

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 the 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 latest Malaysian Code on Corporate Governance (“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 December 2023.

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 the 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.

The Board has adopted 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 Report set out on pages 16 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 six (6) members, comprising three (3) Independent Directors, two (2) Non-Independent Non-Executive Directors 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 twelve (12) years. However, the Nomination Committee and the Board have assessed the independence of Mr. Tiong Ing Ming, who has served for more than nine (9) years in the Board and recommended that he continues in office as an Independent Director of the Company based on the following justifications:

- (a) His experience, networking, understanding of business and objectivity in approach enables him to provide the Board and Board Committees with pertinent expertise, skills and competence and his independent judgement will continue to add credence to the Company;
- (b) He 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
- (c) He acts in the best interests of all shareholders and his 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, YBhg. Datuk Tiong Thai 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 training programmes attended by the Directors during the financial year ended 31 December 2023 are as follows:

Director	Seminars / Conference / Trainings Attended
YBhg. Datuk Tiong Thai King	- Pathway for Beginners Series: Corporate Governance for Beginners
YBhg. Dato' Tiong Ing	- Audit of Internal Controls and Awareness of Fraud Risks
Mdm. Ngu Ying Ping	- Cashflow Matters In Your Business - Audit of Internal Controls and Awareness of Fraud Risks - Shares and Capital Maintenance - Accounting for Equity
Mr. Tiong Ing Ming	- Audit of Internal Controls and Awareness of Fraud Risks
Mr. Poh Kee Eng	- Audit of Internal Controls and Awareness of Fraud Risks
Mr. Teng King Huat	- Mandatory Accreditation Programme

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.

NOMINATION COMMITTEE

The members of the Nomination Committee for the financial year ended 31 December 2023 are as follows:

Chairperson	Mr. Poh Kee Eng	Senior Independent Director
Member	Mr. Tiong Ing Ming	Independent Director
Member	Mr. Teng King Huat	Independent Director

The Nomination Committee consists of three (3) members as at end of the financial year, all of whom are Independent Directors.

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

The activities carried out by the Nomination Committee during the financial year ended 31 December 2023 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 Constitution 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 in accordance with the Company's Directors' Fit and Proper Policy.

The Nomination Committee meets as and when required. One (1) meeting was held during the financial year ended 31 December 2023 and was attended by all the members.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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.

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 December 2023, five (5) Board meetings were held. The details of attendance of each of the Directors at the Board meetings were outlined as follows:

Directors	Total
YBhg. Datuk Tiong Thai King	5 out of 5
YBhg. Dato' Tiong Ing	5 out of 5
Mdm. Ngu Ying Ping	5 out of 5
Mr. Tiong Ing Ming	5 out of 5
Mr. Poh Kee Eng	5 out of 5
Mr. Teng King Huat (appointed on 1 May 2023)	3 out of 5

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 members of the Remuneration Committee are as follows:

Chairperson	Mdm. Ngu Ying Ping	Non-Independent Non-Executive Director
Member	Mr. Poh Kee Eng	Senior Independent Director
Member	Mr. Tiong Ing Ming	Independent Director
Member	Mr. Teng King Huat (Appointed on 1 March 2024)	Independent Director

The Remuneration Committee consists of three (3) members as at end of financial year, 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 December 2023.

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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 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 December 2023 distinguishing between Executive and Non-Executive Directors are set out as below:

	Fee		Salary		Bonus		Other Emoluments		Total	
	Company	Group	Company	Group	Company	Group	Company	Group	Company	Group
	(RM)	(RM)	(RM)	(RM)	(RM)	(RM)	(RM)	(RM)	(RM)	(RM)
Executive Director										
YBhg. Dato' Tiong Ing	60,500	102,500	2,400,000	2,400,000	1,200,000	1,200,000	1,550,600	1,550,600	5,211,100	5,253,100
Non-Executive Director										
YBhg. Datuk Tiong										
Thai King	66,000	66,000	-	-	-	-	-	-	66,000	66,000
Ngu Ying Ping	60,500	102,500	-	-	-	-	-	-	60,500	102,500
Tiong Ing Ming	60,500	60,500	-	-	-	-	-	-	60,500	60,500
Poh Kee Eng	60,500	60,500	-	-	-	-	-	-	60,500	60,500
Teng King Huat	40,333	40,333	-	-	-	-	-	-	40,333	40,333

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 of 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 December 2023 are set out below:

	Group FY 2023 RM	Company FY 2023 RM
Statutory audit fee:		
- Crowe Malaysia PLT (a)	409,000	100,000
- Messrs. Assurance PAC	27,212	-
Total	436,212	100,000
Non-audit fees:		
- Crowe Malaysia PLT	15,000	6,000
Total (b)	15,000	6,000
% of non-audit fees (b/a)	3.7%	6.0%

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 December 2023 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 at 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 at 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 5 April 2024.

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 December 2023 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 37 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	RRPT Amount for financial year ended 31 December 2023 RM'000
Contract fee income for logging / reforestation	Rejang Height Sdn Bhd	A	23,186
Sale of fresh fruit bunches	RH Balingian Palm Oil Mill Sdn Bhd	B	1,096
	Palmgroup Palm Oil Mill Sdn Bhd	B	16,675
		Total	17,771
Purchase of adhesive materials	Petanak Enterprises Sdn Bhd	A	9,003
Purchase of logs	Rejang Height Sdn Bhd	A	38,972
Purchase of spare parts and equipments	Rimbunan Hijau General Trading Sdn Bhd	A	44

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 Datuk Tiong Thai King is brother of Tan Sri Datuk Sir Diong Hiew King @ Tiong Hiew King, a major shareholder of the Company and uncle to Dato Tiong Ing, who is the Managing Director of the Company.

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 ended 31 December 2023 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;

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

- 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;
- 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, 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 ended 31 December 2023 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 December 2023 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 5 April 2024.

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 December 2023.

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 December 2023, five (5) meetings were held. The details of attendance of each of them are outlined as follows:

NAME	DESIGNATION	NO. OF MEETINGS HELD	ATTENDANCE OF MEETINGS
Mr. Poh Kee Eng	Chairman (Senior Independent Director)	5	5
Mr. Tiong Ing Ming	Member (Independent Director)	5	5
Mr. Teng King Huat (Appointed on 1 May 2023)	Member (Independent Director)	3	3

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 Financial Officer, internal auditors and company secretaries attended all the meetings held during the financial year ended 31 December 2023. 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 December 2023 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;

AUDIT COMMITTEE REPORT (CONT'D)

- 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.

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 December 2023 was RM887,289 (2022: RM785,084).

This report is made in accordance with resolution of the Board of Directors dated 5 April 2024.

STATEMENT ON DIRECTORS' RESPONSIBILITIES FOR PREPARING THE ANNUAL 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 5 April 2024.



FINANCIAL STATEMENTS

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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 December 2023.

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 6 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	(18,048)	(19,251)
Attributable to:-		
Owners of the Company	(15,714)	(19,251)
Non-controlling interests	(2,334)	-
	<u>(18,048)</u>	<u>(19,251)</u>

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

As at 31 December 2023, the Company held as treasury shares a total of 20,590,800 of its 209,000,000 issued and fully paid-up ordinary shares. The treasury shares are held at a carrying amount of RM54,928,637. The details on the treasury shares are disclosed in Note 20 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.

DIRECTORS' REPORT (CONT'D)

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 all known bad debts had been written off 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 further 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.

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' REPORT (CONT'D)

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:-

YBhg. Datuk Tiong Thai King
 YBhg. Dato' Tiong Ing
 Ngu Ying Ping
 Tiong Ing Ming
 Poh Kee Eng
 Teng King Huat (Appointed on 1.5.2023)

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:-

Samuel James Tai Huei
 Daniel James Tai Hann
 Deborah Elaine Tai Hwe-Lan
 Ng Kim Fui
 Spuan @ Sapuan Bin Ahmad
 Tiong Kiong King
 Tiong Mang Lee
 Datu Hashim Bin Bojet (Named in the Articles)
 Zainal Abidin Bin Abdullah (Named in the Articles)
 Bibi Umizah Binti Osman (Appointed on 12.4.2023)
 YBhg. Tan Sri Datuk Sir Diong Hiew King @ Tiong Hiew King (Resigned on 15.2.2023)
 Idris Bin Ibrahim (Resigned on 1.3.2023)
 Datu Monaliza Binti Zaidel (Resigned on 13.3.2024)

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 1.1.2023/ Date of Appointment	Bought	Sold	At 31.12.2023
<i>Direct Interests in the Company</i>				
YBhg. Datuk Tiong Thai King	987,120	-	-	987,120
YBhg. Dato' Tiong Ing	1,845,313	116,000	-	1,961,313
Teng King Huat	10,000	-	-	10,000
<i>Indirect Interests in the Company</i>				
YBhg. Dato' Tiong Ing #	535,175	24,500	-	559,675

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' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" of this report) 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 37(b) to the financial statements.

DIRECTORS' REPORT (CONT'D)

DIRECTORS' BENEFITS (CONT'D)

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 the directors' remuneration paid or payable to the directors of the Company during the financial year are as follows:-

	The Group RM'000	The Company RM'000
Fees	432	348
Salaries, bonuses and other benefits	4,850	4,850
Defined contribution benefits	294	294
Benefits-in-kind	7	7
	<u>5,583</u>	<u>5,499</u>

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 subsidiary name, place of incorporation, principal activities and percentage of issued share capital held by the Company in each subsidiary are disclosed in Note 6 to the financial statements.

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

AUDITORS

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

The auditors' remuneration of the Group and of the Company for the financial year was RM436,000 and RM100,000.

Signed in accordance with a resolution of the directors dated 5 April 2024.

YBhg. Datuk Tiong Thai King
Chairman

YBhg. Dato' Tiong Ing
Managing Director

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

We, YBhg. Datuk Tiong Thai 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 144 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 December 2023 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 5 April 2024.

YBhg. Datuk Tiong Thai King
Chairman

YBhg. Dato' Tiong Ing
Managing Director

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

I, Kelvin Chung Vui Yeng, MIA Membership Number: 47542, 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 144 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
Kelvin Chung Vui Yeng
at Sibul
in the State of Sarawak
on this 5 April 2024.

Kelvin Chung Vui Yeng
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 December 2023 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, comprising material accounting policy information and other explanatory information, as set out on pages 52 to 144.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2023, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

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.

Material Uncertainty Related to Going Concern

We draw attention to Note 4 in the financial statements, which indicates that the Group incurred a net loss of RM18.0 million (2022: net profit of RM44.7 million) for the financial year ended 31 December 2023 and, the Group's current liabilities exceeded its current assets by RM406.7 million (2022: RM378.8 million). This condition gives rise to concerns about whether the Group has sufficient cash flows to meet its obligations for the next 12 months from the end of the reporting period, and whether the use of going concern basis in the preparation of the financial statements is appropriate. This was in spite of the net operating cash inflows of RM82.9 million (2022: RM96.9 million) recorded by the Group for the financial year.

In assessing the appropriateness of the financial statements having been prepared on the going concern basis, management has considered the Group's cash flows forecast for the financial year ending 31 December 2024 taking into account the factors as enumerated in Note 4 to the financial statements as well as the availability of approved unutilised credit facilities granted to the Group.

Barring any unforeseen circumstances, management has a reasonable expectation that the Group will generate sufficient cash flows for the next 12 months to allow it fulfilling its obligations as and when they arise. Accordingly, the financial statements of the Group have been prepared on the going concern basis.

Our opinion is not modified in respect of this matter.

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

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.

In addition to the matter described in the Material Uncertainty Related to Going Concern section, we have determined the matters described below to be the key audit matters to be communicated in our report.

Impairment of Property, Plant and Equipment Refer to Note 7 in the financial statements	
Key Audit Matter	How our audit addressed the key audit matter
<p>The Group has property, plant and equipment with an aggregate carrying amount of RM1,076.4 million as at 31 December 2023. 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 RM2.3 million (2022: RM3.1 million) was recognised for the financial year.</p> <p>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.</p> <p>Management uses independent professional valuers to determine the fair values of property, plant and equipment of those subsidiaries that had been making losses for the past few years.</p> <p>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.</p>	<p>Our procedures included, amongst others:-</p> <ul style="list-style-type: none"> • 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 – Planted Forests Refer to Note 10 in the financial statements	
Key Audit Matter	How our audit addressed the key audit matter
<p>As at 31 December 2023, the Group's planted forest carried a fair value in an aggregate of RM75.2 million. The planted forest was measured at cost at initial recognition and subsequently at fair value less costs to sell at the end of each reporting period.</p> <p>The fair value of the planted forest was independently assessed by professional valuers during the financial year.</p> <p>Due to the degree of inherent judgemental involved in estimating the fair values of biological assets, we considered this to be an area of audit focus.</p>	<p>Our procedures included, amongst others:-</p> <ul style="list-style-type: none"> • evaluating the valuation methodologies and the appropriateness of assumptions used by professional valuer. • 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 15 in the financial statements	
Key Audit Matter	How our audit addressed the key audit matter
<p>The Group's inventories were stated at a carrying amount of RM63.1 million as at 31 December 2023. These inventories mainly consist of finished goods.</p> <p>Inventories are measured at the lower of cost and net realisable value. The cost of 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.</p> <p>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.</p>	<p>Our procedures included, amongst others:-</p> <ul style="list-style-type: none"> 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 6 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

Sibu, Sarawak

5 April 2024

Morris Hii Su Ong
01682/04/2025 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2023

	Note	The Group		The Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	6	-	-	620,129	594,769
Property, plant and equipment	7	1,076,393	1,068,434	53,347	61,148
Investment properties	8	160,434	158,033	1,400	1,400
Land held for property development	9	6,637	6,637	-	-
Biological assets	10	75,199	70,850	-	-
Intangible assets	11	18,922	19,397	-	-
Investment securities	12	17,784	17,267	17,784	17,267
Goodwill	13	2,720	2,720	-	-
Other receivables	17	1,929	3,317	-	-
Amount owing by subsidiaries	14	-	-	215,016	178,331
		<u>1,360,018</u>	<u>1,346,655</u>	<u>907,676</u>	<u>852,915</u>
CURRENT ASSETS					
Inventories	15	63,120	73,612	4,030	5,306
Biological assets	10	6,155	5,911	-	-
Trade receivables	16	38,981	45,392	9,917	12,268
Other receivables, deposits and prepayments	17	22,411	28,669	6,604	5,577
Current tax assets		2,925	2,575	197	21
Deposits with licensed banks	18	11,599	11,784	10,680	3,597
Cash and bank balances		4,260	8,365	2,098	2,318
		<u>149,451</u>	<u>176,308</u>	<u>33,526</u>	<u>29,087</u>
TOTAL ASSETS		<u>1,509,469</u>	<u>1,522,963</u>	<u>941,202</u>	<u>882,002</u>
EQUITY AND LIABILITIES					
EQUITY					
Share capital	19	268,680	268,680	268,680	268,680
Treasury shares	20	(54,929)	(55,014)	(54,929)	(55,014)
Reserves	21	435,358	450,593	359,240	378,012
Equity attributable to owners of the Company		<u>649,109</u>	<u>664,259</u>	<u>572,991</u>	<u>591,678</u>
Non-controlling interests	6	1,571	3,905	-	-
TOTAL EQUITY		<u>650,680</u>	<u>668,164</u>	<u>572,991</u>	<u>591,678</u>

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

STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2023 (CONT'D)

	Note	The Group		The Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
NON-CURRENT LIABILITIES					
Borrowings	22	222,019	224,215	12,872	8,044
Deferred tax liabilities	25	80,578	75,427	-	-
		<u>302,597</u>	<u>299,642</u>	<u>12,872</u>	<u>8,044</u>
CURRENT LIABILITIES					
Trade payables	26	100,345	98,363	13,323	25,386
Other payables, deposits and accruals	27	31,117	18,565	17,150	8,929
Amount owing to subsidiaries	14	-	-	153,144	71,761
Borrowings:-	22				
- bank overdrafts		-	2,001	-	-
- other borrowings		423,367	435,662	171,722	176,204
Current tax liabilities		1,363	566	-	-
		<u>556,192</u>	<u>555,157</u>	<u>355,339</u>	<u>282,280</u>
TOTAL LIABILITIES		<u>858,789</u>	<u>854,799</u>	<u>368,211</u>	<u>290,324</u>
TOTAL EQUITY AND LIABILITIES		<u>1,509,469</u>	<u>1,522,963</u>	<u>941,202</u>	<u>882,002</u>

