadmap and our Climate Strategy approach.

Group Roadmap and Carbon Footprint Awareness Workshop

Day 1 introduced the Group Roadmap, explaining how to align current sustainability initiatives of India's operations. This was to facilitate the establishment of their own Sustainability Roadmap FY2023 – FY2025.

The carbon footprint workshop was also held to provide an overview of Greenhouse Gas (GHG) accounting and reporting standards and requirements and usage of common terminologies.

Sustainability Materiality Assessment Workshop

Day 2 had a materiality assessment workshop to guide India operations' Sustainability Steering and Working Team in identifying their significant and relevant sustainability material topics. The assessment resulted in 20 material topics being identified and prioritised to form their Materiality Matrix.

Sustainability Data Collection Workshop

Day 3 covered a detailed introduction to sustainability data collection methodology and type of data to be collected for sustainability reporting.

Site Visit to Kaza Toll Operation Office of Vijayawada – Chilakaluripet Highway

The six-lane highway is situated in the state of Andhra Pradesh. A briefing session was conducted by the highway operation manager on safety measurement, data collection and verification process and sustainability-related initiatives implemented along the Vijayawada – Chilakaluripet Highway.

Our Vijayawada-Chilakaluripet highway's safety and sustainability measures ensure safe travels

Site Visit to Raintree Park Dwaraka Krishna (Phase II) - Willows

A site visit was also arranged to one of our townships, Raintree Park Dwaraka Krishna (Phase II) - Willows, comprising 632 luxury apartment units located opposite Acharya Nagarjuna University on Vijayawada-Guntur National Highway.


A glimpse of our Raintree Park Dwaraka Krishna (Phase II) - Willows township


The facility management team organised a tree-planting ceremony at the township

MARKETPLACE

DOING GOOD BUSINESS

MARKETPLACE: DOING GOOD BUSINESS

We continue to uphold our shared purpose of responsible and sustainable conduct. Our commitment to create continuous stakeholder value drives us to lead with differentiated quality products and services that strengthen trust in the IJM brand.

> "Our Group Sustainability Roadmap was formulated with invaluable inputs from our stakeholders. Their perspectives and insights, added to our own, is empowering because it fosters a shared purpose to deliver a sustainable future that looks beyond the business-as-usual scenario from various angles."
>
> **Dato' Edward Chong Sin Kiat**
> Chief Financial Officer,
> IJM Group

GOOD GOVERNANCE AND ETHICS

[GRI 2-9, GRI 2-24, GRI 2-25, GRI 2-26, GRI 2-27]

Aligned with the principles of the Malaysian Code on Corporate Governance (MCCG) we remain dedicated to upholding ethical conduct and integrating it into our corporate strategy, risk management and business operations. Our commitment to sound corporate governance practices is outlined in detail in the Corporate Governance Overview Statement, on pages 108 to 118.

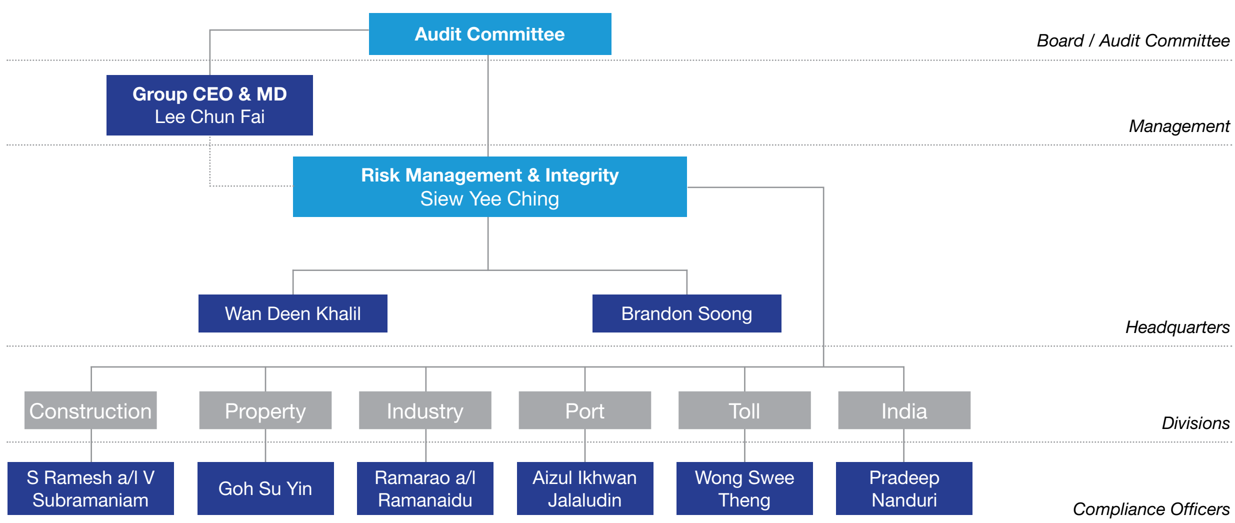
With a strong focus on effective controls, responsible behaviour and transparency, the Board actively works at safeguarding the interests of stakeholders and mitigate risks, ensuring that IJM consistently delivers sustainable value while combating corruption and mismanagement. IJM's Code of Conduct, 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. Our Anti-Bribery and Corruption System ("ABCS") reaffirms our compliance to local laws and regulations including the Malaysian Anti-Corruption Commission (Amendment) ("MACC") Act 2018 for operations in Malaysia and the National Prevention of Corruption Act 1988 for operations in India.

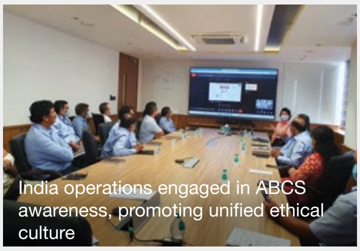
We have in place an ABCS Governance Structure to ensure effective implementation and enforcement of ABCS programmes and measures to achieve a smooth dissemination and escalation process of ABCS-related matters across the Group.

IJM Group ABCS Compliance Officers



ABCS Awareness Session at India Operations

In July 2022, the Risk Management & Integrity ("RMI") department conducted an awareness session on ABCS and MACC Act at the India operations headquarters in Hyderabad. Attended by 88 colleagues, both in person and virtually, it emphasised the significance of regular training in fostering an ethical workplace and building trust with our customers, employees, and the wider community. The aim was to enhance employees' knowledge and understanding of corruption, including its various forms, the consequences of engaging in corrupt activities, the risks involved, procedures for reporting offenses, and the crucial role each person plays in preventing corruption.


India operations engaged in ABCS awareness, promoting unified ethical culture

Compliance with the Group's Anti-Bribery and Corruption Policy is mandatory for all employees, ensuring that our engagements with government authorities, investors, suppliers, contractors, and business partners adhere to high ethical standards. Rigorous due diligence is conducted during major investments to identify and assess any risks related to bribery and corruption. Third parties working with IJM must acknowledge compliance with the Code of Business Conduct for Third Parties and adhere to applicable laws and our ABCS manual.

We have robust procedures and internal controls in place, including verification and audit processes, to address corruption across our operations. Further details on our anti-corruption measures can be found in the Statement on Risk Management and Internal Control. We foster a culture of integrity through regular communication, training, and awareness campaigns, with all relevant policies accessible on our corporate website and intranet platform. Updates to the policy are effectively communicated through these channels to employees and third parties.

Refer to our Corporate Governance Overview Statement on page 108 and the Statement on Risk Management and Internal Control on page 125 for more information.

All employees are required to understand and strictly comply with the Anti-Bribery and Corruption Policy when carrying out their duties. Mandatory ABCS e-learning and integrity pledge modules are rolled out annually to be completed by all employees. These modules are developed internally in line with best practices. The Group's Whistleblowing Policy governs the reporting and escalation of suspected misconduct, for both internal and external stakeholders. A total of 177 posters in both English and Bahasa Malaysia have been put up for display by respective divisions to improve employees' awareness on the need to report ethical issues which include amongst others, bribery and corruption, fraud and physical and verbal harassments.

The RMI Department has digitalised the third-party due diligence questionnaire, for better monitoring and record safekeeping, in line with the compliance requirements under ABCS Adequate Procedures. The due diligence manual was developed, and seven training sessions were conducted by the RMI Department between February to June 2022 for the Purchasing and Contracts Departments across the Group to improve the employees' proficiency in using the digital software.

In FY2023, the Port Division conducted an Anti-Bribery Management System ("ABMS") Introduction and Awareness Training Programme as part of the Group's on-going efforts to inculcate a zero-tolerance culture against any forms of bribery and corruption. The training programme was designed to provide greater understanding of the procedures and risk management measures to be complied with, in accordance with regulatory requirements and to align with stakeholder expectations.

In FY2023, the RMI Department, entrusted to oversee the implementation of ethics and integrity in the Group, carried out the following activities:

There were zero confirmed incidences of corruption across IJM's business operations and zero monetary losses arising from legal proceedings associated with charges of bribery or corruption in FY2023.

Culture Building	• New Employees Induction Programme
On-going Awareness	• ABCS E-Learning Modules for All Employees • Periodic Awareness and Communication • Board of Directors Training and Integrity Day
Commitment and Compliance	• Integrity Pledges • Third-Party Due Diligence
Framework and Guidelines	• Review of ABCS Manual

MARKETPLACE: DOING GOOD BUSINESS

DIFFERENTIATION THROUGH QUALITY

We have implemented several processes to ensure *Excellence through Quality* in all products and services we deliver. The Group's Quality Policy and Quality Management System Framework guide the processes, management, monitoring and verification of quality in our entire operations. 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.

The Construction Division continues to monitor the quality of our projects through a self-regulated assessment system, IJM Quality and Standard Assessment System ("IQSAS"). IQSAS sets out the standards for various quality aspects, with assessments conducted during construction where projects are assessed and scored based on four components for building works: structural works, architectural works, mechanical and electrical works. The implementation and performance of this system is reviewed annually by our Quality Management Committee for continuous improvements.

The Property Division utilises the Quality Assessment System in Construction ("QLASSIC") scoring mechanism established by Construction Industry Development Board ("CIDB") Malaysia. QLASSIC measures and evaluates the workmanship quality of a building construction work based on Construction Industry Standard (CIS 7:2021). All residential projects under the Property Division are required to achieve a minimum QLASSIC score of 80%. In FY2023, seven out of ten projects successfully scored 80% and above, whereas the remaining three projects achieved 78% and above, which is higher than the industry mean of 73%.

Reinforcing our commitment to provide sustainable solutions to our customers, products manufactured by Industry Division's IBS factory received an Eco-Label Mark in FY2023, certifying their compliance with SIRIM ECO 033:021. The certification covers all prefabricated concrete products for architectural, building and civil structural use.

This year, the Port Division welcomed one of the deepest and heaviest vessels to berth at Kuantan Port. Led by our internal chief pilot and operations team, the 16.4-metre draught vessel with a capacity of 180,000 deadweight tonnage ("DWT") successfully berthed at Kuantan Port's New Deep Water Terminal. The division recently revised the New Deep Water Terminal draft from 14.5 metres to 16.5 metres, which allows the handling of vessels up to 180,000 DWT.


LESEN PENSIJILAN EKO-LABEL
Eco-Label Licence

SIRIM QAS International Sdn. Bhd. dengan ini menganugerahkan kepada
SIRIM QAS International Sdn. Bhd. hereby grants to

IJM IBS SDN. BHD.
WISMA IJM ANNEXE
JALAN YONG SHOOK LIN
46050 PETALING JAYA
SELANGOR, MALAYSIA

Lesen untuk menggunakan Tanda Eco-Label di atas barangan
a licence to use the Eco-Label Mark on

CONCRETE PRODUCTS

Please refer to detail in the SCHEDULE

sebagai mematuhi keperluan
as complying with

SIRIM ECO 033 : 2021

Nur Fadhilah binti Muhammad
Ketua Pegawai Eksekutif
Chief Executive Officer
SIRIM QAS International Sdn. Bhd.

Eco Label certification for IBS products manufactured by Industry Division


A 16.4-metre draught vessel being led to berth at Kuantan Port

The Toll Division supports the Government's initiative for an open payment system for toll collection as one of the key efforts to transition towards the multi-lane fast flow system. This system gives highway users the option of making toll payments using debit and credit cards in addition to existing payment methods. The Lebuhraya Sungai Besi ("BESRAYA") and Lebuhraya Baru Pantai ("NPE") highways have started work on the necessary infrastructure required for this system, with full implementation by September 2023.

In India, the Solapur-Bijapur section of the new National Highway 52, connecting southern and northern India with bypasses and six flyovers has been completed in FY2023. For this project, IJM received the Achievement Award for the Best Professionally Managed Company in Construction and the Achievement Award for Best Project by the Construction Industry Development Council India at the 13th CIDC Vishwakarma Awards held in March 2022.


Solapur-Bijapur section of National Highway 52: IJM received dual honours at the 13th CIDC Vishwakarma Awards

MEETING OUR CUSTOMERS' NEEDS

Aligned with our commitment to *Customer Focus*, we actively connect with our valued customers to provide unparalleled services. Across all our business divisions, we diligently conduct surveys to gain valuable insights into customer satisfaction, enabling us to better comprehend their unique requirements.

Customer Satisfaction Survey Results by Division					
	Construction	Property	Industry	Port	Toll
Type	Customer satisfaction survey	Customer satisfaction index	Customer satisfaction survey	Customer satisfaction survey	Highway user satisfaction survey
Performance target	80%	75%	80%	80%	85%
Actual performance	86%	77%	86%	98%	89%

In FY2023, the Property Division saw the customer satisfaction score rise to 77% from the previous year's score of 74% and above its targeted 75%. The Division's Net Promoter Score ("NPS") also increased to +17. The improvement in customer sentiment was related to multiple factors, including the Division's diligence in responding to customer insight gained in previous surveys, where they implemented effective solutions to address identified issues.

For example, the Division introduced an e-billing feature, which allowed customers to receive their progressive billing via email, in addition to the required hard copy by registered post. Customers in the regions of Sandakan and Seremban were one of the first to experience the e-billing feature, resulting in higher satisfaction levels. The Property Division is committed to enhancing customer satisfaction and continuously improving their services based on customer insights and feedback.

The key driver of the division's customer satisfaction centres around employee interaction with customers, with frequent customer mentions on employee professionalism and friendliness. The Property Division's Moment of Truth Programme helps identify employee mentions in customer compliments. The division's management then presents a medal and a gift voucher as a token of recognition and appreciation to the employee.


Our employee receiving a token of appreciation, a photo of which is sent to customers, allowing them to witness the impact of their feedback

The Property Division partnered with RHB Bank to introduce *SWITCH*, a buy-back scheme that promotes accessible homeownership. The partnership introduced an innovative solution that offers protection against involuntary unemployment of customers during a specified coverage period. The division will carry out pilot projects on two of our developments, namely Savvy, Riana Dutamas in Kuala Lumpur and Duta Perintis Apartments in Bandar Alam Suria, Selangor, to evaluate the scheme's reception and effectiveness. This initiative reflects the division's commitment to developing inspired solutions that support customers.

BRANDING AND REPUTATION

At IJM, our brand promise is *Delivering Inspired Solutions* to our stakeholders. We leverage on our 40 years of experience and reputation to provide innovative and quality solutions that meet customer needs and attract top talent. The Property Division focuses on creating value through brand loyalty, emphasising innovation, quality, customer service, and sustainability. Our developments prioritise customer satisfaction, accessibility, connectivity, and amenities.

More details on our awards and accolades that showcases our commitment to excellence can be found on pages 22 and 23.

MARKETPLACE: DOING GOOD BUSINESS

Property Division ranked among Top 10 Developers at BCI Asia Awards Malaysia 2022

BCI Asia Awards Malaysia 2022

The Property Division was recognised as one of the Top 10 Developers at the BCI Asia Awards Malaysia 2022. The award acknowledges IJM's commitment to embrace nature during planning and design of our property developments. This award is given to developers and architectural firms that have built and designed the greatest number of buildings with impressive interiors and are ecologically sensitive.

Inaugural Sustainability-linked Sukuk

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 refinance the existing borrowings that was used to fund the development of the Group's Menara Prudential. Marking IJM's first sustainable finance programme, the sukuk incorporates sustainability-linked features with pre-agreed targets set for the building's energy and water efficiency performance. The building is also LEED Gold-certified and a MSC-status office tower.

In its first year of review, Menara Prudential achieved all sustainability performance targets, securing us interest rebates and hence lowering overall cost of borrowing. Among its key achievements in FY2023 were fulfilling requirements of building energy intensity and water efficiency intensity. Menara Prudential also purchased renewable energy certificates that covered 100% of its electricity consumption.

Property Divison received awards at the StarProperty Awards 2022

StarProperty Awards 2022

Our Property Division won several awards at the Star Property Awards 2022. They were:

- All-Stars Award
- Excellence in the Starter Home Award - Best Primary Home Development (High-Rise) for Residensi Suria Pantai at Pantai Sentral Park
- Excellence in the Neighbourhood Award - Best Comprehensive Township (500 - 2,000 acres) for Bandar Rimbayu
- Honours in the Neighbourhood Award - Best Comprehensive Township (Above 2,000 acres) for Seremban 2

The awards affirm our commitment to quality excellence, continuous improvements and confidence of purchasers in our product offerings.

Digitalising Our Business

Digitalising on-site operation procedures

IJM Construction embraced a new era of project site management with the introduction of an in-house developed mobile app, *MyIJM*. The integrated app was created to streamline and digitalise IJM's daily site operations. In July 2022, the division ran a pilot test on three on-going projects. The app was fine-tuned and in May 2023, the app was subsequently rolled out to all projects. *MyIJM* serves as a central hub for construction updates, consolidating vital data on safety, inspections, site productivity, work logs, and defect management into a user-friendly digital dashboard. With the ability to consolidate data from various projects across different geographical sites in real-time, the app ensures prompt attention to potential risks while enhancing overall site operations and management. *MyIJM* represents a significant advancement for the Construction Division, empowering us to effectively navigate the challenges of construction projects in today's landscape.

Launch of *MyIJM* by Construction Division at Wisma IJM

At our India operations, a cloud-based application was developed to streamline the review, submission and approval process and reduce the amount of paper used during the design development, conceptual, approval and shop drawing development stages of a project. The application enables designated external stakeholders such as consultants and vendors, as well as internal design and project teams, to review and approve drawings instantaneously. This limits the number of printings done by project teams hence reduces waste produced at the early stage of a project.

Digitalising sustainability reporting and disclosure

The updated requirements of the MCCG 2021 emphasise the importance of regularly updating the company's sustainability performance at the Board and Management levels. Moving forward, the digitalisation of sustainability data is important to ensure meaningful and insightful reporting. By transitioning from traditional manual processes to digital systems, the Group has adopted the digitalisation approach strategically by streamlining the sustainability data collection, analysis and reporting, for more accurate and timely insights.

Our sustainability data digitalisation covers three main objectives:

1

Objective

Streamline and automate the sustainability data collection process

Milestones achieved

- Conducted current state assessment to understand the sustainability data collection process and requirements across business divisions
- Streamlined sustainability data collection process and mechanism with a standardised data collection protocol, master data template and sustainability data calculation methodology
- Created automated workflows for sustainability data collection process to enable seamless data flow and efficient collaboration

2

Objective

Establish a sustainability performance dashboard with business intelligence ("BI") tool for monitoring, analysis and reporting

Milestones achieved

- Established data connectivity of sustainability data sources to create unified datasets
- Structured and shaped data to suit the sustainability data analytical needs
- Established compelling and interactive sustainability performance reports and dashboards for monitoring, analysis and reporting

3

Objective

Interface with sustainability reporting software for alignment with global sustainability standards

Milestones achieved

- Interfaced unified datasets with a globally recognised sustainability reporting software for alignment with global sustainability framework such as Sustainable Development Goals and Global Reporting Initiative

By leveraging digital tools and technologies, we can enhance our ability to track, measure, and report on sustainability performance, ultimately driving positive change and creating a more sustainable future.

MARKETPLACE: DOING GOOD BUSINESS

BUILDING BETTER AND SMARTER

We embrace technological disruptions that empower us to rethink our processes and yield the benefits of building more efficiently and sustainably. The Group has been in the forefront of advancing sustainable building solutions such as Building Information Modelling ("BIM") and Industrial Building Systems ("IBS").

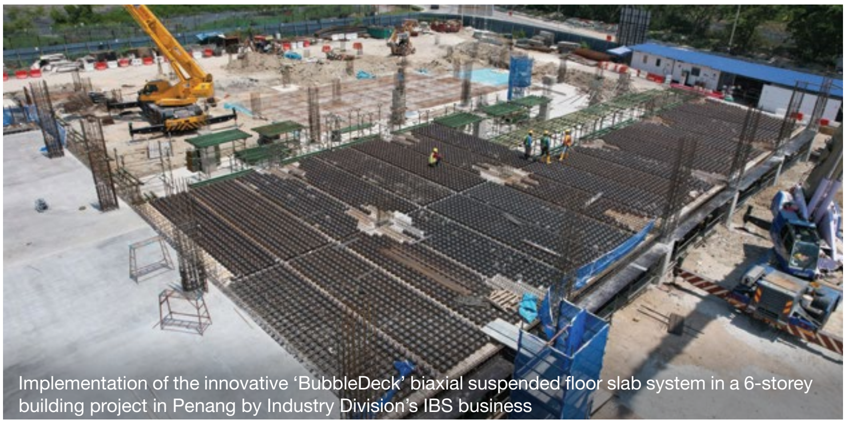
Digitalising Construction Processes

The Construction Division adopted BIM to enhance project management and collaboration. With several projects already utilising BIM, the division has experienced its benefits, primarily the realistic and immersive representations of buildings. The implementation of a robust Common Data Environment ("CDE") facilitates efficient information management and collaboration among stakeholders. Additionally, the division leverages 4D and 5D BIM to incorporate time and cost elements into project planning, allowing for visual simulation of construction sequences, conflict detection, and accurate cost estimation. These advancements improve project efficiency and optimise resource allocation.

The Construction Division has also embraced augmented reality ("AR") and virtual reality ("VR") technologies to enhance project site audits and worker training. AR allows on-site visualisation of BIM models, facilitating effective site audits, while VR enables the practice of on-site tasks in a virtual setting, improving worker training. The division is committed to further exploring other BIM dimensions and integrating elements such as building energy efficiency, water conservation, and waste management. To enhance capabilities, training workshops are conducted for the BIM department and operational teams at project sites. These initiatives ensure continuous improvements and development of professional expertise for BIM implementation throughout the division.

Sustainable Building Solutions

The Industry Division's IBS business has implemented the innovative 'BubbleDeck' biaxial suspended floor slab system in a 6-storey building project in Penang. This system replaces solid concrete with strategically placed plastic void formers, reducing unnecessary dead weight and maintaining strength and durability. The system's reliability has been thoroughly tested, making it suitable for various building types. The 'BubbleDeck' system minimises material usage, reduces resources and energy consumption during construction, and enhances construction speed and efficiency. Additionally, the voided slab design allows for easy installation of services, saving time and costs. This sustainable solution also reduces on-site energy consumption and greenhouse gas emissions, contributing to a more environmentally friendly construction process.

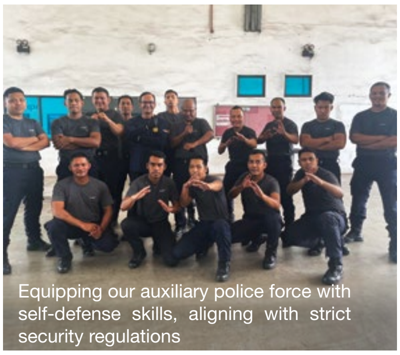

Implementation of the innovative 'BubbleDeck' biaxial suspended floor slab system in a 6-storey building project in Penang by Industry Division's IBS business

SECURITY

Throughout the Group, security remained a material topic in FY2023. The Property Division focused on Crime Prevention by Environmental Design ("CPTED"), employing natural surveillance and security measures.

The Industry Division continues to prioritise the protection of dangerous materials during transportation, storage, handling, and disposal. The Toll Division implements security measures on highways to monitor movements and ensure the safety of toll collectors and staff.

In FY2023, the Port Division enhanced security monitoring through the implementation of a new Vessel Traffic Management & Information System ("VTMIS") at the Marine Traffic Control Tower. The division also provided training to 80 auxiliary policemen, equipping them with self-defence skills and knowledge in compliance with international security standards. These efforts are aligned with relevant security codes and regulations, ensuring the safety and protection of the Group's operations and personnel.


Equipping our auxiliary police force with self-defense skills, aligning with strict security regulations

Managing Cybersecurity

In response to the growing cybersecurity risks worldwide, we have prioritised investments under our comprehensive cybersecurity strategy that includes employee education and training. We are committed to strengthening our defences against online threats and ensuring that our employees are equipped with the knowledge to identify and mitigate such risks.

In FY2023, our Information Systems Department conducted a series of security awareness and phishing assessment exercises targeting high-profile users and all employees. These exercises aimed to proactively identify vulnerabilities, safeguard sensitive information, and foster a culture of security awareness. During the year, we conducted 12 phishing assessment simulations involving 105 high-profile users, while also providing mandatory cybersecurity awareness training and phishing campaigns for all employees. These initiatives were crucial in raising awareness about the evolving cyberthreats landscape and emphasising the importance of cybersecurity practices throughout our organisation.

Data Privacy and Protection

[GRI 418-1]

We have implemented a comprehensive Privacy Policy in compliance with the Personal Data Protection Act 2010 (PDPA). The policy outlines our guidelines for collecting, recording, and storing customers' personal data and is available on our Corporate website, in both English and Bahasa Malaysia.

As part of our commitment to data security, we hold certifications for ISO/IEC 27001:2013 Information Security Management System ("ISMS") and ISO/IEC 20000-1:2011 Information Technology Service Management System ("ITSMS"). Our Privacy Policy undergoes regular reviews to ensure compliance with the PDPA. Throughout FY2023, we had no substantiated complaints or cases of customer data breaches, leaks, thefts, or loss. All divisions remain dedicated to protecting our customers' data privacy.

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 have implemented a Responsible Supply Chain Policy to ensure the alignment of our values and principles throughout our supply chain, fostering trust and long-term benefits for all stakeholders. Our Code of Business Conduct for Third Parties establishes fundamental principles and standards that all third parties conducting business with the Group must adhere to. This includes vendors, suppliers, service providers, contractors, subcontractors, consultants, agents, representatives, and other entities associated with the Group.

Violations or non-compliance with this Code will be treated seriously and may result in the termination of contracts with the non-compliant parties. Both the Code of Business Conduct for Third Parties and the Responsible Supply Chain Policy can be accessed on our Corporate website.

Responsible Supply Chain Policy [GRI 409-1]

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.

Encouraging Supply Chain Participation

In March 2023, the first cohort of the five-month pilot Action Centre for Sustainable SMEs ("ACCESS") programme, graduated. The ACCESS programme aims to strengthen the Group's supply chain understanding of fundamental sustainability principles, equip them with practical tools to integrate sustainability into their daily business operation and support the development and implementation of enterprise sustainability plans. This programme marks our commitment to foster sustainable practices among small and medium enterprises, driving positive change in the business community.

Fostering sustainable practices in SMEs: ACCESS programme graduation ceremony

ENVIRONMENT

OUR ENVIRONMENTAL STEWARDSHIP

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Planetary health continues to be at the forefront of global discussions as a critical factor in ensuring a liveable and thriving future. In its most recent Global Risk Report, the World Economic Forum[1] identified climate change, biodiversity loss and ecosystem collapse as among the top risks in the next decade. This year, IJM announced our climate commitment to achieve net-zero carbon emissions by 2050 and enhance climate resilience in our value chain.

"GreenRE plays a vital role in our sustainability roadmap, guiding our efforts toward a greener future. By meeting GreenRE criteria, we ensure our projects adhere to stringent sustainability standards, promoting energy efficiency, environmental conservation, and sustainable practices. Embracing GreenRE criteria is our commitment to building a sustainable future for our communities and the environment."

Amirrudin Bin Ismail
Quality Assurance Department, Property Division

Our Policy Statement on Environment reinforces our commitment to conduct our business responsibly, use natural resources efficiently and find innovative ways to reduce our environmental impacts. We have in place an Environmental Management System ("EMS") to integrate environmental best practices across the Group. All divisions operating in Malaysia have obtained ISO 14001:2015 Environmental Management Systems certification.

By adopting the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), we now also consider the risks that the environment may pose to our business, particularly climate-related risks and opportunities.

BUILDING CREDIBLE CLIMATE ACTION [GRI 2-28]

In its 2022 Emissions Gap Report[2], the United Nations Environment Programme (UNEP) highlighted that there is currently no credible pathway to 1.5°C in place and under all major Intergovernmental Panel on Climate Change (IPCC) scenarios, the world will breach the 1.5°C warming limit in the 2030s. Breaching this threshold will result in irrevocable damage to planetary health and human well-being.

IJM is thus compelled to address both mitigation and adaptation to build resilience across our whole value chain. Our goal is to reduce carbon emissions and introduce strategic interventions to build greater resilience in the face of climate change challenges, from extreme weather to diminishing resources and evolving regulations. In line with the Group's Sustainability Roadmap FY2023-FY2025 ("Group Roadmap"), we formalised our Climate Strategy to drive emissions reduction and build climate resilience, following an extensive climate assessment conducted since FY2022.

Our call to climate action

IJM became an official supporter of TCFD in 2023, reinforcing our commitment in taking a phased approach to implement its recommendations. We are also a signatory of the British Malaysian Chamber of Commerce Climate Action Pledge, and communicate our climate action progress annually. Additionally, IJM participated in the Roundtable Workshop with Building Industry Players, co-organised by CEO Action Network and Climate Governance Malaysia, in partnership with the Real Estate and Housing Developers' Association Malaysia (REHDA) to recommend policy actions for sector adoption.

[1] 2023 Global Risk Report, World Economic Forum
[2] 2022 Emissions Gap Report, UNEP

Climate change gained in importance in the Group's FY2023 materiality assessment. We recognise the significant impacts of climate-related issues in all areas along our value chain. The Group has made significant strides in establishing specific climate parameters and aligning with the existing Enterprise Risk Management ("ERM") Policy and Framework, which governs how we manage our climate-related risks. This year, we have enhanced our annual reporting to be aligned with TCFD recommendations, building from our maiden year of referencing the framework in FY2022.

Summary of our progress and priorities in line with TCFD recommendations			
TCFD Pillars	**Actions Taken in FY2023**	**Priorities for FY2024 to FY2025**	**Page Reference**
Governance	• Board oversight: - Approved Group's long-term climate commitment involving mitigation and adaption measures - Deliberated on carbon footprint assessment and reduction - Reviewed physical and transition climate risks as part of the Group's enterprise risk management • Management oversight: - Reviewed carbon footprint profile and long-term reduction targets - Approved physical and transition climate risks and opportunities by business divisions • Built internal capacity for Board of Directors, Management, working committees and employees on carbon accounting, physical and transition climate risks and opportunities	• Continue to strengthen and improve climate risk governance • Assign climate-related responsibilities to management-level risk committee • Form Board-level Risk and Sustainability Committee	*Sustainability Governance,* page 141 *SORMIC* page 125
Strategy	• Formalised climate strategy addressing both adaptation and mitigation, with long-term target to achieve net-zero carbon emissions by 2050 • Assessed physical and transition risks and opportunities using scenario analysis over the near and long-term	• Continuous capacity building for TCFD adoption	*IJM's Climate Strategy*, pages 168 to 175
Risk Management	• Identified climate risks to be managed under Group's ERM Policy and Framework • Established climate risk likelihood and impact parameters to assess risks and opportunities, as part of IJM's ERM Policy and Framework • Aligned understanding of climate-related risks and opportunities across the Group • Conducted qualitative physical climate risks and opportunities assessments covering significant locations in Malaysia and India • Conducted transition risks and opportunities assessment based on policy, technology, market and reputation risk drivers	• Conduct quantitative physical climate risk for assets with higher exposure	*Resilience in a Net-Zero World,* pages 172 to 175
Metrics and Targets	• Announced carbon emissions commitment: - Net-zero by 2050 for Scope 1 emissions - Net-zero by 2035 via 100% renewable energy for Scope 2 emissions - Net-zero by 2050 for Operational Scope 3 categories. Embodied Scope 3 emissions addressed via engagement with supply chain by 2027 • Established Group carbon inventory based on FY2022 emissions • Established FY2023 baseline emissions, with independent verification • Enhanced Scope 3 disclosures with additional two categories compared to FY2022 • Expanded organisational boundaries from 88 sites in FY2022 to 126 sites in FY2023, including operations in India	• Set near-term 2030 carbon reduction targets for Scope 1, Scope 2 and Operational Scope 3 emissions • Establish supply chain engagement strategy with the view to reduce Embodied Scope 3 emissions	*Reduce to Net-Zero,* pages 168 to 172

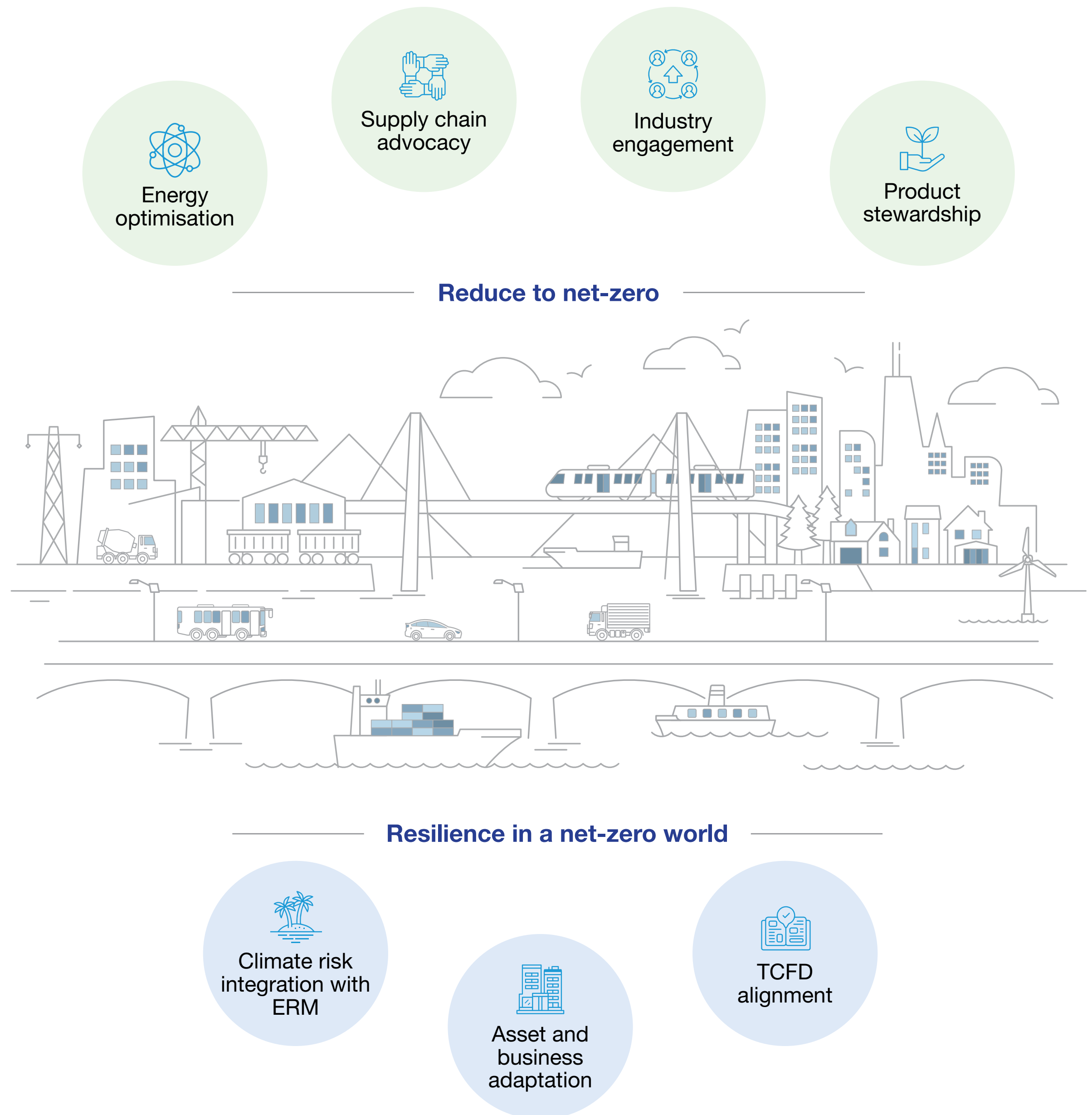
IJM'S CLIMATE STRATEGY

Reduce to net-zero
Resilience in a net-zero world

R_2O is a visual representation of our two-pronged climate action commitment. Based on a play on a chemical formula, R_2O embodies our commitment to reducing carbon emissions to net-zero, while concurrently building resilience to overcome challenges and embrace opportunities in a net-zero world.

The 'R_2' represents both reduction and resilience. It signifies our unwavering dedication to curbing carbon emissions, while also embracing the urgent need to adapt and fortify against the challenges posed by climate change. The 'O' symbolises the pathway towards a better tomorrow, illustrating our journey towards achieving net-zero emissions and building a resilient business that thrives in a net-zero paradigm.

IJM Group commits to achieving net-zero carbon emissions by 2050 while enhancing resilience against the impacts of climate change



Reduce to Net-Zero

Our Net-Zero Carbon Commitment

Scope 1 — Net-zero by 2050

Scope 2 — Net-zero by 2035 via 100% renewable electricity

Scope 3 — Operational emissions (Category 4, 5 and 6): Net-zero by 2050

Scope 3 — Embodied emissions (Category 1): Engage with supply chain for low carbon plans by 2027

Our FY2023 Carbon Emissions Profile

Construction
147,507.3 tCO_2e
15.8%

Property
149,687.6 tCO_2e
16.1%

Industry
590,186.7 tCO_2e
63.4%

Port
17,009.9 tCO_2e
1.8%

Toll
20,492.8 tCO_2e
2.2%

Group Services
6,682.9 tCO_2e
0.7%

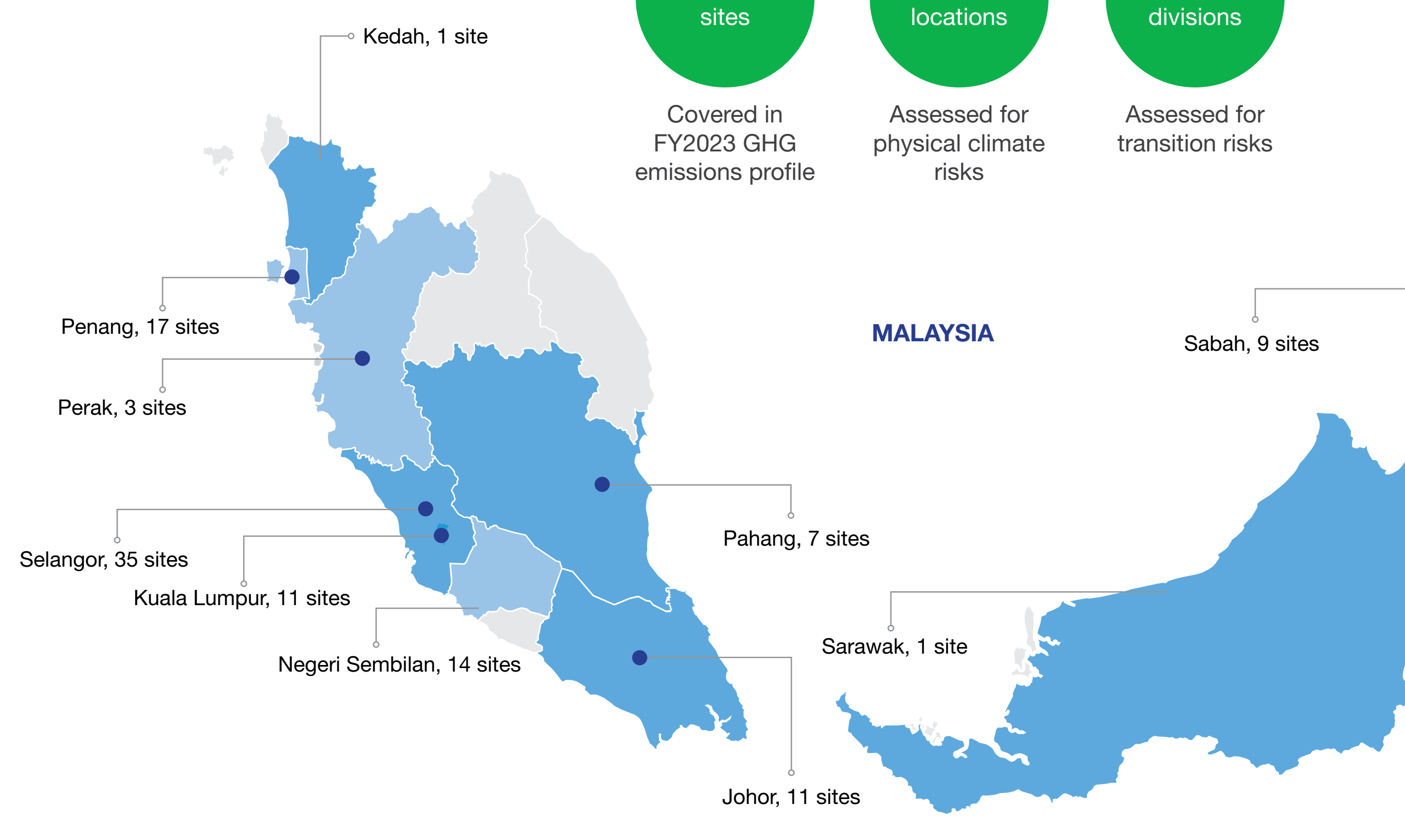
A Snapshot of Our Climate Assessment in FY2023

Location of Sites Assessed in FY2023 for Carbon Emissions and Climate Risks and Opportunities

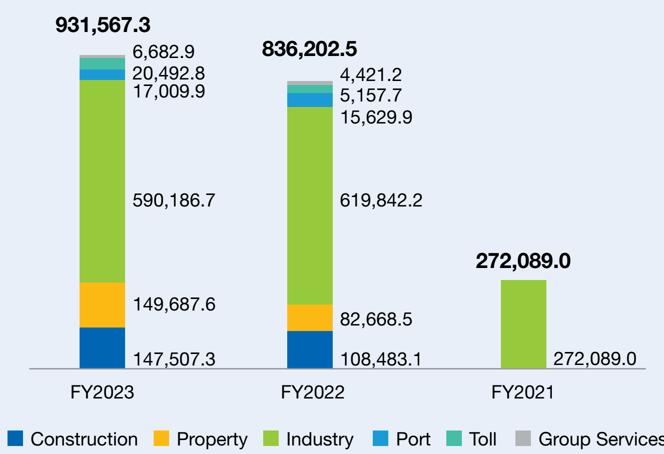
126 sites — Covered in FY2023 GHG emissions profile

9 locations — Assessed for physical climate risks

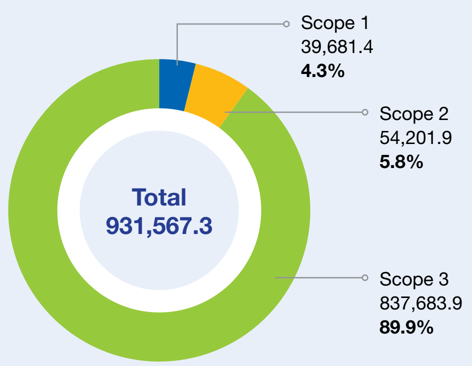
All divisions — Assessed for transition risks



Total GHG Emissions by Division (tCO_2e)

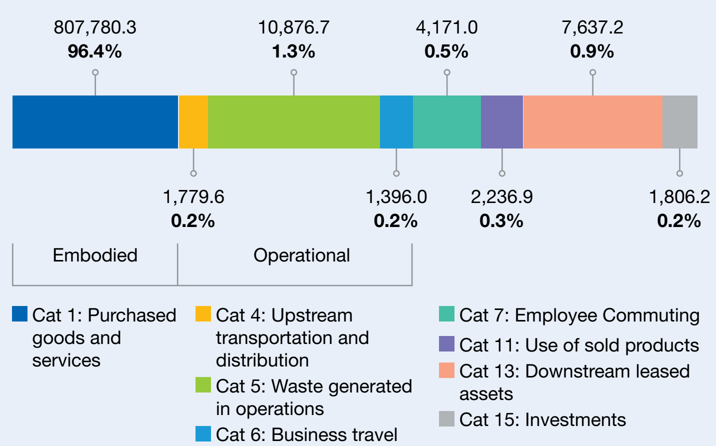


Total GHG Emissions by Scope in FY2023 (tCO_2e)



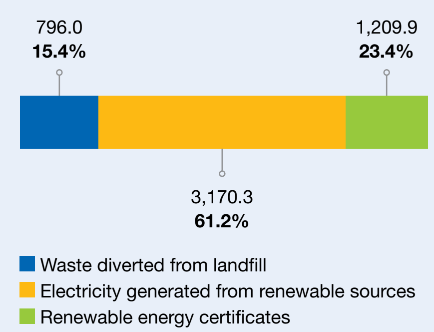
Scope 3 Emissions in FY2023 (tCO_2e)

Total: 837,683.9



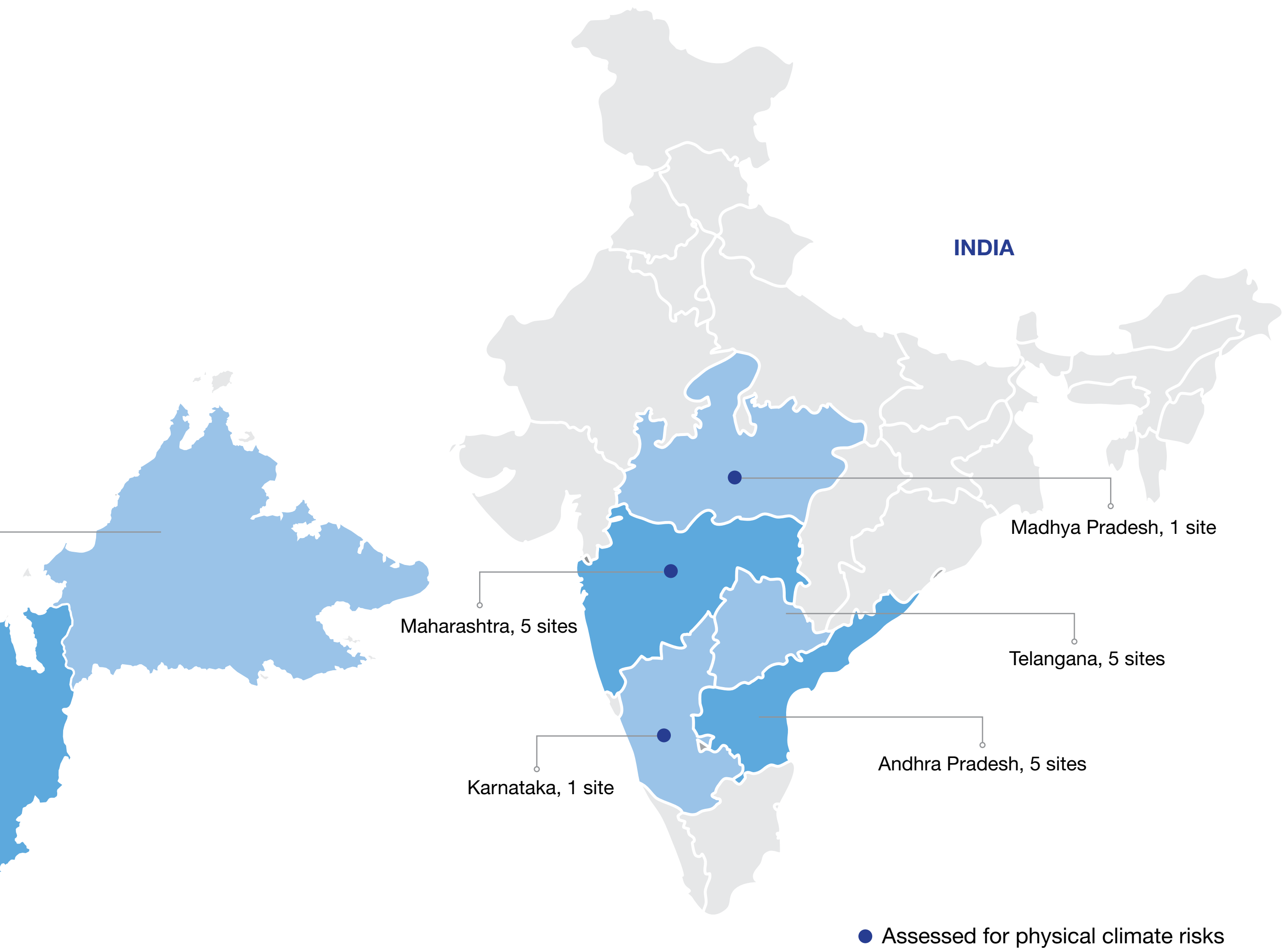
Emissions Avoidance in FY2023 (tCO_2e)

Total: 5,176.3



Notes:
- FY2023 represents our baseline emissions, which has undergone independent verification by BSI Malaysia in accordance with ISO 14064-1:2018
- Intra-Group emissions between the Construction, Property and Industry Divisions have been eliminated to avoid double counting

For more information on our FY2023 emissions profile, refer to page 168 to 170.



