SUSTAINABILITY STATEMENT

Subur Tiasa Holdings Berhad Group ("Subur Tiasa' or the 'Group") has made progressive steps to improve our sustainability initiatives while effectively managing our environmental footprint and achieving business profitability. The Group has undertaken wide range of initiatives and efforts to further enhance our environmental management, social accountability and step up operational excellence in building a sustainable business.

SCOPE

The scope of our Sustainability Statement covers Subur Tiasa and all its subsidiaries. This encompasses its core businesses in timber industries and oil palm plantation for the financial year ended 31 July 2020.

CORPORATE GOVERNANCE

Subur Tiasa recognises the importance of managing its diverse business operations in a responsible manner through a systematic governance structure across its entire operations. By adhering to good corporate governance framework, responsible environmental and social practices, the Group is able to achieve sustainable growth and to enhance long-term value for its shareholders.

The Group has pledged a zero tolerance approach towards all forms of bribery or corruption. This is consistent with the core value to ensure that all our business relationships are conducted with integrity, ethical and honest manner. All our employees, contractors and suppliers are required to comply with the Group Anti-Bribery and Anti-Corruption Policy and legislations. The Whistleblowing Policy provides an avenue to all employees and external parties to report any illegal, unethical and improper conducts. The whistleblowing reporting procedures are available in our corporate website.

STAKEHOLDER ENGAGEMENT

At Subur Tiasa, we continue to promote regular and transparent engagement with our key stakeholders in developing trusting relationship and understanding their expectations. Stakeholders' engagement is essential for us to gain insights into matters which they are most concerned with and to address these concerns accordingly. Summarized below is an overview of our stakeholder engagement through various channels, followed by the areas of interest and outcomes achieved.

GOVERNMENT
Meetings, engagement and dialogues
Verbal and written correspondence
Sites inspections

CUSTOMERS
Networking sessions
Verbal and written correspondence
Sites visits

SUPPLIERS AND CONTRACTORS
Verbal and written correspondence
Formal Meetings

SHAREHOLDERS AND INVESTORS
Annual general meeting
Annual report
Announcement of quarterly results
Company website

LOCAL COMMUNITIES
Meetings, engagements and dialogues
Community Representative Committee (CRC) Meeting
Annual Social Impact Assessment

EMPLOYEES/FIELD WORKERS
Morning muster
Safety and Health Committee (SHC) Meeting
Company meeting
Memo and notices
Recreational and sports activities
Trainings

SUSTAINABILITY STATEMENT (CONT'D)

Stakeholder Group	Areas of Interest	Outcomes
SHAREHOLDERS AND INVESTORS	• Corporate growth • Acquisitions and expansions • Market diversification • Risk management • Corporate governance • Reporting standards	• Update on investment return, financial status and future plans • Provide insight into sustainability efforts • Good relationship
LOCAL COMMUNITIES	• Donations and financial aid • Contribution to environmental and social enhancement • Sustainability and related program	• Support the development and social need of local communities • Build rapport and maintain good relationship • Better understanding and support to the needs of local communities • Solutions for complaints and grievances raised
EMPLOYEES/ FIELD WORKERS	• Corporate directions • Job security • Remuneration and benefits • Workplace safety and health • Work-life balance • Trainings and developments	• Awareness and understanding of company policies and direction • Build rapport and promote teamwork • Educate on the importance of sustainability • Solutions for any complaints and grievances raised • Upgrading of knowledge and job skills
GOVERNMENT	• Compliance • Security management • Environment management • Labor practices • Directives and regulations	• Awareness and understanding of government direction and initiatives • Compliance to statutory requirements and regulations
CUSTOMERS	• Product pricing • Product quality • Product safety • Defects rectification • Customer service	• Update on our sustainability progress and implementation • Customer retention and brand recognition • Enhance company reputation
SUPPLIERS AND CONTRACTORS	• Legal compliance • Payment schedule • Pricing of services • Supply commitment • Inventory management	• Update on legal and sustainability requirements • Timely delivery and works completion

SUSTAINABILITY STATEMENT (CONT'D)

MATERIALITY MATRIX

This statement highlights some of the Group's key material issues and how we are addressing them during the year. These material issues have been ranked through our materiality assessment using data analysis and stakeholder engagement. The materiality matrix is generated based on the importance of material sustainability issues to our stakeholders and business operation as charted below:

ECONOMIC

i. ***Customer Requirement***

The trust of consumers and other stakeholders is built by continuously delivering good quality products in line with our vision as the preferred reliable supplier of premium wood-based products. Along the way to fulfill customer expectations for consistent quality and to achieve competitive pricing, the Group has embraced innovative technology and the expansion of value-added products.

ii. ***Product Quality and Services Responsibility***

Since 2019, our oil palm plantations such as Victory Pelita Kabah, Palmlyn, Tiasa Palm, Tiasa Mesra and Infrapalm have successfully obtained the Malaysian

SUSTAINABILITY STATEMENT (CONT'D)

Sustainable Palm Oil ("MSPO") Certification. Our Mujong-Melinau Forest Management Unit ("FMU") has been awarded the Certificate for Forest Management (Natural Forest) on 24 August 2020. We undertake to maintain and renew our certifications in order to uphold the highest standards prescribed under respective certifications.

iii. Economic Performance

The global Covid-19 pandemic as declared by World Health Organization has brought an adverse impact to the global economy. In such unpredictable economic situation, we are managing our business risks in a prudent manner while adapting to the new norm and re-strategizing our operational structures. With the economic resources provided by our shareholders and banking partners, we will continue to adopt good governance practices and to embrace proactive capital management in order to meet the financial commitments and achieve business profitability.

ENVIRONMENT

We have adopted a zero burning policy for all our oil palm plantations and logging camp operations. The Group is committed to protecting the High Conservation Value ("HCV") areas and the biodiversity found within our concession areas. Through stakeholder engagement meetings with the local communities and statutory bodies, we promote the awareness on biodiversity protection. Our initiatives on wildlife protection include enforcement of no-hunting policy in our concessions areas.

i. Water Management

Our operations have adopted an extensive environmental management strategy to manage and preserve the available water resources. We undertake to:

- Monitor the water supply for our operation sites to ensure there is no water shortage.
- Conduct periodic water sampling to ensure our water sources are not affected by the operational activities or external pollutants.
- Maintain riparian boundaries to prevent contamination of the natural water resources.

ii. Pesticide Usage

Our operations minimize the usage of chemicals and only utilize chemical application as the last resort in managing the outbreak of pests and diseases with the following mitigation measures:

- Collect relevant data and palm trees' nutrient levels to ensure appropriate dosage levels and application methods for the application of any inorganic fertilizers.
- Apply empty fruit bunches mulch in the plantations to improve the soil nutrients and reduce the burden on the soil caused by pesticide usage.
- Collaborate with agrochemical experts to identify other natural or biological alternatives to minimize our chemical usage.
- Adopt traditional pest control using traps coupled with the usage of insecticides to better control the infestation.
- Carry out regular monitoring and census findings to ensure the pest infestation levels are below the critical levels.
- Provide internal training for all workers on the appropriate and safe methods in handling the chemicals.
- Carry out annual medical surveillance for chemical handlers to monitor their health conditions.

iii. Energy Efficiency

We aim to mitigate the impacts of climate change by using the best mix of energy sources including renewable energy while improving the energy usage in our operation sites as follows:

- Raise awareness among our employees on effective control measure for energy usage.
- Install energy efficient equipment to reduce our energy consumption and wastage.
- Substitute electric lamps with solar powered alternative at operation sites.

HCV Verification in Camp

International Environmental Compliance Audit (IECA) in Mujong-Melinau FMU

SUSTAINABILITY STATEMENT (CONT'D)

CRC Training at Longhouses

CRC Mujong-Melinau FMU

SOCIAL

Subur Tiasa believes in equal opportunity and embraces diversity within our organization. Our Group provides a conducive working environment for our people by providing training and development, career progression and retention program. We reach out to the local communities by giving back to those in need, creating job opportunities and improving the basic infrastructures.

i. Human Resources Management

We nurture a continuous learning culture for our employees. The employees receive relevant training to ensure that they are equipped with appropriate skills and knowledge. We strive to ensure that work-life balance is achieved and encourage healthy lifestyle with activities such as sports and recreational events through our recreational club. We continue to engage with employees through a variety of social activities and festive celebrations which serve as avenues for relationship-building and fostering a sense of belonging among employees across all business units.

Chinese New Year Gathering

SUSTAINABILITY STATEMENT (CONT'D)


Sports and Recreational Activities

Blood Donation Event

Community Patrol Training

Christmas Caroling

Forest Management Certification Briefing

SUSTAINABILITY STATEMENT (CONT'D)

ii. Occupational Safety and Health

Subur Tiasa aims to create a safe and healthy working environment for its employees. Occupational safety and health is integrated and incorporated into its business operations ranging from manufacturing, forest operations and oil palm plantations.

Various activities have been organized to promote and enhance workplace safety and health. Among the programs, three mills in our manufacturing division have volunteered to be part of the Systematic Occupational Health Enhancement Level Program (SOHELP) Phase 3 for the year 2018/2019, which was organized by the Department of Occupational Safety and Health. Overall, Subur Tiasa was selected as the top 3 from Sarawak and was chosen to represent Sarawak at SOHELP Convention in Putrajaya in August 2019. The achievements of Subur Tiasa's mills were as below:


First Aid Training


Covid-19 Prevention Measures

Factory	Achievement
Subur Tiasa Plywood Sdn. Bhd.	Level 4 (Advanced)
Subur Tiasa Particleboard Sdn. Bhd.	Level 3 (Intermediate)
Grace Million Sdn. Bhd.	Level 3 (Intermediate)

In November 2019, Subur Tiasa has organized the second disaster drill at one of our factories in collaboration with agencies in Sibu such as the General Hospital, Fire and Rescue Department, Royal Malaysia Police and Civil Defense Department. The first collaborated disaster drill exercise with the said departments was held in the year 2015.

A fire and building evacuation drill, aside from basic firefighting training was organized for the logging camp in Mujong-Melinau with the assistance of Kapit Fire and Rescue Department in July 2019.

SUSTAINABILITY STATEMENT (CONT'D)

The success of safety and health program implementations was also evidenced by the attainment of MSPO certifications for oil palm plantations and the forest management certification for our logging operations.

To ensure safety awareness is continuously instilled among the workers, internal trainings are conducted by the Safety and Health Section throughout the year. Employees are also given the opportunity to attend external trainings, seminars and conferences in order to raise safety and health awareness. Safety and health committees are established at every subsidiary company as well. The committee members put on the best efforts to ensure the workplace safety by performing periodic workplace inspections and safety and health committee meetings.

Factory disaster drill in collaboration with Sibu General Hospital, Sibu Fire and Rescue Department, Sibu Royal Police and Sibu Civil Defence

The Logging camp's fire, building evacuation drill and fire safety training with Kapit Fire and Rescue Department

In light of the recent Covid-19 pandemic outbreak, the management has also taken prompt action to ensure that the safety and well-being of the employees are taken care of. Rigorous measures as recommended by the World Health Organization and Malaysia Ministry of Health have been implemented across the Group. The Group has set up a special task force comprising key management personnel from various operation sites and its subsidiaries. Updates from both Majlis Keselamatan Negara (MKN) and Majlis Keselamatan Negeri Sarawak (MKNS) are shared among the members of the special task force to disseminate the information to our respective operation sites and subsidiaries. We have complied with the Safe Work Procedure for Prevention of Covid-19 at Workplace which is published by the Department of Occupational Safety and Health and Ministry of Human Resource Malaysia.

iii. *Community*

We seek to alleviate the community's hardships by providing our support and contribution via physical, financial and other engagements. Over the years, we have participated in our communities' festivities to foster closer ties and build rapport. We encourage volunteerism among our employees to cultivate an understanding of the communities where we operate.

We also conduct annual monitoring and review of the Social Impact Assessment internally to assess and mitigate any potential negative impacts while positive impacts are further enhanced. We have collaborated with government bodies to conduct training programs to up-skill not just our employees but the local community such as Traditional Knowledge Documentation at Mujong – Melinau FMU.

SUSTAINABILITY STATEMENT (CONT'D)

Sponsorship to Covid-19 Front liners
(Kota Kinabalu)

Sponsorship to Covid-19 Front liners
(Kelantan)

Sponsorship to Covid-19 Front liners
(Melaka)

Sponsorship to Sungai Buloh Hospital

Sponsorship to Charity Run 2019

Sponsorship to Charity Pink Fun Run 2019

AWARDS & RECOGNITIONS

AWARDS

SUBUR TIASA HOLDINGS BERHAD

- Diploma Best Enterprise Award 2012
- Century International Diamond Quality Era Award 2012
- 2nd Malaysia Independence Award 2010
- International Diamond Star For Quality Award (Geneva 2010)
- World Quality Commitment (WQC) International Gold Star For Quality Award (Paris 2007)
- Business Summit Award 2007

SUBUR TIASA PLYWOOD SDN. BHD.

- Celebrity Brand Award 2011 Celebrity Brand Center @ The Nomad Pavilion
- Quality Summit Platinum Award For Excellence & Business Prestige (New York 2009)
- World Quality Commitment (WQC) International Gold Star For Quality Award (Paris 2008)
- Platinum Technology Award For Quality & Best Trade Name (Rome 2008)

SUBUR TIASA PARTICLEBOARD SDN. BHD.

- The Sarawak Chief Minister's Environmental Award 2015/2016
- Product Excellence Award In Industry Excellence Awards 2009
- The Majestic Five Continents Award For Quality & Excellence (GENEVA 2008)
- Diamond Eye Award 2007 For Quality Commitment & Excellence
- The Top Quality Customer Satisfaction Aptitude Seal For High Quality Performance & Best Customer Satisfaction 2007
- 32nd International Award For The Best Trade Name 2007 (New Millennium Award)

MOMAWATER SDN. BHD.

- Superbrands Malaysia's Choice 2018
- Malaysia Health and Wellness Brand Awards 2018 in the Home Healthcare Category

RECOGNITIONS

SUBUR TIASA HOLDINGS BERHAD

- Forest Management Certification for Mujong-Melinau Forest Management Unit
- Achieving the target of At Least 30 Percent Women on Board in Public Listed Companies

SUBUR TIASA PLYWOOD SDN. BHD.

- Japanese Agricultural Standards (JAS) Certification
- California Air Resources Board (CARB) Certification
- ISO 9001:2015 Certification

SUBUR TIASA PARTICLEBOARD SDN. BHD.

- Japan Ministry Certification
- California Air Resources Board (CARB) Certification
- ISO 9001:2015 Certification
- Japanese Industrial Standard JIS A 5908:2015

MOMAWATER SDN. BHD.

- Certificate of Authentication Healthier Choice Logo (HCL)

PALMLYN SDN. BHD.
VICTORY PELITA KABAH SDN. BHD.
TIASA PALM SDN. BHD.
TIASA MESRA SDN. BHD.
INFRAPALM SDN. BHD.

- Malaysian Sustainable Palm Oil (MSPO) Certification

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("Board") of Subur Tiasa Holdings Berhad ("Subur Tiasa" or the "Company") upholds good corporate governance in building a sustainable business. The Board is committed to ensuring that a high standard of corporate governance is built on core values such as accountability, transparency and integrity. These fundamentals are practiced throughout the Group in discharging its responsibilities to protect and enhance shareholders' value and the financial performance of the Group.

Subur Tiasa takes cognizant that corporate governance is a continuous process that requires periodic reassessment and refinement of management practices and systems as set out in the Malaysian Code on Corporate Governance 2017 ("Code"). The Corporate Governance Overview Statement ("CG Statement") is to be read together with Corporate Governance Report ("the CG Report"), based on prescribed format as outlined in paragraph 15.25 of the Main Market Listing Requirements. The CG Statement and CG Report are available for reference on the Group's website at www.suburtiasa.com.

The Board is pleased to present the following statement which describes how the Company has applied the principles and practices as set out in the Code that has been in place throughout the financial year ended 31 July 2020.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

The Board acknowledges its leadership role in the direction and business operations of the Group toward enhancing shareholders' value and ensuring long term sustainable development and growth of the Group.

The Board delegates the authority to the Group Managing Director who is supported by the senior management team in achieving the corporate objectives. The Group Managing Director remains accountable to the Board for the performance of the Group.

The Board also delegates specific responsibilities to Board Committees, namely Audit Committee, Nomination Committee and Remuneration Committee, all of which operate within defined terms of reference. All Board Committees do not have executive power but report to the Board on all matters considered and the ultimate responsibility for decision making on recommendations presented by the Board Committees lies with the Board.

ETHICAL STANDARDS THROUGH CODE OF CONDUCT

The Board is committed to conducting its business in accordance with a high standard of business ethics and complying with the laws, rules and regulations.

The Board has adopted a Code of Conduct covering Business Ethics, workplace safety, employees' personal conduct and for Directors in the performance and discharge of their duties and responsibilities as Directors of the Company.

The Board has also adopted a Whistleblowing Policy which aims to encourage reporting by employees in good faith, of any suspected and/or known instances of misconduct, wrongdoings, corruption, fraud, waste and/or abuse involving the resources of the Group. The Whistleblowing Policy provides an avenue not only to our employees but also external parties to report any illegal, unethical and misconducts.

During the year, the Board has established Anti-Bribery and Anti-Corruption Policy which sets out the Group's zero tolerance approach towards all forms of bribery and corruption. The policy provides guidelines for the employees and associates engaged by and representing or acting on behalf of the Group to ensure compliance with the legislations.

A summary of the Code of Conduct, Anti-Bribery and Anti-Corruption Policy and Whistleblowing Policy are available on the Company's website at www.suburtiasa.com.

BUSINESS SUSTAINABILITY

The Board is mindful of the importance of business sustainability and the impact on the environment, social and governance aspects in conducting the business is taken into consideration. Subur Tiasa Group also embraces sustainability in its operations and supply chain, through its own actions as well as in partnership with its stakeholders including suppliers, customers and other organizations.

The Group's activities to promote sustainability during the financial year under review are also disclosed in the Sustainability Statement set out on pages 17 to 25 of this annual report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

ACCESS TO INFORMATION AND ADVICE

Management has an obligation to provide the whole Board with complete, well-focused and adequate information of which it is aware of in order to discharge the Board's responsibilities. The Board therefore expects to receive timely advice on all material information about the Group, its operating units, its activities and performance, particularly any significant variances from a planned course of progress. As a general rule, the agendas and papers on subjects discussed during Board meetings are disseminated to the Board in a timely manner prior to the Board meetings to accord sufficient time for their review, consideration and to seek clarifications (if any) so as to enable them to participate effectively in Board deliberations and decisions making. This, in turn, enables the time at the Board meeting to be conserved and used for focused discussion. All Directors have the rights and duties to make further enquiries whenever necessary.

The Board may seek independent professional advice at the Group's expense, in the furtherance of their duties to make well-informed decisions.

COMPANY SECRETARIES

The Board is supported by qualified and competent Company Secretaries to provide sound governance advice, ensure adherence to Board policies and procedures, laws and regulatory requirements, and advocate adoption of corporate governance best practices in addition to the administrative matters. All Directors have full access to the advice and services of the Company Secretaries at all times.

BOARD CHARTER

The Board has adopted a Board Charter which provides Directors with greater clarity regarding the role of the Board, the requirements of Directors in carrying out their role and discharging their duties to the Company and the Board's operating practices. The Board Charter is reviewed and updated annually in line with changes in the expectations of the investing public and stakeholders of the Company in general and the guidelines issued by the regulatory authorities from time to time.

The summary of the Board Charter is accessible through the Company's website at www.suburtiasa.com.

II. BOARD COMPOSITION

BOARD BALANCE

The Board currently has five (5) members, comprising three (3) Independent Directors, one (1) Non-Independent Non-Executive Director and one (1) Managing Director. Together, the Directors bring wide range of business, regulatory, industry and financial experience relevant to the direction of the Group.

The Board complies with paragraph 15.02 of the listing requirement of Bursa Malaysia which requires that at least two (2) Directors or one-third (1/3) of the Board, whichever is the higher, are Independent Directors. The Directors have the necessary skills, experience, qualification and other core competencies, in order to carry sufficient weight in making balanced, objective and accountable decisions.

The concept of independence as adopted by the Board is consistent with the definition of an Independent Director as set out in Paragraph 1.01 and Practice Note 13 of the Listing Requirements. The key elements for fulfilling the criteria are the appointment of Directors who are not members of Management and who are free of any relationship which could interfere the exercise of independent judgement or the ability to act in the best interest of the Company and the Group. Although all the Directors have an equal responsibility for the Group's operations, the role of Independent Directors is particularly important in ensuring that the strategies proposed by the management are fully discussed and examined, taking into account the long term interest, not only of the shareholders, but the employees, customers, suppliers and the communities in which the Group operates in.

Further, the current size and composition of the Board are considered adequate to provide an optimum mix of skills, experience and expertise. Although the Chairman is not an independent director, more than half of the Board members are independent directors. The Board is of the view that with the current Board composition, there is no imbalance of power and authority on the Board between the non-independent and independent directors. The Board believes that the Chairman is well placed to act in the best interests of the shareholders as a whole. The Board will continue to monitor and review the Board size and composition from time to time.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

ANNUAL ASSESSMENT OF INDEPENDENT DIRECTORS

The Board has, through the Nomination Committee, adopted the same criteria of independence as set out in the Listing Requirements to assess the Independent Directors on an annual basis. In assessing the independence of Independent Directors, the Board, taking into account their skills, experience and contributions, as well as their background, will consider whether the Independent Directors have any relationships with the Company and their ability to exercise independent and objective judgement to the Board's deliberations at all times and to act in the best interests of the Company.

The Board, through the Nomination Committee has assessed all the Independent Directors and concluded that they met the criteria and are able to bring unbiased, independent view and advice in discharging their duties and responsibilities.

TENURE OF INDEPENDENT DIRECTORS

Under Practice 4.2 of the Code, it is recommended that the tenure of an Independent Director shall not exceed a cumulative or consecutive term of nine (9) years. However, the Nomination Committee and the Board have assessed the independence of Mdm. Ngu Ying Ping, who has served for more than nine (9) years in the Board and recommended that she continues in office as an Independent Director of the Company based on the following justifications:

(a) Her experience, networking, understanding of business and objectively in approach enables her to provide the Board and Board Committees with pertinent expertise, skills and competence and her independent judgement will continue to add credence to the Company;

(b) She remains professionally independent and vocal, actively participated in deliberations and exercised independent judgment at Board and Board Committee meetings without being influenced by operational consideration; and

(c) She acts in the best interests of all shareholders and her continuation in office as Independent Director will provide a check and balance to operational management.

SEPARATION OF ROLES OF CHAIRMAN AND GROUP MANAGING DIRECTOR

There is a clear division of responsibility between the Chairman and the Group Managing Director to ensure that there is a balance of power and authority to the Board's dynamics, such that no one individual dominates the decision-making process and powers. The positions of Chairman and Group Managing Director are held by different individuals.

The Chairman, Mr. Tiong Kiong King is a Non-Independent Non-Executive Director who is responsible for the orderly conduct of meetings, facilitating matters between the Board and its investors and stakeholders, leadership, effectiveness, conduct and governance of the Board. The Group Managing Director, YBhg. Dato' Tiong Ing is responsible for the development and implementation of strategy, policies and decisions made by the Board, managing the day-to-day business operations of the Group and in ensuring the efficiency and effectiveness of the operations for the Group.

DIRECTORS' TRAINING

As an integral element of the process in appointing new Directors, the Nomination Committee provides for adequate orientation of newly appointed Directors with respect to the business structure, corporate strategy, risk profile, legal requirements, financial overview as well as expected contributions to the Board and Group.

All the Directors had completed the Mandatory Accreditation Program ("MAP") as required by Bursa Securities. The Board acknowledges that continuous training is important to broaden Directors' perspectives and to keep them abreast with latest developments in the industry, particularly on relevant new laws, regulations and changing risk factors in competitive business environment.

The Board through its Nomination Committee has assessed the training needs of its members to ensure that they are equipped with the necessary skills and knowledge in discharging of their duties as Directors of the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

The descriptions of the trainings/seminars attended by the Directors during the financial year ended 31 July 2020 are as follows:

Director	Title of training/ seminar	Number of day(s) spent
Mdm. Ngu Ying Ping	- Seminar on Malaysian Anti-Corruption Commission Amendment Act 2018	1 day
	- 2020 Budget Seminar	1 day

The other Directors were unable to attend any formal training during the financial year due to their unavoidable tight schedule and the cancellation of many seminars or workshops resulting from the outbreak of Covid-19 pandemic. Throughout the year, all Directors regularly received updates and briefings, particularly from the Company Secretaries, internal and external auditors on changes in regulatory and requirements. They continue to remain updated on industrial practice, business environment, information and communication technologies via various in-house talks and online materials. The Directors have joined some webinars since the financial year-end.

NOMINATION COMMITTEE

The Board has on 19 June 2003 set up a Nomination Committee and members of the Nomination Committee for the financial year ended 31 July 2020 are as follows:

Chairperson	Mdm. Ngu Ying Ping	Senior Independent Director
Member	Mr. Tiong Kiong King	Non-Independent Non-Executive Director
Member	Mr. Tiong Ing Ming	Independent Director
Member	Mr. Poh Kee Eng	Independent Director

The Nomination Committee consists of four (4) members, all of whom are Non-Executive Directors and a majority of whom are Independent Directors.

The terms of reference of the Nomination Committee is available at the Company's website at www.suburtiasa.com.

The activities carried out by the Nomination Committee during the financial year ended 31 July 2020 are as follows:

(a) reviewed the mix of skills, size and composition, experience, core competencies and other qualities required for the Board;

(b) evaluated the performance and effectiveness of the Board and Board Committees including contribution of each individual director;

(c) assessed the independence of the Independent Directors;

(d) assessed the Directors who are due for retirement and re-appointment pursuant to the Company's Contitution and the Companies Act 2016;

(e) reviewed the term of office, performance and effectiveness of the Audit Committee and Remuneration Committee;

(f) assessed the training needs of Directors; and

(g) carried out annual assessment of Directors.

The Nomination Committee meets as and when required. One (1) meeting was held during the financial year ended 31 July 2020 and was attended by all the members.

CRITERIA FOR RECRUITMENT AND ANNUAL ASSESSMENT OF DIRECTORS

The Code endorses, as good principles, a formal and transparent procedure for appointment of Directors to the Board, where the Nomination Committee shall recommend to the Board the suitable candidates to be appointed. The Code, however, states that the Board as a whole may perform this procedure, although, as a matter of good corporate governance, it is recommended that this responsibility be delegated to an independent committee.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

The Nomination Committee is responsible to recommend the identified candidate to the Board if there is vacancy arises from resignation, retirement or any other reasons or if there is a need to appoint additional director with the required skill or profession to the Board.

The Board has adopted a gender diversity policy. The Board currently has two (2) female Directors namely YBhg. Dato' Tiong Ing and Mdm. Ngu Ying Ping. The Board will ensure that women candidates are sought as part of its recruitment exercise should the needs arise in the future.

TIME COMMITMENT

The existing Directors are obliged to notify the Board before accepting any new directorship in other listed issuer. The notification will include an indication of time spent on the new appointment to ensure the Directors have sufficient time to discharge their duties to the Board and other Board Committees on which they serve. All the Directors hold less than five (5) directorships in listed issuers as defined in the Listing Requirements.

All the Directors are required to submit to the Company an update on their total number of directorships held by them in listed issuers every six (6) months for monitoring purpose.

During the financial year ended 31 July 2020, four (4) Board meetings were held. The details of attendance of each of the Directors at the Board meetings were outlined as follows:

Directors	Total
Mr. Tiong Kiong King	4 out of 4
YBhg. Dato' Tiong Ing	4 out of 4
Mdm. Ngu Ying Ping	4 out of 4
Mr. Tiong Ing Ming	4 out of 4
Mr. Poh Kee Eng	4 out of 4

The Board is satisfied with the level of time commitment given by all the Directors in fulfilling their roles and responsibilities as Directors of the Company.