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 DECEMBER 2023

	Note	The Group		The Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
REVENUE	28	464,839	585,027	183,353	230,104
COST OF SALES		(400,903)	(426,883)	(153,660)	(162,215)
GROSS PROFIT		63,936	158,144	29,693	67,889
OTHER INCOME		24,931	8,950	23,430	9,391
ADMINISTRATIVE EXPENSES		(35,651)	(24,582)	(41,741)	(29,912)
SELLING AND DISTRIBUTION EXPENSES		(29,031)	(49,351)	(4,336)	(6,607)
OTHER EXPENSES		(2,082)	(3,087)	(9,695)	(2,791)
FINANCE COSTS	29	(25,691)	(20,784)	(14,892)	(10,166)
NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS	30	(2,559)	(1,111)	(1,660)	(8,519)
(LOSS)/PROFIT BEFORE TAXATION	31	(6,147)	68,179	(19,201)	19,285
INCOME TAX EXPENSE	32	(11,901)	(23,476)	(50)	(346)
(LOSS)/PROFIT AFTER TAXATION		(18,048)	44,703	(19,251)	18,939
OTHER COMPREHENSIVE INCOME					
<u>Items that Will Not be Reclassified Subsequently to Profit or Loss</u>					
Fair value changes of equity investments		479	2,029	479	2,029
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		(17,569)	46,732	(18,772)	20,968
(LOSS)/PROFIT AFTER TAXATION ATTRIBUTABLE TO:-					
Owners of the Company		(15,714)	46,333	(19,251)	18,939
Non-controlling interests		(2,334)	(1,630)	-	-
		(18,048)	44,703	(19,251)	18,939
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:-					
Owners of the Company		(15,235)	48,362	(18,772)	20,968
Non-controlling interests		(2,334)	(1,630)	-	-
		(17,569)	46,732	(18,772)	20,968
(LOSS)/EARNINGS PER SHARE (SEN)	33				
Basic		(8.34)	24.61		
Diluted		(8.34)	24.61		

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

STATEMENTS OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	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
The Group							
Balance at 1.1.2022	268,680	(55,014)	(30,215)	432,446	615,897	5,535	621,432
Profit/(loss) after taxation for the financial year	-	-	-	46,333	46,333	(1,630)	44,703
Other comprehensive income for the financial year:- - fair value changes of equity investments	-	-	2,029	-	2,029	-	2,029
Total comprehensive income for the financial year	-	-	2,029	46,333	48,362	(1,630)	46,732
Balance at 31.12.2022	268,680	(55,014)	(28,186)	478,779	664,259	3,905	668,164

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

**STATEMENTS OF CHANGES IN EQUITY (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023**

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 31.12.2022/1.1.2023		268,680	(55,014)	(28,186)	478,779	664,259	3,905	668,164
Loss after taxation for the financial year		-	-	-	(15,714)	(15,714)	(2,334)	(18,048)
Other comprehensive income for the financial year:- - fair value changes of equity investments		-	-	479	-	479	-	479
Total comprehensive income for the financial year		-	-	479	(15,714)	(15,235)	(2,334)	(17,569)
Contributions by and distributions to owners of the Company:- - sale of treasury shares	20	-	85	-	-	85	-	85
Total transactions with owners		-	85	-	-	85	-	85
Balance at 31.12.2023		268,680	(54,929)	(27,707)	463,065	649,109	1,571	650,680

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

STATEMENTS OF CHANGES IN EQUITY (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	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
The Company						
Balance at 1.1.2022		268,680	(55,014)	(30,215)	387,259	570,710
Profit after taxation for the financial year		-	-	-	18,939	18,939
Other comprehensive income for the financial year:- - fair value changes of equity investments		-	-	2,029	-	2,029
Total comprehensive income for the financial year		-	-	2,029	18,939	20,968
Balance at 31.12.2022/1.1.2023		268,680	(55,014)	(28,186)	406,198	591,678
Loss after taxation for the financial year		-	-	-	(19,251)	(19,251)
Other comprehensive income for the financial year:- - fair value changes of equity investments		-	-	479	-	479
Total comprehensive income for the financial year		-	-	479	(19,251)	(18,772)
Contributions by and distributions to owners of the Company:- - sale of treasury shares	20	-	85	-	-	85
Total transactions with owners		-	85	-	-	85
Balance at 31.12.2023		268,680	(54,929)	(27,707)	386,947	572,991

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

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES				
(Loss)/profit before taxation	(6,147)	68,179	(19,201)	19,285
Adjustments for:-				
Allowance for slow-moving inventories	308	21	200	-
Amortisation of intangible assets	383	361	-	-
Bad debts written off	22	-	22	-
Changes in fair value of:-				
- biological assets	(244)	2,978	-	-
- investment properties	(2,401)	630	-	-
- investment securities	(20)	36	(20)	36
Depreciation of property, plant and equipment	55,730	54,379	5,637	7,748
Dividend income	(29)	(21)	(29)	(30,021)
Gain on derecognition of leases	(48)	(17)	(13)	(9)
Gain on disposal of property, plant and equipment	(5,874)	(2,783)	(3,166)	(701)
Impairment losses on:-				
- amount owing by subsidiaries	-	-	3,700	6,419
- investments in subsidiaries	-	-	19,013	21,767
- property, plant and equipment	2,315	3,087	-	-
- trade and other receivables	2,568	2,609	-	2,291
Impairment losses no longer required on:-				
- amount owing by subsidiaries	-	-	(2,040)	(167)
- investments in subsidiaries	-	-	(9,318)	(18,976)
- property, plant and equipment	(233)	-	-	-
- trade and other receivables	(9)	(1,498)	-	(24)
Interest expense	25,691	20,784	14,892	10,166
Interest income	(870)	(647)	(9,056)	(6,743)
Loss on disposal of subsidiaries	8	-	9,395	-
Payables written off	(9,367)	-	(9,367)	-
Property, plant and equipment written off	469	771	9	3
Reversal of allowance for slow-moving inventories	(514)	(1,120)	-	(88)
Reversal of inventories written down	(595)	-	-	-
Unrealised (gain)/loss on foreign exchange	(70)	222	(12)	11
Write-down of inventories	213	4,278	-	-
Operating profit before working capital changes / BALANCE CARRIED FORWARD	61,286	152,249	646	10,997

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

STATEMENTS OF CASH FLOWS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Note	The Group		The Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
BALANCE BROUGHT FORWARD		61,286	152,249	646	10,997
Decrease/(increase) in inventories		11,080	(6,856)	1,076	(1,951)
Decrease/(increase) in trade and other receivables		11,662	(13,673)	1,311	(4,385)
Increase/(decrease) in trade and other payables		23,795	(927)	(3,843)	13,627
Net decrease in amount owing by subsidiaries		-	-	52,405	3,455
CASH FROM OPERATIONS		107,823	130,793	51,595	21,743
Income tax paid		(6,613)	(18,939)	(226)	(448)
Income tax refunded		310	886	-	779
Interest paid		(19,445)	(16,469)	(14,387)	(9,547)
Interest received		870	647	9,056	6,743
NET CASH FROM OPERATING ACTIVITIES		82,945	96,918	46,038	19,270
CASH FLOWS (FOR)/FROM INVESTING ACTIVITIES					
Additional investments in subsidiaries		-	-	(44,450)	(68,500)
Costs incurred on biological assets		(1,583)	(1,463)	-	-
Disposal of subsidiaries, net of cash and cash equivalents disposed of	34	(19)	-	-	-
Dividend received		29	21	29	30,021
Proceeds from disposal of property, plant and equipment		10,583	12,583	9,553	50,979
Purchase of investment securities		(18)	(16)	(18)	(16)
Purchase of property, plant and equipment	35(a)	(50,831)	(77,724)	(5,133)	(2,779)
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(41,839)	(66,599)	(40,019)	9,705
BALANCE CARRIED FORWARD		41,106	30,319	6,019	28,975

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

STATEMENTS OF CASH FLOWS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Note	The Group		The Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
BALANCE BROUGHT FORWARD		41,106	30,319	6,019	28,975
CASH FLOWS (FOR)/FROM FINANCING ACTIVITIES					
Drawdown of term loans	35(b)	28,315	31,228	10,920	-
Net of drawdown/(repayment) of bankers' acceptance	35(b)	26,908	46,822	18,074	2,966
Net of drawdown/(repayment) of revolving credit	35(b)	(35,100)	(34,550)	(23,100)	(23,550)
Payment of interests on long-term borrowings	35(b)	(14,700)	(12,134)	(505)	(619)
Proceeds from disposal of treasury shares		85	-	85	-
Repayment of hire purchase liabilities	35(b)	(13,359)	(10,946)	(1,217)	(659)
Repayment of lease liabilities	35(b)	(1,019)	(982)	(84)	(574)
Repayment of term loans	35(b)	(34,526)	(37,463)	(3,333)	(3,223)
Increase in pledged deposits with licensed banks	18(b)	(25)	(18)	(9)	(6)
NET CASH (FOR)/FROM FINANCING ACTIVITIES		(43,421)	(18,043)	831	(25,665)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(2,315)	12,276	6,850	3,310
EFFECTS OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS		1	(1)	4	2
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		17,012	4,737	5,488	2,176
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	35(d)	14,698	17,012	12,342	5,488

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

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 Sibul, Sarawak.

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

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.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 5 April 2024.

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 6 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 and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, 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 and the Company have 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 17 Insurance Contracts

Amendments to MFRS 17 Insurance Contracts

Amendments to MFRS 17: Initial Application of MFRS 17 and MFRS 9 - Comparative Information

Amendments to MFRS 101: Disclosure of Accounting Policies

Amendments to MFRS 108: Definition of Accounting Estimates

Amendments to MFRS 112: Deferred Tax related to Assets and Liabilities arising from a Single Transaction

Amendments to MFRS 112: International Tax Reform - Pillar Two Model Rules

The Amendments to MFRS 101 ‘Disclosure of Accounting Policies’ did not result in any changes to the existing accounting policies of the Group and of the Company. The amendments require the disclosure of ‘material’ rather than ‘significant’ accounting policies and provide guidance on how entities apply the concept of materiality in making decisions about the material accounting policy disclosures. The Group and the Company have made updates to the accounting policies presented in Note 5 to the financial statements in line with the amendments.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

3. BASIS OF PREPARATION (CONT'D)

- 3.2 The Group and the Company have 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
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 16: Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to MFRS 101: Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to MFRS 101: Non-current Liabilities with Covenants	1 January 2024
Amendments to MFRS 107 and MFRS 7: Supplier Finance Arrangements	1 January 2024
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025

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 and of the Company upon their initial application.

4. GOING CONCERN

The Group incurred a net loss of RM18.0 million (2022: net profit of RM44.7 million) for the financial year ended 31 December 2023 and, as of that date, the Group’s current liabilities exceeded its current assets by RM406.7 million (2022: RM378.8 million).

To support the financial statements having been prepared on a going concern basis and to ensure the adequacy of funds required to meet its obligations, working capital and capital commitment needs, the Group has prepared a 12-month consolidated cash flows forecast for 2024 (“Cash Flows Forecast”). In preparing the Cash Flows Forecast, management has taken the following into consideration:-

(a) Rationalisation of Timber Logging and Manufacturing Operations

For the financial year ended 31 December 2023, the Group recorded a pre-tax loss of RM15.6 million (2022: RM1.2 million) for its timber logging and manufacturing operations as disclosed in Note 38.1 to the financial statements. The Group will continue to focus on enhancing efficiency and productivity, cost optimisation measures, and rationalising under-performing assets to boost bottom line.

(b) Focus on Operations in Oil Palm Plantations

The Group has been focusing on its operations in oil palm plantation segment. As at 31 December 2023, the Group owned a total planted area of 22,236 hectares (“ha”) of oil palm plantations. Of these planted areas, 73% of the plantations are between 8 and 17 years of age, which is when the trees are expected to be at their optimum yield. 23% of the Group’s planted area is between 3 and 7 years of age, which is expected to contribute positively to future profitability and cash flows. During the financial year ended 31 December 2023, the oil palm operations recorded a pre-tax profit of RM9.0 million (2022: RM76.9 million) as disclosed in Note 38.1 to the financial statements, and contributed to net operating cash inflows of RM68.8 million (2022: RM161.3 million).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

4. GOING CONCERN (CONT'D)

To support the financial statements having been prepared on a going concern basis and to ensure the adequacy of funds required to meet its obligations, working capital and capital commitment needs, the Group has prepared a 12-month consolidated cash flows forecast for 2024 ("Cash Flows Forecast"). In preparing the Cash Flows Forecast, management has taken the following into consideration (cont'd):-

(c) Support from Bankers

As at 31 December 2023, the Group's total borrowings amounted to RM645.4 million (2022: RM661.9 million), of which RM423.4 million (2022: RM437.7 million) were classified as current liabilities. Details of these borrowings are disclosed in Note 22 to the financial statements. Of these borrowings of the Group, RM299.7 million are subject to yearly review. The balance of the borrowings is those with fixed repayment terms. The Group believes that the cash flows from the oil palm plantation segment are sufficient to address borrowings with fixed repayment terms including those borrowings of the timber logging and manufacturing operations.

For the financial year ended 31 December 2023, the Group has generated net operating cash inflows of RM82.9 million (2022: RM96.9 million). The Group believes that they will continue to have the support of the bankers as they have not defaulted in any repayment obligations and the bankers have consistently renewed the credit facilities that were subjected to annual review without any material modifications. To meet any shortfall in working capital requirements as at the reporting date, the Group has available approved unutilised credit facilities of RM68.1 million.

The ability of the Group to fulfil its obligations is dependent on the Group generating sufficient cash flows from its oil palm plantation segment and the continued financial support from the bankers. The directors are confident that the Cash Flows Forecast is achievable with the continued support from the banks and will allow the Group to fulfil its obligations as and when they arise.

5. MATERIAL ACCOUNTING POLICY INFORMATION

5.1 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 and the Company anticipate 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 7 to the financial statements.

(b) Valuation of Investment Properties

Investment properties of the Group and the Company 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 8 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

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

The Group and the Company determine 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 7 to the financial statements.

(d) Fair Value Estimates for Biological Assets

Planted forest are stated at fair value less estimated cost to sell at the harvesting stage and is categorised within Level 3 of the fair value hierarchy. The planted forest was independently assessed by professional valuer. Key assumptions used are estimated selling prices, grade of harvest and harvestable volume. All changes in fair value are recognised in profit and loss in the period in which they arise. The carrying amount of biological assets as at the reporting date is disclosed in Note 10 to the financial statements.

(e) 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 12 to the financial statements.

(f) 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 15 to the financial statements.

(g) 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 16 to the financial statements.

(h) 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. It also requires the Group to assess whether there is a significant increase in credit risk of the non-trade financial assets at the reporting date. 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 and forward-looking information. The carrying amounts of other receivables and amount owing by subsidiaries as at the reporting date are disclosed in Notes 17 and 14 to the financial statements respectively.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(i) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognise 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.

(j) Discount Rates used in Leases

Where the interest rate implicit in the lease cannot be readily determined, the Group uses the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company 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 and the Company account 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

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).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets Through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without significant financing component which are measured at transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

Financial Assets Through Other Comprehensive Income

The Group has elected to designate certain equity instruments as financial assets through other comprehensive income at initial recognition.

The financial assets are initially measured at fair value plus transaction costs. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes taken up in other comprehensive income and accumulated in the fair value reserve, except for the recognition of impairment, interest income and foreign exchange difference of a debt instrument which are recognised directly in profit or loss. The fair value changes do not include interest and dividend income.

(b) Financial Liabilities

Financial Liabilities Through Profit or Loss

The financial liabilities are initially measured at fair value. Subsequent to the initial recognition, the financial liabilities are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest expense.

Financial Liabilities at Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

(c) Equity

Ordinary Shares

Ordinary shares are recorded on initial recognition at the proceeds received less directly attributable transaction costs incurred. The ordinary shares are not remeasured subsequently.