Climate Scenarios Considered

Types of Risks and Opportunities	Scenarios	Warming Level by 2100	Time Horizon
Transition	Announced Pledges Scenario[1]	~1.7°C	Near-term: 2030 Long-term: 2050
	Divergent Net Zero Scenario[2]	1.5°C	
Physical[3]	SSP2 – 4.5	~2°C-3°C	Near-term: 2030 Long-term: 2070
	SSP5 – 8.5	~4°C	

[1] 2022 World Energy Outlook, IEA
[2] 2022 Scenarios for Central Banks and Supervisors, NGFS
[3] 2021 IPCC Sixth Assessment Report, Working Group I
[4] The World Bank Climate Change Knowledge Portal

Resilience in a Net-Zero World

Types of Risks and Opportunities Assessed

Physical Risks	Transition Risks
• Acute (flooding, storminess, heat waves) • Chronic (temperature rise, sea level rise, precipitation change)	• Regulatory • Legal • Market • Technology • Reputation
Opportunities	
• Products and services • Energy source	• Resource efficiency • Markets

Case Study: Beat the Heat

Based on our analysis, we have identified that heat stress will likely impact our business in the long-term under both SSP2-4.5 and SSP5-8.5 scenarios. In the long-term, it is projected that operations in Malaysia will experience a higher number of days of heat stress while operations in India will be exposed to more acute heat stress occurrences in the summer months.

According to the IPCC, the heat index is a valuable indicator for assessing heat stress, considering both temperature and humidity. Heat index is a measure that combines temperature and relative humidity to determine the apparent temperature or 'feels-like' temperature, which indicates the level of heat stress on the human body. Our assessment considered 35°C as the threshold for assessing heat stress, given the likelihood of heat-related illnesses arising from prolonged exposure under this condition, and the availability of data.

Location	2020	2030	2040	2050	2060	2070
Malaysia	**1**	**6**	**12**	**25**	**48**	**50**
Kuala Lumpur	1	36	75	129	177	220
Selangor	18	60	111	167	211	241
Perak	3	21	35	68	109	120
Pulau Pinang	23	67	98	174	216	244
Pahang	1	10	19	37	74	89
Johor	31	65	121	186	224	251
India	**71**	**78**	**93**	**103**	**107**	**110**
Karnataka	12	20	32	50	58	64
Maharashtra	44	51	69	90	93	99

Mean projections (CMIP6) of number of days where HI>35°C based on multi-model ensemble for SSP2-4.5 scenario[4]

Under the SSP2-4.5 scenario, it is projected that the mean number of days where heat index will exceed 35°C (HI>35°C) is 50 by 2070 in Malaysia. Following the Group-wide assessment, each division identified the areas of impact relevant to their businesses. Current procedures to reduce the risk of heat stress within our operations are reviewed and future adaptation measures were discussed.

Example of Impact Areas	Example of Current Resilience Measures
Operational outdoor productivity may be impacted due to prolonged work in extreme heat	• Hydration stations and rest areas provided at site • Rotation of work • Work hours shifted to cooler parts of the day during summer months
Greater demand for energy efficient products with low thermal transmittance to reduce cooling loads as outdoor air and surface temperature increase	• Adopt passive design concept in developments • All future developments by Property Division to achieve minimum benchmark of GreenRE Bronze certification, with thresholds for building energy intensity and thermal comfort

For more information, please refer to page 174.

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

IJM'S CLIMATE STRATEGY

As climate change accelerates and intensifies the physical risks caused by extreme weather events, the need to take action becomes more urgent, impacting the scale and pace of transition risks. Recognising these interdependencies, the Group conducted in-depth climate assessments over a period of one and a half years, beginning FY2022. Our carbon footprint assessment referenced recommendations by the Science Based Target Initiative (SBTi), whereas climate risks assessment employed various scenarios published by the IPCC, International Energy Agency (IEA) and the Network for Greening the Financial Systems (NGFS).

Our Climate Strategy applies a two-pronged approach for climate action; one, is to transition to net-zero, and two, for adaptation to build climate resilience. The strategy not only outlines IJM's own low carbon transition pathway, but also key approaches to guide our supply chain to transition with us.

Reduce to Net-Zero

[GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-5]

One of the critical steps in establishing our carbon reduction strategy is to develop a robust baseline data. In FY2023, IJM completed a carbon footprint assessment covering all divisions, including operations in India. The exercise comprised Scope 3 emissions inventory screening and profiling of the Group's emissions in FY2022, accounting for Scope 1 and Scope 2 emissions as well as six categories under Scope 3 emissions.

Leveraging on the findings from FY2022, we have set FY2023 as a baseline year, which represents a more normalised level of operations due to the lifting of the movement control order by the Malaysian Government. Data reported under FY2023 encompasses Scope 1 and Scope 2 emissions as well as eight categories under Scope 3 emissions, covering 126 operational sites and entities across all business divisions in Malaysia and India.

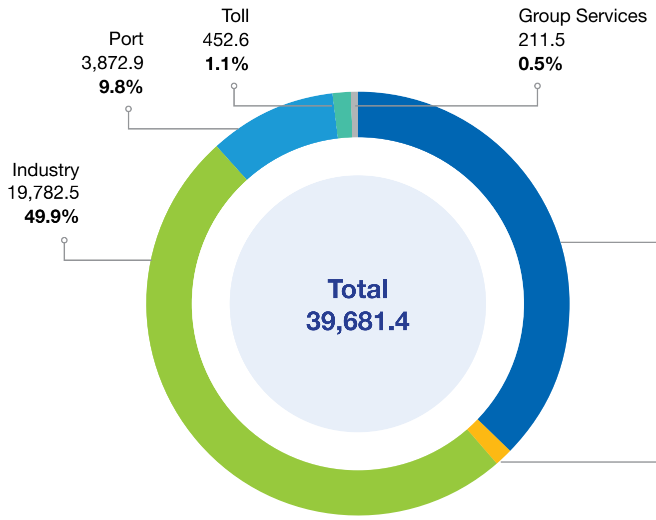
Our GHG Emissions Baseline

Scope 1:

Emissions under Scope 1 account for 4.3% of our total carbon footprint. Scope 1 emissions includes all emissions released directly by our operations from vehicles and equipment owned or controlled by the Group:

- Mobile combustion: Fuel purchased for vehicles and mobile equipment at project sites, factories and offices
- Stationary combustion: Natural gas-fired boilers at factories (Industry Division only) and petrol and diesel-fired stationary equipment at project sites, factories and offices

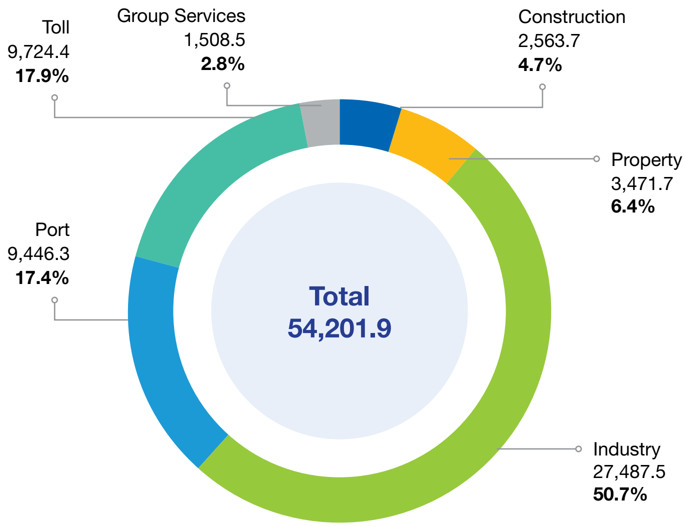
Scope 1 Emissions in FY2023 (tCO_2e)



Scope 2:

Emissions under Scope 2 account for 5.8% of IJM's total emissions. Scope 2 emissions are associated with electricity purchased (location-based) and consumed by offices, factories and other buildings, as well as street lighting and equipment owned or controlled by IJM.

Scope 2 Emissions in FY2023 (tCO_2e)



Scope 3:

Emissions under this scope include all other indirect emissions generated across our value chain. Scope 3 accounts for 89.9% of the Group's total emissions in FY2023. This year, we have collated reliable data for eight out of the 15 categories under Scope 3:

Scope 3	Asset Boundary	Calculation Methodology
Category 1 Purchased goods and services	• Construction Division • Property Division • Industry Division	Average-data method
Category 4 Upstream transportation and distribution	• Construction Division • Property Division • Industry Division	Distance-based method
Category 5 Waste generated	• IJM Group	Average-data method
Category 6 Business travel	• IJM Group	Distance-based method used where practical
Category 7 Employee commuting	• IJM Group	Estimated based on average-data method by multiplying the total number of employees in FY2023 with the emissions intensity calculated in FY2022, where transportation mode and distance from home to the workplace were determined via a survey with employee participation rate of 94%
Category 11 Use of sold products	• Port Division	Distance-based method
Category 13 Downstream leased assets	• Menara Prudential owned by IJM Corporation Berhad (Group Services) • The Clubhouse operations in Bandar Rimbayu owned by Property Division • Sand mining operations owned by Industry Division	Asset-specific method
Category 15 Investments	• LEKAS Highway by Toll Division	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 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 goods or services).

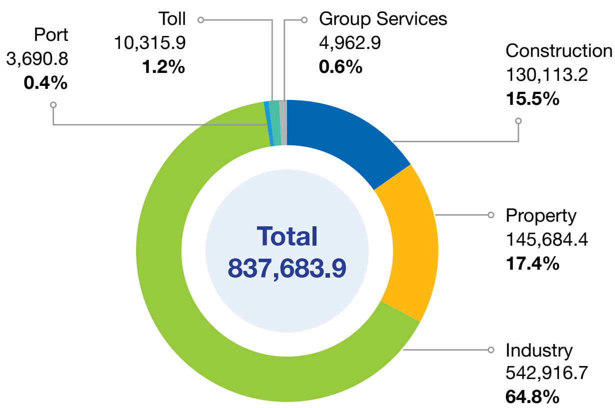
Distance-based method: Determining the distance and mode of business trips, then applying the appropriate emission factor for the mode used.

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 emission factors.

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.

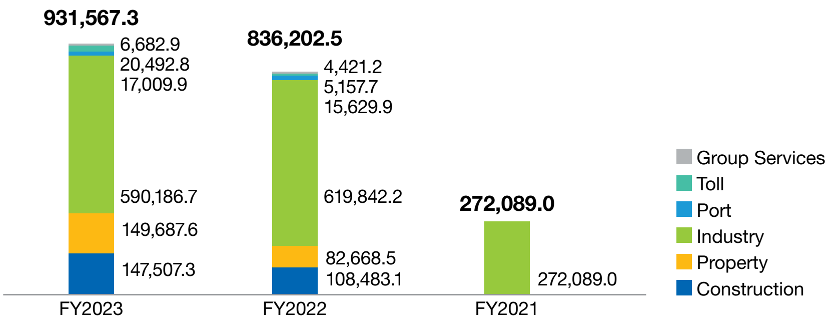
Scope 3 Emissions in FY2023 (tCO_2e)



ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

In FY2023, total GHG emissions by the Group was 931,567.3 tCO_2e, an increase of 11.4% from FY2022, as depicted below.

Total GHG Emissions by Division (tCO_2e)



<u>Methodology, boundary and assumptions:</u>

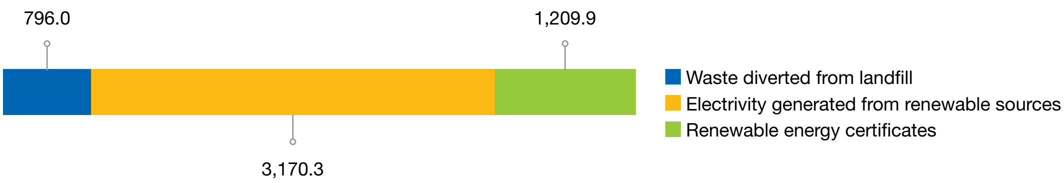
1. Our calculation methodology is based on the *GHG Protocol Corporate Accounting and Reporting Standard* using the operational control consolidation approach
2. Scope 1 and Scope 3 emissions factors are sourced from the *GHG Conversion Factors for Company Reporting version 1.0 (2021),* published by 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 data for FY2022 and FY2021 have been restated to reflect the change of grid emissions factor published by the Energy Commission Malaysia (2022) for operations in Malaysia. Scope 2 emission factors in India are sourced from Central Electricity Authority, Ministry of Power India (2022)
4. FY2022 total emissions data has been restated to account for all relevant Scope 3 emissions across the Group. FY2021 total emissions data cover Industry Division's ICP operations only
5. GHG emissions data has been independently verified according to ISO 14064:2018, in addition to the review by the Group's Internal Audit Department as part of the Sustainability Statement review
6. Intra-Group carbon emissions under Scope 3 Category 1 (Purchased Goods and Services) between Construction, Property and Industry Divisions are eliminated in FY2023 and FY2022 to avoid double counting

Emission Avoidance:

This year, our emissions avoidance includes renewable energy generation, waste recycled and the purchase of renewable energy certificates for Menara Prudential leased by IJM Corporation. Total emissions avoidance was 5,176.3 tCO_2e, reflecting 0.6% of the Group's total emissions.

Emissions Avoidance in FY2023 (tCO_2e)

Total: 5,176.3



Our Reduction Targets

Reflecting the level of control over each emission Scope, our commitment to net-zero by 2050 covers Scope 1, Scope 2 and Operational Scope 3 categories while the reduction of Embodied Scope 3 emissions (Category 1: Purchased Goods and Services) is achieved through supplier engagements.

Our targets were established based on the criteria and recommendations of the Science Based Targets Initiative (SBTi). While we have made great efforts to closely align our targets with SBTi's cross-sector pathway, we have deviated from the minimum ambitions set by SBTi as outlined in the following table.

We will continue to assess our position to fully align with SBTi in the future, taking consideration of current cross-sector pathways as well as the upcoming publication of the *Building Sector Target Setting Guidance*, where relevant. This will also entail introducing suitable and credible near-term interim targets.

Scope	SBTi's Minimum Ambition[2]		Our Targets (Long-term)
	Near-term[1]	Long-term	
Scope 1	• 4.2% reduction annually	• 90% absolute reduction by 2050	• Net-zero by 2050
Scope 2	• 4.2% reduction annually • 100% renewable electricity by 2030	• 90% absolute reduction by 2050	• Net-zero by 2035 via 100% renewable electricity
Scope 3	• 2.5% reduction annually • Suppliers and customers to set targets consistent with well-below 2°C ambition, covering at least 67% of Scope 3 emissions	• 90% absolute reduction by 2050 • 97% physical and economic intensity reduction	• Operational (Category 4, 5 and 6): Net-zero by 2050 • Embodied (Category 1): Engage with supply chain for low carbon plans by 2027, covering the remainder of the 67% of Scope 3 emission

**Note:*

1 Up to 2033, following the 10-year timeframe by SBTi to meet near-term target based on FY2023 baseline

2 Based on the Science Based Target Initiative Corporate Net-Zero Standard (v1.1), 2023

Our Reduction Strategy

The robust assessment of our baseline data has provided a comprehensive profile of GHG emissions across the Group. We are thus better informed in establishing impactful strategies that are in line with climate science. These strategies will also be carried out in step with marketplace developments, emerging technologies, supporting infrastructure and regulatory requirements.

We aim to reduce operational emissions by decarbonising our fleet and machinery, optimising energy usage, reducing waste and adopting green transport solutions. The bulk of our emissions are from Scope 3 Category 1 (Purchased Goods and Services) associated with our supply chain, thus, our transition pathway to net-zero relies on supply chain decarbonisation. This requires a concerted effort within the industry. Hence, our strategy focuses on supply chain engagement, industry partnerships and to build a portfolio of low carbon products.

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Our Carbon Reduction Strategy			
Energy Optimisation	**Supply Chain Advocacy**	**Industry Engagement**	**Product Stewardship**
• Explore alternative fuels with higher bio-fuel content • Electrification of equipment and vehicle fleets • Upgrade to more energy efficient equipment • Reduce energy intensity with alternative methods and input materials • Increase renewable energy adoption in operations • Adopt low carbon transportation for business travel and raw material delivery	• Reduce waste in operations via material and operational efficiency • Heighten adoption of circular economy approach • Engage supply chain by 2027 for low carbon plans and targets • Provide complimentary training to major suppliers on climate change • Enhance procurement strategies to include sustainability and climate considerations	• Work with industry associations and peers to align decarbonisation goals • Advocate whole of industry transition towards low carbon and climate resilience	• Incorporate sustainable design principles in developments and construction projects (where we have control) • Use of current and emerging technologies such as BIM and IBS to optimise energy and embodied carbon of projects • Prioritise low carbon raw materials such as recycled, renewable or industrial by-products in product manufacturing, construction and developments
Scopes of emissions addressed			
• Scope 1, Scope 2 and Operational Scope 3	• Operational and Embodied Scope 3	• Embodied Scope 3	• Embodied Scope 3

Resilience in a Net-Zero World

[GRI 201-2]

Our climate assessments exercise identified transition and physical risks and opportunities arising from climate change. The assessment involved data-driven scenario analysis and qualitative screening of the Group's businesses and assets. Two scenarios by the IPCC were selected to assess physical risks while transition risks were assessed against scenarios developed by the IEA and NGFS.

Transition Risks and Opportunities

Transition risks are driven by the changes in policy, market, regulatory and technology changes as the economy progresses towards low carbon and net-zero emissions. Potential risks include increases in operational costs due to higher raw material and fossil fuel prices, carbon tax and emissions trading schemes.

Factors such as policy restrictions on emissions, market perceptions, shifting customer preferences, availability and demand of services are also key considerations.

The Group's transition risks and opportunities assessment considered the Divergent Net Zero (1.5°C warming) and Announced Pledges (2°C warming) scenarios by IEA and NGFS, respectively. We have considered a near-term time horizon of up to 2030 and a long-term time horizon of up to 2050 to assess transition risks, aligning with global pledges and national commitments.

We assessed the exposure level and impact of transition risks and opportunities to the Group's current and future businesses in Malaysia and India. The engagements involved interviews and discussions with various levels of management who have influence over the strategic direction of the Group's businesses.

Announced Pledges Scenario ("APS")[3]

The APS scenario considers the Group's position, assuming current climate pledges and commitments made by governments around the world, including nationally determined contributions ("NDCs") and long-term net-zero targets, will be met in full and on time. This scenario contemplates a global temperature rise of 1.7°C by 2100, leading to moderate to severe physical risks and relatively low transition risks.

Divergent Net Zero Scenario ("DNZ")[4]

This scenario is considered to factor in the most ambitious policies, taking into account the potential delays in implementing necessary actions. The DNZ scenario reaches net-zero by 2050 and is in line with a climate goal giving at least a 50%

[3] 2022 World Energy Outlook, IEA
[4] 2022 Scenarios for Central Banks and Supervisors, NGFS

chance of limiting global warming to below 1.5°C by 2100. This scenario, however, assumes higher costs than the Net Zero 2050 ("NZE") scenario due to divergent policies introduced across sectors and a quicker phase out of fossil fuels. Transition risks are higher while physical risks are lower than the NZE scenario due to policies being delayed or divergent across countries and sectors.

Our findings

Our businesses in Malaysia were identified as having a higher risk impact compared to our India operations due to more stringent policies and regulations. The assessment shows that regulatory and market risks are the two top risks that may have a significant impact on our business. Exposure to regulatory risks is high under both DNZ and APS scenarios in the near-term and long-term across all divisions. This mainly relates to enhanced emissions reporting obligations, carbon pricing, and mandates and regulations on products and services.

In the long-term, exposure to market risks is high under the DNZ scenario, particularly for Property and Industry Divisions, whereas the Port Division noted a higher exposure of the same risk under both DNZ and APS scenarios. These market risks stem from the increased cost of materials, the shift of customer preferences towards green or low carbon developments, products and services.

Physical Risks and Opportunities[5]

Physical risks are driven by acute and chronic climate patterns that may cause damage to physical infrastructure and operations. Extreme weather events could potentially cause temporary work interruptions and reduced productivity, which can result in delays in product and service delivery.

Our assessment was based on projections and data published by IPCC and the World Bank's Climate Change Knowledge Portal. In our assessment, the Group considered the worst-case (above 4°C warming) and current trajectory (2°C to 3°C warming) scenarios. Parameters related to temperature, precipitation, floods and sea level rise in different geographies and time horizons were assessed. We have considered a near-term time horizon up to 2030 and a long-term time horizon up to 2070 to align with the period of the Group's concession assets.

A review was conducted on the physical risks relevant across major projects and assets at 9 locations across Malaysia and India. The assessment entailed a review of existing risk registers and past climate-related events to assess the vulnerability of each asset. Location-specific climate projections were used to assess the likelihood and impact of climate stressors relative to each location.

SSP2 – 4.5 (comparable to RCP4.5): 2°C-3°C warming

This scenario indicates the 'most likely' trajectory based on the scale and pace of current climate commitments. This scenario is considered to assess the most plausible disruptions.

Emissions hover around current levels before starting to fall mid-century, but do not reach net-zero by 2100. In this scenario, temperatures rise around 2.7°C by the end of the century. Socioeconomic factors follow their historic trends, with no notable shifts. Progress toward sustainability is slow, with development and income growing unevenly.

SSP5 – 8.5 (comparable to RCP8.5): above 4°C warming

This scenario indicates the 'business-as-usual' trajectory arising from global inaction. This scenario allows the Group to capture the breadth of possible disruptions.

Emissions continue to rise until they double by 2050. In this scenario, temperatures rise around 4.4°C by the end of the century. The global economy grows quickly, but this growth is fueled by exploiting fossil fuels and energy-intensive lifestyles.

Our findings

IJM will likely be affected by both acute and chronic physical climate events, given these impacts are projected to be more severe and impactful over time. From our assessment, certain assets such as those located in Klang Valley and Pahang, identified inherent risks of pluvial flooding resulting from heavy rainfall in the near-term for both scenarios, given the exposure of these assets due to past occurrences.

In the long-term, our analysis identified an increased likelihood of coastal flooding manifested by sea level rise impacting assets and operations along coastal areas such as in Penang and Johor under the SSP5-8.5 scenario, while the SSP2-4.5 scenario shows a slower onset. Additionally, the risk of heat stress will likely intensify in both scenarios due to chronic temperature rise in the long-term, impacting the Group's operations and productivity.

[5] 2021 Sixth Assessment Report, Working Group I, IPCC
[6] The World Bank Climate Change Knowledge Portal

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Case Study: Beat the Heat

Based on our analysis, we have identified that heat stress will likely impact our business in the long-term under both SSP2-4.5 and SSP5-8.5 scenarios. In the long-term, it is projected that operations in Malaysia will experience a higher number of days of heat stress while operations in India will be exposed to more acute heat stress occurrences in the summer months.

According to the IPCC, the heat index is a valuable indicator for assessing heat stress, considering both temperature and humidity. Heat index is a measure that combines temperature and relative humidity to determine the apparent temperature or 'feels-like' temperature, which indicates the level of heat stress on the human body. Our assessment considered 35°C as the threshold for assessing heat stress, given the likelihood of heat-related illnesses arising from prolonged exposure under this condition, and the availability of data.

Relative Humidity %	Air temperature °C										
	21	24	27	29	32	35	38	41	43	46	49
0	18	21	23	26	28	31	33	35	37	39	42
10	18	21	24	27	29	32	35	38	41	44	47
20	19	22	25	28	31	34	37	41	44	49	54
30	19	23	26	29	32	36	40	45	51	57	64
40	20	23	26	30	34	38	43	51	58	66	
50	21	24	27	31	36	42	49	57	66		
60	21	24	28	32	38	46	56	65			
70	21	25	29	34	41	51	62				
80	22	26	30	36	45	58					
90	22	26	31	39	50						
100	22	27	33	42							

Serious risk to health - heatstroke imminent
Prolonged exposure and activity could lead to heatstroke
Prolonged exposure and activity may lead to fatigue

Apparent temperature (heat index) in degrees Celsius according to air temperature and relative humidity[1]

Location	SSP	2020	2030	2040	2050	2060	2070
Malaysia	**SSP5-8.5**	**2**	**7**	**30**	**64**	**100**	**148**
Malaysia	**SSP2-4.5**	**1**	**6**	**12**	**25**	**48**	**50**
Kuala Lumpur	SSP5-8.5	12	44	137	190	290	322
Kuala Lumpur	SSP2-4.5	1	36	75	129	177	220
Selangor	SSP5-8.5	33	76	169	219	302	330
Selangor	SSP2-4.5	18	60	111	167	211	241
Perak	SSP5-8.5	9	26	78	118	188	234
Perak	SSP2-4.5	3	21	35	68	109	120
Pulau Pinang	SSP5-8.5	47	95	176	226	296	305
Pulau Pinang	SSP2-4.5	23	67	98	174	216	244
Pahang	SSP5-8.5	3	10	51	91	146	215
Pahang	SSP2-4.5	1	10	19	37	74	89
Johor	SSP5-8.5	36	80	185	242	303	330
Johor	SSP2-4.5	31	65	121	186	224	251
India	**SSP5-8.5**	**72**	**83**	**104**	**109**	**121**	**140**
India	**SSP2-4.5**	**71**	**78**	**93**	**103**	**107**	**110**
Karnataka	SSP5-8.5	13	25	48	69	95	131
Karnataka	SSP2-4.5	12	20	32	50	58	64
Maharashtra	SSP5-8.5	43	60	93	100	119	157
Maharashtra	SSP2-4.5	44	51	69	90	93	99

Mean projections (CMIP6) of number of days where HI>35°C based on multi-model ensemble for SSP2-4.5 and SSP5-8.5 scenarios[2]

Under the SSP2-4.5 scenario, it is projected that the mean number of days where heat index above 35°C (HI>35°C) is 50 by 2070 in Malaysia. Following the Group-wide assessment, each division identified the areas of impact relevant to their businesses. Current procedures to reduce the risk of heat stress within our operations were reviewed and future adaptation measures were discussed.

Example of Impact Areas	Example of Current Resilience Measures
Operational outdoor productivity may be impacted due to prolonged work in extreme heat	• Hydration stations and rest areas provided at site • Rotation of work • Work hours shifted to cooler parts of the day during summer months
Greater demand for energy efficient products with low thermal transmittance to reduce cooling loads as outdoor air and surface temperature increase	• Adopt passive design concept in developments • All future developments by Property Division to achieve minimum benchmark of GreenRE Bronze certification, with thresholds for building energy intensity and thermal comfort

1 Time and Place as Modifiers of Personal UV Exposure - Scientific Figure on ResearchGate
2 The World Bank Climate Change Knowledge Portal

Recognising systemic climate risks

We recognise that climate risks are complex and climate projections are dynamic as studies are continuously on-going and becoming more sophisticated and accurate with time. At this juncture, our assessments consider the direct impacts of climate risks on the Group's assets and operations, without factoring in systemic risks and impacts such as food and water availability as well as public well-being.

Potential implications of the accumulation and interrelation of different events require concerted efforts from government, businesses and society. In this regard, a key initiative in our climate strategy is to form active partnerships with local governments, industry associations and likeminded stakeholders to address systemic climate risks.

Importantly, each of the climate scenarios also present opportunities across various time horizons. These include asset and operational efficiencies through improved design and planning, adoption of innovative technology, the use of low carbon materials, and leveraging on government incentives. We will continue to explore the significance of these opportunities to drive longer-term positive change and strengthen the resilience of our business and value chain.

Our Resilience Strategy

To ensure we capture the evolving climate science projections and emerging market and regulatory trends, continuous climate-related assessments and on-going monitoring are required. This will be undertaken through the delivery of our climate strategy which shows our priorities to build resilience and capabilities across the value chain.

Our Climate Resilience Strategy		
Climate Risk Integration into Organisational Matrix	**Asset and Business Adaptation**	**TCFD Alignment**
• Incorporate climate risk into ERM policy and framework • Build internal capacity and understanding of climate vulnerabilities and adaptive measures • Active partnerships with industry associations and likeminded stakeholders, particularly for climate risks that are systemic in nature	• Continuously assess physical qualitative climate risk assessment, based on available scientific data • Conduct quantitative assessment for projects and assets with higher exposure • Build supply chain resilience	• Perform benchmarking and disclose climate risks and opportunities • On-going review, monitoring and reporting

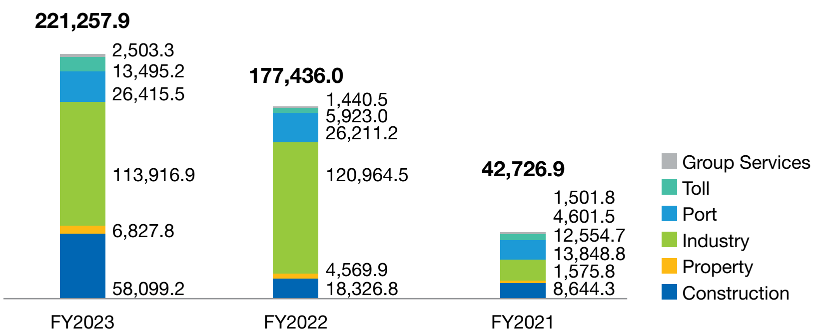
ADVANCING LOW CARBON OPERATIONS [GRI 302-1, GRI 302-4]

IJM remains committed to implement initiatives to improve energy efficiency and reduce dependency on fossil fuels. Notwithstanding the formalisation of the Group's Climate Strategy, we continue to increase our share of renewable energy and explore more efficient processes and materials within our operations.

In FY2023, the Group's total energy consumption was 221,257.9 MWh, an increase of 24.7% from the previous year due the inclusion of our India operations and increase in activities.

Our renewable energy generation capacity expanded to 5,665.6 kWp as a result of newly commissioned solar photovoltaic ("PV") panels at Durabon and ICP Lumut factories, and along BESRAYA and NPE highways by the Toll Division. This contributed to an increase of 33.4% in our energy consumption from renewable sources to 4,146.6 MWh.

Total Energy Consumption by Division (MWh)



Note:

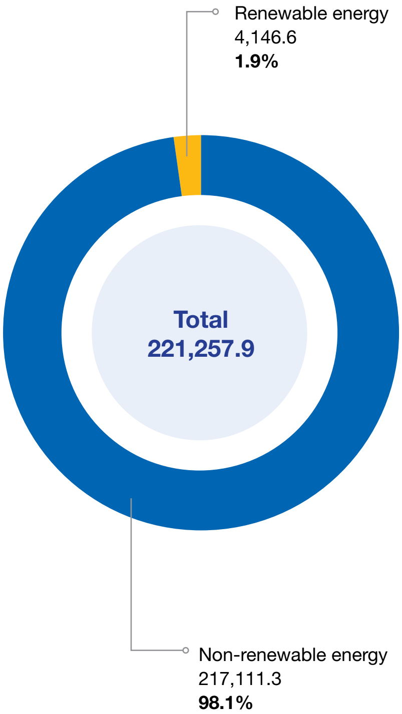
1. Total energy consumption in FY2023 includes; petrol, diesel and natural gas (Industry Division only) usage from company vehicles, mobile and stationary equipment; and electricity consumption from renewable and non-renewable sources
2. Data for FY2022 has been restated due to the expansion of scope from completion of the carbon footprint assessment, post-publication of the FY2022 Annual Report. The restated data includes other fuel sources beyond diesel used for company vehicles, mobile and stationary equipment, including petrol by all divisions, light fuel oil and natural gas by the Industry Division
3. Energy consumption accounted from direct operations only

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

This year marks our inaugural procurement of renewable energy certificates ("RECs") for Menara Prudential. The RECs were acquired via regulated Tradable Instruments for Global Renewables registry from a reputable local power producer.

In line with IJM's Climate Strategy, we are actively expanding our renewable energy mix through onsite solar generation and RECs. We are also exploring other mechanisms such as green tariffs and virtual power producing agreements, among others.

Total Energy Mix in FY2023 (MWh)



Note:

1. Non-renewable energy: Petrol, diesel and natural gas (Industry Division only) usage from company vehicles, mobile and stationary equipment
2. Renewable energy: Energy consumption from renewable sources generated from solar PV panels
3. Energy consumption accounted for direct operations only

The Group has taken effective approaches to reduce its direct emissions by adopting more efficient processes and phasing out high carbon fuels. In certain projects, the Construction Division uses BIM to simulate construction processes with high accuracy, minimising unplanned fuel usage for reworking required to address defects due to coordination issues. Furthermore, the division is exploring the feasibility of using diesel with higher biofuel content at project sites, while also studying the viability to fully electrify its equipment.

The Industry Division replaced the usage of light fuel oil with natural gas and diesel as low carbon alternatives in production processes. In addition, the division installed a boiler economiser at its ICP factories in Klang and Nilai. The economiser captures heat from the exhaust flue, and heats incoming feedwater into the boiler. The division is also exploring the use of solar power to preheat feedwater in boiler operations.

In line with Kuantan Green Port Initiative, the Port Division conducted an energy audit in FY2023 and identified strategic initiatives to improve energy efficiency and reduce carbon emissions. Simultaneously, the division has completed the installation of electric shore power supply to reduce fuel usage by tugboats that are idling.

Rooftop solar PV panels commissioned in FY2023 at Industry Division's Durabon Klang factory

FACILITATING SUSTAINABLE BUILDINGS AND INFRASTRUCTURE

We implement sustainable building and construction principles as a catalytic action in creating sustainable communities and as the means to reduce environmental impacts of our products.

The Construction Division continues to accelerate the adoption of alternative materials and methods in construction to reduce environmental impacts by our projects. Where possible, we work with clients to integrate sustainable design solutions in terms of materials used, construction methods and utilities design, among others, to address operational and embodied emissions.

The Property Division established a Green Building Design Framework for landed and high-rise residential developments in Malaysia. The framework provides guidelines to meet the criteria of GreenRE certification, where the division introduced minimum benchmarks for all new residential projects to obtain a 'Bronze' certification level. This necessitates the incorporation of energy efficient and passive design strategies, water efficiency features, indoor environmental quality considerations and environmental protection elements, among others.

The Group's investment property, Menara Prudential, is a LEED Gold-certified building featuring several resource saving measures. The building incorporates efficient lighting and cooling systems which are monitored via a building management system. Smart meters and sensors are placed to maintain a favourable indoor environmental quality. Low emissivity glass and materials were used in its design to reduce building heat while captured rainwater and treated wastewater are used for non-potable purposes. Other sustainable features include its convenient location via a network of public transport amenities such as the MRT, and accessible facilities to cater for the disabled.

Menara Prudential, a LEED gold-certified and MSC status green building, owned by IJM Corporation

Completed and On-going Green Building Projects		
Green Building Index ("GBI")	Green Real Estate ("GreenRE")	Leadership in Energy and Environmental Design ("LEED")
18	10	6

The Industry Division has progressively reduced the cement ratio in products by mixing cement alternatives and admixtures in the composition of concrete spun piles. Industrial by-products such as fly ash and ground granulated blast furnace slag ("GGBS") have lower carbon footprint, while admixtures are used to quicken the concrete curing time. These cement replacers allow low carbon concrete production, aligning with the Group's Climate Strategy to tackle Scope 1 and Scope 3 emissions through low carbon products. Moreover, IBS products under the Industry Division are certified with an Eco Label Mark. Refer to page 154 for further information.

The Port Division undertook several initiatives in line with the Kuantan Port Authority's initiative to transition to a green port by 2030. The Kuantan Green Port Initiative involves five strategic thrusts to reduce the level of air pollution and carbon footprint, control marine pollution, implement energy and water resource efficiency initiatives, and establish a systematic waste management control.

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Similarly, our Toll Division prioritises sustainability in all aspects of operations, from reducing our carbon footprint to promoting environmentally friendly practices. Attesting to this commitment, the division was awarded the *Meritorious Winner in the Best Green Initiative* category at the Star Outstanding Business Awards 2022. Our highways are also assessed against the Malaysia Green Highway Index (MyGHI), with both BESRAYA and NPE obtaining 'Gold' certifications.

Toll Division's CEO, Wan Salwani binti Wan Yusoff receiving the award at SOBA 2022

MANAGING ENVIRONMENTAL IMPACTS

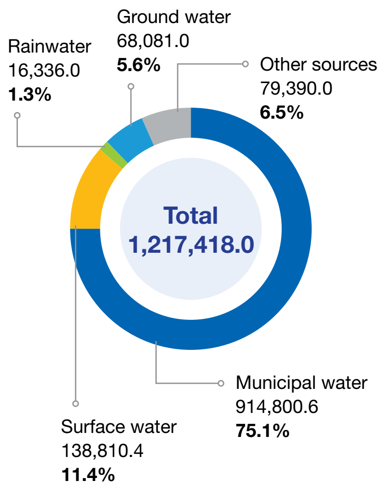
[GRI 303-1, GRI 303-2, GRI 303-5]

We remain committed to safeguard the environment and reduce our impacts. Guided by the Group's Environmental Policy, we have accelerated efforts for the preservation of natural capital, prevention of environmental pollution and responsible management of waste. At the divisional level, there are specific procedures to identify risks, assess potential impacts and implement control measures to ensure we operate responsibly.

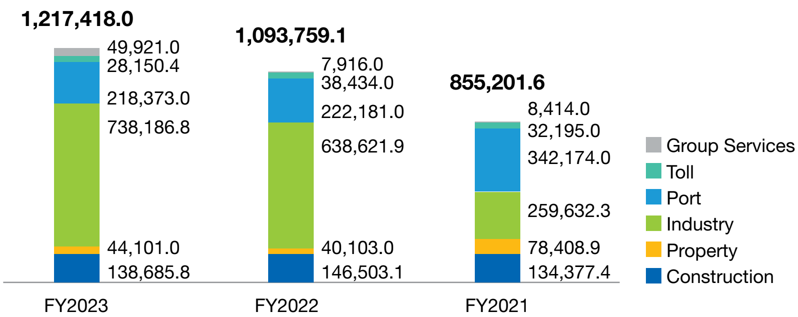
Responsible Water Management

We are committed to using water as efficiently as possible across all businesses and implement measures to reduce water usage in our operations. In FY2023, the Group's water withdrawal increased by 11.3% to 1,217,418.0 m³. This was mainly due to the inclusion of our India operations and increased production volume and activity by the Industry Division.

Water Consumption by Source in FY2023 (m³)



Water Consumption by Division in FY2023 (m³)



Rainwater is collected to reduce our reliance on water withdrawn directly from the ground and surface, as well as from municipal supply. Rainwater harvesting systems are installed across the Property and Industry Divisions. A total of 16,663.0 m³ of rainwater was collected for non-potable use, namely for cleaning and landscaping purposes. Additionally, Kuantan Port collaborated with one of its tenants to improve water usage efficiency through reusing of treated water. The tenant supplied treated water to Kuantan Port for the use of road cleaning, where it made up 39.4% of the division's total water consumption.

We implement effective control measures to ensure that water discharges adhere to water quality and quantity permits, standards and regulations. In FY2023, there were no recorded cases of non-compliance in regard to water quality.

Water treatment plants are installed at sites with high water discharge to manage wastewater and meet voluntary and regulatory environmental standards. Wastewater is treated by adding chemical agents to reduce suspended solids content to below 50 mg/litre prior to discharge into the public drainage system. Treatment plants with a flocculation process, such as those built in The Light City, Penang sites, effectively separate suspended particles present in wastewater.

The clustering of larger particles in wastewater eases the filtration process before discharge. Project sites with low water discharges utilise conventional water treatment methods, such as silt traps and sedimentation ponds. In certain cases, treated water is recycled and reused at project sites and factories.

Environmental Pollution Management

IJM remains committed to prevent air, noise, waste and water pollution in areas we operate. In FY2023, all divisions have obtained ISO 14001:2015 Environmental Management Systems certification, which covers 100% of operations in Malaysia. In line with ISO 14001:2015, environmental monitoring and pollution management are outlined in the Group's Health, Safety and Environment System ("HSE") Manual. The manual guides the implementation of our Environmental Management Plan to identify, evaluate and mitigate any risks of pollution and minimise the impact of operations on the surrounding environment and communities.

Within our operations, suitable practices for erosion and sedimentation are implemented. Key measures such as groundcover, turfing, vegetation and hydroseeding activities are applied to avoid the risk of soil erosion whereas temporary check dams, silt traps and fences are installed to prevent pollution of water sources.

Pollution from noise and vibration as a result of our operations are controlled and monitored via meters installed at sites. Vibration meters are installed at quarries to ensure minimal disturbance to the surrounding areas as mandated by the Environmental Quality Act 1974. Risks of air pollution are managed through continuous monitoring and inspections at project sites. The Port Division installed dust barriers and fog cannons to reduce air pollution at Kuantan Port. Washing bays are available to clean cargo trucks before they go on public roads and road sweepers and water trucks are utilised to control the dust condition in the Port area.

In FY2023, the Property Division reported one incident of oil contamination due to mishandling of containment bund. Corrective actions were promptly deployed to effectively clean the affected area. The division was not issued with any non-compliance warnings or fines. We will continue to review our processes to ensure that any gaps in compliances are minimised.

Waste Management and Reduction

[GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5]

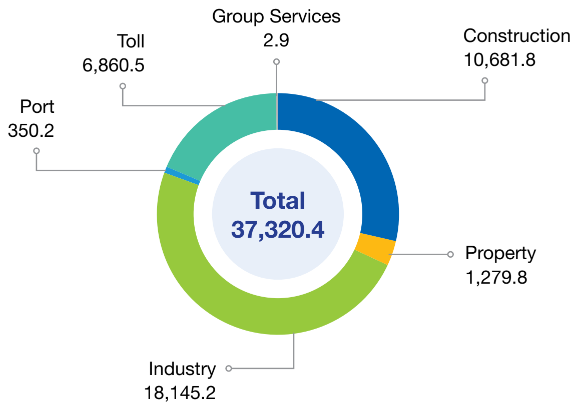
The Group remains steadfast in managing our waste efficiently and we aim to reduce, reuse, and recycle our waste, whenever feasible. We comply with local waste regulations while continuously working towards managing wastes beyond this minimum threshold. Waste reduction is one of the key measures in our climate strategy. Our target is to reduce waste generated from our operations through enhanced process efficiency and increased awareness on circular economy principles.

In FY2023, a total of 37,320.4 tonnes of scheduled and non-scheduled waste were generated by the Group.

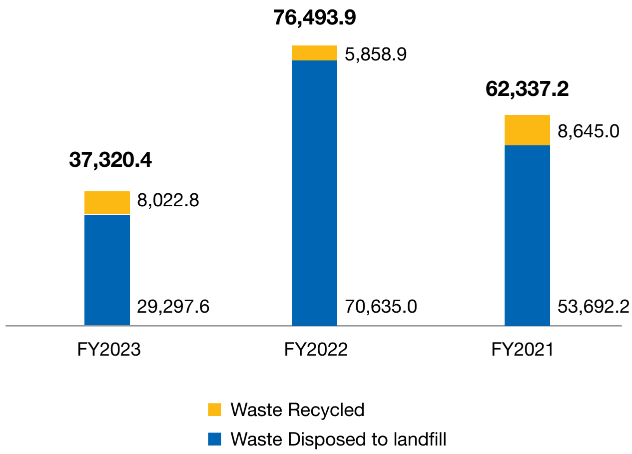
Waste segregation activity by the Construction Division at TRX Residences site

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

Scheduled and Non-scheduled Waste Generated by Division in FY2023 (Tonnes)



Total Waste Generated (Tonnes)

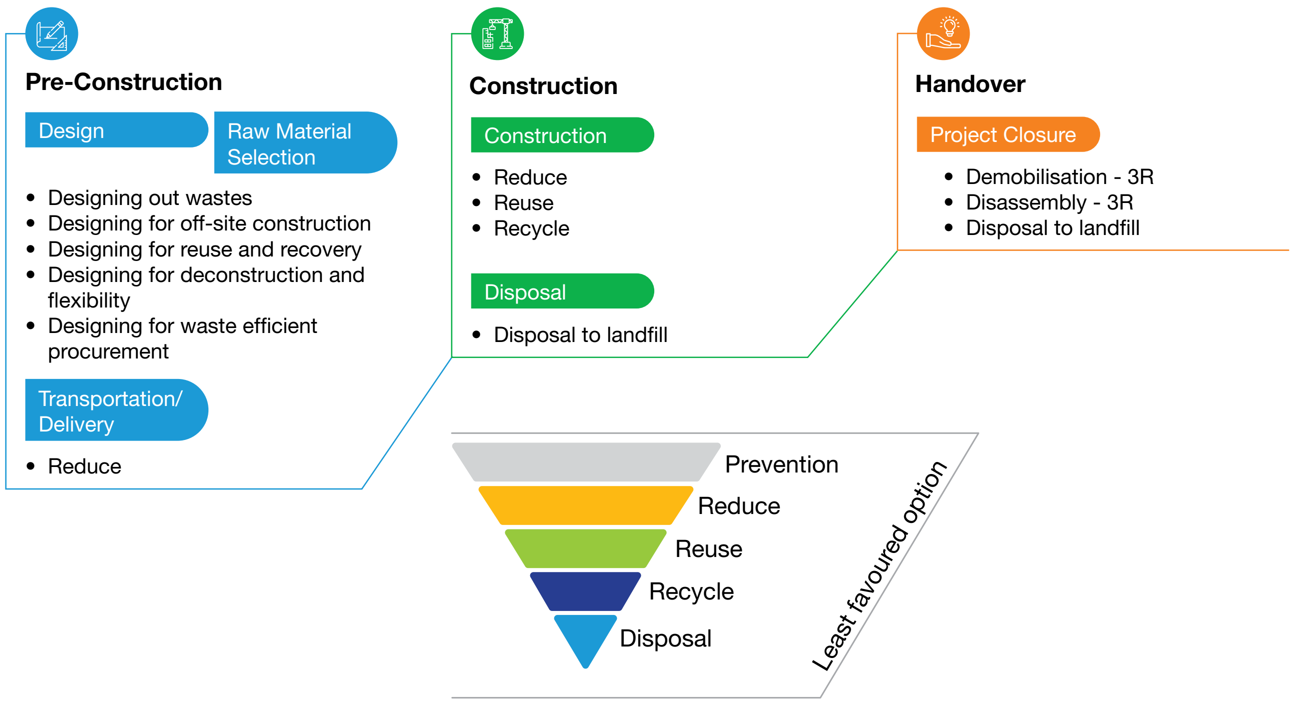


We implement proactive measures across all our operations to minimise waste disposed at landfills by recycling and reusing the waste we generate. This year, 21.5% of our waste footprint was reused or recycled.