III. REMUNERATION

The Board has on 19 June 2003 set up a Remuneration Committee and the members of the Remuneration Committee are as follows:

Chairperson	Mdm. Ngu Ying Ping	Senior Independent Director
Member	Mr. Tiong Kiong King	Non-Independent Non-Executive Director
Member	Mr. Tiong Ing Ming	Independent Director
Member	Mr. Poh Kee Eng	Independent Director

The Remuneration Committee consists of four (4) members, all of whom are Non-Executive Directors and a majority of whom are Independent Directors. The Remuneration Committee met once during the financial year ended 31 July 2020.

The Board has adopted and formalized Remuneration Policies and Procedures for the Directors. Each individual Director has abstained from the Board discussion and decision making on his/her own remuneration.

The terms of reference of the Remuneration Committee and the Remuneration Policies and Procedures are available at the Company's website at www.suburtiasa.com.

The Remuneration Committee will be responsible for developing the remuneration policy and recommending the remuneration packages for Executive Directors of the Company and its subsidiaries so as to ensure that the remuneration package offered is sufficient to attract and retain Directors with necessary caliber, experience and quality required to run the Group in an effective and efficient manner. In formulating the remuneration package, the Remuneration Committee takes into account the responsibility and job functions, remuneration packages of

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

comparable companies within the same industry as well as individual and corporate performance. The fees for Non-Executive Directors are determined by the Board as a whole.

Details of the remuneration of the Directors of the Company for the financial year ended 31 July 2020 distinguishing between executive and non-executive Directors are set out as below:

	Fee		Salary		Bonus		Other Emoluments		Total	
	Company (RM)	Group (RM)	Company (RM)	Group (RM)	Company (RM)	Group (RM)	Company (RM)	Group (RM)	Company (RM)	Group (RM)
Executive Director										
YBhg. Dato' Tiong Ing	55,000	91,000	1,866,000	1,866,000	933,000	933,000	958,480	958,480	3,812,480	3,848,480
Non-Executive Director										
Tiong Kiong King	60,000	60,000	-	-	-	-	-	-	60,000	60,000
Ngu Ying Ping	55,000	90,000	-	-	-	-	-	-	55,000	90,000
Tiong Ing Min	55,000	55,000	-	-	-	-	-	-	55,000	55,000
Poh Kee Eng	55,000	55,000	-	-	-	-	-	-	55,000	55,000

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. AUDIT COMMITTEE

In presenting the annual financial statements and quarterly announcement to shareholders, the Directors have fiduciary responsibility to present a balanced evaluation and comprehensive assessment of the Group's performance, position and prospects.

The Board through its Audit Committee ensures that the quarterly financial statements and audited financial statements prepared are drawn in accordance with the provision of the Companies Act 2016, Listing Requirements and the Financial Reporting Standards in Malaysia. The Audit Committee provides assistance to the Board of Directors in fulfilling these statutory and fiduciary responsibilities with regard to the financial reporting process, reviewing the scope and results of internal and external auditing processes and monitoring the effectiveness of the internal controls and risk management to ensure the Board makes properly informed decisions and the interests of shareholders are protected.

The Statement of Directors' Responsibility in respect of preparation of financial statements is set out on page 40 of this annual report.

The Company undertakes an annual assessment of the External Auditors, via the Audit Committee, based on the criteria including quality of audit services, audit fees and audit independence as set out in the Auditor Independence Policy.

In supporting the Audit Committee's assessment of their independence, the External Auditors had provided a written assurance, confirming that they were, and had been, independent throughout the conduct of the audit engagement with the Company in accordance with the By-laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants.

During the financial year under review, the Audit Committee met with the External Auditors once without the presence of other Directors and employees. The External Auditors received full cooperation from management, had full access to the Group's records and had no issue of concern that required the Audit Committee's attention.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

Audit and non-audit fees payable by the Group and the Company to the External Auditors during the financial year ended 31 July 2020 are set out below:

	Group FY 2020 RM	Company FY 2020 RM
Statutory audit fee:		
- Crowe Malaysia PLT (a)	317,200	80,000
- Messrs CA Trust PAC	13,051	-
Total	**330,251**	**80,000**
Non-audit fees:		
- Crowe Malaysia PLT	5,000	5,000
- Affiliates of Crowe Malaysia PLT	-	-
Total (b)	**5,000**	**5,000**
% of non-audit fees (b/a)	1.6%	6.3%

In considering the nature and scope of non-audit fees, the Audit Committee was satisfied that they were not likely to create any conflict or impair the independence and objectivity of the External Auditors.

The Audit Committee, having assessed the performance and independence of Messrs. Crowe Malaysia PLT for the financial year ended 31 July 2020 was satisfied with their suitability and independence and recommended to the Board for their re-appointment as External Auditors at the forthcoming Annual General Meeting subject to the shareholders' approval.

II. RISK MANAGEMENT AND INTERNAL CONTROL

The Directors acknowledge their responsibilities for the Group's system of internal controls covering not only financial controls but also operational and compliance controls as well as risk management. The Internal Control System involves each business and key management from each business, including the Board, and is designed to meet the Group's particular needs and to manage the risks to which it is exposed. This system, by its nature, can only provide reasonable but not absolute assurance against misstatement or loss.

The Statement on Risk Management and Internal Control on pages 36 to 37 of this annual report provides an overview of the state of risk management and internal controls within the Group.

The Risk Management Committee, led by the Managing Director, YBhg. Dato' Tiong Ing, comprises heads of the respective business units.

The Risk Management Committee provides oversight and direction for the implementation and application of the Risk Management Policy and framework, reviewing Risk Management Policy and framework and make recommendation to the Board for approval, reviewing risk management process and assessing whether they provide reasonable assurance that risk are effectively managed, reviewing key business risks to ensure that action and risk mitigation plans have been implemented effectively, encouraging promotion of risk management awareness among the staff and reporting key business risks of the Group to the Board.

INTERNAL AUDIT FUNCTION

The Board has established an internal audit function within the Company, which is led by the Head of Internal Audit who reports directly to the Audit Committee. The Audit Committee reviews and approves the annual internal audit plan and audit program and ensures that there are adequate resources available for the Internal Auditors to carry out their audit responsibilities.

Details of the Company's internal audit functions are set out in the Audit Committee Report on page 39 of this annual report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

I. COMMUNICATION WITH STAKEHOLDERS

The Board and management value the importance of effective and transparent communications with shareholders and investors. This is achieved through the timely release of annual reports, quarterly announcements and other corporate announcements made to Bursa Securities. Corporate and financial information on the Group are easily accessible by the shareholders and the public through the Company's website, www.suburtiasa.com. The website provides up-to-date corporate details, overview of business activities and operations, Company's performance and position, annual reports, and all announcements made. This ensures no selective dissemination of information and there is always symmetry of information disclosure.

Currently, communications are made through the quarterly announcements of financial results to Bursa Securities, relevant announcements and circulars, general meetings of shareholders and the Company's website www.suburtiasa.com where shareholders can access corporate information, annual reports, financial information and Company announcements.

II. CONDUCT OF GENERAL MEETINGS

The Annual General Meeting is a crucial mechanism as it provides the Board an important forum for shareholders' communication. At each Annual General Meeting, the Board encourages shareholders to participate in question and answer session in order to communicate their views and to seek clarifications. The Chairman, members of the Board, Company Secretaries, senior management and external auditors are present to address queries during the meeting.

All concerns or queries regarding the Group may be conveyed to the Senior Independent Director at the Company's registered address and feedback and responses will be provided where such information can be made available to the public.

Notice of Annual General Meeting is issued and served to all shareholders at least twenty-eight (28) days prior to the Annual General Meeting. The outcome of the annual general meeting is announced to Bursa Securities on the same meeting day.

Each item of special business included in the notice of the Annual General Meeting is accompanied by a full explanation of the effects of a proposed resolution in order to facilitate understanding and evaluation of the issues involved. Separate resolutions are proposed at the Annual General Meeting for each separate issues.

COMPLIANCE STATEMENT

The Group is considered complied with the principles and recommendations of the Code, except for those disclosed herein before. With the introduction of the new Code, the Board remains committed to inculcating good corporate governance for the Group. The Group will continue to endeavor to comprehend with all the key principles and practices of the new Code where the Board deems appropriate, in its efforts to observe high standard of transparency, accountability and integrity to achieve the intended outcome.

This statement is made in accordance with the resolution of the Board of Directors dated 6 November 2020.

ADDITIONAL COMPLIANCE INFORMATION

The following information is presented in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements"):

MATERIAL CONTRACTS

There were no material contracts (not being contracts entered into in the ordinary course of business) entered into by the Company or its subsidiaries involving interests of the directors and major shareholders, either subsisting at the end of the financial year ended 31 July 2020 or entered into since the end of the previous financial year.

RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("RRPT")

The significant RRPT entered into during the financial year under review are disclosed in Note 35 to the Financial Statements. A breakdown of the aggregate value of the RRPT conducted pursuant to the shareholder mandate during the financial year where the aggregate value is equal to or more than the threshold prescribed under paragraph 10.09(1)(a) of the Listing Requirements, are set out below:

Type of RRPT	Name of Related Party(ies)	Relationship with the Group[1]	Actual Amount of RRPT for year ended 31 July 2020 RM'000
Contract fee income for logging / reforestation	Rejang Height Sdn Bhd	A	21,107
Logging contract fee income	Saforin Sdn Bhd	A	5,257
Sale of fresh fruit bunches	Unique Palm Oil Mill Sdn Bhd	B	35,456
Sale of logs	Unique Wood Sdn Bhd	B	956
Towage and handling income	Jaya Tiasa Group[2]	A	87
Purchase of adhesive materials	Petanak Enterprises Sdn Bhd	A	10,357
Purchase of logs	Rejang Height Sdn Bhd	A	32,630
Purchase of spare parts and equipments	Rimbunan Hijau General Trading Sdn Bhd	A	152

Note:

1 *The relationships denoted by A to B indicate that the following persons have interest in the related parties that transacted with the Group:*

A *These are companies in which Tan Sri Datuk Sir Diong Hiew King @ Tiong Hiew King, a major shareholder of the Company and a director of certain subsidiaries, has interest, both direct and/or indirect interest.*

B *The Group's Managing Director, Dato' Tiong Ing has indirect interest.*

2 *Jaya Tiasa Group includes Jaya Tiasa Holdings Bhd and its subsidiary, namely, Jaya Tiasa Plywood Sdn Bhd.*

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors ("Board") upholds their commitment to maintaining a sound system of risk management and internal control to safeguard shareholders' investments and the Group's assets. Pursuant to paragraph 15.26(b) of the Bursa Malaysia Securities Berhad's ("Bursa Malaysia") Main Market Listing Requirements and guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, the Board is pleased to present the Statement on Risk Management and Internal Control of the Group.

BOARD RESPONSIBILITY

The Board recognises the importance of a sound risk management framework and internal control system for good corporate governance and acknowledges its responsibility to establish a sound risk management framework and internal control system.

However, in view of the inherent limitations in any system, such system of risk management and internal control is designed to manage rather than to eliminate risks of failure to the achievement of the Group's business objectives. The system can therefore only provide reasonable and not absolute assurance against material misstatements or losses, fraud, contingencies or any irregularities.

RISK MANAGEMENT FRAMEWORK

The Group has put in place an ongoing risk management process to identify, evaluate, monitor and manage significant risks that affect the achievement of the Group's business objectives. The process is supported by policies, procedures, methodologies, evaluation criteria and documentation requirements to ensure clarity and consistency of application across the Group. Risk management is practised within the Group on an iterative basis.

The Group's risk profile is assessed through a bottom-up approach covering operating and supporting functions. Major business units and departments implement risk identification process to assess, evaluate and review risks pertaining to their areas of supervision and control and implement controls to manage these risks. Risk profiles of business units or departments are regularly reviewed to ensure they remain effective and current.

The Board confirms that the risk management process in identifying, evaluating and managing key business risks faced by the Group has been in place throughout the financial year 2020 and up to the date of approval of this statement.

The Board on an annual basis reviews the adequacy and effectiveness of risk management process and ensures that appropriate processes to identify and assess key business risks of the Group are implemented and appropriate measures are taken to mitigate these risks by Management. The Group has a Risk Management Committee which is chaired by the Group Managing Director and comprises Senior Management of the Group, to provide oversight and added impetus to the risk management process.

INTERNAL CONTROL SYSTEM

The Group has in place a system of internal control that provides reasonable assurance that assets of the Group are safeguarded, transactions are properly authorized and recorded and risks are managed effectively. Existing internal controls which are embedded in the daily operations of the Group are stated as follows:-

- Policies and procedures have been established for key business processes and support functions to ensure that there are adequate risk management, financial and operational policies, procedures and rules relating to the roles and responsibilities, delegation and segregation of duties;
- Annual business plans and operating budgets are prepared by business and operating units, and are approved by the Board. Actual performances and significant variances against budget are monitored on an ongoing basis;
- Management and the Board receives timely, relevant and reliable management and financial reports which are reviewed on a regular basis;
- The Group has in place a Management Information System that captures, compiles, analyzes and reports relevant data, which enables management to make business decisions in an accurate and timely manner;
- The Group's policies and procedures are reviewed and revised periodically to meet changing business and operational needs and regulatory requirements;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

- Board meetings are held at least on a quarterly basis with a formal agenda on matters for discussion. In addition, regular management and operational meetings are conducted by senior management which comprises the Managing Director and divisional heads; and
- The Group's Internal Audit function monitors compliance with policies, procedures, laws and regulations, and provides independent assurance on the adequacy and effectiveness of the system of risk management and internal controls by conducting regular audits and continuous assessment. Significant audit findings and recommendations for improvements are highlighted to senior management and the Audit Committee, with periodic follow-up reviews of the implementation of corrective action plans.

The internal control system is reviewed by the Board through its Audit Committee which is supported by Internal Audit function. On a quarterly basis, reports are prepared on the adequacy, efficiency and effectiveness of the internal control system based on the annual audit plan approved by the Audit Committee.

BOARD'S ASSESSMENT

The Board has reviewed the adequacy and effectiveness of the risk management and internal control system. Based on the results of these reviews as well as the assurance it has received from the Group Managing Director and Chief Operating Officer, the Board is of the view that the Group's risk management and internal control system is operating adequately and effectively throughout the financial year 2020 and up to the date of approval of this statement.

REVIEW OF THIS STATEMENT

Pursuant to paragraph 15.23 of Bursa Malaysia Securities Berhad Main Market Listing Requirements, the external auditors have reviewed this statement for inclusion in the Annual Report for the financial year ended 31 July 2020 and reported to the Board that nothing has come to their attention that causes them to believe that this statement is inconsistent with their understanding of the process the Board has adopted for review of adequacy and effectiveness of the system of internal control and risk management.

This Statement is made in accordance with the resolution of the Board dated 6 November 2020.

AUDIT COMMITTEE REPORT

The Board of Directors ("Board") of Subur Tiasa Holdings Berhad is pleased to present the Audit Committee Report for the financial year ended 31 July 2020.

The primary objective of the Audit Committee ("Committee") is to assist the Board in discharging its statutory duties and responsibilities relating to the corporate accounting and practices for the Company and all its subsidiaries ("Group") and to ensure the adequacy and effectiveness of the Group's internal control measures.

MEMBERS AND ATTENDANCE OF MEETINGS

The Committee comprises the Directors as listed below. All members of the Committee are financially literate. During the financial year ended 31 July 2020, four (4) meetings were held. The details of attendance of each of them are outlined as follows:

NAME	DESIGNATION	NO. OF MEETINGS HELD	ATTENDANCE OF MEETINGS
Mdm. Ngu Ying Ping	Chairman (Senior Independent Director)	4	4
Mr. Tiong Ing Ming	Member (Director)	4	4
Mr. Poh Kee Eng	Member (Director)	4	4

Details of training attended by members of the Committee are disclosed in the Corporate Governance Overview Statement set out on page 30 of this annual report.

The Group Managing Director, Chief Operating Officer, Senior Finance Manager, internal auditors and company secretaries attended all the meetings held during the year ended 31 July 2020. External auditors attended three (3) of these meetings. All proceedings, matters arising and deliberations in terms of the issue discussed, and recommendation of the committee are recorded in the minutes by the Company Secretaries, confirmed by the Committee, and signed by the Chairman. The Chairman reports on the main findings and deliberations at the meetings as well as its recommendations and views to the Board.

Terms of Reference
The terms of reference of the Committee are available at the company website at www.suburtiasa.com

SUMMARY OF WORK OF THE AUDIT COMMITTEE

In order to discharge its duties and responsibilities in line with its terms of reference, the activities undertaken by the Committee during the financial year ended 31 July 2020 were as follows:

a) Review of the internal and external auditors' annual audit plans, scope of work and discuss results of their examinations and recommendations;

b) Review with the internal and external auditors the results of their audit, the audit report and internal control recommendations and management's responses thereto;

c) Review of the quarterly and annual financial results of the Group to ensure that the financial reporting and disclosures presented a true and fair view of the financial position and performance of the Group prior to recommendation to the Board for consideration and approval;

d) Review of the related party transactions entered into by the Group and assess conflict of interest situation that may arise;

e) Assessment of external auditors, consideration of the re-appointment of external auditors and their fees;

f) Review of the Statement on Risk Management and Internal Control and Audit Committee Report prior to recommendation to the Board for consideration and approval;

g) Review of the adequacy of scope, functions, competency and resources of the Internal Audit and perform annual assessment of Internal Audit Department's function;

h) Meeting with the external auditors without the presence of the other directors and employees of the Group; and

i) Review of the draft circular to shareholders in relation to the proposed renewal of shareholder mandates for recurrent related party transactions of a revenue or trading nature.

AUDIT COMMITTEE REPORT (CONT'D)

INTERNAL AUDIT FUNCTION

The company has an in-house internal audit function. The Internal Audit Department plays an essential role in assisting the Committee in discharging its duties and functions. It undertakes independent, regular and systematic review of the system of internal control so as to provide reasonable assurance that such system continues to operate satisfactorily and effectively within the Group.

Annual audit plan is reviewed and approved by the Committee prior to the commencement of new financial year. The Internal Audit Department performs planned and routine audit covering all operating units within the Group i.e. forest operations, oil palm operations, manufacturing operations and including head office functions such as finance, human resources, IT and other administrative support. The emphasis is dependent on risk areas and its regular assessment. Internal Audit Department also performs ad-hoc audits and investigative assignments whenever relevant and so required. Audit reports are issued to the Committee incorporating findings and recommendations to rectify weaknesses or enhance controls as noted in the course of audits. Management's comments are incorporated in the audit findings with a commitment to improve on an agreed timeline. A monitoring or follow-up system is in place to ensure that all corrective and preventive actions had been taken by the Management on the agreed audit issues and recommendations disclosed in the audit reports.

The total cost incurred for the internal audit function in respect of financial year ended 31 July 2020 was RM921,332 (2019: RM654,258).

This report is made in accordance with resolution of the Board of Directors dated 6 November 2020.

STATEMENT OF DIRECTORS' RESPONSIBILITY
IN RESPECT OF THE FINANCIAL STATEMENTS

The Directors are required under the Main Market Listing Requirements of Bursa Malaysia Securities Berhad to issue a statement explaining their responsibility for preparing the financial statements.

The Directors are also required by the Companies Act 2016 to prepare financial statements for each financial year, which give a true and fair view of the affairs of the Group and the Company at the end of the financial year, the results and cash flows of the Group and the Company for the financial year.

In preparing those statements, the Directors have:

- adopted suitable accounting policies and applied them consistently;
- made judgements and estimates that are prudent and reasonable;
- ensured applicable accounting standards have been followed; and
- prepared the financial statements on the going concern basis as the Directors have reasonable expectation, having made enquiries, that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future.

The Directors hereby confirm that suitable accounting policies have been consistently applied in respect of the preparation of the financial statements and that the Group and the Company maintain adequate accounting records. Sufficient internal controls are also in place to safeguard the assets of the Group and the Company and to prevent as well as to detect fraud and other irregularities.

This statement is made in accordance with the resolution of the Board of Directors dated 6 November 2020.

FINANCIAL
STATEMENTS

42	Directors' Report
46	Statement by Directors and Statutory Declaration
47	Independent Auditors' Report
52	Statements of Financial Position
54	Statements of Profit or Loss and Other Comprehensive Income
55	Statements of Changes in Equity
58	Statements of Cash Flows
60	Notes to the Financial Statements

DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 July 2020.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding, provision of management services, extraction and sale of logs. The principal activities of the subsidiaries are set out in Note 5 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

RESULTS

	The Group RM'000	The Company RM'000
Loss after taxation for the financial year	(25,635)	(34,844)
Attributable to:-		
Owners of the Company	(25,067)	(34,844)
Non-controlling interests	(568)	-
	(25,635)	(34,844)

DIVIDENDS

No dividend was paid since the end of the previous financial year and the directors do not recommend the payment of any dividend for the current financial year.

RESERVES AND PROVISIONS

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

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

(a) there were no changes in the issued and paid-up share capital of the Company; and

(b) there were no issues of debentures by the Company.

TREASURY SHARES

During the financial year, the Company:-

(a) resold 18,000 of its issued ordinary shares held as treasury shares in the open market at an average price of RM0.46 per ordinary share; and

(b) purchased 5,700 of its issued ordinary shares from the open market at an average price of RM0.45 per ordinary share. The total consideration paid for the purchase was RM2,537 including transaction costs. The shares purchased are being held as treasury shares in accordance with Section 127(6) of the Companies Act 2016 and are presented as a deduction from equity.

DIRECTORS' REPORT (CONT'D)

TREASURY SHARES (CONT'D)

As at 31 July 2020, the Company held as treasury shares a total of 20,879,300 of its 209,000,000 issued and fully paid-up ordinary shares. The treasury shares are held at a carrying amount of RM55,166,319. The details on the treasury shares are disclosed in Note 21 to the financial statements.

OPTIONS GRANTED OVER UNISSUED SHARES

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

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables, and satisfied themselves that there are no known bad debts and that adequate allowance had been made for impairment losses on receivables.

At the date of this report, the directors are not aware of any circumstances that would require the writing off of bad debts, or the additional allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

CURRENT ASSETS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ensure that any current assets, which were unlikely to be realised in the ordinary course of business, including their value as shown in the accounting records of the Group and of the Company, have been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements misleading.

VALUATION METHODS

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

CONTINGENT AND OTHER LIABILITIES

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

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

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

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

CHANGE OF CIRCUMSTANCES

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

DIRECTORS' REPORT (CONT'D)

ITEMS OF AN UNUSUAL NATURE

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

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

DIRECTORS

The names of directors of the Company who served during the financial year and up to the date of this report are as follows:-

Tiong Kiong King
YBhg. Dato' Tiong Ing
Ngu Ying Ping
Tiong Ing Ming
Poh Kee Eng

The names of directors of the Company's subsidiaries who served during the financial year and up to the date of this report, not including those directors mentioned above, are as follows:-

YBhg. Tan Sri Datuk Sir Diong Hiew King @ Tiong Hiew King
Tan Sri Datuk Amar Haji Bujang Bin Mohammad Nor
Datuk Tiong Thai King
Tiong Chiong Ie
Teng King Huat
Samuel James Tai Huei
Daniel James Tai Hann
Deborah Elaine Tai Hwe-Lan
Ng Kim Fui
Tiong Mang Lee
Spuan @ Sapuan Bin Ahmad
Monaliza Binti Zaidel (Appointed on 1 January 2020)
Idris Bin Ibrahim (Appointed on 5 March 2020)
YBhg. Datu Sajeli Bin Kipli (Resigned on 31 December 2019)
Francis Kiyuk Anak Kudui (Resigned on 31 December 2019)

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares of the Company and its related corporations during the financial year are as follows:-

	← Number of Ordinary Shares →			
	At 1.8.2019	Bought	Sold	At 31.7.2020
Direct Interests in the Company				
Tiong Kiong King	499,443	-	(45,000)	454,443
YBhg. Dato' Tiong Ing	1,795,013	50,000	-	1,845,013
Indirect Interests in the Company				
YBhg. Dato' Tiong Ing #	586,175	13,000	(7,400)	591,775

\# Deemed interested by virtue of her substantial shareholdings in Unique Wood Sdn. Bhd., ETI Blessed Holdings Sdn. Bhd. and the interests of her children in the Company.

The other directors holding office at the end of the financial year had no interest in shares of the Company or its related corporations during the financial year.

DIRECTORS' REPORT (CONT'D)

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by directors shown in the financial statements or the fixed salary of a full-time employee of the Company or related corporations) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from transactions entered into in the ordinary course of business with companies in which certain directors have substantial financial interests as disclosed in Note 35(b) to the financial statements.

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

DIRECTORS' REMUNERATION

The details of directors' remuneration paid or payable to the directors of the Company during the financial year are disclosed in Note 34 to the financial statements.

INDEMNITY AND INSURANCE COST

During the financial year, there is no indemnity given to or professional indemnity insurance effected for directors, officers or auditors of the Company.

SUBSIDIARIES

The details of the Company's subsidiaries are disclosed in Note 5 to the financial statements.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

The significant events during the financial year are disclosed in Note 40 to the financial statements.

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office.

The auditors' remuneration is disclosed in Note 30 to the financial statements.

Signed in accordance with a resolution of the directors dated 6 November 2020.

Tiong Kiong King
Chairman

YBhg. Dato' Tiong Ing
Managing Director

STATEMENT BY DIRECTORS
PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Tiong Kiong King and YBhg. Dato' Tiong Ing, being two of the directors of Subur Tiasa Holdings Berhad, state that, in the opinion of the directors, the financial statements set out on pages 52 to 148 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 July 2020 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 6 November 2020.

Tiong Kiong King
Chairman

YBhg. Dato' Tiong Ing
Managing Director

STATUTORY DECLARATION
PURSUANT TO SECTION 251(1)(B) OF THE COMPANIES ACT 2016

I, Ling Chieh Min, MIA Membership Number: 18531, being the officer primarily responsible for the financial management of Subur Tiasa Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 52 to 148 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Ling Chieh Min
at Sibu
in the State of Sarawak
on this 6 November 2020

Ling Chieh Min
Officer

Before me

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF SUBUR TIASA HOLDINGS BERHAD (Incorporated In Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Subur Tiasa Holdings Berhad, which comprise the statements of financial position as at 31 July 2020 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 52 to 148.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 July 2020, 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.

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.

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.

We have determined the matters described below to be the key audit matters to be communicated in our report.

INDEPENDENT AUDITORS' REPORT (CONT'D)
TO THE MEMBERS OF SUBUR TIASA HOLDINGS BERHAD (Incorporated In Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Key Audit Matters (Cont'd)

Impairment of Property, Plant and Equipment
Refer to Note 6 in the financial statements

Key Audit Matter	How our audit addressed the key audit matter
The Group has property, plant and equipment with an aggregate carrying amount of RM1,004.0 million as at 31 July 2020. Following a review of the business, the outlook for the timber industry and the Group's operating plans, management assessed the carrying amount of these property, plant and equipment. An impairment loss of RM3.3 million (2019: Nil) was recognised for the financial year. The Group shall assess at the end of each reporting period whether there is any indication that the property, plant and equipment may be impaired. If any such indication exists, the Group shall estimate the recoverable amounts of these assets. Management uses independent professional valuers to determine the fair values of property, plant and equipment of those subsidiaries (involving in the timber-related businesses) that had been making losses for the past few years. We gave audit focus on the impairment of property, plant and equipment because of the significant judgement required for the determination of recoverable amounts of these property, plant and equipment.	Our procedures included, amongst others:- • assessing the competence, capabilities and objectivity of management's valuation experts. • evaluating the valuation methodologies and the appropriateness of the assumptions used by the valuation experts. • evaluating the adequacy of the disclosures in the financial statements, including disclosures of key assumptions and judgements.