Treasury Shares

Treasury shares are recorded on initial recognition at the consideration paid less directly attributable transaction costs incurred. The treasury shares are not remeasured subsequently.

No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the treasury shares. If such shares are issued by resale, any difference between the sales consideration received and the carrying amount of the treasury shares is recognised in equity. Where treasury shares are cancelled, their carrying amounts are shown as a movement in retained profits.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.2 FINANCIAL INSTRUMENTS (CONT'D)

(d) Financial Guarantee Contracts

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to the initial recognition, the 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 Company, as the issuer, is required to reimburse the holder for the associated loss, the reimbursement is recognised as a liability and measured at the higher of the amount of loss allowance determined using the expected credit loss model and the amount of financial guarantee initially recognised less cumulative amortisation.

5.3 BASIS OF CONSOLIDATION

The Group applies the acquisition method of accounting for those business combinations which business combinations which were accounted for using merger method of accounting.

Under the merger method of accounting, the assets and liabilities of the merger entities are reflected in the consolidated financial statements at their carrying amounts reported in the individual financial statements. The consolidated statement of profit or loss and other comprehend the results of the merger entities for the full reporting period (irrespective of then the combination takes place) and comparatives are presented as if the entities had always been combined since the date for which the entities had come under common control.

The difference between the cost of the merger and the share capital of the merger entities is reflected within equity as merger reserve.

5.4 GOODWILL

Goodwill is measured at cost. Subsequent to the initial recognition, the goodwill is measured at cost less accumulated impairment losses, if any. A bargain purchase gain is recognised in profit or loss immediately.

5.5 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any.

5.6 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.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.6 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) Other Property, Plant and Equipment

All other items of property, plant and equipment are initially measured at cost.

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

Depreciation on other property, plant and equipment is calculated using the straight-line method to write off the depreciable amounts over their estimated useful lives. The principal annual depreciation rates are:-

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%

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.

5.7 INVESTMENT PROPERTIES

Investment properties are initially measured at cost. Subsequent to the initial recognition, the investment properties are measured at fair value with fair value changes recognised in profit or loss.

5.8 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Short-term Leases and Leases of Low-value Assets

The Group and the Company apply the “short-term lease” and “lease of low-value assets” recognition exemption. For these leases, the Group and the Company recognise the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

(b) Right-of-use Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term. The principal annual periods used are:-

Leasehold land	4 to 183 years
Buildings	2 to 30 years

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.8 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONT'D)

(c) Lease Liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

The lease liabilities are presented in the statements of financial position within borrowings.

5.9 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.

5.10 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.

5.11 INTANGIBLE ASSETS

Intangible assets are initially measured at cost.

(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 life of 10 years.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.11 INTANGIBLE ASSETS (CONT'D)

(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, at the date of acquisition.

(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.

5.12 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 cost method.
- (b) Finished goods and work-in-progress – cost of raw materials, direct labour, and a proportion of fixed production overheads based on the normal capacity of the production facilities, determined on an average cost method.

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

6. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2023	2022
	RM'000	RM'000
Unquoted shares, at cost	842,844	821,031
Less: Accumulated impairment losses	(222,715)	(226,262)
	620,129	594,769

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

6. 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		Principal Activities
		2023	2022	
<i>Subsidiaries of the Company</i>				
JPH Logging Sdn. Bhd.	Malaysia	100%	100%	Logging contractor and provision of handling 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%	Trading of plywood, veneer, agriculture fertilisers and spare parts
Subur Tiasa Particleboard Sdn. Bhd.	Malaysia	100%	100%	Manufacturing and trading of raw and laminated particleboard
Borneo Lumber Industries Sdn. Bhd.	Malaysia	100%	100%	Manufacturing and sale of sawn timber
Grace Million Sdn. Bhd.	Malaysia	100%	100%	Manufacturing and sale of sawn timber
R H Timber Processing Industries Sdn. Bhd. *	Malaysia	100%	100%	Sawmilling of timber
Trimogreen Sdn. Bhd. *	Malaysia	100%	100%	Manufacturing and trading of sawn timber and finger-joint moulding
Diamond Biowood Sdn. Bhd. *	Malaysia	100%	100%	Manufacturing and trading of charcoal
Excelle Timber Sdn. Bhd. *	Malaysia	100%	100%	Manufacturing and trading of charcoal
Homet Raya Sdn. Bhd. *	Malaysia	100%	100%	Supply of electricity, steam, trading of lighting products, office materials, drinking water, general hardware, fertilisers, chemicals and leasing of vehicles
Blessings Palm Sdn. Bhd.	Malaysia	100%	100%	Cultivation of oil palm and tree planting
Bountiful Palm Sdn. Bhd.	Malaysia	100%	100%	Cultivation of oil palm
Fruitful Palm Sdn. Bhd.	Malaysia	100%	100%	Cultivation of oil palm
Infrapalm Sdn. Bhd.	Malaysia	100%	100%	Cultivation of oil palm

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

6. 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		Principal Activities
		2023	2022	
<i>Subsidiaries of the Company (Cont'd)</i>				
Palmlyn Sdn. Bhd.	Malaysia	100%	100%	Cultivation of oil palm
Tiasa Mesra Sdn. Bhd.	Malaysia	100%	100%	Cultivation of oil palm
Tiasa Palm Sdn. Bhd.	Malaysia	100%	100%	Cultivation of oil palm
United Superland Sdn. Bhd.	Malaysia	100%	100%	Cultivation of oil palm
Hahn Fert Sdn. Bhd.	Malaysia	75%	75%	Trading of agricultural fertilisers
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
Momawater Sdn. Bhd.	Malaysia	100%	100%	Manufacturing and trading of drinking water, hygiene products, trading of merchandise and canteen goods
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
Subur Tiasa R&D Sdn. Bhd.	Malaysia	100%	100%	Biotech laboratory and research, consultancy and information technology services
DMG Commercial Sdn. Bhd. *	Malaysia	100%	100%	Repair and maintenance of motor vehicles and trading of industrial, commercial and agriculture vehicles
DMG Marketing Sdn. Bhd. *	Malaysia	100%	100%	Repair and maintenance of equipment and machinery
Krah Grande Borneo Sdn. Bhd.	Malaysia	100%	100%	Manufacturing and trading of pipes
Prestige Superland Sdn. Bhd.	Malaysia	100%	-	Logging contractor, timber merchant and cultivation of oil palm

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

6. 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		Principal Activities
		2023	2022	
<i>Subsidiaries of the Company (Cont'd)</i>				
Excel Logging Sdn. Bhd.	Malaysia	100%	100%	Under Members' Voluntary Liquidation
T. Q. Oriental Sdn. Bhd.	Malaysia	-	100%	Wound up
Sarawak Plywood (M) Sdn. Bhd.	Malaysia	-	100%	Wound up
Allied Transport Sdn. Bhd. * (formerly known as AA Plywood Sdn. Bhd.)	Malaysia	100%	100%	Dormant
Enerrich Sdn. Bhd. *	Malaysia	100%	100%	Dormant
Honeybrix Sdn. Bhd. *	Malaysia	100%	100%	Dormant
LX Photonics Sdn. Bhd. *	Malaysia	100%	100%	Dormant
Mamo Sdn. Bhd. *	Malaysia	100%	100%	Dormant
Momaworld Sdn. Bhd. *	Malaysia	100%	100%	Dormant
Pusaka Subur Bamboo Industries Sdn. Bhd.	Malaysia	60%	-	Dormant
Subur Global Pte. Ltd. ^	Singapore	100%	100%	Dormant
<i>Subsidiary of Momawater Sdn. Bhd.</i>				
MOMA Marketing Pte. Ltd. ^	Singapore	100%	100%	General wholesale trade
<i>Subsidiary of Victory Round Sdn. Bhd.</i>				
Victory Pelita Kabah Sdn. Bhd.	Malaysia	60%	60%	Cultivation of oil palm
<i>Subsidiaries of Subur Properties Sdn. Bhd.</i>				
Tiasa Heights Sdn. Bhd.	Malaysia	100%	100%	Property holding and development
Prestige Superland Sdn. Bhd.	Malaysia	-	100%	Logging contractor, timber merchant and cultivation of oil palm
<i>Subsidiary of Enerrich Sdn. Bhd.</i>				
Powerpuff Alliance Sdn. Bhd. *	Malaysia	100%	100%	Dormant

^ These subsidiaries were audited by other firms of chartered accountants

* The auditors' reports on the financial statements of the subsidiaries include "Material Uncertainty Related to Going Concern" regarding the ability of the subsidiaries to continue as a going concern in view of their capital deficiency position as at the end of the current reporting period. The financial statements were prepared on a going concern basis as the Company has undertaken to provide continued financial support to the subsidiaries.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

- (a) On 12 October 2023, the Company acquired 60% equity interests in Pusaka Subur Bamboo Industries Sdn. Bhd. for a cash consideration of RM6. The acquisition has no significant effect on the financial results of the Group for the current financial year and the financial position of the Group as at the end of the current reporting period.
- (b) During the current financial year, T.Q. Oriental Sdn. Bhd. and Sarawak Plywood (M) Sdn. Bhd., two wholly-owned subsidiaries of the Group had completed its members' voluntary winding up procedures. As a result, both companies ceased to be a subsidiary of the Group. The details of the disposal are disclosed in Note 34 to the financial statements.
- (c) During the financial year, the Company carried out a review of the recoverable amounts of its investments in certain subsidiaries that had been persistently making losses for the past few years. A total net impairment loss of RM9,695,000 (2022: RM2,791,000), 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.
- (d) The non-controlling interests at the end of the reporting period comprise the following:-

	Effective Equity Interest		The Group	
	2023 %	2022 %	2023 RM'000	2022 RM'000
Hahn Fert Sdn. Bhd.	25	25	667	829
Pusaka Subur Bamboo Industries Sdn. Bhd.	40	-	-	-
Victory Pelita Kabah Sdn. Bhd.	40	40	904	3,076
			<u>1,571</u>	<u>3,905</u>

- (e) The summarised financial information (before intra-group elimination) for each subsidiary that has non-controlling interests that are material to the Group is as follows:-

	Hahn Fert Sdn. Bhd.	
	2023 RM'000	2022 RM'000
<u>At 31 December</u>		
Non-current assets	11,711	-
Current assets	8,202	31,557
Non-current liabilities	-	-
Current liabilities	(17,244)	(28,241)
Net assets	<u>2,669</u>	<u>3,316</u>
<u>Financial Year Ended 31 December</u>		
Revenue	23,861	29,332
Loss for the financial year	(647)	(216)
Total comprehensive income	<u>(647)</u>	<u>(216)</u>
Total comprehensive income attributable to non-controlling interests	(162)	(54)
Dividends paid to non-controlling interests	-	-
Net cash flows from/(for) operating activities	3,372	(4,827)
Net cash flows from investing activities	-	-
Net cash flows (for)/from financing activities	<u>(3,395)</u>	<u>4,632</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

- (e) The summarised financial information (before intra-group elimination) for each subsidiary that has non-controlling interests that are material to the Group is as follows (cont'd):-

	Victory Pelita Kabah Sdn. Bhd.	
	2023	2022
	RM'000	RM'000
<u>At 31 December</u>		
Non-current assets	118,807	108,807
Current assets	2,054	1,669
Non-current liabilities	(21,627)	(24,861)
Current liabilities	(97,061)	(78,011)
Net assets	<u>2,173</u>	<u>7,604</u>
<u>Financial Year Ended 31 December</u>		
Revenue	12,105	11,948
Loss for the financial year	(5,431)	(3,940)
Total comprehensive income	<u>(5,431)</u>	<u>(3,940)</u>
Total comprehensive income attributable to non-controlling interests	(2,172)	(1,576)
Dividends paid to non-controlling interests	-	-
Net cash flows from operating activities	15,113	17,205
Net cash flows for investing activities	(9,399)	(13,674)
Net cash flows for financing activities	<u>(4,803)</u>	<u>(3,986)</u>

- (f) The summarised financial information of non-controlling interests for Pusaka Subur Bamboo Industries Sdn. Bhd. has not been presented as the non-controlling interests of the subsidiary is not individually material to the Group.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

7. PROPERTY, PLANT AND EQUIPMENT

	At 1.1.2023 RM'000	Additions (Note 35(a)) RM'000	Disposals RM'000	Write-offs RM'000	Reclassifi- cations RM'000	Depreciation Charge RM'000	Impairment Losses RM'000	Impairment Losses No Longer Required RM'000	Modification of lease liabilities RM'000	Derecognition due to lease modification RM'000	At 31.12.2023 RM'000
The Group											
2023											
<i>Carrying Amount</i>											
Owned assets											
Bearer plants	539,004	49,981	-	-	-	(22,637)	-	-	-	-	566,348
Buildings	99,496	50	(9)	(407)	5,508	(5,575)	(1,685)	217	-	-	97,595
Watercrafts, trucks and motor vehicles	169,660	726	(4,317)	(4)	2,733	(15,005)	-	-	-	-	153,793
Plant and machinery	53,432	255	(371)	(17)	22,760	(7,029)	(630)	16	-	-	68,416
Infrastructure facilities	75,174	1,361	-	(14)	582	(4,292)	-	-	-	-	72,811
Furniture, fittings and equipment	8,758	741	(12)	(23)	3,403	(2,000)	-	-	-	-	10,867
Capital work-in-progress	26,428	16,139	-	(4)	(34,986)	-	-	-	-	-	7,577
	971,952	69,253	(4,709)	(469)	-	(56,538)	(2,315)	233	-	-	977,407
Right-of-use assets											
Long leasehold land	35,400	7,492	-	-	-	(1,011)	-	-	-	(1,515)	40,366
Short leasehold land	60,306	-	-	-	-	(2,192)	-	-	-	(13)	58,101
Buildings	776	38	-	-	-	(290)	-	-	17	(22)	519
	96,482	7,530	-	-	-	(3,493)	-	-	17	(1,550)	98,986
	1,068,434	76,783	(4,709)	(469)	-	(60,031)	(2,315)	233	17	(1,550)	1,076,393

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

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

The Group	At	Additions (Note 35(a)) RM'000	Disposals RM'000	Write-offs RM'000	Reclassifi- cations RM'000	Depreciation Charge RM'000	Impairment Losses RM'000	Derecognition due to lease modification RM'000	At
	1.1.2022 RM'000								31.12.2022 RM'000
2022									
<i>Carrying Amount</i>									
Owned assets									
Bearer plants	508,472	52,449	-	(684)	-	(21,233)	-	-	539,004
Buildings	106,321	-	-	(9)	720	(5,697)	(1,839)	-	99,496
Watercrafts, trucks and motor vehicles	160,548	6,103	(9,794)	-	27,227	(14,424)	-	-	169,660
Plant and machinery	58,443	43	(5)	(2)	3,416	(7,215)	(1,248)	-	53,432
Infrastructure facilities	77,709	15	-	(1)	1,863	(4,412)	-	-	75,174
Furniture, fittings and equipment	8,025	1,494	(1)	(51)	1,162	(1,871)	-	-	8,758
Capital work-in-progress	8,592	52,248	-	(24)	(34,388)	-	-	-	26,428
	928,110	112,352	(9,800)	(771)	-	(54,852)	(3,087)	-	971,952
Right-of-use assets									
Long leasehold land	32,877	3,717	-	-	-	(870)	-	(324)	35,400
Short leasehold land	62,595	257	-	-	-	(2,321)	-	(225)	60,306
Buildings	276	717	-	-	-	(217)	-	-	776
	95,748	4,691	-	-	-	(3,408)	-	(549)	96,482
	1,023,858	117,043	(9,800)	(771)	-	(58,260)	(3,087)	(549)	1,068,434