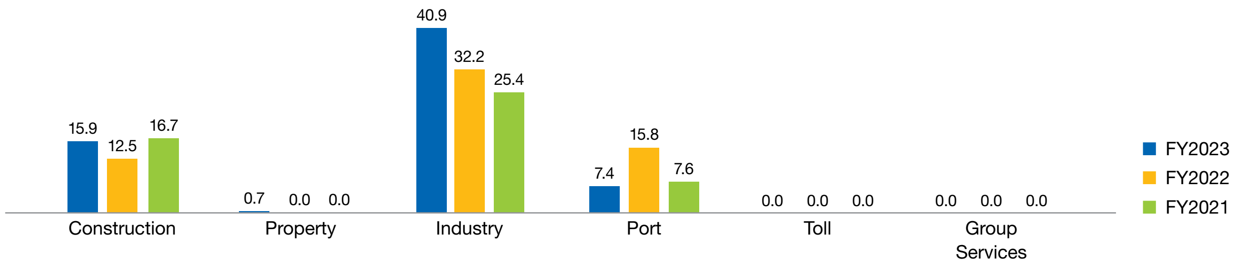
Solid or non-scheduled wastes are segregated at the point of generation with designated collection areas. We appoint licensed contractors to dispose and recycle wastes at accredited facilities. Recycling and reusing of construction wastes are prioritised for practical implementation at sites, for instance, concrete waste is crushed and repurposed to stabilise road access to sites.

The Construction Division established a Waste Reduction Framework in FY2023, in line with the Group's Sustainability Roadmap FY2023-FY2025. The framework provides a guideline for the management and reduction of solid waste. It outlines key measures that can be taken at different stages of a project development and construction cycle. Adopting the waste management hierarchy, reduction of waste is prioritised through design efficiency and process improvements, before reusing and recycling of waste are considered.

Waste Management Hierarchy and Stages



Scheduled Waste Generated by Division (Tonnes)



Unused concrete is repurposed by segregating sand, aggregates and slurry effluents through a reclaimer at the Industry Division's IBS factory to effectively optimise material usage and improve cost efficiency. Excess water is collected and separated from slurry effluents to be reused for concrete batching, sprinkler systems and cleaning purposes.

Scheduled or hazardous wastes are managed and disposed according to stipulated safety and environmental legislations. They are stored at designated areas and labelled with clear guidelines and specifications. Licensed contractors are appointed to dispose scheduled wastes at designated treatment facilities. Wherever possible, scheduled wastes are treated and reused on site.

In FY2023, the Industry Division received fines totalling RM65,000 for non-compliance in handling of scheduled wastes at ICP factories in Nilai, Negeri Sembilan and Lumut, Perak. Remedial actions were taken to address the non-compliances and a review of current processes was undertaken to prevent future occurrences. We will continue to enhance our standard operating procedures and strive for full compliance in our operations.

Cultivating a Circular Economy Culture in Our Townships

Leveraging on the success of the pilot KITARecycle communitiy recycling programme at Seremban 2, the Property Division continued this initiative in FY2023. KITARecycle reinforces the division's commitment to partner with local communities to promote sustainability within townships. An incentive-based programme, it rewards recycling practices among residents. Working in collaboration with SWM Environment Sdn Bhd and the residents' association, customised collection bins were placed at 14 locations in Seremban 2.

The Property Division also introduced KITARecycle to 1,028 primary school students at Sekolah Jenis Kebangsaan (C) Tung Hua, Seremban 2 Heights, Negeri Sembilan, by providing the school with recycling bins. A recycling campaign was conducted to encourage recycling habits among students. In addition, a *Recycling Art Project* and *Recycling Heroes Campaign* were officiated during the campaign, followed by an *Environmental Awareness Talk*.

KITARecycle collection bin handed over to the residents' association at Seremban 2 township

ENVIRONMENT: OUR ENVIRONMENTAL STEWARDSHIP

CONSERVING BIODIVERSITY

[GRI 304-1, GRI 304-3]

We recognise the value that nature provides and acknowledge the importance of conserving the natural ecosystem as part of our business resilience. We are committed to minimising our impact on the natural environment in areas where operate, using natural resources responsibly and, where applicable, conducting initiatives to conserve biodiversity.

Biodiversity loss and ecosystem collapse are viewed as one of the fastest deteriorating global risks over the next decade[5]. The Group is cognisant on the increased importance of incorporating nature-related risks into business strategies for long-term viability, safeguarding profitability, and ensuring a sustainable future for businesses and the environment. We will explore the complex interdependencies of nature and business based on the Taskforce on Nature-related Financial Disclosures ("TNFD") framework and assess how they translate into a broader range of financial risks.

All projects above 50 hectares are required to undertake an Environmental Impact Assessment (EIA) to assess the biodiversity value within their boundaries and identify suitable measures to avoid and reduce disturbances on the natural surroundings. Where feasible, we aim to implement regenerative practices in our operations. The Property Division has set its own target to integrate green spaces in their developments, beyond the minimum requirement of local councils.

Seawall installation at The Light City, Penang

The Property Division partnered with Universiti Sains Malaysia to install eco-engineered tiles to enhance marine biodiversity along the seafront of The Light City, Penang. The seawall tiles are shaped to replicate the habitat of marine species, stimulating the regeneration of these organisms. The initiative reinforces the division's dedication to restore and rehabilitate marine ecosystem surrounding coastal developments. The restoration and promotion of blue-green infrastructure will also enhance coastal protection, thus building resilience against physical climate stressors.

A seawall tile installed along seafront of The Light City, Penang

[5] World Economic Forum Global Risk Report 2023

The Toll Division completed the first phase of its tree inventory exercise along the Negeri Sembilan stretch of its LEKAS highway, undertaken in collaboration with the State Forestry Department. This exercise entailed a stocktake of the landscape along LEKAS which, which includes identifying tree species and numbers. The exercise recorded a total of 4,083 number of trees comprising 38 native and non-native species. The next phase of the exercise will be conducted along the Selangor stretch of LEKAS, as well as NPE and BESRAYA highways. The exercise will enable proper management of roadside landscape and identification of suitable conservation and preservation measures. This exercise also provides valuable insights on potential opportunities in nature-based climate adaptation and mitigation, such as forest preservation for flood protection and carbon sequestration.

A section of LEKAS highway, managed by the Toll Division

WORKPLACE

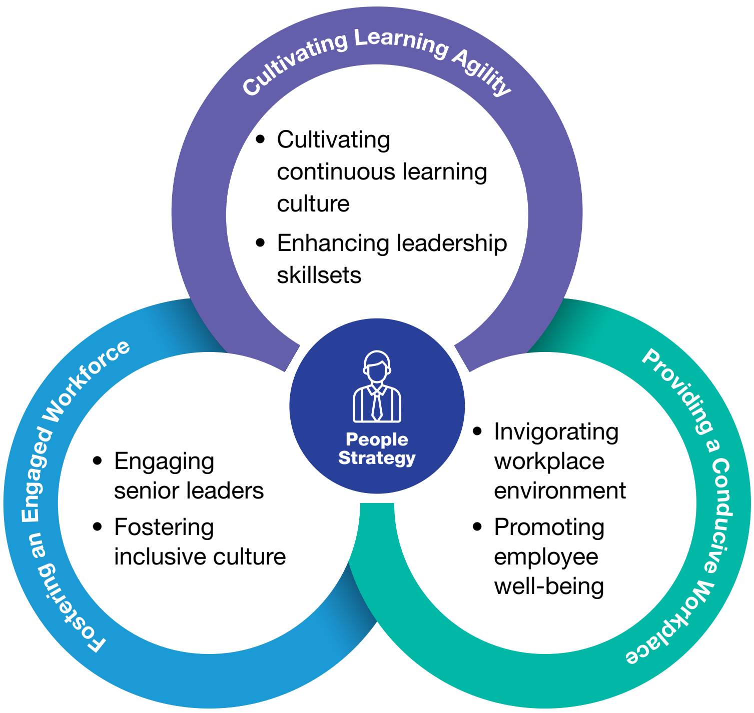
EMPOWERING OUR PEOPLE

WORKPLACE: EMPOWERING OUR PEOPLE

An effective people strategy is essential for aligning human capital with overall business strategy and fostering a positive work culture. IJM Group's vision and mission statement offers a clear purpose and direction to our employees. In a rapidly evolving world, where work dynamics constantly transform, we recognise the need to adapt and ensure that our workforce remains agile and well-prepared. This section highlights our proactive approach to engaging and empowering our employees, enabling them to stay resilient and adept in the ever-changing landscape of work, both today and in the future.

PEOPLE STRATEGY AND GOALS

At the core of our People Strategy lies the objective of elevating leadership skills, nurturing a strong talent pipeline for the future and honing our organisational work culture. Our focus is to strategically place the right individuals in the right roles, at the right time, to build a workplace that promotes productivity and success. The purpose of our People Strategy is to equip our workforce with the necessary skills, capabilities, and resources to effectively contribute to the achievement of the Group's business strategic objectives.



> "The vitality of an organisation lies in its people, who collectively form its living essence. Everyone in IJM plays a significant role in contributing to the Company's success. It is the people who infuse the organisation with purpose, enabling IJM to envision the future and fulfil our present responsibilities."
>
> **Simon Lai**
> Human Resources Department, IJM Group

Fostering an Engaged Workforce

[GRI 2-7, GRI 2-8, GRI 401-1, GRI 401-3, GRI 404-2, GRI 405-1]

We understand the significance of fostering an engaged workforce and the positive impact it has on our overall performance. Opportunities for people engagements declined dramatically during the COVID-19 pandemic years, but we are now back in full force in FY2023.

During the year, we assessed employee satisfaction through an extensive employee engagement survey. This survey served as a crucial tool for us to identifying areas of improvement that included the need to enhance engagement with senior leaders, revitalise workplace experiences, and reignite team synergy. By addressing these opportunities, we aim for a workplace notable for its strong interpersonal connections, high morale, and sense of care and fulfilment among our employees.

Engaging Senior Leaders

The Group's senior leaders directly engage with employees during townhall sessions and smaller, more intimate, coffee gatherings. Through these interactions, much communication takes place across the company hierarchy. This alignment of purpose ensures that all individuals are working collectively towards common objectives and promoting synergy. Additionally, increased employee visibility has led to greater recognition of their contributions, both in their division and the Group.

Intimate gatherings such as Coffee Session with Senior Leaders foster improved communication and interaction between leaders and employees

Leadership Workshop

IJM's Group Services and divisional leaders participated in a leadership workshop, aimed at fostering alignment with the Group's strategy and nurturing collaboration and camaraderie among key leaders within the organisation. The knowledge and insights gained from the workshop will be cascaded to each division through a series of leadership team coaching sessions. These sessions serve a dual purpose—namely, to assist us in charting our long-term plan while reinforcing behaviours necessary to support the sustained growth of the Company and our diverse businesses.

> "I am truly heartened by the level of employee engagement and enthusiasm that I experienced at our town hall meetings. I hope you got to know me and the senior leadership team a little better. As I shared during the town hall, the Group's strategic focus on *Nurturing Capabilities* is centred on sustainability, digitalisation and innovation, and risk management initiatives. Along with our people strategy, these focus areas reflect on how we intend to position the Company going forward."
>
> **Lee Chun Fai**
> CEO and Managing Director, IJM Group

Townhall session with senior leaders at Wisma IJM

Empowering leaders: IJM Group Services and divisional heads engage in dynamic leadership workshop

WORKPLACE: EMPOWERING OUR PEOPLE

Fostering an Inclusive Culture

Our employee population reflects our commitment to inclusivity and respect for the diverse perspectives within the Group. Breakdown by age indicates 53% were millennials between the ages of 27 and 43, 36% were between the ages of 44 and 59, while 7% were Generation Z below the age of 26 and 3% were above the age of 60.

As at 31 March 2023, IJM Group had **3,289** employees

79% Permanent full-time employees

21% Contract full-time employees

IJM Group Workforce by Ethnicity

Bumiputera
52%

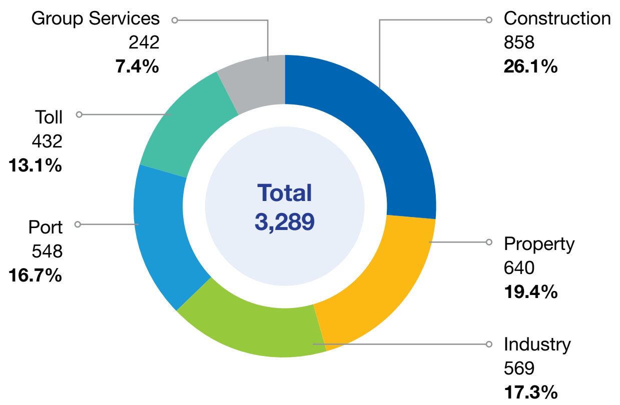
Chinese
24%

Indian
7%

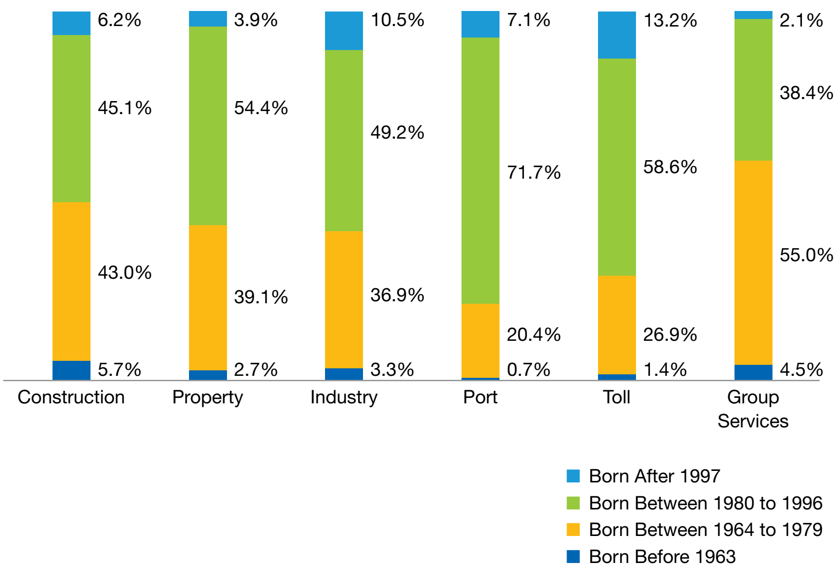
Others
<1%

Non-Malaysians: Chinese, Indian, Singaporean and American
17%

IJM Group Employees by Division in FY2023



IJM Group Employees by Generation as at 31 March 2023

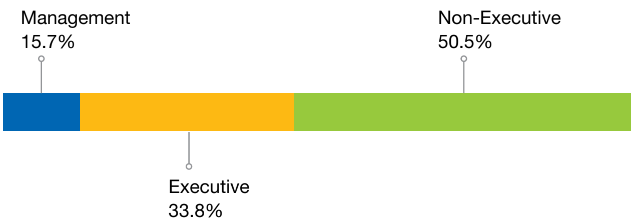


Employee bonding and engagement

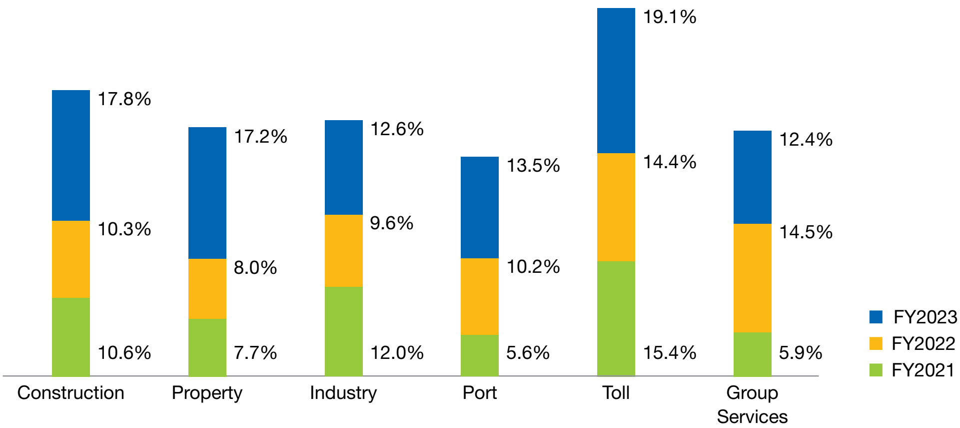
Festive celebrations such as Chinese New Year and Hari Raya Aidilfitri 2023 serve as catalysts for establishing positive work relationships and creating a sense of unity within the Group

Employee new hires and turnover rate

IJM Group New Employee Hires by Employment Category in FY2023



IJM Group Turnover Rate by Division



WORKPLACE: EMPOWERING OUR PEOPLE

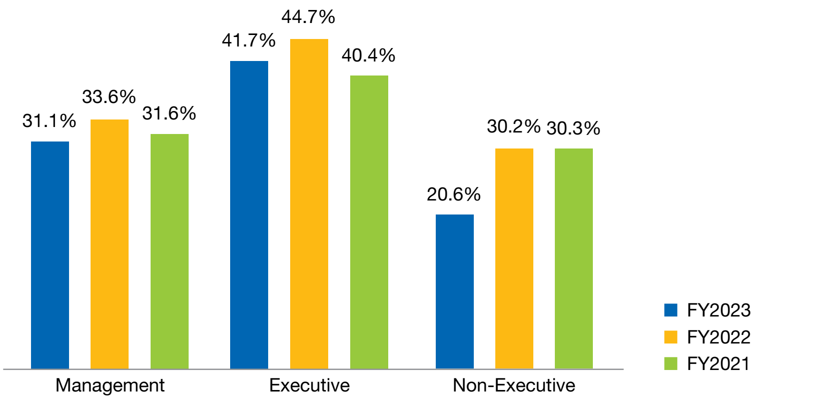
Women at work

We are committed to creating an inclusive and supportive workplace that promotes the advancement and empowerment of women at all levels of decision-making and provide equal opportunities for leadership positions, as per the principles of *SDG 5: Gender Equality*. We recognise the unique strengths, perspectives, and contributions that women bring to the workplace and we are dedicated to fostering their professional growth, development and success.

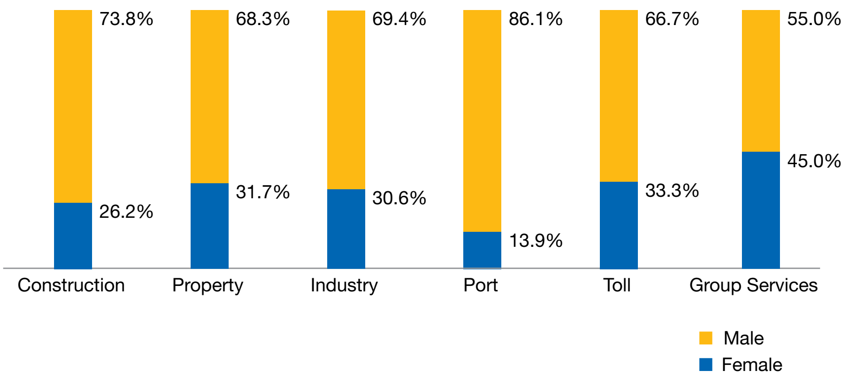
By investing in the professional growth of women employees, we aim to increase their retention and promote long-term career progression. Flexible work arrangements aim to accommodate the needs of working women, to balance their work and personal responsibilities more effectively, leading to better job satisfaction and retention.

We actively identify and develop high-potential female employees for leadership roles and ensure that diverse voices are included in our decision-making processes. We believe women in leadership positions serve as role models and encourages other women to pursue career advancement opportunities.

IJM Group Women Representation by Employment Category



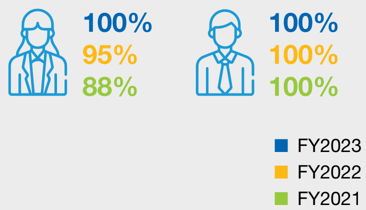
IJM Group Employees by Gender in FY2023



We encourage a 100% return to work after parental leave because it enables us to retain the talent and productivity of these employees. It is also a statement of our equal opportunity practices and career advancement made available to employees, regardless of their gender, marital or family status.

In accordance with the revised employment act, we adjusted our policy to extend maternity leave to 98 days. This revision aims to assist new parents achieve a healthier work-life balance, allowing them to dedicate crucial time to their newborns during the important initial months.

Employee Return to Work Rate



Workplace of Choice

Providing competitive compensation, career development opportunities, and a motivating workplace are vital for attracting and retaining valuable employees. It is noteworthy that 68% of our workforce have been with IJM for over five years and more than 540 employees have stayed with the Company for more than 20 years. This affirms that IJM is a desirable workplace for long-term career growth and development. IJM Group regularly reviews compensation and benefits to ensure our employees are looked after and their needs are met.

In FY2023, the ***IJM Long Service Award*** ceremony recognised 58 employees for their exceptional 20-year commitment to the Company. The award is an expression of appreciation for their dedication and contributions, and a source of inspiration pursuing professional growth in IJM.

IJM Long Service Award celebrates 20 years of employee commitment

The Toll Division hosted the ***Outstanding Personnel Service Awards*** ceremony in May 2022 to commend and appreciate individuals who have made remarkable contributions to the Company. This recognition highlights exceptional performance and serves as a source of motivation for others to pursue excellence. It reinforces the organisation's dedication to cultivating a culture of high standards and continuous learning.

Toll Division honours outstanding personnel at awards ceremony

Civil Construction Career Fair and Exhibition

In April 2022, IJM was the main sponsor of the Universiti Malaya Civil Convention 2022 organised by the university. Our Construction Division CEO, Wong Heng Wai delivered a keynote address, *Trend of Malaysia's Construction Industry After the COVID-19 Pandemic*. We also used this event to reach out to deserving young talents to apply for the IJM Scholarship Award programme, as we believe in nurturing and supporting the next generation of construction professionals.

Cultivating Learning Agility

[GRI 404-1, GRI 404-2]

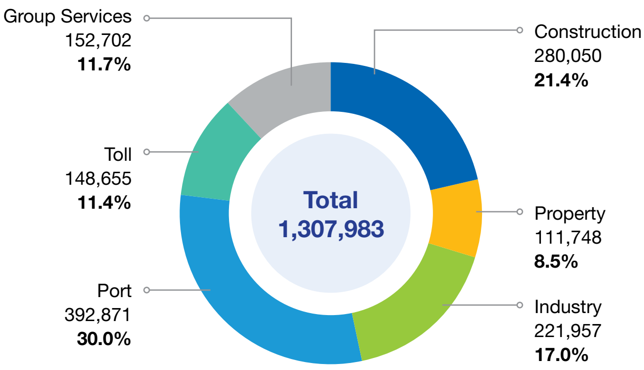
IJM Group is committed to providing continuous professional and personal growth opportunities for all employees, aligning with the Group's short- and long-term objectives. We believe that by investing in the professional growth and development of our employees, we can create a skilled and engaged workforce that is responsive and respected by clients and customers.

In FY2023, we offered a diverse range of learning opportunities, catering to different learning styles and preferences. These opportunities include instructor-led training sessions, online courses, webinars, workshops, mentoring programmes, job rotations and collaborative projects. Our aim is to ensure that these learning opportunities are easily accessible, engaging, and relevant to our employees' roles and career paths.

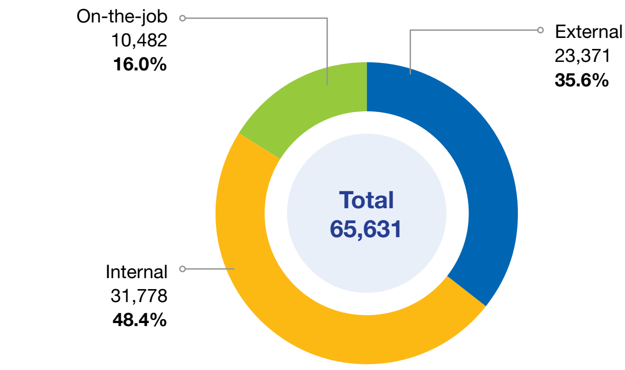
In FY2023, a total of RM1.3 million was spent on training programmes as part of our investment in employee growth. Our employees collectively dedicated over 65,600 hours to learning and development activities, underscoring their commitment to personal and professional development.

WORKPLACE: EMPOWERING OUR PEOPLE

IJM Group Learning and Development Spending by Division in FY2023 (RM)



IJM Group Training Hours by Type in FY2023



Cultivate Continuous Learning Culture in Sustainability Topics

We acknowledge the significance of sustainability knowledge and its integration into our corporate practices. As a member of the United Nations Global Compact Network Malaysia & Brunei (UNGCMYB), we utilised the UNGC Academy Learning Platform to provide our employees from various departments with the opportunity to learn about essential sustainability topics.

We introduced several modules such as *The Net-zero Standard* and *SDG Integration - SDG Leadership* to assess our employees' understanding of these topics. Over 400 employees completed the learning modules and obtained insights from industry experts and corporate leaders on sustainability strategies that are aligned with our Company's goals.

Our objective is to equip more employees with the necessary knowledge and practical insights to address pertinent sustainability issues, empowering them to make meaningful contributions to sustainability efforts and drive positive change within IJM and the wider community.

Enhancing Leadership Skillsets

We conducted comprehensive evaluations of the Group's workforce skillsets and competencies to ensure their alignment with the Group's strategic objectives. Through this assessment, skill gaps were identified, and comprehensive learning and development plans were drawn up. These plans are designed to address identified gaps and train our employees with the necessary skills and competencies needed to excel in their role and contribute towards our Group's strategic goals.

In addition, our Individual Development Plan ("IDP") aims to bring clarity to an individual's career aspirations and identify the crucial areas of development necessary to achieve their professional objectives. The IDP encompasses an individual's career goals, identifies opportunities for advancement, and the specific areas of development that will enable them to make progressive strides toward their desired career path.

Talent and learning pathways

LEAD	• LEAD programme identifies potential future leaders for IJM • The programme employs a blended learning approach to develop well-rounded leaders • Focus areas include self-discovery, presentation skills, business acumen, and team leadership
Managerial Curriculum	• The Managerial Curriculum is specifically designed to develop and strengthen the competencies of people managers in IJM • It focuses on building strong managerial skills and capabilities at every managerial level, to effectively lead and manage teams • The curriculum aims to empower managers with the necessary tools and knowledge to drive desired results, build effective teams and efficiently navigate their managerial responsibilities
Young Talent Programme ("YTP")	• YTP offers comprehensive exposure to IJM businesses • It encompasses technical, operational, and strategic aspects of IJM businesses, equipping participants with a holistic understanding of the respective industry • Currently, 13 young talents are actively participating and benefiting from the programme
Graduate Associate Programme ("GAP")	• GAP is designed to provide an opportunity for scholarship recipients to gain familiarity with key functions in IJM • GAP participants undergo rotations in departments such as Tender and Contracts, Engineering, Accounts and Finance, Health, Safety and Environment, Quality Assurance and Quality Control, and BIM, ensuring they gain diverse and comprehensive exposure • By experiencing different roles and departments, GAP participants develop a well-rounded understanding of IJM's operations, fostering their growth and preparing them for future roles in IJM

Providing a Conducive Workplace

We aspire to create a positive and inspiring work environment that attracts and retains top talent, fosters innovation and collaboration, promotes employee well-being, and ultimately drives business growth.

Invigorating the Workplace Environment

Wisma IJM will be undergoing major renovation to become a dynamic modern-day workplace that is conducive for nurturing collaboration, diversity and inclusion, better interpersonal connections and communication.

Employee Well-being

In FY2023, we improved the coverage and limits of our medical checks and claims, to include additional services like chiropractic and traditional complementary medicine. We also removed the limit for dental and optical expenses, allowing employees to better manage their wellness priorities. Additionally, we separated the medical and hospitalisation leave to comply with national employment regulations. These initiatives reflect IJM's dedication to supporting employee wellness, and creating a caring and productive work environment.

Employee compensation and benefits

TYPES OF LEAVE	
Annual Leave, Blocked Leave, Marriage Leave, Parental Leave, Family Care Leave, Bereavement Leave, Sick or Hospitalisation Leave, Prolonged Illness Leave, Study and Examination Leave, Compassionate Leave and Replacement Leave	
EMPLOYEE WELLNESS	**WORK ARRANGEMENT**
Outpatient Medical Coverage, Annual Medical Check-up, Dental and Optical	Flexi Working Hours, Flexi Lunch Hours (based at office), Two Saturdays Off (Based on-site), Overtime and Flexible Work Arrangement
ALLOWANCES AND SUBSIDIES	**INSURANCE COVERAGE**
Business Travel Reimbursements and Business Claims	Hospitalisation and Surgical Insurance, Group Term Assurance, Group Personal Accident
OTHERS	
Car Park Facility, Retirement Benefits, Long Service Award, IJM Scholarship Award, IJM Academic Excellence Award	

Partnership with Big Pharmacy

The Human Resource Department initiated a partnership event with Big Pharmacy in October 2022. This collaboration allows employees to purchase medicines and supplements at discounted rates from all Big Pharmacy outlets. Furthermore, employees have the opportunity to engage in virtual consultations with certified medical practitioners for common or minor illnesses.

The Big Pharmacy Roadshow, attended by over 503 employees across various IJM locations in Malaysia, featured sales booths offering special discounts, free basic health screening with blood pressure, glucose level, and cholesterol level checks. Additionally, the event included a series of virtual talks hosted by doctors and health experts, covering various health topics.

The Big Pharmacy roadshow drew over 500 employees

UPHOLDING HUMAN RIGHTS

[GRI 406-1, GRI 412-2]

> "No one shall be subjected to torture or to cruel, inhumane, or degrading treatment or punishment and everyone has the right to recognition everywhere as a person before the law."
>
> **Universal Declaration on Human Rights**
> **UN, 1948**

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 comply with all applicable labour laws, including working hours and overtime, in the jurisdictions where we operate. We have also integrated all other provisions of the amended Employment Act 1955 into our employee schemes and conditions to ensure conformity with the gazetted Minimum Wages Order 2022, which came into effect on 1 September 2022.

We conducted briefings that not only covered the legal aspects but also emphasised the significance of human and labour rights to promote awareness and understanding of these changes. During these sessions, we reaffirmed IJM's commitment to addressing issues such as sexual harassment, forced labour, and discrimination.

Additionally, we educated our employees on the appropriate channels to report any misconduct or violations, whether by approaching their superiors, contacting the Human Resources Department, or utilising our Whistle-blowing Policy. By fostering a culture of open communication and accountability, we aim to ensure a safe and inclusive workplace for all.

In FY2023, there were zero incidents of human rights violations and zero labour standards non-compliance at IJM.

WORKPLACE: EMPOWERING OUR PEOPLE

WORKPLACE HEALTH AND SAFETY

Health and Safety On-site

[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]

IJM places significant importance on health and safety standards and has successfully retained the ISO45001 and 14001 certifications, which are internationally and locally recognised for Occupational Safety and Health and Environmental Management System.

In FY2023, all 23 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 were audited and verified by Standard and Industrial Research Institute of Malaysia (SIRIM). The Construction Division achieved zero non-conformity in the independent audit conducted by SIRIM.

IJM Group Health and Safety Best Practices

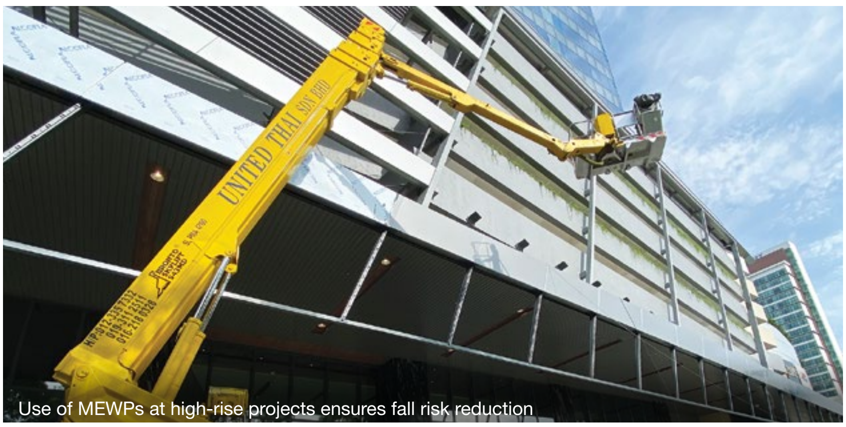
Fall protection

IJM maintains a high standard of fall prevention. We implement the screen or fencing protection system in most of our high-rise projects. The fencing system remains as a standard for edge protection at all project sites. When constraints prevent the implementation of this system, fully secured galvanised iron pipe protection is implemented.

Fencing protection system ensures worker safety

Mobile elevated working platform ("MEWP")

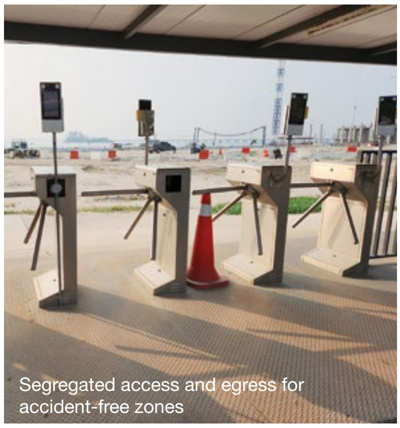
IJM utilises MEWPs at factories, warehouses and high-rise projects, to make it safer to work from height. We ensure full compliance with MEWP's standard operating procedures, to reduce the risk of falls.



Use of MEWPs at high-rise projects ensures fall risk reduction

Access and Egress

IJM implements segregated access and egress for machineries and pedestrians to reduce risks accidents and injuries. Our ERA Phase 2 project site has mechanical roller shutter gates for access. The Light City, Penang and other project sites have designated machinery access. The biometric access system has also been maintained at all project sites.


Segregated access and egress for accident-free zones

The Group has a comprehensive Occupational Safety and Health Policy that has been approved by the Group Managing Director and CEO. HSE Committees are present in all Divisions and locations to oversee health, safety, and environmental matters. Moreover, joint management-worker health and safety committees at project sites ensure the active involvement of employees from all levels in discussing and addressing Occupational Safety and Health ("OSH") issues with the management.

The Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") process undergoes regular evaluation to ensure its applicability in the workplaces where accidents could potentially occur. We implement measures to minimise health risks associated with the handling of hazardous chemicals across our work sites.

The Construction, Industry, and Port Divisions comply with the OSH Use and Standard of Exposure of Chemicals Hazardous to Health Regulation 2000 by conducting Chemical Health Risk Assessments ("CHRA") for both on-going and new project sites, quarries, and port facilities.

The Organisational Context, Risk and Opportunities process was carried out extensively for all existing projects and new potential projects, to facilitate our Construction Division to plan actions necessary for ensuring full compliance and a high level of performance at project sites.

All IJM projects are registered with the Construction Industry Development Board (CIDB) for the SHASSIC audit programme to be carried out at our project sites. Governed by CIDB, SHASSIC is an audit programme applicable for all sites, with a target achievement of 5-star rating from 80% of our project sites audited in the financial year. In FY2023, TRX Residence achieved a 5-star rating in the SHASSIC assessment.

Health and safety hazards, environmental risks and operational risks and opportunities were managed throughout the life cycle of the project, with higher emphasis during design and pre-construction stage. This enables the Company to keep risk levels to as low as reasonably practicable and reduce the potential of accidents and pollution from our operations.

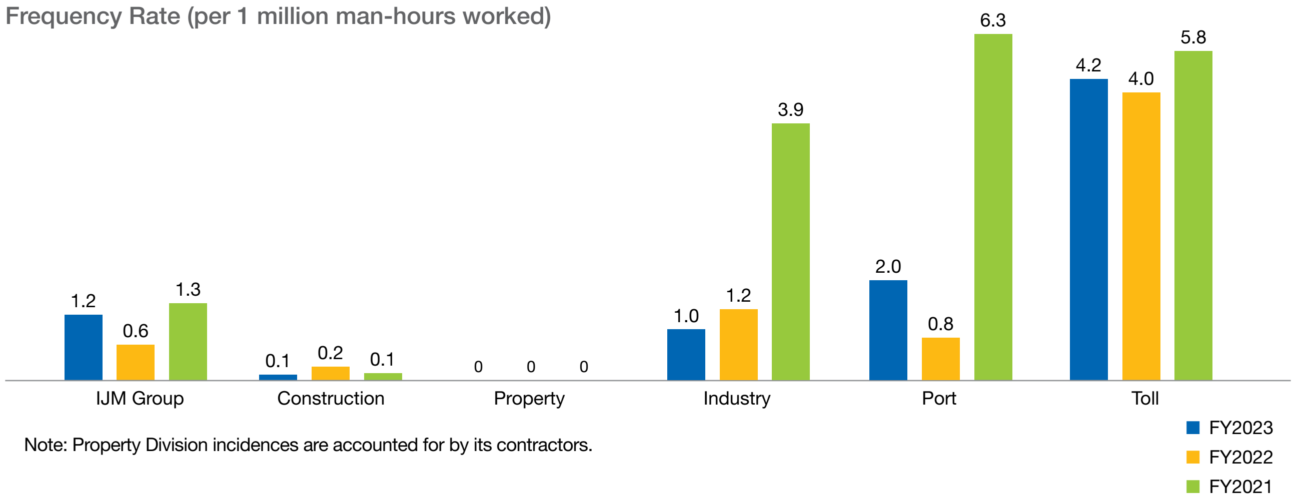
In October 2022, the Toll Division established the Occupational Safety and Health Management System ("OSHMS"), in their pursuit for ISO14001:2018 certification.

Various training programmes were conducted on creating safety awareness and implementing the HIRARC procedure, apart from equipping employees with skills and expertise through the ISO 45001 internal auditor training, to promote a safe working environment.

Preventing Workplace Accidents

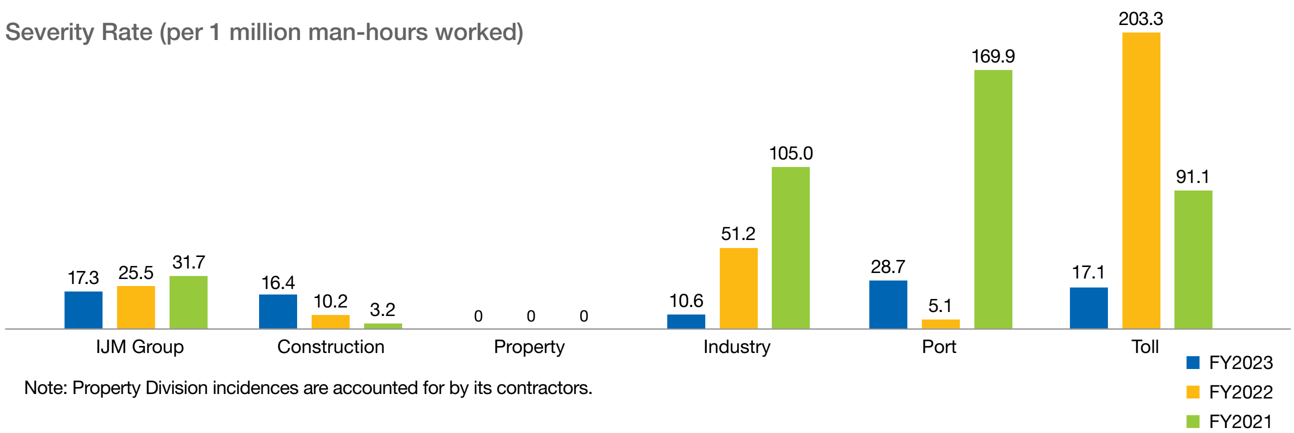
In FY2023, the Group recorded a Lost Time Injury ("LTI") frequency rate of 1.2; which reflects the number of LTI incidents occurring every 1 million working hours. The severity rate, which measures the number of lost workdays due to work-related injuries occurring for every 1 million working hours, was 17.3.

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: EMPOWERING OUR PEOPLE

The Group strives for zero accidents by implementing safety and health monitoring as well as taking necessary corrective measures. Zero fatality and zero accident objectives are essential performance indicators incorporated into the incentive programmes for all project directors.

In FY2023, there was one fatality case reported under the Construction Division. A worker was hit by a falling steel pipe, weighing 180kg, while operating a scissors lift. Corrective action plans to prevent such recurrences were undertaken based on the root causes identified through the accident investigation process. IJM also executed a safety stand down following the incident to reflect, reassess and restrengthen the operational implementation and control to avoid any accidents of similar nature in the future.

Subsequently, we conducted a management workshop to determine the necessary improvements for the HSE system and operational practices within the Company. As a result, the division decided to establish and execute the HSE Improvement Plan. This plan encompasses various aspects, including human resources, system processes, and performance, with the aim of raising the overall standards within the Company. By implementing this plan, IJM seeks to elevate the minimum operational practices and enhance various processes, such as adopting Safe Work Method Statements to improve risk management procedures throughout the organisation.

In June 2022, an accident occurred in the Industry Division. During a preliminary inspection on a rooftop prior to solar panel installation, a sub-contractor project engineer unhooked his safety harness to traverse the jack roof. He stepped on a transparent roof sheet, resulting in a fatal fall to the ground. Immediate actions were taken and a thorough investigation was initiated to determine the root causes and identify necessary preventive measures to prevent similar incidents in the future.

In July 2022, the Construction Division conducted the Occupational Safety and Health Week 2022 to raise awareness of workplace safety and health practices through various activities. These included training sessions, workshops, and interactive exhibitions. During the week, employees were updated with the latest developments in safety practices, best practices and first-hand experiences.

Site consultations and internal audits are employed to monitor, enforce and improve HSE requirements. In FY2023, the Construction Division conducted 36 HSE Consultation programme and 11 internal audits, resulting in corrective actions and observations for continuous improvement.

In August 2022, the Port Division announced the official opening of Berth 1 and Berth 2, following extensive refurbishment and renewal efforts after more than 40 years of operation. Both berths have been upgraded and modernised to meet the latest safety and operational standards, ensuring a high level of safety for workers handling vessels and cargo. Working in collaboration with FGV Holdings, the Port Division invested over RM12 million to enhance safety measures for workers, which included the upgrading the berth structure, installing state-of-the-art equipment, and implementing stringent safety protocols.

Enhancing worker safety: Port Division unveiled upgraded Berth 1 and Berth 2

Safety training and awareness programmes

The Construction Division organised several talks with speakers from the Department of Occupational Safety and Health ("DOSH") to promote HSE as a priority and reinforce IJM's ambition for zero fatality. Health and safety training are crucial component to improve the competency of all parties at operational sites, including our sub-contractors. The Construction Division conducted health and safety training at the IJM Headquarters and at project sites, both in-person and virtually. The topics included trade-specific HSE requirements, working at height, waste management, chemical management, scheduled waste management, and training on various plant and machinery handling.

Fire drill for safety and preparedness

The Port Division organised a fire drill exercise that commenced with a simulated protest enacted by vessel crews, leading to a simulated fire outbreak on the vessel. During the simulation, the prompt and efficient rescue operation emphasised the Port's commitment to safety and swift response. The exercise also showcased the Division's preparedness in handling complex situations effectively. The fire drill was observed by related authorities such as the Assistant Director of Kuantan Port Fire and Rescue Department, the Chief of Gebeng Police Station, and the Senior Fire Officer of Gebeng Fire and Rescue Station.

Ensuring safety first: Port Division's simulated fire outbreak response

Integrated road safety and ops campaign

The launch of Toll Division's Integrated Road Safety and Ops Campaign coincided with Chinese New Year 2023 State Level Sembilan, held at Sentul Tol Plaza, LEKAS Highway. The campaign commenced with the flag-off of departmental vehicles from public agencies such as the Road Transport Department of Negeri Sembilan State, Malaysia Fire and Rescue Department, Malaysia Royal Police, Malaysia Civil Defence Department and the Toll Division.

The flag-off ceremony was officiated by YB Choo Ken Hwa, Chairman of the Negeri Sembilan State Road Safety Council, who took the opportunity to distribute campaign materials to road users passing through the Sentul Tol Plaza on the LEKAS Highway. This integrated campaign serves as a crucial initiative to promote road safety awareness and enhance operational efficiency during the festive season.

COMMUNITY

BUILDING AND ENABLING BETTER COMMUNITIES


KUANTAN PORT 2023
MONSOON
FUN

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

Community investment is an integral part of IJM Group's ethos. By actively participating in community initiatives and visibly making a positive impact, we establish IJM as a trusted and socially responsible company. Our community investment efforts are guided by the Business for Societal Impact ("B4SI") Framework and are aligned with globally recognised sustainability frameworks, such as the United Nations Sustainable Development Goals ("SDG").

COMMUNITY INITIATIVE HIGHLIGHTS [GRI 203-1]

IJM's current Community Investment ("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, education and sports.

"We cultivate a culture of social responsibility among IJMers to actively engage in community initiatives. The endeavours initiated to alleviate the hardships faced by vulnerable families garnered an overwhelming outpour of generosity. Our colleagues, along with the wider public, selflessly contributed their finances, time, and energy, bringing aid and support to nearly 800 families within our port community. This heartwarming demonstration of compassion highlights the profound impact we can create when we come together as a united force, driven by a shared purpose to uplift and empower those in need."

Nurfatin Nadhrah Hamidon
Marketing and Corporate Communications Department, Port Division

Contribution

- **RM2.4 mil**, accounting for **1.5%** of the Group's PATMI
- About **RM1.8 mil** spent on **Community Development** initiatives
- More than **RM500,000** spent on **Education** initiatives
- Close to **RM120,000** spent on **Sports** initiatives

Initiative Motive

- **93.0%** strategic initiatives involving long-term community partnerships
- **7.0%** charitable initiative aimed at providing short-term relief

CI Pillars

- **74.7%** Community Development
- **20.4%** Education
- **4.9%** Sports

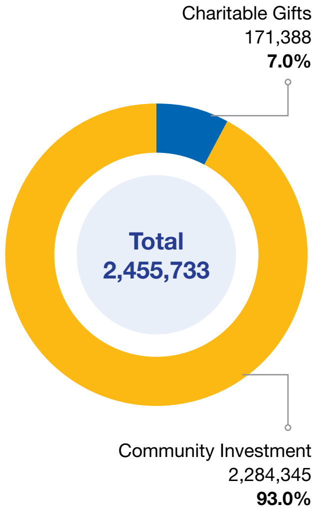
Employee Volunteering

- Supported by more than **490 employees** across the divisions
- Clocked more than **2,200 hours**

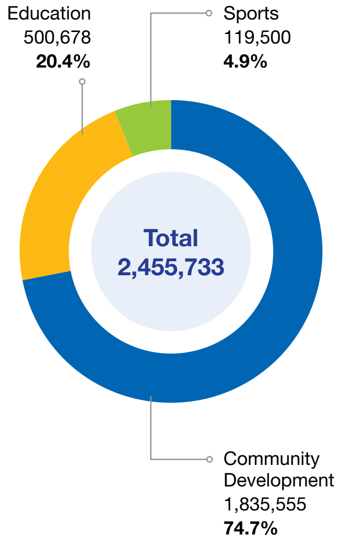
Location

- Selangor
- Kuala Lumpur
- Negeri Sembilan
- Pulau Pinang
- Pahang
- Perak
- Sarawak
- Hyderabad

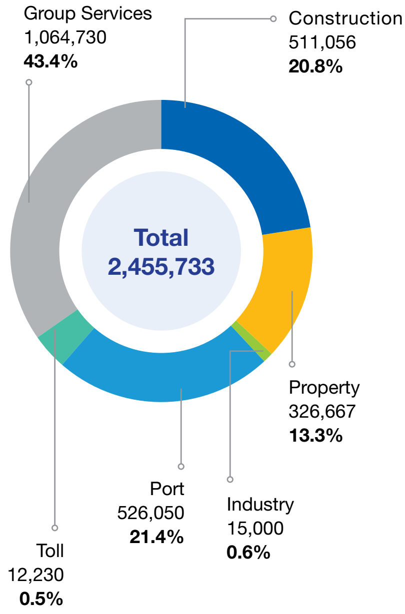
Motive for Contributions in FY2023 (RM)



Supporting Causes by Community Investment Pillar in FY2023 (RM)



Expenditure by Division in FY2023 (RM)



COMMUNITY DEVELOPMENT

[GRI 203-2, GRI 413-1]

Our collaborative approach of engaging stakeholders allows us to gain valuable insights and address their concerns. It also strengthens acceptance of our projects within the community and fosters a sense of shared ownership. Engaging stakeholders in decision-making processes also leads to successful project execution and long-term positive outcomes in communities where we operate.