Fair Values of Biological Assets
Refer to Note 9 in the financial statements

Key Audit Matter	How our audit addressed the key audit matter
As at 31 July 2020, the Group's biological assets carried a fair value in an aggregate of RM78.6 million. The biological assets of the Group comprise fresh fruit bunches ("FFBs") and standing timbers prior to harvest. Management uses the income approach to estimate the fair values of FFBs and standing timbers by discounting the net cash flows expected to be generated from the sale of these agricultural produce. This approach uses several key assumptions, including assumptions about future prices of FFBs and standing timbers, as well as yields of oil palm and different species of trees. Due to the degree of management judgement involved in estimating the fair values of biological assets, we considered this to be an area of audit focus.	Our procedures included, amongst others:- • evaluating the valuation methodologies and the appropriateness of assumptions used by management. • evaluating the adequacy of the disclosures in the financial statements, including disclosures of key assumptions and judgements.

INDEPENDENT AUDITORS' REPORT (CONT'D)
TO THE MEMBERS OF SUBUR TIASA HOLDINGS BERHAD (Incorporated In Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Key Audit Matters (Cont'd)

Valuation of Inventories Refer to Note 16 in the financial statements	
Key Audit Matter	**How our audit addressed the key audit matter**
The Group's inventories were stated at a carrying amount of RM94.9 million as at 31 July 2020. These inventories mainly consist of work-in-progress and finished goods. Inventories are measured at the lower of cost and net realisable value. The cost of work-in-progress and finished goods is based on a bill of materials that includes an allocation of the costs, including labour and overheads, to convert raw materials into finished goods. The allocation of conversion costs and the assessment of net realisable value of inventories on hand as at the end of the reporting period require management estimates and judgements. This, in combination with the significance of inventories in the financial statements, made us identifying the valuation of inventories as a key audit matter of our audit.	Our procedures included, amongst others:- • understanding management's process in determining an appropriate costing basis, including the allocation of labour and overhead costs. • comparing, on a sample basis, the net realisable value to the cost of inventories as at the end of the reporting period to assess the reasonableness of inventories write-down; including testing the actual selling prices of inventories post year-end and the estimated costs to make the sale. • evaluating the adequacy of the disclosures in the financial statements.

Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT (CONT'D)
TO THE MEMBERS OF SUBUR TIASA HOLDINGS BERHAD (Incorporated In Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:-

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

- 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.

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.

INDEPENDENT AUDITORS' REPORT (CONT'D)
TO THE MEMBERS OF SUBUR TIASA HOLDINGS BERHAD (Incorporated In Malaysia)

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 5 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.

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF1018
Chartered Accountants

Ling Hang Ngee
03188/07/2021 J
Chartered Accountant

6 November 2020

Sibu, Sarawak

STATEMENTS OF FINANCIAL POSITION AS AT 31 JULY 2020

		The Group		The Company	
		2020	2019	2020	2019
	Note	RM'000	RM'000	RM'000	RM'000
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	5	-	-	397,091	429,702
Property, plant and equipment	6	1,003,985	1,003,081	126,810	153,280
Investment properties	7	151,601	147,094	1,400	1,400
Land held for property development	8	6,631	6,628	-	-
Biological assets	9	73,268	56,991	-	-
Intangible assets	10	20,475	20,944	-	-
Investment securities	11	7,909	15,583	7,909	15,583
Goodwill	12	2,720	2,720	-	-
Prepayment	13	1,318	2,117	1,318	2,117
Amount owing by subsidiaries	14	-	-	361,071	327,302
Deferred tax assets	15	-	6,554	-	-
		1,267,907	1,261,712	895,599	929,384
CURRENT ASSETS					
Inventories	16	94,934	119,084	7,588	5,764
Biological assets	9	5,317	2,776	-	-
Trade receivables	17	19,813	29,252	3,611	2,336
Other receivables, deposits and prepayments	18	24,643	37,027	9,806	13,781
Current tax assets		1,659	4,938	1,034	241
Deposits with licensed banks	19	1,386	4,721	402	390
Cash and bank balances		3,670	6,604	776	2,064
		151,422	204,402	23,217	24,576
		1,419,329	1,466,114	918,816	953,960
EQUITY AND LIABILITIES					
EQUITY					
Share capital	20	268,680	268,680	268,680	268,680
Treasury shares	21	(55,166)	(55,172)	(55,166)	(55,172)
Reserves	22	322,265	342,317	362,984	392,813
Equity attributable to owners of the Company		535,779	555,825	576,498	606,321
Non-controlling interests	5	4,195	4,763	-	-
TOTAL EQUITY		539,974	560,588	576,498	606,321

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

STATEMENTS OF FINANCIAL POSITION AS AT 31 JULY 2020 (CONT'D)

		The Group		The Company	
		2020	2019	2020	2019
	Note	RM'000	RM'000	RM'000	RM'000
NON-CURRENT LIABILITIES					
Bank borrowings	23	230,062	229,202	1,425	1,043
Deferred tax liabilities	15	39,613	35,079	-	-
		269,675	264,281	1,425	1,043
CURRENT LIABILITIES					
Trade payables	25	97,282	106,912	11,779	15,030
Other payables, deposits and accruals	26	27,365	35,981	10,057	8,436
Amount owing to subsidiaries	14	-	-	97,040	96,719
Bank borrowings:-	23				
- bank overdrafts		5,195	588	2,566	-
- other borrowings		478,495	497,468	219,451	226,411
Current tax liabilities		1,343	296	-	-
		609,680	641,245	340,893	346,596
TOTAL LIABILITIES		879,355	905,526	342,318	347,639
TOTAL EQUITY AND LIABILITIES		1,419,329	1,466,114	918,816	953,960

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

		The Group		The Company	
		2020	2019	2020	2019
	Note	RM'000	RM'000	RM'000	RM'000
REVENUE	27	329,946	314,569	113,477	120,070
COST OF SALES		(274,786)	(278,236)	(70,707)	(65,067)
GROSS PROFIT		55,160	36,333	42,770	55,003
OTHER INCOME		34,462	37,050	25,930	28,788
ADMINISTRATIVE EXPENSES		(28,941)	(37,248)	(28,694)	(31,781)
SELLING AND DISTRIBUTION EXPENSES		(40,774)	(43,250)	(14,389)	(13,836)
OTHER EXPENSES		(3,321)	-	(53,111)	(46,178)
FINANCE COSTS	28	(18,268)	(17,882)	(14,225)	(15,353)
NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS	29	(9,102)	(3,316)	6,072	(4,537)
LOSS BEFORE TAXATION	30	(10,784)	(28,313)	(35,647)	(27,894)
INCOME TAX EXPENSE	31	(14,851)	(7,527)	803	(5,715)
LOSS AFTER TAXATION		(25,635)	(35,840)	(34,844)	(33,609)
OTHER COMPREHENSIVE INCOME					
Items that Will Not be Reclassified Subsequently to Profit or Loss					
Fair value changes of equity investments		5,015	(6,739)	5,015	(6,739)
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		(20,620)	(42,579)	(29,829)	(40,348)
LOSS AFTER TAXATION ATTRIBUTABLE TO:-					
Owners of the Company		(25,067)	(35,796)	(34,844)	(33,609)
Non-controlling interests		(568)	(44)	-	-
		(25,635)	(35,840)	(34,844)	(33,609)
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:-					
Owners of the Company		(20,052)	(42,535)	(29,829)	(40,348)
Non-controlling interests		(568)	(44)	-	-
		(20,620)	(42,579)	(29,829)	(40,348)
LOSS PER SHARE (SEN)	32				
Basic		(13.33)	(19.03)		
Diluted		(13.33)	(19.03)		

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

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

The Group	Note	Share Capital RM'000	Treasury Shares RM'000	Non-distributable Fair Value Reserve RM'000	Distributable Retained Profits RM'000	Attributable to Owners of the Company RM'000	Non-controlling Interests RM'000	Total Equity RM'000
Balance at 1.8.2018		268,680	(55,166)	(35,844)	420,696	598,366	3,807	602,173
Loss after taxation for the financial year		-	-	-	(35,796)	(35,796)	(44)	(35,840)
Other comprehensive income for the financial year:-								
- fair value changes of equity investments		-	-	(6,739)	-	(6,739)	-	(6,739)
Total comprehensive income for the financial year		-	-	(6,739)	(35,796)	(42,535)	(44)	(42,579)
Contributions by and distributions to owners of the Company:-								
- purchase of treasury shares	21	-	(8)	-	-	(8)	-	(8)
- sale of treasury shares	21	-	2	-	-	2	-	2
- additional investments in existing subsidiaries by non-controlling interests		-	-	-	-	-	1,000	1,000
Total transactions with owners		-	(6)	-	-	(6)	1,000	994
Balance at 31.7.2019		268,680	(55,172)	(42,583)	384,900	555,825	4,763	560,588

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

STATEMENTS OF CHANGES IN EQUITY (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

The Group	Note	Share Capital RM'000	Treasury Shares RM'000	Non-distributable Fair Value Reserve RM'000	Distributable Retained Profits RM'000	Attributable to Owners of the Company RM'000	Non-controlling Interests RM'000	Total Equity RM'000
Balance at 31.7.2019/1.8.2019		268,680	(55,172)	(42,583)	384,900	555,825	4,763	560,588
Loss after taxation for the financial year		-	-	-	(25,067)	(25,067)	(568)	(25,635)
Other comprehensive income for the financial year:-								
- fair value changes of equity investments		-	-	5,015	-	5,015	-	5,015
Total comprehensive income for the financial year		-	-	5,015	(25,067)	(20,052)	(568)	(20,620)
Contributions by and distributions to owners of the Company:-								
- purchase of treasury shares	21	-	(2)	-	-	(2)	-	(2)
- sale of treasury shares	21	-	8	-	-	8	-	8
Total transactions with owners		-	6	-	-	6	-	6
Balance at 31.7.2020		268,680	(55,166)	(37,568)	359,833	535,779	4,195	539,974

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

STATEMENTS OF CHANGES IN EQUITY (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

The Company	Note	Share Capital RM'000	Treasury Shares RM'000	Non-distributable Fair Value Reserve RM'000	Distributable Retained Profits RM'000	Total Equity RM'000
Balance at 1.8.2018		268,680	(55,166)	(35,844)	469,005	646,675
Loss after taxation for the financial year		-	-	-	(33,609)	(33,609)
Other comprehensive income for the financial year:-						
- fair value changes of equity investments		-	-	(6,739)	-	(6,739)
Total comprehensive income for the financial year		-	-	(6,739)	(33,609)	(40,348)
Contributions by and distributions to owners of the Company:-						
- purchase of treasury shares	21	-	(8)	-	-	(8)
- sale of treasury shares	21	-	2	-	-	2
Total transactions with owners		-	(6)	-	-	(6)
Balance at 31.7.2019/1.8.2019		268,680	(55,172)	(42,583)	435,396	606,321
Loss after taxation for the financial year		-	-	-	(34,844)	(34,844)
Other comprehensive income for the financial year:-						
- fair value changes of equity investments		-	-	5,015	-	5,015
Total comprehensive income for the financial year		-	-	5,015	(34,844)	(29,829)
Contributions by and distributions to owners of the Company:-						
- purchase of treasury shares	21	-	(2)	-	-	(2)
- sale of treasury shares	21	-	8	-	-	8
Total transactions with owners		-	6	-	-	6
Balance at 31.7.2020		268,680	(55,166)	(37,568)	400,552	576,498

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

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
CASH FLOWS FROM/(FOR) OPERATING ACTIVITIES				
Loss before taxation	(10,784)	(28,313)	(35,647)	(27,894)
Adjustments for:-				
Allowance for slow-moving inventories	549	2,492	-	23
Amortisation of intangible assets	244	21	-	-
Changes in fair value of:-				
- biological assets	(12,653)	(8,793)	-	-
- investment properties	(1,735)	(12,246)	-	30
- investment securities	(8)	(14)	(8)	(14)
Depreciation of property, plant and equipment	46,426	43,130	11,059	11,928
Dividend income	(29)	(17)	(18,211)	(21,647)
Gain on disposal of property, plant and equipment	(4,301)	(10,812)	(4,730)	(3,251)
Impairment losses on:-				
- amount owing by subsidiaries	-	-	4,702	8,549
- investments in subsidiaries	-	-	53,111	46,178
- property, plant and equipment	3,321	-	-	-
- trade and other receivables	10,174	3,316	48	1,185
Impairment losses no longer required on:-				
- amount owing by subsidiaries	-	-	(10,599)	(5,197)
- trade and other receivables	(1,072)	-	(223)	-
Interest expense	18,268	17,882	14,225	15,353
Interest income	(136)	(258)	(15,940)	(18,294)
Property, plant and equipment written off	117	66	-	1
Reversal of allowance for slow-moving inventories	(1,777)	-	-	-
Unrealised loss on foreign exchange	169	163	27	8
Write-down of inventories	9,697	10,898	-	-
Operating profit/(loss) before working capital changes	56,470	17,515	(2,186)	6,958
Decrease/(increase) in inventories	15,749	(22,043)	(1,824)	493
Decrease in trade and other receivables	13,437	57,297	3,645	18,055
(Decrease)/increase in trade and other payables	(18,327)	10,448	(1,629)	(5,563)
Net (increase)/decrease in amount owing by subsidiaries	-	-	(27,551)	57,936
CASH FROM/(FOR) OPERATIONS	67,329	63,217	(29,545)	77,879
Income tax paid	(6,409)	(8,454)	(1,123)	(2,048)
Income tax refunded	6,972	913	1,133	-
Interest paid	(21,223)	(22,518)	(14,099)	(15,266)
Interest received	136	258	15,940	18,294
NET CASH FROM/(FOR) OPERATING ACTIVITIES	46,805	33,416	(27,694)	78,859

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

STATEMENTS OF CASH FLOWS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

	Note	The Group 2020 RM'000	The Group 2019 RM'000	The Company 2020 RM'000	The Company 2019 RM'000
CASH FLOWS (FOR)/FROM INVESTING ACTIVITIES					
Additional investments in subsidiaries		-	-	(20,500)	(109,850)
Additional investments in existing subsidiaries by non-controlling interests		-	250	-	-
Costs incurred on biological assets		(1,754)	(2,238)	-	-
Costs incurred on land held for property development		(3)	-	-	-
Dividend received		29	17	18,211	21,647
Proceeds from disposal of investment securities		12,712	3,027	12,712	3,027
Proceeds from disposal of property, plant and equipment		11,683	26,410	22,458	11,093
Purchase of intangible assets		-	(20,983)	-	-
Purchase of investment securities		(15)	(14)	(15)	(14)
Purchase of property, plant and equipment	33(a)	(30,655)	(200,639)	(550)	(874)
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(8,003)	(194,170)	32,316	(74,971)
CASH FLOWS (FOR)/FROM FINANCING ACTIVITIES					
Drawdown of term loans	33(b)	8,304	166,891	-	-
Net of drawdown/(repayment) of bankers' acceptance	33(b)	4,571	18,360	-	-
Net of drawdown/(repayment) of revolving credit	33(b)	(23,850)	10,200	(7,500)	(2,000)
Payment of interests on long-term borrowings	33(b)	(13,870)	(11,789)	(126)	(87)
Proceeds from disposal of treasury shares		8	2	8	2
Purchase of treasury shares		(2)	(8)	(2)	(8)
Repayment of hire purchase obligations	33(b)	-	(7,504)	-	(541)
Repayment of lease liabilities	33(b)	(9,777)	-	(449)	-
Repayment of term loans	33(b)	(15,057)	(14,968)	(396)	(380)
Increase in pledged deposits with licensed banks	19	(47)	(20)	(12)	(1)
NET CASH (FOR)/FROM FINANCING ACTIVITIES		(49,720)	161,164	(8,477)	(3,015)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(10,918)	410	(3,855)	873
EFFECTS OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS		(5)	(14)	1	(9)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		9,697	9,301	2,064	1,200
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	33(d)	(1,226)	9,697	(1,790)	2,064

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia. The registered office, which is also the principal place of business, is No. 66 – 78, Pusat Suria Permata, Jalan Upper Lanang, C.D.T. 123, 96000 Sibu, Sarawak.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 6 November 2020.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding, provision of management services, extraction and sale of logs. The principal activities of the subsidiaries are set out in Note 5 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under significant accounting policies, and in compliance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

3.1 During the current financial year, the Group has adopted the following new accounting standard(s) and/or interpretation(s) (including the consequential amendments, if any):-

MFRSs and/or IC Interpretations (Including the Consequential Amendments)

MFRS 16 Leases

IC Interpretation 23 Uncertainty Over Income Tax Treatments

Amendments to MFRS 9: Prepayment Features with Negative Compensation

Amendments to MFRS 16: COVID-19-Related Rent Concessions

Amendments to MFRS 119: Plan Amendment, Curtailment or Settlement

Amendments to MFRS 128: Long-term Interests in Associates and Joint Ventures

Annual Improvements to MFRS Standards 2015 – 2017 Cycles

The adoption of the above accounting standard(s) and/or interpretation(s) (including the consequential amendments, if any) did not have any material impact on the Group's financial statements except as follows:-

MFRS 16 sets out the principles for the recognition, measurement, presentation and disclosure of leases and replace the previous guidance on lease accounting. Under MFRS 16, the classification of leases as either finance leases or operating leases is eliminated for lessees. All lessees are required to recognise their leased assets and the related lease obligations in the statements of financial position (with limited exceptions) as right-of-use assets and lease liabilities respectively. The right-of-use assets are subject to depreciation and the interest on lease liabilities is calculated using the effective interest method. For a lessor, MFRS 16 continues to allow the lessor to classify its leases as either operating leases or finance leases and to account them differently. The impacts on the financial statements of the Group upon the initial application of MFRS 16 are disclosed in Note 41 to the financial statements.

The Group has early adopted Amendments to MFRS 16 which allow lessees to elect not to assess whether a COVID-19-related rent concession is a lease modification when conditions are met. The Group has applied such practical expedient to all of its COVID-19-related rent concessions and the financial impacts on the Group's financial statements are immaterial.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

3. BASIS OF PREPARATION (CONT'D)

3.2 The Group has not applied in advance the following accounting standards and interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board ("MASB") but are not yet effective for the current financial year:-

MFRSs and/or IC Interpretations (Including the Consequential Amendments)	Effective Date
MFRS 17 Insurance Contracts	1 January 2023*
Amendments to MFRS 3: Definition of a Business	1 January 2020
Amendments to MFRS 3: Reference to the Conceptual Framework	1 January 2022
Amendments to MFRS 4: Extension of the Temporary Exemption from Applying MFRS 9	At issue date of 17 August 2020
Amendments to MFRS 9, MFRS 139 and MFRS 7: Interest Rate Benchmark Reform	1 January 2020
Amendments to MFRS 9, MFRS 139, MFRS 7, MFRS 4 and MFRS 16: Interest Rate Benchmark Reform – Phase 2	1 January 2021
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 17: Insurance Contracts	1 January 2023
Amendments to MFRS 101 and MFRS 108: Definition of Material	1 January 2020
Amendments to MFRS 101: Classification of Liabilities as Current or Non-current	1 January 2023**
Amendments to MFRS 101: Classification of Liabilities as Current or Non-current – Deferral of Effective Date	At issue date of 17 August 2020
Amendments to MFRS 116: Property, Plant and Equipment – Proceeds before Intended Use	1 January 2022
Amendments to MFRS 137: Onerous Contracts – Cost of Fulfilling a Contract	1 January 2022
Amendments to References to the Conceptual Framework in MFRS Standards	1 January 2020
Annual Improvements to MFRS Standards 2018 – 2020	1 January 2022

* The effective date has been deferred from annual reporting periods beginning on or after 1 January 2021 to 1 January 2023 pursuant to the amendments to MFRS 17 issued by the MASB, namely "Amendments to MFRS 17: Insurance Contracts".

** The effective date has been deferred from annual reporting periods beginning on or after 1 January 2022 to 1 January 2023 pursuant to the amendments to MFRS 101 issued by the MASB, namely "Amendments to MFRS 101: Classification of Liabilities as Current or Non-current – Deferral of Effective Date".

The adoption of the above accounting standard(s) and/or interpretation(s) (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group upon their initial application.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below:-

(a) Depreciation of Property, Plant and Equipment

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group anticipates that the residual values of its property, plant and equipment will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of property, plant and equipment as at the reporting date is disclosed in Note 6 to the financial statements.

(b) Valuation of Investment Properties

Investment properties of the Group are reported at fair value which is based on valuations performed by independent professional valuers by reference to the selling prices of recent transactions and asking prices of similar properties of nearby location and where necessary, adjusting for tenure, location, size and market trends. Other factors such as model assumptions, market dislocations and unexpected correlations can also materially affect these estimates and the resulting valuations. The carrying amount of investment properties as at the reporting date is disclosed in Note 7 to the financial statements.

(c) Impairment of Goodwill

The assessment of whether goodwill is impaired requires an estimation of the value-in-use of the cash-generating unit to which the goodwill is allocated. Estimating a value-in-use amount requires management to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of goodwill as at the reporting date is disclosed in Note 12 to the financial statements.

(d) Impairment of Property, Plant and Equipment (Including Right-of-use Assets)

The Group determines whether its property, plant and equipment (including right-of-use assets) are impaired by evaluating the extent to which the recoverable amounts of the assets are less than their carrying amounts. This evaluation is subject to changes such as market performance, economic and political situation of the country. A variety of methods is used to determine the recoverable amounts, 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. The carrying amount of property, plant and equipment (including right-of-use assets) as at the reporting date is disclosed in Note 6 to the financial statements.

(e) Fair Value Estimates for Biological Assets

The biological assets of the Group consist of fresh fruit bunches ("FFBs") and trees prior to harvest. The Group adopts the income approach to estimate the fair value of biological assets. For the income approach, significant judgement is required to estimate the present value of the net cash flows expected to be generated from the sale of agricultural produce. Such estimation involves uncertainties and is affected by assumptions used and judgements made regarding future cash flows and discount rates. The carrying amount of biological assets as at the reporting date is disclosed in Note 9 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(f) Fair Value Estimates for Unquoted Investments

The Group carries an investment that is not traded in an active market at fair value. The Group uses its judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period. The amount of fair value changes would differ if the Group uses different valuation methodologies and assumptions, and eventually affect profit. The carrying amount of the unquoted investment as at the reporting date is disclosed in Note 11 to the financial statements.

(g) Write-down of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 16 to the financial statements.

(h) Impairment of Trade Receivables

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying value of trade receivables. The carrying amount of trade receivables as at the reporting date is disclosed in Note 17 to the financial statements.

(i) Impairment of Non-Trade Receivables

The loss allowances for non-trade financial assets are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting appropriate inputs to the impairment calculation, based on the past payment trends, existing market conditions as well as forward-looking estimates at the end of each reporting period. The carrying amounts of other receivables and amount owing by subsidiaries as at the reporting date are disclosed in Notes 18 and 14 to the financial statements respectively.

(j) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group recognises tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the period in which such determination is made.

(k) Deferred Tax Assets

Deferred tax assets are recognised for all deductible temporary differences, and unused tax losses and tax credits to the extent that it is probable that future taxable profits would be available against which the deductible temporary differences, and unused tax losses and tax credits could be utilised. Management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the assessment of the probability of the future taxable profits. The carrying amount of deferred tax assets as at the reporting date is disclosed in Note 15 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the Group's accounting policies which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

(a) Classification between Investment Properties and Owner-occupied Properties

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions could be sold separately (or leased out separately under a finance lease), the Group accounts for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes.

Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as investment properties.

(b) Lease Terms and Incremental Borrowing Rates

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances including the past practice and any cost that will be incurred to change the asset if an option to extend is not taken. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

In determining the incremental borrowing rates of the respective leases, the Group first determines the closest available borrowing rates before using significant judgement to determine the adjustments required to reflect the term, security, value or economic environment of the respective leases.

(c) Coronavirus Disease 2019 ("COVID-19")

The current outbreak of COVID-19 has resulted in the occurrence of a multitude of associated events such as temporary closure of businesses, travel restrictions and quarantine measures across the globe. These measures and policies affect supply chains and the production of goods and services and lower economic activity which is likely to result in reduced demand for the Group's goods and services. The Group exercises judgement, in light of all facts and circumstances, to assess what event in these series of events provides additional evidence about the condition that existed at the reporting date and therefore affects the recognition and measurement of the Group's assets and liabilities at 31 July 2020.

4.2 BASIS OF CONSOLIDATION

The consolidated financial statements include the financial statements of the Company and its subsidiaries made up to the end of the reporting period.

Subsidiaries are entities controlled by the Group. 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 over the entity. Potential voting rights are considered when assessing control only when such rights are substantive. The Group also considers it has de facto power over an investee when, despite not having the majority of voting rights, it has the current ability to direct the activities of the investee that significantly affect the investee's return.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.2 BASIS OF CONSOLIDATION (CONT'D)

Subsidiaries are consolidated from the date on which control is transferred to the Group up to the effective date on which control ceases, as appropriate.

Intragroup transactions, balances, income and expenses are eliminated on consolidation. Intragroup losses may indicate an impairment that requires recognition in the consolidated financial statements. Where necessary, adjustments are made to the financial statements of subsidiaries to ensure consistency of accounting policies with those of the Group.

(a) Business Combinations

Acquisitions of businesses are accounted for using the acquisition method. Under the acquisition method, the consideration transferred for acquisition of a subsidiary is the fair value of the assets transferred, liabilities incurred and the equity interests issued by the Group at the acquisition date. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs, other than the costs to issue debt or equity securities, are recognised in profit or loss when incurred.

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

Non-controlling interests in the acquiree may be initially measured either at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets at the date of acquisition. The choice of measurement basis is made on a transaction-by-transaction basis.

(b) Non-Controlling Interests

Non-controlling interests are presented within equity in the consolidated statement of financial position, separately from the equity attributable to owners of the Company. Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income is attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

(c) Changes in Ownership Interests in Subsidiaries without Change of Control

All changes in the parent's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of consideration paid or received is recognised directly in equity of the Group.

(d) Loss of Control

Upon the loss of control of a subsidiary, the Group recognises any gain or loss on disposal in profit or loss which is calculated as the difference between:-

(i) the aggregate of the fair value of the consideration received and the fair value of any retained interest in the former subsidiary; and

(ii) the previous carrying amount of the assets (including goodwill), and liabilities of the former subsidiary and any non-controlling interests.

Amounts previously recognised in other comprehensive income in relation to the former subsidiary are accounted for in the same manner as would be required if the relevant assets or liabilities were disposed of (i.e. reclassified to profit or loss or transferred directly to retained profits). The fair value of any investments retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under MFRS 9 or, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.3 GOODWILL

Goodwill is measured at cost less accumulated impairment losses, if any. The carrying value of goodwill is reviewed for impairment annually or more frequently if events or changes in circumstances indicate that the carrying amount may be impaired. The impairment value of goodwill is recognised immediately in profit or loss. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Under the acquisition method, any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interests recognised and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities at the date of acquisition is recorded as goodwill.

Where the latter amount exceeds the former, after reassessment, the excess represents a bargain purchase gain and is recognised in profit or loss immediately.

4.4 FUNCTIONAL AND FOREIGN CURRENCIES

(a) Functional and Presentation Currency

The individual financial statements of each entity in the Group are presented in the currency of the primary economic environment in which the entity operates, which is the functional currency.

The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional and presentation currency and has been rounded to the nearest thousand, unless otherwise stated.

(b) Foreign Currency Transactions and Balances

Transactions in foreign currencies are converted into the respective functional currencies on initial recognition, using the exchange rates at the transaction dates. Monetary assets and liabilities at the end of the reporting period are translated at the exchange rates ruling as of that date. Non-monetary assets and liabilities are translated using exchange rates that existed when the values were determined. All exchange differences are recognised in profit or loss.

(c) Foreign Operations

Assets and liabilities of foreign operations (including any goodwill and fair value adjustments arising on acquisition) are translated to the Group's presentation currency at the exchange rates at the end of the reporting period. Income, expenses and other comprehensive income of foreign operations are translated at exchange rates at the dates of the transactions. All exchange differences arising from translation are taken directly to other comprehensive income and accumulated in equity; attributed to the owners of the Company and non-controlling interests, as appropriate.