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

7. 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
2023				
<u>Owned assets</u>				
Bearer plants	697,793	(131,445)	-	566,348
Buildings	238,744	(130,932)	(10,217)	97,595
Watercrafts, trucks and motor vehicles	254,823	(101,030)	-	153,793
Plant and machinery	355,915	(277,774)	(9,725)	68,416
Infrastructure facilities	194,475	(121,664)	-	72,811
Furniture, fittings and equipment	43,979	(33,112)	-	10,867
Capital work-in-progress	7,577	-	-	7,577
	<u>1,793,306</u>	<u>(795,957)</u>	<u>(19,942)</u>	<u>977,407</u>
<u>Right-of-use assets</u>				
Long leasehold land	47,129	(6,763)	-	40,366
Short leasehold land	88,486	(30,385)	-	58,101
Buildings	971	(452)	-	519
	<u>136,586</u>	<u>(37,600)</u>	<u>-</u>	<u>98,986</u>
	<u>1,929,892</u>	<u>(833,557)</u>	<u>(19,942)</u>	<u>1,076,393</u>
2022				
<u>Owned assets</u>				
Bearer plants	647,812	(108,808)	-	539,004
Buildings	234,070	(125,825)	(8,749)	99,496
Watercrafts, trucks and motor vehicles	275,863	(106,203)	-	169,660
Plant and machinery	346,423	(283,880)	(9,111)	53,432
Infrastructure facilities	192,873	(117,699)	-	75,174
Furniture, fittings and equipment	40,909	(32,151)	-	8,758
Capital work-in-progress	26,428	-	-	26,428
	<u>1,764,378</u>	<u>(774,566)</u>	<u>(17,860)</u>	<u>971,952</u>
<u>Right-of-use assets</u>				
Long leasehold land	41,244	(5,844)	-	35,400
Short leasehold land	88,990	(28,684)	-	60,306
Buildings	955	(179)	-	776
	<u>131,189</u>	<u>(34,707)</u>	<u>-</u>	<u>96,482</u>
	<u>1,895,567</u>	<u>(809,273)</u>	<u>(17,860)</u>	<u>1,068,434</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

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

The Company	At	Additions (Note 35(a)) RM'000	Disposals RM'000	Write-offs RM'000	Reclassifi- cations RM'000	Depreciation Charge RM'000	Modification of lease liabilities RM'000	Derecognition due to lease modification RM'000	At
	1.1.2023 RM'000								31.12.2023 RM'000
2023									
<i>Carrying Amount</i>									
<u>Owned assets</u>									
Buildings	12,038	-	-	(5)	71	(668)	-	-	11,436
Watercrafts, trucks and motor vehicles	33,916	4,563	(6,373)	-	4	(3,828)	-	-	28,282
Plant and machinery	91	-	-	-	169	(43)	-	-	217
Infrastructure facilities	3	-	-	-	-	(2)	-	-	1
Furniture, fittings and equipment	2,543	239	(14)	(4)	155	(651)	-	-	2,268
Capital work-in-progress	333	331	-	-	(399)	-	-	-	265
	48,924	5,133	(6,387)	(9)	-	(5,192)	-	-	42,469
<u>Right-of-use assets</u>									
Long leasehold land	1,600	-	-	-	-	(33)	-	-	1,567
Short leasehold land	9,541	-	-	-	-	(344)	-	(12)	9,185
Buildings	161	38	-	-	-	(68)	17	(22)	126
Watercrafts, trucks and motor vehicles	922	-	-	-	-	-	-	(922)	-
	12,224	38	-	-	-	(445)	17	(956)	10,878
	61,148	5,171	(6,387)	(9)	-	(5,637)	17	(956)	53,347

**NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023**

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

The Company	At 1.1.2022 RM'000	Additions (Note 35(a)) RM'000	Disposals RM'000	Write-offs RM'000	Reclassifi- cations RM'000	Depreciation Charge RM'000	Derecognition due to lease modification RM'000	At 31.12.2022 RM'000
2022								
<i>Carrying Amount</i>								
<u>Owned assets</u>								
Buildings	12,233	277	-	-	258	(730)	-	12,038
Watercrafts, trucks and motor vehicles	83,904	272	(50,260)	-	5,333	(5,333)	-	33,916
Plant and machinery	131	33	-	-	-	(73)	-	91
Infrastructure facilities	1	5	-	-	-	(3)	-	3
Furniture, fittings and equipment	2,256	787	(18)	(3)	194	(673)	-	2,543
Capital work-in-progress	452	5,666	-	-	(5,785)	-	-	333
	<u>98,977</u>	<u>7,040</u>	<u>(50,278)</u>	<u>(3)</u>	<u>-</u>	<u>(6,812)</u>	<u>-</u>	<u>48,924</u>
<u>Right-of-use assets</u>								
Long leasehold land	1,633	-	-	-	-	(33)	-	1,600
Short leasehold land	10,020	-	-	-	-	(429)	(50)	9,541
Buildings	119	110	-	-	-	(68)	-	161
Watercrafts, trucks and motor vehicles	399	1,211	-	-	-	(406)	(282)	922
	<u>12,171</u>	<u>1,321</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(936)</u>	<u>(332)</u>	<u>12,224</u>
	<u>111,148</u>	<u>8,361</u>	<u>(50,278)</u>	<u>(3)</u>	<u>-</u>	<u>(7,748)</u>	<u>(332)</u>	<u>61,148</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

7. 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
2023				
<u>Owned assets</u>				
Buildings	25,173	(11,802)	(1,935)	11,436
Watercrafts, trucks and motor vehicles	128,648	(100,366)	-	28,282
Plant and machinery	2,849	(2,632)	-	217
Infrastructure facilities	70,123	(70,122)	-	1
Furniture, fittings and equipment	21,606	(19,338)	-	2,268
Capital work-in-progress	265	-	-	265
	<u>248,664</u>	<u>(204,260)</u>	<u>(1,935)</u>	<u>42,469</u>
<u>Right-of-use assets</u>				
Long leasehold land	2,575	(1,008)	-	1,567
Short leasehold land	12,662	(3,477)	-	9,185
Buildings	254	(128)	-	126
	<u>15,491</u>	<u>(4,613)</u>	<u>-</u>	<u>10,878</u>
	<u>264,155</u>	<u>(208,873)</u>	<u>(1,935)</u>	<u>53,347</u>
2022				
<u>Owned assets</u>				
Buildings	25,110	(11,137)	(1,935)	12,038
Watercrafts, trucks and motor vehicles	136,507	(102,591)	-	33,916
Plant and machinery	2,760	(2,669)	-	91
Infrastructure facilities	70,126	(70,123)	-	3
Furniture, fittings and equipment	21,416	(18,873)	-	2,543
Capital work-in-progress	333	-	-	333
	<u>256,252</u>	<u>(205,393)</u>	<u>(1,935)</u>	<u>48,924</u>
<u>Right-of-use assets</u>				
Long leasehold land	2,575	(975)	-	1,600
Short leasehold land	12,948	(3,407)	-	9,541
Buildings	238	(77)	-	161
Watercrafts, trucks and motor vehicles	1,211	(289)	-	922
	<u>16,972</u>	<u>(4,748)</u>	<u>-</u>	<u>12,224</u>
	<u>273,224</u>	<u>(210,141)</u>	<u>(1,935)</u>	<u>61,148</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

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

- (a) The carrying amounts of property, plant and equipment pledged to licensed banks as security for banking facilities granted to the Group (Note 22) are as follows:-

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Long leasehold land	1,855	1,896	-	-
Short leasehold land	2,130	2,185	-	-
Bearer plants	434,908	427,299	-	-
Buildings	31,859	34,166	-	1,108
Watercrafts, trucks and motor vehicles	33,997	53,104	-	-
Plant and machinery	19,547	21,031	-	-
Infrastructure facilities	62,902	65,173	-	-
Furniture, fittings and equipment	2,961	3,269	-	-
Capital work-in-progress	3,819	2,101	-	-
	<u>593,978</u>	<u>610,224</u>	<u>-</u>	<u>1,108</u>

- (b) The carrying amount of property, plant and equipment acquired under hire purchase terms is as follows:-

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Watercrafts, trucks and motor vehicles	58,737	56,247	2,592	3,194
Plant and machinery	566	540	-	-
Furniture, fittings and equipment	753	-	-	-
	<u>60,056</u>	<u>56,787</u>	<u>2,592</u>	<u>3,194</u>

These assets have been pledged as security for the hire purchase liabilities of the Group as disclosed in Note 23 to the financial statements.

- (c) Certain buildings of the Group with a total carrying amount of RM1,344,000 (2022: RM1,495,000) 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 persistently making losses for the past few years. An impairment loss of RM2,315,000 (2022: RM3,087,000), 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 31 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 DECEMBER 2023

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

- (e) During the financial year, the Group has written off certain of its buildings and plant and machinery. Initial recognised impairment loss of RM233,000 (2022: Nil) has now been reversed. The reversal is recognised in profit or loss under the "Other Expenses" line item as disclosed in Note 31 to the financial statements.
- (f) 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	Total RM'000
2023				
Cost:-				
At 1.1.2023	447,947	199,419	446	647,812
Additions during the financial year	-	49,367	614	49,981
Reclassifications	27,069	(27,069)	-	-
At 31.12.2023	475,016	221,717	1,060	697,793
Accumulated depreciation:-				
At 1.1.2023	108,808	-	-	108,808
Depreciation for the financial year	22,637	-	-	22,637
At 31.12.2023	131,445	-	-	131,445
Carrying amount:-				
At 31.12.2023	343,571	221,717	1,060	566,348
2022				
Cost:-				
At 1.1.2022	393,802	202,092	153	596,047
Additions during the financial year	-	52,156	293	52,449
Write-off during the financial year	-	(684)	-	(684)
Reclassifications	54,145	(54,145)	-	-
At 31.12.2022	447,947	199,419	446	647,812
Accumulated depreciation:-				
At 1.1.2022	87,575	-	-	87,575
Depreciation for the financial year	21,233	-	-	21,233
At 31.12.2022	108,808	-	-	108,808
Carrying amount:-				
At 31.12.2022	339,139	199,419	446	539,004

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

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

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

	The Group	
	2023 RM'000	2022 RM'000
Amortisation of intangible assets	92	114
Depreciation of property, plant and equipment	3,470	3,069
Finance costs:-		
- bank overdrafts	21	25
- hire purchase liabilities	156	152
- lease liabilities	1,139	902
- revolving credit	2,960	2,977
- term loans	2,243	2,132
Lease expenses:-		
- leases of low-value assets	2	1
Management fee	3,147	4,643
Staff costs:-		
- short-term benefits	5,715	6,561
- defined contribution plans	678	623
	_____	_____

(h) Leases – the Group as a lessee

The Group leases certain pieces of leasehold land, buildings, and watercrafts, trucks and motor vehicles, and plant and machinery of which the leasing activities are summarised below:-

- (i) Leasehold land The Group has made upfront payments to secure the right-of-use of leasehold land with remaining lease periods at acquisition ranging from 4 to 183 years, which are used in the Group's business operations. Certain pieces of leasehold land have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in (a) above. There is no option to purchase the leasehold land at the expiry of the respective lease periods.
- The Group and the Company has also entered into 622 (2022: 373) and 1 (2022: 2), respectively, operating lease agreements for the use of land. The leases are for periods ranging from 7 to 65 (2022: 4 to 65) years with no purchase option included in the agreements. The leases do not allow the Group and the Company to assign, transfer or sublease or create any charge, lien or trust in respect of or dispose of the whole or any part of the land. A tenancy is, however, allowed with the consent of the lessor.
- (ii) Buildings The Group has leased buildings which are used as offices and staff quarters that run between 2 and 30 (2022: 2 and 30) 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 The Company has leased certain watercrafts, trucks and motor vehicles that runs for a period of Nil (2022: 36) months, with an option to renew the leases after that date. The Company is restricted from assigning and subleasing the leased assets without prior written consent of the lessor.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

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

(i) Leases – the Group as a lessor

The Group and the Company have leased buildings to their customers under operating leases with rentals payable monthly. The leases contain initial non-cancellable periods of 5 (2022: 2 to 5) years and their subsequent renewals are negotiated separately on a contract-by-contract basis.

The Group and the Company do not require a financial guarantee from the customers. Instead, the Group and the Company require 2 to 3 (2022: 1 to 3) months of advanced rental payments from the customers. 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		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Within 1 year	24	27	36	84
Between 1 and 5 years	22	103	58	68
	<u>46</u>	<u>130</u>	<u>94</u>	<u>152</u>

8. INVESTMENT PROPERTIES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
At 1 January	158,033	158,663	1,400	1,400
Gain/(loss) on changes in fair value (Note 31)	2,401	(630)	-	-
At 31 December	<u>160,434</u>	<u>158,033</u>	<u>1,400</u>	<u>1,400</u>

Included in the above are:-

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Freehold land, at fair value	19,900	19,900	-	-
Long leasehold land, at fair value	116,151	113,660	-	-
Short leasehold land, at fair value	7,291	7,291	-	-
Buildings, at fair value	17,092	17,182	1,400	1,400
	<u>160,434</u>	<u>158,033</u>	<u>1,400</u>	<u>1,400</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

8. INVESTMENT PROPERTIES (CONT'D)

- (a) The investment properties of the Group and of the Company have been leased to customers under operating leases with rentals payable monthly. The leases contain initial non-cancellable periods ranging from 1 to 10 (2022: 1 to 10) years, and an option that is exercisable by the customers to extend their leases for an average of 1 (2022: 1) year.

The Group and the Company do not require a financial guarantee from the customers. Instead, the Group and the Company require 2 to 3 (2022: 2 to 3) months of advanced rental payments from the customers. 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		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Within 1 year	214	165	70	67
Between 1 and 5 years	228	390	173	243
	<u>442</u>	<u>555</u>	<u>243</u>	<u>310</u>

- (b) The carrying amounts of investment properties pledged to licensed banks as security for banking facilities granted to the Group and the Company (Note 22) are as follows:-

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Freehold land, at fair value	16,200	-	-	-
Buildings	2,500	1,400	-	1,400
	<u>18,700</u>	<u>1,400</u>	<u>-</u>	<u>1,400</u>

- (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.

9. LAND HELD FOR PROPERTY DEVELOPMENT

	The Group	
	2023 RM'000	2022 RM'000
At 1 January/31 December	<u>6,637</u>	<u>6,637</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

10. BIOLOGICAL ASSETS

	The Group	
	2023 RM'000	2022 RM'000
<u>Non-current</u>		
At 1 January	70,850	66,944
Additions during the financial year	4,349	3,906
At 31 December	75,199	70,850
<u>Current</u>		
At 1 January	5,911	8,889
Changes in fair value less costs to sell	244	(2,978)
At 31 December	6,155	5,911
Total	81,354	76,761

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 – Planted Forest

As at the reporting date, the Group has 7,579 (2022: 6,868) hectares under afforestation which forms the basis of the valuation.

The fair value of the planted forest has been determined based on valuations carried out by independent valuers having an appropriate recognised professional qualification and recent experience in the biological assets being valued. The following assumptions were used in the said valuation:-

- (i) the net selling price, which is defined as the selling price less the costs of transport and harvesting ("cost to sell"). The net selling price is based on management estimates and is influenced by the maturity profile and the location of timber.
- (ii) area with average canopy coverage is estimated a harvestable yield of 70 cubic metres per hectare.
- (iii) the total harvestable area is estimated based on satellite imagery.

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 prices of trees by 10% would result in the carrying amount of biological assets (non-current) reducing by RM14,575,000 (2022: RM19,501,000).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

10. BIOLOGICAL ASSETS (CONT'D)

(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 costs 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.
- (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 prices of FFBs by 10% would result in the carrying amount of biological assets (current) reducing by RM616,000 (2022: RM591,000).

During the financial year, the Group harvested approximately 340,000 (2022: 345,000) tonnes of FFBs from the oil palm plantations.

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

	The Group	
	2023 RM'000	2022 RM'000
Depreciation of property, plant and equipment	831	812
Finance costs:-		
- revolving credit	1,935	1,631
	<u> </u>	<u> </u>

11. INTANGIBLE ASSETS

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cost:-				
At 1 January/31 December	142,681	142,681	102,622	102,622
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Accumulated amortisation:-				
At 1 January	123,284	122,809	102,622	102,622
Amortisation for the financial year	475	475	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
At 31 December	123,759	123,284	102,622	102,622
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Carrying amount:-				
At 31 December	18,922	19,397	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

11. INTANGIBLE ASSETS (CONT'D)

Included in the above are:-

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Commercial rights on LPF	18,873	19,342	-	-
Computer software	49	55	-	-
	<u>18,922</u>	<u>19,397</u>	<u>-</u>	<u>-</u>

- (a) Included in the amortisation charge of the Group for the financial year is an amount of RM92,000 (2022: RM114,000), which is capitalised under the property, plant and equipment.
- (b) The Group has 4 (2022: 4) timber licences. The timber licences are renewable for 1 and 30 (2022: 1) years.
- (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 8 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 22 to the financial statements.