MyHome Rehabilitation Programme

Communities with low-income households, elderly individuals, or people with disabilities often struggle to afford safe and habitable living conditions. Through our Home Rehabilitation ("MyHome") Programme, the Property Division makes a positive impact on the lives of these individuals and families.

In July and November 2022, the Division spent close to RM85,000, providing a blind couple in Sarawak and a single mother of four children in Seremban, with improved housing and a conducive living environment. The division aims to expand the programme to assist more families in the future and make a tangible difference in their quality of life. Since 2010, 17 homes of B40 families benefitted from this programme, which translates to a cumulative total spend of RM500,000.

The before and after of a home through the Property Division's flagship MyHome programme

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

Affordable Homes

In FY2023, the Property Division handed over the keys to 180 homeowners of Halaman 11 apartment at IJM Rimbayu, which is under the *Rumah Selangorku* scheme. In addition, all 156 units of the Riverine Diamond A, our condominium project in Kuching, Sarawak, obtained occupation permits.

With prices starting from RM42,000 for the Halaman 11 apartments, and the Riverine Diamond A condominiums priced from RM336,800, the Group's product range addresses housing affordability while empowering individuals and families to realise their dreams of homeownership.

Spreading Festive Cheer

During festivities, IJM spreads cheer by contributing gifts to communities living near our projects. In FY2023, the Property Division donated more than RM50,000 in the form of cash, daily essentials and groceries to 18 families via our many festive programmes for the community, such as Mesra Ramadan, Deepavali Charity Cheer and Chinese New Year Charity.

Blood Donation Programmes

Employees from the Industry and Toll Divisions participated in blood donation programmes in December 2022 and February 2023 respectively. This had a significant impact on the community, with the contribution of more than 700 blood bags. The programme not only raised awareness about the importance of blood donation but also encourages our employees to actively participate in blood donation campaigns.

Our employees made a difference with more than 700 blood bags donated

Empowerment through Skills

In April 2022, India operations collaborated with the Helping Hands of Rotary Trust, Hyderabad, to donate 150 sewing machines worth RM45,000 to beneficiaries identified by the Department of Women Development and Child Welfare, Hyderabad. The sewing machines will provide these women with means to earn a livelihood and become financially independent. By equipping women with the tools and skills, this initiative promotes financial independence, skills development, entrepreneurship and community upliftment.

150 sewing machines donated to empower women for financial independence

EDUCATION [GRI 413-1]

By focusing on education, we recognise the transformative potential it holds in equipping individuals with the knowledge and skills they need to break free from the constraints of poverty and create a path of upward mobility and sustainable success. Through various initiatives such as supporting educational institutions, scholarships, and mentorship programmes, our efforts are aligned to *SDG 4*, to ensure equal access to education for all.

Supporting Quality Education and Affordable Healthcare

IJM pledged to donate a total of RM1 million over a duration of three years towards the establishment of a teaching hospital at the Faculty of Medicine and Health Sciences, Universiti Tunku Abdul Rahman, Kampar campus. In FY2023, we contributed RM400,000. Upon completion, the hospital will be operated as a self-sustaining, not-for-profit hospital providing comprehensive healthcare services, training opportunities, and affordable medical care to the local community. Our contribution not only supports medical education but also the provision of quality medical services to those in need. This initiative supports *SDG 3: Good health and well-being* and *SDG 4: Quality education*.

Nurturing Scholars for Personal and Professional Growth

The IJM Scholarship Award offers significant benefits to deserving students, enabling them to overcome financial barriers and pursue higher education with valuable guidance from mentors, progress monitoring, internship opportunities, and even potential job placements in IJM Group.

In FY2023, we extended our support to eight deserving undergraduates, amounting to a total value of RM346,000. Established in 1994, the scholarship has benefitted more than 360 students to date.

This year's scholarship recipients were selected from a pool of 547 applicants from various fields of study, such as Civil Engineering, Mechanical Engineering, Quantity Surveying, and Computer Science in local public and private higher learning institutions.

Established in 1994, our scholarship has benefitted more than 360 students to date

Our selection process involves evaluating academic achievements, sports and co-curricular involvement, family financial background, and assessing qualities such as problem-solving initiative, creativity, responsible citizenship, leadership attributes, and collaborative skills.

The scholarship covers the tuition fees, cost of living and provides an opportunity for scholars to pursue their career aspirations in IJM Group. They become part of the Graduate Associate Programme under our talent development framework, which emphasises high performance, leadership development, and the acquisition of business and technical skills. The scholarship equips scholars to succeed in an increasingly complex and competitive world, enriching IJM's talent pipeline and contributing to the Company's overall skill force.

The IJM Scholarship Award embodies our dedication to building human capital, fostering a strong workforce, and empowering students to fulfil their potential and make a positive impact on society.

Asia Young Designer Award

IJM has a long-standing partnership with Nippon Paint for the Asia Young Designer Award ("AYDA"). Since 2014, AYDA has been an integral initiative for the Property Division to nurture local young talents in the real estate industry and pave the way for their dreams to become a reality. This partnership holds immense significance for us, as it not only reflects our desire to see a growing movement of design but also allows us to benefit from innovative designs and concepts. In FY2023, the division donated RM50,000 to AYDA 2022 that garnered a total of 1,101 entries for the architecture and interior design categories from 58 colleges and universities across Malaysia.

Employment Oriented Training and Skills Development Programme

In June 2022, India operations collaborated with the Construction Industry Development Council ("CIDC") to launch the *Employment Oriented Training and Skills Development Programme*. The programme provided three months of comprehensive training to 50 unemployed youth and individuals from the economically weaker sections of the community. The training included theoretical classes and practical sessions to equip participants with the necessary skills for employment. This collaboration with CIDC showcases our commitment to developing human capital and uplifting marginalised communities through targeted training initiatives.

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

STEM for the Future 2022

The Industry Division offers students the opportunity for personal growth and exciting career prospects in Science, Technology, Engineering, and Mathematics (STEM) related fields. In September 2022, the division collaborated with Universiti Technologi PETRONAS students to organise the *STEM for the Future 2022* programme for 120 students from Sekolah Menengah Kebangsaan Malim Nawar in Kampar, Perak. The division contributed RM5,000 for the programme that included interactive activities and real-world applications of STEM, aimed to stir interest and broaden their knowledge in areas such as astronomy and biochemistry.

Industry Division ignites passion for science, technology, engineering and mathematics in students

SPORTS [GRI 413-1]

Through our Sports pillar, IJM aims to inspire and support the younger generation's involvement in sports. Such efforts not only recognise and nurture individual talent but also helps unify communities and enhance the Company's reputation for building stronger, more cohesive communities.

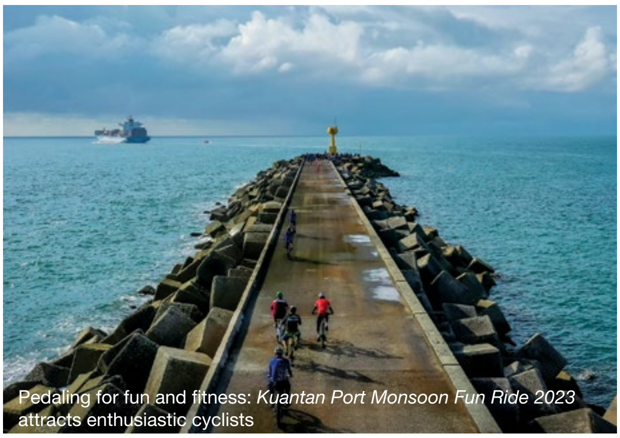
Softball and Archery Development Programme

In February 2023, the Industry Division contributed RM10,000 towards Sekolah Kebangsaan Tok Muda's Softball and Archery Development Programme. This helped young individuals to engage in sporting activities, develop their skills, and participate in competitive events, fostering personal growth and sportsmanship.

Industry Division's RM10,000 donation fuels sports development at Sekolah Kebangsaan Tok Muda

Monsoon Fun Ride 2023

In February 2023, the Port Division's Sports and Recreation Club organised the highly anticipated cycling event - *Kuantan Port Monsoon Fun Ride 2023*. It attracted the participation of about 70 enthusiastic cyclists from Kuantan Port and Kuantan Port Authority. The race saw all participants completing the 20-kilometer route, which spanned across Kuantan Port 1 and Kuantan Port 2, offering breathtaking morning views from our breakwater. This event promoted fitness and emphasised road safety and well-maintained environment for incident-free cycling.



Pedaling for fun and fitness: *Kuantan Port Monsoon Fun Ride 2023* attracts enthusiastic cyclists

COMMUNITY INVESTMENT FRAMEWORK AND STRATEGY

Building Resilience, Strengthening Connections

IJM is committed to creating sustainable and lasting change in the communities where we operate. In FY2023, we refreshed our Community Investment Framework and Strategy.

This comprehensive framework, focused on building resilience and strengthening connections, not only aligns with our commitment to sustainability but also aims to improve the way we work with our stakeholders. By making our approach more responsive to local needs, consistent and clear, we strive to enhance our collaboration and effectiveness.

Centred around the three key pillars of Community Development, Education and Built Environment, our approach not only benefits the communities directly but also contributes to the long-term success and sustainability of our business operations.

Our Strategic Goals

Community Development: With a keen emphasis on building resilience and strengthening connections, our Community Development pillar aims to empower individuals and communities. We strive to promote social cohesion, economic growth, and an improved quality of life. By investing in initiatives that foster community engagement, entrepreneurship and social support networks, we enable communities to become more resilient, interconnected and better equipped to face challenges together.

Education: Education plays a pivotal role in building resilience and nurturing strong connections within communities. Within our Education pillar, we prioritise initiatives that enhance access to quality education, improve educational infrastructure, and support the holistic development of children and youth. Through scholarships, educational resources and strategic partnerships with educational institutions, we aim to equip individuals with the knowledge and skills necessary to thrive and forge meaningful connections within their communities.

Built Environment: IJM understands the profound impact that the physical environment has on resilience and community connections. Our Built Environment pillar is dedicated to creating safe, inclusive, and sustainable spaces. By collaborating closely with local governments, urban planners and non-governmental organisations (NGOs), we contribute to infrastructure projects that promote environmental stewardship, enhance public safety and improve overall quality of life.

Pillars	Goal	Focus Area	SDGs	Impacts/Outcomes Through Community Investment, IJM will:
Community Development	To contribute to the socio-economic well-being of the community by promoting safe and healthy living condition in the areas in which we operate	• Community resilience • Disaster relief • Social inclusion • Non-mainstream sports development • Health and well-being	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 17 PARTNERSHIPS FOR THE GOALS	• Improve access to economic opportunities of disadvantaged communities • Build stronger and healthier communities • Reduce vulnerability of communities to stress and shock events • Improve access to essential services and infrastructure for the marginalised and vulnerable • Leave positive legacies in the communities we work in
Education	To enhance access to equitable quality education and learning, industry skills development and enhanced livelihood opportunities	• Scholarships, academic support and training • Empowerment • Digitalisation and innovation • Skills development	4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 17 PARTNERSHIPS FOR THE GOALS	• Improve educational achievement by supporting deserving students to pursue quality tertiary education • Improve opportunities to participate in the workforce of the future through industry skills and knowledge development • Educate the next generation ensuring future skills and knowledge development • Improve access to educational resources and infrastructure to ease transition to a digitalised economy
Built Environment	To deliver social value on built environment projects, enhancing environmental, economic and social well-being to improve quality of life	• Environment and climate change • Community spaces • Urban regeration, restoration and rehabilitation • Biodiversity and conservation	11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION 17 PARTNERSHIPS FOR THE GOALS	• Improve resilience to potential physical impacts of climate change by contributing to community and ecosystem adaptation planning • Support the community and business partners to reduce greenhouse gas emissions • Protect natural capital over the life cycle of our built environment • Ensure environmental and social benefits through water stewardship and climate change mitigation and adaptation

COMMUNITY: BUILDING AND ENABLING BETTER COMMUNITIES

IJM remains steadfast in our commitment to creating sustainable and lasting change in the communities we operate in. Through the refreshed Community Investment Framework and Strategy, we continue to work towards creating resilient communities, paving the way for a brighter and more sustainable future.

IJM's refreshed Community Investment Framework and Strategy

1

Community Development

To contribute to the socio-economic well-being of the community by promoting safe and healthy living condition in the areas in which we operate

Education

To enhance access to equitable quality education and learning, industry skills development and enhanced livelihood opportunities

Built Environment

To deliver social value on built environment projects, enhancing environmental, economic and social well-being to improve quality of life

2

- Unskilled Individuals
- Students and Teachers
- Underprivileged Communities
- Aspiring Professionals
- General Community

IJM's Community Investment Framework is developed based on the following steps:

1 **Community Investment Themes:** We identify central Community Investment ("CI") themes that align with our mission and objectives. These themes serve as guiding principles for our initiatives and ensure a focused and cohesive approach.

2 **Stakeholders/Beneficiaries:** We determine and quantify the stakeholder groups who will benefit from our CI efforts. This stakeholder analysis enables us to understand the diverse needs, aspirations and challenges within the communities we serve. By identifying these stakeholders, we can tailor our initiatives to address their specific requirements effectively.

3 **Initiatives Structure and Policy:** Our CI strategy is guided by a governance structure that ensures efficient decision-making processes, clear roles and responsibilities and effective implementation of initiatives. This structure provides a framework for accountability, transparency and ethical practices, strengthening the impact and sustainability of our community investments.

4 **Partnerships:** Strong partnerships built with relevant stakeholders is a key aspect of our approach. We engage and collaborate with community leaders, local organisations, government entities, NGOs and other relevant stakeholders to foster greater community engagement and brand building. These partnerships amplify our impact, leverage resources and expertise and ensure that our initiatives are aligned with the local context and needs.

3

Chief Executive Officer and Managing Director

Community Investment Committee

Corporate Communications Department

Investor Relations and Sustainability Department

Community Investment Champions

Functions
- Human Resources
- Corporate Communications
- Investor Relations and Sustainability

Divisions
- Construction
- Property
- Industry
- Port
- Toll

Kelab Sukan IJM
- Kelab Sukan IJM
- Kelab Sosial & Rekreasi IJM Pulau Pinang
- Kelab Kebajikan dan Rekreasi Kuantan Port

Community Investment Standard Operating Procedures (SOP)

4

Companies

NGOs/ NPOs

Government Ministries

5

Community Development

3 GOOD HEALTH AND WELL-BEING · 8 DECENT WORK AND ECONOMIC GROWTH · 10 REDUCED INEQUALITIES · 17 PARTNERSHIPS FOR THE GOALS

Education

4 QUALITY EDUCATION · 8 DECENT WORK AND ECONOMIC GROWTH · 17 PARTNERSHIPS FOR THE GOALS

Built Environment

11 SUSTAINABLE CITIES AND COMMUNITIES · 13 CLIMATE ACTION · 17 PARTNERSHIPS FOR THE GOALS

5 **Impact/Outcomes:** We place emphasis on measuring the economic, environmental, and social impact of our CI initiatives. Through regular impact assessment, we quantify and evaluate the outcomes and benefits generated by our investments. This measurement allows us to track progress, identify areas of success and adapt and refine our strategies for continuous improvement.

How we will prioritise our initiatives:

- Where our communities are located
- Community needs assessment
- Experience and learn from previous investment
- Stakeholder engagement
- Impact potential
- Alignment with business priorities

GRI CONTENT INDEX

GRI Standards and Disclosure		Page Number	Omission	
			Reason	Explanation
GRI 2: General Disclosures 2021				
2-1	Organisational details	20		
2-2	Entities included in the organisation's sustainability reporting	24, 25, 139		
2-3	Reporting period, frequency and contact point	139		
2-4	Restatements of information	139		
2-5	External assurance	139		
2-6	Activities, value chain and other business relationships	20, 78-103		
2-7	Employees	188		
2-8	Workers who are not employees	188		
2-9	Governance structure and composition	46-47, 152		
2-10	Nomination and selection of the highest governance body	108, 125		
2-11	Chair of the highest governance body	48		
2-12	Role of the highest governance body in overseeing the management of impacts	141		
2-13	Delegation of responsibility for managing impacts	141		
2-14	Role of the highest governance body in sustainability reporting	141		
2-15	Conflicts of interest	40-45, 108		
2-16	Communication of critical concerns	125		
2-17	Collective knowledge of the highest governance body	112-115		
2-18	Evaluation of the performance of the highest governance body	114		
2-19	Remuneration policies	115		
2-20	Process to determine remuneration	115		
2-21	Annual total compensation ratio		Information unavailable	Steps are being taken to include in future reports
2-22	Statement on sustainable development strategy	140		
2-23	Policy commitments	152		
2-24	Embedding policy commitments	152		
2-25	Processes to remediate negative impacts	128, 152		
2-26	Mechanisms for seeking advice and raising concerns	128, 152		
2-27	Compliance with laws and regulations	152		
2-28	Membership associations	118, 133		
2-29	Approach to stakeholder engagement	142-143		
2-30	Collective bargaining agreements		Information not reported in the sustainability statement	IJM's labour union represent less than 2% of the Group's workforce, all of whom are in the Port Division
GRI 3: Material Topics 2021				
3-1	Process to determine material topics	144		
3-2	List of material topics	144		
GRI 201: Economic Performance 2016				
3-3	Management of material topics	70-77		
201-1	Direct economic value generated and distributed	70-77		
201-2	Financial implications and other risks and opportunities due to climate change	134, 164-175		
GRI 203: Indirect Economic Impacts 2016				
3-3	Management of material topics	70-77, 200		
203-1	Infrastructure investments and services supported	70-77, 200		
203-2	Significant indirect economic impacts	70-77, 201		

GRI Standards and Disclosure	Page Number	Omission	
		Reason	Explanation
GRI 205: Anti-corruption 2016			
3-3 Management of material topics	152		
205-1 Operations assessed for risks related to corruption	152		
205-2 Communication and training about anti-corruption policies and procedures	152		
205-3 Confirmed incidents of corruption and actions taken	152		
GRI 302: Energy 2016			
3-3 Management of material topics	175		
302-1 Energy consumption within the organisation	175		
302-4 Reduction of energy consumption	175		
GRI 303: Water and Effluents 2018			
3-3 Management of material topics	178		
303-1 Interactions with water as a shared resource	178		
303-2 Management of water discharge-related impacts	178		
303-5 Water consumption	178		
GRI 304: Biodiversity 2016			
3-3 Management of material topics	182		
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	182		
304-3 Habitats protected or restored	182		
GRI 305: Emissions 2016			
3-3 Management of material topics	168		
305-1 Direct (Scope 1) GHG emissions	168		
305-2 Energy indirect (Scope 2) GHG emissions	168		
305-3 Other indirect (Scope 3) GHG emissions	168		
305-5 Reduction of GHG emissions	171		
GRI 306: Waste 2020			
3-3 Management of material topics	179		
306-1 Waste generation and significant waste-related impacts	179		
306-2 Management of significant waste-related impacts	179		
306-3 Waste generated	179		
306-4 Waste diverted from disposal	179		
306-5 Waste directed to disposal	179		
GRI 401: Employment 2016			
3-3 Management of material topics	188		
401-1 New employee hires and employee turnover	189		
401-3 Parental leave	190		
GRI 403: Occupational Health and Safety 2018			
3-3 Management of material topics	194		
403-1 Occupational health and safety management system	194		
403-2 Hazard identification, risk assessment, and incident investigation	194		
403-3 Occupational health services	194		
403-4 Worker participation, consultation, and communication on occupational health and safety	194		

GRI CONTENT INDEX

GRI Standards and Disclosure		Page Number	Omission	
			Reason	Explanation
GRI 403: Occupational Health and Safety 2018				
403-5	Worker training on occupational health and safety	195		
403-6	Promotion of worker health	195		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	195		
403-8	Workers covered by an occupational health and safety management system	195		
403-9	Work-related injuries	195		
GRI 404: Training and Education 2016				
3-3	Management of material topics	191		
404-1	Average hours of training per year per employee	191		
404-2	Programs for upgrading employee skills and transition assistance programs	191		
GRI 405: Diversity and Equal Opportunity 2016				
3-3	Management of material topics	186		
405-1	Diversity of governance bodies and employees	100, 186		
GRI 406: Non-discrimination 2016				
3-3	Management of material topics	159, 193		
406-1	Incidents of discrimination and corrective actions taken	159, 193		
GRI 409: Forced or Compulsory Labor 2016				
3-3	Management of material topics	159,193		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	159,193		
GRI 413: Local Communities 2016				
3-3	Management of material topics	198-207		
413-1	Operations with local community engagement, impact assessments, and development programs	198-207		
GRI 418: Customer Privacy 2016				
3-3	Management of material topics	159		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	159		

SASB ENGINEERING AND CONSTRUCTION: SECTOR DISCLOSURE

SASB Sustainability Disclosure Topics	SASB Code	Accounting Metric	Section of Sustainability Statement and 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 *"Waste Management and Reduction"*, page 179
	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 182
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

[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.

SASB Sustainability Disclosure Topics	SASB Code	Accounting Metric	Section of Sustainability Statement and Page Reference
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 195
		Total recordable incident rate (TRIR) for contract employees	
		Fatality rate for direct employees	There were two fatality cases reported in FY2023. Disclosure can be found under *"Preventing Workplace Accidents"*, page 195
		Fatality rate for contract employees	There were two fatality cases reported in FY2023. Disclosure can be found under *"Preventing Workplace Accidents"*, page 195
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 *"Facilitating Sustainable Buildings and Infrastructure"*, page 177
		Number of projects seeking such certification	7 on-going 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,* the Property Division established a Green Building Design Framework for landed and high-rise residential developments in Malaysia, which necessitates the incorporation of energy efficient and passive design strategies, water efficiency features, indoor environmental quality considerations and environmental protection elements, among others. Disclosure can be found under *"Facilitating Sustainable Buildings and Infrastructure"*, page 177
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 23 active projects during FY2023
		Backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index[2]	None
	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of bribery or corruption	There were zero monetary losses as a result of legal proceedings associated with charges of bribery or corruption in FY2023. Disclosure can be found under *"Anti-Bribery and Corruption System"*, page 153
		Total amount of monetary losses as a result of legal proceedings associated with charges of anti-competitive practices[3]	None
	IF-EN-510a.3	escription 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 & Integrity"*, page 130 and *"Anti-Bribery and Corruption System"*, page 152
		Description of policies and practices for prevention of anti-competitive behavior in the project bidding processes	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 & Integrity", page 130 and "Anti-bribery and corruption system'*, page 152

SASB ENGINEERING AND CONSTRUCTION: ACTIVITY METRIC

Activity Metric	SASB Code	FY2023
Number of active projects[4]	IF-EN-000.A	23 on-going projects
Number of commissioned projects[5]	IF-EN-000.B	4 projects
Total backlog[6]	IF-EN-000.C	4.42 billion

[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.

[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.

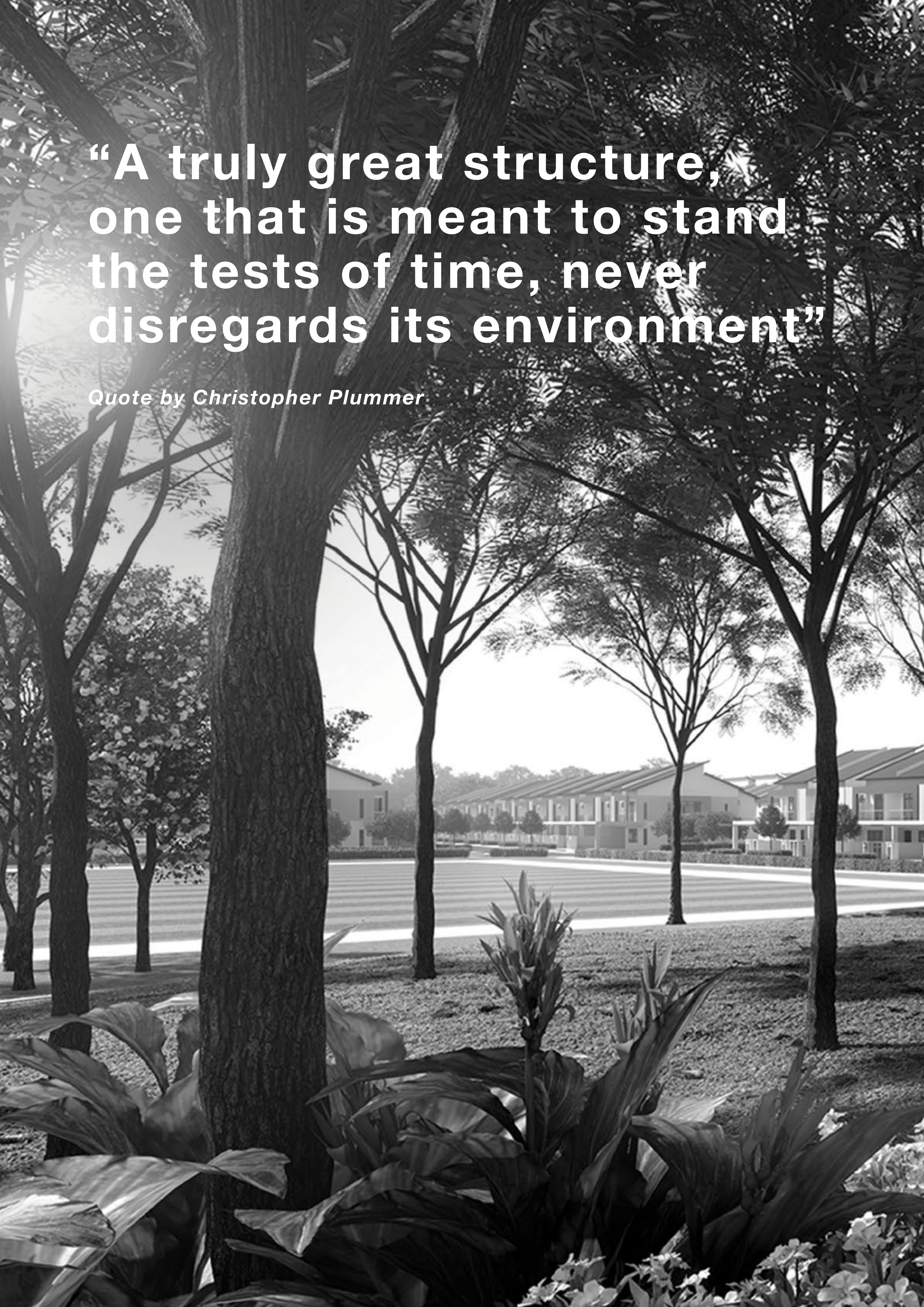
[5] Note to IF-EN-000.B – Commissioned projects are defined as projects that were completed and deemed ready for service during the reporting period. The scope of commissioned projects shall only include projects that the entity provided construction services to.

[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 and 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 FY2023 • 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 comply with the amendments to the Employment Act that came into effect on 1 September 2022.	• Sustainability Statement FY2023 • 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 less than 2% of the Group's workforce, all of whom are in the Port Division.	• Sustainability Statement FY2023	<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 406: Non-discrimination 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 FY2023 • 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	IJM Commitment Alignment	References that Underscore IJM's Commitment	GRI Standards and SASB Alignment
Labour (Cont'd)			
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 FY2023 • 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 FY2023 • 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	
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. All divisions operating in Malaysia have obtained ISO 14001:2015 Environmental Management Systems certification.	• Sustainability Statement FY2023 • 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, form extreme weather to diminishing resources and 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. This year, we formalised our Climate Strategy to drive emissions reduction and build climate resilience, following an extensive climate assessment conducted since FY2022.	• Sustainability Statement FY2023 • 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 continue to embrace technological disruptions that empower us to rethink our processes and yield the benefits of building more efficiently and sustainably. The Group has been in the forefront of advancing sustainable building solutions such as Building Information Modelling ("BIM") and Industrial Building Systems ("IBS").	• Sustainability Statement FY2023 • 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.** IJM has zero-tolerance for all forms of bribery and corruption. Our Anti- Bribery and Corruption System ("ABCS") reaffirms our compliance to local laws and regulations including the Malaysian Anti-Corruption Commission (Amendment) ("MACC") Act 2018 for operations in Malaysia and the National Prevention of Corruption Act 1988 for operations in India.	• Sustainability Statement FY2023 • 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



"A truly great structure, one that is meant to stand the tests of time, never disregards its environment"

Quote by Christopher Plummer

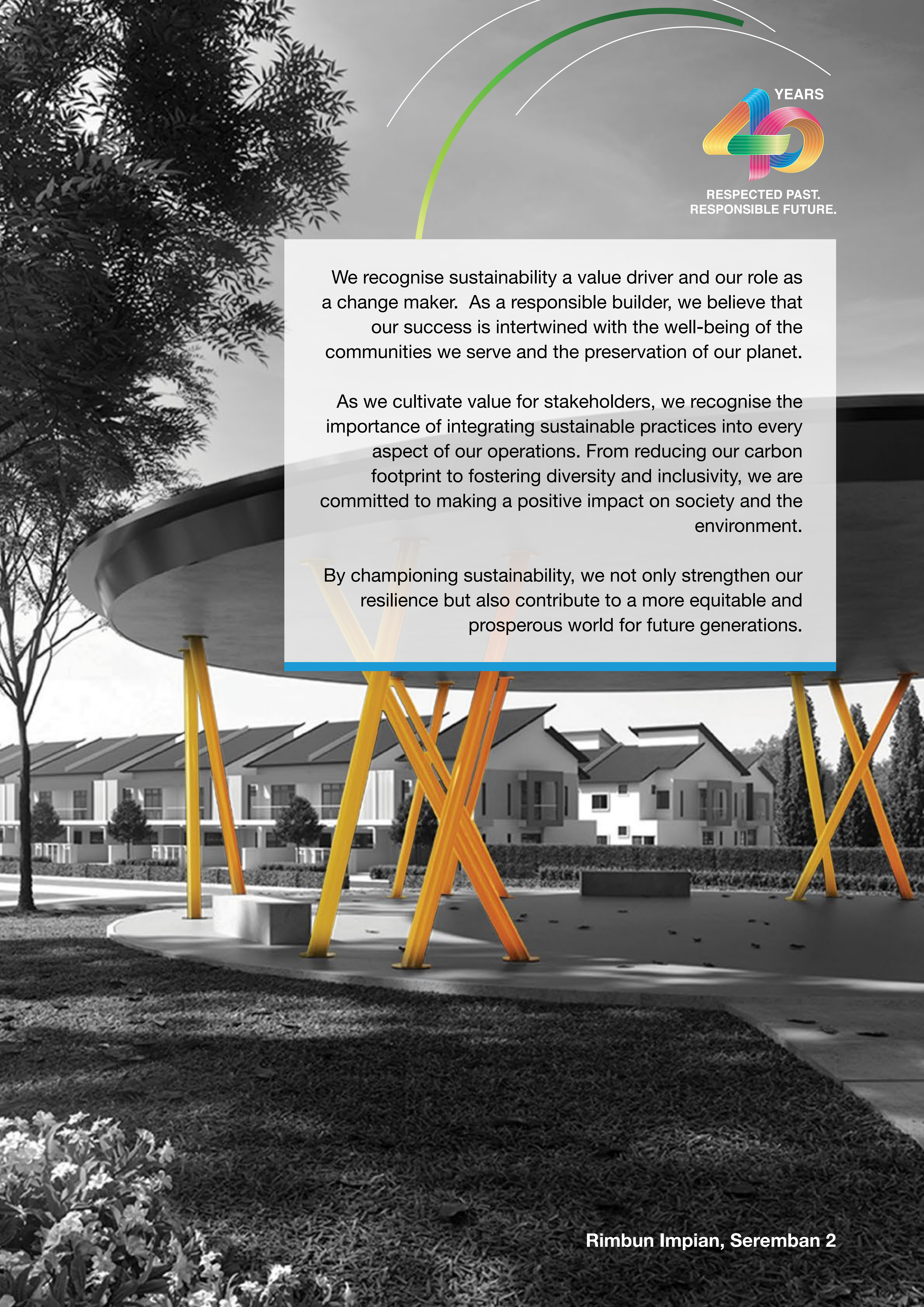
YEARS

RESPECTED PAST.
RESPONSIBLE FUTURE.

We recognise sustainability a value driver and our role as a change maker. As a responsible builder, we believe that our success is intertwined with the well-being of the communities we serve and the preservation of our planet.

As we cultivate value for stakeholders, we recognise the importance of integrating sustainable practices into every aspect of our operations. From reducing our carbon footprint to fostering diversity and inclusivity, we are committed to making a positive impact on society and the environment.

By championing sustainability, we not only strengthen our resilience but also contribute to a more equitable and prosperous world for future generations.



Rimbun Impian, Seremban 2

LIST OF MATERIAL PROPERTIES

As at 31 March 2023

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, 36348 - 36349, 41090, 41184 - 41186, 41188 - 41189, 41211, 41213 - 41217, 43417, 44088	Mixed development	358.54	Leasehold (expiring 2111)	Under development	A: 2014	N/A	1,273,153
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	1,083,122
	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, 2066, 2098 & 2099)	Under development	A: 2013	N/A	671,295
	Lot 110281 - 110335 PN 28525 - 28529, 28538 - 28587	Industrial						
	Lot 110336 PN 28588	Residential						
	Lot 110337 - 110338, 110350 - 110353 PN 28530, 28533 - 28537	Industrial						
	Lot 110348 - 110349 PN 28524, 28532	Commercial						
	Lot 110206 PN 28927	Commercial	404.80	Leasehold (expiring 2115)	Under development	A: 2017	N/A	
4	Menara Prudential, Persiaran TRX Barat, Tun Razak Exchange, 55188 Kuala Lumpur	Commercial	3.84	Freehold	Office building	A: 2017	4	459,152
5	PT 46519 - PT 46638 PT 46639 - PT 46822 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus	Residential	4.12		Under development			
	PT 32965 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus							
	PT 23227 - 23243 Mukim Rasah, Daerah Seremban, Negeri Sembilan Darul Khusus							

No	Location	Description	Area Hectares	Tenure	Existing Use	Year of Revaluation (R)/ Acquisition (A)	Approx. Age of Building (Years)	Net Book Value (RM'000)
5	PT 36987 - 37048 PT 37049 - 37055 PT 37057 - 37067 PT 37069 - 37150 PT 37801 PT 37068 PT 37158 - 37323 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus PT 37340 - PT 37351 PT 37388 - PT 37421 PT 37428 - PT 37431 PT 37434 - PT 37527 PT 51376 - PT 51393 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus PT 40554 - PT 41306 PT 41715 - PT 42086 PT 41307 - PT 41406 PT 41407 - PT 41714 PT 42112 - PT 42273 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus PT 51322 - PT 51361 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus	Residential land	69.51	Freehold	For future development	A: 2004	N/A	454,731
	PT 46894 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus PT 37154 PT 37327 PT 36982 - PT 36983 PT 36066 Mukim Labu, Daerah Seremban. Negeri Sembilan Darul Khusus PT 40174 - PT 40175 PT 40179 PT 42274 - PT 42305 PT 42306 PT 42307 - PT 42310 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	28.40					

LIST OF MATERIAL PROPERTIES (cont'd)

As at 31 March 2023

No	Location	Description	Area Hectares	Tenure	Existing Use	Year of Revaluation (R)/ Acquisition (A)	Approx. Age of Building (Years)	Net Book Value (RM'000)
5	PT 27161 Mukim Rasah, Daerah Seremban, Negeri Sembilan Darul Khusus PT 40180 PT 40181 - PT 40182 PT 42087 Mukim Labu, Daerah Seremban, Negeri Sembilan Darul Khusus	Agriculture land	24.28					
6	Seksyen 8, Georgetown, Daerah Timur Laut, Penang Balance Parcel A1	Residential, mixed development & commercial	13.96	Freehold	Reclaimed	N/A	N/A	361,216
	Parcel A2	Mixed development & commercial	8.75		Yet to be reclaimed			
	Parcel B1	Residential & commercial	15.06	Leasehold				
	Lot 657 PN 9242	Recreation & amenities	0.56	Leasehold (expiring 2105)	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	336,904
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) 45392-505 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							

No	Location	Description	Area Hectares	Tenure	Existing Use	Year of Revaluation (R)/ Acquisition (A)	Approx. Age of Building (Years)	Net Book Value (RM'000)
8	HS(D) 46503-4 PTD 9025-6 HS(D) 46510-1 PTD 9056-7 HS(D) 46516 PTD 9063 HS(D) 46518-38 PTD 9067-87 Mukim Pengerang, Daerah Kota Tinggi, Johor HS(D) 36851-56 PTD 3974-9 HS(D) 36861-64 PTD 3984-7 Mukim Pengerang, Daerah Kota Tinggi, Johor HS(D) 33935-86 PTD 3999-4050 Mukim Pengerang, Daerah Kota Tinggi, Johor HS(D) 13901-2 PTD 2926-7 Mukim Pengerang, Daerah Kota Tinggi, Johor	Development land	174.63	Leasehold (expiring 2117) Leasehold (expiring 2115) Leasehold (expiring 2098) Leasehold (expiring 2092)	Under development	A: 2008	N/A	262,283
9	Block A, Royal Mint Gardens, Royal Mint Street, London, E1 8LG	Mixed development	0.32	Leasehold (expiring 3011)	Under development	A: 2012	N/A	260,867
10	PT 5454 PT 5707 - PT 5728 PT 5729 - PT 5741 PT 5743 - PT 5764 PT 5817 - PT 5842 PT 5843 - PT 5854 PT 5859 - PT 5874 PT 5875 - PT 5894 PT 5895 - PT 5916 PT 5917 - PT 5938 PT 5939 - PT 5946 PT 5947 PT 5949 PT 5950 PT 15971 - PT 15972 PT 15843 - PT 15844 PT 15845 Mukim Bandar Ampang, Daerah Hulu Langat, Selangor	Residential	7.06	Leasehold (expiring 2112) Leasehold (expiring 2116)	Under development	A: 2015	N/A	224,235
	PT 5455 - PT 5464 PT 5467 - PT 5508 PT 5685 - PT 5706 PT 5779 - PT 5786 PT 15797 Mukim Bandar Ampang, Daerah Hulu Langat, Selangor		0.17	Leasehold (expiring 2112) Leasehold (expiring 2113)				

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 39th 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 Tuesday, 29 August 2023, at 10.00 a.m. to transact the following matters:-

1. To receive the audited financial statements for the year ended 31 March 2023 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) Tan Sri Dato' Tan Boon Seng @ Krishnan (Resolution 1)

   b) Lee Chun Fai (Resolution 2)

   c) Azhar Bin Ahmad (Resolution 3)

   Please refer to Explanatory Note 1

3. To re-appoint PricewaterhouseCoopers PLT as Auditors and to authorise the Directors to fix their remuneration. (Resolution 4)

4. As special business to consider and pass the following resolutions:-

   a) DIRECTORS' FEES

   (i) "THAT the Directors' fees of RM1,871,400 for the year ended 31 March 2023 be approved to be divided amongst the Non-Executive Directors in such manner as they may determine." (Resolution 5)

   Please refer to Explanatory Note 2

   (ii) "THAT the payment of Directors' fees to the Non-Executive Directors for the period from 1 April 2023 until the next Annual General Meeting based on the following structure be approved:- (Resolution 6)

Fees per person	Board (RM/annum)	Audit Committee (RM/annum)	Audit Committee (India Operations) (RM/annum)	Nomination & Remuneration Committee (RM/annum)
Chairperson	**300,000**	**75,000**	**60,000**	**37,500**
Member	**150,000**	**56,600**	**-**	**28,700**

"

   Please refer to Explanatory Note 2

   b) DIRECTORS' BENEFITS (Resolution 7)

   "THAT the payment of Directors' benefits to the Non-Executive Directors for the period from 30 August 2023 until the next Annual General Meeting be approved as follows:-

   (i) meeting allowance of RM1,500 per person for each meeting attended; and

   (ii) other benefits of up to an amount of RM375,500."

   Please refer to Explanatory Note 2

c) DIRECTORS' FEES AND MEETING ALLOWANCE OF SUBSIDIARIES

"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 RM96,000 for the year ended 31 March 2023; (Resolution 8)

(ii) Directors' fees of RM48,000 each per annum for the period from 1 April 2023 until the next Annual General Meeting; and (Resolution 9)

(iii) Directors' meeting allowance of RM1,000 per person for each meeting attended during the period from 30 August 2023 until the next Annual General Meeting." (Resolution 10)

Please refer to Explanatory Note 2

d) 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 Explanatory Note 3

By Order of the Board

Ng Yoke Kian
Company Secretary
CCM PC No. 202008000554
MAICSA 7018150

Petaling Jaya
31 July 2023

NOTICE OF ANNUAL GENERAL MEETING

IMPORTANT NOTICE

A. **VIRTUAL MEETING**

The 39th 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 39th 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 **22 August 2023** 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 28 August 2023**:-

(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 39th AGM; and

(vi) a member who has appointed a proxy or authorised representative to attend and vote at the 39th 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 39th AGM.

C. The Annual Report, Share Buy-Back Statement, Form of Proxy and Administrative Guide are available for viewing and/or downloading at **https://www.ijm.com/investor/agm.**

EXPLANATORY NOTES ON ORDINARY/SPECIAL BUSINESS

1. **RE-ELECTION OF DIRECTORS**

Tan Sri Dato' Tan Boon Seng @ Krishnan, Lee Chun Fai and Azhar Bin Ahmad have respectively signed a declaration of fitness and propriety according to the Fit and Proper Policy of the Company, and being eligible, have offered themselves for re-election at this AGM. The Directors have met the fit and proper criteria as set out in the Directors' Fit and Proper Policy.

The performance of each Director subject for re-election had been assessed through the annual Board Effectiveness Evaluation. The Nomination & Remuneration Committee and the Board are satisfied with the performance of the Directors, and are of the view that their continued service would benefit the Company and its stakeholders.

The profiles of the Directors who are subject for re-election are set out on pages 40 to 44 of the Annual Report 2023.

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.

(a) Resolution 5

If approved, will authorise the payment of Directors' fees for the year ended 31 March 2023 ("FY2023") to the Non-Executive Directors ("NED"). The amount of RM1,871,400 is derived based on the fee structure set out below:-

Fees per person	Board (RM/annum)	Audit Committee (RM/annum)	Audit Committee (India Operations) (RM/annum)	Nomination & Remuneration Committee (RM/annum)
Chairperson	**300,000**	**75,000**	**60,000**	**37,500**
Member	**150,000**	**56,600**	**-**	**28,700**

(b) Resolution 6

If approved, the payment of Directors' fees to NED will be made on a quarterly basis, upon the discharge of responsibilities and rendering of services by the NED, based on the fee structure for the period from 1 April 2023 until the next AGM in year 2024.

(c) Resolution 7

If approved, will authorise the payment of Directors' benefits to NED by the Company for the period from 30 August 2023 until the next AGM in year 2024. The meeting allowance for a NED is RM1,500 per meeting. The amount of RM375,500 for other benefits consist of 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.