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

On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a foreign subsidiary, or a partial disposal involving loss of control over a subsidiary that includes a foreign operation, or a partial disposal of an interest in an associate that includes a foreign operation of which the retained interest becomes a financial asset), all of the exchange differences accumulated in equity in respect of that foreign operation attributable to the owners of the Company are reclassified to profit or loss as part of the gain or loss on disposal. The portion that related to non-controlling interests is derecognised but is not reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.4 FUNCTIONAL AND FOREIGN CURRENCIES (CONT'D)

(c) Foreign Operations (Cont'd)

In addition, in relation to a partial disposal of a subsidiary that does not result in the Group losing control over the subsidiary, the proportionate share of accumulated exchange differences is reattributed to non-controlling interests and is not recognised in profit or loss. When the Group disposes of only part of its investment in an associate that includes a foreign operation while retaining significant influence, the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

In the consolidated financial statements, when settlement of an intragroup loan is neither planned nor likely to occur in the foreseeable future, the exchange differences arising from translating such monetary item are considered to form part of a net investment in the foreign operation and are recognised in other comprehensive income.

4.5 FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised in the statements of financial position when the Group has become a party to the contractual provisions of the instruments.

Financial instruments are classified as financial assets, financial liabilities or equity instruments in accordance with the substance of the contractual arrangement and their definitions in MFRS 132. Interest, dividends, gains and losses relating to a financial instrument classified as a liability are reported as an expense or income. Distributions to holders of financial instruments classified as equity are charged directly to equity.

Financial instruments are offset when the Group has a legally enforceable right to offset and intends to settle either on a net basis or to realise the asset and settle the liability simultaneously.

A financial instrument is recognised initially at its fair value (other than trade receivables without significant financing component which are measured at transaction price as defined in MFRS 15 *Revenue from Contracts with Customers* at inception). Transaction costs that are directly attributable to the acquisition or issue of the financial instrument (other than a financial instrument at fair value through profit or loss) are added to/deducted from the fair value on initial recognition, as appropriate. Transaction costs on the financial instrument at fair value through profit or loss are recognised immediately in profit or loss.

Financial instruments recognised in the statements of financial position are disclosed in the individual policy statement associated with each item.

(a) Financial Assets

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value (through profit or loss, or other comprehensive income), depending on the classification of the financial assets.

Debt Instruments

(i) Amortised Cost

The financial asset is held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest. Interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset. When the asset has subsequently become credit-impaired, the interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset.

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts), excluding expected credit losses, through the expected life of the financial asset or a shorter period (where appropriate).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 FINANCIAL INSTRUMENTS (CONT'D)

(a) Financial Assets (Cont'd)

Debt Instruments (Cont'd)

(ii) Fair Value through Other Comprehensive Income

The financial asset is held for both collecting contractual cash flows and selling the financial asset, where the asset's cash flows represent solely payments of principal and interest. Movements in the carrying amount are taken through other comprehensive income and accumulated in the fair value reserve, except for the recognition of impairment, interest income and foreign exchange difference which are recognised directly in profit or loss. Interest income is calculated using the effective interest rate method.

(iii) Fair Value through Profit or Loss

All other financial assets that do not meet the criteria for amortised cost or fair value through other comprehensive income are measured at fair value through profit or loss.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

Equity Instruments

All equity investments are subsequently measured at fair value with gains and losses recognised in profit or loss except where the Group has made an irrevocable election to present the subsequent changes in fair value in other comprehensive income and accumulated in the fair value reserve at initial recognition.

The designation at fair value through other comprehensive income is not permitted if the equity investment is either held for trading or is designated to eliminate or significantly reduce a measurement or recognition inconsistency that would otherwise arise.

Dividend income from this category of financial assets is recognised in profit or loss when the Group's right to receive payment is established unless the dividends clearly represent a recovery of part of the cost of the equity investments.

(b) Financial Liabilities

(i) Financial Liabilities at Fair Value through Profit or Loss

Fair value through profit or loss category comprises financial liabilities that are either held for trading or are designated to eliminate or significantly reduce a measurement or recognition inconsistency that would otherwise arise. The changes in fair value of these financial liabilities are recognised in profit or loss.

(ii) Other Financial Liabilities

Other financial liabilities are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts), through the expected life of the financial liability or a shorter period (where appropriate).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 FINANCIAL INSTRUMENTS (CONT'D)

(c) Equity Instruments

Equity instruments classified as equity are measured at cost and are not remeasured subsequently.

(i) Ordinary Shares

Ordinary shares are classified as equity and recorded at the proceeds received, net of directly attributable transaction costs.

Dividends on ordinary shares are recognised as liabilities when approved for appropriation.

(ii) Treasury Shares

When the Company's own shares recognised as equity are bought back, the amount of the consideration paid, including all costs directly attributable, are recognised as a deduction from equity. Own shares purchased that are not subsequently cancelled are classified as treasury shares and are presented as a deduction from total equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of treasury shares.

Where treasury shares are reissued by resale, the difference between the sales consideration received and the carrying amount of the treasury shares is recognised in equity.

Where treasury shares are cancelled, their costs are transferred to retained profits.

(d) Derecognition

A financial asset or part of it is derecognised when, and only when, the contractual rights to the cash flows from the financial asset expire or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. On derecognition of a financial asset measured at amortised cost, the difference between the carrying amount of the asset and the sum of the consideration received and receivable is recognised in profit or loss. In addition, on derecognition of a debt instrument classified as fair value through other comprehensive income, the cumulative gain or loss previously accumulated in the fair value reserve is reclassified from equity to profit or loss. In contrast, there is no subsequent reclassification of the fair value reserve to profit or loss following the derecognition of an equity investment.

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged or cancelled or expires. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

(e) Financial Guarantee Contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specific debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to initial recognition, financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee or, when there is no specific contractual period, recognised in profit or loss upon discharge of the guarantee. If the debtor fails to make payment relating to a financial guarantee contract when it is due and the Group, as the issuer, is required to reimburse the holder for the associated loss, the liability is measured at the higher of the amount of the credit loss determined in accordance with the expected credit loss model and the amount initially recognised less cumulative amortisation.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.6 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries are stated at cost in the statement of financial position of the Company, and are reviewed for impairment at the end of the reporting period if events or changes in circumstances indicate that the carrying values may not be recoverable. The cost of the investments includes transaction costs.

On the disposal of the investments in subsidiaries, the difference between the net disposal proceeds and the carrying amount of the investments is recognised in profit or loss.

4.7 PROPERTY, PLANT AND EQUIPMENT

(a) Bearer Plants

Bearer plants, included within property, plant and equipment, are defined as living plants that are used in the production or supply of agricultural produce and for which there is only a remote likelihood that the plant will also be sold as agricultural produce. Bearer plants (before maturity), representing nursery development, and immature oil palm and coconut plantations, are measured at cost, which consists of the costs incurred in the preparation of the nursery, purchase of seedlings and maintenance of the plantations. No depreciation is provided for immature bearer plants. Upon maturity, bearer plants are measured at cost less accumulated depreciation and impairment losses, if any. Mature bearer plants are depreciated over the estimated useful lives of the bearer plants of 25 years.

(b) Other Property, Plant and Equipment

All other items of property, plant and equipment are initially measured at cost. Cost includes expenditure that are directly attributable to the acquisition of the asset and other costs directly attributable to bringing the asset to working condition for its intended use.

Subsequent to initial recognition, all property, plant and equipment are stated at cost less accumulated depreciation and any impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when the cost is incurred and it is probable that the future economic benefits associated with the asset will flow to the Group and the cost of the asset can be measured reliably. The carrying amount of parts that are replaced is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Freehold land is not depreciated. Depreciation on other property, plant and equipment is charged to profit or loss (unless it is included in the carrying amount of another asset) on a straight-line method to write off the depreciable amount of the assets over their estimated useful lives. Depreciation of an asset does not cease when the asset becomes idle or is retired from active use unless the asset is fully depreciated. The principal annual rates used for this purpose are:-

Leasehold land	Not applicable (2019: Over the lease periods of 16 to 184 years)
Buildings	2% - 10%
Watercrafts, trucks and motor vehicles	5% - 25%
Plant and machinery	5% - 20%
Infrastructure facilities	5% - 10%
Furniture, fittings and equipment	5% - 20%

The depreciation method, useful lives and residual values are reviewed, and adjusted if appropriate, at the end of each reporting period to ensure that the amounts, method and periods of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of the property, plant and equipment. Any changes are accounted for as a change in estimate.

When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.7 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) Other Property, Plant and Equipment (Cont'd)

Capital work-in-progress represents assets under construction, and which are not ready for commercial use at the end of the reporting period. Capital work-in-progress is stated at cost, and is transferred to the relevant category of assets and depreciated accordingly when the assets are completed and ready for commercial use.

Cost of capital work-in-progress includes direct cost, related expenditure and interest cost on borrowings taken to finance the acquisition of the assets to the date that the assets are completed and put into use.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use. Any gain or loss arising from derecognition of the asset, being the difference between the net disposal proceeds and the carrying amount, is recognised in profit or loss.

4.8 INVESTMENT PROPERTIES

Investment properties are properties which are owned or right-of-use asset held to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, used in the production or supply of goods or services or for administrative purposes.

Investment properties which are owned are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the investment property. The right-of-use asset held under a lease contract that meets the definition of investment property is measured initially similar as other right-of-use asset.

Subsequent to initial recognition, investment properties are stated at fair value with fair value changes recognised in profit or loss.

Investment properties are derecognised when they have either been disposed of or when the investment property is permanently withdrawn from use and no future benefit is expected from its disposal.

On the derecognition of an investment property, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss.

Transfers are made to or from investment property only when there is a change in use. For a transfer from investment property to owner-occupied property or inventories, the fair value at the date of change becomes the cost for subsequent accounting purposes. If owner-occupied property becomes an investment property, such property shall be accounted for in accordance with the accounting policy for property, plant and equipment up to the date of change in use.

4.9 LAND HELD FOR PROPERTY DEVELOPMENT

Land held for property development consists of land or such portions thereof on which no development activities have been carried out or where development activities are not expected to be completed within the Group's normal operating cycle. Such land is classified as a non-current asset and is stated at cost less accumulated impairment losses, if any.

Land held for property development is reclassified as property development costs at the point when development activities have commenced and where it can be demonstrated that the development activities can be completed within the Group's normal operating cycle.

Costs associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commissions, conversion fees, other direct development expenditure and related overheads.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.10 BIOLOGICAL ASSETS

Biological assets comprise produce growing on bearer plants and planted trees.

Produce growing on bearer plants (i.e. FFBs) is classified as current assets as it is expected to be harvested and sold or used for production on a date not more than 15 days after the reporting date. Planted trees are classified as non-current assets as they are expected to be harvested and sold or used for production on a date more than 12 months after the reporting date.

Biological assets are measured at fair value less costs to sell. Any gains or losses arising on initial recognition and from changes in the fair value less costs to sell are recognised in profit or loss for the period in which they arise.

4.11 INTANGIBLE ASSETS

(a) Computer Software

Computer software is initially capitalised at cost which includes the purchase price (net of any discounts and rebates) and other directly attributable cost of preparing the asset for its intended use. Direct expenditure, which enhances or extends the performance of computer software beyond its specifications and which can be reliably measured, is recognised as capital improvement and added to the original cost of the software. Costs associated with maintaining the computer software are recognised as an expense as incurred.

Capitalised computer software is subsequently carried at cost less accumulated amortisation and impairment losses, if any. These costs are amortised on a straight-line basis over their estimated useful lives of 10 years.

(b) Rights in Timber Licences

Rights in timber licences are expenditure incurred in respect of the acquisition of timber licences.

The rights acquired by the Group are stated at cost less accumulated amortisation and impairment losses, if any. The cost is amortised on a straight-line basis over the remaining tenure of the licence periods, which range from 7 to 15 years.

(c) Commercial Rights on Licence for Planted Forest ("LPF")

Commercial rights on LPF represent rights granted to the Group to plant trees on licensed area, which will expire in March 2064.

The rights acquired by the Group are stated at cost less accumulated amortisation and impairment losses, if any. The cost is amortised on a straight-line basis over the remaining term of the licence of 45 years at the date of acquisition.

Gains or losses arising from derecognition of intangible assets are measured as the difference between the net disposal proceeds and the carrying amount of the assets and are recognised in profit or loss when the assets are derecognised.

4.12 LEASES

The Group assesses whether a contract is or contains a lease, at the inception of the contract. The Group recognises a right-of-use asset and corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for low-value assets and short-term leases with 12 months or less. For these leases, the Group recognises the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.12 LEASES (CONT'D)

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use assets that do not meet the definition of investment property are presented in the statements of financial position within property, plant and equipment, and the associated lease liabilities are presented within borrowings.

The right-of-use asset is initially measured at cost. Cost includes the initial amount of the corresponding lease liability, adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred, less any incentives received.

The right-of-use asset is subsequently measured at cost less accumulated depreciation and any impairment losses, and adjustment for any remeasurement of the lease liability. The depreciation starts from the commencement date of the lease. If the lease transfers ownership of the underlying asset to the Group or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of the right-of-use assets are determined on the same basis as those property, plant and equipment.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

The lease liability is subsequently measured at amortised cost using the effective interest method. It is remeasured when there is a change in the future lease payments (other than lease modification that is not accounted for as a separate lease) with the corresponding adjustment made to the carrying amount of the right-of-use asset or recognised in profit or loss if the carrying amount has been reduced to zero.

Accounting Policies Applied Until 31 July 2019

(a) Finance Leases

A lease is recognised as a finance lease if it transfers substantially to the Group all the risks and rewards incidental to ownership. Upon initial recognition, the leased asset is measured at an amount equal to the lower of its fair value and the present value of the minimum lease payments. Subsequent to initial recognition, the asset is accounted for in accordance with the accounting policy applicable to that asset. The corresponding liability is included in the statements of financial position as hire purchase obligations.

Minimum lease payments made under finance leases are apportioned between the finance costs and the reduction of the outstanding liability. The finance costs, which represent the difference between the total leasing commitments and the fair value of the assets acquired, are recognised in the profit or loss and allocated over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each accounting period.

Leasehold land which in substance is a finance lease is classified as property, plant and equipment.

(b) Operating Leases

All leases that do not transfer substantially to the Group all the risks and rewards incidental to ownership are classified as operating leases and, the leased assets are not recognised on the statement of financial position of the Group and of the Company.

Payments made under operating leases are recognised as an expense in the profit or loss on a straight-line method over the term of the lease. Lease incentives received are recognised as a reduction of rental expense over the lease term on a straight-line method. Contingent rentals are charged to profit or loss in the reporting period in which they are incurred.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.13 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Costs incurred in bringing each product to its present location and condition are accounted for as follows:-

(a) Raw materials and general stores – original cost of purchase, determined on a weighted average basis.

(b) Finished goods and work-in-progress – cost of raw materials, direct labour, and an appropriate proportion of production overheads, determined on an average basis.

Net realisable value represents the estimated selling price less the estimated costs of completion and the estimated costs necessary to make the sale.

4.14 CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash in hand, bank balances, demand deposits and short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value with original maturity periods of three months or less. For the purpose of the statements of cash flows, cash and cash equivalents are presented net of bank overdrafts.

4.15 IMPAIRMENT

(a) Impairment of Financial Assets

The Group recognises a loss allowance for expected credit losses on investments in debt instruments that are measured at amortised cost or at fair value through other comprehensive income, and trade receivables, as well as on financial guarantee contracts.

The expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument. The Group always recognises lifetime expected credit losses for trade receivables using the simplified approach. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience and are adjusted for forward-looking information (including time value of money where appropriate).

For all other financial instruments, the Group recognises lifetime expected credit losses when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month expected credit losses.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at fair value through other comprehensive income, for which the loss allowance is recognised in other comprehensive income and accumulated in the fair value reserve, and does not reduce the carrying amount of the financial asset in the statements of financial position.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.15 IMPAIRMENT (CONT'D)

(b) Impairment of Non-financial Assets

The carrying values of assets, other than those to which MFRS 136 *Impairment of Assets* does not apply, are reviewed at the end of each reporting period for impairment when an annual impairment assessment is compulsory or there is an indication that the assets might be impaired. Impairment is measured by comparing the carrying values of the assets with their recoverable amounts. When the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount and an impairment loss shall be recognised. The recoverable amount of an asset is the higher of the asset's fair value less costs to sell and its value-in-use, which is measured by reference to discounted future cash flows using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where it is not possible to estimate the recoverable amount of an individual asset, the Group determines the recoverable amount of the cash-generating unit to which the asset belongs.

An impairment loss is recognised in profit or loss immediately. Any impairment loss recognised in respect of a cash-generating unit is allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit and then to reduce the carrying amounts of the other assets in the cash-generating unit on a pro rata basis.

In respect of assets other than goodwill, and when there is a change in the estimates used to determine the recoverable amount, a subsequent increase in the recoverable amount of an asset is treated as a reversal of the previous impairment loss and is recognised to the extent of the carrying amount of the asset that would have been determined (net of amortisation and depreciation) had no impairment loss been recognised. The reversal is recognised in profit or loss immediately.

4.16 PROVISIONS

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of past events, when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and when a reliable estimate of the amount can be made. Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. Where the effect of the time value of money is material, the provision is the present value of the estimated expenditure required to settle the obligation. The discount rate shall be a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as interest expense in profit or loss.

4.17 EMPLOYEE BENEFITS

(a) Short-term Benefits

Wages, salaries, paid annual leave and bonuses are measured on an undiscounted basis and are recognised in profit or loss and included in the property, plant and equipment, and biological assets, where appropriate, in the period in which the associated services are rendered by employees of the Group.

(b) Defined Contribution Plans

The Group's contributions to defined contribution plans are recognised in profit or loss and included in the property, plant and equipment, and biological assets, where appropriate, in the period to which they relate. Once the contributions have been paid, the Group has no further liability in respect of the defined contribution plans.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.18 INCOME TAXES

(a) Current Tax

Current tax assets and liabilities are the expected amount of income tax recoverable or payable to the taxation authorities.

Current taxes are measured using tax rates and tax laws that have been enacted or substantively enacted at the end of the reporting period and are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss (either in other comprehensive income or directly in equity).

(b) Deferred Tax

Deferred tax is recognised using the liability method for all temporary differences other than those that arise from goodwill or from the initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction, affects neither accounting profit nor taxable profit.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realised or the liability is settled, based on the tax rates that have been enacted or substantively enacted at the end of the reporting period.

Deferred tax assets are recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised. The carrying amounts of deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that the related tax benefits will be realised.

Where investment properties are carried at their fair value, the amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying value at the reporting date unless the property is depreciable and is held with the objective to consume substantially all of the economic benefits embodies in the property over time, rather than through sale.

Current and deferred tax items are recognised in correlation to the underlying transactions either in profit or loss, other comprehensive income or directly in equity. Deferred tax arising from a business combination is adjusted against goodwill or negative goodwill.

Current tax assets and liabilities or 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 taxable entity (or on different tax entities but they intend to settle current tax assets and liabilities on a net basis) and the same taxation authority.

4.19 CONTINGENT LIABILITIES

A contingent liability is a possible obligation that arises from past events and whose existence will only be confirmed by the occurrence of one or more uncertain future events not wholly within the control of the Group. It can also be a present obligation arising from past events that is not recognised because it is not probable that an outflow of economic resources will be required or the amount of obligation cannot be measured reliably.

A contingent liability is not recognised but is disclosed in the notes to the financial statements, unless the probability of outflow of economic benefits is remote. When a change in the probability of an outflow occurs so that the outflow is probable, it will then be recognised as a provision.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.20 OPERATING SEGMENTS

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. An operating segment's operating results are reviewed regularly by the chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

4.21 EARNINGS PER ORDINARY SHARE

Basic earnings per ordinary share is calculated by dividing the consolidated profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the reporting period, adjusted for own shares held.

Diluted earnings per ordinary share is determined by adjusting the consolidated profit or loss attributable to ordinary shareholders of the Company and the weighted average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares.

4.22 BORROWING COSTS

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of those assets, until such time as the assets are ready for their intended use or sale. The capitalisation of borrowing costs is suspended during extended periods in which active development is interrupted. The capitalisation rate used to determine the amount of borrowing costs eligible for capitalisation is the weighted average of the borrowing costs applicable to borrowings that are outstanding during the financial year, other than borrowings made specifically for the purpose of financing a specific project-in-progress, in which case the actual borrowing costs incurred on that borrowings less any investment income on temporary investment of that borrowings will be capitalised.

All other borrowing costs are recognised in profit or loss as expenses in the period in which they are incurred.

4.23 FAIR VALUE MEASUREMENTS

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using a valuation technique. The measurement assumes that the transaction takes place either in the principal market or in the absence of a principal market, in the most advantageous market. For a non-financial asset, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

For financial reporting purposes, the fair value measurements are analysed into level 1 to level 3 as follows:-

Level 1: Inputs are quoted prices (unadjusted) in active markets for identical assets or liability that the entity can access at the measurement date;

Level 2: Inputs are inputs, other than quoted prices included within level 1, that are observable for the asset or liability, either directly or indirectly; and

Level 3: Inputs are unobservable inputs for the asset or liability.

The transfer of fair value between levels is determined as of the date of the event or change in circumstances that caused the transfer.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.24 REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is measured based on the consideration specified in a contract with a customer in exchange for transferring goods or services to a customer net of sales and service tax, returns, rebates and discounts. The Group recognises revenue when (or as) it transfers control over a product or service to customer. An asset is transferred when (or as) the customer obtains control of the asset. Depending on the substance of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

(a) Sale of Goods

Revenue from the sale of goods is recognised when the Group has transferred control of the goods to the customer, being when the goods have been delivered to the customer and upon its acceptance. Following delivery, the customer has full discretion over the manner of distribution and price to sell the goods, and bears the risks of obsolescence and loss in relation to the goods.

A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

(b) Rendering of Services

Revenue from the provision of services is recognised over time in the period in which services are rendered. Customers are invoiced on a monthly basis and consideration is payable when invoiced.

4.25 OTHER INCOME

(a) Dividend Income

Dividend income from investment is recognised when the right to receive dividend payment is established.

(b) Interest Income

Interest income is recognised on an accrual basis using the effective interest method.

(c) Rental Income

Rental income is accounted for on a straight-line method over the lease term.

5. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2020	**2019**
	RM'000	RM'000
Unquoted shares, at cost	562,131	541,631
Less: Accumulated impairment losses	(165,040)	(111,929)
	397,091	429,702

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent 2020 %	2019 %	Principal Activities
Subsidiaries of the Company				
JPH Logging Sdn. Bhd.	Malaysia	100	100	Logging contractor, provision of handling and management services
Saraju Holding Sdn. Bhd.	Malaysia	100	100	Extraction and sale of timber logs
Subur Tiasa Forestry Sdn. Bhd.	Malaysia	100	100	Development and maintenance of planted forests and forest plantation contractor
Subur Tiasa Plywood Sdn. Bhd.	Malaysia	100	100	Manufacture and trading of plywood and veneer
Subur Tiasa Particleboard Sdn. Bhd.	Malaysia	100	100	Manufacture and trading of raw and laminated particleboard
Borneo Lumber Industries Sdn. Bhd.	Malaysia	100	100	Manufacture and sale of sawn timber
Grace Million Sdn. Bhd.	Malaysia	100	100	Manufacture and sale of sawn timber
R H Timber Processing Industries Sdn. Bhd.	Malaysia	100	100	Sawmilling of timber
Trimogreen Sdn. Bhd.	Malaysia	100	100	Manufacture and trading of sawn timber and finger-joint moulding
Diamond Biowood Sdn. Bhd.	Malaysia	100	100	Manufacture and trading of charcoal
Excelle Timber Sdn. Bhd.	Malaysia	100	100	Manufacture and trading of charcoal
Homet Raya Sdn. Bhd.	Malaysia	100	100	Supply of electricity, steam, and trading of lighting products and general hardware
Momawater Sdn. Bhd.	Malaysia	100	100	Manufacture and trading of drinking water
Infrapalm Sdn. Bhd.	Malaysia	100	100	Cultivation of oil palm
Palmlyn Sdn. Bhd.	Malaysia	100	100	Cultivation of oil palm
Tiasa Palm Sdn. Bhd.	Malaysia	100	100	Cultivation of oil palm
Tiasa Mesra Sdn. Bhd.	Malaysia	100	100	Cultivation of oil palm
Fruitful Palm Sdn. Bhd.	Malaysia	100	100	Cultivation of oil palm

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (cont'd):-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent 2020 %	2019 %	Principal Activities
Subsidiaries of the Company (Cont'd)				
United Superland Sdn. Bhd.	Malaysia	100	100	Cultivation of oil palm
Blessings Palm Sdn. Bhd.	Malaysia	100	100	Cultivation of oil palm and tree planting
Allied Asiatic Sdn. Bhd.	Malaysia	100	100	Towage and transportation services
JPH Enterprise Sdn. Bhd.	Malaysia	100	100	Insurance agency
Tiasa Cergas Sdn. Bhd.	Malaysia	100	100	Insurance agency
Blessings Realty Sdn. Bhd.	Malaysia	100	100	Property holding and development
Joyful Realty Sdn. Bhd.	Malaysia	100	100	Property holding and development
Supreme Standard Development Sdn. Bhd.	Malaysia	100	100	Property holding and development
Victory Round Sdn. Bhd.	Malaysia	100	100	Investment holding
Subur Properties Sdn. Bhd.	Malaysia	100	100	Investment holding
Subur Tiasa R&D Sdn. Bhd.	Malaysia	100	100	Biotech laboratory and research, consultancy and general trading activities
Subur Global Pte. Ltd. ^	Singapore	100	100	Provision of consultancy services
Hahn Fert Sdn. Bhd.	Malaysia	75	75	Trading of agriculture fertilisers
Momaspace Sdn. Bhd.	Malaysia	100	100	Trading of drinking water and provision of advertising services
Dchord Sdn. Bhd.	Malaysia	100	100	Marketing services and advertising agency
T. Q. Oriental Sdn. Bhd.	Malaysia	100	100	Dormant
Sarawak Plywood (M) Sdn. Bhd.	Malaysia	100	100	Dormant
AA Plywood Sdn. Bhd.	Malaysia	100	100	Dormant
Semarak Veneer & Plywood Sdn. Bhd.	Malaysia	100	100	Dormant
Honeybrix Sdn. Bhd.	Malaysia	100	100	Dormant
Mamo Sdn. Bhd.	Malaysia	100	100	Dormant

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (cont'd):-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent 2020 %	2019 %	Principal Activities
Subsidiaries of the Company (Cont'd)				
Momaworld Sdn. Bhd.	Malaysia	100	100	Dormant
Enerrich Sdn. Bhd.	Malaysia	100	100	Dormant
LX Photonics Sdn. Bhd.	Malaysia	100	100	Dormant
Excel Logging Sdn. Bhd.	Malaysia	100	100	Dormant
Subsidiary of Momawater Sdn. Bhd.				
MOMA Marketing Pte. Ltd. ^	Singapore	100	100	General wholesale trade
Subsidiary of Victory Round Sdn. Bhd.				
Victory Pelita Kabah Sdn. Bhd.	Malaysia	60	60	Cultivation of oil palm
Subsidiaries of Subur Properties Sdn. Bhd.				
Tiasa Heights Sdn. Bhd.	Malaysia	100	100	Property holding and development
Prestige Superland Sdn. Bhd.	Malaysia	100	100	Dormant
Subsidiary of Enerrich Sdn. Bhd.				
Powerpuff Alliance Sdn. Bhd.	Malaysia	100	-	Dormant

^ *Not required to be audited under the laws of the country of incorporation.*

(a) During the current financial year, the Group subscribed for 410 ordinary shares, representing 100% equity interest, in Powerpuff Alliwance Sdn. Bhd., for a cash consideration of RM410.