12. INVESTMENT SECURITIES

	The Group/The Company	
	2023 RM'000	2022 RM'000
Quoted debt investments, at fair value	423	385
Quoted equity investments, at fair value	11,361	10,882
Unquoted equity investments, at fair value	6,000	6,000
	<u>17,784</u>	<u>17,267</u>

The Group has 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	
	2023 RM'000	2022 RM'000
Quoted shares of RH Petrogas Limited	11,147	10,676
Quoted shares of Media Chinese International Limited	34	42
Quoted shares of Petra Energy Berhad	180	164
Unquoted shares of Borneo Edible Oils Sdn. Bhd.	6,000	6,000
	<u>17,361</u>	<u>16,882</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

13. GOODWILL

	The Group	
	2023 RM'000	2022 RM'000
Cost:-		
At 1 January/31 December	2,720	2,720

No impairment testing has been done on goodwill which is considered immaterial to the Group.

14. AMOUNT OWING BY/(TO) SUBSIDIARIES

	The Company	
	2023 RM'000	2022 RM'000
Amount Owing by Subsidiaries		
<u>Non-current</u>		
Non-trade balances	231,808	193,463
Less: Allowance for impairment losses	(16,792)	(15,132)
	<u>215,016</u>	<u>178,331</u>
Allowance for impairment losses:-		
At 1 January	15,132	8,880
Additions during the financial year	3,700	6,419
Reversal during the financial year	(2,040)	(167)
At 31 December	<u>16,792</u>	<u>15,132</u>
Amount Owing to Subsidiaries		
<u>Current</u>		
Non-trade balances	<u>153,144</u>	<u>71,761</u>

(a) Included in the non-trade balances is an amount of RM153,242,000 (2022: RM154,047,000) receivable from subsidiaries, which earns interest at rates ranging from 5.03% to 5.38% (2022: 4.02% to 4.87%) 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 (2022: 180) days.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

15. INVENTORIES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
At cost:-				
Raw materials				
- logs	2,774	3,803	2,112	3,481
- waste timber	47	53	-	-
- others	4,437	2,753	-	-
Finished goods				
- bottled water	1,238	651	-	-
- charcoal	42	146	-	-
- particleboard	6,279	3,283	-	-
- plywood	467	517	-	-
- others	6,416	11,718	-	-
Work-in-progress	580	430	-	-
General stores	36,805	44,270	1,918	1,825
	<u>59,085</u>	<u>67,624</u>	<u>4,030</u>	<u>5,306</u>
At net realisable value:-				
Raw materials				
- waste timber	41	41	-	-
Finished goods				
- bottled water	813	767	-	-
- charcoal	834	584	-	-
- particleboard	165	1,062	-	-
- plywood	1,764	2,475	-	-
- sawn timber	8	12	-	-
Work-in-progress	410	1,047	-	-
	<u>4,035</u>	<u>5,988</u>	<u>-</u>	<u>-</u>
	<u>63,120</u>	<u>73,612</u>	<u>4,030</u>	<u>5,306</u>

16. TRADE RECEIVABLES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Trade receivables:-				
- third parties	32,812	30,200	9,935	12,286
- related parties	12,945	21,711	-	-
	<u>45,757</u>	<u>51,911</u>	<u>9,935</u>	<u>12,286</u>
Less: Allowance for impairment losses	(6,776)	(6,519)	(18)	(18)
	<u>38,981</u>	<u>45,392</u>	<u>9,917</u>	<u>12,268</u>
Allowance for impairment losses:-				
At 1 January	6,519	7,459	18	18
Disposals of subsidiaries	(1,460)	-	-	-
Additions during the financial year	1,717	211	-	-
Reversal during the financial year	-	(1,151)	-	-
At 31 December	<u>6,776</u>	<u>6,519</u>	<u>18</u>	<u>18</u>

The Group's normal trade credit terms range from 30 to 180 (2022: 30 to 180) days.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

17. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<u>Non-current</u>				
Other receivables:-				
- lease receivables	1,929	3,317	-	-
<u>Current</u>				
Other receivables:-				
- third parties	12,554	10,722	4,122	3,418
- related parties	4,031	3,981	3,840	3,826
- lease receivables	971	971	-	-
- goods and services tax recoverable	1	164	-	164
	17,557	15,838	7,962	7,408
Less: Allowance for impairment losses	(5,210)	(4,388)	(3,240)	(3,240)
	12,347	11,450	4,722	4,168
Deposits	1,471	7,567	788	461
Prepayments	8,593	9,652	1,094	948
	22,411	28,669	6,604	5,577
Total	24,340	31,986	6,604	5,577
Allowance for impairment losses:-				
At 1 January	4,388	2,337	3,240	973
Disposals of subsidiaries	(20)	-	-	-
Additions during the financial year	851	2,398	-	2,291
Reversal during the financial year	(9)	(347)	-	(24)
At 31 December	5,210	4,388	3,240	3,240

- (a) The amount owing by related parties is unsecured, interest-free and repayable on demand. The amount owing is to be settled in cash.
- (b) The Group has entered into lease arrangements as a lessor that are considered to be finance leases. The Group leases plant and machinery to third parties and as they transfer substantially all the risks and rewards of ownership of the assets, the leases are classified as finance leases.

18. 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 2.55% (2022: 1.25% to 2.50%) per annum and 1.25% to 2.35% (2022: 1.25% to 2.05%) per annum respectively. The deposits have maturity periods ranging from 1 to 365 (2022: 1 to 365) days and 1 to 365 (2022: 1 to 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 RM1,161,000 (2022: RM1,136,000) and RM436,000 (2022: RM427,000) respectively, which have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 22 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

19. SHARE CAPITAL

	The Group/The Company		2022 RM'000
	2023 No. of Shares ('000)	2022 RM'000	
Issued and Fully Paid-Up			
<i>Ordinary shares</i>			
At 31 December	209,000	209,000	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.

20. TREASURY SHARES

During the financial year, the Company resold 100,000 of its issued ordinary shares held as treasury shares in the open market at an average price of RM0.86 per ordinary share. None of the treasury shares were resold in the previous financial year.

Of the total 209,000,000 issued and fully paid-up ordinary shares at the end of the reporting period, 20,590,800 (2022: 20,690,800) ordinary shares are held as treasury shares by the Company.

Treasury shares have no rights to voting, dividends and participation in any other distribution. Treasury shares shall not be taken into account in calculating the number or percentage of shares or of a class of shares in the Company for any purposes including substantial shareholding, take-overs, notices, the requisition of meeting, the quorum for a meeting and the result of a vote on a resolution at a meeting.

21. RESERVES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Non-distributable:-				
- fair value reserve	(27,707)	(28,186)	(27,707)	(28,186)
Distributable:-				
- retained profits	463,065	478,779	386,947	406,198
	<u>435,358</u>	<u>450,593</u>	<u>359,240</u>	<u>378,012</u>

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.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

22. BORROWINGS

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Long-term borrowings:-				
- hire purchase liabilities (Note 23)	21,927	26,470	2,490	3,698
- lease liabilities (Note 24)	33,667	28,830	99	457
- term loans, secured	156,142	165,026	-	-
- term loans, unsecured	10,283	3,889	10,283	3,889
	<u>222,019</u>	<u>224,215</u>	<u>12,872</u>	<u>8,044</u>
Short-term borrowings:-				
- bank overdrafts, secured	-	2,001	-	-
- bankers' acceptance, secured	5,000	5,000	-	-
- bankers' acceptance, unsecured	114,325	87,417	21,040	2,966
- hire purchase liabilities (Note 23)	11,789	12,264	1,032	1,041
- lease liabilities (Note 24)	1,039	946	74	714
- revolving credit, secured	88,500	88,500	-	-
- revolving credit, unsecured	171,875	206,975	145,050	168,150
- term loans, secured	26,313	31,227	-	-
- term loans, unsecured	4,526	3,333	4,526	3,333
	<u>423,367</u>	<u>437,663</u>	<u>171,722</u>	<u>176,204</u>
Total borrowings	<u>645,386</u>	<u>661,878</u>	<u>184,594</u>	<u>184,248</u>

The term loans are repayable as follows:-

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<u>Current</u>				
- not later than 1 year	30,839	34,560	4,526	3,333
<u>Non-current</u>				
- later than 1 year and not later than 2 years	30,749	29,751	1,854	3,333
- later than 2 years and not later than 5 years	93,379	90,082	4,625	556
- later than 5 years	42,297	49,082	3,804	-
	<u>166,425</u>	<u>168,915</u>	<u>10,283</u>	<u>3,889</u>
	<u>197,264</u>	<u>203,475</u>	<u>14,809</u>	<u>7,222</u>

The bank borrowings of the Group are secured by:-

- fixed charges over the Company's and certain subsidiaries' landed properties as disclosed in Note 7(a) and Note 8(b) to the financial statements;
- debentures over certain subsidiaries' fixed and floating assets, both present and in the future;
- deposits with licensed banks of the Company and certain subsidiaries as disclosed in Note 18(b) to the financial statements; and
- a corporate guarantee provided by the Company.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

22. BORROWINGS (CONT'D)

The bank overdrafts of the Group at the end of the reporting period bore effective interest at rate of Nil (2022: 4.02%) per annum.

The bankers' acceptance of the Group and of the Company at the end of the reporting period bore effective interest at rate of 4.62% (2022: 3.99%) and 4.16% (2022: 4.18%) per annum respectively.

The revolving credit of the Group and of the Company at the end of the reporting period bore effective interest at rate of 5.34% (2022: 4.78%) and 5.25% (2022: 4.73%) 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 5.80% (2022: 4.84%) and 7.83% (2022: 5.27%) per annum respectively.

23. HIRE PURCHASE LIABILITIES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Minimum hire purchase payments:-				
- not later than 1 year	13,515	14,323	1,158	1,225
- later than 1 year and not later than 2 years	10,142	11,096	1,158	1,225
- later than 2 years and not later than 5 years	13,449	17,862	1,457	2,738
	<u>37,106</u>	<u>43,281</u>	<u>3,773</u>	<u>5,188</u>
Less: future finance charges	(3,390)	(4,547)	(251)	(449)
Present value of hire purchase liabilities	<u>33,716</u>	<u>38,734</u>	<u>3,522</u>	<u>4,739</u>
Analysed by:-				
<u>Current</u>				
- not later than 1 year	11,789	12,264	1,032	1,041
<u>Non-current</u>				
- later than 1 year and not later than 2 years	9,028	9,757	1,031	1,091
- later than 2 years and not later than 5 years	12,899	16,713	1,459	2,607
	<u>21,927</u>	<u>26,470</u>	<u>2,490</u>	<u>3,698</u>
	<u>33,716</u>	<u>38,734</u>	<u>3,522</u>	<u>4,739</u>

- (a) The hire purchase liabilities of the Group and of the Company are secured by the watercrafts, trucks and motor vehicles, plant and machinery and furniture, fittings and equipment under hire purchase as disclosed in Note 7(b) to the financial statements.
- (b) The hire purchase liabilities of the Group and of the Company at the end of the reporting period bore effective interest at rates ranging from 4.04% to 8.90% (2022: 4.04% to 7.07%) and 4.04% to 6.00% (2022: 4.04% to 6.01%) per annum respectively. The interest rates are fixed at the inception of the hire purchase agreements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

24. LEASE LIABILITIES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
At 1 January	29,776	26,633	1,171	765
Additions (Note 35(b))	7,530	4,691	38	1,321
Interest expense recognised in profit or loss (Note 29)	391	405	9	44
Interest expense capitalised under property, plant and equipment, and biological assets (Note 29)	1,139	902	-	-
Changes due to lease modification (Notes 7 and 35(b))	17	-	17	-
Derecognition due to lease modification (Note 35(b))	(1,598)	(566)	(969)	(341)
Repayment of principal (Note 35(b))	(1,019)	(982)	(84)	(574)
Repayment of interest expense (Note 35(b))	(1,530)	(1,307)	(9)	(44)
At 31 December	<u>34,706</u>	<u>29,776</u>	<u>173</u>	<u>1,171</u>
Analysed by:-				
Current liabilities	1,039	946	74	714
Non-current liabilities	33,667	28,830	99	457
	<u>34,706</u>	<u>29,776</u>	<u>173</u>	<u>1,171</u>

25. DEFERRED TAX LIABILITIES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
At 1 January	75,427	64,909	-	-
Recognised in profit or loss (Note 32)	5,151	10,518	-	-
At 31 December	<u>80,578</u>	<u>75,427</u>	<u>-</u>	<u>-</u>

The deferred tax is attributable to the followings:-

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Property, plant and equipment, and intangible assets	170,637	158,358	5,365	5,550
Investment properties	5,061	4,821	(3)	(3)
Biological assets	1,477	1,417	-	-
Inventories	(1,140)	(1,176)	(279)	(231)
Receivables	(97)	(718)	(4,938)	(5,165)
Accrued liabilities	(293)	(299)	(148)	(148)
Foreign exchange	24	(55)	3	(3)
Unutilised investment tax allowance	(1,474)	(1,200)	-	-
Unused tax losses	(56,066)	(43,766)	-	-
Unabsorbed agriculture/capital allowance	(37,551)	(41,955)	-	-
	<u>80,578</u>	<u>75,427</u>	<u>-</u>	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

25. DEFERRED TAX LIABILITIES (CONT'D)

At the end of the reporting period, the amounts of deferred tax assets not recognised (stated at gross) due to uncertainty of their realisation are as follows:-

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Deductible temporary differences	1,780	3,100	467	2,012
Unutilised investment tax allowance	14,593	14,988	-	-
Unused tax losses	34,616	36,218	-	-
Unabsorbed agriculture/capital allowance	34,969	32,853	15,239	16,547
	<u>85,958</u>	<u>87,159</u>	<u>15,706</u>	<u>18,559</u>

Based on the current legislation, the unabsorbed reinvestment allowances are allowed to be utilised for 7 consecutive years of assessment, the unused tax losses up to the year of assessment 2018 can be carried forward until the year of assessment 2028 and the unused tax losses for 2019 onwards are allowed to be utilised for 10 consecutive years of assessment immediately following that year of assessment; whereas, the unabsorbed capital allowances and unabsorbed investment tax allowances are allowed to be carried forward indefinitely.

At the end of the reporting period, the Company has unabsorbed capital allowance of approximately RM63,497,000 (2022: RM68,947,000), which is available for offset against future taxable profits of the Company.

26. TRADE PAYABLES

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Trade payables:-				
- third parties	67,913	57,581	1,883	2,795
- related parties	30,058	32,775	9,709	18,952
	<u>97,971</u>	<u>90,356</u>	<u>11,592</u>	<u>21,747</u>
Accruals	2,374	8,007	1,731	3,639
	<u>100,345</u>	<u>98,363</u>	<u>13,323</u>	<u>25,386</u>

The normal trade credit terms granted to the Group range from 30 to 180 (2022: 30 to 180) days.