(d) Resolutions 8, 9 and 10

(i) The Resolution 8 is in relation to the payment of Directors' fees by two (2) subsidiaries for FY2023 to some of the NED of the Company. The details are as follows:-

Subsidiaries	Name of Directors	Amount (RM)
IJM Land Berhad ("IJML")	Datuk Lee Teck Yuen ("DLTY")	48,000
IJM Construction Sdn Bhd ("IJMC")	Dato' Ir. Tan Gim Foo ("DTGF")	48,000
	Total	**96,000**

(ii) The Resolution 9 is in relation to the payment of Directors' fees by IJML and IJMC to DLTY and DTGF respectively, as well as other NEDs who may be newly appointed to the Board of IJML and IJMC. The payment of RM48,000 each person per annum will be made on a quarterly basis, upon the discharge of responsibilities and rendering of services by the NED, for the period from 1 April 2023 until the next AGM in year 2024; and

(iii) The Resolution 10 is in relation to meeting allowance payable by IJMC, IJML and other subsidiaries for Board meetings to be attended by DLTY, DTGF and other NEDs who may be invited to attend the meetings, during the period from 30 August 2023 until the next AGM in year 2024. 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. **SHARE BUY-BACK AUTHORITY**

The details of the proposal are set out in the Share Buy-Back Statement dated 31 July 2023, 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 39th 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 Tuesday, 29 August 2023, at 10.00 a.m., and at any adjournment thereof, in the manner indicated below:-

No.	Resolutions	For	Against
1.	To re-elect Tan Sri Dato' Tan Boon Seng @ Krishnan as Director		
2.	To re-elect Lee Chun Fai as Director		
3.	To re-elect Azhar Bin Ahmad as Director		
4.	To re-appoint PricewaterhouseCoopers PLT as Auditors and to authorise the Directors to fix their remuneration		
5.	To approve the payment of Directors' fees for financial year ended 31 March 2023		
6.	To approve the payment of Directors' fees for the period from 1 April 2023 until the next AGM		
7.	To approve the payment of Directors' benefits for the period from 30 August 2023 until the next AGM		
8.	To approve the payment of Directors' fees by subsidiaries for financial year ended 31 March 2023		
9.	To approve the payment of Directors' fees by subsidiaries for the period from 1 April 2023 until the next AGM		
10.	To approve the payment of meeting allowance by subsidiaries for the period from 30 August 2023 until the next AGM		
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 _______________ 2023

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 **22 August 2023** 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 28 August 2023**:-

(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 39th AGM; and

(vi) a member who has appointed a proxy or authorised representative to attend and vote at the 39th 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 39th 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
Selangor Darul Ehsan, Malaysia
Tel: 603-7985 8288
E-mail: ijm@ijm.com Website: www.ijm.com

MALAYSIA BRANCH OFFICES

JOHOR, MALAYSIA
17-05, 17th Floor, City Plaza, Jalan Tebrau
80250 Johor Bahru, Johor Darul Ta'zim
Malaysia
Tel : 607-333 4895, 607-333 4896
E-mail : ijm@ijm.com
Website: www.ijm.com
Contact: Wong Heng Wai

PENANG, MALAYSIA
Suite 05-01, Menara IJM Land
1, Lebuh Tunku Kudin 3
11700 Gelugor, Penang
Malaysia
Tel : 604-296 1388
E-mail : ijm@ijm.com
Website: www.ijm.com
Contact: Tan Ling Jin

SARAWAK, MALAYSIA
1st Floor, Lots 7886 & 7887
Queen's Court, Jalan Wan Alwi
93350 Kuching, Sarawak
Malaysia
Tel : 6082-463 496, 6082-463 497
E-mail : ijm@ijm.com
Website: www.ijm.com
Contact: Chan Kai Leong

DIVISIONAL OFFICES

CONSTRUCTION

MALAYSIA
IJM CONSTRUCTION SDN BHD
199001004083 (195650-H)
Wisma IJM, Jalan Yong Shook Lin
46050 Petaling Jaya, Selangor Darul Ehsan
Malaysia
Tel : 603-7985 8288
E-mail : ijm@ijm.com
Website: www.ijm.com
Contact: Wong Heng Wai

INDIA
IJM (INDIA) INFRASTRUCTURE LIMITED
H. No 3-71/NR, Plot No. 71, Kavuri Hills
Phase II, Madhapur, Hyderabad - 500033
Telangana, India
Tel : 91 40 2311 4661/62/63/64
E-mail : ijmii@ijm.com
Website: www.ijmindia.com
Contact: Viswanathan Nagarajan

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: 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: Wong Heng Wai

SINGAPORE
HEXACON CONSTRUCTION PTE LTD
(198204843K)
432, Balestier Road
#02-432 Public Mansion
Singapore 329813
Tel : 65-6251 9388
E-mail : info@hexacon.com.sg
Website: www.hexacon.com.sg
Contact: 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)
Wisma IJM Annexe, Jalan Yong Shook Lin
46050 Petaling Jaya, Selangor Darul Ehsan
Malaysia
Tel : 603-7955 8888
E-mail : icp@ijm.com
Website: www.icpb.com.my
Contact: Lau Liang See

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)
Wisma IJM Annexe, Jalan Yong Shook Lin
46050 Petaling Jaya, Selangor Darul Ehsan
Malaysia
Tel : 603-7955 8888
E-mail : mrp@ijm.com
Website: www.ijm.com
Contact: Tan Khuan Beng

INDIA
IJM CONCRETE PRODUCTS PRIVATE LIMITED
Head Office – Hyderabad
H. No 3-71/NR, Plot No. 71
Kavuri Hills, Phase II, Madhapur
Hyderabad - 500033
Telangana, India
Tel : 91 40 4340 8888
E-mail : ijmcppl@ijm.com
Contact: Lim Chin Leong

INFRASTRUCTURE

BESRAYA (M) SDN BHD
199501013021 (342223-A)
Plaza Tol Loke Yew, Lebuhraya Sungai Besi
56100 Kuala Lumpur, Malaysia
Tel : 603-9282 8382
E-mail : info.besraya@ijm.com
Website: www.ijmtolldiv.com
Contact: Wan Salwani Binti Wan Yusoff

NEW PANTAI EXPRESSWAY SDN BHD
199401022597 (308276-U)
Plaza Tol Pantai Dalam, KM 10.6
Lebuhraya Baru Pantai, 58200 Kuala Lumpur
Malaysia
Tel : 603-7783 8800
E-mail : info.npe@ijm.com
Website: www.ijmtolldiv.com
Contact: Wan Salwani Binti Wan Yusoff

LEBUHRAYA KAJANG-SEREMBAN SDN BHD
200501018592 (700707-U)
Plaza Tol Kajang Selatan, KM 3.3
Lebuhraya Kajang Seremban, 43500 Semenyih
Selangor Darul Ehsan, Malaysia
Tel : 603-8723 8021
E-mail : info.lekas@ijm.com
Website: www.ijmtolldiv.com
Contact: Wan Salwani Binti Wan Yusoff

KUANTAN PORT CONSORTIUM SDN BHD
199601002037 (374383-H)
Wisma KPC, KM 25, Tanjung Gelang
P. O. Box 199, 25720 Kuantan
Pahang Darul Makmur, Malaysia
Tel : 609-586 3888
E-mail : info.kuantanport@ijm.com
Website: www.kuantanport.com.my
Contact: Vino Kumar Selvabalakrishnan

PROPERTY

MALAYSIA
IJM LAND BERHAD
198901010104 (187405-T)

Head Office – Petaling Jaya
Ground Floor, Wisma IJM
Jalan Yong Shook Lin, 46050 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : 603-7985 8288
E-mail : ask@ijm.com
Website: www.ijmland.com
Contact: Datuk Wong Tuck Wai

Kuala Lumpur
Pantai Sentral Park
No.2, Jalan Pantai Sentral 1, Pantai Sentral
59200 Kuala Lumpur, Malaysia
Tel : 1 800 880 456
E-mail : pspranger@ijm.com
Website: www.pantaisentralpark.com
Contact: Datuk Tony Ling Thou Lung

Selangor
IJM Rimbayu
No 1, Jalan Flora 3, Bandar Rimbayu
42500 Telok Panglima Garang
Selangor Darul Ehsan, Malaysia
Tel : 603-5525 3900
E-mail : ask@ijm.com
Website: www.rimbayu.com
Contact: Chai Kian Soon

Negeri Sembilan
PT10786, Seremban 2, 70300 Seremban
Negeri Sembilan Darul Khusus, Malaysia
Tel : 1800 222 456
E-mail : ask@ijm.com
Website: www.seremban2.ijmland.com
Contact: Chai Kian Soon

Penang
Suite 15-01, Menara IJM Land
1, Lebuh Tunku Kudin 3, 11700 Gelugor
Penang, Malaysia
Tel : 604-296 1222
E-mail : ask@ijm.com
Website: www.ijmland.com
Contact: Goh Su Yin

Johor
17-01, 17th Floor, City Plaza
Jalan Tebrau, 80250 Johor Bahru
Johor Darul Ta'zim, Malaysia
Tel : 607-339 1888
E-mail : ask@ijm.com
Website: www.ijmland.com
Contact: Soh Wai Fong

Sebana Cove
Property Gallery, No. 1
Persiaran Sebana Utama, Sebana Cove
81600 Pengerang, Johor Darul Ta'zim Malaysia
Tel : 607-824 6119
E-mail : ask@ijm.com
Website: www.sebanacoveresort.com
Contact: Soh Wai Fong

Nasa City
No 1, Jalan Palma Puteri 4, Desa Palma
81100 Johor Bahru, Johor Darul Ta'zim
Malaysia
Tel : 607-357 8899
E-mail : ask@ijm.com
Website: nasacity.ijmland.com
Contact: Soh Wai Fong

Sabah
Wisma KLK Sandakan, Ground Floor
Lot 1, Jalan Bandar Utama, Mile 6
Jalan Utara, 90000 Sandakan
Sabah, Malaysia
Tel : 6089-671 899
E-mail : ask@ijm.com
Website: www.ijmland.com
Contact: Steven Goh Kiat Lee

Sarawak
Level 2, Riverine Emerald Condominium
(South Wing Mail Box), Jalan Petanak
93100 Kuching, Sarawak, Malaysia
Tel : 6082-255 255
E-mail : ask@ijm.com
Website: www.ijmland.com
Contact: Chai King Sing

UNITED KINGDOM
RMS (ENGLAND) LIMITED
43, Royal Mint Street, London E1 8LG
United Kingdom
Tel : 44 (0) 20 3752 3949
E-mail : ask@ijm.com
Website: www.royalmintgardens.com
Contact: Mark Lahiff

REGISTERED OFFICE
2nd Floor, Wisma IJM
Jalan Yong Shook Lin
46050 Petaling Jaya
Selangor Darul Ehsan
Malaysia
Tel : 603-7985 8288
E-mail : csa@ijm.com
Website : www.ijm.com

PRINCIPAL BANKERS
- 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

AUDITORS
PricewaterhouseCoopers PLT
(LLP0014401-LCA & AF 1146)
Chartered Accountants
Level 10, 1 Sentral, Jalan Rakyat
Kuala Lumpur Sentral
50706 Kuala Lumpur
Malaysia
Tel : 603-2173 1188
Fax : 603-2173 1288
Website : www.pwc.com/my

SHARE REGISTRAR
Tricor Investor & Issuing House Services Sdn Bhd
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Malaysia
Tel : 603-2783 9299
Fax : 603-2783 9222
Email: is.enquiry@my.tricorglobal.com

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

IJM CORPORATION BERHAD

ANNUAL REPORT 2023 | www.ijm.com

IJM CORPORATION BERHAD
198301008880 (104131-A)

Wisma IJM, Jalan Yong Shook Lin
46050 Petaling Jaya, Selangor Darul Ehsan, Malaysia

ijm@ijm.com
+603-7985 8288

IJM CORPORATION BERHAD

FINANCIAL REPORT **2023**

40 YEARS

RESPECTED PAST.
RESPONSIBLE FUTURE.

WHAT'S INSIDE

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 2023.

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.

FINANCIAL RESULTS

	The Group RM'000	The Company RM'000
Net profit for the financial year	211,596	447,619
Attributable to:		
Owners of the Company	158,275	447,619
Perpetual sukuk	46,555	-
Non-controlling interests	6,766	-
	211,596	447,619

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 2022:	
A single tier second interim dividend of 4 sen per share, paid on 22 July 2022	141,127
In respect of the financial year ended 31 March 2023:	
A single tier first interim dividend of 2 sen per share, paid on 30 December 2022	70,266
	211,393

On 29 May 2023, the Directors have declared a single tier second interim dividend and a special dividend in respect of the financial year ended 31 March 2023 of 4.0 sen and 2.0 sen per share respectively to be paid on 21 July 2023 to every member who is entitled to receive the dividend as at 5:00 pm on 30 June 2023.

The Directors do not recommend the payment of any final dividend for the financial year ended 31 March 2023.

RESERVES AND PROVISIONS

All material transfers to or from reserves and provisions during the financial year are disclosed in the financial statements.

DIRECTORS' REPORT AND STATEMENT (cont'd)

ISSUE OF SHARES

During the financial year, the number of issued and paid-up ordinary shares of the Company was increased from 3,645,488,520 to 3,647,566,120 by way of the issuance of 2,077,600 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 21,333,800 of its ordinary shares from the open market on Bursa Malaysia Securities Berhad ("Bursa Malaysia") for RM34,973,360. The average price paid for the shares purchased was approximately RM1.64 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.

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%

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: (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 respective vesting dates. The vesting conditions include the tenure and performance of the eligible Group Employee who have accepted the ESOS Awards.

The ESOS expired on 24 December 2022. On the date of expiry, all options granted but not exercised lapsed and ceased to be valid for any purposes. The details of the options granted but not exercised on the date of expiry are set out in Note 14(C) (i) and (ii) to the financial statements.

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 expired on 24 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 relevant 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 the expiry date of the LTIP on 24 December 2022, the total number of options (ESOS) and shares (ESGP) allocated to the Directors and senior management of the Group is 18.95% 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 and up to the expiry date of the LTIP is 0.19% of the shares available under the LTIP.

DIRECTORS' REPORT AND STATEMENT (cont'd)

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 Lee Chun Fai, *Chief Executive Officer ("CEO") & Managing Director ("MD") (ceased as Deputy CEO & Deputy MD and redesignated as CEO & MD on 1 April 2023)*

Datuk Lee Teck Yuen*, *Non-Executive Director (redesignated as Non-Executive Director on 1 June 2022)*

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*

Encik Azhar bin Ahmad, *Non-Executive Director*

Ms Loh Lay Choon#, *Independent Non-Executive Director (appointed on 7 July 2022)*

Mr Liew Hau Seng@, *(retired as CEO & MD on 31 March 2023)*

Mr Pushpanathan a/l S A Kanagarayar# *(resigned as Independent Non-Executive Director on 25 August 2022)*

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 1.4.2022	Acquired	Disposed	Balance at 31.3.2023
Tan Sri Dato' Tan Boon Seng @ Krishnan				
Direct interest	9,447,466	-	-	**9,447,466**
Indirect interest (1)	521,972	200,000	-	**721,972**
Lee Chun Fai				
Direct interest	899,800	77,700	-	**977,500**
Indirect interest (1)	250,000	-	-	**250,000**
Datuk Lee Teck Yuen				
Direct interest	11,764,692	-	-	**11,764,692**
Goh Tian Sui				
Indirect interest (1)	10,000	-	-	**10,000**

DIRECTORS' INTERESTS IN SHARES (cont'd)

IJM Corporation Berhad (cont'd)

Name of Directors	Number of options over ordinary shares ("Options") under Employee Share Option Scheme ("ESOS")# At 1.4.2022	Vested	Lapsed on 24.12.2022	At 31.3.2023
First ESOS Award on 24.12.2012				
Lee Chun Fai	376,400	-	(376,400)	-
Second ESOS Award on 24.12.2013				
Lee Chun Fai	378,500	-	(378,500)	-
Third ESOS Award on 24.12.2014				
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				
Lee Chun Fai	623,500	-	(623,500)	-
Seventh ESOS Award on 30.03.2019				
Lee Chun Fai	299,800	-	(299,800)	-

DIRECTORS' REPORT AND STATEMENT (cont'd)

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 1.4.2022	+Provisional number at expiry date	Vested	+Provisional number at 1.4.2022	+Provisional number at expiry date	Vested
Seventh ESGP Award on 15.4.2019						
Lee Chun Fai	94,800	-	47,400	37,900	-	30,300

Notes:-

(1) Through a family member

The ESOS and ESGP under LTIP of the Company has expired on 24 December 2022.

+ The vesting of the 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

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.

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.

DIRECTORS' REMUNERATION

The aggregate amounts of remuneration received/receivable by Directors of the Company for the financial year are as follows:

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Directors of the Company:				
Fees	**1,968**	2,140	**1,872**	1,786
Defined contribution retirement plan	**606**	518	**606**	518
Other emoluments	**8,834**	3,809	**8,813**	3,791
Share-based payments	**(168)**	(230)	**(168)**	(230)
Monetary value of benefits-in-kind	**196**	115	**196**	115
	11,436	6,352	**11,319**	5,980

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 total amount of indemnity coverage for the Directors and officers of the Group for the financial year 2023 was RM77 million.

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 12 to 186 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 2023 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.

DIRECTORS' REPORT AND STATEMENT (cont'd)

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
Aziz Bin Bahaman
Chai Kian Soon
Chai Koon Wah
Chan Kok Keong
Chang Cheen Ying
Cheah Tian Hong
Chen Silu
Chitra Ramachandran
Chong Ann Ching
Choy Teik San
Chow Man Fui
Chua Lay Hoon
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 Kiat Lee
Goh Su Yin
Hazlan Bin Abdul Aziz
Dato' Josphine Juliana a/p S Arulanandam
Dato' Khor Kiem Teoh
Datuk Ir. Hamzah bin Hasan
Kang Hong Jie
Khor Kar Buan
Lau Liang See
Lee Chun Fai
Lee Chee Heong
Datuk Lee Teck Yuen
Leong Yew Kuen
Liew Siew Wai
Liew Yoon Han
Lim Chin Leong
Loh Zhi Ming @ Loh Kui Song
Lu, Yong
Mark Andrew Lahiff
Ma, Zhengguo
Mazlim bin Husin
Dato' Md Naim bin Nasir
Dato' Mohamed Feisal bin Ibrahim
Mohd Kamal Hisham Bin Abu Bakar
Muhammad Hidzir Bin Mohamed Yusoff
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
Tan Chuan Choon
Dato' Ir Tan Gim Foo
Tan Ling Jin
Tan Khee Leng
Tan Khuan Beng
Tan Yang Cheng
Dato' Toh Chin Leong
Vassudha Beethue
Venkata Sunil Kumar Aripirala
Vino Kumar Selvabalakrishnan
Wan Salwani binti Wan Yusoff
Wang, Guowei
Wong Heng Wai
Wong Lai Peng
Wong Soon Fah
Datuk Wong Tuck Wai
Ye, Jingtao
Yeo Yee Khim
Zabidin bin Abu Samah

SUBSIDIARIES

Details of subsidiaries are set out in Note 53 to the financial statements.

AUDITORS' REMUNERATION

Details of auditors' remuneration for financial year ended 31 March 2023 are as follows:

	The Group RM'000	The Company RM'000
Statutory audit:		
PricewaterhouseCoopers Malaysia	2,739	521
Other member firms of		
PricewaterhouseCoopers International Limited	281	-
Other auditors of subsidiaries	965	-
	3,985	521
Other services:		
PricewaterhouseCoopers Malaysia	560	26
Other member firms of		
PricewaterhouseCoopers International Limited	134	-
	694	26
	4,679	547

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 5 July 2023.

Signed on behalf of the Board of the Directors:

TAN SRI DATO' TAN BOON SENG @ KRISHNAN
DIRECTOR

LEE CHUN FAI
DIRECTOR

Petaling Jaya

STATEMENTS OF COMPREHENSIVE INCOME

For the Financial Year Ended 31 March 2023

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Continuing operations:					
Operating revenue	4a,13	**4,572,485**	4,408,980	**596,764**	1,191,376
Cost of sales	4b	**(3,392,540)**	(3,646,889)	**(887)**	(227)
Gross profit		**1,179,945**	762,091	**595,877**	1,191,149
Other operating income		**234,914**	249,878	**124,135**	1,145,171
Tendering, selling and distribution expenses		**(63,639)**	(28,547)	**-**	-
Administrative expenses		**(320,137)**	(297,099)	**(35,103)**	(32,629)
Other operating expenses		**(140,167)**	(121,611)	**(105,120)**	(41,348)
Net impairment of financial assets		**(150,051)**	(27,232)	**(44,748)**	(75,911)
Operating profit before finance cost	5	**740,865**	537,480	**535,041**	2,186,432
Finance cost	9,13	**(255,572)**	(188,295)	**(68,816)**	(76,723)
Operating profit after finance cost		**485,293**	349,185	**466,225**	2,109,709
Share of losses of associates		**(16,624)**	(64,082)	**-**	-
Share of profits of joint ventures		**14,359**	32,768	**-**	-
Profit before taxation	13	**483,028**	317,871	**466,225**	2,109,709
Income tax expense	10	**(271,432)**	(182,935)	**(18,606)**	(19,152)
Profit from continuing operations		**211,596**	134,936	**447,619**	2,090,557
Profit from discontinued operation	47(a)(i)	**-**	750,268	**-**	-
Net profit for the financial year		**211,596**	885,204	**447,619**	2,090,557
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	**-**	-
		-	135	**-**	-
Items that may be reclassified subsequently to profit or loss:					
Currency translation differences of foreign operations		**4,220**	18,944	**984**	687
Currency translation differences of discontinued operation		**-**	10,930	**-**	-
Share of other comprehensive (loss)/ income of associates		**(767)**	96	**-**	-
Realisation of other comprehensive loss arising from disposal of a subsidiary	47(a)(i)	**-**	48,779	**-**	-
		3,453	78,749	**984**	687
		3,453	78,884	**984**	687
Total comprehensive income for the financial year		**215,049**	964,088	**448,603**	2,091,244

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Net profit/(loss) attributable to:					
Continuing operations					
Owners of the Company		**158,275**	102,067	**447,619**	2,090,557
Perpetual sukuk		**46,555**	46,544	**-**	-
Non-controlling interests		**6,766**	(13,675)	**-**	-
		211,596	134,936	**447,619**	2,090,557
Discontinued operation					
Owners of the Company		**-**	692,823	**-**	-
Non-controlling interests		**-**	57,445	**-**	-
		-	750,268	**-**	-
		211,596	885,204	**447,619**	2,090,557
Total comprehensive income/(loss) attributable to:					
Continuing operations					
Owners of the Company		**161,344**	169,205	**448,603**	2,091,244
Perpetual sukuk		**46,555**	46,544	**-**	-
Non-controlling interests		**7,150**	(12,859)	**-**	-
		215,049	202,890	**448,603**	2,091,244
Discontinued operation					
Owners of the Company		**-**	698,946	**-**	-
Non-controlling interests		**-**	62,252	**-**	-
		-	761,198	**-**	-
		215,049	964,088	**448,603**	2,091,244
Earnings per share for net profit attributable to owners of the Company:					
Continuing operations:					
- Basic	11(a)	**4.49 Sen**	2.85 Sen		
- Fully diluted	11(b)	**4.49 Sen**	2.85 Sen		
Discontinued operation:					
- Basic	11(a)	**Nil sen**	19.34 Sen		
- Fully diluted	11(b)	**Nil sen**	19.33 Sen		

STATEMENTS OF FINANCIAL POSITION

As At 31 March 2023

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
CAPITAL AND RESERVES ATTRIBUTABLE TO OWNERS OF THE COMPANY					
Share capital	14(A)	**6,132,406**	6,127,731	**6,132,406**	6,127,731
Treasury shares	14(B)	**(224,912)**	(189,939)	**(224,912)**	(189,939)
Shares held under trust	14(D)	**(1,263)**	(1,263)	**(1,263)**	(1,263)
Exchange translation reserve		**(87,990)**	(91,059)	**4,793**	3,809
Share-based payment reserve		**-**	91,075	**-**	91,075
Other reserves		**952**	952	**-**	-
Retained profits		**4,024,571**	4,000,050	**2,655,207**	2,408,351
		9,843,764	9,937,547	**8,566,231**	8,439,764
Perpetual Sukuk of a subsidiary	15	**847,817**	847,924	**-**	-
NON-CONTROLLING INTERESTS		**269,489**	675,263	**-**	-
TOTAL EQUITY		**10,961,070**	11,460,734	**8,566,231**	8,439,764
NON-CURRENT LIABILITIES					
Bonds	16	**2,572,025**	2,557,333	**1,000,000**	1,200,000
Term loans	17	**1,057,825**	1,304,618	**-**	10,504
Government support loans	18	**21,129**	37,319	**-**	-
Lease liabilities	19	**52,440**	21,178	**8,016**	4,245
Deferred tax liabilities	20	**491,158**	509,400	**-**	-
Trade and other payables	22	**293,503**	284,701	**38,965**	49,109
Retirement benefits	23	**1,877**	1,717	**-**	-
		4,489,957	4,716,266	**1,046,981**	1,263,858
Deferred income	24	**258,778**	272,557	**-**	-
		15,709,805	16,449,557	**9,613,212**	9,703,622

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
NON-CURRENT ASSETS					
Property, plant and equipment	25	**979,189**	1,045,004	**2,692**	3,155
Right-of-use assets	26	**233,370**	195,456	**9,210**	5,679
Investment properties	27	**612,246**	618,106	**6,596**	6,770
Concession assets	28	**3,994,564**	4,142,307	**-**	-
Subsidiaries	29	**-**	-	**8,244,899**	8,171,654
Associates	30	**941,181**	898,773	**370,939**	371,229
Joint ventures	31	**550,382**	530,635	**215,296**	191,537
Financial assets at fair value through other comprehensive income	32	**3,665**	3,665	**2,050**	2,050
Long term receivables	33	**235,221**	151,397	**-**	-
Intangible assets	34	**125,414**	93,565	**-**	-
Deferred tax assets	20	**463,512**	458,456	**12,653**	17,063
Inventories	35	**537,397**	515,781	**-**	-
		8,676,141	8,653,145	**8,864,335**	8,769,137
CURRENT ASSETS					
Inventories	35	**6,672,599**	7,037,290	**-**	-
Trade and other receivables	36	**1,261,800**	1,301,946	**395,873**	444,295
Contract assets	37	**432,016**	390,755	**-**	-
Financial assets at fair value through profit or loss	38	**541,934**	611,279	**279,877**	172,462
Tax recoverable		**98,904**	99,443	**-**	1,999
Deposits, cash and bank balances	39	**2,825,163**	2,908,655	**656,857**	814,485
Assets held for sale	40	**2,038**	9,535	**-**	-
		11,834,454	12,358,903	**1,332,607**	1,433,241
Less: **CURRENT LIABILITIES**					
Contract liabilities	37	**309,089**	226,901	**541**	786
Trade and other payables	41	**2,679,845**	2,676,140	**57,945**	51,603
Lease liabilities	19	**18,410**	10,366	**1,710**	1,833
Current tax liabilities		**86,521**	25,624	**1,388**	-
Derivative financial instruments	42	**-**	337	**-**	-
Provisions	43	**2,992**	2,714	**-**	-
Borrowings					
- Bank overdrafts	44	**7,365**	10,820	**-**	-
- Others	44	**1,696,568**	1,609,589	**522,146**	444,534
		4,800,790	4,562,491	**583,730**	498,756
NET CURRENT ASSETS		**7,033,664**	7,796,412	**748,877**	934,485
		15,709,805	16,449,557	**9,613,212**	9,703,622

STATEMENTS OF CHANGES IN EQUITY

For the Financial Year Ended 31 March 2023

The Group	Note	Attributable to owners of the Company								Perpetual Sukuk of a subsidiary RM'000	Non-controlling interests RM'000	Total equity RM'000
		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			
At 1 April 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
Comprehensive income:												
Net profit for the financial year		-	-	-	-	-	-	158,275	158,275	46,555	6,766	211,596
Other comprehensive income:												
Currency translation differences arising from translation of net investment in foreign operations		-	-	-	3,836	-	-	-	3,836	-	384	4,220
Share of other comprehensive income of associates		-	-	-	(767)	-	-	-	(767)	-	-	(767)
		-	-	-	3,069	-	-	-	3,069	-	384	3,453
Total comprehensive income for the financial year		-	-	-	3,069	-	-	158,275	161,344	46,555	7,150	215,049
Issuance of ESOS and ESGP		-	-	-	-	(3,049)	-	-	(3,049)	-	-	(3,049)

The Group (cont'd)	Note	Attributable to owners of the Company								Perpetual Sukuk of a subsidiary RM'000	Non-controlling interests RM'000	Total equity RM'000
		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			
Transactions with owners:												
Single tier second interim dividend:												
- Year ended 31 March 2022	12	-	-	-	-	-	-	(141,127)	(141,127)	-	-	(141,127)
Single tier first interim dividend:												
- Year ended 31 March 2023	12	-	-	-	-	-	-	(70,266)	(70,266)	-	-	(70,266)
Dividends paid by subsidiaries to non-controlling shareholders		-	-	-	-	-	-	-	-	-	(59,043)	(59,043)
Distribution to perpetual sukuk holders		-	-	-	-	-	-	-	-	(46,662)	-	(46,662)
Acquisition of a subsidiary	46(a)(i)	-	-	-	-	-	-	-	-	-	3,586	3,586
Acquisition of additional interests in a subsidiary	46(a)(iii)	-	-	-	-	-	-	(4,882)	(4,882)	-	(357,467)	(362,349)
Issuance of shares:												
- Vesting of shares under ESGP	14(A)	4,675	-	-	-	(4,675)	-	-	-	-	-	-
Share buy back	14(B)	-	(34,973)	-	-	-	-	-	(34,973)	-	-	(34,973)
Transferred to retained profits upon expiry of ESOS & ESGP		-	-	-	-	(83,351)	-	82,521	(830)	-	-	(830)
Total transactions with owners		4,675	(34,973)	-	-	(88,026)	-	(133,754)	(252,078)	(46,662)	(412,924)	(711,664)
At 31 March 2023		**6,132,406**	**(224,912)**	**(1,263)**	**(87,990)**	**-**	**952**	**4,024,571**	**9,843,764**	**847,817**	**269,489**	**10,961,070**

STATEMENTS OF CHANGES IN EQUITY (cont'd)

For the Financial Year Ended 31 March 2023

The Group	Note	Attributable to owners of the Company										
		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		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	47(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

The Group (cont'd)	Note	Attributable to owners of the Company										
		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		-	-	-	-	-	-	(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	47(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	47(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 2023

			Non-distributable				Distributable	
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
At 1 April 2022		6,127,731	(189,939)	(1,263)	3,809	91,075	2,408,351	8,439,764
Comprehensive income:								
Net profit for the financial year		-	-	-	-	-	447,619	447,619
Other comprehensive income:								
Currency translation differences arising from translation of foreign operations		-	-	-	984	-	-	984
Total comprehensive income for the financial year		-	-	-	984	-	447,619	448,603
Issuance of ESOS and ESGP		-	-	-	-	(3,049)	-	(3,049)
Transferred to retained profits upon expiry of ESOS and ESGP		-	-	-	-	(10,630)	10,630	-
Adjustment to capital contribution in subsidiaries upon expiry of ESOS & ESGP		-	-	-	-	(72,721)	-	(72,721)
Transactions with owners:								
Single tier second interim dividend:								
- Year ended 31 March 2022	12	-	-	-	-	-	(141,127)	(141,127)
Single tier first interim dividend:								
- Year ended 31 March 2023	12	-	-	-	-	-	(70,266)	(70,266)
Issuance of shares:								
- Vesting of shares under ESGP	14(A)	4,675	-	-	-	(4,675)	-	-
Share buy back	14(B)	-	(34,973)	-	-	-	-	(34,973)
At 31 March 2023		**6,132,406**	**(224,912)**	**(1,263)**	**4,793**	**-**	**2,655,207**	**8,566,231**

The Company (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	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		-	-	-	-	-	(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

CASH FLOW STATEMENTS

For the Financial Year Ended 31 March 2023

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
OPERATING ACTIVITIES					
Receipts from customers		**4,810,865**	5,191,018	**25,976**	12,295
Payments to contractors, suppliers and employees		**(3,503,277)**	(3,820,768)	**(54,579)**	(51,971)
Government grant received		**-**	7,868	**-**	-
Income tax paid		**(229,140)**	(160,745)	**(10,809)**	(16,632)
Net cash flow from/(used in) operating activities		**1,078,448**	1,217,373	**(39,412)**	(56,308)
INVESTING ACTIVITIES					
Acquisition of a subsidiary	46(a)(i),(b)	**(14,911)**	23,987	**(18,382)**	-
Additional investment in subsidiaries		**-**	-	**(25,430)**	-
Additional investment in an associate		**(131,651)**	(21,769)	**-**	(12,738)
Investment in an associate		**(490)**	-	**-**	-
Subscription of Redeemable Convertible Preference Shares in an associate		**-**	(24)	**-**	(24)
Subscription of Redeemable Preference Shares in subsidiaries		**-**	-	**(240,823)**	(1,490,655)
Subscription of Redeemable Unsecured Murabahah Stocks ("RUMS") in an associate	30	**(18,760)**	(23,420)	**-**	-
Acquisition of financial assets at fair value through profit or loss		**(466,537)**	(789,224)	**(100,000)**	(350,000)
Purchase of land held for property development	35(a)	**(22,241)**	(8,725)	**-**	-
Purchase of property, plant and equipment, right-of-use assets and investment properties		**(53,357)**	(104,146)	**(170)**	(1,098)
Cost incurred on concession assets		**(81,334)**	(287,529)	**-**	-
Additions to port infrastructure		**(36,309)**	(12,644)	**-**	-
Quarry development expenditure incurred	34	**(2,489)**	(1,654)	**-**	-
Disposal of property, plant and equipment, right-of-use assets and investment properties		**10,653**	14,775	**64**	107
Disposal of a subsidiary	47(a)(i)	**-**	1,378,213	**-**	1,531,486
Disposal of an associate		**2,996**	-	**2,996**	-
Disposal of assets held for sale		**16,164**	14,509	**-**	18,000
Disposal of financial assets at fair value through profit or loss		**553,535**	880,010	**-**	293,039
Net cash outflow arising from liquidation of a subsidiary		**-**	(5,137)	**-**	(5,127)
Net proceeds arising from redemption of preference shares in a subsidiary		**-**	-	**-**	58,398
Dividends received from associates		**1,801**	603	**-**	-
Dividends received from other investments		**264**	352	**235**	352

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
INVESTING ACTIVITIES (cont'd)					
Dividends received from joint ventures		**4,500**	54,381	**-**	-
Dividends received from subsidiaries		**-**	-	**568,116**	1,168,260
Interest received		**61,821**	82,921	**15,460**	12,198
Advances to subsidiaries		**-**	-	**(182,081)**	(110,147)
Repayments from subsidiaries		**-**	-	**328,907**	1,522,408
Advances to associates		**(19,500)**	(38,913)	**-**	(561)
Repayments from associates		**56,231**	-	**-**	-
Advances to joint ventures		**(20,500)**	(5,742)	**-**	-
Repayments from joint ventures		**1,077**	51,557	**-**	-
Net cash flow (used in)/from investing activities		**(159,037)**	1,202,381	**348,892**	2,633,898
FINANCING ACTIVITIES					
Drawdown of bonds	16	**360,000**	-	**-**	-
Repayment of bonds	16	**(410,000)**	(210,000)	**(300,000)**	(150,000)
Proceeds from bank borrowings		**738,588**	470,484	**284,280**	255,105
Repayments of bank borrowings		**(877,109)**	(874,047)	**(122,761)**	(294,010)
Repayment of government support loans		**(17,800)**	(14,380)	**-**	-
Repayments of hire purchase and lease liabilities		**(14,153)**	(12,422)	**(1,686)**	(1,745)
Repayment to a subsidiary		**-**	-	**(10,144)**	(683,099)
Acquisition of additional interests in a subsidiary		**(164,749)**	-	**-**	-
Interest paid		**(264,688)**	(246,486)	**(72,913)**	(80,183)
Dividends paid by subsidiaries to non-controlling shareholders		**(59,043)**	(63,528)	**-**	-
Dividends paid by the Company		**(211,393)**	(750,619)	**(211,393)**	(750,619)
Distribution to perpetual sukuk holders		**(46,662)**	(46,913)	**-**	-
Purchase of treasury shares	14(B)	**(34,973)**	(153,284)	**(34,973)**	(153,284)
Net uplifts/(placements) of restricted deposits		**599**	(8,272)	**-**	-
Net cash flow used in financing activities		**(1,001,383)**	(1,909,467)	**(469,590)**	(1,857,835)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS DURING THE FINANCIAL YEAR		**(81,972)**	510,287	**(160,110)**	719,755
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		**2,887,474**	2,381,044	**814,485**	93,824
FOREIGN EXCHANGE DIFFERENCES		**2,317**	(3,857)	**2,482**	906
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	48	**2,807,819**	2,887,474	**656,857**	814,485

CASH FLOW STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

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 2022	**52,085**	**31,544**	**5,551,969**	**5,635,598**
Cash flows:				
Drawdown of bonds	**-**	**-**	**360,000**	**360,000**
Repayment of bonds	**-**	**-**	**(410,000)**	**(410,000)**
Drawdown of borrowings	**-**	**-**	**738,588**	**738,588**
Repayment of borrowings	**-**	**-**	**(894,909)**	**(894,909)**
Repayments of lease liabilities	**-**	**(14,153)**	**-**	**(14,153)**
Interest paid	**(262,306)**	**(2,382)**	**-**	**(264,688)**
Non-cash changes:				
Acquisition of a subsidiary	**-**	**1,143**	**2,676**	**3,819**
Finance cost	**230,093**	**2,382**	**3,751**	**236,226**
Finance cost capitalised	**32,361**	**-**	**-**	**32,361**
Foreign exchange movement	**-**	**(551)**	**38,737**	**38,186**
Addition of leases	**-**	**52,715**	**-**	**52,715**
Others	**5,291**	**152**	**(155)**	**5,288**
At 31 March 2023	**57,524**	**70,850**	**5,390,657**	**5,519,031**
At 1 April 2021	51,149	63,625	6,810,406	6,925,180
Cash flows:				
Repayment of bonds	-	-	(210,000)	(210,000)
Drawdown of borrowings	-	-	470,484	470,484
Repayment of borrowings	-	-	(888,427)	(888,427)
Payment for loan transaction costs **	-	-	(659)	(659)
Repayments of lease liabilities	-	(12,422)	-	(12,422)
Interest paid	(243,558)	(2,928)	-	(246,486)
Non-cash changes:				
Disposal of a subsidiary	-	(21,760)	(627,909)	(649,669)
Finance cost	166,551	2,928	3,608	173,087
Finance cost capitalised	75,568	-	-	75,568
Foreign exchange movement	-	(398)	(20,792)	(21,190)
Others	2,375	2,499	15,258	20,132
At 31 March 2022	52,085	31,544	5,551,969	5,635,598

* 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 41).

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 2022	**21,489**	**6,078**	**1,655,038**	**49,109**	**1,731,714**
Cash flows:					
Repayment of bonds	**-**	**-**	**(300,000)**	**-**	**(300,000)**
Drawdown of borrowings	**-**	**-**	**284,280**	**-**	**284,280**
Repayment of borrowings	**-**	**-**	**(122,761)**	**-**	**(122,761)**
Repayments of lease liabilities	**-**	**(1,686)**	**-**	**-**	**(1,686)**
Net repayment of balances	**-**	**-**	**-**	**(10,144)**	**(10,144)**
Interest paid	**(72,913)**	**-**	**-**	**-**	**(72,913)**
Non-cash changes:					
Foreign exchange movement	**-**	**-**	**5,589**	**-**	**5,589**
Finance Cost	**68,816**	**-**	**-**	**-**	**68,816**
Others	**-**	**5,334**	**-**	**-**	**5,334**
At 31 March 2023	**17,392**	**9,726**	**1,522,146**	**38,965**	**1,588,229**
At 1 April 2021	24,949	7,823	1,843,061	732,208	2,608,041
Cash flows:					
Repayment of bonds	-	-	(150,000)	-	(150,000)
Drawdown of borrowings	-	-	255,105	-	255,105
Repayment of borrowings	-	-	(294,010)	-	(294,010)
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
Finance Cost	76,723	-	-	-	76,723
At 31 March 2022	21,489	6,078	1,655,038	49,109	1,731,714

* Borrowings of the Company include bonds, term loans and other short-term borrowings.
** Included within trade accruals (Note 41).

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

For the Financial Year Ended 31 March 2023

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 Amendments and Annual Improvements to MFRS.

(a) Amendments to published standards and annual improvements that are effective

The amendments to published standards and annual improvements that are effective for the Group's and the Company's financial year beginning on 1 April 2022 and applicable to the Group and the Company are as follows:

- Amendments to MFRS 3 "Reference to Conceptual Framework"
- Amendments to MFRS 116 "Proceeds before intended use"
- Amendments to MFRS 137 "Onerous contracts – cost of fulfilling a contract"
- Annual improvements to MFRS 2018 – 2020 Cycle include:
  - (i) Annual improvements to MFRS 1 "Subsidiary as first-time adopter";
  - (ii) Annual improvements to MFRS 9 "Fees in the 10% test for derecognition of financial liabilities"; and
  - (iii) Annual improvements to illustrative example accompanying MFRS 16: Lease Incentives

The adoption of amendments to published standards and annual improvements listed above did not have any impact on the current financial year or any prior financial year.

1 BASIS OF PREPARATION (cont'd)

(b) Amendments to published standards 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 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 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.

- 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.

1 BASIS OF PREPARATION (cont'd)

(b) Amendments to published standards 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 2024 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 first 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 second amendments, "Non-current Liabilities with Covenants" specify that covenants of loan arrangements which an entity must comply with only after the reporting date would not affect classification of a liability as current or non-current at the reporting date. However, those covenants that an entity is required to comply with on or before the reporting date would affect classification of a liability as current or non-current, even if the covenant is only assessed after the reporting date.

  Both amendments shall be applied retrospectively.

- Amendments on lease liability in a sale and leaseback (Amendments to MFRS 16)

  The amendments specify the measurement of the lease liability arises in a sale and leaseback transaction that satisfies the requirements in MFRS 15 "Revenue from Contracts with Customers" to be accounted for as a sale. In accordance with the amendments, the seller-lessee shall determine the "lease payments" or "revised lease payments" in a way that it does not result in the seller-lessee recognising any amount of the gain or loss that relates to the right of use it retains.

* These amendments to published standards 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 the impact is still being assessed.

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.

2 ECONOMIC ENTITIES IN THE GROUP (cont'd)

(a) Subsidiaries (cont'd)

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.

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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

2 ECONOMIC ENTITIES IN THE GROUP (cont'd)

(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.

(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.

2 ECONOMIC ENTITIES IN THE GROUP (cont'd)

(d) Associates (cont'd)

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.

(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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

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.

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 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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

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.

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.

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.

7 INVESTMENT PROPERTIES (cont'd)

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:

$$\frac{\text{Cumulative traffic volume to-date}}{\text{Projected total traffic volume for the entire concession period}} \times \text{EDE}$$

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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

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.

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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

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) 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.

(d) 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 28 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.

(e) Telecommunication services

Customers' subscription to the telecommunication services includes the provision of corporate internet leased line or wireless point-to-point internet services and devices such as routers and wireless solutions.

The provision of devices is for the exclusive use of the Group's telecommunication services and do not represent distinct services or goods. Therefore, the services and devices are accounted for as a single performance obligation satisfied over time. Revenue is recognised over the period the telecommunication services are rendered.

(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.

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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

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.

11 INVENTORIES (cont'd)

(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.

(d) Other inventories

Other inventories comprise construction and raw materials; quarry and manufactured 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 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).

(b) 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.

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.

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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

15 LEASES (cont'd)

(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.

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 which 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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

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.

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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

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 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 or when the share options are not exercised and lapsed, the Company recognises a reversal of the capital contribution to 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.

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.

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 following financial instruments of the Group 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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

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.

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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

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.

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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For the Financial Year Ended 31 March 2023

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 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".

29 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 2023

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 and investment holding. In the preceding financial year, the Company had completed the disposal of IJM Plantations Berhad. The principal activities of the subsidiaries and associates are described in Note 53 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 5 July 2023.

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) 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.

(b) 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.

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.

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (cont'd)

(c) 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.

(d) 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.

(e) 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.

(f) 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.

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (cont'd)

(g) 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.

(h) 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.

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (cont'd)

(i) 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 used derivative financial instruments such as cross currency swap contracts to hedge certain financial risk exposures.

(a) Market risk

(i) Currency risk

Currency risks arise on account of monetary assets and liabilities being denominated in a currency that is not the functional currency of the entity.

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.

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.

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(a) Market risk (cont'd)

(i) Currency risk (cont'd)

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 5% (2022: 1%) against RM are as follows:

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Net monetary liabilities denominated in USD	**(277,675)**	(547,125)	**(166,237)**	(55,137)
Effects to profit after tax if the USD had strengthened/weakened by 5% (2022: 1%) against RM:				
- strengthened	**(10,550)**	(4,153)	**(6,317)**	(419)
- weakened	**10,550**	4,153	**6,317**	419

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	
	2023 RM'000	2022 RM'000
Net monetary liabilities denominated in USD	**(699,230)**	(671,822)
Effects to profit after tax if the USD had strengthened/weakened by 5% against INR:		
- strengthened	**(27,764)**	(26,676)
- weakened	**27,764**	26,676

This sensitivity analysis 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.

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		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Borrowings based on cost of funds ("COF"):				
- increase by 50 basis points	**(2,763)**	(2,238)	**-**	-
- decrease by 50 basis points	**2,763**	2,238	**-**	-
Borrowings based on London Interbank Offered Rate ("LIBOR"):				
- increase by 25 basis points	**(1,466)**	-	**(159)**	-
- decrease by 25 basis points	**1,466**	-	**159**	-
- increase by 100 basis points	**-**	(8,591)	**-**	(798)
- decrease by 100 basis points	**-**	8,591	**-**	798
Borrowings based on Secured Overnight Financing Rate ("SOFR"):				
- increase by 25 basis points	**(168)**	-	**(168)**	-
- decrease by 25 basis points	**168**	-	**168**	-
Borrowings based on Marginal Cost of Lending Rate ("MCLR"):				
- increase by 50 basis points	**(1,202)**	-	**-**	-
- decrease by 50 basis points	**1,202**	-	**-**	-
- increase by 75 basis points	**-**	(1,926)	**-**	-
- decrease by 75 basis points	**-**	1,926	**-**	-
Borrowings based on Base Financing Rate ("BFR"):				
- increase by 25 basis points	**(5)**	-	**-**	-
- decrease by 25 basis points	**5**	-	**-**	-

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, new alternative reference rates ("ARR") are being introduced to improve the integrity of financial benchmark rates as part of the transition to transaction-based rates.

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(a) Market risk (cont'd)

(ii) Cash flow interest rate risk (cont'd)

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.

The following table summarises all of the financial instruments that the Group holds as at the reporting date which reference USD LIBOR and KLIBOR and have not yet transitioned to the new ARR:

At 31 March 2023

	Carrying amount RM'000	Of which, have yet to transition to an alternative benchmark interest RM'000
The Group		
Long term borrowings	**691,273**	**691,273**
Short term borrowings	**143,704**	**143,704**
The Company		
Short term borrowings	**83,866**	**83,866**
At 31 March 2022		
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.

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(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")

(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 2023, the Group's trade receivables and contract assets of RM853,589,000 and RM432,016,000 (2022: RM1,002,051,000 and RM390,755,000) respectively were assessed for impairment under the simplified approach. As at 31 March 2023, the Company's trade receivables of RM54,342,000 (2022: RM55,447,000) were assessed for impairment under the simplified approach.

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 (cont'd)

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.

(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.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd)

(b) Credit risk (cont'd)

Credit risk – Measurement of ECL (cont'd)

(iii) Cash and cash equivalents

Cash and cash equivalents are also subject to the impairment requirements of MFRS 9 and the identified impairment was immaterial since the bank balances are mainly deposits with banks with high credit ratings assigned by international credit rating agencies.

(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 48) 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.

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 2023			
Bonds	**466,321**	**1,982,106**	**993,887**
Term loans	**694,523**	**1,162,555**	**135,802**
Government support loans	**10,000**	**24,598**	**-**
Trade and other payables	**2,666,791**	**113,534**	**698,890**
Short term borrowings*	**791,129**	**-**	**-**
Lease liabilities	**21,610**	**49,404**	**13,784**
	4,650,374	**3,332,197**	**1,842,363**
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

* Short term borrowings of the Group include bankers' acceptances, revolving credits, revolving loans, letters of credit and bank overdrafts.