(b) During the financial year, the Company carried out a review of the recoverable amounts of its investments in certain subsidiaries that had been making losses for the past few years. A total impairment loss of RM53,111,000 (2019: RM46,178,000), representing the write-down of the investments to their recoverable amounts, was recognised in "Other Expenses" line item of the statement of profit or loss and other comprehensive income.

(c) The non-controlling interests at the end of the reporting period comprise the following:-

	Effective Equity Interest 2020 %	2019 %	The Group **2020** RM'000	**2019** RM'000
Hahn Fert Sdn. Bhd.	25	25	709	852
Victory Pelita Kabah Sdn. Bhd.	40	40	3,486	3,911
			4,195	4,763

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(d) The summarised financial information (before intra-group elimination) for each subsidiary that has non-controlling interests is as follows:-

	Hahn Fert Sdn. Bhd.	
	2020	**2019**
	RM'000	RM'000
At 31 July		
Non-current assets	2,479	15,230
Current assets	28,920	15,770
Non-current liabilities	-	-
Current liabilities	(28,564)	(27,594)
Net assets	2,835	3,406
Financial Year Ended 31 July		
Revenue	20,886	33,874
(Loss)/profit for the financial year	(571)	28
Total comprehensive income	(571)	28
Total comprehensive income attributable to non-controlling interests	(143)	7
Dividends paid to non-controlling interests	-	-
Net cash flows for operating activities	(3,497)	(7,167)
Net cash flows from investing activities	-	-
Net cash flows from financing activities	3,560	7,218

	Victory Pelita Kabah Sdn. Bhd.	
	2020	**2019**
	RM'000	RM'000
At 31 July		
Non-current assets	81,344	68,682
Current assets	794	1,268
Non-current liabilities	(29,784)	(25,337)
Current liabilities	(43,724)	(34,921)
Net assets	8,630	9,692
Financial Year Ended 31 July		
Revenue	2,964	1,341
Loss for the financial year	(1,062)	(128)
Total comprehensive income	(1,062)	(128)
Total comprehensive income attributable to non-controlling interests	(425)	(51)
Dividends paid to non-controlling interests	-	-
Net cash flows from/(for) operating activities	7,470	(5,013)
Net cash flows for investing activities	(9,070)	(16,798)
Net cash flows from financing activities	1,424	22,021

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

6. PROPERTY, PLANT AND EQUIPMENT

The Group	At 1.8.2019 As Previously Reported RM'000	At 1.8.2019 Initial Application of MFRS 16 RM'000	At 1.8.2019 As Restated RM'000	Additions (Note 33(a)) RM'000	Disposals RM'000	Write-offs RM'000	Reclassifi-cations RM'000	Depreciation Charge RM'000	Impairment Losses RM'000	At 31.7.2020 RM'000
2020										
Carrying Amount										
Owned assets										
Long leasehold land	23,127	(23,127)	-	-	-	-	-	-	-	-
Short leasehold land	51,254	(51,254)	-	-	-	-	-	-	-	-
Bearer plants	438,776	-	438,776	48,225	(982)	-	-	(13,896)	-	472,123
Buildings	116,515	-	116,515	17	(1)	(109)	6,396	(6,324)	(3,321)	113,173
Watercrafts, trucks and motor vehicles	196,637	(21,714)	174,923	3,335	(5,311)	-	-	(13,053)	-	159,894
Plant and machinery	77,177	(16,210)	60,967	620	(311)	-	(9)	(6,289)	-	54,978
Infrastructure facilities	76,544	-	76,544	3,559	(3)	(2)	6,713	(3,866)	-	82,945
Furniture, fittings and equipment	8,875	-	8,875	404	(82)	(6)	1,610	(1,897)	-	8,904
Capital work-in-progress	14,176	-	14,176	6,948	(194)	-	(17,614)	-	-	3,316
	1,003,081	(112,305)	890,776	63,108	(6,884)	(117)	(2,904)	(45,325)	(3,321)	895,333
Right-of-use assets										
Long leasehold land	-	23,127	23,127	-	-	-	64	(438)	-	22,753
Short leasehold land	-	52,348	52,348	285	-	-	-	(1,799)	-	50,834
Buildings	-	36	36	93	-	-	-	(42)	-	87
Watercrafts, trucks and motor vehicles	-	21,714	21,714	270	(498)	-	-	(1,128)	-	20,358
Plant and machinery	-	16,210	16,210	-	-	-	-	(1,590)	-	14,620
	-	113,435	113,435	648	(498)	-	64	(4,997)	-	108,652
	1,003,081	1,130	1,004,211	63,756	(7,382)	(117)	(2,840)	(50,322)	(3,321)	1,003,985

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Group	At 1.8.2018 RM'000	Additions (Note 33(a)) RM'000	Disposals RM'000	Write-offs RM'000	Reclassifi-cations RM'000	Depreciation Charge RM'000	At 31.7.2019 RM'000
2019							
Carrying Amount							
Freehold land	17,245	-	-	-	(17,245)	-	-
Long leasehold land	24,167	750	-	-	(1,345)	(445)	23,127
Short leasehold land	52,744	-	-	-	-	(1,490)	51,254
Bearer plants	287,219	157,381	-	-	5,183	(11,007)	438,776
Buildings	111,673	5,533	(12)	(14)	5,007	(5,672)	116,515
Watercrafts, trucks and motor vehicles	212,387	3,856	(6,864)	-	1,757	(14,499)	196,637
Plant and machinery	85,351	247	(677)	(22)	574	(8,296)	77,177
Infrastructure facilities	33,683	7,742	(4)	-	38,494	(3,371)	76,544
Furniture, fittings and equipment	10,167	703	(87)	(30)	172	(2,050)	8,875
Capital work-in-progress	34,696	50,638	(7,954)	-	(63,204)	-	14,176
	869,332	226,850	(15,598)	(66)	(30,607)	(46,830)	1,003,081

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Group	At Cost RM'000	Accumulated Depreciation RM'000	Accumulated Impairment Losses RM'000	Carrying Amount RM'000
2020				
Owned assets				
Bearer plants	532,865	(60,742)	-	472,123
Buildings	233,302	(113,595)	(6,534)	113,173
Watercrafts, trucks and motor vehicles	370,214	(210,320)	-	159,894
Plant and machinery	328,314	(266,242)	(7,094)	54,978
Infrastructure facilities	190,013	(107,068)	-	82,945
Furniture, fittings and equipment	38,201	(29,297)	-	8,904
Capital work-in-progress	3,316	-	-	3,316
	1,696,225	(787,264)	(13,628)	895,333
Right-of-use assets				
Long leasehold land	26,110	(3,357)	-	22,753
Short leasehold land	72,827	(21,993)	-	50,834
Buildings	129	(42)	-	87
Watercrafts, trucks and motor vehicles	23,500	(3,142)	-	20,358
Plant and machinery	21,708	(7,088)	-	14,620
	144,274	(35,622)	-	108,652
	1,840,499	(822,886)	(13,628)	1,003,985
2019				
Long leasehold land	26,046	(2,919)	-	23,127
Short leasehold land	72,719	(21,465)	-	51,254
Bearer plants	485,622	(46,846)	-	438,776
Buildings	238,208	(118,283)	(3,410)	116,515
Watercrafts, trucks and motor vehicles	464,837	(268,200)	-	196,637
Plant and machinery	366,339	(282,068)	(7,094)	77,177
Infrastructure facilities	180,090	(103,546)	-	76,544
Furniture, fittings and equipment	36,385	(27,510)	-	8,875
Capital work-in-progress	14,176	-	-	14,176
	1,884,422	(870,837)	(10,504)	1,003,081

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Company	At 1.8.2019 As Previously Reported RM'000	At 1.8.2019 Initial Application of MFRS 16 RM'000	At 1.8.2019 As Restated RM'000	Additions (Note 33(a)) RM'000	Disposals RM'000	Reclassifi-cations RM'000	Depreciation Charge RM'000	At 31.7.2020 RM'000
2020								
Carrying Amount								
Owned assets								
Long leasehold land	1,712	(1,712)	-	-	-	-	-	-
Short leasehold land	10,590	(10,590)	-	-	-	-	-	-
Buildings	14,701	-	14,701	-	-	-	(719)	13,982
Watercrafts, trucks and motor vehicles	122,174	(65)	122,109	273	(17,687)	-	(8,484)	96,211
Plant and machinery	344	-	344	9	-	-	(92)	261
Infrastructure facilities	7	-	7	-	-	-	(5)	2
Furniture, fittings and equipment	3,684	-	3,684	200	(41)	10	(939)	2,914
Capital work-in-progress	68	-	68	13	-	(10)	-	71
	153,280	(12,367)	140,913	495	(17,728)	-	(10,239)	113,441
Right-of-use assets								
Long leasehold land	-	1,712	1,712	-	-	-	(33)	1,679
Short leasehold land	-	11,053	11,053	-	-	-	(430)	10,623
Buildings	-	36	36	93	-	-	(42)	87
Watercrafts, trucks and motor vehicles	-	666	666	629	-	-	(315)	980
	-	13,467	13,467	722	-	-	(820)	13,369
	153,280	1,100	154,380	1,217	(17,728)	-	(11,059)	126,810

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Company	At 1.8.2018 RM'000	Additions (Note 33(a)) RM'000	Disposals RM'000	Write-offs RM'000	Reclassifi-cations RM'000	Depreciation Charge RM'000	At 31.7.2019 RM'000
2019							
Carrying Amount							
Long leasehold land	1,745	-	-	-	-	(33)	1,712
Short leasehold land	10,917	-	-	-	-	(327)	10,590
Buildings	16,858	4	-	-	(1,430)	(731)	14,701
Watercrafts, trucks and motor vehicles	139,059	399	(7,745)	-	100	(9,639)	122,174
Plant and machinery	549	1	(82)	-	-	(124)	344
Infrastructure facilities	22	-	-	-	-	(15)	7
Furniture, fittings and equipment	4,394	229	(15)	(1)	136	(1,059)	3,684
Capital work-in-progress	63	241	-	-	(236)	-	68
	173,607	874	(7,842)	(1)	(1,430)	(11,928)	153,280

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Company	At Cost RM'000	Accumulated Depreciation RM'000	Accumulated Impairment Losses RM'000	Carrying Amount RM'000
2020				
Owned assets				
Buildings	25,364	(9,447)	(1,935)	13,982
Watercrafts, trucks and motor vehicles	259,364	(163,153)	-	96,211
Plant and machinery	2,997	(2,736)	-	261
Infrastructure facilities	70,129	(70,127)	-	2
Furniture, fittings and equipment	20,775	(17,861)	-	2,914
Capital work-in-progress	71	-	-	71
	378,700	(263,324)	(1,935)	113,441
Right-of-use assets				
Long leasehold land	2,575	(896)	-	1,679
Short leasehold land	13,068	(2,445)	-	10,623
Buildings	129	(42)	-	87
Watercrafts, trucks and motor vehicles	1,330	(350)	-	980
	17,102	(3,733)	-	13,369
	395,802	(267,057)	(1,935)	126,810
2019				
Long leasehold land	2,575	(863)	-	1,712
Short leasehold land	12,605	(2,015)	-	10,590
Buildings	25,364	(8,728)	(1,935)	14,701
Watercrafts, trucks and motor vehicles	293,170	(170,996)	-	122,174
Plant and machinery	2,988	(2,644)	-	344
Infrastructure facilities	70,129	(70,122)	-	7
Furniture, fittings and equipment	20,657	(16,973)	-	3,684
Capital work-in-progress	68	-	-	68
	427,556	(272,341)	(1,935)	153,280

(a) The carrying amounts of property, plant and equipment acquired under hire purchase terms were as follows:-

	The Group		The Company	
	2020 RM'000	**2019** RM'000	**2020** RM'000	**2019** RM'000
Watercrafts, trucks and motor vehicles	-	21,719	-	65
Plant and machinery	-	16,210	-	-
	-	37,929	-	65

These leased assets were pledged as security for the hire purchase obligations of the Group as disclosed in Note 24 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) The carrying amounts of property, plant and equipment pledged to licensed banks as security for banking facilities granted to the Group (Note 23) are as follows:-

	The Group		The Company	
	2020	**2019**	**2020**	**2019**
	RM'000	RM'000	RM'000	RM'000
Long leasehold land	4,851	4,878	-	-
Short leasehold land	2,316	2,371	-	-
Bearer plants	390,809	367,291	-	-
Buildings	33,570	33,003	1,169	1,194
Watercrafts, trucks and motor vehicles	23,986	29,563	-	-
Plant and machinery	24,158	25,756	-	-
Infrastructure facilities	68,674	63,928	-	-
Furniture, fittings and equipment	2,840	2,865	-	-
Capital work-in-progress	1,512	4,115	-	-
	552,716	533,770	1,169	1,194

(c) Certain buildings of the Group with a total carrying amount of RM1,831,000 (2019: RM1,973,000) are situated on land which is held by a company in which a director of certain subsidiaries and certain substantial shareholders of the Company have financial interests.

(d) During the financial year, the Group carried out a review of the recoverable amount of its property, plant and equipment because certain subsidiaries had been making losses for the past few years. An impairment loss of RM3,321,000 (2019: Nil), representing the write-down of the property, plant and equipment to the recoverable amount was recognised in "Other Expenses" line item of the consolidated statement of profit or loss and other comprehensive income as disclosed in Note 30 to the financial statements. The recoverable amount of the property, plant and equipment was determined based on valuations performed by independent professional valuers on market comparison approach and depreciated replacement cost method. The methods make reference to:-

(i) Land – the recent transacted prices of similar land in close proximity with adjustments made for size, location, improvements and tenure.

(ii) Buildings – the estimation of reproduction cost of the buildings of same kind and design as when new based on current market prices for materials, labour and current construction techniques and deducting therefrom the accrued depreciation due to use and disrepair, age and obsolescence through technology and market changes.

(iii) Plant and machinery – the remaining economic life span of the plant and machinery, current state of the technology of the industry and the observed physical condition of the plant and machinery.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(e) The Group's bearer plants comprise oil palm and coconut plantations, and are classified into mature and immature plantations as follows:-

The Group	Mature Oil Palm Plantation RM'000	Immature Oil Palm Plantation RM'000	Immature Coconut Plantation RM'000	Nursery Development RM'000	Total RM'000
Cost:-					
At 1.8.2019	295,572	189,068	-	982	485,622
Additions during the financial year	-	48,173	52	-	48,225
Disposals during the financial year	-	-	-	(982)	(982)
Reclassifications	37,877	(37,877)	-	-	-
At 31.7.2020	333,449	199,364	52	-	532,865
Accumulated depreciation:-					
At 1.8.2019	46,846	-	-	-	46,846
Depreciation for the financial year	13,896	-	-	-	13,896
At 31.7.2020	60,742	-	-	-	60,742
Carrying amount:-					
At 31.7.2020	272,707	199,364	52	-	472,123

The Group	Mature Oil Palm Plantation RM'000	Immature Oil Palm Plantation RM'000	Nursery Development RM'000	Total RM'000
Cost:-				
At 1.8.2018	177,047	145,625	386	323,058
Additions during the financial year	67,765	88,560	1,056	157,381
Reclassifications	50,760	(45,117)	(460)	5,183
At 31.7.2019	295,572	189,068	982	485,622
Accumulated depreciation:-				
At 1.8.2018	35,839	-	-	35,839
Depreciation for the financial year	11,007	-	-	11,007
At 31.7.2019	46,846	-	-	46,846
Carrying amount:-				
At 31.7.2019	248,726	189,068	982	438,776

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(f) The following expenses were capitalised to immature plantations:-

	The Group	
	2020	**2019**
	RM'000	RM'000
Amortisation of intangible assets	225	18
Depreciation of property, plant and equipment	3,061	2,651
Finance costs:-		
- bank overdrafts	41	25
- hire purchase obligations	-	372
- lease liabilities	531	-
- revolving credit	7,491	7,061
- term loans	5,186	4,331
Lease expenses:-		
- leases of low-value assets	4	-
- short-term leases	2	-
Management fee	3,316	2,182
Rental expense on:-		
- buildings	-	9
- equipment and vehicles	-	674
- land	-	2,873
Staff costs:-		
- short-term benefits	6,891	11,890
- defined contribution plans	629	1,002

(g) Leases – the Group as a lessee

The Group leases leasehold land, buildings, watercrafts, trucks and motor vehicles, and plant and machinery for its operational purposes:-

(i) Leasehold land

The Group has made upfront payment to secure the right-of-use of leasehold land for lease periods ranging from 4 to 183 years. Certain pieces of leasehold land are pledged to licensed banks as security for banking facilities granted to the Group as disclosed in (b) above. There is no option to purchase the leasehold land at the expiry of the respective lease periods.

(ii) Buildings

The Group has leased buildings which are used as offices and staff quarters that run in the period ranging from 2 to 3 years, with an option to renew the leases upon the expiry of the respective lease terms. The Group is restricted from assigning and subleasing the leased assets without the written consent of the lessor and the leased assets may not be used as security for borrowing purposes. The extension option is negotiated by management to provide flexibility in managing the portfolio of assets and to align with the Group's business needs.

(iii) Watercrafts, trucks and motor vehicles, and plant and machinery

Watercrafts, trucks and motor vehicles, and plant and machinery have been leased under hire purchase arrangements. The leases are secured by the leased assets with lease terms ranging from 4 to 5 years; and bear effective interest at rates ranging from 4.86% to 6.53% per annum. The Group has an option to purchase the assets at the expiry of the respective lease periods at an insignificant amount.

The comparative information is not presented as the Group has applied MFRS 16 using the modified retrospective approach.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(h) Leases – the Group as a lessor

The Group leases buildings and equipment to its customers under operating leases with rentals payable monthly. The leases contain initial non-cancellable periods ranging from 1 to 2 years and their subsequent renewals are negotiated separately on a contract-by-contract basis.

The Group does not require a financial guarantee. Instead, the Group requires 1 to 3 months of advanced payments from the lessees. The leases do not include residual value guarantee and variable lease payments.

As at the reporting date, the future minimum rentals receivable under the non-cancellable operating leases are as follows:-

	The Group 2020 RM'000	The Company 2020 RM'000
Within 1 year	219	160
Between 1 and 2 years	60	240
	279	400

The comparative information is not presented as the Group has applied MFRS 16 using the modified retrospective approach.

7. INVESTMENT PROPERTIES

	The Group		The Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
At 1 August	147,094	104,241	1,400	-
Gain/(loss) on changes in fair value	1,735	12,246	-	(30)
Transfer from property, plant and equipment (Note 6)	2,772	30,607	-	1,430
At 31 July	151,601	147,094	1,400	1,400

Included in the above are:-

	The Group		The Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Freehold land, at fair value	10,970	11,270	-	-
Long leasehold land, at fair value	106,708	104,673	-	-
Short leasehold land, at fair value	7,005	7,005	-	-
Buildings, at fair value	26,918	24,146	1,400	1,400
	151,601	147,094	1,400	1,400

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

7. INVESTMENT PROPERTIES (CONT'D)

(a) The investment properties of the Group and of the Company are leased to customers under operating leases with rentals payable monthly. The leases contain initial non-cancellable periods ranging from 1 to 10 and 10 years respectively and an option that is exercisable by the customers to extend their leases for an average of 1 year.

The Group and the Company do not require a financial guarantee. Instead, the Group and the Company require 2 to 3 months of advanced payments from the lessees. The leases do not include residual value guarantee and variable lease payments that depend on an index or rate.

As at the reporting date, the future minimum rentals receivable under the non-cancellable operating leases are as follows:-

	The Group 2020 RM'000	**The Company 2020** RM'000
Within 1 year	149	62
Between 1 and 5 years	342	278
Later than 5 years	131	131
	622	471

The comparative information is not presented as the Group and the Company have applied MFRS 16 using the modified retrospective approach.

(b) The investment properties of the Company are pledged to licensed banks as security for banking facilities granted to the Company as disclosed in Note 23 to the financial statements.

(c) Investment properties are stated at fair value, which is determined based on valuations performed by independent professional valuers at the end of the reporting date using the market comparison approach. Sales prices of comparable properties in close proximity are adjusted for differences in key attributes such as property size, location, tenure and market trends. The most significant input into this valuation approach is price per acre of comparable properties. There has been no change to the valuation technique during the financial year.

The fair values of the investment properties are within level 2 of the fair value hierarchy.

There were no transfers between level 1 and level 2 during the financial year.

The fair value measurements of the investment properties are based on the highest and best use which does not differ from their actual use.

8. LAND HELD FOR PROPERTY DEVELOPMENT

	The Group	
	2020 RM'000	**2019** RM'000
At 1 August	6,628	6,628
Additions during the financial year	3	-
At 31 July	6,631	6,628

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

9. BIOLOGICAL ASSETS

	The Group	
	2020	**2019**
	RM'000	RM'000
Non-current		
At 1 August	56,991	40,783
Additions during the financial year	6,165	7,923
Changes in fair value less costs to sell	10,112	8,285
At 31 July	73,268	56,991
Current		
At 1 August	2,776	2,268
Changes in fair value less costs to sell	2,541	508
At 31 July	5,317	2,776
Total	78,585	59,767

The biological assets of the Group comprise trees prior to harvest and unharvested agricultural produce of bearer plants, i.e. fresh fruit bunches ("FFBs").

(a) Biological Assets, Non-current – Trees Prior to Harvest

The Group adopted the income approach to measure the fair value of the unharvested trees. To arrive at the fair value of the unharvested trees, management considered the net cash flows to be incurred and generated from the management of tree planting. Costs to sell, which include harvesting and transportation costs, are deducted from the fair value. The key assumptions used in the determination of the fair value less costs to sell of the unharvested trees are as follows:-

(i) number of trees planted as of the reporting date, adjusted for mortality rates estimated based on past experience.

(ii) grow-out periods of trees planted and yields at harvest based on past experience of those in natural and planted forests.

(iii) estimated prices of unharvested trees based on the market prices of trees as of the reporting date, adjusted for harvesting and transportation costs estimated based on past experience.

The fair value measurement of the Group's unharvested trees is categorised within level 3 of the fair value hierarchy.

The directors estimate that a decrease in the market price of trees by 1% would result in the carrying amount of biological assets (non-current) reducing by RM2,437,000 (2019: RM1,266,000).

As at 31 July 2020, the Group has 5,400 (2019: 4,300) hectares of planted forests.

(b) Biological Assets, Current – Agricultural Produce of Bearer Plants (i.e. FFBs)

The Group adopted the income approach to measure the fair value of the unharvested FFBs. To arrive at the fair value of the unharvested FFBs, management considered the oil content of the unripe FFBs and assumed that the net cash flows to be generated from FFBs prior to more than 2 weeks to harvest are negligible. Costs to sell, which include harvesting, transportation cost and windfall profit levy, are deducted from the fair value. The key assumptions used in the determination of the fair value less costs to sell of the unharvested FFBs are as follows:-

(i) estimated volume of unharvested FFBs as of the reporting date, with reference to the actual harvest data subsequent to the reporting date.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

9. BIOLOGICAL ASSETS (CONT'D)

(b) Biological Assets, Current – Agricultural Produce of Bearer Plants (i.e. FFBs) (Cont'd)

(ii) estimated prices of unharvested FFBs based on the market prices of FFBs as of the reporting date, adjusted for the oil content of the unripe FFBs.

(iii) estimated selling costs based on past practices and experience.

The fair value measurement of the Group's unharvested FFBs is categorised within level 3 of the fair value hierarchy.

The directors estimate that a decrease in the price of FFBs by 10% would result in the carrying amount of biological assets (current) reducing by RM532,000 (2019: RM278,000).

During the financial year, the Group harvested approximately 310,000 (2019: 268,000) tonnes of FFBs from the oil palm plantation.

(c) The following expenses are included in the biological assets:-

	The Group	
	2020	**2019**
	RM'000	RM'000
Depreciation of property, plant and equipment	835	1,049
Finance costs:-		
- revolving credit	3,576	4,636
Staff costs:-		
- short-term benefits	-	27

10. INTANGIBLE ASSETS

	The Group		The Company	
	2020	**2019**	**2020**	**2019**
	RM'000	RM'000	RM'000	RM'000
Cost:-				
At 1 August	142,619	121,636	102,622	102,622
Additions during the financial year	-	20,983	-	-
At 31 July	142,619	142,619	102,622	102,622
Accumulated amortisation:-				
At 1 August	121,675	121,636	102,622	102,622
Amortisation for the financial year	469	39	-	-
At 31 July	122,144	121,675	102,622	102,622
Carrying amount:-				
At 31 July	20,475	20,944	-	-

Included in the above are:-

	The Group		The Company	
	2020	**2019**	**2020**	**2019**
	RM'000	RM'000	RM'000	RM'000
Commercial rights on LPF	20,475	20,944	-	-

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

10. INTANGIBLE ASSETS (CONT'D)

(a) Included in the amortisation charge of the Group for the financial year is an amount of RM225,000 (2019: RM18,000), which is capitalised under the property, plant and equipment.

(b) The Group has 3 (2019: 3) timber licences. The timber licences are renewable on a yearly basis.

(c) Commercial rights on LPF are rights conferred upon the Group to plant trees under the Tree Planting Plan. The licence will expire in March 2064.

The Tree Planting Plan has been approved and incorporated the planting of oil palm for a maximum period of 25 years (with 10 years remaining at the end of the reporting period). Upon expiry of the said period of 25 years, the licensed area where oil palm is permitted to be cultivated shall be planted with trees other than oil palm.

(d) The commercial rights on LPF are pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 23 to the financial statements.

11. INVESTMENT SECURITIES

	The Group/The Company	
	2020	**2019**
	RM'000	RM'000
Quoted debt investments, at fair value	408	385
Quoted equity investments, at fair value	1,501	9,198
Unquoted equity investments, at fair value	6,000	6,000
	7,909	15,583

(a) The Group designated the below equity investments at fair value through other comprehensive income because the Group intends to hold for long-term strategic purposes.

The fair value of each investment is summarised below:-

	The Group/The Company	
	2020	**2019**
	RM'000	RM'000
Quoted shares of RH Petrogas Limited	1,335	1,877
Quoted shares of Media Chinese International Limited	36	44
Quoted shares of Rimbunan Sawit Berhad	-	7,132
Quoted shares of Petra Energy Berhad	130	145
Unquoted shares of Borneo Edible Oils Sdn. Bhd.	6,000	6,000
	7,501	15,198

(b) During the financial year, the Group disposed of some of its equity investments as part of its investment strategy. The shares sold had a fair value of RM12,712,000 at the time of sale and the cumulative loss of RM10,247,000 previously accumulated in the fair value reserve was not reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

12. GOODWILL

	The Group	
	2020	**2019**
	RM'000	RM'000
Cost:-		
At 1 August/31 July	2,720	2,720

(a) Goodwill acquired through business combination is allocated to the Group's oil palm plantation cash-generating unit, which belongs to "Plantation" reportable segment.

(b) During the financial year, the Group assessed the recoverable amount of goodwill allocated and determined that no impairment is required. The recoverable amount of the cash-generating unit is determined using the value-in-use approach, and this is derived from the present value of the future cash flows from the cash-generating unit computed based on the projections of financial budgets approved by management covering a period of 5 years. The key assumptions used in the determination of the recoverable amount are as follows:-

(i) Discount rate (pre-tax) – an estimate of pre-tax rate that reflects specific risks relating to oil palm plantation, which is 11.00% (2019: 9.90%).

(ii) Growth rate – management's estimate of commodity prices, oil palm yields and oil extraction rates.

(iii) Selling prices of fresh fruit bunches – an estimate based on expectations of future changes in the market.

(iv) Development and direct costs – an estimate based on past practices and experience.

The values assigned to the key assumptions represent management's assessment of future trends in the cash-generating unit and are based on both external sources and internal historical data.

(c) The directors believe that there is no reasonable possible change in the above key assumptions applied that is likely to materially cause the cash-generating unit carrying amount to exceed its recoverable amount.