27. OTHER PAYABLES, DEPOSITS AND ACCRUALS

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Other payables:-				
- third parties	15,295	10,009	5,707	2,756
- related parties	5,337	2,021	5,265	2,016
	<u>20,632</u>	<u>12,030</u>	<u>10,972</u>	<u>4,772</u>
Deposits	2,475	476	65	71
Accruals	8,010	6,059	6,113	4,086
	<u>31,117</u>	<u>18,565</u>	<u>17,150</u>	<u>8,929</u>

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

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

28. REVENUE

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Revenue from Contracts with Customers				
<u>Recognised at a point in time</u>				
Sale of - bottled water	15,796	11,389	-	-
- charcoal	4,411	2,211	-	-
- fertilisers	1,569	1,385	-	-
- fresh fruit bunches	234,657	329,633	-	-
- logs	141,760	158,691	141,800	158,702
- plywood	545	7,016	-	-
- raw and laminated particleboard	33,341	35,820	-	-
- sawn timber, finger-joint moulding and by-products	-	10	-	-
Others	6,100	2,885	-	-
	<u>438,179</u>	<u>549,040</u>	<u>141,800</u>	<u>158,702</u>
<u>Recognised over time</u>				
Contract fee from timber extraction	26,413	35,767	16,917	15,682
Insurance commission	94	97	-	-
	<u>26,507</u>	<u>35,864</u>	<u>16,917</u>	<u>15,682</u>
	<u>464,686</u>	<u>584,904</u>	<u>158,717</u>	<u>174,384</u>
Revenue from Other Sources				
Dividend income	-	-	-	30,000
Management fee income	-	-	24,636	25,720
Rental income from investment properties	153	123	-	-
	<u>153</u>	<u>123</u>	<u>24,636</u>	<u>55,720</u>
	<u>464,839</u>	<u>585,027</u>	<u>183,353</u>	<u>230,104</u>

- (a) The information of the revenue based on geographical region is disclosed in Note 38.2 to the financial statements.
- (b) There is no significant financing component in the revenue as the revenue is made on the normal credit terms not exceeding twelve (12) months.
- (c) Revenue from sales of timber, agricultural products and bottled water is recognised (net of discount and taxes collected on behalf) at the point when the control of goods has been transferred to the customer. Based on the terms of the contract with the customer, control transfers upon delivery of the goods to a location specified by the customer and the acceptance of the goods by the customer. There is no material right of return and warranty provided to the customers.
- (d) Contract fee from timber extraction is recognised over time in the period when services are rendered. As a practical expedient, the Group recognises revenue on a straight-line method over the period of service. There is no material right of return and warranty provided to the customers.
- (e) Insurance commission is recognised over time in the period when services are rendered. Customers are invoiced on a monthly basis and consideration is payable when invoiced.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

28. REVENUE (CONT'D)

- (f) Dividend income is recognised when the right to receive dividend payment is established.
- (g) Management fees are recognised in the period in which the services are rendered.
- (h) Rental income from investment properties is recognised on a straight-line basis over the lease term.

29. FINANCE COSTS

	The Group		The Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Interest expense on:-				
- bank overdrafts	89	189	17	31
- bankers' acceptance	4,993	2,812	621	118
- hire purchase liabilities	2,190	2,002	172	146
- lease liabilities	1,530	1,307	9	44
- revolving credit	14,363	13,468	7,940	7,625
- term loans	10,980	8,825	324	429
- interest charged by subsidiaries	-	-	5,809	1,773
	<u>34,145</u>	<u>28,603</u>	<u>14,892</u>	<u>10,166</u>
Less:-				
- amount capitalised under property, plant and equipment (Note 7(g))	(6,519)	(6,188)	-	-
- amount capitalised under biological assets (Note 10(c))	(1,935)	(1,631)	-	-
	<u>25,691</u>	<u>20,784</u>	<u>14,892</u>	<u>10,166</u>

30. NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS

	The Group		The Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Impairment losses:-				
- amount owing by subsidiaries (Note 14)	-	-	3,700	6,419
- trade receivables (Note 16)	1,717	211	-	-
- other receivables (Note 17)	851	2,398	-	2,291
Reversal of impairment losses:-				
- amount owing by subsidiaries (Note 14)	-	-	(2,040)	(167)
- trade receivables (Note 16)	-	(1,151)	-	-
- other receivables (Note 17)	(9)	(347)	-	(24)
	<u>2,559</u>	<u>1,111</u>	<u>1,660</u>	<u>8,519</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

31. (LOSS)/PROFIT BEFORE TAXATION

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
(Loss)/profit before taxation is arrived at after charging/(crediting):-				
Allowance for slow-moving inventories	308	21	200	-
Amortisation of intangible assets	383	361	-	-
Auditors' remuneration:-				
- audit fee:-				
- current financial year	436	426	100	99
- overprovision in the previous financial year	(9)	(19)	(1)	-
- non-audit fee	6	5	6	5
Bad debts written off	22	-	22	-
Changes in fair value of:-				
- biological assets	(244)	2,978	-	-
- investment properties	(2,401)	630	-	-
- investment securities	(20)	36	(20)	36
Depreciation of property, plant and equipment	55,730	54,379	5,637	7,748
Directors' remuneration (Note 36(a))	5,583	5,753	5,499	5,649
Dividend income from investment securities:-				
- quoted equity investments in Malaysia	(11)	(5)	(11)	(5)
- quoted equity investments outside Malaysia	(18)	(16)	(18)	(16)
Dividend income from subsidiaries	-	-	-	(30,000)
Finance costs (Note 29)	25,691	20,784	14,892	10,166
Gain on derecognition of leases	(48)	(17)	(13)	(9)
Gain on disposal of property, plant and equipment	(5,874)	(2,783)	(3,166)	(701)
Impairment losses on:-				
- amount owing by subsidiaries	-	-	3,700	6,419
- investments in subsidiaries	-	-	19,013	21,767
- property, plant and equipment	2,315	3,087	-	-
- trade and other receivables	2,568	2,609	-	2,291
Impairment losses no longer required on:-				
- amount owing by subsidiaries	-	-	(2,040)	(167)
- investments in subsidiaries	-	-	(9,318)	(18,976)
- property, plant and equipment	(233)	-	-	-
- trade and other receivables	(9)	(1,498)	-	(24)
Interest income on:-				
- deposits with licensed banks	(101)	(50)	(37)	(21)
- advances to subsidiaries	-	-	(8,306)	(6,132)
- others	(769)	(597)	(713)	(590)
Lease expenses:-				
- leases of low-value assets	54	47	32	26
- short-term leases	459	350	3	4
Lease income:-				
- buildings	(82)	(84)	(100)	(86)
- equipments	(50)	(12)	(13)	-
- leasehold land	(36)	(35)	(6)	(131)
- motor vehicles	(159)	(99)	-	-
- plant and machinery	(8)	-	(8)	-

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

31. (LOSS)/PROFIT BEFORE TAXATION (CONT'D)

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
(Loss)/profit before taxation is arrived at after charging/(crediting) (cont'd):-				
Loss on disposal of subsidiaries (Note 34)	8	-	9,395	-
Loss/(gain) on foreign exchange:-				
- realised	145	(258)	111	44
- unrealised	(70)	222	(12)	11
Preliminary expenses	1	2	-	-
Payables written off	(9,367)	-	(9,367)	-
Property, plant and equipment written off	469	771	9	3
Reversal of allowance for slow-moving inventories	(514)	(1,120)	-	(88)
Reversal of inventories written down	(595)	-	-	-
Staff costs (including other key management personnel as disclosed in Note 36(b)):-				
- short-term benefits	67,710	66,848	19,743	16,390
- defined contribution plans	6,353	6,131	2,194	1,852
Write-down of inventories	213	4,278	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

32. INCOME TAX EXPENSE

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Current tax:-				
- current financial year	5,655	12,491	38	347
- under/(over) provision in the previous financial year	1,095	467	12	(1)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	6,750	12,958	50	346
Deferred tax (Note 25):-				
- origination and reversal of temporary differences	(2,292)	9,873	(1,805)	(709)
- under provision in the previous financial year	7,443	645	1,805	709
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	5,151	10,518	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	11,901	23,476	50	346
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

32. INCOME TAX EXPENSE (CONT'D)

A reconciliation of income tax expense applicable to the (loss)/profit 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
(Loss)/profit before taxation	(6,147)	68,179	(19,201)	19,285
Tax at the statutory tax rate of 24%	(1,475)	16,363	(4,608)	4,628
Tax effects of:-				
Differential in tax rates on fair value adjustments of investment properties	(336)	88	-	-
Non-taxable income	(77)	(191)	(2,770)	(11,865)
Non-deductible expenses	6,719	4,662	8,641	8,168
Control transfers	(829)	(6,811)	(178)	(6,761)
Deferred tax assets not recognised during the financial year	3,431	12,794	-	5,472
Utilisation of deferred tax assets previously not recognised	(4,632)	(3,999)	(2,853)	-
Under/(over) provision in the previous financial year:-				
- income tax	1,095	467	12	(1)
- deferred tax	7,443	645	1,805	709
Others	562	(542)	1	(4)
Income tax expense for the financial year	11,901	23,476	50	346

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2022: 24%) of the estimated assessable profit for the financial year.

33. (LOSS)/EARNINGS PER SHARE

(a) Basic (Loss)/Earnings Per Share

The basic (loss)/earnings per share is calculated by dividing the consolidated (loss)/profit attributable to owners of the Company by the weighted average number of ordinary shares in issue (after adjusting for treasury shares) during the financial year.

	The Group	
	2023 RM'000	2022 RM'000
(Loss)/profit attributable to owners of the Company (RM'000)	(15,714)	46,333
Weighted average number of ordinary shares in issue ('000):-		
Ordinary shares at 1 January	209,000	209,000
Effect of treasury shares held	(20,635)	(20,703)
Weighted average number of ordinary shares at 31 December	188,365	188,297
Basic (loss)/earnings per share (sen)	(8.34)	24.61

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

33. (LOSS)/EARNINGS PER SHARE (CONT'D)

(b) Diluted (Loss)/Earnings Per Share

The diluted (loss)/earnings per share is equal to the basic (loss)/earnings per share because there were no potential ordinary shares as at the end of the reporting period.

34. DISPOSALS OF SUBSIDIARIES

During the current financial year, T.Q. Oriental Sdn. Bhd. and Sarawak Plywood (M) Sdn. Bhd., two wholly-owned subsidiaries of the Group completed its members' voluntary winding up procedures. As a result, both of the companies ceased to be the subsidiaries of the Group.

The financial effects of the disposal at the date of disposal are summarised below:-

	T.Q. Oriental Sdn. Bhd. RM'000	The Group 2023 Sarawak Plywood (M) Sdn. Bhd. RM'000	Total RM'000
Cash and bank balances	11	8	19
Other payables and accruals	(6)	(5)	(11)
Carrying amount of net assets disposed of	5	3	8
Less: Loss on disposal of subsidiaries (Note 31)	(5)	(3)	(8)
Consideration received, satisfied in cash	-	-	-
Less: Cash and bank balances of subsidiaries disposed of	(11)	(8)	(19)
Net cash outflow from the disposal of subsidiaries	(11)	(8)	(19)

There were no disposals of subsidiaries in the previous financial year.

35. CASH FLOW INFORMATION

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

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cost of property, plant and equipment purchased (Note 7)	76,783	117,043	5,171	8,361
Less:-				
- additions of new lease liabilities (Note (b) below)	(7,530)	(4,691)	(38)	(1,321)
- acquired through hire purchase arrangements (Note (b) below)	(8,341)	(25,257)	-	(4,261)
- finance costs included within property, plant and equipment (Note 29)	(6,519)	(6,188)	-	-
- non-cash items included within property, plant and equipment (Note 7(g))	(3,562)	(3,183)	-	-
Cash disbursed for the purchase of property, plant and equipment	50,831	77,724	5,133	2,779

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

35. CASH FLOW INFORMATION (CONT'D)

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

	Bankers' Acceptance RM'000	Hire Purchase Liabilities RM'000	Lease Liabilities RM'000	Revolving Credit RM'000	Term Loans RM'000	Total RM'000
The Group						
2023						
At 1 January	92,417	38,734	29,776	295,475	203,475	659,877
<u>Changes in Financing Cash Flows</u>						
Net of drawdown/(repayment) of principal	26,908	-	-	(35,100)	-	(8,192)
Proceeds from drawdown of principal	-	-	-	-	28,315	28,315
Repayment of principal	-	(13,359)	(1,019)	-	(34,526)	(48,904)
Repayment of interests	-	(2,190)	(1,530)	-	(10,980)	(14,700)
	26,908	(15,549)	(2,549)	(35,100)	(17,191)	(43,481)
<u>Other Changes</u>						
Acquisition of new hire purchase (Note (a) above)	-	8,341	-	-	-	8,341
Acquisition of new leases (Note (a) above)	-	-	7,530	-	-	7,530
Modifications of leases (Note 7)	-	-	17	-	-	17
Derecognition due to lease modification	-	-	(1,598)	-	-	(1,598)
Finance charges recognised in profit or loss and capitalised under property, plant and equipment and biological assets	4,993	2,190	1,530	14,363	10,980	34,056
Repayment of interests (presented as operating cash flows)	(4,993)	-	-	(14,363)	-	(19,356)
	-	10,531	7,479	-	10,980	28,990
At 31 December	119,325	33,716	34,706	260,375	197,264	645,386

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

35. 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 Liabilities RM'000	Lease Liabilities RM'000	Revolving Credit RM'000	Term Loans RM'000	Total RM'000
The Group						
2022						
At 1 January	45,595	24,423	26,633	330,025	209,710	636,386
<u>Changes in Financing Cash Flows</u>						
Net of drawdown/(repayment) of principal	51,675	-	-	(34,550)	-	17,125
Proceeds from drawdown of principal	-	-	-	-	31,228	31,228
Repayment of principal	(4,853)	(10,946)	(982)	-	(37,463)	(54,244)
Repayment of interests	-	(2,002)	(1,307)	-	(8,825)	(12,134)
	46,822	(12,948)	(2,289)	(34,550)	(15,060)	(18,025)
<u>Other Changes</u>						
Acquisition of new hire purchase (Note (a) above)	-	25,257	-	-	-	25,257
Acquisition of new leases (Note (a) above)	-	-	4,691	-	-	4,691
Derecognition due to lease modification	-	-	(566)	-	-	(566)
Finance charges recognised in profit or loss and capitalised under property, plant and equipment and biological assets	2,812	2,002	1,307	13,468	8,825	28,414
Repayment of interests (presented as operating cash flows)	(2,812)	-	-	(13,468)	-	(16,280)
	-	27,259	5,432	-	8,825	41,516
At 31 December	92,417	38,734	29,776	295,475	203,475	659,877

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

35. 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 Liabilities RM'000	Lease Liabilities RM'000	Revolving Credit RM'000	Term Loans RM'000	Total RM'000
The Company						
2023						
At 1 January	2,966	4,739	1,171	168,150	7,222	184,248
<u>Changes in Financing Cash Flows</u>						
Net of drawdown/(repayment) of principal	18,074	-	-	(23,100)	-	(5,026)
Proceeds from drawdown of principal	-	-	-	-	10,920	10,920
Repayment of principal	-	(1,217)	(84)	-	(3,333)	(4,634)
Repayment of interests	-	(172)	(9)	-	(324)	(505)
	18,074	(1,389)	(93)	(23,100)	7,263	755
<u>Other Changes</u>						
Acquisition of new leases (Note (a) above)	-	-	38	-	-	38
Modifications of leases (Note 7)	-	-	17	-	-	17
Derecognition due to lease modifications	-	-	(969)	-	-	(969)
Finance charges recognised in profit or loss	621	172	9	7,940	324	9,066
Repayment of interests (presented as operating cash flows)	(621)	-	-	(7,940)	-	(8,561)
	-	172	(905)	-	324	(409)
At 31 December	21,040	3,522	173	145,050	14,809	184,594

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

35. 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 Liabilities RM'000	Lease Liabilities RM'000	Revolving Credit RM'000	Term Loans RM'000	Total RM'000
The Company						
2022						
At 1 January	-	1,137	765	191,700	10,445	204,047
<u>Changes in Financing Cash Flows</u>						
Net of drawdown/(repayment) of principal	2,966	-	-	(23,550)	-	(20,584)
Repayment of principal	-	(659)	(574)	-	(3,223)	(4,456)
Repayment of interests	-	(146)	(44)	-	(429)	(619)
	2,966	(805)	(618)	(23,550)	(3,652)	(25,659)
<u>Other Changes</u>						
Acquisition of new hire purchase (Note (a) above)	-	4,261	-	-	-	4,261
Acquisition of new leases (Note (a) above)	-	-	1,321	-	-	1,321
Derecognition due to lease modifications	-	-	(341)	-	-	(341)
Finance charges recognised in profit or loss	118	146	44	7,625	429	8,362
Repayment of interests (presented as operating cash flows)	(118)	-	-	(7,625)	-	(7,743)
	-	4,407	1,024	-	429	5,860
At 31 December	2,966	4,739	1,171	168,150	7,222	184,248

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

35. CASH FLOW INFORMATION (CONT'D)

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

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Payment of short-term leases	459	350	3	4
Payment of leases of low-value assets	56	48	32	26
Interest paid on lease liabilities	1,530	1,307	9	44
Payment of lease liabilities	1,019	982	84	574
	<u>3,064</u>	<u>2,687</u>	<u>128</u>	<u>648</u>

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

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Deposits with licensed banks	11,599	11,784	10,680	3,597
Cash and bank balances	4,260	8,365	2,098	2,318
Bank overdrafts	-	(2,001)	-	-
	<u>15,859</u>	<u>18,148</u>	<u>12,778</u>	<u>5,915</u>
Deposits pledged to licensed banks (Note 18)	(1,161)	(1,136)	(436)	(427)
	<u>14,698</u>	<u>17,012</u>	<u>12,342</u>	<u>5,488</u>

36. 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
(a) Directors				
<i>Directors of the Company</i>				
Short-term benefits:-				
- fees	432	412	348	308
- salaries, bonuses and other benefits	4,850	4,763	4,850	4,763
	<u>5,282</u>	<u>5,175</u>	<u>5,198</u>	<u>5,071</u>
Defined contribution benefits	294	571	294	571
Benefits-in-kind	7	7	7	7
	<u>5,583</u>	<u>5,753</u>	<u>5,499</u>	<u>5,649</u>
<i>Directors of the Subsidiaries</i>				
Short-term benefits:-				
- fees	65	82	-	-
Total directors' remuneration	<u>5,648</u>	<u>5,835</u>	<u>5,499</u>	<u>5,649</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

36. KEY MANAGEMENT PERSONNEL COMPENSATION (CONT'D)

The key management personnel compensation during the financial year are as follows (cont'd):-

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
(b) Other Key Management Personnel				
Short-term benefits	5,699	4,743	4,359	3,613
Defined contribution benefits	630	507	469	371
	<hr/>	<hr/>	<hr/>	<hr/>
Total compensation for other key management personnel (Note 31)	<u>6,329</u>	<u>5,250</u>	<u>4,828</u>	<u>3,984</u>

37. RELATED PARTY DISCLOSURES

(a) Subsidiaries

The subsidiaries are disclosed in Note 6 to the financial statements.