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. (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 2023			
Bonds	**250,603**	**445,894**	**746,783**
Term loans	**181,444**	**-**	**-**
Short term borrowings (revolving credits)	**155,719**	**-**	**-**
Lease liabilities	**2,106**	**8,774**	**-**
Trade and other payables	**57,945**	**38,965**	**-**
	647,817	**493,633**	**746,783**
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

The exposure of the borrowings of the Group and the Company to interest rate changes at the reporting dates are disclosed in Notes 16, 17, 41 and 44 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
2023				
The Group				
Assets:				
Financial assets at fair value through profit or loss	**541,934**	**-**	**-**	**541,934**
Financial assets at fair value through other comprehensive income	**-**	**-**	**3,665**	**3,665**
Total assets	**541,934**	**-**	**3,665**	**545,599**
The Company				
Assets:				
Financial assets at fair value through profit or loss	**279,877**	**-**	**-**	**279,877**
Financial assets at fair value through other comprehensive income	**-**	**-**	**2,050**	**2,050**
Total assets	**279,877**	**-**	**2,050**	**281,927**

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
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

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 are determined by using a valuation technique. 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.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

4(a) OPERATING REVENUE

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Continuing operations				
Revenue from contract with customers:				
- construction contracts	**1,043,573**	1,496,941	**-**	-
- property development	**1,563,341**	1,218,429	**-**	-
- sale of quarry and manufactured products	**995,652**	852,431	**-**	-
- sale of goods	**24,276**	24,364	**-**	-
- toll concession revenue	**517,176**	366,439	**-**	-
- port revenue	**307,408**	335,246	**-**	-
- telecommunication projects and services	**17,207**	-	**-**	-
- management services	**6,139**	15,702	**28,124**	22,475
- rendering of other services	**20,584**	22,580	**-**	-
	4,495,356	4,332,132	**28,124**	22,475
Revenue from other sources:				
- dividend income	**235**	352	**568,351**	1,168,612
- amortisation of deferred income	**18,625**	17,563	**-**	-
- port lease	**18,763**	22,058	**-**	-
- lease income	**39,506**	36,875	**289**	289
	77,129	76,848	**568,640**	1,168,901
	4,572,485	4,408,980	**596,764**	1,191,376
Discontinued operation				
Revenue from contract with customers:				
- sale of plantation products and produce	**-**	472,512	**-**	-
	4,572,485	4,881,492	**596,764**	1,191,376
Timing of revenue recognition for revenue from contract with customers:				
Continuing operations				
- At a point in time	**1,629,258**	1,402,849	-	-
- Over time	**2,866,098**	2,929,283	28,124	22,475
	4,495,356	4,332,132	28,124	22,475
Discontinued operation				
- At a point in time	**-**	471,280	-	-
- Over time	**-**	1,232	-	-
	-	472,512	-	-
	4,495,356	4,804,644	28,124	22,475

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:

	2023 RM'000	2022 RM'000
Operating revenue of the Group:		
Continuing operations	**4,572,485**	4,408,980
Discontinued operation	**-**	472,512
	4,572,485	4,881,492
Share of operating revenue of:		
Associates	**334,752**	209,648
Joint ventures	**128,396**	154,312
	5,035,633	5,245,452

4(b) COST OF SALES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cost of sales consist of :				
- Construction contracts costs	**932,861**	1,409,983	**887**	227
- Property development costs	**1,022,290**	1,010,272	**-**	-
- Cost of quarry and manufactured products sold	**810,412**	762,420	**-**	-
- Toll operation costs	**399,950**	272,888	**-**	-
- Port operation costs	**218,271**	191,326	**-**	-
- Telecommunication projects and services	**8,756**	-	**-**	-
	3,392,540	3,646,889	**887**	227

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 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Property, plant and equipment:					
- depreciation	25	**78,909**	80,164	**594**	448
- impairment	25	**1,961**	-	**-**	-
- written off	25	**4,846**	290	**-**	-
- loss on disposal		**899**	3,248	**-**	-
Right-of-use assets:					
- depreciation	26	**15,192**	13,586	**1,803**	1,806
- written off	26	**-**	41	**-**	-
Investment properties:					
- depreciation	27	**9,003**	9,178	**174**	151
- impairment	27	**853**	4,507	**-**	-
Rental of land and buildings		**260**	410	**-**	-
Hire of plant and equipment		**8,228**	7,505	**2**	49
Auditors' remuneration:					
- statutory audit	8				
Current year		**3,591**	3,837	**521**	464
Under accrual in respect of prior years		**394**	220	**-**	-
- other services	8	**694**	643	**26**	112
Foreign exchange losses (net)					
- realised		**273**	(3,231)	**(342)**	(260)
- unrealised		**73,810**	26,266	**9,025**	2,978
Fair value loss:					
- financial assets held for trading		**787**	530	**-**	-
- derivative financial instruments	13	**-**	2,708	**-**	-
Concession assets:					
- amortisation	28	**243,914**	229,882	**-**	-
- impairment	28	**-**	36,454	**-**	-
Quarry development expenditure:					
- amortisation	34	**3,099**	2,311	**-**	-
- written off	34	**-**	578	**-**	-
Bad debts written off		**95**	86	**-**	-
Impairment of:					
- investment in subsidiaries	29	**-**	-	**83,021**	-
- investment in RUMS	13, 30	**133,500**	-	**-**	-
- investment in RCULS	31	**20,387**	60,292	**20,387**	60,292
- amounts owing by joint ventures	31	**237**	2,687	**-**	-
- trade and other receivables	36	**2,823**	7,779	**24,361**	15,619
Write down of inventories:					
- property development costs (net)	13,35(b)	**2,812**	71,068	**-**	-
- completed buildings	13	**1,096**	7,382	**-**	-
- other inventories		**526**	-	**-**	-

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 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Gross dividends received from:					
- subsidiaries					
(quoted)		**-**	-	**-**	49,487
(unquoted)		**-**	-	**568,116**	1,118,773
- other investments					
(quoted)		**264**	352	**235**	352
Interest income:					
- bank deposits		**54,007**	33,729	**15,431**	12,112
- loans and receivables from related parties		**56,586**	78,314	**98,397**	105,675
- loans and receivables from non-related parties		**1,382**	9,492	**-**	-
- others		**1,432**	2,512	**29**	87
Profits from Islamic placements		**3,343**	2,618	**-**	-
Profits from Redeemable Unsecured Murabahah Stocks		**26,457**	24,518	**-**	-
Gain on disposal of:					
- property, plant and equipment		**6,082**	7,915	**25**	29
- investment properties		**149**	157	**-**	-
- assets held for sale	40	**8,084**	-	**-**	-
- assets and liabilities of disposal group classified as held for sale	47(a)(ii)	**-**	6,975	**-**	13,315
Rental income from operating lease		**22,694**	21,821	**14**	14
Rental income from sub-lease of right-of-use assets		**123**	102	**-**	-
Bad debts recovered		**231**	28	**-**	-
Write back of allowance for impairment of:					
- trade and other receivables	36	**6,591**	9,164	**-**	-
- amounts owing by joint ventures	31	**177**	34,225	**-**	-
Reversal of write down of inventories					
- completed buildings	13	**24,055**	39,479	**-**	-
Reversal of impairment of property, plant and equipment	25	**-**	1,715	**-**	-
Fair value gain on:					
- financial assets held for trading		**18,643**	13,259	**7,501**	2,788
- derivative financial instruments		**337**	-	**-**	-

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

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 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Amortisation of government grants	24(a)	**6,100**	1,502	**-**	-
Amortisation of deferred income	28	**18,625**	17,563	**-**	-
Gain on liquidation of a subsidiary		**-**	-	**-**	8,485
Gain on liquidation of an associate		**-**	4,285	**-**	-
Gain on disposal of a subsidiary	47(a)(i)	**-**	-	**-**	995,455
Gain on disposal of associates		**713**	16,936	**2,706**	-
Gain on redemption of preference shares in a subsidiary		**-**	-	**-**	6,943

6 EMPLOYEE BENEFITS COST

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Wages, salaries and bonus		**293,280**	360,593	**27,408**	23,643
Defined contribution retirement plan		**35,880**	39,623	**3,329**	3,367
Defined benefit retirement plan	23(b)	**176**	3,187	**-**	-
Other employee benefits		**23,082**	23,640	**1,708**	1,802
Share-based payments		**(2,993)**	245	**(1,203)**	(539)
		349,425	427,288	**31,242**	28,273
Less expenses capitalised into:					
- Construction contract costs		**(73,480)**	(77,727)	**-**	-
- Property, plant and equipment	25(c)	**-**	(7,298)	**-**	-
- Concession assets	28	**-**	(738)	**-**	-
		275,945	341,525	**31,242**	28,273

7 DIRECTORS' REMUNERATION

	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Directors of the Company:				
Fees	**1,968**	2,140	**1,872**	1,786
Defined contribution retirement plan	**606**	518	**606**	518
Other emoluments	**8,834**	3,809	**8,813**	3,791
Share-based payments	**(168)**	(230)	**(168)**	(230)
	11,240	6,237	**11,123**	5,865

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 RM196,000 (2022: RM115,000) and RM196,000 (2022: RM115,000) respectively.

8 AUDITORS' REMUNERATION

	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Statutory audit:				
PricewaterhouseCoopers Malaysia *	**2,739**	2,637	**521**	464
Other member firms of PricewaterhouseCoopers International Limited *	**281**	706	**-**	-
Other auditors of subsidiaries	**965**	951	**-**	-
	3,985	4,294	**521**	464
Other services:				
PricewaterhouseCoopers Malaysia *	**560**	547	**26**	112
Other member firms of PricewaterhouseCoopers International Limited *	**134**	96	**-**	-
	694	643	**26**	112
	4,679	4,937	**547**	576

* PricewaterhouseCoopers PLT Malaysia and other member firms of PricewaterhouseCoopers International Limited are separate and independent legal entities.

9 FINANCE COST

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Continuing operations					
Interest expenses arising from:					
- Advances from subsidiaries		**-**	-	**329**	1,811
- Bank borrowings		**127,311**	103,801	**9,927**	4,594
- Bonds		**127,001**	126,456	**58,124**	69,974
- Amortisation of government support loan		**1,611**	1,889	**-**	-
- Amortised costs on financial liabilities		**19,346**	20,539	**-**	-
- Lease liabilities		**2,382**	2,459	**436**	344
- Others		**10,282**	7,721	**-**	-
		287,933	262,865	**68,816**	76,723
Less interest capitalised into:					
- Concession assets	28	**-**	(12,610)	**-**	-
- Property development costs	35(b)	**(32,361)**	(61,960)	**-**	-
		(32,361)	(74,570)	**-**	-
		255,572	188,295	**68,816**	76,723
Discontinued operation					
Interest expenses arising from:					
- Bank borrowings		**-**	5,506	**-**	-
- Lease liabilities		**-**	469	**-**	-
- Others		**-**	354	**-**	-
		-	6,329	**-**	-
Less interest capitalised into:					
- Property, plant and equipment	25(c)	**-**	(998)	**-**	-
		-	5,331	**-**	-
		255,572	193,626	**68,816**	76,723

10 INCOME TAX EXPENSE

	The Group					
	Continuing operations		Discontinued operation		Total	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Current tax:						
- Malaysian income tax	**278,823**	163,571	**-**	19,075	**278,823**	182,646
- Overseas taxation	**17,205**	1,528	**-**	7,753	**17,205**	9,281
	296,028	165,099	**-**	26,828	**296,028**	191,927
Deferred taxation (Note 20)	**(24,596)**	17,836	**-**	5,315	**(24,596)**	23,151
	271,432	182,935	**-**	32,143	**271,432**	215,078
Current tax:						
- Current year	**262,395**	194,009	**-**	34,536	**262,395**	228,545
- Benefits from previously unrecognised temporary differences	**(10,529)**	(15,933)	**-**	(7,708)	**(10,529)**	(23,641)
- Under/(over) accrual in prior years (net)	**44,162**	(12,977)	**-**	-	**44,162**	(12,977)
	296,028	165,099	**-**	26,828	**296,028**	191,927
Deferred taxation:						
- Origination and reversal of temporary differences	**(24,596)**	17,836	**-**	5,315	**(24,596)**	23,151
	271,432	182,935	**-**	32,143	**271,432**	215,078

	The Company	
	2023 RM'000	2022 RM'000
Current tax:		
- Malaysian income tax	**14,196**	16,177
Deferred taxation (Note 20)	**4,410**	2,975
	18,606	19,152
Current tax:		
- Current year	**14,097**	15,074
- Under accrual in prior years (net)	**99**	1,103
	14,196	16,177
Deferred taxation:		
- Origination and reversal of temporary differences	**4,410**	2,975
	18,606	19,152

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Profit before taxation arising from:				
Continuing operations	**483,028**	317,871	**466,225**	2,109,709
Discontinued operation	**-**	782,411	**-**	-
Profit before taxation	**483,028**	1,100,282	**466,225**	2,109,709
Tax calculated at the Malaysian tax rate of 24% (2022: 24%)	**115,927**	264,068	**111,894**	506,330
Tax effects of:				
- Different tax rates in other countries	**(3,180)**	7,011	**-**	-
- Expenses not deductible for tax purposes	**58,651**	69,779	**45,645**	38,761
- Income not subject to tax	**(5,281)**	(170,821)	**(139,032)**	(527,042)
- Changes in tax rate	**-**	1,951	**-**	-
- Reversal of deferred tax assets previously recognised and non recognition of deferred tax assets on unused tax losses, investment allowance and unutilised deductible temporary differences	**99,243**	45,041	**-**	-
- Recognition and utilisation of previously unrecognised tax losses, investment allowance and deductible temporary differences	**(10,529)**	(23,641)	**-**	-
- Share of results of associates and joint ventures	**1,021**	6,880	**-**	-
Under/(over) accrual in prior years (net)	**44,162**	(12,977)	**99**	1,103
(Over)/under accrual of deferred tax in prior years (net)	**(28,582)**	27,787	**-**	-
Income tax expense	**271,432**	215,078	**18,606**	19,152

There is no tax charge in relation to the components of other comprehensive income of the Group and the Company.

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	
	2023 RM'000	2022 RM'000
Net profit attributable to owners of the Company		
- Continuing operations	**158,275**	102,067
- Discontinued operation	**-**	692,823
	158,275	794,890
	'000	'000
Weighted average number of ordinary shares in issue	**3,521,221**	3,581,465
Basic earnings per share (sen)		
- Continuing operations	**4.49**	2.85
- Discontinued operation	**-**	19.34
	4.49	22.19

(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 RM158,275,000 (2022: RM794,890,000) 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	
	2023 RM'000	2022 RM'000
Net profit attributable to owners of the Company		
- Continuing operations	**158,275**	102,067
- Discontinued operation	**-**	692,823
	158,275	794,890
	'000	'000
Weighted average number of ordinary shares in issue	**3,521,221**	3,581,465
Adjustments for ESOS	**-**	-
Adjustments for ESGP	**-**	2,230
Weighted average number of ordinary shares for diluted earnings per share	**3,521,221**	3,583,695
Diluted earnings per share (sen)		
- Continuing operations	**4.49**	2.85
- Discontinued operation	**-**	19.33
	4.49	22.18

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

12 DIVIDENDS

Dividends declared and paid in respect of the current financial year are as follows:

	The Company			
	2023		2022	
	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**	**70,266**	2.00	71,317
Single tier special dividend	**2.00**	*	15.00	534,881
Single tier second interim dividend	**4.00**	*	4.00	141,127**
	8.00	**70,266**	21.00	747,325

* 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 2023.

** Dividends paid during the year.

On 29 May 2023, the Directors have declared a single tier second interim dividend and a special dividend in respect of the financial year ended 31 March 2023 of 4.0 sen and 2.0 sen per share respectively to be paid on 21 July 2023 to every member who is entitled to receive the dividend as at 5:00pm on 30 June 2023. The second interim dividend and special dividend have not been recognised in the Statement of Changes in Equity as they were 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 2023 (2022: 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/had 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, port operations and telecommunication

Other operations of the Group comprise mainly investment holding.

13 SEGMENTAL REPORTING (cont'd)

The segment information provided to the EXCO for the reportable segments for the financial year ended 31 March 2023 is as follows:

	Construction RM'000	Property development RM'000	Manufacturing & quarrying RM'000	Infrastructure RM'000	Investment & others RM'000	Group RM'000
Revenue:						
Total revenue	1,895,587	1,769,967	1,031,462	966,384	641,527	6,304,927
Less: Inter-segment revenue	(572,670)	(27,000)	(28,331)	(267)	(641,026)	(1,269,294)
	1,322,917	1,742,967	1,003,131	966,117	501	5,035,633
Less: Share of operating revenue of associates and joint ventures	(253,011)	(127,752)	(1,244)	(81,141)	-	(463,148)
Revenue from external customers *	1,069,906	1,615,215	1,001,887	884,976	501	4,572,485
Revenue from contract with customers						
Timing of revenue recognition:						
- At a point in time	24,276	627,198	977,784	-	-	1,629,258
- Over time	1,045,630	960,656	17,869	841,791	152	2,866,098
	1,069,906	1,587,854	995,653	841,791	152	4,495,356

* Included in revenue from external customers are revenue from contract with customers of RM4,495,356,000 (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 2023 is as follows: (cont'd)

	Construction RM'000	Property development RM'000	Manufacturing & quarrying RM'000	Infrastructure RM'000	Investment & others RM'000	Group RM'000
Results:						
Profit/(loss) before taxation	90,984	366,747	152,180	(142,813)	15,930	483,028
Depreciation and amortisation [(A)*]	10,373	19,007	50,316	245,661	35	325,392
Finance cost [(B)]	80,054	43,432	2,837	129,249	-	255,572
Earnings before interest, tax, depreciation and amortisation	181,411	429,186	205,333	232,097	15,965	1,063,992
Other than (A) and (B), profit before taxation also includes:						
- Interest income	71,711	30,853	3,355	10,765	26,523	143,207
- Share of profits/(losses) of associates	10,119	329	53	(27,129)	4	(16,624)
- Share of profits of joint ventures	1,847	12,512	-	-	-	14,359
- Impairment of RUMS (Note 5(a))	-	-	-	(133,500)	-	(133,500)
- Write down of inventories:						
• property development costs (Note 5(a))	-	(2,812)	-	-	-	(2,812)
• completed buildings (Note 5(a))	-	(1,096)	-	-	-	(1,096)
- Reversal of write down of inventories:						
• completed buildings (Note 5(b))	-	24,055	-	-	-	24,055

* 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 2023 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	Manufacturing & quarrying RM'000	Infrastructure RM'000	Investment & others RM'000	Group RM'000
Assets:						
Segment assets	**2,273,542**	**10,121,574**	**1,374,875**	**5,880,900**	**297,288**	**19,948,179**
Unallocated assets:						
- Deferred tax assets						**463,512**
- Tax recoverable						**98,904**
Consolidated total assets						**20,510,595**
Segment assets include:						
- Investment in associates	**298,822**	**25,598**	**-**	**616,475**	**286**	**941,181**
- Investment in joint ventures	**771**	**333,134**	**-**	**216,454**	**23**	**550,382**
- Additions to non-current assets* (other than financial instruments and deferred tax assets)	**8,334**	**31,761**	**34,237**	**174,228**	**37**	**248,597**
Liabilities:						
Segment liabilities	**2,396,009**	**3,278,985**	**208,757**	**3,087,222**	**873**	**8,971,846**
Unallocated liabilities:						
- Deferred tax liabilities						**491,158**
- Current tax liabilities						**86,521**
Consolidated total liabilities						**9,549,525**

* 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 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)

						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
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), 47(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 buildings (Note 5(a))	-	(7,382)	-	-	-	(7,382)	-	(7,382)
- Reversal of write down of inventories								
• completed buildings (Note 5(b))	-	39,479	-	-	-	39,479	-	39,479

* 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 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.

	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
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)

Geographical information:

	Revenue from external customers RM'000	Non-* current assets RM'000
2023		
Malaysia	**4,144,163**	**5,177,575**
India	**421,462**	**1,304,373**
United Kingdom	**6,860**	**196**
Other countries	**-**	**36**
	4,572,485	**6,482,180**
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

* 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).

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			
	2023		2022	
	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 2022/2021	**3,645,489**	**6,127,731**	3,641,119	6,117,056
Issuance of shares arising from:				
- Vesting of shares under ESGP	**2,078**	**4,675**	4,370	10,675
At 31 March	**3,647,567**	**6,132,406**	3,645,489	6,127,731

During the financial year, the number of issued and paid-up ordinary shares of the Company was increased from 3,645,488,520 to 3,647,566,120 by way of the issuance of 2,077,600 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			
	2023		2022	
	Number of shares '000	Amount RM'000	Number of shares '000	Amount RM'000
At 1 April 2022/2021	**113,330**	**189,939**	23,732	36,655
Share buy back	**21,334**	**34,973**	89,598	153,284
At 31 March	**134,664**	**224,912**	113,330	189,939

The shareholders of the Company had approved an ordinary resolution at the Annual General Meeting held on 25 August 2022 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 21,333,800 of its ordinary shares from the open market on Bursa Malaysia Securities Berhad ("Bursa Malaysia") for RM34,973,360. The average price paid for the shares purchased was approximately RM1.64 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.

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) At the date of expiry on 24 December 2022, the unexercised ESOS of 112,736,000 lapsed and ceased to be valid for any purpose. The movement of ESOS during the financial year is as follows:

			Number of share options over ordinary shares			
Grant Date	Expiry Date	Exercise Price RM/share	Balance at 1.4.2022 '000	Forfeited '000	Lapsed upon expiry on 24.12.2022 '000	Balance at 31.3.2023 '000
24 December 2012	24 December 2022	4.44/4.37*/ 2.18**/2.16*** 1.98****	3,437	(294)	(3,143)	-
24 December 2013	24 December 2022	5.22/5.14*/ 2.57**/2.54***/ 2.33****	13,775	(874)	(12,901)	-
24 December 2014	24 December 2022	5.88/2.94** 2.91***/ 2.67****	7,628	(626)	(7,002)	-
24 December 2014	24 December 2022	3.06/3.03***/ 2.78****	9,614	(258)	(9,356)	-
24 December 2014	24 December 2022	2.93/2.69****	9,671	(310)	(9,361)	-
24 December 2014	24 December 2022	2.70/2.48****	48,461	(3,150)	(45,311)	-
24 December 2014	24 December 2022	2.16/1.98****	31,079	(5,417)	(25,662)	-
			123,665	(10,929)	(112,736)	-

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 had been implemented on 24 December 2012 and expired on 24 December 2022.

On 15 April 2019, the seventh award of shares under the ESGP ("Seventh 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.

The movements of ESGP during the financial year is as follows:

	Number of share grants			
Grant Date	Balance at 1.4.2022 '000	Forfeited '000	Issued '000	Balance at 31.3.2023 '000
15 April 2019	2,230	(152)	(2,078)	-

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 could 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 provided funding to the trustee to subscribe for new shares of the Company which were held under a trust and managed by a trustee. Shares issued by the Company under the ETF mechanism were 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	
	2023 RM'000	2022 RM'000
At 1 April 2022/2021 and **At 31 March**	**1,263**	1,263

15 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").

(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 3% per annum.

15 PERPETUAL SUKUK OF A SUBSIDIARY (cont'd)

The salient features of the Perpetual Sukuk are as follows: (cont'd)

(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.

16 BONDS

	Unsecured	Secured			
	Sukuk Murabahah Notes (a) RM'000	Sukuk Murabahah Notes (b) RM'000	Sukuk Mudharabah Notes (c) RM'000	Sukuk Wakalah (d) RM'000	Total RM'000
The Group					
2023					
At 1 April 2022	**1,500,000**	**-**	**435,000**	**1,035,000**	**2,970,000**
Drawdown during the year	**-**	**360,000**	**-**	**-**	**360,000**
Redeemed during the year	**(300,000)**	**-**	**(60,000)**	**(50,000)**	**(410,000)**
At 31 March 2023	**1,200,000**	**360,000**	**375,000**	**985,000**	**2,920,000**
Less:					
Transaction cost	**-**	**(1,148)**	**-**	**(5,415)**	**(6,563)**
Accumulated amortisation	**-**	**153**	**-**	**3,435**	**3,588**
	-	**(995)**	**-**	**(1,980)**	**(2,975)**
	1,200,000	**359,005**	**375,000**	**983,020**	**2,917,025**
Less:					
Amount redeemable within 12 months (Note 44)	**(200,000)**	**-**	**(60,000)**	**(85,000)**	**(345,000)**
	1,000,000	**359,005**	**315,000**	**898,020**	**2,572,025**

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

16 BONDS (cont'd)

	Unsecured	Secured			
	Sukuk Murabahah Notes (a) RM'000	Sukuk Murabahah Notes (b) RM'000	Sukuk Mudharabah Notes (c) RM'000	Sukuk Wakalah (d) RM'000	Total RM'000
The Group (cont'd)					
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 44)	(300,000)	-	(60,000)	(50,000)	(410,000)
	1,200,000	-	375,000	982,333	2,557,333

	Unsecured Sukuk Murabahah Notes (a) RM'000	Total RM'000
The Company		
2023		
At 1 April 2022	**1,500,000**	**1,500,000**
Redeemed during the year	**(300,000)**	**(300,000)**
At 31 March 2023	**1,200,000**	**1,200,000**
Less:		
Amount redeemable within 12 months (Note 44)	**(200,000)**	**(200,000)**
	1,000,000	**1,000,000**
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 44)	(300,000)	(300,000)
	1,200,000	1,200,000

16 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								
2023								
Unsecured								
Sukuk Murabahah Notes	(a)	**1,200,000**	**200,000**	**100,000**	**200,000**	**-**	**-**	**700,000**
Secured								
Sukuk Murabahah Notes	(b)	**359,005**	**-**	**-**	**-**	**-**	**359,005**	**-**
Sukuk Mudharabah Notes	(c)	**375,000**	**60,000**	**60,000**	**60,000**	**60,000**	**65,000**	**70,000**
Sukuk Wakalah	(d)	**983,020**	**85,000**	**100,000**	**160,000**	**225,000**	**255,000**	**158,020**
		2,917,025	**345,000**	**260,000**	**420,000**	**285,000**	**679,005**	**928,020**
2022								
Unsecured								
Sukuk Murabahah Notes	(a)	1,500,000	300,000	200,000	100,000	200,000	-	700,000
Secured								
Sukuk Mudharabah Notes	(c)	435,000	60,000	60,000	60,000	60,000	60,000	135,000
Sukuk Wakalah	(d)	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
The Company								
Unsecured								
Sukuk Murabahah Notes	(a)							
2023		**1,200,000**	**200,000**	**100,000**	**200,000**	**-**	**-**	**700,000**
2022		1,500,000	300,000	200,000	100,000	200,000	-	700,000

16 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. This tranche was fully repaid in the previous financial years.

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. During the financial year, RM300,000,000 was repaid on 10 June 2022.

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 2023, the profit rate of the Sukuk is 4.61% (2022: 4.65%) per annum.

(b) Sukuk Murabahah Notes

(i) On 26 August 2022, Fairview Valley Sdn Bhd ("FVSB"), an indirect subsidiary of the Company established a secured Sukuk Murabahah Programme ("Programme") of up to RM360 million in nominal value with a tenure of 5 years from the first issuance date.

On 26 August 2022, FVSB (Issuer) made its first issuance pursuant to the Programme for the amount of RM360,000,000 at nominal value and carrying a variable profit rate ranging from 3.78% to 4.42% per annum. It is repayable in full 5 years after the issue date.

As at 31 March 2023, the profit rate of the Sukuk is 4.42% per annum.

16 BONDS (cont'd)

B. Principal features of Bonds (cont'd)

(b) Sukuk Murabahah Notes (cont'd)

(ii) The Sukuk is secured by the following:

- a first legal charge by the Issuer over the land including the building known as "Menara Prudential" and all other buildings and fixtures erected or to be erected thereon ("Security Property");
- a debenture creating a first fixed and floating charge over all the present and future assets of the Issuer;
- a charge and assignment by the Issuer over the designated accounts and the credit balances therein and the permitted investments;
- an assignment by the Issuer over all its rights, interest and benefits over the lease agreements and the tenancy agreements including all amounts and deposits payable to the Issuer thereunder;
- an assignment by the issuer over all its rights, interest and benefits over the sale and purchase agreement(s) entered or to be entered into in relation to the disposal of the Security Property or any part thereof by the Issuer, if any, including all amounts payable to the Issuer thereunder; and
- an assignment by the issuer over all its rights, interest and benefits over all insurance policy(ies)/ Takaful contract(s) in relation to the Security Property which are undertaken by, issued in favour of or for the benefit of the Issuer.

(c) 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 2021.

During the financial year, RM60,000,000 was repaid on 28 July 2022.

As at 31 March 2023, the profit rate of the Sukuk is 5.17% (2022: 5.13%) per annum.

(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.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

16 BONDS (cont'd)

B. Principal features of Bonds (cont'd)

(d) 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 3.18% to 4.92% (2022: 3.10% to 3.26%) 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 3.25% to 4.93% (2022: 3.22% to 3.27%) 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 3.28% to 4.94% (2022: 3.25% to 3.28%) 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 3.27% to 4.93% (2022: 3.24% to 3.27%) 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 3.25% to 4.91% per annum (2022: 3.22% to 3.25%) per annum. It is repayable in 11 varying annual instalments, commencing 4 years after the issue date.

During the financial year, RM50,000,000 was repaid on 28 April 2022.

As at 31 March 2023, the profit rate of the Sukuk is 4.90% (2022: 3.23%) per annum.

(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.

(iii) 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.

17 TERM LOANS

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Current:					
Secured	44	**153,513**	107,245	**-**	-
Unsecured	44	**429,587**	372,478	**172,146**	94,534
		583,100	479,723	**172,146**	94,534
Non-current:					
Secured		**1,050,920**	1,259,225	**-**	-
Unsecured		**6,905**	45,393	**-**	10,504
		1,057,825	1,304,618	**-**	10,504
		1,640,925	1,784,341	**172,146**	105,038

A. Currency profile of term loans

The currency exposure profile of term loans is as follows:

	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
United States Dollar	**871,376**	776,860	**172,146**	105,038

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

17 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
2023										
Secured										
Term loan 1	5.2	**31,578**	RM	(a)	**31,578**	**-**	**-**	**-**	**-**	**-**
Term loan 2	4.3	**24,976**	RM	(b)	**24,976**	**-**	**-**	**-**	**-**	**-**
Term loan 3	4.8	**72,250**	RM	(c)	**7,400**	**7,400**	**7,400**	**50,050**	**-**	**-**
Term loan 4	4.4	**2,618**	RM	(d)	**75**	**79**	**82**	**86**	**89**	**2,207**
Term loan 5	4.9	**118,485**	RM	(e)	**10,000**	**10,000**	**20,000**	**20,000**	**58,485**	**-**
Term loan 6	4.8	**6,943**	RM	(f)	**-**	**-**	**3,000**	**3,000**	**943**	**-**
Term loan 7	4.8	**73,858**	RM	(g)	**7,400**	**7,400**	**7,400**	**51,658**	**-**	**-**
Term loan 8	4.8	**2,115**	RM	(h)	**1,190**	**925**	**-**	**-**	**-**	**-**
Term loan 9	4.4	**9,558**	RM	(i)	**9,558**	**-**	**-**	**-**	**-**	**-**
Term loan 10	10.2	**118,459**	INR	(j)	**2,111**	**3,317**	**4,524**	**5,730**	**6,936**	**95,841**
Term loan 11	7.5	**699,230**	USD	(k)	**14,862**	**24,770**	**33,971**	**625,627**	**-**	**-**
Term loan 12	5.7	**44,363**	RM	(l)	**44,363**	**-**	**-**	**-**	**-**	**-**
		1,204,433			**153,513**	**53,891**	**76,377**	**756,151**	**66,453**	**98,048**
Unsecured										
Term loan 15	5.6	**88,280**	USD		**88,280**	**-**	**-**	**-**	**-**	**-**
Term loan 16	6.6	**11,035**	USD		**11,035**	**-**	**-**	**-**	**-**	**-**
Term loan 17	3.5	**7,984**	RM		**7,984**	**-**	**-**	**-**	**-**	**-**
Term loan 18	4.8	**26,905**	RM		**20,000**	**6,905**	**-**	**-**	**-**	**-**
Term loan 19	8.9	**6,725**	INR		**6,725**	**-**	**-**	**-**	**-**	**-**
Term loan 20	8.7	**205,516**	INR		**205,516**	**-**	**-**	**-**	**-**	**-**
Term loan 21	8.8	**17,216**	INR		**17,216**	**-**	**-**	**-**	**-**	**-**
Term loan 22	5.9	**22,070**	USD		**22,070**	**-**	**-**	**-**	**-**	**-**
Term loan 23	5.9	**50,761**	USD		**50,761**	**-**	**-**	**-**	**-**	**-**
		436,492			**429,587**	**6,905**	**-**	**-**	**-**	**-**
Total term loans		**1,640,925**			**583,100**	**60,796**	**76,377**	**756,151**	**66,453**	**98,048**

17 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
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 5	3.8	124,310	RM	(e)	6,000	10,000	10,000	20,000	20,000	58,310
Term loan 6	3.7	5,261	RM	(f)	-	-	-	2,350	2,911	-
Term loan 7	3.7	81,187	RM	(g)	7,400	7,400	7,400	7,400	51,587	-
Term loan 8	3.7	3,253	RM	(h)	1,190	1,190	873	-	-	-
Term loan 9	3.4	20,412	RM	(i)	11,857	8,555	-	-	-	-
Term loan 10	9.3	123,369	INR	(j)	1,167	2,178	3,422	4,667	5,911	106,024
Term loan 11	2.5	671,822	USD	(k)	6,732	14,137	23,561	32,312	595,080	-
Term loan 12	4.0	132,000	RM	(l)	-	50,000	82,000	-	-	-
Term loan 13	2.4	1,681	GBP	(m)	-	-	1,681	-	-	-
Term loan 14	3.4	2,113	RM	(n)	499	1,614	-	-	-	-
		1,366,470			107,245	159,281	136,337	74,129	725,144	164,334
Unsecured										
Term loan 16	2.0	52,519	USD		42,015	10,504	-	-	-	-
Term loan 17	2.4	17,566	RM		9,581	7,985	-	-	-	-
Term loan 18	3.1	46,904	RM		20,000	26,904	-	-	-	-
Term loan 19	7.1	22,200	INR		22,200	-	-	-	-	-
Term loan 20	7.1	207,015	INR		207,015	-	-	-	-	-
Term loan 21	7.4	19,148	INR		19,148	-	-	-	-	-
Term loan 22	0.8	21,008	USD		21,008	-	-	-	-	-
Term loan 24	1.6	31,511	USD		31,511	-	-	-	-	-
		417,871			372,478	45,393	-	-	-	-
Total term loans		1,784,341			479,723	204,674	136,337	74,129	725,144	164,334

17 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 Company	Effective interest rate as at year end % p.a	Total carrying amount RM'000	Currency	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
2023									
Unsecured									
Term loan 15	5.6	**88,280**	USD	**88,280**	-	-	-	-	-
Term loan 16	6.6	**11,035**	USD	**11,035**	-	-	-	-	-
Term loan 22	5.9	**22,070**	USD	**22,070**	-	-	-	-	-
Term loan 23	5.9	**50,761**	USD	**50,761**	-	-	-	-	-
		172,146		**172,146**	-	-	-	-	-
2022									
Unsecured									
Term loan 16	2.0	52,519	USD	42,015	10,504	-	-	-	-
Term loan 22	0.8	21,008	USD	21,008	-	-	-	-	-
Term loan 24	1.6	31,511	USD	31,511	-	-	-	-	-
		105,038		94,534	10,504	-	-	-	-

C. Principal features of secured term loans

(a) Term loan 1 of RM31,578,000 (2022: RM71,889,000) and revolving credit of RM Nil (2022: RM10,267,000) (Note 44(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 (Note 39); and

(v) a corporate guarantee by IJML.

(b) Term loan 2 of RM24,976,000 (2022: RM49,918,000) is 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 certain subsidiaries of IJML; and

(iii) a corporate guarantee by IJML.

17 TERM LOANS (cont'd)

C. Principal features of secured term loans (cont'd)

(c) Term loan 3 of RM72,250,000 (2022: RM79,255,000) 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 certain subsidiaries of IJML (Notes 26 and 35); and

(iii) a corporate guarantee by IJML.

(d) Term loan 4 of RM2,618,000 (2022: RM Nil) is secured by way of:

(i) a first party open charge over the lands and buildings of a subsidiary of Globalcomm Solutions Sdn Bhd ("GSSB"), which is 60% held by the Company; and

(ii) joint and several guarantee by shareholders of the subsidiary of GSSB.

(e) Term loan 5 of RM118,485,000 (2022: RM124,310,000) 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 35); and

(iii) a corporate guarantee by IJML.

(f) Term loan 6 of RM6,943,000 (2022: RM5,261,000) and revolving credit of RM9,737,000 (2022: RM8,563,000) (Note 44(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 35); and

(iii) a corporate guarantee by IJML.

(g) Term loan 7 of RM73,858,000 (2022: RM81,187,000) and revolving credit of RM100,000,000 (2022: RM Nil) (Note 44(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 35); and

(iii) a corporate guarantee by IJML.

(h) Term loan 8 of RM2,115,000 (2022: RM3,253,000) 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 35); and

(iii) a corporate guarantee by IJML.

(i) Term loan 9 of RM9,558,000 (2022: RM20,412,000) 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 35); and

(ii) a corporate guarantee by IJML.

(j) Term loan 10 of RM118,459,000 (2022: RM123,369,000) 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.

17 TERM LOANS (cont'd)

C. Principal features of secured term loans (cont'd)

(k) Term loan 11 of RM699,230,000 (2022: RM671,822,000) 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.

(l) Term Loan 12 of RM44,363,000 (2022: RM132,000,000) 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 35);

(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 39); and

(vii) a corporate guarantee from IJML and a corporate shareholder of a subsidiary.

(m) Term loan 13 of RM Nil (2022: RM1,681,000) 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 35);

(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 (Note 39);

(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 during the financial year.

(n) Term loan 14 of RM NIL (2022: RM2,113,000) was 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 35); and

(iii) a corporate guarantee by IJML.

The loan was fully repaid during the financial year.

18 GOVERNMENT SUPPORT LOANS

	The Group 2023 RM'000	2022 RM'000
Government Support Loan	**31,059**	47,249
Less: Payable within 12 months (Note 41)	**(9,930)**	(9,930)
	21,129	37,319

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
2023							
Government Support Loan	**31,059**	**9,930**	**9,600**	**9,281**	**2,248**	**-**	**-**
2022							
Government Support Loan	47,249	9,930	9,601	9,281	8,974	8,676	787

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:

The Government Support Loan 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 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.

19 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 1 to 32 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 3 to 5 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Non-current:				
Lease liabilities	**52,440**	21,178	**8,016**	4,245
Current:				
Lease liabilities	**18,410**	10,366	**1,710**	1,833
Total lease liabilities	**70,850**	31,544	**9,726**	6,078

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 RM24,896,000 (2022: RM20,235,000) and RM2,125,000 (2022: RM1,794,000) 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	
	2023 RM'000	2022 RM'000
Less than 1 year	**56,934**	58,330
Between 1 and 2 years	**56,659**	55,056
Between 2 and 3 years	**53,459**	55,710
Between 3 and 4 years	**49,065**	54,954
Between 4 and 5 years	**46,639**	52,344
More than 5 years	**216,521**	287,196
Total undiscounted lease payments	**479,277**	563,590

20 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Deferred tax assets	**463,512**	458,456	**12,653**	17,063
Deferred tax liabilities	**(491,158)**	(509,400)	**-**	-
	(27,646)	(50,944)	**12,653**	17,063
At 1 April 2022/2021	**(50,944)**	(104,601)	**17,063**	20,038
(Charged)/credited to income statement (Note 10)				
- Property, plant and equipment	**(3,419)**	(11,105)	**(37)**	(143)
- Concession assets	**6,918**	12,589	**-**	-
- Right-of-use assets	**10,392**	(3,525)	**433**	434
- Post–employment benefit	**(61)**	779	**-**	-
- Intangible assets	**144**	296	**-**	-
- Tax losses	**11,739**	5,741	**-**	-
- Payables	**(34,085)**	(27,808)	**(407)**	286
- Inventories	**39,371**	8,492	**-**	-
- Construction contracts	**10,631**	467	**-**	-
- Borrowings	**387**	2,591	**-**	-
- Lease liabilities	**(9,362)**	2,459	**(405)**	(419)
- Investment properties	**2,539**	(2,283)	**-**	-
- Derivative financial instruments	**(81)**	(458)	**-**	-
- Receivables	**(5,491)**	(6,828)	**(3,994)**	(3,133)
- Share-based payment	**(9,305)**	1,410	**-**	-
- Contract asset/liabilities	**(8,397)**	5,348	**-**	-
- Associates	**17,866**	(5,884)	**-**	-
- Investment allowance	**(5,220)**	(5,376)	**-**	-
- Others	**30**	(56)	**-**	-
	24,596	(23,151)	**(4,410)**	(2,975)
Exchange differences	**(344)**	(391)	**-**	-
Acquisition of a subsidiary (Note 46(a)(i),(b))	**(954)**	11,312	**-**	-
Disposal of a subsidiary (Note 47(a)(i))	**-**	65,887	**-**	-
At 31 March	**(27,646)**	(50,944)	**12,653**	17,063

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

20 DEFERRED TAXATION (cont'd)

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Subject to income tax				
Deferred tax assets (before offsetting)				
- Property, plant and equipment	**903**	2,092	**-**	-
- Inventories	**238,491**	203,439	**-**	-
- Post-employment benefit	**458**	519	**-**	-
- Payables	**149,718**	173,828	**809**	1,216
- Tax losses	**47,411**	35,990	**-**	-
- Construction contracts	**29,616**	18,985	**-**	-
- Borrowings	**108**	108	**-**	-
- Right-of-use assets	**14,650**	4,258	**1,744**	1,311
- Investment properties	**8,601**	4,096	**-**	-
- Concession assets	**6,795**	5,712	**-**	-
- Receivables	**20,133**	19,063	**12,030**	16,024
- Share-based payment	**-**	9,305	**-**	-
- Contract liabilities	**857**	12,052	**-**	-
- Derivative financial instruments	**-**	81	**-**	-
- Investment allowance	**75,304**	80,524	**-**	-
- Lease liabilities	**-**	964	**-**	-
- Others	**1,351**	1,356	**-**	-
	594,396	572,372	**14,583**	18,551
Offsetting	**(130,884)**	(113,916)	**(1,930)**	(1,488)
Deferred tax assets (after offsetting)	**463,512**	458,456	**12,653**	17,063
Deferred tax liabilities (before offsetting)				
- Property, plant and equipment	**(142,578)**	(140,381)	**(310)**	(273)
- Intangible assets	**(4,125)**	(3,319)	**-**	-
- Borrowings	**(849)**	(1,236)	**-**	-
- Lease liabilities	**(14,163)**	(5,765)	**(1,620)**	(1,215)
- Inventories	**(168,290)**	(172,609)	**-**	-
- Payables	**(10,032)**	(52)	**-**	-
- Concession assets	**(269,088)**	(274,865)	**-**	-
- Associate	**-**	(17,866)	**-**	-
- Contract assets	**-**	(2,798)	**-**	-
- Investment properties	**(6,974)**	(5,008)	**-**	-
- Receivables	**(6,561)**	-	**-**	-
- Others	**618**	583	**-**	-
	(622,042)	(623,316)	**(1,930)**	(1,488)
Offsetting	**130,884**	113,916	**1,930**	1,488
Deferred tax liabilities (after offsetting)	**(491,158)**	(509,400)	**-**	-

20 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Unutilised deductible temporary differences	**337,083**	273,287	**-**	-
Untilised investment allowance	**144,025**	123,672	**-**	-
Unused tax losses	**653,915**	857,780	**-**	-
	1,135,023	1,254,739	**-**	-

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 RM653,915,000 and RM144,025,000 (2022: RM857,780,000 and RM123,672,000) respectively will expire in the following financial years:

	The Group	
	2023 RM'000	2022 RM'000
Financial year		
2023	**-**	209,846
2024	**10,662**	12,619
2025	**5,108**	18,502
2026	**20,665**	33,744
2027	**154,620**	151,435
2028	**314,165**	329,052
2029	**42,798**	50,291
2030	**55,363**	76,055
2031	**84,986**	45,067
2032	**55,992**	54,841
2033	**53,581**	-
	797,940	981,452

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.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)
For the Financial Year Ended 31 March 2023

21 FINANCIAL INSTRUMENTS BY CATEGORY

	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
The Group					
At 31 March 2023					
Assets as per statement of financial position:					
Non-current assets:					
Associates *	30	**264,928**	**-**	**-**	**264,928**
Joint ventures **	31	**323,347**	**157,540**	**-**	**480,887**
Financial assets at fair value through other comprehensive income	32	**-**	**-**	**3,665**	**3,665**
Long term receivables ***	33	**233,199**	**-**	**-**	**233,199**
Current assets:					
Trade and other receivables ****	36	**1,213,808**	**-**	**-**	**1,213,808**
Financial assets at fair value through profit or loss	38	**-**	**541,934**	**-**	**541,934**
Deposits, cash and bank balances	39	**2,825,163**	**-**	**-**	**2,825,163**
Total		**4,860,445**	**699,474**	**3,665**	**5,563,584**

	Note	Other financial liabilities at amortised costs RM'000	Total RM'000
Liabilities as per statement of financial position:			
Non-current liabilities:			
Bonds	16	**2,572,025**	**2,572,025**
Term loans	17	**1,057,825**	**1,057,825**
Government support loans	18	**21,129**	**21,129**
Trade and other payables	22	**293,503**	**293,503**
Current liabilities:			
Trade and other payables*****	41	**2,674,917**	**2,674,917**
Borrowings	44	**1,703,933**	**1,703,933**
Total		**8,323,332**	**8,323,332**

21 FINANCIAL INSTRUMENTS BY CATEGORY (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
The Group (cont'd)					
At 31 March 2022					
Assets as per statement of financial position:					
Non-current assets:					
Associates *	30	357,654	-	-	357,654
Joint ventures **	31	333,415	133,781	-	467,196
Financial assets at fair value through other comprehensive income	32	-	-	3,665	3,665
Long term receivables ***	33	149,531	-	-	149,531
Current assets:					
Trade and other receivables ****	36	1,227,259	-	-	1,227,259
Financial assets at fair value through profit or loss	38	-	611,279	-	611,279
Deposits, cash and bank balances	39	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	16	-	2,557,333	2,557,333
Term loans	17	-	1,304,618	1,304,618
Government support loans	18	-	37,319	37,319
Trade and other payables	22	-	284,701	284,701
Current liabilities:				
Derivative financial instruments	42	337	-	337
Trade and other payables *****	41	-	2,670,050	2,670,050
Borrowings	44	-	1,620,409	1,620,409
Total		337	8,474,430	8,474,767

* 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 2023

21 FINANCIAL INSTRUMENTS BY CATEGORY (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
The Company					
At 31 March 2023					
Assets as per statement of financial position:					
Non-current assets:					
Subsidiaries *	29	**871,197**	**-**	**-**	**871,197**
Joint ventures **	31	**57,756**	**157,540**	**-**	**215,296**
Financial assets at fair value through other comprehensive income	32	**-**	**-**	**2,050**	**2,050**
Current assets:					
Trade and other receivables ***	36	**395,607**	**-**	**-**	**395,607**
Financial assets at fair value through profit or loss	38	**-**	**279,877**	**-**	**279,877**
Deposits, cash and bank balances	39	**656,857**	**-**	**-**	**656,857**
Total		**1,981,417**	**437,417**	**2,050**	**2,420,884**

	Note	Other financial liabilities at amortised costs RM'000	Total RM'000
Liabilities as per statement of financial position:			
Non-current liabilities:			
Bonds	16	**1,000,000**	**1,000,000**
Trade and other payables	22	**38,965**	**38,965**
Current liabilities:			
Trade and other payables	41	**57,945**	**57,945**
Borrowings	44	**522,146**	**522,146**
Total		**1,619,056**	**1,619,056**

21 FINANCIAL INSTRUMENTS BY CATEGORY (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
The Company (cont'd)					
At 31 March 2022					
Assets as per statement of financial position:					
Non-current assets:					
Subsidiaries *	29	935,749	-	-	935,749
Joint ventures **	31	57,756	133,781	-	191,537
Financial assets at fair value through other comprehensive income	32	-	-	2,050	2,050
Current assets:					
Trade and other receivables ***	36	444,063	-	-	444,063
Financial assets at fair value through profit or loss	38	-	172,462	-	172,462
Deposits, cash and bank balances	39	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	16	1,200,000	1,200,000
Term loans	17	10,504	10,504
Trade and other payables	22	49,109	49,109
Current liabilities:			
Trade and other payables	41	51,603	51,603
Borrowings	44	444,534	444,534
Total		1,755,750	1,755,750

* 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 2023

22 TRADE AND OTHER PAYABLES

	Note	The Group 2023 RM'000	The Group 2022 RM'000
Advances from the State Government	(a)	**33,180**	33,180
Land and development costs payable	(b)	**127,308**	127,141
Less: Payable within 12 months (Note 41)		**(20,697)**	(28,500)
Payable after 12 months		**106,611**	98,641
Deposits I	(c)	**8,225**	8,225
Deposits II	(c)	**6,195**	5,927
Refundable membership securities I	(d)	**-**	1,199
Refundable membership securities II	(d)	**5,530**	5,367
Lease payable to Kuantan Port Authority	(e)	**140,472**	138,504
Less: Payable within 12 months (Note 41)		**(6,710)**	(6,342)
Payable after 12 months		**133,762**	132,162
		293,503	284,701

	Note	The Company 2023 RM'000	The Company 2022 RM'000
Amount owing to a subsidiary	(f)	**38,965**	49,109

(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.

22 TRADE AND OTHER PAYABLES (cont'd)

(b) This represents the present value of the deferred land cost of RM127,308,000 (2022: RM127,141,000) 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 represented 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 were 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. During the financial year, the membership securities were fully refunded since the hotel operation had ceased.

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 28 to the financial statements. In the preceding financial year, an additional amount of RM44.1 million was 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.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

23 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.