13. PREPAYMENT

Prepayment represents an advance payment made to a third party in respect of the purchase of all merchantable timber logs from a forest concession for a period of 20 years (with 16 months remaining at the end of the reporting period). This amount will be set off against the amount payable for future purchases of timber logs from this third party.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

14. AMOUNT OWING BY/(TO) SUBSIDIARIES

	The Company	
	2020	**2019**
	RM'000	RM'000
Amount Owing by Subsidiaries		
Non-current		
Non-trade balances	380,948	353,076
Less: Allowance for impairment losses	(19,877)	(25,774)
	361,071	327,302
Allowance for impairment losses:-		
At 1 August	25,774	22,422
Additions during the financial year	4,702	8,549
Reversal during the financial year	(10,599)	(5,197)
At 31 July	19,877	25,774
Amount Owing to Subsidiaries		
Current		
Trade balances	20,599	19,519
Non-trade balances	76,441	77,200
	97,040	96,719

(a) Included in the non-trade balances is an amount of RM332,299,000 (2019: RM343,044,000) receivable from subsidiaries, which earns interest at rates ranging from 4.09% to 5.09% (2019: 5.28%) per annum. The remaining balances are unsecured, interest-free and repayable on demand.

(b) The trade balances are subject to the normal trade credit term of 180 (2019: 180) days. Late interest is charged at 5.09% (2019: 5.50%) per annum on the overdue balance exceeding one year.

15. DEFERRED TAX

	The Group		The Company	
	2020	**2019**	**2020**	**2019**
	RM'000	RM'000	RM'000	RM'000
At 1 August	28,525	29,534	-	(3,811)
Recognised in profit or loss (Note 31)	11,088	(1,009)	-	3,811
At 31 July	39,613	28,525	-	-

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

15. DEFERRED TAX (CONT'D)

The deferred tax is attributable to the followings:-

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Property, plant and equipment, and intangible assets	129,472	120,311	12,573	11,859
Investment properties	2,105	2,018	(2)	(2)
Biological assets	16,251	13,214	-	-
Inventories	(1,089)	(403)	(239)	(239)
Receivables	(3,748)	(1,589)	(6,802)	(6,802)
Accrued liabilities	(236)	(700)	(148)	(612)
Foreign exchange	(42)	(20)	(7)	(1)
Unutilised investment tax allowance	(1,787)	(8,444)	-	-
Unused tax losses	(43,474)	(33,120)	-	-
Unabsorbed agriculture/capital allowance	(57,839)	(62,742)	(5,375)	(4,203)
	39,613	28,525	-	-

Deferred tax liabilities and assets are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred tax relates to the same taxable entity and the same taxation authority. The amounts determined after appropriate offsetting are included in the statements of financial position as follows:-

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Deferred tax liabilities	39,613	35,079	-	-
Deferred tax assets	-	(6,554)	-	-
	39,613	28,525	-	-

No deferred tax assets are recognised in respect of the following items as it is not probable that taxable profits of certain subsidiaries will be available against which the deductible temporary differences, and the carryforward tax losses and tax credits can be utilised:-

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Deductible temporary differences	1,242	2,455	-	-
Unutilised investment tax allowance	14,402	7,745	-	-
Unused tax losses	23,202	19,739	-	-
Unabsorbed agriculture/capital allowance	27,780	22,523	14,117	12,231
	66,626	52,462	14,117	12,231

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

16. INVENTORIES

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
At cost:-				
Raw materials				
- logs	8,025	8,051	5,868	4,038
- waste timber	348	683	-	-
- others	1,368	1,182	-	-
Finished goods				
- bottled water	2,318	70	-	-
- charcoal	674	933	-	-
- particleboard	3,617	19,145	-	-
- plywood	5,550	-	-	-
- sawn timber	1,948	-	-	-
- others	2,082	2,359	-	-
Work-in-progress	5,579	313	-	-
General stores	29,316	27,209	1,720	1,726
	60,825	59,945	7,588	5,764
At net realisable value:-				
Raw materials				
- logs	287	318	-	-
- waste timber	59	-	-	-
Finished goods				
- bottled water	100	1,615	-	-
- charcoal	73	357	-	-
- particleboard	6,751	-	-	-
- plywood	16,502	31,918	-	-
- sawn timber	370	2,425	-	-
Work-in-progress	9,967	22,342	-	-
General stores	-	164	-	-
	34,109	59,139	-	-
	94,934	119,084	7,588	5,764

17. TRADE RECEIVABLES

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Trade receivables:-				
- third parties	15,614	13,857	2,398	772
- related parties	15,743	18,705	1,231	1,582
	31,357	32,562	3,629	2,354
Less: Allowance for impairment losses	(11,544)	(3,310)	(18)	(18)
	19,813	29,252	3,611	2,336
Allowance for impairment losses:-				
At 1 August	3,310	1,752	18	18
Additions during the financial year	8,614	1,558	-	-
Reversal during the financial year	(380)	-	-	-
At 31 July	11,544	3,310	18	18

The Group's normal trade credit terms range from 30 to 180 (2019: 30 to 180) days.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

18. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	The Group		The Company	
	2020 RM'000	**2019** RM'000	**2020** RM'000	**2019** RM'000
Other receivables:-				
- third parties	9,100	10,266	477	362
- related parties	7,498	9,086	7,342	8,970
- goods and services tax recoverable	1,486	10,562	164	3,128
	18,084	29,914	7,983	12,460
Less: Allowance for impairment losses	(2,731)	(1,863)	(1,089)	(1,264)
	15,353	28,051	6,894	11,196
Deposits	4,439	3,084	591	417
Prepayments	4,851	5,892	2,321	2,168
	24,643	37,027	9,806	13,781
Allowance for impairment losses:-				
At 1 August	1,863	105	1,264	79
Additions during the financial year	1,560	1,758	48	1,185
Reversal during the financial year	(692)	-	(223)	-
At 31 July	2,731	1,863	1,089	1,264

The amount owing by related parties is unsecured, interest-free and repayable on demand. The amount owing is to be settled in cash.

19. DEPOSITS WITH LICENSED BANKS

(a) The deposits with licensed banks of the Group and of the Company at the end of the reporting period bore effective interest at rates ranging from 1.25% to 3.25% (2019: 2.40% to 3.25%) per annum and 2.85% (2019: 3.10%) per annum respectively. The deposits have maturity periods ranging from 1 to 365 (2019: 1 to 365) days and 365 (2019: 365) days for the Group and the Company respectively.

(b) Included in the deposits with licensed banks of the Group and of the Company at the end of the reporting period are RM1,087,000 (2019: RM1,040,000) and RM402,000 (2019: RM390,000) respectively, which are pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 23 to the financial statements.

20. SHARE CAPITAL

	The Group/The Company			
	2020	**2019**	**2020**	**2019**
	No. of Shares ('000)		RM'000	RM'000
Issued and Fully Paid-Up				
Ordinary shares	209,000	209,000	268,680	268,680

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

21. TREASURY SHARES

During the financial year, the Company:-

(a) resold 18,000 of its issued ordinary shares held as treasury shares in the open market at an average price of RM0.46 per ordinary share; and

(b) purchased 5,700 of its issued ordinary shares from the open market at an average price of RM0.45 per ordinary share. The total consideration paid for the purchase was RM2,537 including transaction costs. The shares purchased are being held as treasury shares in accordance with Section 127(6) of the Companies Act 2016.

Of the total 209,000,000 issued and fully paid-up ordinary shares at the end of the reporting period, 20,879,300 (2019: 20,891,600) ordinary shares are held as treasury shares by the Company.

22. RESERVES

	The Group		The Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Non-distributable:-				
- fair value reserve	(37,568)	(42,583)	(37,568)	(42,583)
Distributable:-				
- retained profits	359,833	384,900	400,552	435,396
	322,265	342,317	362,984	392,813

The fair value reserve represents the cumulative fair value changes (net of tax, where applicable) of investments designated at fair value through other comprehensive income.

23. BORROWINGS

	The Group		The Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Long-term borrowings:-				
- hire purchase obligations (Note 24)	-	12,518	-	-
- lease liabilities	20,598	-	804	-
- term loans, secured	209,464	216,684	621	1,043
	230,062	229,202	1,425	1,043
Short-term borrowings:-				
- bank overdrafts, secured	2,629	588	-	-
- bank overdrafts, unsecured	2,566	-	2,566	-
- bankers' acceptance, secured	4,180	6,277	-	-
- bankers' acceptance, unsecured	67,182	60,514	-	-
- hire purchase obligations (Note 24)	-	6,788	-	17
- lease liabilities	6,627	-	531	-
- revolving credit, secured	87,200	83,000	-	-
- revolving credit, unsecured	291,650	319,700	218,500	226,000
- term loans, secured	21,656	21,189	420	394
	483,690	498,056	222,017	226,411
Total borrowings	713,752	727,258	223,442	227,454

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

23. BORROWINGS (CONT'D)

The term loans are repayable as follows:-

	The Group		The Company	
	2020	**2019**	**2020**	**2019**
	RM'000	RM'000	RM'000	RM'000
Current				
- not later than 1 year	21,656	21,189	420	394
Non-current				
- later than 1 year and not later than 2 years	30,183	25,326	434	414
- later than 2 years and not later than 5 years	81,518	85,348	187	629
- later than 5 years	97,763	106,010	-	-
	209,464	216,684	621	1,043
	231,120	237,873	1,041	1,437

The bank borrowings of the Group are secured by:-

(a) fixed charges over the Company's and certain subsidiaries' landed properties;

(b) debentures over certain subsidiaries' fixed and floating assets, both present and in the future;

(c) deposits with licensed banks of the Company and certain subsidiaries; and

(d) a corporate guarantee provided by the Company.

The bank overdrafts of the Group and of the Company at the end of the reporting period bore effective interest at rate of 6.81% (2019: 7.81%) and 6.57% (2019: Nil) per annum respectively.

The bankers' acceptance of the Group at the end of the reporting period bore effective interest at rate of 3.55% (2019: 4.27%) per annum.

The revolving credit of the Group and of the Company at the end of the reporting period bore effective interest at rate of 3.95% (2019: 4.88%) and 3.82% (2019: 4.71%) per annum respectively.

The term loans of the Group and of the Company at the end of the reporting period bore effective interest at rate of 4.39% (2019: 5.17%) and 3.45% (2019: 4.95%) per annum respectively.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

24. HIRE PURCHASE OBLIGATIONS

	The Group		The Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Minimum hire purchase payments:-				
- not later than 1 year	-	7,725	-	18
- later than 1 year and not later than 2 years	-	5,301	-	-
- later than 2 years and not later than 5 years	-	8,346	-	-
	-	21,372	-	18
Less: future finance charges	-	(2,066)	-	(1)
Present value of hire purchase obligations	-	19,306	-	17
Current				
- not later than 1 year	-	6,788	-	17
Non-current				
- later than 1 year and not later than 2 years	-	4,696	-	-
- later than 2 years and not later than 5 years	-	7,822	-	-
	-	12,518	-	-
	-	19,306	-	17

(a) The hire purchase obligations have been represented as "lease liabilities" as shown in Note 23 to the financial statements following the application of MFRS 16 by the Group using the modified retrospective approach.

(b) In the previous financial year, the hire purchase obligations of the Group were secured by the watercrafts, trucks and motor vehicles, and plant and machinery under hire purchase as disclosed in Note 6(a) to the financial statements.

(c) In the previous financial year, the hire purchase obligations of the Group and of the Company bore effective interest at rate of 5.69% and 5.42% per annum respectively. The interest rates were fixed at the inception of the hire purchase arrangements.

25. TRADE PAYABLES

	The Group		The Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Trade payables:-				
- third parties	72,059	87,779	7,086	13,417
- related parties	24,591	17,958	4,195	784
	96,650	105,737	11,281	14,201
Accruals	632	1,175	498	829
	97,282	106,912	11,779	15,030

The normal trade credit terms granted to the Group range from 30 to 180 (2019: 30 to 180) days.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

26. OTHER PAYABLES, DEPOSITS AND ACCRUALS

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Other payables:-				
- third parties	17,317	24,669	3,832	889
- related parties	2,022	1,338	1,986	1,123
	19,339	26,007	5,818	2,012
Deposits	473	384	141	10
Accruals	7,553	9,590	4,098	6,414
	27,365	35,981	10,057	8,436

The amount owing to related parties is unsecured, interest-free and repayable on demand. The amount owing is to be settled in cash.

27. REVENUE

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Dividend income	-	-	18,182	21,630
Contract fee from timber extraction	27,913	21,798	-	-
Management fee income	-	-	18,837	13,265
Sale of - bottled water	7,134	6,401	-	-
- charcoal	6,782	10,328	-	-
- fertilisers	1,075	4,550	-	-
- fresh fruit bunches	131,396	93,715	-	-
- logs	50,463	48,337	76,458	85,175
- plywood	45,949	57,724	-	-
- raw and laminated particleboard	38,930	47,033	-	-
- sawn timber, finger-joint moulding and by-products	17,884	21,742	-	-
Others	2,420	2,941	-	-
	329,946	314,569	113,477	120,070

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

28. FINANCE COSTS

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Interest expense on:-				
- bank overdrafts	207	129	41	10
- bankers' acceptance	2,835	2,621	-	4
- hire purchase obligations	-	1,007	-	8
- lease liabilities	1,761	-	68	-
- revolving credit	18,181	19,768	10,484	11,744
- term loans	12,109	10,782	58	79
- interest charged by subsidiaries	-	-	3,574	3,508
	35,093	34,307	14,225	15,353
Less:-				
- amount capitalised under property, plant and equipment (Note 6(f))	(13,249)	(11,789)	-	-
- amount capitalised under biological assets (Note 9(c))	(3,576)	(4,636)	-	-
	18,268	17,882	14,225	15,353

29. NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Impairment losses:-				
- amount owing by subsidiaries (Note 14)	-	-	4,702	8,549
- trade receivables (Note 17)	8,614	1,558	-	-
- other receivables (Note 18)	1,560	1,758	48	1,185
Reversal of impairment losses:-				
- amount owing by subsidiaries (Note 14)	-	-	(10,599)	(5,197)
- trade receivables (Note 17)	(380)	-	-	-
- other receivables (Note 18)	(692)	-	(223)	-
	9,102	3,316	(6,072)	4,537

30. LOSS BEFORE TAXATION

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Loss before taxation is arrived at after charging/(crediting):-				
Allowance for slow-moving inventories	549	2,492	-	23
Amortisation of intangible assets	244	21	-	-
Auditors' remuneration:-				
- audit fee:-				
- current financial year	330	280	80	65
- under provision in the previous financial year	13	19	10	6
- non-audit fee	5	5	5	5

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

30. LOSS BEFORE TAXATION (CONT'D)

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Loss before taxation is arrived at after charging/(crediting) (cont'd):-				
Changes in fair value of:-				
- biological assets	(12,653)	(8,793)	-	-
- investment properties	(1,735)	(12,246)	-	30
- investment securities	(8)	(14)	(8)	(14)
Depreciation of property, plant and equipment	46,426	43,130	11,059	11,928
Directors' remuneration (Note 34)	4,149	4,260	4,037	4,214
Dividend income from investment securities:-				
- quoted equity investments in Malaysia	(14)	(3)	(14)	(3)
- quoted equity investments outside Malaysia	(15)	(14)	(15)	(14)
Dividend income from subsidiaries	-	-	(18,182)	(21,630)
Finance costs (Note 28)	18,268	17,882	14,225	15,353
Gain on disposal of property, plant and equipment	(4,301)	(10,812)	(4,730)	(3,251)
Impairment losses on:-				
- amount owing by subsidiaries	-	-	4,702	8,549
- investments in subsidiaries	-	-	53,111	46,178
- property, plant and equipment	3,321	-	-	-
- trade and other receivables	10,174	3,316	48	1,185
Impairment losses no longer required on:-				
- amount owing by subsidiaries	-	-	(10,599)	(5,197)
- trade and other receivables	(1,072)	-	(223)	-
Interest income on:-				
- deposits with licensed banks	(129)	(250)	(39)	(96)
- advances to subsidiaries	-	-	(15,901)	(18,198)
- others	(7)	(8)	-	-
Lease expenses:-				
- leases of low-value assets	53	-	29	-
- short-term leases	420	-	53	-
Lease income:-				
- buildings	(353)	-	(175)	-
- leasehold land	(18)	-	(120)	-
- motor vehicles	(1)	-	(1,468)	-
Loss on foreign exchange:-				
- realised	1,074	1,375	88	100
- unrealised	169	163	27	8
Property, plant and equipment written off	117	66	-	1
Rental expense on:-				
- buildings	-	341	-	131
- display	-	403	-	-
- equipment and vehicles	-	1,836	-	155
- land	-	1,723	-	578
Rental income on:-				
- buildings	-	(524)	-	(80)
- equipment	-	(72)	-	-
- land	-	(230)	-	(120)
Reversal of allowance for slow-moving inventories	(1,777)	-	-	-
Write-down of inventories	9,697	10,898	-	-
Staff costs (including other key management personnel as disclosed in Note 34):-				
- short-term benefits	70,975	73,039	18,948	20,890
- defined contribution plans	6,003	5,919	2,366	2,357

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

31. INCOME TAX EXPENSE

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Current tax:-				
- current financial year	6,789	8,595	944	1,924
- over provision in the previous financial year	(3,026)	(59)	(1,747)	(20)
	3,763	8,536	(803)	1,904
Deferred tax (Note 15):-				
- origination and reversal of temporary differences	7,089	(5,273)	(526)	3,051
- under provision in the previous financial year	3,999	4,264	526	760
	11,088	(1,009)	-	3,811
	14,851	7,527	(803)	5,715

A reconciliation of income tax expense applicable to the loss before taxation at the statutory tax rate to income tax expense at the effective tax rate of the Group and of the Company is as follows:-

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Loss before taxation	(10,784)	(28,313)	(35,647)	(27,894)
Tax at the statutory tax rate of 24%	(2,588)	(6,795)	(8,555)	(6,695)
Tax effects of:-				
Differential in tax rates on fair value adjustments of investment properties	(330)	(2,327)	-	6
Non-taxable income	(63)	(9)	(6,971)	(6,443)
Non-deductible expenses	5,089	6,715	15,566	15,760
Control transfers	(1,676)	(723)	(1,515)	(739)
Deferred tax assets not recognised during the financial year	16,236	8,791	1,886	3,094
Utilisation of deferred tax assets previously not recognised	(2,072)	(2,882)	-	-
(Over)/under provision in the previous financial year:-				
- income tax	(3,026)	(59)	(1,747)	(20)
- deferred tax	3,999	4,264	526	760
Others	(718)	552	7	(8)
Income tax expense for the financial year	14,851	7,527	(803)	5,715

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2019: 24%) of the estimated assessable profit for the financial year. The taxation of other jurisdictions is calculated at the rates prevailing in the respective jurisdiction.

At the end of the reporting period, the Company has unabsorbed capital allowance of approximately RM81,216,000 (2019: RM68,473,000), which is available for offset against future taxable profits of the Company.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

32. LOSS PER SHARE

	The Group 2020	The Group 2019
Loss attributable to owners of the Company (RM'000)	(25,067)	(35,796)
Weighted average number of ordinary shares in issue ('000):-		
Ordinary shares at 1 August	209,000	209,000
Effect of treasury shares held	(20,888)	(20,887)
Weighted average number of ordinary shares at 31 July	188,112	188,113
Basic loss per share (sen)	(13.33)	(19.03)

The Company has not issued any dilutive potential ordinary shares and hence, the diluted loss per share is equal to the basic loss per share.

33. CASH FLOW INFORMATION

(a) The cash disbursed for the purchase of property, plant and equipment is as follows:-

	The Group		The Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Cost of property, plant and equipment purchased (Note 6)	63,756	226,850	1,217	874
Less:-				
- amount financed through hire purchase (Note (b) below)	-	(11,003)	-	-
- non-cash additions to right-of-use assets (Note (b) below)	(16,566)	-	(667)	-
- amount financed through issuance of ordinary shares	-	(750)	-	-
- finance costs included within property, plant and equipment (Note 28)	(13,249)	(11,789)	-	-
- non-cash items included within property, plant and equipment (Note 6(f))	(3,286)	(2,669)	-	-
Cash disbursed for the purchase of property, plant and equipment	30,655	200,639	550	874

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

33. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows:-

	Bankers' Acceptance RM'000	Hire Purchase Obligations RM'000	Lease Liabilities RM'000	Revolving Credit RM'000	Term Loans RM'000	Total RM'000
The Group						
Balance at 1.8.2019, as previously reported	66,791	19,306	-	402,700	237,873	726,670
Effects on adoption of MFRS 16	-	(19,306)	20,436	-	-	1,130
Balance at 1.8.2019, as restated	66,791	-	20,436	402,700	237,873	727,800
Changes in Financing Cash Flows						
Net of drawdown/(repayment) of borrowing principal	4,571	-	-	(23,850)	-	(19,279)
Drawdown of borrowing principal	-	-	-	-	8,304	8,304
Repayment of borrowing principal	-	-	(9,777)	-	(15,057)	(24,834)
Repayment of borrowing interests	-	-	(1,761)	-	(12,109)	(13,870)
	4,571	-	(11,538)	(23,850)	(18,862)	(49,679)
Non-cash Changes						
Acquisition of new leases (Note (a) above)	-	-	16,566	-	-	16,566
Finance charges recognised in profit or loss and capitalised under property, plant and equipment, and biological assets	-	-	1,761	-	12,109	13,870
	-	-	18,327	-	12,109	30,436
Balance at 31.7.2020	71,362	-	27,225	378,850	231,120	708,557

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

33. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (cont'd):-

	Bankers' Acceptance RM'000	Hire Purchase Obligations RM'000	Revolving Credit RM'000	Term Loans RM'000	Total RM'000
The Group					
Balance at 1.8.2018	48,431	15,807	392,500	85,950	542,688
Changes in Financing Cash Flows					
Net of drawdown/(repayment) of borrowing principal	18,360	-	10,200	-	28,560
Drawdown of borrowing principal	-	-	-	166,891	166,891
Repayment of borrowing principal	-	(7,504)	-	(14,968)	(22,472)
Repayment of borrowing interests	-	(1,007)	-	(10,782)	(11,789)
	18,360	(8,511)	10,200	141,141	161,190
Non-cash Changes					
New hire purchase (Note (a) above)	-	11,003	-	-	11,003
Finance charges recognised in profit or loss and capitalised under property, plant and equipment, and biological assets	-	1,007	-	10,782	11,789
	-	12,010	-	10,782	22,792
Balance at 31.7.2019	66,791	19,306	402,700	237,873	726,670

	Hire Purchase Obligations RM'000	Lease Liabilities RM'000	Revolving Credit RM'000	Term Loans RM'000	Total RM'000
The Company					
Balance at 1.8.2019, as previously reported	17	-	226,000	1,437	227,454
Effects on adoption of MFRS 16	(17)	1,117	-	-	1,100
Balance at 1.8.2019, as restated	-	1,117	226,000	1,437	228,554
Changes in Financing Cash Flows					
Net of drawdown/(repayment) of borrowing principal	-	-	(7,500)	-	(7,500)
Repayment of borrowing principal	-	(449)	-	(396)	(845)
Repayment of borrowing interests	-	(68)	-	(58)	(126)
	-	(517)	(7,500)	(454)	(8,471)
Non-cash Changes					
Acquisition of new leases (Note (a) above)	-	667	-	-	667
Finance charges recognised in profit or loss	-	68	-	58	126
	-	735	-	58	793
Balance at 31.7.2020	-	1,335	218,500	1,041	220,876

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

33. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (cont'd):-

	Hire Purchase Obligations RM'000	Revolving Credit RM'000	Term Loans RM'000	Total RM'000
The Company				
Balance at 1.8.2018	558	228,000	1,817	230,375
Changes in Financing Cash Flows				
Net of drawdown/(repayment) of borrowing principal	-	(2,000)	-	(2,000)
Repayment of borrowing principal	(541)	-	(380)	(921)
Repayment of borrowing interests	(8)	-	(79)	(87)
	(549)	(2,000)	(459)	(3,008)
Non-cash Changes				
Finance charges recognised in profit or loss	8	-	79	87
Balance at 31.7.2019	17	226,000	1,437	227,454

(c) The total cash outflows for leases as a lessee are as follows:-

	The Group 2020 RM'000	The Company 2020 RM'000
Interest paid on lease liabilities	1,761	68
Payment of lease liabilities	9,777	449
Payment of leases of low-value assets	57	29
Payment of short-term leases	422	53
	12,017	599

(d) The cash and cash equivalents comprise the following:-

	The Group		The Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Deposits with licensed banks	1,386	4,721	402	390
Cash and bank balances	3,670	6,604	776	2,064
Bank overdrafts	(5,195)	(588)	(2,566)	-
	(139)	10,737	(1,388)	2,454
Deposits pledged to licensed banks (Note 19)	(1,087)	(1,040)	(402)	(390)
	(1,226)	9,697	(1,790)	2,064

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

34. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
(a) Directors				
Directors of the Company				
Short-term benefits:-				
- fees	351	319	280	280
- salaries, bonus and other benefits	3,349	3,642	3,349	3,642
	3,700	3,961	3,629	3,922
Defined contribution plans	401	285	401	285
Benefits-in-kind	7	7	7	7
	4,108	4,253	4,037	4,214
Directors of the Subsidiaries				
Short-term benefits:-				
- fees	41	7	-	-
Total directors' remuneration (Note 30)	4,149	4,260	4,037	4,214
(b) Other Key Management Personnel				
Short-term benefits	2,856	2,772	2,855	2,772
Defined contribution plans	326	311	327	311
Total compensation for other key key management personnel (Note 30)	3,182	3,083	3,182	3,083

35. SIGNIFICANT RELATED PARTY DISCLOSURES

(a) Identities of Related Parties

Parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control.

In addition to the information detailed elsewhere in the financial statements, the Group has related party relationships with its directors, key management personnel and entities within the same group of companies.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

35. SIGNIFICANT RELATED PARTY DISCLOSURES (CONT'D)

(b) Significant Related Party Transactions and Balances

Other than those disclosed elsewhere in the financial statements, the Group and the Company also carried out the following significant transactions with the related parties during the financial year:-

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Subsidiaries				
Sale to subsidiaries:-				
- dividend income	-	-	18,182	21,630
- interest income	-	-	15,901	18,198
- logs	-	-	25,995	36,837
- management fee income	-	-	18,837	13,265
- property, plant and equipment	-	-	17,856	6,280
- rental income	-	-	1,589	120
- waste timber	-	-	1,083	1,372
Purchases from subsidiaries:-				
- bottled water	-	-	83	113
- consumable stores	-	-	69	62
- lighting products	-	-	33	58
- merchandise goods	-	-	-	1
- office materials	-	-	39	19
- operating supplies	-	-	7	1
- plywood	-	-	5	34
- property, plant and equipment	-	-	303	185
- sawn timber	-	-	-	1
- waste timber	-	-	-	1
Services received/receivable from subsidiaries:-				
- administrative fee	-	-	9	90
- commission	-	-	13	100
- corporate guarantee fee	-	-	858	599
- logpond handling income	-	-	9	-
Services paid/payable to subsidiaries:-				
- contract fee	-	-	10,434	12,601
- freight and handling charges	-	-	2,586	2,463
- interest expense	-	-	3,574	4,186
- rental of buildings	-	-	39	72
- rental of vehicles	-	-	312	126
- repairs and maintenance	-	-	3	2
Other Related Parties				
Sale to other related parties:-				
- bottled water	44	51	-	-
- contract income	26,364	19,439	-	-
- fertilisers	474	4,157	-	-
- freight and handling income	125	-	-	-
- fresh fruit bunches	35,800	44,565	-	-
- logs	956	-	956	-
- plywood	11	7	-	-
- property, plant and equipment	6	261	-	1
- towage and handling income	87	176	87	176

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

35. SIGNIFICANT RELATED PARTY DISCLOSURES (CONT'D)

(b) Significant Related Party Transactions and Balances (Cont'd)

Other than those disclosed elsewhere in the financial statements, the Group and the Company also carried out the following significant transactions with the related parties during the financial year (cont'd):-

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Other Related Parties (cont'd)				
Purchases from other related parties:-				
- adhesive materials	10,357	20,390	-	-
- charcoal	-	996	-	-
- consumable stores	158	688	2	12
- logs	32,630	26,112	32,630	26,112
- property, plant and equipment	5	131	-	-
- waste timber	758	437	-	-
Services paid/payable to other related parties:-				
- freight and handling charges	338	36	16	25
- fresh fruit bunches premium	665	1,894	-	-
- logging contract fee	-	135	-	135
- marketing fee	750	900	750	900
- rental of buildings	25	22	14	12
- rental of land	120	120	-	-

The significant outstanding balances of the related parties (including the allowance for impairment loss made) together with their terms and conditions are disclosed in the respective notes to the financial statements.