(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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Subsidiaries				
Sale to subsidiaries:-				
- dividend income	-	-	-	30,000
- logs	-	-	39	11
- management fee income	-	-	24,636	25,720
- property, plant and equipment	-	-	6,352	46,148
- sundries	-	-	8	11
- waste timber	-	-	255	31
Purchases from subsidiaries:-				
- bottled water	-	-	140	119
- canteen goods	-	-	107	13
- consumable stores	-	-	263	519
- fertiliser	-	-	21	8
- lighting products	-	-	118	15
- logs	-	-	36,649	37,361
- masks	-	-	1	3
- office materials	-	-	46	89
- operating supplies	-	-	10	6
- plywood	-	-	2	-
- property, plant and equipment	-	-	4,571	647
- sundries	-	-	193	165
- surface sanitiser	-	-	1	16
- welfare materials	-	-	17	20
- wet wipes	-	-	1	3
	<hr/>	<hr/>	<hr/>	<hr/>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

37. 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Subsidiaries (Cont'd)				
Services received/receivable from subsidiaries:-				
- administrative fee	-	-	-	1
- contract fee	-	-	16,917	15,682
- corporate guarantee fee	-	-	-	461
- interest income	-	-	8,306	6,132
- rental income	-	-	30	125
Services paid/payable to subsidiaries:-				
- freight and handling charges	-	-	836	1,242
- interest expense	-	-	5,809	1,773
- rental of vehicles	-	-	-	432
- repairs and maintenance	-	-	149	114
Other Related Parties				
Sale to other related parties:-				
- bottled water	49	43	-	-
- fertilisers	1,125	1,143	-	-
- foodstuffs and beverage	3	-	-	-
- fresh fruit bunches	19,609	59,274	-	-
- infrastructure materials	40	-	-	-
- nursery	-	50	-	-
- plywood	-	6	-	-
- property, plant and equipment	1,291	-	705	-
- seedlings	59	-	-	-
- spare parts	118	-	-	-
- surface sanitiser	-	1	-	-
Purchases from other related parties:-				
- adhesive materials	9,003	11,383	-	-
- charcoal	219	169	-	-
- consumable stores	180	70	2	1
- logs	38,972	58,483	38,972	58,483
- property, plant and equipment	321	138	7	10
- waste timber	200	219	-	-
Services received/receivable from other related parties:-				
- contract income	23,186	35,045	-	-
- rental income	15	-	13	-
- towage and handling income	151	35	-	-
- transport subsidy	1,080	1,664	-	-

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

37. 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Other Related Parties (Cont'd)				
Services paid/payable to other related parties:-				
- freight and handling charges	6	165	-	-
- fresh fruit bunches premium	765	794	-	-
- rental of buildings	24	24	24	24
- rental of land	70	70	-	-

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.

38. 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.

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

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

38. OPERATING SEGMENTS (CONT'D)

38.1 BUSINESS SEGMENTS

2023	Timber RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Revenue				
External revenue	207,191	235,876	21,772	464,839
Inter-segment revenue	147,990	22,642	23,713	194,345
	355,181	258,518	45,485	659,184
Consolidation adjustments				(194,345)
Consolidated revenue				464,839
Results				
Segment (loss)/profit before taxation	(15,618)	8,995	476	(6,147)
Consolidation adjustments				-
Consolidated loss before taxation				(6,147)
Segment (loss)/profit before taxation includes the followings:-				
Interest income ⁽¹⁾	769	56	45	870
Interest expense ⁽²⁾	(13,112)	(11,508)	(1,071)	(25,691)
Allowance for slow-moving inventories	(237)	-	(71)	(308)
Amortisation of intangible assets	-	(383)	-	(383)
Bad debts written off	(22)	-	-	(22)
Changes in fair value of:-				
- biological assets	-	244	-	244
- investment properties	-	-	2,401	2,401
- investment securities	20	-	-	20
Depreciation of property, plant and equipment ⁽³⁾	(17,208)	(34,992)	(3,530)	(55,730)
Gain on derecognition of leases	2	46	-	48
Gain on disposal of property, plant and equipment	5,044	416	414	5,874
Impairment losses on:-				
- property, plant and equipment	(1,983)	-	(332)	(2,315)
- trade and other receivables	(1,563)	(582)	(423)	(2,568)
Impairment losses no longer required on:-				
- property, plant and equipment	233	-	-	233
- trade and other receivables	-	-	9	9
Loss on disposal of subsidiaries	(3)	-	(5)	(8)
Payables written off	9,367	-	-	9,367
Property, plant and equipment written off	(244)	(224)	(1)	(469)
Reversal of allowance for slow-moving inventories	514	-	-	514
Reversal of inventories written down	584	-	11	595
Unrealised gain/(loss) on foreign exchange	92	-	(22)	70
Write-down of inventories	(213)	-	-	(213)
	(15,618)	8,995	476	(6,147)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

38. OPERATING SEGMENTS (CONT'D)

38.1 BUSINESS SEGMENTS (CONT'D)

2023	Timber RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Assets				
Segment assets	1,418,974	936,914	398,811	2,754,699
Consolidation adjustments				(1,245,230)
Consolidated total assets				<u>1,509,469</u>
Additions to non-current assets other than financial instruments and deferred tax assets are:-				
Property, plant and equipment ⁽⁴⁾	1,634	58,109	17,040	76,783
Biological assets	4,274	75	-	4,349
Liabilities				
Segment liabilities	672,497	630,671	159,286	1,462,454
Consolidation adjustments				(603,665)
Consolidated total liabilities				<u>858,789</u>

(1) After consolidation adjustments of RM23,641,000.

(2) After consolidation adjustments of RM23,641,000.

(3) After consolidation adjustments of RM1,997,000.

(4) After consolidation adjustments of RM16,575,000.

2022	Timber RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Revenue				
External revenue	240,923	330,331	13,773	585,027
Inter-segment revenue	202,884	28,634	17,228	248,746
	<u>443,807</u>	<u>358,965</u>	<u>31,001</u>	<u>833,773</u>
Consolidation adjustments				(248,746)
Consolidated revenue				<u>585,027</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

38. OPERATING SEGMENTS (CONT'D)

38.1 BUSINESS SEGMENTS (CONT'D)

2022	Timber RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Results				
Segment (loss)/profit before taxation	(1,195)	76,895	(7,521)	68,179
Consolidation adjustments				-
Consolidated profit before taxation				<u>68,179</u>
Segment (loss)/profit before taxation includes the followings:-				
Interest income ⁽¹⁾	630	15	2	647
Interest expense ⁽²⁾	(11,496)	(8,671)	(617)	(20,784)
Allowance for slow-moving inventories	(21)	-	-	(21)
Amortisation of intangible assets	-	(361)	-	(361)
Changes in fair value of:-				
- biological assets	-	(2,978)	-	(2,978)
- investment properties	-	-	(630)	(630)
- investment securities	(36)	-	-	(36)
Depreciation of property, plant and equipment ⁽³⁾	(19,785)	(31,302)	(3,292)	(54,379)
Gain on derecognition of leases	12	5	-	17
Gain on disposal of property, plant and equipment	1,483	234	1,066	2,783
Impairment losses on:-				
- property, plant and equipment	(2,464)	-	(623)	(3,087)
- trade and other receivables	(2,395)	-	(214)	(2,609)
Impairment losses on trade and other receivables no longer required	1,019	-	479	1,498
Property, plant and equipment written off	(50)	(719)	(2)	(771)
Reversal of allowance for slow-moving inventories	1,120	-	-	1,120
Unrealised loss on foreign exchange	(222)	-	-	(222)
Write-down of inventories	(4,235)	-	(43)	(4,278)
	<u></u>	<u></u>	<u></u>	<u></u>
Assets				
Segment assets	1,378,994	951,439	361,314	2,691,747
Consolidation adjustments				(1,168,784)
Consolidated total assets				<u>1,522,963</u>
Additions to non-current assets other than financial instruments and deferred tax assets are:-				
Property, plant and equipment ⁽⁴⁾	9,152	81,652	26,239	117,043
Biological assets ⁽⁵⁾	3,826	80	-	3,906
	<u></u>	<u></u>	<u></u>	<u></u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

38. OPERATING SEGMENTS (CONT'D)

38.1 BUSINESS SEGMENTS (CONT'D)

2022	Timber RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Liabilities				
Segment liabilities	616,894	664,401	122,210	1,403,505
Consolidation adjustments				(548,706)
Consolidated total liabilities				<u>854,799</u>

(1) After consolidation adjustments of RM15,867,000.

(2) After consolidation adjustments of RM15,867,000.

(3) After consolidation adjustments of RM4,355,000.

(4) After consolidation adjustments of RM56,569,000.

38.2 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Malaysia	429,549	532,896	1,342,234	1,329,388
India	11,717	20,589	-	-
Japan	402	14,760	-	-
South Korea	85	-	-	-
Taiwan	1,229	2,319	-	-
Other countries	21,857	14,463	-	-
	<u>464,839</u>	<u>585,027</u>	<u>1,342,234</u>	<u>1,329,388</u>

38.3 MAJOR CUSTOMERS

The following are major customers with revenue equal to or more than 10% of the Group's total revenue:-

	Revenue		Segment
	2023 RM'000	2022 RM'000	
Customer #1	70,787	63,654	Timber
Customer #2	56,062	85,403	Plantation

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

39. CAPITAL COMMITMENTS

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Purchase of property, plant and equipment	745	9,256	-	-
Construction of property, plant and equipment	3,309	4,344	32	336
	<u>4,054</u>	<u>13,600</u>	<u>32</u>	<u>336</u>

40. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company 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 overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

40.1 FINANCIAL RISK MANAGEMENT POLICIES

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

(a) Market Risk

(i) Foreign Currency Risk

The Group and the Company are 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"), Swiss Franc ("CHF") 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 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure

The 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	Swiss Franc RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	Total RM'000
2023							
Financial Assets							
Investment securities	-	-	-	-	11,568	6,216	17,784
Trade receivables	1,283	-	-	-	24	37,674	38,981
Other receivables and deposits	3	1	-	-	-	15,742	15,746
Deposits with licensed banks	-	-	-	-	-	11,599	11,599
Cash and bank balances	231	-	-	-	44	3,985	4,260
	1,517	1	-	-	11,636	75,216	88,370
Financial Liabilities							
Trade payables	369	24	42	34	2	99,874	100,345
Other payables, deposits and accruals	941	7	-	-	54	30,115	31,117
Borrowings:-							
- other borrowings	-	-	-	-	-	645,386	645,386
	1,310	31	42	34	56	775,375	776,848

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The 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):-

	United States Dollar RM'000	Euro RM'000	Japanese Yen RM'000	Swiss Franc RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	Total RM'000
The Group							
2023							
Net financial assets/(liabilities)	207	(30)	(42)	(34)	11,580	(700,159)	(688,478)
Less: Net financial (assets)/liabilities denominated in the respective entities' functional currencies	-	-	-	-	-	700,159	700,159
Currency Exposure	<u>207</u>	<u>(30)</u>	<u>(42)</u>	<u>(34)</u>	<u>11,580</u>	<u>-</u>	<u>11,681</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The 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		Singapore Dollar RM'000		Ringgit Malaysia RM'000		Total RM'000
2022									
Financial Assets									
Investment securities	-	-	-	-	11,059	-	6,208	-	17,267
Trade receivables	993	-	-	11	-	-	44,388	-	45,392
Other receivables and deposits	-	-	107	-	-	-	22,063	-	22,170
Deposits with licensed banks	-	-	-	-	-	-	11,784	-	11,784
Cash and bank balances	248	-	-	-	34	-	8,083	-	8,365
	1,241	-	107	-	11,104	-	92,526	-	104,978
Financial Liabilities									
Trade payables	419	-	14	-	-	2	97,928	-	98,363
Other payables, deposits and accruals	1,658	-	6	-	342	-	16,559	-	18,565
Borrowings:-									
- bank overdrafts	-	-	-	-	-	-	2,001	-	2,001
- other borrowings	-	-	-	-	-	-	659,877	-	659,877
	2,077	-	20	-	344	-	776,365	-	778,806

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The 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):-