The amounts of unfunded defined benefit recognised in the statement of financial position may be analysed as follows:

	The Group	
	2023 RM'000	2022 RM'000
Present values of unfunded defined benefit obligations, recognised as liability in the statement of financial position	**1,910**	2,163
Analysed as:		
Current (included in other payables - Note 41)	**33**	446
Non-current	**1,877**	1,717
	1,910	2,163

The movements during the financial year on the amounts recognised in the consolidated statement of financial position are as follows:

	The Group	
	2023 RM'000	2022 RM'000
At 1 April 2022/2021	**2,163**	23,945
Charged to profit or loss	**176**	3,007
Capitalised in bearer plants	**-**	180
Total costs of unfunded defined benefits plan (Note 6)	**176**	3,187
Contributions paid during the financial year	**(429)**	(1,245)
Adjustment for actuarial gain	**-**	(135)
Exchange differences	**-**	231
Disposal of a subsidiary	**-**	(23,820)
At 31 March	**1,910**	2,163

The following amounts have been recognised in the profit or loss:		
Current service cost	**85**	2,255
Interest cost	**91**	752
	176	3,007

23 RETIREMENT BENEFITS (cont'd)

(b) Unfunded defined benefit plan (cont'd)

The charges to the profit or loss were included in the following line items in the statement of comprehensive income:

	The Group 2023 RM'000	The Group 2022 RM'000
Cost of sales	**132**	2,900
Administrative expenses	**44**	107
	176	3,007

	The Group 2023 %	The Group 2022 %
Defined benefit plan operated by a local subsidiary:		
Discount rate	**4.7**	4.7
Expected rate of salary increases	**4.0**	4.0

Any reasonable change in the principal actuarial assumptions will not result in any significant change to the financial performance of the Group.

24 DEFERRED INCOME

	Note	The Group 2023 RM'000	The Group 2022 RM'000
Government grants	(a)	**190,074**	202,202
Deferred gain	(b)	**68,704**	70,355
		258,778	272,557

(a) Government grants:

	Note	2023 RM'000	2022 RM'000
Cost			
At 1 April 2022/2021		**203,685**	200,857
Grants received during the year		**-**	7,868
Exchange translation differences		**(6,239)**	(5,040)
At 31 March		**197,446**	203,685
Accumulated amortisation			
At 1 April 2022/2021		**(1,483)**	-
Current amortisation	5(b)	**(6,100)**	(1,502)
Exchange translation differences		**211**	19
At 31 March		**(7,372)**	(1,483)
		190,074	202,202

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.

25 PROPERTY, PLANT AND EQUIPMENT

The details of property, plant and equipment are as follows:

	Freehold land RM'000	Buildings RM'000	Hotel properties RM'000	Plant, machinery, equipment and vehicles RM'000	Office equipment, furniture, fittings and renovations RM'000	Capital work-in-progress RM'000	Total RM'000
The Group							
2023							
Net book value							
At 1 April 2022	**100,409**	**88,016**	**107,422**	**597,115**	**43,438**	**108,604**	**1,045,004**
Acquisition of a subsidiary (Note 46(a)(i))	**932**	**1,577**	**-**	**1,263**	**318**	**-**	**4,090**
Additions	**-**	**1,000**	**163**	**21,759**	**7,449**	**20,836**	**51,207**
Disposals	**(84)**	**(1,844)**	**-**	**(30,689)**	**(95)**	**-**	**(32,712)**
Written off (Note 5(a))	**-**	**(1,168)**	**(69)**	**(121)**	**(3,177)**	**(311)**	**(4,846)**
Depreciation charges for the year	**-**	**(5,439)**	**(4,407)**	**(60,590)**	**(9,690)**	**-**	**(80,126)**
Impairment (Note 5(a))	**-**	**-**	**-**	**(1,770)**	**(282)**	**91**	**(1,961)**
Exchange differences arising from translation of assets of foreign operations	**(104)**	**(167)**	**1**	**(457)**	**(139)**	**(105)**	**(971)**
Reclassifications	**1,183**	**30,548**	**(510)**	**75,148**	**3,361**	**(109,730)**	**-**
Transferred to investment properties (Note 27)	**-**	**-**	**-**	**-**	**-**	**(99)**	**(99)**
Transferred to property development costs (Note 35(b))	**-**	**-**	**-**	**-**	**(397)**	**-**	**(397)**
At 31 March 2023	**102,336**	**112,523**	**102,600**	**601,658**	**40,786**	**19,286**	**979,189**

25 PROPERTY, PLANT AND EQUIPMENT (cont'd)

The details of property, plant and equipment are as follows: (cont'd)

	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
The Group (cont'd)									
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 47(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 40(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

25 PROPERTY, PLANT AND EQUIPMENT (cont'd)

The details of property, plant and equipment are as follows: (cont'd)

	Freehold land RM'000	Buildings RM'000	Hotel properties RM'000	Plant, machinery, equipment and vehicles RM'000	Office equipment, furniture, fittings and renovations RM'000	Capital work-in-progress RM'000	Total RM'000
The Group (cont'd)							
At 31 March 2023							
Cost	**102,336**	**185,659**	**144,804**	**1,261,539**	**120,924**	**19,327**	**1,834,589**
Accumulated depreciation	**-**	**(73,098)**	**(37,255)**	**(652,041)**	**(79,782)**	**-**	**(842,176)**
Accumulated impairment	**-**	**(38)**	**(4,949)**	**(7,840)**	**(356)**	**(41)**	**(13,224)**
Net book value	**102,336**	**112,523**	**102,600**	**601,658**	**40,786**	**19,286**	**979,189**
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

25 PROPERTY, PLANT AND EQUIPMENT (cont'd)

The details of property, plant and equipment are as follows: (cont'd)

	Plant, machinery, equipment and vehicles RM'000	Office equipment, furniture, fittings and renovations RM'000	Total RM'000
The Company			
2023			
Net book value			
At 1 April 2022	**1,489**	**1,666**	**3,155**
Additions	**-**	**170**	**170**
Disposals	**(39)**	**-**	**(39)**
Depreciation charges for the year (Note 5(a))	**(305)**	**(289)**	**(594)**
At 31 March 2023	**1,145**	**1,547**	**2,692**
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
At 31 March 2023			
Cost	**2,493**	**6,435**	**8,928**
Accumulated depreciation	**(1,348)**	**(4,888)**	**(6,236)**
Net book value	**1,145**	**1,547**	**2,692**
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

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

25 PROPERTY, PLANT AND EQUIPMENT (cont'd)

(a) In the preceding financial year, mature and immature bearer plants were analysed as follows:

Bearer plants comprised oil palms.

	Mature RM'000	Immature RM'000	Total RM'000
The Group			
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	-	-	-

(b) 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 2023 RM'000	The Group 2022 RM'000
Included in the addition of bearer plants	25(c)	**-**	566
Capitalised as concession assets	28	**-**	72
Included in the aggregate costs incurred to-date within construction contract costs		**1,217**	1,659

(c) In the preceding financial year, the following expenses of the Group had been included in the addition of property, plant and equipment as set out below:

	Note	The Group 2023 RM'000	The Group 2022 RM'000
Employee benefits cost	6	**-**	7,298
Finance cost	9	**-**	998
Depreciation of property, plant and equipment, included in the addition of bearer plants	25(b)	**-**	566
Depreciation of right-of-use assets	26	**-**	97

26 RIGHT-OF-USE ASSETS

The details of right-of-use assets are as follows:

	Note	Leasehold land RM'000	Building and office space RM'000	Plant and equipment RM'000	Total RM'000
The Group					
2023					
Net book value					
At 1 April 2022		**168,219**	**19,398**	**7,839**	**195,456**
Additions		**46**	**5,391**	**47,278**	**52,715**
Acquisition of a subsidiary	46(a)(i)	**-**	**-**	**794**	**794**
Depreciation charges for the year	5(a)	**(2,700)**	**(6,053)**	**(6,439)**	**(15,192)**
Exchange differences arising from translation of assets of foreign operations		**(7)**	**(243)**	**-**	**(250)**
Termination of leases		**-**	**(153)**	**-**	**(153)**
At 31 March 2023		**165,558**	**18,340**	**49,472**	**233,370**
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	47(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	40(b)	(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
At 31 March 2023					
Cost		**193,439**	**36,716**	**67,557**	**297,712**
Accumulated depreciation		**(27,881)**	**(18,376)**	**(18,085)**	**(64,342)**
Net book value		**165,558**	**18,340**	**49,472**	**233,370**
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

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

26 RIGHT-OF-USE ASSETS (cont'd)

The details of right-of-use assets are as follows: (cont'd)

As at 31 March 2023, a parcel of leasehold land at the net book value of RM100,694,000 (2022: RM102,245,000) was pledged as security for the Term loan 3 of an indirect subsidiary (Note 17).

In the preceding financial year, depreciation charge of RM97,000 (Note 25(c)) had been capitalised in the bearer plants of the Group.

	Note	Office space RM'000	Plant and equipment RM'000	Total RM'000
The Company				
2023				
Net book value				
At 1 April 2022		**5,657**	**22**	**5,679**
Additions		**5,334**	**-**	**5,334**
Depreciation charges for the year	5(a)	**(1,782)**	**(21)**	**(1,803)**
At 31 March 2023		**9,209**	**1**	**9,210**
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
At 31 March 2023				
Cost		**16,386**	**86**	**16,472**
Accumulated depreciation		**(7,177)**	**(85)**	**(7,262)**
Net book value		**9,209**	**1**	**9,210**
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

27 INVESTMENT PROPERTIES

	Note	Freehold land RM'000	Leasehold land RM'000	Freehold buildings RM'000	Leasehold buildings RM'000	Work in progress RM'000	Total RM'000
The Group							
2023							
Net book value							
At 1 April 2022		**156,080**	**60,782**	**308,800**	**92,444**	**-**	**618,106**
Additions		**-**	**-**	**870**	**1,407**	**25**	**2,302**
Acquisition of a subsidiary	46(a)(i)	**1,255**	**-**	**2,260**	**-**	**-**	**3,515**
Adjustments		**-**	**-**	**(1,454)**	**-**	**-**	**(1,454)**
Depreciation charges for the year	5(a)	**-**	**(608)**	**(6,530)**	**(1,865)**	**-**	**(9,003)**
Transferred from property, plant and equipment	25	**-**	**-**	**99**	**-**	**-**	**99**
Transferred from property development costs	35(b)	**-**	**-**	**-**	**-**	**1,216**	**1,216**
Transferred to assets held for sale	40(c)	**-**	**-**	**(583)**	**-**	**-**	**(583)**
Disposals		**-**	**-**	**(1,099)**	**-**	**-**	**(1,099)**
Impairment during the year	5(a)	**-**	**-**	**(489)**	**(364)**	**-**	**(853)**
At 31 March 2023		**157,335**	**60,174**	**301,874**	**91,622**	**1,241**	**612,246**
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	40(c)	-	-	(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

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

27 INVESTMENT PROPERTIES (cont'd)

	Freehold land RM'000	Leasehold land RM'000	Freehold buildings RM'000	Leasehold buildings RM'000	Work in progress RM'000	Total RM'000
The Group (cont'd)						
At 31 March 2023						
Cost	**157,335**	**64,781**	**332,666**	**115,192**	**1,241**	**671,215**
Accumulated depreciation	**-**	**(4,607)**	**(28,233)**	**(12,935)**	**-**	**(45,775)**
Accumulated impairment	**-**	**-**	**(2,559)**	**(10,635)**	**-**	**(13,194)**
Net book value	**157,335**	**60,174**	**301,874**	**91,622**	**1,241**	**612,246**
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

	Note	Leasehold buildings RM'000	Freehold buildings RM'000	Total RM'000
The Company				
2023				
Net book value				
At 1 April 2022		**2,793**	**3,977**	**6,770**
Depreciation charges for the year	5(a)	**(32)**	**(142)**	**(174)**
At 31 March 2023		**2,761**	**3,835**	**6,596**
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
At 31 March 2023				
Cost		**3,053**	**6,912**	**9,965**
Accumulated depreciation		**(292)**	**(3,077)**	**(3,369)**
Net book value		**2,761**	**3,835**	**6,596**
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

27 INVESTMENT PROPERTIES (cont'd)

During the financial year, the following income/(expenses) were recognised in profit or loss for investment properties:

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Rental income	**38,685**	38,211	**289**	289
Direct operating expenses that generated rental income	**(7,902)**	(10,822)	**(145)**	(196)
Direct operating expenses that did not generate rental income	**(386)**	(483)	**(91)**	(44)

As at 31 March 2023, investment property at the net book value of RM44,294,000 (2022: RM44,800,000) was pledged as security for the term loan of an indirect subsidiary (Note 17).

As at 31 March 2023, investment property at the net book vaue of RM459,152,000 (2022: RM Nil) was pledged as security for the bond of an indirect subsidiary (Note 16).

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 2023, the fair value of the properties of the Group and the Company was estimated at RM777,421,000 (2022: RM780,904,000) and RM9,294,000 (2022: RM9,294,000) 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 RM853,000 (2022: RM4,507,000) (Note 5(a)) on the basis that the recoverable amounts were below the carrying amounts as at 31 March 2023.

28 CONCESSION ASSETS

	The Group	
	2023 RM'000	2022 RM'000
Expressway development expenditure	**2,643,953**	2,788,737
Port infrastructure	**1,350,611**	1,353,570
	3,994,564	4,142,307

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

28 CONCESSION ASSETS (cont'd)

	Note	The Group 2023 RM'000	The Group 2022 RM'000
Expressway development expenditure:			
Cost			
At 1 April 2022/2021		**4,466,474**	4,215,395
Additions		**81,334**	290,137
Exchange translation differences		**(54,212)**	(39,058)
At 31 March		**4,493,596**	4,466,474
Accumulated amortisation			
At 1 April 2022/2021		**(1,400,845)**	(1,217,190)
Current amortisation	5(a)	**(204,646)**	(190,603)
Exchange translation differences		**12,217**	6,948
At 31 March		**(1,593,274)**	(1,400,845)
Accumulated impairment			
At 1 April 2022/2021		**(61,957)**	(26,611)
Impairment during the financial year	5(a)	**-**	(36,454)
Exchange translation differences		**1,898**	1,108
At 31 March		**(60,059)**	(61,957)
		2,840,263	3,003,672
Less: Deferred income			
Cost			
At 1 April 2022/2021 and at 31 March		**(400,456)**	(400,456)
Accumulated amortisation			
At 1 April 2022/2021		**185,521**	167,958
Current amortisation	5(b)	**18,625**	17,563
At 31 March		**204,146**	185,521
		(196,310)	(214,935)
		2,643,953	2,788,737
Port infrastructure:			
Cost			
At 1 April 2022/2021		**1,693,969**	1,637,226
Additions		**36,309**	56,743
At 31 March		**1,730,278**	1,693,969
Accumulated amortisation			
At 1 April 2022/2021		**(340,399)**	(301,120)
Current amortisation	5(a)	**(39,268)**	(39,279)
At 31 March		**(379,667)**	(340,399)
		1,350,611	1,353,570

28 CONCESSION ASSETS (cont'd)

Concession assets incurred during the financial year include the capitalisation of the following expenses:

	Note	The Group 2023 RM'000	The Group 2022 RM'000
Employee benefits cost	6	-	738
Finance cost	9	-	12,610
Depreciation	25(b)	-	72

The concession assets with net carrying values of RM2,326,288,000 (2022: RM2,364,973,000) are pledged as security for the bonds (Note 16).

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 2046. On 30 December 2022, Besraya (M) Sdn Bhd, an indirect subsidiary of the Company, entered into a Fifth Supplemental Agreement in relation to the Sungei Besi Highway with The Government of Malaysia to have the concession period extended to 2046 with effect from 1 April 2023. 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 losses recognised during the financial year on construction services for tollway concessions amounted to RM20,576,000 and RM15,939,000 (2022: construction revenue and profits of RM372,296,000 and RM28,539,000) respectively.

In the preceding 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 had shown that the recoverable amount of the expressway development expenditure of an indirect Indian subsidiary of the Company was lower than the carrying amount. This computation was 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 was 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.

28 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 was 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 losses recognised during the financial year on exchanging construction services for port concession amounted to RM119,000 and RM1,206,000 (2022: construction revenue and profits of RM3,024,000 and RM700,000) respectively.

29 SUBSIDIARIES

	Note	The Company 2023 RM'000	The Company 2022 RM'000
At cost:			
Unquoted shares:			
- in Malaysia	(a)	**6,009,193**	5,804,588
- outside Malaysia	(b)	**1,455,471**	1,360,899
		7,464,664	7,165,487
Less: Accumulated impairment			
Unquoted shares			
- in Malaysia		**(6,906)**	(6,906)
- outside Malaysia		**(84,056)**	(1,035)
		7,373,702	7,157,546
Amounts owing by subsidiaries		**871,197**	935,749
Costs of investment in relation to share options and share grants being granted to employees of subsidiaries		**-**	78,359
		8,244,899	8,171,654

29 SUBSIDIARIES (cont'd)

During the financial year, the following changes in the investments in subsidiaries were effected:

(a) (i) On 21 July 2022, the Company entered into a sale and purchase agreement to acquire 600,000 ordinary shares in Globalcomm Solutions Sdn Bhd ("GSSB"), representing a 60% equity interests in GSSB for a total consideration of RM33,755,259 (Note 46(a)(i)).

(ii) The Company has incorporated a wholly-owned subsidiary, known as IJM Treasury Management Sdn Bhd with a total ordinary share capital of RM100,000.

(iii) Emcee Corporation Sdn Bhd, a wholly-owned subsidiary of the Company issued a total of 2,500 redeemable preference shares ("RPS") for a total consideration of RM250,000.

(iv) IJM Construction Sdn Bhd, a wholly-owned subsidiary of the Company issued a total of 100,000 RPS for a total consideration of RM100,000,000.

(v) IJM RE Sdn Bhd, a wholly-owned subsidiary of the Company issued a total of 20,500 RPS for a total consideration of RM20,500,000.

(vi) Industrial Concrete Products Sdn Bhd, a wholly-owned subsidiary of the Company issued a total of 50,000 RPS for a total consideration of RM50,000,000.

(b) (i) IJM International Limited, a wholly-owned subsidiary of the Company, with the cost of investment of RM831,013 was dissolved.

(ii) IJM Investments (M) Limited, a wholly-owned subsidiary of the Company issued a total of 15,800 RPS for a total consideration of RM70,073,000.

(iii) Vijayapura Tollway Private Limited, an indirect wholly-owned subsidiary of the Company issued an additional 181,000,000 ordinary shares of which 47,060,000 ordinary shares of RM25,330,206 were subscribed by the Company.

During the financial year, the Company has recognised an impairment of investment in subsidiaries of RM83,021,000 based on the expected dividend to be received by the Company from the business operations outside Malaysia. In deriving the expected dividends, the following factors have been considered:

Tollway Concessions

The management has assessed the recoverability of the carrying amount of the investments in subsidiaries which are involved in toll road operations based on the higher of value-in-use ("VIU") and fair value less costs to sell.

The key assumptions used in the VIUs are as follows:

- Annual growth rate of traffic volume: ranging from 7.4% to 9.8%
- Concession period: Concession period from 2024 to 2043
- Discount rate: Costs of equity of 18%

A decrease of the average annual growth rate of traffic volume by 1% will result in a further impairment of RM9.2 million.

An increase in discount rate by 1% will result in a further impairment of RM3.7 million.

The management has also considered indicative price for the Group's equity investments in the subsidiaries in determining the fair value less costs to sell. Any decrease in the indicative price by 2% and 5% will result in further impairment of RM6.5 million and RM16.3 million respectively to the investment in subsidiaries outside Malaysia.

29 SUBSIDIARIES (cont'd)

Property development

The management has assessed the recoverability of the carrying amount of the investments in subsidiaries which are involved in property development activities taking into consideration the sales proceeds from the sales of completed units, property development costs and lands held for property development.

The sales proceeds of the completed units were determined based on the approved selling prices and the key assumptions are price per square foot which varies based on the location of the development project.

The sales proceeds of property development costs and lands held for property development were based on valuations by independent qualified valuers by reference to open market value of properties in the vicinity and the key assumptions used are price per square foot which varies based on the location of the property development costs and land held for property development.

Any decrease in market valuation by independent qualified valuers by 2% and 5% will result in further impairment of RM15.5 million and RM38.6 million respectively to the investment in subsidiaries outside Malaysia.

The amounts owing by subsidiaries are unsecured, bear interest at rates ranging from 4.5% to 5.0% (2022: 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 53 to the financial statements.

At at 31 March 2023, the total non-controlling interests are RM269,489,000 (2022: RM675,263,000), of which RM294,690,000 (2022: RM323,579,000) is attributable to Kuantan Port Consortium Sdn Bhd, and RM Nil (2022: RM283,440,000) is attributable to Radiant Pillar Sdn Bhd. The other non-controlling interests are individually not significant.

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.	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Proportion of ordinary shares held by non-controlling interests	**40%**	40%	-	29%
Summarised statements of comprehensive income:				
Revenue	**331,791**	364,477	-	228,003
Net profit for the financial year	**17,775**	71,779	-	40,007
Total comprehensive income for the financial year	**17,775**	71,915	-	40,007
Net profit attributable to non-controlling interests	**6,875**	28,711	-	11,738
Dividends paid to non-controlling interests	**36,000**	22,320	-	-
Summarised statements of financial position:				
Current assets	**411,850**	512,983	-	1,605,424
Current liabilities	**(231,767)**	(190,175)	-	(703,492)
Non-current assets	**1,653,467**	1,645,857	-	177,952
Non-current liabilities	**(1,096,576)**	(1,159,205)	-	(113,830)
Net assets	**736,974**	809,460	-	966,054

29 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. (cont'd)

	Kuantan Port Consortium Sdn. Bhd.		Radiant Pillar Sdn Bhd.	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Summarised cash flows:				
Cash flows from operating activities	**137,459**	154,123	**-**	102,478
Cash flows used in investing activities	**(29,693)**	(11,203)	**-**	(16,180)
Cash flows used in financing activities	**(201,847)**	(113,359)	**-**	(46,476)
Net (decrease)/increase in cash and cash equivalents during the financial year	**(94,081)**	29,561	**-**	39,822
Cash and cash equivalents at beginning of the financial year	**432,088**	402,527	**-**	44,086
Cash and cash equivalents at end of the financial year	**338,007**	432,088	**-**	83,908

30 ASSOCIATES

	Note	The Group 2023 RM'000	The Group 2022 RM'000
Share of net assets of associates	(a)	**676,253**	541,119
Redeemable Unsecured Murabahah Stocks ("RUMS")	(b)	**376,399**	331,182
Amount owing by an associate *		**22,029**	26,472
		1,074,681	898,773
Less: Allowance for impairment of RUMS **		**(133,500)**	-
		941,181	898,773

* Amount owing by an associate represents unsecured advances which bear interest at the rates ranging from 6.4% to 7.4% (2022: 6.4%) per annum.

** The allowance for impairment of RUMS was in respect of the recognition of expected credit losses after taking into account the time value of money arising from changes in the expected timing of repayment of RUMS.

Details of the key assumption and inputs are set out below:

2023

Timing of Periodic Profit Payments	Periodic Profit Payments commencing from 2033 up to maturity date of 2056
Discount rate	6.7%

Based on the above assumption, should the timing of the Periodic Profit Payment be further deferred by 1 year to commence in the year 2034, the allowance for impairment of RUMS would increase by approximately RM13,000,000.

30 ASSOCIATES (cont'd)

(a) Share of net assets of associates

	The Group 2023 RM'000	The Group 2022 RM'000
Quoted shares, at cost:		
- in Malaysia	**344,719**	344,719
- outside Malaysia	**38,080**	38,080
Unquoted shares, at cost:		
- in Malaysia	**73,157**	73,447
- outside Malaysia	**160,463**	160,463
	616,419	616,709
Share of post-acquisition retained profits	**(20,896)**	12,234
Additional investment in an associate	**131,651**	-
Share of post-acquisition reserves	**6,881**	(5,063)
Currency translation differences	**35,797**	9,006
Unrealised profit on transactions with associate	**(1,832)**	-
	768,020	632,886
Less: Accumulated impairment	**(91,767)**	(91,767)
	676,253	541,119

	The Company 2023 RM'000	The Company 2022 RM'000
Quoted shares, at cost:		
- in Malaysia	**344,719**	344,719
- outside Malaysia	**38,080**	38,080
Unquoted shares, at cost:		
- in Malaysia	**28,043**	28,333
- outside Malaysia	**51,214**	51,214
	462,056	462,346
Less: Accumulated impairment	**(91,117)**	(91,117)
	370,939	371,229
Market value *		
Quoted shares:		
- in Malaysia	**328,394**	256,744
- outside Malaysia	**77,018**	57,682
	405,412	314,426

* The market values of quoted shares are traded in an active market and are within Level 1 of the fair value hierarchy.

The Group's effective equity interest in the associates and their respective principal activities and countries of incorporation are set out in Note 53 to the financial statements.

30 ASSOCIATES (cont'd)

(b) During the financial year, Road Builder (M) Holdings Bhd ("RBH"), a subsidiary of the Company had subscribed for RM18,760,000 (2022: RM23,420,000) 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 satisfied by way of cash of RM18,760,000 (2022: RM23,420,000).

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 2023, the effective profit rate of RUMS is 6.7% per annum (2022: 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	
	2023 RM'000	2022 RM'000
Current year share of losses	**(64,818)**	(69,622)
Cumulative share of losses	**(304,403)**	(239,585)

(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 2023	% of ownership 2022	Nature of relationship	Measurement method
Grupo Concesionario del Oeste S.A.	Argentina	**20.1**	20.1	Associate	Equity
Hexacon Construction Pte Limited	Singapore	**45.5**	45.5	Associate	Equity
WCE Holdings Berhad	Malaysia	**26.7**	26.7	Associate	Equity

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

30 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Current assets	**135,842**	135,791	**834,747**	755,809	**971,332**	481,211
Non-current assets	**468,161**	376,060	**153,592**	148,998	**6,269,417**	5,906,742
Current liabilities	**(93,320)**	(112,571)	**(331,612)**	(235,561)	**(401,846)**	(309,840)
Non-current liabilities	**(223,148)**	(189,977)	**-**	(75,084)	**(5,779,624)**	(5,102,401)
Non-controlling interests	**-**	-	**-**	-	**58,318**	33,557
Net assets (excluding non-controlling interests)	**287,535**	209,303	**656,727**	594,162	**1,117,597**	1,009,269
Market value (Group's share)	**77,018**	57,682	**-***	-*	**328,394**	256,744

* Hexacon Construction Pte Limited is a private company and there is no quoted market price available for its shares.

Summarised statement of comprehensive income:

	Grupo Concesionario del Oeste S.A.		Hexacon Construction Pte Limited		WCE Holdings Berhad	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Revenue	**350,628**	233,004	**545,739**	323,924	**517,809**	626,264
Net profit/(loss) for the year	**40,501**	(19,521)	**22,240**	(47,379)	**83,568**	(151,498)
Other comprehensive income/(loss)	**-**	-	**1,207**	(543)	**-**	-
Profit attributable to non-controlling interests	**-**	-	**-**	-	**24,760**	27,908
Total comprehensive income/(loss)	**40,501**	(19,521)	**23,447**	(47,922)	**108,328**	(123,590)
Dividends received from associates	**-**	-	**1,408**	-	**-**	-

Note: The summarised financial information above reflects the amounts presented in the financial statements of the associates.

30 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Net assets at 1 April 2022/2021	**209,303**	172,843	**594,162**	634,711	**1,009,269**	803,363
Less: Gross dividends distributed during the year	**-**	-	**(3,095)**	-	**-**	-
Net profit/(loss) for the financial year	**40,501**	(19,521)	**22,240**	(47,379)	**83,568***	(151,498)
Other comprehensive income/(loss)	**-**	-	**1,207**	(543)	**-**	-
Profit attributable to non-controlling interests	**-**	-	**-**	-	**24,760**	27,908
Additional shares issued arising from the conversion of RCPS	**-**	-	**-**	-	**-**	329,872
Other reserves	**-**	-	**-**	-	**-**	(376)
Foreign exchange differences	**37,731**	55,981	**42,213**	7,373	**-**	-
Net assets at 31 March	**287,535**	209,303	**656,727**	594,162	**1,117,597**	1,009,269
Interests in associates	**57,794**	42,070	**298,810**	270,342	**297,840**	268,970
Less: Net assets attributable to non-controlling interests	**-**	-	**-**	-	**-**	(65,507)
Carrying value	**57,794**	42,070	**298,810**	270,342	**297,840**	203,463

* Including gain on disposal of Radiant Pillar Sdn Bhd ("RPSB") of RM208.0 million which the Group has not equity accounted as the 40% equity interest in RPSB held by WCE Holdings Bhd has been considered in the Group's effective interest in its investment in RPSB of 71% (Note 53).

(f) Set out below are the financial information of all individually immaterial associates on an aggregate basis.

	2023 RM'000	2022 RM'000
Carrying amounts of interest in associates	**21,809**	25,244
Share of associates' profits	**2,392**	928
Share of associates' other comprehensive (loss)/income	**(1,316)**	343
Share of associates' total comprehensive income	**1,076**	1,271

31 JOINT VENTURES

	Note	The Group 2023 RM'000	The Group 2022 RM'000
At cost:			
- In Malaysia		**102,365**	101,875
Share of post-acquisition reserves		**(32,606)**	(38,354)
Currency translation differences		**(264)**	(82)
		69,495	63,439
Redeemable Convertible Unsecured Loan Stocks ("RCULS")	(A)	**455,375**	434,988
Less: Allowance for impairment of RCULS		**(397,761)**	(377,374)
		57,614	57,614
Redeemable Convertible Secured Islamic Debt Securities ("RCSIDS")	(B)	**157,540**	133,781
Amounts owing by joint ventures		**320,716**	330,724
Less: Allowance for impairment of amounts owing by joint ventures		**(54,983)**	(54,923)
		265,733	275,801
		550,382	530,635

(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.

(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.

31 JOINT VENTURES (cont'd)

(B) RCSIDS (cont'd)

The terms of the RCSIDS are as follows: (cont'd)

(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.

During the financial year, LEKAS has entered into third supplemental agreement dated 30 December 2022 with the Government of Malaysia, which will be effective when conditional precedents have been met that includes the completion of the financing restructuring exercise. As at 31 March 2023, the restructuring exercise has not been completed. The key salient terms of the agreement are:

- The extension of toll concession period from 8 May 2039 to 8 May 2064 and adjustments of toll rates throughout the concession period; and
- The deferment of the repayment of Reimbursement Land Cost to the Government from 2026 to 2047.

The management has assessed the recoverability of the carrying amount of its investments in a joint venture of the Company by calculating the value-in-use ("VIU") of the investment based on net cash inflow generated from its toll operations over the remaining concession period of 41 years up to year 2064.

Key assumptions used were:

Annual growth rate of traffic volume	ranging from 1.6% to 3.9% per annum from the year of 2024 to 2064
Discount rate	10.4%
Concession period	10% probability of not obtaining the refinancing which result in no extension of concession period; and 90% probability of obtaining the refinancing and the concession period will be extended up to 8 May 2064.

Based on management's assessment, no provision for impairment is required during the financial year.

Material subsequent event on LEKAS:

On 13 June 2023, LEKAS has received an offer letter from Bank Pembangunan Malaysia Berhad to provide LEKAS with a Tawarruq Asset Financing Facility of RM1,005,900,000 of which part of the proceeds will be utilised to repay the RCSIDS issued by LEKAS.

Subsequent to the financial year ended 31 March 2023, LEKAS has submitted an application to extend the redemption date of the RCSIDS from 30 June 2023 to 31 July 2023, which have been approved on 23 June 2023.

On 27 June 2023, the Government of Malaysia confirmed that the conditions precedent under the third supplemental agreement dated 30 December 2022 have been fulfilled.

31 JOINT VENTURES (cont'd)

	The Company 2023 RM'000	The Company 2022 RM'000
Unquoted shares, at cost	**50,000**	50,000
Less: Allowance for impairment of investments	**(50,000)**	(50,000)
	-	-
RCULS	**455,375**	434,988
Less: Allowance for impairment of RCULS	**(397,761)**	(377,374)
	57,614	57,614
RCSIDS	**157,540**	133,781
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
	215,296	191,537

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% (2022: 4.5% to 7.9%) per annum and at 7.9% (2022: 7.9%) per annum respectively.

Movements on the Group's and the Company's allowance for impairment of RCULS are as follows:

	Note	The Group and The Company 2023 RM'000	The Group and The Company 2022 RM'000
At 1 April 2022/2021		**377,374**	317,082
Allowance for impairment during the year	5(a)	**20,387**	60,292
At 31 March		**397,761**	377,374

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.

31 JOINT VENTURES (cont'd)

Movements on the Group's and the Company's allowance for impairment of amounts owing by joint ventures are as follows:

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
At 1 April 2022/2021		**54,923**	127,958	**26,478**	26,478
Allowance for impairment during the year	5(a)	**237**	2,687	**-**	-
Reversal of impairment during the year	5(b)	**(177)**	(34,225)	**-**	-
Acquisition of a subsidiary		**-**	(41,497)	**-**	-
At 31 March		**54,983**	54,923	**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 2023 %	Group's effective interest in joint ventures 2022 %	Principal activities
Elegan Pesona Sdn Bhd	**50**	50	Property development
IJM Properties-JA Manan Development Joint Venture	**50**	50	Property development
IJM Properties-Danau Lumayan Joint Venture	**60**	60	Dormant
IJM Management Services-Giat Bernas Joint Venture	**70**	70	Project and construction management services
Nasa Land Sdn Bhd	**50**	50	Property development
368 Segambut Sdn Bhd	**50**	50	Property development
IJM Perennial Development Sdn Bhd	**50**	50	Property development
IJM-SCL Joint Venture	**50**	50	Dormant
IJM-Gayatri Joint Venture	**60**	60	Dormant
IJM-NBCC-VRM Joint Venture	**50**	50	Dormant
Lebuhraya Kajang-Seremban Sdn Bhd	**50**	50	Toll road operations
IJMC-Zublin Joint Venture	**50**	50	Construction
ISZL Consortium	**25**	25	Construction
BSC-RBM-PATI JV	**25**	25	Construction
IJMC-Gayatri Joint Venture	**60**	60	Construction
IJM-LFE Joint Venture	**70**	70	Construction
Kiara Teratai-IJM Joint Venture	**40**	40	Construction
IJM Sunway Sdn Bhd	**50**	50	Construction
IJM LFE Sdn Bhd	**70**	70	Construction
IJM-CHEC Joint Venture	**60**	60	Construction

NOTES TO THE FINANCIAL STATEMENTS (cont'd)
For the Financial Year Ended 31 March 2023

31 JOINT VENTURES (cont'd)

(b) As at 31 March 2023 and 31 March 2022, there are no contingent liabilities and capital commitments relating to the Group's interest in the joint ventures.

(c) Certain losses of a joint venture of the Group are not recognised when they exceed the Group's cost of investment as the Group has no further obligations beyond these amounts. The Group's share of such losses is as follows:

	The Group 2023 RM'000	The Group 2022 RM'000
Current year share of losses	**(22,870)**	(60,930)
Cumulative share of losses	**(153,022)**	(130,152)

(d) Set out below are the joint ventures of the Group as at 31 March 2023 and 31 March 2022, 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 2023	% of ownership 2022	Nature of relationship	Measurement method
IJM Perennial Development Sdn Bhd	Malaysia	**50**	50	Joint venture	Equity
368 Segambut Sdn Bhd	Malaysia	**50**	50	Joint venture	Equity
Nasa Land Sdn Bhd	Malaysia	**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.

31 JOINT VENTURES (cont'd)

(e) 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		368 Segambut Sdn Bhd		Nasa Land Sdn Bhd	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Current						
Cash and cash equivalents	**29,355**	20,426	**31,169**	32,100	**12,031**	14,464
Other current assets (excluding cash)	**200,932**	188,597	**264,025**	274,569	**206,908**	290,351
Total current assets	**230,287**	209,023	**295,194**	306,669	**218,939**	304,815
Financial liabilities (excluding trade and other payables)	**(18,040)**	(18,040)	**-**	-	**-**	-
Other current liabilities (including trade and other payables)	**(438,075)**	(351,381)	**(56,626)**	(52,799)	**(129,319)**	(123,855)
Total current liabilities	**(456,115)**	(369,421)	**(56,626)**	(52,799)	**(129,319)**	(123,855)
Non-current						
Assets	**822,919**	569,430	**7,455**	12,658	**69,190**	317
Financial liabilities (excluding trade and other payables)	**(624,226)**	(427,189)	**(123,456)**	(181,099)	**(104,130)**	(123,065)
Other current liabilities (including trade and other payables)	**(24,068)**	(24,236)	**-**	-	**-**	-
Total non-current liabilities	**(648,294)**	(451,425)	**(123,456)**	(181,099)	**(104,130)**	(123,065)
Net (liabilities)/assets	**(51,203)**	(42,393)	**122,567**	85,429	**54,680**	58,212

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

31 JOINT VENTURES (cont'd)

(e) 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Revenue	**33,121**	-	**153,721**	161,998	**63,500**	30,385
Interest income	**102**	22	**586**	721	**213**	47
Finance cost	**(5,986)**	(7,434)	**(5,039)**	(6,772)	**(5,732)**	(6,349)
(Loss)/profit before taxation	**(2,912)**	(6,452)	**48,866**	38,624	**1,825**	(5,285)
Income tax expense	**(5,873)**	(767)	**(11,728)**	(9,280)	**(5,357)**	(109)
Net (loss)/profit for the year/Total comprehensive (loss)/income	**(8,785)**	(7,219)	**37,138**	29,344	**(3,532)**	(5,394)

(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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Net (liabilities)/assets at 1 April 2022/2021	**(42,393)**	(35,153)	**85,429**	56,085	**58,212**	63,606
Net (loss)/profit for the financial year	**(8,785)**	(7,219)	**37,138**	29,344	**(3,532)**	(5,394)
Others	**(25)**	(21)	**-**	-	**-**	-
Net (liabilities)/ assets at 31 March	**(51,203)**	(42,393)	**122,567**	85,429	**54,680**	58,212
Interests in joint ventures	**(25,602)**	(21,197)	**61,284**	42,715	**27,340**	29,106
Goodwill	**-**	-	**-**	-	**11,597**	11,597
Unrealised profits	**(6,225)**	(2,140)	**-**	-	**-**	-
	(31,827)	(23,337)	**61,284**	42,715	**38,937**	40,703
Amounts owing by joint ventures	**163,710**	180,733	**47,326**	46,924	**101,393**	97,316
	131,883	157,396	**108,610**	89,639	**140,330**	138,019

31 JOINT VENTURES (cont'd)

(f) Set out below are the financial information of all individually immaterial joint ventures on an aggregate basis.

	The Group	
	2023 RM'000	2022 RM'000
Carrying amounts of interest in joint ventures	**1,101**	3,358
Share of joint ventures' profits/share of joint ventures' total comprehensive income	**1,948**	24,402

32 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<u>Non-current assets</u>				
Unquoted shares in Malaysia	**3,560**	3,560	**2,050**	2,050
Others	**105**	105	**-**	-
	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.

33 LONG TERM RECEIVABLES

	Note	The Group	
		2023 RM'000	2022 RM'000
Finance lease receivables	(a)	**797**	1,059
Less: Amount receivable within 12 months (included in trade and other receivables - Note 36)		**(91)**	(171)
		706	888
Amounts due from related companies	(b)	**45,500**	76,159
Trade receivables	(c)	**91,535**	-
Other receivables	(d)	**137,247**	136,188
Less: Allowance for impairment of other receivables		**(63,704)**	(63,704)
		73,543	72,484
Other receivables	(e)	**21,915**	-
Prepayment		**2,022**	1,866
		235,221	151,397

33 LONG TERM RECEIVABLES (cont'd)

(a) Finance lease receivables

	The Group	
	2023 RM'000	2022 RM'000
Finance lease receivables:		
- Receivable within 1 year	**135**	212
- Receivable between 1 and 5 years	**660**	704
- Receivable after 5 years	**618**	801
	1,413	1,717
Less: Unearned interest income	**(616)**	(658)
	797	1,059
Finance lease receivables (net of unearned interest income):		
- Receivable within 1 year	**91**	171
- Receivable between 1 and 5 years	**394**	474
- Receivable after 5 years	**312**	414
	797	1,059

The finance lease receivables as at the reporting date arises from the lease agreement entered into between an indirect subsidiary of the Company and main lessor to lease a special purpose building to a third party for a period of 15 years commencing on 1 April 2016. 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.

(b) The balances represent amounts owing by a subsidiary of a joint operation partner. The amounts are unsecured advances which bear interest at a rate of 5.0% (2022: ranging from 5.0% to 6.0%) per annum.

(c) The trade receivables are unsecured and arising from a deferred payment construction project which bear interest at a rate of 5% per annum.

(d) The other receivables are unsecured advances which bear interest at a rate of 6.5% (2022: 6.5%) per annum. As at 31 March 2023, the Group has not recognised loss allowance for the net balances of RM73,543,000 (2022: RM72,484,000) which were past due as the receivables are secured by collaterals.

(e) The balances represent outstanding disposal proceed in relation to the disposal of 2 tug boats during the year, which are secured by collaterals and bear interest at a rate of 4.9% per annum.

34 INTANGIBLE ASSETS

	Customer relationship and contracts RM'000	Goodwill on consolidation RM'000	Quarry development expenditure RM'000	Total RM'000
The Group				
2023				
Cost				
At 1 April 2022	**-**	**1,084,175**	**64,984**	**1,149,159**
Acquisition of a subsidiary (Note 46(a)(i))	**3,958**	**28,501**	**-**	**32,459**
Additions	**-**	**-**	**2,489**	**2,489**
At 31 March 2023	**3,958**	**1,112,676**	**67,473**	**1,184,107**
Accumulated amortisation				
At 1 April 2022	**-**	**-**	**(45,518)**	**(45,518)**
Amortisation for the financial year (Note 5(a))	**-**	**-**	**(3,099)**	**(3,099)**
At 31 March 2023	**-**	**-**	**(48,617)**	**(48,617)**
Accumulated impairment				
At 1 April 2022/At 31 March 2023	**-**	**(1,004,439)**	**(5,637)**	**(1,010,076)**
At 31 March 2023	**3,958**	**108,237**	**13,219**	**125,414**

	Goodwill on consolidation RM'000	Quarry development expenditure RM'000	Total RM'000
The Group			
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

As at 31 March 2023, the quarry development expenditure has an estimated useful life of 1 to 14 years (2022: 2 to 20 years) based on the estimated unutilised reserve available from the quarry face developed.

During the financial year, amortisation of quarry development expenditure of RM3,099,000 (2022: RM2,311,000) was included in cost of sales.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

35 INVENTORIES

	Note	The Group 2023 RM'000	The Group 2022 RM'000
Non-current			
Land held for property development	(a)	**537,397**	515,781
Current			
At cost:			
Raw materials:			
- Construction materials		**2,230**	2,434
- Other raw materials		**99,370**	96,407
Finished goods:			
- Completed buildings		**447,498**	556,729
- Quarry and manufactured products		**143,536**	97,830
Consumables:			
- Stores and spares		**5,035**	5,355
		697,669	758,755
At net realisable value:			
Finished goods:			
- Completed buildings		**290,653**	308,695
- Consumables		**5,409**	5,945
- Quarry and manufactured products		**4,155**	-
		300,217	314,640
		997,886	1,073,395
Property development costs	(b)	**5,674,713**	5,963,895
Total current		**6,672,599**	7,037,290
Total inventories		**7,209,996**	7,553,071

Inventories recognised as an expense during the financial year amounted to RM1,661,259,000 (2022: RM1,531,911,000).

35 INVENTORIES (cont'd)

(a) Land held for property development

	The Group 2023 RM'000	The Group 2022 RM'000
Cost:		
Freehold land	**287,148**	256,443
Leasehold land	**130,724**	140,007
Development costs	**43,617**	43,423
	461,489	439,873
Net realisable value:		
Freehold land	**72,236**	72,236
Leasehold land	**3,672**	3,672
	75,908	75,908
	537,397	515,781
At 1 April 2022/2021	**515,781**	507,056
Additions during the financial year	**22,241**	8,725
Transferred to property development costs (Note 35(b))	**(625)**	-
At 31 March	**537,397**	515,781

The carrying values of freehold land and leasehold land amounting to RM446,000 and RM2,771,000 (2022: RM543,000 and RM3,371,000) respectively are pledged as security for the term loans of the subsidiaries (Note 17).

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

35 INVENTORIES (cont'd)

(b) Property development costs

	Note	The Group 2023 RM'000	2022 RM'000
At 1 April 2022/2021		**5,963,895**	5,923,406
Less: Completed development properties:			
Freehold land – at cost		**(1,636)**	(3,019)
Leasehold land – at cost		**(2,320)**	(57,684)
Development costs		**(110,220)**	(521,526)
Accumulated costs charged to profit or loss		**93,730**	567,804
Completed units transferred to inventories		**20,446**	14,425
		-	-
		5,963,895	5,923,406
Completed units transferred to inventories		**(220,923)**	(98,716)
Costs charged to profit or loss		**(795,018)**	(528,895)
Costs incurred during the financial year:			
- Purchase of land		**17,642**	36,083
- Development costs		**735,595**	528,821
		753,237	564,904
Acquisition of a subsidiary	46(b)	**-**	186,500
Disposal during the year		**(2,316)**	(6,114)
Write down during the year (net)	5(a)	**(2,812)**	(71,068)
Transferred from property, plant and equipment	25	**397**	-
Transferred to investment properties	27	**(1,216)**	-
Transferred from land held for property development	35(a)	**625**	-
Exchange differences		**(21,156)**	(6,122)
At 31 March		**5,674,713**	5,963,895
At 31 March:			
Freehold land – at cost		**617,995**	623,183
Leasehold land – at cost		**2,644,977**	2,789,963
Development costs		**6,741,297**	5,942,787
Accumulated costs charged to profit or loss		**(3,438,869)**	(2,767,504)
Completed units transferred to inventories		**(685,858)**	(493,810)
Allowance for write down		**(204,829)**	(130,724)
		5,674,713	5,963,895

During the financial year, the Group has recorded a net write down of its inventories for property development costs of RM2,812,000 (2022: RM71,068,000) 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 RM32,361,000 (2022: RM61,960,000) (Note 9) has been capitalised in property development costs.

The carrying values of freehold land and leasehold land amounting to RM167,524,000 (2022: RM190,579,000) and RM1,430,085,000 (2022: RM1,543,763,000) respectively are pledged as security for certain revolving credits (Note 44) and term loans of the subsidiaries (Note 17).

As at 31 March 2023, land titles to leasehold land with a carrying value of RM417,000 (2022: RM1,529,000) are in the process of being transferred.

36 TRADE AND OTHER RECEIVABLES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Trade receivables	**853,589**	1,002,051	**54,342**	55,447
Trade advances	**65,265**	62,336	**2,403**	2,547
Other receivables	**213,675**	187,663	**8,562**	11,613
Amounts owing by subsidiaries	**-**	-	**435,158**	460,285
Amounts owing by associates	**78,809**	91,781	**1,340**	3,376
Amount owing by a jointly controlled entity	**78,977**	-	**-**	-
Amount owing by a joint operation partner*	**48,634**	32,302	**-**	-
Deposits	**46,124**	38,951	**7,716**	348
	1,385,073	1,415,084	**509,521**	533,616
Less:				
Allowance for impairment of trade and other receivables	**(171,265)**	(187,825)	**(113,914)**	(89,553)
	1,213,808	1,227,259	**395,607**	444,063
Prepayments	**25,071**	38,628	**266**	232
Costs to secure contracts **	**17,071**	25,012	**-**	-
GST receivables	**5,850**	11,047	**-**	-
	1,261,800	1,301,946	**395,873**	444,295

Other receivables include the current portion of the following items:

	The Group	
	2023 RM'000	2022 RM'000
Finance lease receivables (Note 33)	**91**	171

* 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 RM26,313,000 (2022: RM25,433,000).