36. OPERATING SEGMENTS

Operating segments are prepared in a manner consistent with the internal reporting provided to the Group Managing Director as its chief operating decision maker in order to allocate resources to segments and to assess their performance on a quarterly basis. For management purposes, the Group is organised into business units based on their products and services provided.

The Group is organised into 2 main reportable segments as follows:-

- Timber Segment – involved in the extraction, sale of logs and subcontractor for tree planting (reforestation), and the business of manufacturing and trading of plywood, veneer, raw and laminated particleboard, sawn timber, finger-joint moulding, charcoal and the supply of electricity for its manufacturing activities.

- Plantation Segment – involved in the cultivation of oil palm and sale of fresh fruit bunches.

- Others – involved in the provision of towage and transportation services, insurance services, property holding and development, and manufacturing and trading of drinking water.

(a) The Group Managing Director assesses the performance of the reportable segments based on their profit before taxation. The accounting policies of the reportable segments are the same as the Group's accounting policies.

(b) Each reportable segment assets is measured based on all assets (including goodwill) of the segment.

(c) Each reportable segment liabilities is measured based on all liabilities of the segment.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

36. OPERATING SEGMENTS (CONT'D)

Transactions between reportable segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation.

36.1 BUSINESS SEGMENTS

2020	Timber RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Revenue				
External revenue	194,545	127,449	7,952	329,946
Inter-segment revenue	103,432	25,033	3,608	132,073
	297,977	152,482	11,560	426,019
Consolidation adjustments				(132,073)
Consolidated revenue				329,946
Results				
Segment (loss)/profit before taxation	(27,209)	24,793	(8,368)	(10,784)
Consolidation adjustments				-
Consolidated loss before taxation				(10,784)
Segment (loss)/profit before taxation includes the followings:-				
Interest income[1]	87	43	6	136
Interest expense[2]	(14,123)	(3,519)	(626)	(18,268)
Allowance for slow-moving inventories	(525)	-	(24)	(549)
Amortisation of intangible assets	-	(244)	-	(244)
Changes in fair value of:-				
- biological assets	10,779	1,874	-	12,653
- investment properties	-	-	1,735	1,735
- investment securities	8	-	-	8
Depreciation of property, plant and equipment[3]	(25,894)	(17,546)	(2,986)	(46,426)
Gain/(loss) on disposal of property, plant and equipment	3,851	-	450	4,301
Impairment losses on:-				
- property, plant and equipment	(3,321)	-	-	(3,321)
- trade and other receivables	(8,930)	-	(1,244)	(10,174)
Impairment losses on trade and other receivables no longer required	730	342	-	1,072
Property, plant and equipment written off	(2)	(115)	-	(117)
Reversal of allowance for slow-moving inventories	1,777	-	-	1,777
Unrealised loss on foreign exchange	(168)	-	(1)	(169)
Write-down of inventories	(9,363)	-	(334)	(9,697)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

36. OPERATING SEGMENTS (CONT'D)

36.1 BUSINESS SEGMENTS (CONT'D)

2020	Timber RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Assets				
Segment assets	1,436,809	781,973	308,149	2,526,931
Consolidation adjustments				(1,107,602)
Consolidated total assets				1,419,329
Additions to non-current assets other than financial instruments and deferred tax assets are:-				
Property, plant and equipment[(4)]	2,632	60,974	150	63,756
Biological assets	5,822	343	-	6,165
Liabilities				
Segment liabilities	826,477	699,875	64,995	1,591,347
Consolidation adjustments				(711,992)
Consolidated total liabilities				879,355

(1) After consolidation adjustments of RM27,935,000.
(2) After consolidation adjustments of RM27,935,000.
(3) After consolidation adjustments of RM6,502,000.
(4) After consolidation adjustments of RM33,845,000.

2019	Timber RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Revenue				
External revenue	207,625	100,024	6,920	314,569
Inter-segment revenue	104,639	29,430	4,377	138,446
	312,264	129,454	11,297	453,015
Consolidation adjustments				(138,446)
Consolidated revenue				314,569

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

36. OPERATING SEGMENTS (CONT'D)

36.1 BUSINESS SEGMENTS (CONT'D)

2019	Timber RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Results				
Segment (loss)/profit before taxation	(25,151)	(6,991)	3,829	(28,313)
Consolidation adjustments				-
Consolidated loss before taxation				(28,313)
Segment (loss)/profit before taxation includes the followings:-				
Interest income[1]	203	54	1	258
Interest expense[2]	(13,714)	(3,414)	(754)	(17,882)
Allowance for slow-moving inventories	(2,492)	-	-	(2,492)
Amortisation of intangible assets	-	(21)	-	(21)
Changes in fair value of:-				
- biological assets	8,774	19	-	8,793
- investment properties	(30)	-	12,276	12,246
- investment securities	14	-	-	14
Depreciation of property, plant and equipment[3]	(25,368)	(14,862)	(2,900)	(43,130)
Impairment losses on trade and other receivables	(2,539)	(392)	(385)	(3,316)
Gain on disposal of property, plant and equipment	8,166	1,125	1,521	10,812
Property, plant and equipment written off	(34)	(32)	-	(66)
Unrealised loss on foreign exchange	(163)	-	-	(163)
Write-down of inventories	(10,632)	-	(266)	(10,898)
Assets				
Segment assets	1,454,446	739,177	302,169	2,495,792
Consolidation adjustments				(1,029,678)
Consolidated total assets				1,466,114
Additions to non-current assets other than financial instruments and deferred tax assets are:-				
Property, plant and equipment[4]	2,632	224,068	150	226,850
Biological assets[5]	7,594	329	-	7,923

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

36. OPERATING SEGMENTS (CONT'D)

36.1 BUSINESS SEGMENTS (CONT'D)

2019	Timber RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Liabilities				
Segment liabilities	799,885	659,023	58,000	1,516,908
Consolidation adjustments				(611,382)
Consolidated total liabilities				905,526

(1) After consolidation adjustments of RM29,842,000.
(2) After consolidation adjustments of RM29,842,000.
(3) After consolidation adjustments of RM383,000.
(4) After consolidation adjustments of RM1,327,000.
(5) After consolidation adjustments of RM434,000.

36.2 GEOGRAPHICAL INFORMATION

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. The amounts of non-current assets do not include financial instruments and deferred tax assets.

	Revenue		Non-current Assets	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Malaysia	224,097	186,422	1,259,998	1,239,575
India	14,075	19,806	-	-
Japan	11,912	12,584	-	-
South Korea	16,870	24,146	-	-
Taiwan	7,358	10,718	-	-
Yemen	12,031	10,407	-	-
Other countries	43,603	50,486	-	-
	329,946	314,569	1,259,998	1,239,575

36.3 MAJOR CUSTOMERS

There is no single customer that contributed 10% or more to the Group's revenue.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

37. CAPITAL COMMITMENTS

	The Group	
	2020	**2019**
	RM'000	RM'000
Purchase of property, plant and equipment	1,574	1,576
Construction of property, plant and equipment	162	271
	1,736	1,847

38. CONTINGENCIES

The Company and its two subsidiaries, namely JPH Logging Sdn. Bhd. and Subur Tiasa Forestry Sdn. Bhd., are defendants in a legal action involving the alleged claims against the companies for the outstanding contract fees, as well as the costs incurred for upgrading the logging roads and logponds for a total sum of RM9.6 million. The claims against the companies were struck out by the High Court, and the plaintiff has filed an appeal to the Court of Appeal. The directors believe that the action can be successfully defended and therefore no provision is required to be made in the financial statements.

39. FINANCIAL INSTRUMENTS

The Group's activities are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The Group's overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

39.1 FINANCIAL RISK MANAGEMENT POLICIES

The Group's policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group is exposed to foreign currency risk on transactions and balances that are denominated in currencies other than the respective functional currencies of entities within the Group. The currencies giving rise to this risk are primarily United States Dollar ("USD"), Euro ("EUR"), Japanese Yen ("JPY") and Singapore Dollar ("SGD"). Foreign currency risk is monitored closely on an ongoing basis to ensure that the net exposure is at an acceptable level. The Group also holds cash and cash equivalents denominated in foreign currencies for working capital purposes.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure

The Group's exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below:-

The Group	United States Dollar RM'000	Euro RM'000	Japanese Yen RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	**Total** RM'000
2020						
Financial Assets						
Investment securities	-	-	-	1,743	6,166	7,909
Trade receivables	4,287	-	-	7	15,519	19,813
Other receivables and deposits	2,131	10	-	187	15,978	18,306
Deposits with licensed banks	-	-	-	-	1,386	1,386
Cash and bank balances	359	-	-	29	3,282	3,670
	6,777	10	-	1,966	42,331	51,084
Financial Liabilities						
Trade payables	279	245	150	-	96,608	97,282
Other payables and accruals	2,795	7	372	26	24,165	27,365
Bank borrowings:-						
- bank overdrafts	-	-	-	-	5,195	5,195
- other borrowings	-	-	-	-	708,557	708,557
	3,074	252	522	26	834,525	838,399

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group's exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below (cont'd):-

The Group	United States Dollar RM'000	Euro RM'000	Japanese Yen RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	**Total** RM'000
2020						
Net financial assets/(liabilities)	3,703	(242)	(522)	1,940	(792,194)	(787,315)
Less: Net financial (assets)/liabilities denominated in the respective entities' functional currencies	-	-	-	-	792,194	792,194
Currency Exposure	3,703	(242)	(522)	1,940	-	4,879

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group's exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below (cont'd):-

The Group	United States Dollar RM'000	Euro RM'000	Japanese Yen RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	Total RM'000
2019						
Financial Assets						
Investment securities	-	-	-	2,262	13,321	15,583
Trade receivables	4,367	-	-	4	24,881	29,252
Other receivables and deposits	2,073	133	-	8	18,359	20,573
Deposits with licensed banks	-	-	-	-	4,721	4,721
Cash and bank balances	355	-	-	44	6,205	6,604
	6,795	133	-	2,318	67,487	76,733
Financial Liabilities						
Trade payables	544	25	134	71	106,138	106,912
Other payables and accruals	15,848	6	369	72	19,686	35,981
Bank borrowings:-						
- bank overdrafts	-	-	-	-	588	588
- other borrowings	-	-	-	-	726,670	726,670
	16,392	31	503	143	853,082	870,151

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group's exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below (cont'd):-

The Group	United States Dollar RM'000	Euro RM'000	Japanese Yen RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	**Total** RM'000
2019						
Net financial assets/(liabilities)	(9,597)	102	(503)	2,175	(785,595)	(793,418)
Less: Net financial (assets)/liabilities denominated in the respective entities' functional currencies	-	-	-	-	785,595	785,595
Currency Exposure	(9,597)	102	(503)	2,175	-	(7,823)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group's exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below (cont'd):-

The Company	United States Dollar RM'000	Euro RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	**Total** RM'000
2020					
Financial Assets					
Investment securities	-	-	1,743	6,166	7,909
Trade receivables	1,517	-	-	2,094	3,611
Other receivables and deposits	-	-	-	7,321	7,321
Amount owing by subsidiaries	-	-	-	361,071	361,071
Deposits with licensed banks	-	-	-	402	402
Cash and bank balances	5	-	-	771	776
	1,522	-	1,743	377,825	381,090
Financial Liabilities					
Trade payables	-	-	-	11,779	11,779
Other payables and accruals	174	7	-	9,876	10,057
Amount owing to subsidiaries	-	-	-	97,040	97,040
Bank borrowings:-					
- bank overdrafts	-	-	-	2,566	2,566
- other borrowings	-	-	-	220,876	220,876
	174	7	-	342,137	342,318

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group's exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below (cont'd):-

The Company	United States Dollar RM'000	Euro RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	**Total** RM'000
2020					
Net financial assets/(liabilities)	1,348	(7)	1,743	35,688	38,772
Less: Net financial (assets)/liabilities denominated in the Company's functional currency	-	-	-	(35,688)	(35,688)
Currency Exposure	1,348	(7)	1,743	-	3,084

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group's exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below (cont'd):-

The Company	United States Dollar RM'000	Euro RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	**Total** RM'000
2019					
Financial Assets					
Investment securities	-	-	2,262	13,321	15,583
Trade receivables	-	-	-	2,336	2,336
Other receivables and deposits	-	-	-	8,485	8,485
Amount owing by subsidiaries	-	-	-	327,302	327,302
Deposits with licensed banks	-	-	-	390	390
Cash and bank balances	118	-	2	1,944	2,064
	118	-	2,264	353,778	356,160
Financial Liabilities					
Trade payables	-	-	-	15,030	15,030
Other payables and accruals	90	6	-	8,340	8,436
Amount owing to subsidiaries	-	-	-	96,719	96,719
Bank borrowings:-					
- other borrowings	-	-	-	227,454	227,454
	90	6	-	347,543	347,639

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group's exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below (cont'd):-

The Company	United States Dollar RM'000	Euro RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	**Total** RM'000
2019					
Net financial assets/(liabilities)	28	(6)	2,264	6,235	8,521
Less: Net financial (assets)/liabilities denominated in the Company's functional currency	-	-	-	(6,235)	(6,235)
Currency Exposure	28	(6)	2,264	-	2,286

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the foreign currencies at the end of the reporting period, with all other variables held constant:-

		The Group		The Company	
		2020	**2019**	**2020**	**2019**
		RM'000	RM'000	RM'000	RM'000
Effects on Profit After Taxation					
USD/RM	- strengthened by 5% (2019: 5%)	+ 141	- 365	+ 51	+ 1
	- weakened by 5% (2019: 5%)	- 141	+ 365	- 51	- 1
EUR/RM	- strengthened by 5% (2019: 5%)	- 9	+ 4	-	-
	- weakened by 5% (2019: 5%)	+ 9	- 4	-	-
JPY/RM	- strengthened by 5% (2019: 5%)	- 20	- 19	-	-
	- weakened by 5% (2019: 5%)	+ 20	+ 19	-	-
SGD/RM	- strengthened by 5% (2019: 5%)	+ 23	+ 12	+ 15	+ 15
	- weakened by 5% (2019: 5%)	- 23	- 12	- 15	- 15
Effects on Equity					
USD/RM	- strengthened by 5% (2019: 5%)	+ 141	- 365	+ 51	+ 1
	- weakened by 5% (2019: 5%)	- 141	+ 365	- 51	- 1
EUR/RM	- strengthened by 5% (2019: 5%)	- 9	+ 4	-	-
	- weakened by 5% (2019: 5%)	+ 9	- 4	-	-
JPY/RM	- strengthened by 5% (2019: 5%)	- 20	- 19	-	-
	- weakened by 5% (2019: 5%)	+ 20	+ 19	-	-
SGD/RM	- strengthened by 5% (2019: 5%)	+ 74	+ 83	+ 66	+ 86
	- weakened by 5% (2019: 5%)	- 74	- 83	- 66	- 86

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises mainly from its long-term borrowings with variable rates. The Group's policy is to obtain the most favourable interest rates available.

The Group's deposits with licensed banks and fixed rate borrowings are carried at amortised cost. Therefore, they are not subject to interest rate risk as defined in MFRS 7 since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

The Group's exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in Note 23 to the financial statements.

Interest Rate Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the interest rates at the end of the reporting period, with all other variables held constant:-

	The Group		The Company	
	2020 RM'000	**2019** RM'000	**2020** RM'000	**2019** RM'000
Effects on Profit After Taxation				
Increase of 50 (2019: 50) basis points	- 898	- 904	- 14	- 5
Decrease of 50 (2019: 50) basis points	+ 898	+ 904	+ 14	+ 5
Effects on Equity				
Increase of 50 (2019: 50) basis points	- 898	- 904	- 14	- 5
Decrease of 50 (2019: 50) basis points	+ 898	+ 904	+ 14	+ 5

(iii) Equity Price Risk

The Group's principal exposure to equity price risk arises mainly from changes in quoted investment prices. The Group manages its exposure to equity price risk by maintaining a portfolio of equities with different risk profiles.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(iii) Equity Price Risk (Cont'd)

Equity Price Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the prices of the quoted investments at the end of the reporting period, with all other variables held constant:-

	The Group/The Company	
	2020	**2019**
	RM'000	RM'000
Effects on Other Comprehensive Income		
Increase of 10% (2019: 10%)	+ 150	+ 920
Decrease of 10% (2019: 10%)	- 150	- 920

As the Group's equity investments are measured at fair value through other comprehensive income, there is no financial impact on profit after taxation for the changes in prices of quoted investments.

(b) Credit Risk

The Group's exposure to credit risk, or the risk of counterparties defaulting, arises mainly from its trade and other receivables. The Group manages its exposure to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including deposits with licensed banks, and cash and bank balances), the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

The Company's exposure to credit risk arises principally from its loans and advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to certain subsidiaries. The Company monitors the results of these subsidiaries regularly and repayments made by the subsidiaries.

(i) Credit Risk Concentration Profile

The Group's major concentration of credit risk relates to the amounts owing by 4 customers which constituted approximately 53% of its trade receivables (including related parties) at the end of the reporting period.

(ii) Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

In addition, the Company's maximum exposure to credit risk also includes corporate guarantees provided to its subsidiaries as disclosed under the "Maturity Analysis" of item (c) below, representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period. These corporate guarantees have not been recognised in the Company's financial statements since their fair value on initial recognition was not material.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses

At each reporting date, the Group assesses whether any of the financial assets at amortised cost are credit impaired.

The gross carrying amounts of financial assets are written off when there is no reasonable expectation of recovery (i.e. the debtor does not have assets or sources of income to generate sufficient cash flows to repay the debt) despite the fact that they are still subject to enforcement activities.

Trade Receivables

The Group applies the simplified approach to measure expected credit losses using a lifetime expected credit loss allowance for all trade receivables.

To measure the expected credit losses, trade receivables (including related parties) have been grouped based on shared credit risk characteristics and the days past due.

For certain large customers or customers with a high risk of default, the Group assesses the risk of loss of each customer individually based on their financial information, past trends of payments and external credit rating, where applicable.

Also, the Group considers any trade receivables having financial difficulty or in default with significant balances outstanding for more than 120 days as credit impaired and assesses for their risk of loss individually.

The expected loss rates are based on the historical credit losses experienced, adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle their debts.

The information about the exposure to credit risk and the loss allowances calculated under MFRS 9 for trade receivables are summarised below:-

The Group	Gross Amount RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
2020			
Current (not past due)	16,959	(50)	16,909
1 to 30 days past due	900	(74)	826
31 to 60 days past due	105	(103)	2
61 to 90 days past due	583	(141)	442
91 to 120 days past due	2,909	(1,275)	1,634
	21,456	(1,643)	19,813
Credit impaired:-			
- more than 120 days past due	9,901	(9,901)	-
	31,357	(11,544)	19,813

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)

The information about the exposure to credit risk and the loss allowances calculated under MFRS 9 for trade receivables are summarised below (cont'd):-

The Group	Gross Amount RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
2019			
Current (not past due)	20,143	(61)	20,082
1 to 30 days past due	1,513	(101)	1,412
31 to 60 days past due	741	(144)	597
61 to 90 days past due	880	(109)	771
91 to 120 days past due	7,357	(967)	6,390
	30,634	(1,382)	29,252
Credit impaired:-			
- more than 120 days past due	1,928	(1,928)	-
	32,562	(3,310)	29,252

The Company	Gross Amount RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
2020			
Current (not past due)	2,000	-	2,000
1 to 30 days past due	1	-	1
31 to 60 days past due	1	-	1
61 to 90 days past due	1	-	1
91 to 120 days past due	1,608	-	1,608
	3,611	-	3,611
Credit impaired:-			
- more than 120 days past due	18	(18)	-
	3,629	(18)	3,611

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)

The information about the exposure to credit risk and the loss allowances calculated under MFRS 9 for trade receivables are summarised below (cont'd):-

The Company	Gross Amount RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
2019			
Current (not past due)	570	-	570
1 to 30 days past due	18	-	18
31 to 60 days past due	20	-	20
61 to 90 days past due	36	-	36
91 to 120 days past due	1,692	-	1,692
	2,336	-	2,336
Credit impaired:-			
- more than 120 days past due	18	(18)	-
	2,354	(18)	2,336

The movement in the loss allowances in respect of trade receivables is disclosed in Note 17 to the financial statements.

Other Receivables (Including Related Parties)

The Group applies the 3-stage general approach to measure expected credit losses for its non-trade receivables. Under this approach, the Group assesses whether there is a significant increase in credit risk on the receivables by comparing their risk of default as at the reporting date with the risk of default as at the date of initial recognition based on available reasonable and supportable forward-looking information. Regardless of the assessment, a significant increase in credit risk is presumed if a receivable is more than 90 days past due in making a contractual payment.

The Group considers a receivable as credit impaired when the receivable is in significant financial difficulty, for instances, the receivable is in breach of financial covenants or insolvent. Receivables that are credit impaired are assessed individually while other receivables are assessed on a collective basis.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Other Receivables (Including Related Parties) (Cont'd)

The information about the exposure to credit risk and the loss allowances calculated under MFRS 9 for other receivables (excluding prepayments) are summarised below:-

The Group	Gross Amount RM'000	12-month Loss Allowance RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
2020				
Low credit risk	11,101	(314)	-	10,787
Significant increase in credit risk	8,851	-	(1,332)	7,519
Credit impaired	1,085	-	(1,085)	-
	21,037	(314)	(2,417)	18,306
2019				
Low credit risk	8,933	(105)	-	8,828
Significant increase in credit risk	13,398	-	(1,653)	11,745
Credit impaired	105	-	(105)	-
	22,436	(105)	(1,758)	20,573
The Company				
2020				
Low credit risk	838	(1)	-	837
Significant increase in credit risk	7,493	-	(1,009)	6,484
Credit impaired	79	-	(79)	-
	8,410	(1)	(1,088)	7,321
2019				
Low credit risk	607	-	-	607
Significant increase in credit risk	9,063	-	(1,185)	7,878
Credit impaired	79	-	(79)	-
	9,749	-	(1,264)	8,485

The movement in the loss allowances in respect of other receivables is disclosed in Note 18 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Deposits with Licensed Banks, and Cash and Bank Balances

The Group considers these banks and financial institutions have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group is of the view that the loss allowance is immaterial and hence, it is not provided for.

Amount Owing by Subsidiaries

The Company applies the 3-stage general approach to measure expected credit losses for all inter-company balances. Generally, the Company considers loans and advances to subsidiaries have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the subsidiaries' loans and advances when they are payable, the Company considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded. The Company considers a subsidiary's loan or advance to be credit impaired when the subsidiary is unlikely to repay its loan or advance in full or the subsidiary is having a deficit in its total equity.

The Company determines the probability of default for these loans and advances individually using internal information available.

The information about the exposure to credit risk and the loss allowances calculated for the amount owing by subsidiaries are summarised below:-

The Company	Gross Amount RM'000	12-month Loss Allowance RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
2020				
Low credit risk	34,530	-	-	34,530
Significant increase in credit risk	231,844	-	-	231,844
Credit impaired	114,574	-	(19,877)	94,697
	380,948	-	(19,877)	361,071
2019				
Low credit risk	2,969	-	-	2,969
Significant increase in credit risk	345,810	-	(21,477)	324,333
Credit impaired	4,297	-	(4,297)	-
	353,076	-	(25,774)	327,302

The movement in the loss allowances in respect of amount owing by subsidiaries is disclosed in Note 14 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Financial Guarantee Contracts

All the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group practices prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

The Group	Weighted Average Effective Interest Rate %	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	On Demand or Within 1 Year RM'000	1 – 2 Years RM'000	2 – 5 Years RM'000	Over 5 Years RM'000
2020							
Trade and other payables	-	124,647	124,647	124,647	-	-	-
Borrowings:-							
- bank overdrafts	6.81	5,195	5,195	5,195	-	-	-
- bankers' acceptance	3.55	71,362	71,362	71,362	-	-	-
- lease liabilities	5.00	27,225	30,492	8,044	8,453	13,946	49
- revolving credit	3.95	378,850	378,850	378,850	-	-	-
- term loans	4.39	231,120	278,240	29,861	38,628	99,407	110,344
		838,399	888,786	617,959	47,081	113,353	110,393
2019							
Trade and other payables	-	142,893	142,893	142,893	-	-	-
Borrowings:-							
- bank overdrafts	7.81	588	588	588	-	-	-
- bankers' acceptance	4.27	66,791	66,791	66,791	-	-	-
- hire purchase obligations	5.69	19,306	21,372	7,725	5,301	8,346	-
- revolving credit	4.88	402,700	402,700	402,700	-	-	-
- term loans	5.17	237,873	297,603	33,050	36,036	108,748	119,769
		870,151	931,947	653,747	41,337	117,094	119,769

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (cont'd):-

The Company	Weighted Average Effective Interest Rate %	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	On Demand or Within 1 Year RM'000	1 – 2 Years RM'000	2 – 5 Years RM'000	Over 5 Years RM'000
2020							
Trade and other payables	-	21,836	21,836	21,836	-	-	-
Amount owing to subsidiaries	5.51	97,040	97,040	97,040	-	-	-
Borrowings:-							
- bank overdrafts	6.57	2,566	2,566	2,566	-	-	-
- lease liabilities	5.15	1,335	1,446	588	555	263	40
- revolving credit	3.82	218,500	218,500	218,500	-	-	-
- term loans	3.45	1,041	1,086	449	449	188	-
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries*	-	-	37,055	37,055	-	-	-
		342,318	379,529	378,034	1,004	451	40

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (cont'd):-

The Company	Weighted Average Effective Interest Rate %	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	On Demand or Within 1 Year RM'000	1 – 2 Years RM'000	2 – 5 Years RM'000
2019						
Trade and other payables	-	23,466	23,466	23,466	-	-
Amount owing to subsidiaries	5.43	96,719	96,719	96,719	-	-
Borrowings:-						
- hire purchase obligations	5.42	17	18	18	-	-
- revolving credit	4.71	226,000	226,000	226,000	-	-
- term loans	4.95	1,437	1,566	456	457	653
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries*	-	-	48,514	48,514	-	-
		347,639	396,283	395,173	457	653

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

* The contractual undiscounted cash flows represent the outstanding credit facilities of the subsidiaries at the end of the reporting period. The financial guarantees have not been recognised in the financial statements since their fair values on initial recognition were not material.

39.2 CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support its businesses and maximise shareholder(s) value. To achieve this objective, the Group may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group manages its capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group includes within net debt, loans and borrowings from financial institutions less cash and cash equivalents. Capital includes equity attributable to the owners of the parent and non-controlling interests. The debt-to-equity ratio of the Group at the end of the reporting period was as follows:-

	The Group	
	2020	**2019**
	RM'000	RM'000
Bank borrowings:-		
- bank overdrafts	5,195	588
- other borrowings	708,557	726,670
	713,752	727,258
Less: Deposits with licensed banks	(1,386)	(4,721)
Less: Cash and bank balances	(3,670)	(6,604)
Net debts	708,696	715,933
Total equity	539,974	560,588
Debt-to-equity ratio	1.31	1.28

There was no change in the Group's approach to capital management during the financial year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Financial Assets				
Mandatorily at Fair Value through Profit or Loss				
Investment securities - debt securities	408	385	408	385
Designated at Fair Value through Other Comprehensive Income Upon Initial Recognition				
Investment securities - equity investments	7,501	15,198	7,501	15,198
Amortised Cost				
Trade receivables	19,813	29,252	3,611	2,336
Other receivables and deposits	18,306	20,573	7,321	8,485
Amount owing by subsidiaries	-	-	361,071	327,302
Deposits with licensed banks	1,386	4,721	402	390
Cash and bank balances	3,670	6,604	776	2,064
	43,175	61,150	373,181	340,577
Financial Liabilities				
Amortised Cost				
Trade payables	97,282	106,912	11,779	15,030
Other payables, deposits and accruals	27,365	35,981	10,057	8,436
Amount owing to subsidiaries	-	-	97,040	96,719
Bank borrowings:-				
- bank overdrafts	5,195	588	2,566	-
- other borrowings	708,557	726,670	220,876	227,454
	838,399	870,151	342,318	347,639

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.4 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	The Group		The Company	
	2020 RM'000	**2019** RM'000	**2020** RM'000	**2019** RM'000
Financial Assets				
Fair Value through Profit or Loss				
Net losses recognised in profit or loss	(8)	(14)	(8)	(14)
Equity Investments at Fair Value through Other Comprehensive Income				
Net gains/(losses) recognised in other comprehensive income	5,015	(6,739)	5,015	(6,739)
Amortised Cost				
Net (losses)/gains recognised in profit or loss	(8,966)	(3,058)	22,012	13,757
Financial Liabilities				
Amortised Cost				
Net losses recognised in profit or loss	(18,268)	(17,882)	(14,225)	(15,353)

39.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.5 FAIR VALUE INFORMATION (CONT'D)

The following table sets out only the fair value profile of financial instruments that are not carried at fair value at the end of the reporting period:-

	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			**Total Fair Value**	**Carrying Amount**
The Group	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	RM'000	RM'000
2020								
Financial Assets								
Investment securities:-								
- quoted investments	1,909	-	-	-	-	-	1,909	1,909
- unquoted equity investments	-	6,000	-	-	-	-	6,000	6,000
Financial Liabilities								
Term loans	-	-	-	-	231,120	-	231,120	231,120
2019								
Financial Assets								
Investment securities:-								
- quoted investments	9,583	-	-	-	-	-	9,583	9,583
- unquoted equity investments	-	6,000	-	-	-	-	6,000	6,000
Financial Liabilities								
Hire purchase obligations	-	-	-	-	19,431	-	19,431	19,306
Term loans	-	-	-	-	237,873	-	237,873	237,873

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.5 FAIR VALUE INFORMATION (CONT'D)

The following table sets out only the fair value profile of financial instruments that are not carried at fair value at the end of the reporting period (cont'd):-

	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			**Total Fair Value**	**Carrying Amount**
The Company	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	RM'000	RM'000
2020								
Financial Assets								
Investment securities:-								
- quoted investments	1,909	-	-	-	-	-	1,909	1,909
- unquoted equity investments	-	6,000	-	-	-	-	6,000	6,000
Financial Liabilities								
Term loans	-	-	-	-	1,041	-	1,041	1,041
2019								
Financial Assets								
Investment securities:-								
- quoted investments	9,583	-	-	-	-	-	9,583	9,583
- unquoted equity investments	-	6,000	-	-	-	-	6,000	6,000
Financial Liabilities								
Hire purchase obligations	-	-	-	-	17	-	17	17
Term loans	-	-	-	-	1,437	-	1,437	1,437

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

39. FINANCIAL INSTRUMENTS (CONT'D)

39.5 FAIR VALUE INFORMATION (CONT'D)

(a) Fair Value of Financial Instruments Carried at Fair Value

The fair values above are determined using the following basis:-

(i) The fair value of quoted investments is determined at their quoted closing bid prices at the end of the reporting period.

(ii) The fair value of unquoted equity investments is determined based on market comparison technique using market multiples derived from quoted prices of companies comparable to the investee, adjusted for the effect of non-marketability of the unquoted shares.

There were no transfers between level 1 and level 2 during the financial year.

(b) Fair Value of Financial Instruments Not Carried at Fair Value

The fair values, which are for disclosure purposes, are determined using the following basis:-

(i) The fair value of hire purchase obligations is determined by discounting the relevant future contractual cash flows using current market interest rates for similar instruments at the end of the reporting period. The interest rate used to discount the estimated cash flows is as follows:-

	The Group 2019 %	The Company 2019 %
Hire purchase obligations	5.55	5.49

(ii) The fair value of term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.

40. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

The outbreak of COVID-19 in early 2020 has affected the business and economic environment of the Group. The governments and various private corporations have taken different measures to prevent the spread of the virus such as travel bans, quarantines, closures of non-essential services, social distancing and home quarantine requirements which impacted consumers' spending pattern and the Group's operations directly or indirectly. As a result, the COVID-19 pandemic impacted the Group's financial statements on the recoverability of the Group's trade and other receivables that are subject to the expected credit loss assessment.

41. INITIAL APPLICATION OF MFRS 16

The Group has adopted MFRS 16 using the modified retrospective approach under which the cumulative effect of initial application is recognised as an adjustment to the retained profits as at 1 August 2019 (date of initial application) without restating any comparative information.

The Group has applied MFRS 16 only to contracts that were previously identified as leases under MFRS 117 Leases and IC Interpretation 4 Determining Whether an Arrangement Contains a Lease. Therefore, MFRS 16 has been applied only to contracts entered into or changed on or after 1 August 2019.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

41. INITIAL APPLICATION OF MFRS 16 (CONT'D)

(a) Lessee Accounting

At 1 August 2019, for leases that were classified as operating leases under MFRS 117, the Group measured the lease liabilities at the present value of the remaining lease payments, discounted using the Group's weighted average incremental borrowing rate at that date, i.e. 5.00%. The right-of-use assets were measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease.

The Group has used the following practical expedients in applying MFRS 16 for the first time:-

- Applied a single discount rate to a portfolio of leases with reasonably similar characteristics;
- Applied for the exemption not to recognise operating leases with a remaining lease term of less than 12 months as at 1 August 2019;
- Excluded initial direct costs for the measurement of right-of-use assets at the date of initial application; and
- Used hindsight in determining the lease term where the lease contract contains options to extend or terminate the lease.

For leases that were classified as finance leases, the Group has recognised the carrying amount of the leased asset and the lease liability immediately before 1 August 2019 as the carrying amount of the right-of-use asset and the lease liability as at the date of initial application.

The following table explains the difference between the operating lease commitments determined under MFRS 117 and the lease liabilities recognised at 1 August 2019:-

	The Group RM'000	The Company RM'000
Operating lease commitments as at 31 July 2019 as disclosed in the previous financial year	-	-
Discounted using the incremental borrowing rate as at 1 August 2019	-	-
Add: Finance lease liabilities as at 31 July 2019	19,306	17
Add: Lease liabilities recognised upon initial application of lease definition under MFRS 16	1,130	1,100
Lease liabilities recognised as at 1 August 2019	20,436	1,117

(b) Lessor Accounting

The Group did not make any adjustments to the accounting for assets held as lessor under operating leases as a result of the adoption of MFRS 16.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 JULY 2020

41. INITIAL APPLICATION OF MFRS 16 (CONT'D)

(c) Financial Impacts

The main impacts resulting from the adoption of MFRS 16 at 1 August 2019 are summarised below:-

	1 August 2019		
The Group	As Previously Reported RM'000	MFRS 16 Adjustments RM'000	As Restated RM'000
Consolidated Statement of Financial Position (Extract)			
Property, plant and equipment (Note 6)	1,003,081	1,130	1,004,211
Borrowings (Note 23):-			
- other borrowings			
- non-current liabilities	229,202	897	230,099
- current liabilities	497,468	233	497,701

The Company			
Statement of Financial Position (Extract)			
Property, plant and equipment (Note 6)	153,280	1,100	154,380
Borrowings (Note 23):-			
- other borrowings			
- non-current liabilities	1,043	298	1,341
- current liabilities	226,411	802	227,213

LIST OF PROPERTIES
As at 31 July 2020

Location	Tenure	Land Area (Hectares)	Existing Use	Approximate Age of Building	Carrying Amount/ Fair Value as at 31.07.2020 RM'000	Date of Acquisition
Lot 1495, Block 16, Seduan Land District	Leasehold land expiring on 25.09.2057	24.054	Factories, office, welfare building	8 - 31 years	46,009	31.03.1989 - 30.12.1994
Lot 11726, Block 16, Kuching Central Land District	Leasehold land expiring on 31.12.2025	2.261	Vacant	-	25,360	05.06.2006
Industrial Land at Lot 400, Blk 38 Kemena Land, Bintulu	Leasehold land expiring on 15.09.2057	12.672	Factory, office, welfare building	24 years	19,666	01.10.2008
Lot 96, Block 16, Seduan Land District	Leasehold land expiring on 31.12.2031	2.315	Factory	4 years	15,744	31.10.2015
Lot 47, Block 135, Balingian Land District, Mukah	Leasehold land expiring on 11.02.2064	4,939	Oil palm plantation, office, store, welfare building	8 - 14 years	15,369	30.09.2004
Lot 57, Block 233, Kuching North Land District	Leasehold land expiring on 31.12.2038	5.536	Vacant	-	12,312	31.08.2013
Lot 854-866, Block 10, Sibu Town District	Leasehold land expiring on 06.09.2071	0.212	Office building	19 years	12,272	01.06.2001
Lot 1459, Block 16, Kuching Central Land District	Leasehold land expiring on 31.12.2027	0.977	Vacant	-	10,591	23.11.2012
Lot 69, Block 12, Buan Land District	Leasehold land expiring on 01.08.2051	12.013	Factory	7 years	10,264	24.06.2013
Lot 232, Block 11, Muara Tebas Land District	Leasehold land expiring on 31.12.2035	1.153	Vacant	-	9,975	30.01.2013

ANALYSIS OF SHAREHOLDINGS
As at 30 October 2020

Share Capital

Issued Share Capital	:	RM209,000,000
Class of Shares	:	Ordinary Shares
Voting Rights	:	One (1) vote per Ordinary Share

Distribution schedule of ordinary shares

No. of Holders	Holdings	Total Holdings	%
116	less than 100 shares	4,026	0.00 [1]
186	100 to 1,000 shares	124,984	0.07
2,304	1,001 to 10,000 shares	5,955,227	3.16
309	10,001 to 100,000 shares	8,974,425	4.76
48	100,001 to less than 5% of issued shares	49,011,792	26.03
4	5% and above of issued shares	124,238,746	65.98
2,967		188,309,200 [2]	100.00

1 Less than 0.01%

2 Excluding 20,690,800 ordinary shares bought back by the Company and retained as treasury shares based on Record of Depositors as at 30 October 2020

SUBSTANTIAL SHAREHOLDERS AS PER REGISTER OF SUBSTANTIAL SHAREHOLDERS
As at 30 October 2020

Name	No. of Ordinary Shares	
	Direct Interest	Indirect Interest
1. Tiong Toh Siong Holdings Sdn. Bhd.	61,950,021 (32.90%*)	3,507,012 [1] (1.86%*)
2. Amat Abadi Sdn. Bhd.	52,708,515 (27.99%*)	-
3. YBhg. Tan Sri Datuk Sir Diong Hiew King @ Tiong Hiew King	1,109,120 (0.59%*)	71,308,660 [2] (37.87%*)
4 Richard Sandah	-	52,708,515 [3] (27.99%*)
5. Sharifah Rokayah Binti Wan Othman	-	52,708,515 [3] (27.99%*)

1 Deemed interested by virtue of its substantial shareholdings in Tiong Toh Siong & Sons Sdn. Bhd.

2 Deemed interested by virtue of his substantial shareholdings in Tiong Toh Siong Holdings Sdn. Bhd., Tiong Toh Siong Enterprises Sdn. Bhd., Tiong Toh Siong & Sons Sdn. Bhd., Teck Sing Lik Enterprise Sdn. Bhd. and Pertumbuhan Abadi Asia Sdn. Bhd.

3 Deemed interested by virtue of substantial shareholdings in Amat Abadi Sdn. Bhd.

* Excluding 20,690,800 ordinary shares bought back by the Company and retained as treasury shares as at 30 October 2020

DIRECTORS' INTERESTS
As at 30 October 2020

Name	No. of Ordinary Shares Held in the Company			
	Direct Interest	%	Indirect Interest	%
1. Mr. Tiong Kiong King	454,443	0.24	-	-
2. YBhg. Dato' Tiong Ing	1,830,013	0.97	525,175 [1]	0.28
3. Madam Ngu Ying Ping	-	-	-	-
4. Mr. Tiong Ing Ming	-	-	-	-
5. Mr. Poh Kee Eng	-	-	-	-

The Directors by virtue of their interests in shares in the Company are also deemed to have interests in shares in all of its related corporations to the extent the Company has an interest, pursuant to Section 8 of the Companies Act 2016.

Notes :

1 Deemed interested by virtue of her substantial interests in Unique Wood Sdn. Bhd., ETI Blessed Holdings Sdn. Bhd. and the interests of her children in the Company

* Excluding 20,690,800 ordinary shares bought back by the Company and retained as treasury shares as at 30 October 2020

LIST OF THIRTY LARGEST SECURITIES ACCOUNTS HOLDERS
As at 30 October 2020

	Names	No. of ordinary shares	Percentage (%*)
1.	Amat Abadi Sdn Bhd	52,708,515	27.99
2.	RHB Nominees (Tempatan) Sdn Bhd Bank of China (Malaysia) Berhad Pledged Securities Account For Tiong Toh Siong Holdings Sdn Bhd	41,260,000	21.91
3.	Tiong Toh Siong Holdings Sdn Bhd	20,690,021	10.99
4.	Citigroup Nominees (Asing) Sdn Bhd Exempt An For Bank of Singapore Limited (Foreign)	9,580,210	5.09
5.	Pertumbuhan Tiasa Sdn Bhd	8,718,632	4.63
6.	CIMB Group Nominees (Asing) Sdn Bhd Exempt An For DBS Bank Ltd (SFS-PB)	5,070,810	2.69
7.	Teck Sing Lik Enterprise Sdn Bhd	4,679,977	2.49
8.	Globegate Alliance Sdn Bhd	3,673,950	1.95
9.	Pertumbuhan Abadi Enterprises Sdn Bhd	3,542,295	1.88
10.	Tiong Toh Siong & Sons Sdn Bhd	3,507,012	1.86
11.	Serrano Group Limited	2,639,490	1.40
12.	Neoh Choo Ee & Company Sdn Bhd	1,851,900	0.98
13.	UOBM Nominees (Asing) Sdn Bhd United Overseas Bank Nominees (Pte) Ltd For Novel Investment Group Limited	1,574,075	0.84
14.	UOBM Nominees (Asing) Sdn Bhd United Overseas Bank Nominees (Pte) Ltd For Max Fortune Resource Inc.	1,449,200	0.77
15.	Dato' Tiong Ing	1,211,233	0.64
16.	Tan Sri Datuk Sir Diong Hiew King @ Tiong Hiew King	1,109,120	0.59
17.	Tiong Toh Siong Enterprises Sdn Bhd	1,050,000	0.56
18.	Kenanga Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Datuk Tiong Thai King	987,120	0.52
19.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Wang Choon Seang	623,300	0.33
20.	Dato' Tiong Ing	584,235	0.31
21.	Dynaquest Sdn Bhd	460,000	0.24
22.	Lai Thiam Poh	404,000	0.21
23.	Citigroup Nominees (Tempatan) Sdn Bhd Exempt An for Bank of Singapore Limited (Local)	400,000	0.21
24.	Tiong Kiong King	394,443	0.21
25.	Malacca Equity Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Ho Kok Kiang	381,100	0.20
26.	Ngu Yii Chuo	351,563	0.19
27.	Tan Boon Leong	284,000	0.15
28.	Foo Yong Lin	267,700	0.14
29.	Public Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Law Cheng King Enterprise Sdn Bhd (E-JCL)	257,614	0.14
30.	Unique Wood Sdn Bhd	242,250	0.13
	Total	**169,953,765**	**90.24**

* Excluding 20,690,800 ordinary shares bought back by the Company and retained as treasury shares based on the Record of Depositors as at 30 October 2020.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Fifth Annual General Meeting of Subur Tiasa Holdings Berhad ("Subur" or "the Company") will be held at the Company's Auditorium Room, Ground Floor, No. 66-78, Pusat Suria Permata, Jalan Upper Lanang, C.D.T. 123, 96000 Sibu, Sarawak on Tuesday, 22 December 2020 at 11.30 a.m. for the following purposes:

AGENDA

As Ordinary Business

1. To receive the Audited Financial Statements for the financial year ended 31 July 2020 together with the Reports of the Directors and Auditors thereon. **[Please refer to Explanatory Note (a)]**

2. To approve the payment of directors' fees of RM280,000 for the financial year ended 31 July 2020. **Resolution 1**

3. To re-elect Mr. Tiong Ing Ming who retires in accordance with Article 123(1) of the Company's Constitution and being eligible, offers himself for re-election. **Resolution 2**

4. To re-elect Mdm. Ngu Ying Ping who retires in accordance with Article 123(2) of the Company's Constitution and being eligible, offers herself for re-election. **Resolution 3**

5. To re-appoint Messrs. Crowe Malaysia PLT as the Company's auditors until the conclusion of the next annual general meeting and to authorise the Directors to fix their remuneration. **Resolution 4**

As Special Business

6. To consider and, if thought fit, pass the following ordinary resolution:

   Continuation in office as Independent Director pursuant to Practice 4.2 of the Malaysian Code on Corporate Governance 2017 **Resolution 5**

   "THAT approval be and is hereby given to Mdm. Ngu Ying Ping who has served as an Independent Director of the Company for a consecutive term of more than nine (9) years, to continue in office as an Independent Director of the Company."

7. To consider and, if thought fit, pass the following ordinary resolution:

   Proposed renewal of authority for purchase of own shares by the Company **Resolution 6**

   "THAT, subject always to the Companies Act 2016 (as may be amended, modified or re-enacted from time to time) ("the Act"), rules, regulations and orders made pursuant to the Act, provisions of the Company's Constitution and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and any other relevant authorities, where applicable, the Company be hereby unconditionally and generally authorised to purchase and/or hold such an amount of ordinary shares ("Shares") in the Company ("Proposed Share Buy-Back") as may be determined by the Directors from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit, necessary and expedient in the interest of the Company provided that the total aggregate number of Shares purchased and/or held or to be purchased and/or held pursuant to this resolution shall not exceed ten percent (10%) of the total number of issued shares of the Company for the time being and an amount of funds not exceeding the Company's total retained profits at the time of purchase be allocated by the Company for the Proposed Share Buy-Back AND THAT such Shares purchased are to be retained as treasury shares and distributed as dividends and/or resold on the market of Bursa Securities, or subsequently may be cancelled;

   AND THAT the Directors be and are hereby authorised and empowered to do all acts and things and to take all such steps and to enter into and execute all commitments, transactions, deeds, agreements, arrangements, undertakings, indemnities, transfers, assignments and/ or guarantees as they may deem fit, necessary, expedient and/or appropriate in order to implement,

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

finalise and give full effect to the Proposed Share Buy-Back with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments, as may be required or imposed by any relevant authorities;

AND FURTHER THAT the authority hereby given will commence immediately upon the passing of this resolution and will continue to be in force until:

(a) the conclusion of the next annual general meeting of the Company, at which time it will lapse, unless by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;

(b) the expiration of the period within which the next annual general meeting after that date is required by law to be held; or

(c) revoked or varied by ordinary resolution passed by the shareholders in general meeting.

whichever occurs first, in accordance with the provisions of the guidelines issued by Bursa Securities or any other relevant authorities."

8. To consider and, if thought fit, pass the following ordinary resolution:

Proposed renewal of shareholder mandate for recurrent related party transactions of a revenue or trading nature ("Shareholder Mandate") **Resolution 7**

"THAT approval be hereby given to the Company and its subsidiaries ("STH Group") to enter into any of the category of related party transactions which are recurrent, of a revenue or trading nature and are necessary for day-to-day operations of STH Group as outlined in point 3(b) of the Circular to Shareholders dated 23 November 2020 ("Circular"), with the specific related parties mentioned therein subject further to the following:

(a) the transactions are in the ordinary course of business and are on normal commercial terms which are not more favourable to the related parties than those generally available to the public and not detrimental to the interest of the minority shareholders; and

(b) disclosure is made in the annual report a breakdown of the aggregate value of the transactions conducted pursuant to the Shareholder Mandate during the financial year where the aggregate value is equal to or more than the threshold prescribed under Paragraph 10.09(1) of the Main Market Listing Requirements, and amongst others, based on the following information:

- the type of the recurrent related party transactions made; and
- the names of the related parties involved in each type of the recurrent related party transactions made and their relationship with the Company.

AND THAT such approval will continue to be in force until:

(a) the conclusion of the next annual general meeting ("AGM") of the Company, at which time it will lapse, unless by ordinary resolution passed at the meeting, the authority is renewed;

(b) the expiration of the period within which the next AGM of the Company after that date is required to be held pursuant to Section 340(1) and 340(2) of the Companies Act 2016 ("Act") [but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Act]; or

(c) revoked or varied by resolution passed by the shareholders in general meeting,

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

whichever is the earlier.

AND THAT the Directors of the Company be hereby authorised to complete and do all such acts and things as they may consider expedient or necessary to give effect to the Shareholder Mandate."

9. To transact any other business which may properly be transacted at an annual general meeting, due notice of which shall have been previously given in accordance with the Companies Act 2016 and the Company's Constitution.

By Order of the Board of Directors
Ling Chieh Min (MIA 18531)
SSM Practicing Certificate No.: 202008002152
Voon Jan Moi (MAICSA 7021367)
SSM Practicing Certificate No.: 202008001906
Joint Company Secretaries

Dated : 23 November 2020
Sibu, Sarawak

Explanatory Notes

(a) This agenda item is meant for discussion only and therefore, it will not be put forward for voting.

(b) Ordinary resolution in relation to the re-election of Independent Director (proposed Resolutions 2 and 3)
The Nomination Committee and the Board of Directors have assessed the independence of Mr. Tiong Ing Ming and Mdm. Ngu Ying Ping and recommended them to be re-elected as Directors of the Company.

(c) Ordinary resolution in relation to continuation in office as Independent Director pursuant to Practice 4.2 of the Malaysian Code on Corporate Governance 2017 (proposed Resolution 5)
The proposed Resolution No. 5 is to seek shareholders' approval to retain Mdm. Ngu Ying Ping, whose tenure as Independent Director of the Company has exceeded tenure limit of nine (9) years. The Board of Directors ("Board") and the Nomination Committee have assessed her and thereby recommended that she continues in office as an Independent Director of the Company based on the following justifications:

i) her experience, networking, understanding of business and objectivity in approach enables her to provide the Board and Board Committees with pertinent expertise, skills and competence and her independent judgement will continue to add credence to the Company;
ii) she remains professionally independent and vocal, actively participated in deliberations and exercised independent judgement at Board and Board Committee meetings without being influenced by operational consideration; and
iii) she acts in the best interests of all shareholders and her continuation in office as Independent Director will provide a check and balance to operational management.

(d) Ordinary resolution on proposed renewal of authority for purchase of own shares by the Company (proposed Resolution 6)
The proposed Resolution No. 6, if passed, will renew the authority for the Company to purchase and/or hold up to ten per cent (10%) of the total number of issued shares of the Company through Bursa Malaysia Securities Berhad. This authority will expire at the conclusion of the next annual general meeting, unless revoked or varied by ordinary resolution passed by shareholders at general meeting.

Please refer to the Statement to Shareholders dated 23 November 2020 for further information.

(e) Ordinary resolution on Shareholder Mandate for recurrent related party transactions (proposed Resolution 7)
Paragraph 10.09 of Main Market Listing Requirements states that with regard to related party transactions which are recurrent, of a revenue or trading nature and which are necessary for day-to-day operations ("RRPT"), a public listed company may seek a shareholder mandate.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

The proposed resolution No. 7, if passed, will authorise the Company and each of its subsidiaries to enter into RRPT with the mandated related parties as identified in point 3(b) of the Circular to Shareholders dated 23 November 2020 ("Circular"), which are necessary for day-to-day operations of the STH Group, provided that such transactions are in the ordinary course of business and are on normal commercial terms which are not more favourable to the related parties than those generally available to the public and not detrimental to the interest of the minority shareholders.

By obtaining the Shareholder Mandate, the necessity to convene separate meetings from time to time to seek shareholders' approval as and when such RRPT occur would not arise. This would reduce substantial administrative time and costs associated with the convening of such meetings without compromising on the corporate objectives of the STH Group or adversely affecting the business opportunities available to the STH Group.

Please refer to the Circular for further information.

Notes:

1. A member entitled to attend, speak and vote at the meeting is entitled to appoint a proxy or proxies to attend, speak and vote in his stead. A proxy may but need not be a member of the Company and there shall be no restriction as to the qualification of the proxy. A proxy appointed to attend, speak and vote at a meeting of a Company shall have the same rights as the member to speak at the meeting.
2. A member entitled to attend, speak and vote at this Annual General Meeting shall not be entitled to appoint more than two (2) proxies to attend, speak and vote at the same meeting. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy.
3. If the appointor is a corporation, the Form of Proxy must be executed under its Common Seal or under the hand of an officer or attorney duly authorized.
4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.
5. The Form of Proxy must be deposited at the registered office of the Company at No. 66-78, Pusat Suria Permata, Jalan Upper Lanang, C.D.T. 123, 96000 Sibu, Sarawak not less than 48 hours before the time set for holding the meeting or any adjournment thereof.
6. A depositor whose name appears in the Record of Depositors as at 15 December 2020 shall be regarded as a member of the Company entitled to attend this Annual General Meeting or appoint a proxy to attend, speak and vote on his behalf.

Subur Tiasa Holdings Berhad

[Registration No.: 199501012590 (341792-W)]

(Incorporated in Malaysia)

CDS Account no.	
Number of shares held	

FORM OF PROXY

I/We .... (Name in full) ....

(IC/Passport/Company No.) of .... (Address)

being a member/members of the abovenamed Company, hereby appoint ....

(Name in full) ……….....................................…….. (IC/Passport No.) of …..…...............………………………………

….. (Address) or failing him,

.... (Name in full) ………....................……………. (IC/Passport No.)

of ……………………... (Address)
as my/our proxy to vote for me/us and on my/our behalf at the Twenty-Fifth Annual General Meeting of the Company to be held at the Company's Auditorium Room, Ground Floor, No. 66-78, Pusat Suria Permata, Jalan Upper Lanang, C.D.T. 123, 96000 Sibu, Sarawak on Tuesday, 22 December 2020 at 11.30 a.m. and any adjournment thereof.

Please indicate with an "X" in the appropriate box against each resolution how you wish your vote to be cast. If you do not indicate how you wish your proxy to vote on any resolution, the proxy shall vote as he thinks fit, or at his discretion, abstain from voting.

My/our proxy is to vote as indicated below:

No.	Resolutions	For	Against
1.	To approve the payment of directors' fees for the financial year ended 31 July 2020.		
2.	To re-elect Mr. Tiong Ing Ming as Director.		
3.	To re-elect Mdm. Ngu Ying Ping as Director.		
4.	To re-appoint Messrs. Crowe Malaysia PLT as auditors.		
5.	To retain Mdm. Ngu Ying Ping as an Independent Director.		
6.	Proposed renewal of authority for purchase of own shares by the Company.		
7.	Proposed renewal of shareholder mandate for recurrent related party transactions of a revenue or trading nature.		

The proportions of my/our holdings to be presented by my proxy/our proxies are as follows:

Proxy 1	%
Proxy 2	%
Total	100%

Dated this .... day of 2020

....
Signature of shareholder(s)/common seal

Notes :

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Affix Stamp
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The Secretary
Subur Tiasa Holdings Berhad
No 66-78, Pusat Suria Permata
Jalan Upper Lanang, C.D.T. 123
96000 Sibu, Sarawak
Malaysia

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常豐控股
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