36 TRADE AND OTHER RECEIVABLES (cont'd)

The currency exposure profile of trade and other receivables is as follows:

	The Group 2023 RM'000	The Group 2022 RM'000
United States Dollar	**7,576**	27,989
Singapore Dollar	**5,869**	5,159
	13,445	33,148

Trade and other receivables that are neither past due nor impaired:

Credit terms of trade receivables range from payment in advance to 120 days (2022: 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 2023, trade and other receivables of the Group and the Company of RM171,265,000 (2022: RM187,825,000) and RM113,914,000 (2022: RM89,553,000) 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 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
At 1 April 2022/2021		**187,825**	194,118	**89,553**	73,934
Allowance for impairment of receivables during the year	5(a)	**2,823**	7,779	**24,361**	15,619
Write back of allowance for impairment of receivables	5(b)	**(6,591)**	(9,164)	**-**	-
Bad debts written off		**(7,541)**	(1,415)	**-**	-
Foreign currency exchange differences		**(5,251)**	(3,493)	**-**	-
At 31 March		**171,265**	187,825	**113,914**	89,553

36 TRADE AND OTHER RECEIVABLES (cont'd)

Trade and other receivables that are impaired: (cont'd)

Of the above Group impairment, RM135,936,000 (2022: RM148,039,000) related to trade receivables. Of the above Company's impairment, RM32,122,000 (2022: 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% (2022: 4.5% 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 (2022: 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.

37 CONTRACT ASSETS AND CONTRACT LIABILITIES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Contract Assets:				
Contract assets from construction (Note (a))	**33,012**	106,891	**-**	-
Contract assets from property development (Note (b))	**399,004**	283,864	**-**	-
Total	**432,016**	390,755	**-**	-
Analysed as:				
Current	**432,016**	390,755	**-**	-
Contract Liabilities:				
Contract liabilities from construction (Note (a))	**96,108**	133,876	**541**	786
Contract liabilities from property development (Note (b))	**212,981**	93,025	**-**	-
Total	**309,089**	226,901	**541**	786
Analysed as:				
Current	**309,089**	226,901	**541**	786

37 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Contract assets	**33,012**	106,891	**-**	-
Contract liabilities	**(96,108)**	(133,876)	**(541)**	(786)
	(63,096)	(26,985)	**(541)**	(786)
At 1 April 2022/2021	**(26,985)**	(143,827)	**(786)**	(917)
Acquisition of a subsidiary (Note 46(a)(i))	**1,122**	-	**-**	-
Revenue recognised during the year	**1,043,573**	1,496,941	**-**	-
Progress billings issued during the year	**(1,076,631)**	(1,376,067)	**-**	-
Advances received on contracts	**(5,780)**	(4,175)	**-**	-
Exchange translation differences	**1,384**	35	**24**	23
Others	**221**	108	**221**	108
At 31 March	**(63,096)**	(26,985)	**(541)**	(786)

The unsatisfied performance obligations at the end of the reporting period are expected to be recognised in the following periods:

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Within 1 year	**1,346,501**	1,485,993	**-**	-
Between 1 and 4 years	**771,763**	1,675,292	**-**	-
	2,118,264	3,161,285	**-**	-

37 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	
	2023 RM'000	2022 RM'000
Contract assets	**399,004**	283,864
Contract liabilities	**(212,981)**	(93,025)
	186,023	190,839
At 1 April 2022/2021	**190,839**	119,723
Acquisition of a subsidiary (Note 46(b))	**-**	991
Revenue recognised during the year	**1,335,370**	1,218,429
Progress billings issued during the year	**(1,340,724)**	(1,148,863)
Exchange translation differences	**538**	559
At 31 March	**186,023**	190,839

The unsatisfied performance obligations at the end of the reporting period are expected to be recognised in the following periods:

	The Group	
	2023 RM'000	2022 RM'000
Within 1 year	**1,039,902**	835,916
Between 1 and 4 years	**366,023**	213,169
	1,405,925	1,049,085

38 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Quoted securities in Malaysia				
- held for trading:				
Quoted shares	**1,001**	1,599	**-**	-
Quoted real estate investment trusts	**1,504**	1,323	**1,504**	1,323
Quoted unit trusts	**539,429**	608,357	**278,373**	171,139
	541,934	611,279	**279,877**	172,462

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.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

39 DEPOSITS, CASH AND BANK BALANCES

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Deposits with licensed banks	48	**487,288**	671,177	**41,470**	52,899
Cash and bank balances		**1,802,399**	1,834,299	**615,387**	761,586
Housing Development-Accounts (a)		**535,476**	403,179	**-**	-
	48	**2,337,875**	2,237,478	**615,387**	761,586
		2,825,163	2,908,655	**656,857**	814,485

(a) Cash and bank balances include balances amounting to RM535,476,000 (2022: RM403,179,000) 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 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
United States Dollar	**18,379**	45,378	**4,808**	45,378
Singapore Dollar	**9,856**	-	**-**	-
	28,235	45,378	**4,808**	45,378

The currency exposure profile of cash and bank balances is as follows:

	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
United States Dollar	**10,381**	33,156	**1,101**	4,523
Singapore Dollar	**1,168**	915	**-**	-
Argentine Peso	**2**	25	**2**	25
Pakistan Rupee	**25**	80	**25**	80
	11,576	34,176	**1,128**	4,628

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 2023 %	The Group 2022 %	The Company 2023 %	The Company 2022 %
Deposits with licensed banks:				
Ringgit Malaysia	**3.00**	1.71	**3.57**	1.58
US Dollar	**4.51**	0.32	**4.55**	0.32
Indian Rupee	**4.88**	3.10	**6.48**	3.75
Cash at bank held under Housing Development Accounts	**1.15**	1.16	**-**	-

39 DEPOSITS, CASH AND BANK BALANCES (cont'd)

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 (2022: 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.

The carrying values of the designated bank accounts amounting to RM3,397,000 (2022: RM571,000) are pledged as securities for the term loans of the subsidiaries (Note 17).

40 ASSETS HELD FOR SALE

		The Group		The Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Property, plant and equipment (Note 25)	(a)	**866**	1,488	**-**	-
Right-of-use assets (Note 26)	(b)	**589**	2,522	**-**	-
Investment properties (Note 27)	(c)	**583**	5,525	**-**	-
		2,038	9,535	**-**	-

(a),(b) (i) In the preceding 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 2023, the disposal is subject to fulfilment of conditions precedent.

(a),(b) (ii) In the preceding 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 net cash consideration of RM10,163,000. The disposal was completed during the current financial year and a gain of RM7,608,000 recognised in profit or loss (Note 5(b)).

(c) (i) On 20 February 2023, ICP, a wholly-owned subsidiary of the Company, entered into a sale and purchase agreement with an external party to dispose a unit of condominium at Bayan Lepas for a total cash consideration of RM670,000. As at 31 March 2023, the disposal is subject to fulfilment of conditions precedent.

(ii) In the preceding 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 net cash consideration of RM4,299,000. The disposal was completed during the current financial year and a loss of RM16,000 was recognised in profit or loss (Note 5(b)).

(iii) In the preceding financial year, ICP, a wholly-owned subsidiary of the Company, entered into a sale and purchase agreement with an external party to dispose a 2-storey semi detached house at Bandar Putrajaya for a total net cash consideration of RM1,702,000. The disposal was completed during the current financial year and a gain of RM492,000 was recognised in profit or loss (Note 5(b)).

NOTES TO THE FINANCIAL STATEMENTS (cont'd)
For the Financial Year Ended 31 March 2023

41 TRADE AND OTHER PAYABLES

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Trade payables		**934,620**	1,010,613	**251**	250
Trade accruals *		**977,528**	1,030,284	**36,965**	26,285
Amounts owing to subsidiaries		**-**	-	**7,987**	7,943
Amounts owing to associates		**50**	1	**-**	1
Amounts owing to joint ventures		**12,995**	20,835	**-**	-
Government support loans	18	**9,930**	9,930	**-**	-
Land and development costs payable	22(b)	**20,697**	28,500	**-**	-
Other payables and accruals		**712,387**	563,545	**12,742**	17,124
Lease payable to Kuantan Port Authority	22(e)	**6,710**	6,342	**-**	-
		2,674,917	2,670,050	**57,945**	51,603
Retirement benefits payable	23	**33**	446	**-**	-
GST payables		**4,895**	5,644	**-**	-
		2,679,845	2,676,140	**57,945**	51,603

* Included in the trade accruals is mainly the provision for costs amounting to RM771,709,000 (2022: RM845,753,000) to complete the property development projects.

Trade accruals also include interest payable of the Group and Company amounting to RM57,524,000 and RM17,392,000 (2022: RM52,085,000 and RM21,489,000) respectively.

The currency exposure profile of trade and other payables is as follows:

	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
United States Dollar	**3,945**	2,581	**-**	-
Singapore Dollar	**13**	-	**-**	-
Chinese Yuan	**16**	-	**-**	-

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 (2022: range from payments in advance to 120 days).

42 DERIVATIVE FINANCIAL INSTRUMENTS

	The Group Liabilities RM'000
At 31 March 2022	
Current:	
Cross currency swap	337

In the previous financial years, an indirect subsidiary of the Company 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 was USD87.5 million.

Maturity profile of derivative financial instruments

	< 1 year RM'000	1 – 3 years RM'000	Total fair value of derivative financial liabilities RM'000
Types of derivative			
The Group			
As at 31 March 2022			
Cross currency swap	337	-	337

43 PROVISIONS

	Note	The Group 2023 RM'000	The Group 2022 RM'000
Provisions (current)	(a)	**2,992**	2,714
Provision for maintenance			
At 1 April 2022/2021		**2,714**	1,640
Current year provision		**4,884**	4,002
Utilised during the year		**(4,383)**	(3,160)
(Over)/under provision in respect of prior years		**(223)**	602
Reclassification		**-**	(370)
At 31 March		**2,992**	2,714

(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.

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

44 BORROWINGS

	Note	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Secured					
Bonds	16	**145,000**	110,000	**-**	-
Term loans	17	**153,513**	107,245	**-**	-
Revolving credits (A)		**131,137**	28,630	**-**	-
		429,650	245,875	**-**	-
Unsecured					
Bonds	16	**200,000**	300,000	**200,000**	300,000
Term loans	17	**429,587**	372,478	**172,146**	94,534
Bankers' acceptances		**14,319**	9,901	**-**	-
Revolving credits		**617,450**	312,457	**150,000**	50,000
Revolving loans		**-**	367,631	**-**	-
Bank overdrafts	48	**7,365**	10,820	**-**	-
Letters of credit		**5,562**	1,247	**-**	-
		1,274,283	1,374,534	**522,146**	444,534
		1,703,933	1,620,409	**522,146**	444,534

The currency exposure profile of the above bank borrowings is as follows:

	The Group 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
United States Dollar	**319,428**	643,259	**172,146**	94,534

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 16 and 17 respectively, of the Group and the Company are as follows:

	The Group Bankers' acceptances %	Revolving credits %	Revolving loans %	Bank overdrafts %
As at 31 March 2023:				
Ringgit Malaysia	**3.47**	**4.30**	**-**	**-**
Indian Rupee	**-**	**-**	**-**	**8.58**
United States Dollar	**-**	**5.75**	**-**	**-**
As at 31 March 2022:				
Ringgit Malaysia	2.41	3.20	-	-
Indian Rupee	-	7.00	-	6.70
United States Dollar	-	1.36	3.27	-

44 BORROWINGS (cont'd)

	The Company	
	2023 Revolving credits %	2022 Revolving credits %
Ringgit Malaysia	**3.81**	2.92

The security for bonds and term loans are disclosed in Notes 16 and 17 respectively.

(A) As at the reporting date, the following revolving credits of the Group are secured as follows:

		The Group	
	Note	2023 RM'000	2022 RM'000
Revolving credit (i)	(a)	**-**	10,267
Revolving credit (ii)	(b)	**9,737**	8,563
Revolving credit (iii)	(c)	**100,000**	-
Revolving credit (iv)	(d)	**21,400**	9,800
		131,137	28,630

(a) The security for revolving credit (i) of RM Nil (2022: RM10,267,000) was disclosed in Note 17(C)(a).

(b) The security for revolving credit (ii) of RM9,737,000 (2022: RM8,563,000) is disclosed in Note 17(C)(f).

(c) The security for revolving credit (iii) of RM100,000,000 (2022: RM Nil) is disclosed in Note 17(C)(g).

(d) The revolving credit (iv) of RM21,400,000 (2022: RM9,800,000) is secured by way of a Lien-Holder's Caveat over inventories (Note 35) of a subsidiary of IJML with minimum security cover of 1.0 time the loan outstanding.

45 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:

	Infrastructure RM'000	Manufacturing and quarrying RM'000	Construction RM'000	Property RM'000	Total RM'000
2023					
At 1 April 2022	**-**	**56,026**	**13,407**	**10,303**	**79,736**
Acquisition of a subsidiary (Note 46(a)(i))	**28,501**	**-**	**-**	**-**	**28,501**
At 31 March 2023	**28,501**	**56,026**	**13,407**	**10,303**	**108,237**
2022					
At 1 April 2021/At 31 March 2022	-	56,026	13,407	10,303	79,736

45 IMPAIRMENT OF ASSETS (cont'd)

Impairment tests for goodwill (cont'd)

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 2023 %	Growth rate 2022 %	Discount rate 2023 %	Discount rate 2022 %
Manufacturing and Quarrying	Financial budgets approved by management covering a 5-year period based on past performance and expectations of market development	**3.0**	2.2	**9.6**	3.1
Construction	Discounted cash flows of the construction order book covering a 3-year period	**N/A**	N/A	**10.0**	9.0 ~ 11.0
Property	Discounted cash flows of a property development project covering a 16-year period	**N/A**	N/A	**8.4**	9.0 ~ 11.0
Infrastructure	Financial budgets approved by management covering a 5-year period based on future secured contracts and expectations of market development	**13.0**	-	**8.2**	-

N/A denotes not applicable

The discount rates used are pre-tax and reflect the specific risks relating to the respective CGUs.

During the financial year, the Group recognised a goodwill arising from the acquisition of a subsidiary (Note 46(a)(i)) as the goodwill allocated to the Infrastructure 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.

46 ACQUISITION OF SUBSIDIARIES

(a) During the current financial year, the Group acquired/incorporated the following subsidiaries:

(i) On 21 July 2022, the Company entered into a sale and purchase agreement to acquire 600,000 ordinary shares in Globalcomm Solutions Sdn Bhd ("GSSB"), representing a 60% equity interest in GSSB for a total purchase consideration of RM33,755,259. The acquisition was completed on 16 August 2022.

Details of net assets acquired are as follows:

	Note	Fair value RM'000
Identifiable assets and liabilities:		
Non-current assets		
Property, plant and equipment	25	**4,090**
Right-of-use assets	26	**794**
Investment properties	27	**3,515**
Intangible assets	34	**3,958**
		12,357
Current assets		
Trade and other receivables		**3,548**
Contract assets	37(a)	**1,122**
Restricted deposits with licensed bank		**218**
Deposits, cash and bank balances		**3,566**
		8,454
Non-current liabilities		
Bank borrowings		**(2,605)**
Lease liabilities		**(843)**
Deferred tax liabilities	20	**(954)**
		(4,402)
Current liabilities		
Trade and other payables		**(6,054)**
Lease liabilities		**(300)**
Current tax liabilities		**(1,050)**
Bank borrowings		**(165)**
		(7,569)
Fair value of identifiable net assets acquired		**8,840**
Less: Non-controlling interests		**(3,586)**
		5,254
Less: Purchase consideration (including fair value of contingent consideration of RM15.4 million)		**(33,755)**
Goodwill on acquisition	34,45	**(28,501)**

46 ACQUISITION OF SUBSIDIARIES (cont'd)

(a) During the current financial year, the Group acquired/incorporated the following subsidiaries: (cont'd)

(i) Details of cash flows arising from the acquisition are as follows:

	The Group RM'000
Total purchase consideration paid	**(18,382)**
Less: Cash and cash equivalents of subsidiary acquired	**3,471**
Net cash outflow to the Group on acquisition	**(14,911)**

The acquired business contributed revenue and profit before taxation of RM17,406,000 and RM4,348,000 to the Group for the period from 16 August 2022, date of completion of acquisition, to 31 March 2023.

(ii) On 25 November 2022, IJM Properties Sdn Bhd ("IJMP"), a wholly-owned subsidiary of IJM Land Berhad ("IJMLB"), which in turn is a wholly-owned subsidiary of the Company, entered into a conditional share sale agreement ("SSA") with WCE Maju Sdn Bhd ("WCEM") (formerly known as KEB Builders Sdn Bhd) and KEB Management Sdn Bhd ("KEBM") to acquire 400,000 ordinary shares (representing WCEM's 30% and KEBM's 10% equity interests) in Radiant Pillar Sdn Bhd ("RPSB") for a total cash consideration of RM494.0 million. Both WCEM and KEBM are wholly-owned subsidiaries of WCE Holdings Berhad ("WCEH").

On 28 February 2023, the SSA has been completed in accordance with the terms of the SSA. Upon completion of this acquisition, the effective interest in RPSB by IJMP had increased from 60% to 100%. The Company owns 26.65% equity interest in WCEH and accounts for WCEH as an associate. WCEH also owns 40% of RPSB. At the Group level, the effective interest of the Company in RPSB approximates 70.66% (60% via IJMLB and approximately 10% via WCEH).

The additional interest in RPSB has been accounted for as transaction with non-controlling interests ("NCI") by the Company where the difference between the proceeds and the NCI amount has been recorded in the Company's group retained profits. As the NCI in RPSB was 29.34%, part of the proceeds paid for the 40% equity interest of RPSB (10.66%) is deemed as capital contribution provided by the Group to WCEH.

	The Group RM'000
Total purchase consideration	**494,000**
Less: IJM Group's share of proceeds received by WCEH (deemed capital contribution in WCEH)	**(131,651)**
Net proceeds from the acquisition based on effective interest	**362,349**
Less: 29.34% NCI related to RPSB at the Group level	**(357,467)**
Retained profits (loss from transaction with NCI)	**4,882**

(iii) On 28 April 2022, the Company has incorporated a 100%-owned subsidiary, namely IJM Treasury Management Sdn Bhd.

(iv) On 2 March 2023, IJM RE Sdn Bhd, a wholly-owned subsidiary of the Company, has incorporated a 100%-owned subsidiary, namely Exio Logistics Sdn Bhd.

The acquisitions (iii) & (iv) have no significant effect on the financial results of the Group in the current financial year and the financial position of the Group as at the end of the current financial year.

46 ACQUISITION OF SUBSIDIARIES (cont'd)

(b) In the preceding financial year, the Group acquired the following subsidiary:

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 had 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 were as follows:

	Note	Fair value RM'000
Identifiable assets and liabilities:		
Non-current assets		
Deferred tax assets	20	11,312
Current assets		
Trade and other receivables		53,115
Inventory – completed buildings		6,200
Inventory – property development costs	35(b)	186,500
Contract assets	37(b)	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 were as follows:

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.

47 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	25	1,567,906
Right-of-use assets	26	227,327
Associates		23,571
Long term receivables		165,631
Deferred tax assets	20	4,205
Inventories		5,477
		1,994,117
Current assets		
Inventories		94,468
Produce growing on bearer plants		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	20	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

47 DISPOSAL OF SUBSIDIARIES (cont'd)

(a)(i) Details of the disposal were as follows: (cont'd)

	At date of disposal RM'000
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

The net cash flows on disposal was determined as follows:

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 preceding year was presented separately on the consolidated statements of comprehensive income as discontinued operation.

An analysis of the result of the discontinued operation was 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

47 DISPOSAL OF SUBSIDIARIES (cont'd)

(A) The following expenses from discontinued operation (excluding finance cost and income tax expense) by nature had been debited in arriving at operating profit before finance cost:

	Note	The Group 1.4.2021 to 31.8.2021 RM'000	The Group 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	25	49,125	113,216
- written off	25	411	20
Right-of-use assets:			
- depreciation	26	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 had been credited in arriving at operating profit before finance cost:

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	-	325

The cash flows attributable to the discontinued operation are as follows:

	The Group 1.4.2021 to 31.8.2021 RM'000	The Group 1.4.2020 to 31.3.2021 RM'000
Net cash flow from operating activities	133,808	229,096
Net cash flow (used in) investing activities	(28,830)	(65,540)
Net cash flow (used in) financing activities	(158,024)	(197,585)
Total cash flows attributable to discontinued operation	(53,046)	(34,029)

47 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 share 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 (Note 5(b))	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

48 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 2023 RM'000	The Group 2022 RM'000	The Company 2023 RM'000	The Company 2022 RM'000
Deposits with licensed banks	39	**487,288**	671,177	**41,470**	52,899
Cash and bank balances	39	**2,337,875**	2,237,478	**615,387**	761,586
Bank overdrafts					
- Unsecured	44	**(7,365)**	(10,820)	**-**	-
		2,817,798	2,897,835	**656,857**	814,485
Less:					
Restricted deposits with licensed banks	(a)	**(9,979)**	(10,361)	**-**	-
		2,807,819	2,887,474	**656,857**	814,485

(a) As at 31 March 2023, 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 Murabahah; 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 2022, the restricted deposits with licensed banks were 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.

49 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.

49 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 2023					
(i) Bonds	16	**2,917,025**	**2,995,932**	**1,200,000**	**1,203,015**
(ii) Government support loans	18	**31,059**	**32,796**	**-**	**-**
(iii) Advances from the State Government	22(a)	**33,180**	**(aa)**	**-**	**-**
At 31 March 2022					
(i) Bonds	16	2,967,333	3,027,441	1,500,000	1,515,099
(ii) Government support loans	18	47,249	48,162	-	-
(iii) Advances from the State Government	22(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 22(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.

50 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:

	2023 RM'000	2022 RM'000
The Group		
(aa) Associates		
(i) Progress billings in respect of construction contract:		
- West Coast Expressway Sdn Bhd	**252,441**	257,552
(ii) Interest charged to:		
- Kuantan Pahang Holding Sdn Bhd	**1,627**	1,170
- WCE Maju Sdn Bhd	**2,275**	2,517
(iii) Net (advances to)/repayment from:		
- Grupo Concesionario del Oeste S.A.	**-**	(561)
- WCE Maju Sdn Bhd	**-**	2,590
- Kuantan Pahang Holding Sdn Bhd	**6,070**	(7,897)
- West Coast Expressway Sdn Bhd	**261,975**	316,536
(iv) Subscription of Redeemable Unsecured Murabahah Stocks:		
- West Coast Expressway Sdn Bhd	**18,760**	23,420
(v) Profits from Redeemable Unsecured Murabahah Stocks:		
- West Coast Expressway Sdn Bhd	**26,457**	24,518
(ab) Joint ventures		
(i) Progress billings in respect of construction contract:		
- Tumpuan Azam Sdn Bhd	**185,495**	93,577
- Laksana Positif Sdn Bhd	**31,449**	11,789
- Jaringan Simfoni Sdn Bhd	**28,098**	13,157
- Sierra Ukay Sdn Bhd	**-**	44
(ii) Project management and sales and marketing fees charged to:		
- 368 Segambut Sdn Bhd	**2,090**	3,215
- IJM-CHEC Joint Venture	**108**	446
- Sierra Ukay Sdn Bhd	**-**	2,256
- Jaringan Simfoni Sdn Bhd	**2,039**	875
- Nasa Land Sdn Bhd	**841**	498
(iii) Toll operation and maintenance works charged to:		
- Lebuhraya Kajang-Seremban Sdn Bhd	**3,891**	9,156
(iv) Interest charged to:		
- 368 Segambut Sdn Bhd	**1,919**	3,561
- ISZL Consortium	**-**	11,322
- Nasa Land Sdn Bhd	**4,401**	4,171
- Sierra Ukay Sdn Bhd	**-**	15,369

50 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)

	2023 RM'000	2022 RM'000
The Group (cont'd)		
(ab) Joint ventures (cont'd)		
(v) Net repayment from/(advances to):		
- 368 Segambut Sdn Bhd	**3,422**	52,499
- IJM-CHEC Joint Venture	**4,608**	18,889
- IJM-LFE Joint Venture	**420**	34,780
- IJM Perennial Development Sdn Bhd	**(20,500)**	(5,500)
- Tumpuan Azam Sdn Bhd	**157,602**	88,465
- Laksana Positif Sdn Bhd	**21,448**	8,017
- Jaringan Simfoni Sdn Bhd	**28,415**	6,429
- ISZL Consortium	**(109)**	12,965
- Lebuhraya Kajang-Seremban Sdn Bhd	**5,847**	7,897
- Sierra Ukay Sdn Bhd	**-**	39,833
- IJM Properties-JA Manan Development JV	**177**	1,669
- Malaysia-China Kuantan Industrial Park (MCKIP)	**(3,920)**	-
(vi) Interest accretion on RCULS and RCSIDS		
- Lebuhraya Kajang-Seremban Sdn Bhd	**44,146**	39,864
(ac) Joint operation partner		
(i) Progress billings in respect of construction contracts to:		
- IJMC-KEB Joint Venture	**75,519**	51,416
(ii) Net repayment from/(advances to):		
- IJMC-KEB Joint Venture	**34,198**	(30,545)
(iii) Interest charged to:		
- IJMC- KEB Joint Venture	**2,138**	288
(ad) Other related parties *		
(i) Purchase of fresh fruit bunches	**-**	3,601
(ae) Corporate shareholder of a subsidiary		
(i) Interest charged by:		
- Beibu Gulf Holding (Hong Kong) Co. Ltd	**7,946**	5,548

* Companies in which a Director of the Company has deemed interest through his family members.

50 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)

	2023 RM'000	2022 RM'000
The Company		
(aa) Subsidiaries		
(i) Interest charged to/(by):		
- IJM Properties Sdn Bhd	**38,511**	38,952
- Murni Lapisan Sdn Bhd	**473**	1,568
- Suria Bistari Development Sdn Bhd	**2,881**	3,985
- IJM Land Berhad	**7,875**	10,487
- IJM Land Management Services Sdn Bhd	**1,260**	1,337
- IJM Management Services Sdn Bhd	**770**	728
- IJM RE Sdn Bhd	**-**	5,674
- Fairview Valley Sdn Bhd	**448**	670
- RB Development Sdn Bhd	**693**	689
- CIDB Inventures Sdn Bhd	**(329)**	(1,811)
- Panorama Jelita Sdn Bhd	**698**	716
(ii) Capital contribution via share-based payment in:		
- IJM Construction Sdn Bhd	**-**	519
- IJM Land Berhad	**-**	391
- IJM Plantations Berhad	**-**	(6,591)
- Industrial Concrete Products Sdn Bhd	**-**	53
- Road Builder (M) Holdings Bhd	**-**	51
(iii) Share-based payments charged to:		
- Kuantan Port Consortium Sdn Bhd	**178**	331
- Industrial Concrete Products Sdn Bhd	**497**	1,100
- IJM Plantations Berhad	**-**	1,268
- IJM Construction Sdn Bhd	**1,724**	3,270
- IJM Land Management Services Sdn Bhd	**1,176**	2,622
- Besraya (M) Sdn Bhd	**117**	267
(iv) Management fees charged to:		
- IJM Construction Sdn Bhd	**10,225**	8,198
- IJM Plantations Berhad	**-**	632
- Industrial Concrete Products Sdn Bhd	**6,085**	4,334
- New Pantai Expressway Sdn Bhd	**1,284**	970
- Kuantan Port Consortium Sdn Bhd	**2,030**	1,508
- Besraya (M) Sdn Bhd	**1,186**	895
- IJM Land Management Services Sdn Bhd	**7,314**	5,937
(v) Office rental charged by IJM Construction Sdn Bhd	**2,098**	2,064

50 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)

	2023 RM'000	2022 RM'000
The Company (cont'd)		
(aa) Subsidiaries (cont'd)		
(vi) Repayment from/(advances to):		
- IJM Investments (M) Limited	**-**	697,282
- IJM Construction Sdn Bhd	**9,147**	8,622
- IJM Properties Sdn Bhd	**95,944**	61,842
- IJM Land Berhad	**80,751**	56,860
- Panorama Jelita Sdn Bhd	**(4,074)**	5,430
- Murni Lapisan Sdn Bhd	**(700)**	37,405
- Cypress Potential Sdn Bhd	**2,188**	175
- Chen Yu Land Sdn Bhd	**6,506**	4,400
- Jelita Kasturi Sdn Bhd	**(1,867)**	2,720
- IJM Investments (L) Limited	**(58,125)**	337,142
- Kuantan Port Consortium Sdn Bhd	**2,033**	462
- IJM Land Management Services Sdn Bhd	**8,595**	15,516
- Industrial Concrete Products Sdn Bhd	**5,896**	5,009
- IJM Plantations Berhad	**-**	2,058
- RB Development Sdn Bhd	**730**	417
- Besraya (M) Sdn Bhd	**1,336**	655
- New Pantai Expressway Sdn Bhd	**1,372**	558
- IJM RE Sdn Bhd	**-**	171,974
- Fairview Valley Sdn Bhd	**(10,275)**	19,450
- Emcee Corporation Sdn Bhd	**-**	1,673
- IEMCEE Infra (Mauritius) Limited	**-**	753
- IJM Rajasthan (Mauritius) Limited	**-**	2,255
- IJM Rewa (Mauritius) Limited	**-**	3,465
- IJM Trichy (Mauritius) Limited	**-**	1,318
- IJMII (Mauritius) Limited	**-**	9,115
- IJM Management Services Sdn Bhd	**18,255**	728
- Suria Bistari Development Sdn Bhd	**10,000**	39,000
- Dewas Bypass Tollway Private Limited	**-**	5,423
- Sierra Ukay Sdn Bhd	**(2,397)**	-
- IJM (India) Infrastructure Limited	**8,056**	1,443
- IJM Shared Services Sdn Bhd	**(526)**	(350)
(vii) Repayments to:		
- Road Builder (M) Holdings Bhd	**10,144**	683,098
- CIDB Inventures Sdn Bhd	**301**	60,433
(viii) Redemption of preference shares issued by CIDB Inventures Sdn Bhd	**-**	58,398
(ix) Subscription of preference shares issued by:		
- IJM RE Sdn Bhd	**20,500**	177,351
- Emcee Corporation Sdn Bhd	**250**	18,575
- IJM Construction Sdn Bhd	**100,000**	-
- Industrial Concrete Products Sdn Bhd	**50,000**	-
- IJM Investments (M) Limited	**70,073**	1,294,729

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

50 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)

	2023 RM'000	2022 RM'000
The Company (cont'd)		
(ab) Associates		
(i) Net advances to:		
- Grupo Concesionario del Oeste S.A.	**-**	561
(ac) Joint ventures		
(i) Interest accretion on RCULS and RCSIDS:		
- Lebuhraya Kajang-Seremban Sdn Bhd	**44,146**	39,864

(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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Wages, salaries and bonus	**11,937**	9,959	**4,743**	3,289
Defined contribution retirement plan	**1,325**	1,272	**753**	557
Fees and other employee benefits	**9,449**	2,619	**7,040**	2,055
Share-based payments	**(469)**	(844)	**(232)**	(230)
	22,242	13,006	**12,304**	5,671

(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	
	2023 RM'000	2022 RM'000
Progress billings during the financial year:		
- Directors and key management personnel of the Company	**204**	408
- Company in which a Director of the Company has interest	**1,181**	945

(d) The amounts that remained outstanding at the reporting date in respect of the transactions with related parties are disclosed in Notes 29, 30, 31, 36 and 41.

51 COMMITMENTS

Capital commitments

	The Group 2023 RM'000	2022 RM'000
Approved and contracted for	**38,139**	93,706
Approved but not contracted for	**28,154**	59,619
	66,293	153,325
Analysed as follows:		
Purchases of property, plant and equipment	**48,600**	86,392
Purchases of development land	**2,037**	2,037
Concession assets	**14,966**	64,180
Investment properties	**690**	716
	66,293	153,325

52 CONTINGENT LIABILITIES (UNSECURED)

	The Group 2023 RM'000	2022 RM'000
Stamp duty matters under appeal	**1,765**	1,820
Sales and service tax matters under appeal	**30,231**	31,208
Goods and services tax matters under appeal	**26,136**	-
	58,132	33,028

53 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2023

SUBSIDIARIES

Name	Country of incorporation	Effective equity interest 2023 %	2022 %	Principal activities
Held by the Company				
CIDB Inventures Sdn Bhd	Malaysia	**100**	100	Dormant
Emcee Corporation Sdn Bhd	Malaysia	**100**	100	Dormant
Globalcomm Solutions Sdn Bhd (1)	Malaysia	**60**	-	Provision of telecommunication and surveillance systems
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	Deregistered
IJM Investments (L) Limited	Federal Territory of Labuan	**100**	100	Investment holding
IJM Investments (M) Limited #	Republic of Mauritius	**100**	100	Investment holding

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

53 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2023 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2023 %	2022 %	Principal activities
Held by the Company (cont'd)				
IJM Land Berhad	Malaysia	**100**	100	Investment holding
IJM RE Sdn Bhd	Malaysia	**100**	100	Investment holding
IJM Treasury Management Sdn Bhd (2)	Malaysia	**100**	-	Provision of financing and related management services
Industrial Concrete Products Sdn Bhd	Malaysia	**100**	100	Production and sale of concrete products and investment holding
Kamad Quarry Sdn Bhd ^^	Malaysia	**100**	100	Under member's voluntary liquidation
IJM Shared Services Sdn Bhd	Malaysia	**100**	100	Provision of management services and investment holding
RB Manufacturing Sdn Bhd	Malaysia	**100**	100	Dormant
Road Builder (M) Holdings Bhd	Malaysia	**100**	100	Investment holding
Held by Globalcomm Solutions Sdn Bhd				
Globalcomm Telecommunications Sdn Bhd (1)	Malaysia	**37**	-	Telecommunication tower sharing operator
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

53 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2023 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2023 %	2022 %	Principal activities
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
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% (2022: 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**	99.8	Property development

53 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2023 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2023 %	2022 %	Principal activities
Held by IJM (India) Infrastructure Limited (cont'd)				
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
Held by IJM Rewa (Mauritius) Limited				
Rewa Tollway Private Limited *	India	**100**	100	Infrastructure development
Vijayapura Tollway Private Limited * (of which 26% (2022: 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% (2022: 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	Dormant
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
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

53 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2023 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2023 %	2022 %	Principal activities
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
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	Under member's voluntary liquidation
Manda'rina Sdn Bhd	Malaysia	**100**	100	Property development
Maxharta Sdn Bhd	Malaysia	**100**	100	Investment holding and property development
NS Central Market Sdn Bhd	Malaysia	**70**	70	Dormant
Preferred Accomplishment Sdn Bhd	Malaysia	**100**	100	Sale of electricity
Radiant Pillar Sdn Bhd * (3) (of which Nil% (2022: 10.7%) is held indirectly by the Company via WCE Holdings Berhad)	Malaysia	**100**	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	Malaysia	**100**	100	Property development
Held by Cypress Potential Sdn Bhd				
Sebana Golf & Marina Resort Berhad *	Malaysia	**70**	70	Resort, marina and golf course operator

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

53 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2023 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2023 %	2022 %	Principal activities
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	Selling and processing of vouchers related to the sale of property development units
Jelita Kasturi Sdn Bhd	Malaysia	**100**	100	Property development
Panorama Jelita Sdn Bhd	Malaysia	**100**	100	Property development
Held by Radiant Pillar Sdn Bhd				
Bandar Rimbayu Sdn Bhd * (of which Nil% (2022: 10.7%) is held indirectly by the Company via WCE Holdings Berhad)	Malaysia	**100**	71	Property development
IJMP-RPSB Joint Venture * (of which Nil% (2022: 5.3%) is held indirectly by the Company via WCE Holdings Berhad)	**	**100**	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 *	England and Wales	**51**	51	Letting and operating of own real estate
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	Under member's voluntary liquidation
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 and construction activities
RB Property Management Sdn Bhd	Malaysia	**100**	100	Property development

53 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2023 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2023 %	2022 %	Principal activities
Held by RB Land Sdn Bhd (cont'd)				
Seremban Two Holdings Sdn Bhd	Malaysia	**100**	100	Property development
Seremban Two Property Management Sdn Bhd ^^	Malaysia	**100**	100	Under member's voluntary liquidation
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
Held by IJM RE Sdn Bhd				
IJM RE Commercial Sdn Bhd	Malaysia	**100**	100	Investment holding
Exio Logistics Sdn Bhd (4)	Malaysia	**100**	-	Provision of warehouse and related services
Held by IJM RE Commercial Sdn Bhd				
Fairview Valley Sdn Bhd	Malaysia	**100**	100	Property investment and investment holding
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	Manufacturing of Industrialised Building System and provision of technical services related thereto
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
IJM Concrete (Private) Limited ^	United Arab Emirates	**60**	60	Dormant

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

53 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2023 (cont'd)

SUBSIDIARIES (cont'd)

Name	Country of incorporation	Effective equity interest 2023 %	2022 %	Principal activities
Held by Malaysian Rock Products Sdn Bhd (cont'd)				
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	Dormant
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	Advertising services
Kuantan Port Consortium Sdn Bhd (of which 30% (2022: 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

53 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2023 (cont'd)

ASSOCIATES

Name	Country of incorporation	Effective equity interest 2023 %	2022 %	Principal activities
Held by the Company				
Bionic Land Berhad *	Malaysia	**20**	20	Investment holding and provision of management services
Cofreth (M) Sdn Bhd * (5)	Malaysia	**-**	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	**20.1**	20.1	Construction, renovation, repair, conservation and operation of Acesso Oeste highway
Inversiones E Inmobiliaria Sur-Sur S.A. *	Chile	**25**	25	Dormant
WCE Holdings Berhad *	Malaysia	**26.7**	26.7	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	**45.5**	45.5	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	Dormant
Held by IJM Land Berhad				
Kuantan Pahang Holding Sdn Bhd	Malaysia	**40**	40	Investment holding
Held by Asas Panorama Sdn Bhd				
MCKILP Development Sdn Bhd (6)	Malaysia	**29**	-	Property development
Held by IJM Properties Sdn Bhd				
MASSCORP-Vietnam Sdn Bhd *	Malaysia	**20**	20	Investment holding
Held by KP Port Services Sdn Bhd				
KP Depot Services Sdn Bhd *	Malaysia	**18**	18	Provision of container depot services

NOTES TO THE FINANCIAL STATEMENTS (cont'd)

For the Financial Year Ended 31 March 2023

53 LIST OF SUBSIDIARIES AND ASSOCIATES AS AT 31 MARCH 2023 (cont'd)

ASSOCIATES (cont'd)

Name	Country of incorporation	Effective equity interest 2023 %	2022 %	Principal activities
Held by Road Builder (M) Holdings Bhd				
West Coast Expressway Sdn Bhd * (of which 21.3% (2022: 21.3%) 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 21 July 2022, the Company entered into a sale and purchase agreement to acquire 600,000 ordinary shares in Globalcomm Solutions Sdn Bhd ("GSSB"), representing a 60% equity interests in GSSB for a total consideration of RM33.8 million. The acquisition was completed on 16 August 2022 (Note 46(a)(i)).

(2) On 28 April 2022, the Company has incorporated a wholly-owned subsidiary, known as IJM Treasury Management Sdn Bhd (Note 46(a)(iii)).

(3) On 25 November 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 conditional share sale agreement ("SSA") with WCE Maju Sdn Bhd and KEB Management Sdn Bhd to acquire the remaining 40% equity interest in Radiant Pillar Sdn Bhd for a total cash consideration of RM494 million. On 28 February 2023, the SSA has been completed in accordance with the terms of the SSA (Note 46(a)(ii)).

(4) On 2 March 2023, IJM RE Sdn Bhd, a wholly-owned subsidiary of the Company has incorporated a wholly-owned subsidiary, known as Exio Logistics Sdn Bhd (Note 46(a)(iv)).

(5) On 16 May 2022, the Company entered into a share sale agreement to dispose 259,250 ordinary shares, representing 25% of the issued and paid-up share capital of Cofreth (M) Sdn Bhd ("Cofreth") to Japan Elevator Service Holdings Co., Ltd for a total cash consideration of RM3 million. The disposal was completed on 17 June 2022. Following the completion of the disposal, Cofreth ceased to be an associate of the Company.

(6) MCKILP Development Sdn Bhd ("MCKILP") has been incorporated on 7 September 2022. Asas Panorama Sdn Bhd, a 60%-owned subsidiary of IJM Land Berhad, which in turn is a wholly-owned subsidiary of the Company has subscribed 490,000 ordinary shares, representing 49% of the issued and paid-up share capital of MCKILP.

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 12 to 186 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 5 July 2023.

DATO' EDWARD CHONG SIN KIAT
(MIA No. 11526)

Before me:

PESURUHJAYA SUMPAH
No : B 439
Nama : GUNALAN
1.1.2022 - 31.12.2024
MALAYSIA

Commissioner for Oaths
Petaling Jaya

NO: 13, (TINGKAT 1) JALAN 52/10
PJ NEW TOWN
46200 PETALING JAYA, SELANGOR.

pwc

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 2023, 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 2023 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 12 to 186.

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, Menara TH 1 Sentral, Jalan Rakyat, Kuala Lumpur Sentral, P.O. Box 10192, 50706 Kuala Lumpur, Malaysia
T: +60 (3) 2173 1188, F: +60 (3) 2173 1288, www.pwc.com/my

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: RM1,043.6 million Cost: RM932.9 million ii) Property development activities Revenue: RM1,563.3 million Cost: RM1,022.3 million Refer to Notes 9(a) and 9(b) for the accounting policies and Notes 2(b), 2(c), 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 and estimates 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.	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-contractors' 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' claim 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. 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.

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 Refer to Notes 14 and 22 for the accounting policies and Notes 2(g), 3(b) and 36 to the financial statements. The Group assessed on a forward-looking basis the expected credit loss ("ECL") associated with its 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 expects 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 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 applies individual debtor assessment for debtors with different risk characteristics, where the credit risk information of these debtors is obtained and monitored individually. The measurement of ECL incorporates expected loss rates, time value of money, forward looking information and probability-weighted estimates. As at 31 March 2023, the Group's trade receivables prior to loss allowance was RM853.6 million, of which RM135.9 million has been provided for as loss allowance. 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 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 them to the historical payment trend of individual customers, considered collaterals held by the Group and sighted to correspondence on settlement arrangements agreed between the Group 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. 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 allowance of trade receivables to be materially consistent with the supporting information provided to us.

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
Investment in the Redeemable Unsecured Murabahah Stock of an associate Refer to Note 22 for the accounting policies and Notes 2(g), 3(b) and 30 to the financial statements. The Group's investment in the Redeemable Unsecured Murabahah Stock ("RUMS") of an associate has a gross carrying amount of RM376.4 million as at 31 March 2023 (before allowance for impairment of RUMS amounting to RM133.5 million). The Group applies the general 3-stage ECL model under MFRS 9 "Financial Instruments" to assess the impairment of the RUMS. ECL represents a probability-weighted estimate of the difference between the present value of contractual cash flows and the present value of the cash flows that the Group expects to receive over the remaining life of the RUMS, based on the projected future cash flows from the associate's tollway concession operations that are available for the periodic profit payment and the redemption of the nominal value of the RUMS up to the maturity dates of the RUMS. Based on the above, the Group has made an allowance for impairment of RM133.5 million against RUMS during the financial year. We focused on this area because management's assessment of ECL on the RUMS requires significant judgement and estimates in determining the projected future cash flows from the associate's tollway concession operations, which will affect the timing of the recovery of the RUMS.	In determining the present value of the cash flows the Group expects to receive over the remaining life of the RUMS, we have reviewed the component auditor's workpapers with respect to the expected cash flows to be generated from the associate's tollway concession. The review of the component auditor's workpapers include the following audit procedures: • Checked the projected traffic volume used in the projection of future cash flows to traffic consultant's report or historical trend; • 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 agreement; • Checked that the tax expenses are calculated based on statutory tax rate, the repayment of external borrowings and interests are based on terms of the loan agreements and the required capital expenditure and maintenance costs are based on the amounts authorised by the Board of Directors of the associate; and • Assessed the competency and objectivity of the traffic consultant by considering their professional qualifications and experience. We have checked the appropriateness of the discount rate used to derive the expected cash flow on the RUMS for the purpose of calculation of the allowance for impairment. Based on the above procedures performed, we noted no material exceptions.

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 the carrying amounts of inventories (property development costs and completed development units) i) Property development costs - RM5,674.7 million ii) Completed development units - RM738.2 million Refer to Notes 11(b) and 11(c) for the accounting policies and Notes 2(h), 5(a), 5(b), 35 and 35(b) to the financial statements. We focused on the recoverability of the carrying amounts of inventories because of the estimates made by management in determining the net realisable values. Management assessed the net realisable value of the completed development units based on estimates derived from recent transacted prices or revised selling prices in light of the latest economic condition and future market outlook, net of expected discounts to be given which were approved by the Directors. For property development costs, management has also considered the costs yet to be incurred to complete the development project before comparing to the net realisable value. Based on management's assessment, the Group's property development costs were written down by RM2.8 million and the Group has recognised a net reversal of write-down on the unsold completed development units by RM23.0 million respectively during the financial year.	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 adjusted for the size of the units. For inventories which management has relied on independent valuations, 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. We discussed with management on the basis used to determine the write down or reversal of write down of certain inventories at the period end based on 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 above procedures performed, we noted no material exceptions.

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 Refer to Note 4 for the accounting policies and Notes 2(i) and 29 to the financial statements. The Company has investments in subsidiaries outside Malaysia totaling RM1,455.5 million before the provision of impairment recorded during the financial year. We focused on the recoverability of the Company's carrying amount of these investments in subsidiaries because of the estimates and judgements made by management in determining the recoverable amounts. Management's determination of the recoverable amount of the investments in these subsidiaries includes the assessment based on the projected future cash flows to be generated from the subsidiaries' tollway concession and the sales of the subsidiaries' unsold completed properties, property development costs and lands held for property development. Based on the above, provision of impairment of RM84.1 million has been made on the investments in these subsidiaries as at 31 March 2023. We focused on this area because management's determination of recoverable amounts requires significant judgements and estimates.	In determining the recoverable amounts of the investments in subsidiaries outside Malaysia, we have considered the cash flows available for dividend distribution to the Company from these subsidiaries. With regards to future cash flows to be generated from the subsidiaries' tollway concession, we have performed the following audit procedures: • Checked the projected traffic volumes used in the projection of future cash flows to traffic consultant's report or historical trend; • Checked that the toll rate used in the projection of future cash flows are in accordance with the toll rates as stipulated in the concession agreement; • Checked that the tax expenses are calculated based on statutory 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 consultant by considering their professional qualifications and experience; • Checked the reasonableness of the discount rate with assistance from auditors' valuation experts by benchmarking to similar tollway concession companies; and • Inspected supporting documentation in respect of the indicative price for the Group's equity investments in tollway concession.

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 the Company's investments in subsidiaries (cont'd)	With regards to the future cash flows to be generated from the sales of the subsidiaries' unsold completed properties, property development costs and lands held for property development, we have performed the following audit procedures: • Checked that the selling prices of the unsold completed properties are reasonable by comparing to the market value of similar properties in the same vicinity or recent transacted prices; • For property development costs and lands held for property development which management has relied on independent valuations to determine the net realisable value, 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; and • Checked that the tax expenses are calculated based on statutory tax rate. 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, Statement on Risk Management and Internal Control, Chairman's Statement, Management Discussion and Analysis and other sections of the 2023 Annual Report, which we obtained prior to the date of this auditors' report, and Sustainability Statement, 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 and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

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.

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)

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 53 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
5 July 2023

IJM CORPORATION BERHAD
198301008880 (104131-A)

Wisma IJM, Jalan Yong Shook Lin
46050 Petaling Jaya, Selangor Darul Ehsan, Malaysia

ijm@ijm.com
+603-7985 8288

YEARS

IJM CORPORATION BERHAD

FINANCIAL REPORT **2023** | www.ijm.com