	United States Dollar RM'000	Euro RM'000	Singapore Dollar RM'000	Ringgit Malaysia RM'000	Total RM'000
The Group					
2022					
Net financial assets/(liabilities)	(836)	87	10,760	(683,839)	(673,828)
Less: Net financial (assets)/liabilities denominated in the respective entities' functional currencies	-	-	-	683,839	683,839
Currency Exposure	<u>(836)</u>	<u>87</u>	<u>10,760</u>	<u>-</u>	<u>10,011</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The 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	Euro	Singapore	Ringgit	Total
	Dollar RM'000	RM'000	Dollar RM'000	Malaysia RM'000	
2023					
Financial Assets					
Investment securities	-	-	11,568	6,216	17,784
Trade receivables	-	-	-	9,917	9,917
Other receivables and deposits	-	-	-	5,510	5,510
Amount owing by subsidiaries	-	-	-	215,016	215,016
Deposits with licensed banks	-	-	-	10,680	10,680
Cash and bank balances	13	-	-	2,085	2,098
	<u>13</u>	<u>-</u>	<u>11,568</u>	<u>249,424</u>	<u>261,005</u>
Financial Liabilities					
Trade payables	-	-	-	13,323	13,323
Other payables, deposits and accruals	5	7	-	17,138	17,150
Amount owing to subsidiaries	-	-	-	153,144	153,144
Borrowings:-					
- other borrowings	-	-	-	184,594	184,594
	<u>5</u>	<u>7</u>	<u>-</u>	<u>368,199</u>	<u>368,211</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The 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
2023					
Net financial assets/(liabilities)	8	(7)	11,568	(118,775)	(107,206)
Less: Net financial (assets)/liabilities denominated in the Company's functional currency	-	-	-	118,775	118,775
Currency Exposure	<u>8</u>	<u>(7)</u>	<u>11,568</u>	<u>-</u>	<u>11,569</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The 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	Euro	Singapore	Ringgit	Total
	Dollar RM'000	RM'000	Dollar RM'000	Malaysia RM'000	
2022					
Financial Assets					
Investment securities	-	-	11,059	6,208	17,267
Trade receivables	840	-	-	11,428	12,268
Other receivables and deposits	-	-	-	4,465	4,465
Amount owing by subsidiaries	-	-	-	178,331	178,331
Deposits with licensed banks	-	-	-	3,597	3,597
Cash and bank balances	127	-	-	2,191	2,318
	<u>967</u>	<u>-</u>	<u>11,059</u>	<u>206,220</u>	<u>218,246</u>
Financial Liabilities					
Trade payables	-	-	-	25,386	25,386
Other payables, deposits and accruals	5	6	-	8,918	8,929
Amount owing to subsidiaries	-	-	-	71,761	71,761
Borrowings:-					
- other borrowings	-	-	-	184,248	184,248
	<u>5</u>	<u>6</u>	<u>-</u>	<u>290,313</u>	<u>290,324</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The 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
2022					
Net financial assets/(liabilities)	962	(6)	11,059	(84,093)	(72,078)
Less: Net financial (assets)/liabilities denominated in the Company's functional currency	-	-	-	84,093	84,093
Currency Exposure	<u>962</u>	<u>(6)</u>	<u>11,059</u>	<u>-</u>	<u>12,015</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Effects on Profit After Taxation				
USD/RM - strengthened by 5% (2022: 5%)	+ 8	- 31	-	+ 37
- weakened by 5% (2022: 5%)	- 8	+ 31	-	- 37
EUR/RM - strengthened by 5% (2022: 5%)	- 1	+ 3	-	-
- weakened by 5% (2022: 5%)	+ 1	- 3	-	-
JPY/RM - strengthened by 5% (2022: 5%)	- 2	-	-	-
- weakened by 5% (2022: 5%)	+ 2	-	-	-
CHF/RM - strengthened by 5% (2022: 5%)	- 1	-	-	-
- weakened by 5% (2022: 5%)	+ 1	-	-	-
SGD/RM - strengthened by 5% (2022: 5%)	+ 17	+ 3	+ 16	+ 15
- weakened by 5% (2022: 5%)	- 17	- 3	- 16	- 15

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Risk Sensitivity Analysis (Cont'd)

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 (cont'd):-

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Effects on Equity				
USD/RM - strengthened by 5% (2022: 5%)	+ 8	- 31	-	+ 37
- weakened by 5% (2022: 5%)	- 8	+ 31	-	- 37
EUR/RM - strengthened by 5% (2022: 5%)	- 1	+ 3	-	-
- weakened by 5% (2022: 5%)	+ 1	- 3	-	-
JPY/RM - strengthened by 5% (2022: 5%)	- 2	-	-	-
- weakened by 5% (2022: 5%)	+ 2	-	-	-
CHF/RM - strengthened by 5% (2022: 5%)	- 1	-	-	-
- weakened by 5% (2022: 5%)	+ 1	-	-	-
SGD/RM - strengthened by 5% (2022: 5%)	+ 440	+ 409	+ 440	+ 420
- weakened by 5% (2022: 5%)	- 440	- 409	- 440	- 420

(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 exposure to interest rate risk arises mainly from its long-term borrowings with variable rates. The Group and the Company adopt a policy of obtaining the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

The fixed rate debt instruments of the Group and of the Company are not subject to interest rate risk since neither carrying amounts nor the future cash flows will fluctuate because of a change in market interest rates.

The 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 22 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk (Cont'd)

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	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Effects on Profit After Taxation				
Increase of 50 (2022: 50) basis points	- 563	- 381	- 15	- 27
Decrease of 50 (2022: 50) basis points	+ 563	+ 381	+ 15	+ 27
Effects on Equity				
Increase of 50 (2022: 50) basis points	- 563	- 381	- 15	- 27
Decrease of 50 (2022: 50) basis points	+ 563	+ 381	+ 15	+ 27

(iii) Equity Price Risk

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

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	
	2023 RM'000	2022 RM'000
Effects on Equity		
Increase of 10% (2022: 10%)	+ 1,136	+ 1,088
Decrease of 10% (2022: 10%)	- 1,136	- 1,088

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.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from its trade and other receivables, and debt investments. The Group and the Company manage their exposures to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including quoted investments, and cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes loans and advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to serve their loans on an individual basis.

(i) Credit Risk Concentration Profile

The Group's major concentration of credit risk relates to the amounts owing by 6 customers which constituted approximately 53% of its trade receivables (including related parties) at the end of the reporting period.

(ii) Maximum 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 of RM37,892,000 (2022: RM56,470,000), 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.

(iii) Assessment of Impairment Losses

The Group and the Company have an informal credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the receivables. The Group and the Company closely monitor the receivables' financial strength to reduce the risk of loss.

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

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery despite the fact that they are still subject to enforcement activities.

A financial asset is credit impaired when any of the following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:-

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or a past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty;
- It is becoming probable that the receivable will enter bankruptcy and other financial reorganisation.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

The Group and the Company consider a receivable to be in default when the receivable is unlikely to repay its debt to the Group and the Company in full or is more than 120 days past due unless the Group and the Company have reasonable and supportable information to demonstrate that a more a lagging default criterion is more appropriate.

Trade Receivables

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

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

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.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on an individual basis.

Also, the Company considers any trade receivables having financial difficulty or in default with significant balances outstanding for more than 150 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 trade receivables to settle their debts.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

	Gross Amount RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
The Group			
2023			
Current (not past due)	33,431	(93)	33,338
1 to 30 days past due	4,775	(248)	4,527
31 to 60 days past due	582	(86)	496
61 to 90 days past due	74	(43)	31
91 to 120 days past due	1,061	(789)	272
	<u>39,923</u>	<u>(1,259)</u>	<u>38,664</u>
Credit impaired:-			
- more than 120 days past due	5,834	(5,517)	317
	<u>45,757</u>	<u>(6,776)</u>	<u>38,981</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Trade Receivables (Cont'd)

Allowance for Impairment Losses (Cont'd)

The Group	Gross Amount RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
2022			
Current (not past due)	40,447	(57)	40,390
1 to 30 days past due	4,660	(32)	4,628
31 to 60 days past due	264	(62)	202
61 to 90 days past due	78	(35)	43
91 to 120 days past due	290	(169)	121
	<u>45,739</u>	<u>(355)</u>	<u>45,384</u>
Credit impaired:-			
- more than 120 days past due	6,172	(6,164)	8
	<u>51,911</u>	<u>(6,519)</u>	<u>45,392</u>
The Company			
2023			
Current (not past due)	8,205	-	8,205
1 to 30 days past due	1,144	-	1,144
91 to 120 days past due	289	-	289
	<u>9,638</u>	<u>-</u>	<u>9,638</u>
Credit impaired:-			
- more than 120 days past due	297	(18)	279
	<u>9,935</u>	<u>(18)</u>	<u>9,917</u>
2022			
Current (not past due)	9,203	-	9,203
1 to 30 days past due	3,065	-	3,065
	<u>12,268</u>	<u>-</u>	<u>12,268</u>
Credit impaired:-			
- more than 120 days past due	18	(18)	-
	<u>12,286</u>	<u>(18)</u>	<u>12,268</u>

The movements in the loss allowances in respect of trade receivables are disclosed in Note 16 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Other Receivables and Amount Owing by Related Parties

The Group and the Company apply the 3-stage general approach to measure expected credit losses for its other receivables and amount owing by related parties.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

Under this approach, the Group and the Company assess whether there is a significant increase in credit risk for receivables by comparing the risk of a default as at the reporting date with the risk of default as at the date of initial recognition. The Group and the Company consider there has been a significant increase in credit risk when there are changes in contractual terms or delay in payment. Regardless of the assessment, a significant increase in credit risk is presumed if a receivable is more than 60 days past due in making a contractual payment.

The Group and the Company use 3 categories to reflect their credit risk and how the loss allowance is determined for each category:-

Category	Definition of Category	Loss Allowance
Performing:	Receivables have a low risk of default and a strong capacity to meet contractual cash flows	12-month expected credit losses
Underperforming:	Receivables for which there is a significant increase in credit risk	Lifetime expected credit losses
Not performing:	There is evidence indicating the receivable is credit impaired or more than 120 days past due	Lifetime expected credit losses

The Group and the Company measure the expected credit losses of receivables having significant balances, receivables that are credit impaired and receivables with a high risk of default on an individual basis.

Loss allowance is measured on either 12-month or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group and the Company consider the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Other Receivables and Amount Owing by Related Parties (Cont'd)

Allowance for Impairment Losses

	Gross Amount RM'000	12-month Loss Allowance RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
The Group				
2023				
Low credit risk	10,922	-	-	10,922
Significant increase in credit risk	5,392	-	(568)	4,824
Credit impaired	4,642	-	(4,642)	-
	<u>20,956</u>	<u>-</u>	<u>(5,210)</u>	<u>15,746</u>
2022				
Low credit risk	17,043	-	-	17,043
Significant increase in credit risk	5,695	-	(568)	5,127
Credit impaired	3,820	-	(3,820)	-
	<u>26,558</u>	<u>-</u>	<u>(4,388)</u>	<u>22,170</u>
The Company				
2023				
Low credit risk	1,006	-	-	1,006
Significant increase in credit risk	5,072	-	(568)	4,504
Credit impaired	2,672	-	(2,672)	-
	<u>8,750</u>	<u>-</u>	<u>(3,240)</u>	<u>5,510</u>
2022				
Low credit risk	614	-	-	614
Significant increase in credit risk	4,419	-	(568)	3,851
Credit impaired	2,672	-	(2,672)	-
	<u>7,705</u>	<u>-</u>	<u>(3,240)</u>	<u>4,465</u>

The movements in the loss allowances in respect of other receivables are disclosed in Note 17 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 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 and the Company consider the licensed banks to have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

Amount Owing by Subsidiaries (Non-trade Balances)

The Company applies the 3-stage general approach to measure expected credit losses for all inter-company balances.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company measures the expected credit losses on an individual basis, which is aligned with its credit risk management practices on the inter-company balances.

The Company considers loans and advances to subsidiaries to have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly.

For loans and advances that are repayable on demand, impairment loss is assessed based on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the loans and advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through "repayable over time" or a fire sale of less liquid assets by the subsidiary.

For loans and advances that are not repayable on demand, impairment loss is measured using techniques that are similar for estimating the impairment losses of other receivables as disclosed above.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

	Gross Amount RM'000	12-month Loss Allowance RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
The Company				
2023				
Low credit risk	197,932	(6)	-	197,926
Significant increase in credit risk	26,928	-	(9,838)	17,090
Credit impaired	6,948	-	(6,948)	-
	<u>231,808</u>	<u>(6)</u>	<u>(16,786)</u>	<u>215,016</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Amount Owing by Subsidiaries (Non-trade Balances) (Cont'd)

Allowance for Impairment Losses (Cont'd)

	Gross Amount RM'000	12-month Loss Allowance RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
The Company				
2022				
Low credit risk	169,537	(6)	-	169,531
Significant increase in credit risk	15,683	-	(6,883)	8,800
Credit impaired	8,243	-	(8,243)	-
	<u>193,463</u>	<u>(6)</u>	<u>(15,126)</u>	<u>178,331</u>

The movements in the loss allowances in respect of amount owing by subsidiaries are disclosed in Note 14 to the financial statements.

Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are financial guarantee contract.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company closely monitors the subsidiaries' financial strength to reduce the risk of loss.

The Company considers there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. A financial guarantee contract is credit impaired when:-

- The subsidiary is unlikely to repay its obligation to the bank in full; or
- The subsidiary is having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

Allowance for Impairment Losses

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practice 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 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 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):-

	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
The Group							
2023							
Trade and other payables	-	131,462	131,462	131,462	-	-	-
Borrowings:-							
- bankers' acceptance	4.62	119,325	119,325	119,325	-	-	-
- hire purchase liabilities	6.25	33,716	37,106	13,515	10,142	13,449	-
- lease liabilities	4.07	34,706	64,943	2,460	2,280	6,417	53,786
- revolving credit	5.34	260,375	260,375	260,375	-	-	-
- term loans	5.80	197,264	233,526	38,695	39,557	112,951	42,323
		<u>776,848</u>	<u>846,737</u>	<u>565,832</u>	<u>51,979</u>	<u>132,817</u>	<u>96,109</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 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):-

	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
2022							
Trade and other payables	-	116,928	116,928	116,928	-	-	-
Borrowings:-							
- bank overdrafts	4.02	2,001	2,001	2,001	-	-	-
- bankers' acceptance	3.99	92,417	92,417	92,417	-	-	-
- hire purchase liabilities	6.08	38,734	43,281	14,323	11,096	17,862	-
- lease liabilities	4.34	29,776	55,288	2,127	2,106	5,358	45,697
- revolving credit	4.78	295,475	295,475	295,475	-	-	-
- term loans	4.84	203,475	257,802	41,437	37,451	107,165	71,749
		778,806	863,192	564,708	50,653	130,385	117,446

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 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
2023							
Trade and other payables	-	30,473	30,473	30,473	-	-	-
Amount owing to subsidiaries	5.43	153,144	153,144	153,144	-	-	-
Borrowings:-							
- bankers' acceptance	4.16	21,040	21,040	21,040	-	-	-
- hire purchase liabilities	4.17	3,522	3,773	1,158	1,158	1,457	-
- lease liabilities	4.70	173	215	107	64	24	20
- revolving credit	5.25	145,050	145,050	145,050	-	-	-
- term loans	7.83	14,809	18,560	5,549	2,635	6,226	4,150
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries*	-	-	37,892	37,892	-	-	-
		<u>368,211</u>	<u>410,147</u>	<u>394,413</u>	<u>3,857</u>	<u>7,707</u>	<u>4,170</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 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
2022							
Trade and other payables	-	34,315	34,315	34,315	-	-	-
Amount owing to subsidiaries	4.93	71,761	71,761	71,761	-	-	-
Borrowings:-							
- bankers' acceptance	4.18	2,966	2,966	2,966	-	-	-
- hire purchase liabilities	4.27	4,739	5,188	1,225	1,225	2,738	-
- lease liabilities	4.94	1,171	1,232	755	403	48	26
- revolving credit	4.73	168,150	168,150	168,150	-	-	-
- term loans	5.27	7,222	7,649	3,632	3,458	559	-
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries*	-	-	56,470	56,470	-	-	-
		<u>290,324</u>	<u>347,731</u>	<u>339,274</u>	<u>5,086</u>	<u>3,345</u>	<u>26</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 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.

40.2 CAPITAL RISK MANAGEMENT

The Group and the Company manage their capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support their businesses and maximise shareholder(s) value. To achieve this objective, the Group and the Company 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 and the Company manage their 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 and the Company include 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 are as follows:-

	The Group	
	2023 RM'000	2022 RM'000
Borrowings:-		
- bank overdrafts	-	2,001
- other borrowings	645,386	659,877
	<u>645,386</u>	<u>661,878</u>
Less: Deposits with licensed banks	(11,599)	(11,784)
Less: Cash and bank balances	(4,260)	(8,365)
	<u>629,527</u>	<u>641,729</u>
Net debts	<u>629,527</u>	<u>641,729</u>
Total equity	<u>650,680</u>	<u>668,164</u>
Debt-to-equity ratio	<u>0.97</u>	<u>0.96</u>

There was no change in the approach to capital management during the financial year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Financial Assets				
<u>Mandatorily at Fair Value through Profit or Loss</u>				
Investment securities - debt securities	423	385	423	385
<u>Designated at Fair Value through Other Comprehensive Income Upon Initial Recognition</u>				
Investment securities - equity investments	17,361	16,882	17,361	16,882
<u>Amortised Cost</u>				
Trade receivables	38,981	45,392	9,917	12,268
Other receivables and deposits	15,746	22,170	5,510	4,465
Amount owing by subsidiaries	-	-	215,016	178,331
Deposits with licensed banks	11,599	11,784	10,680	3,597
Cash and bank balances	4,260	8,365	2,098	2,318
	<u>70,586</u>	<u>87,711</u>	<u>243,221</u>	<u>200,979</u>
Financial Liabilities				
<u>Amortised Cost</u>				
Trade payables	100,345	98,363	13,323	25,386
Other payables, deposits and accruals	31,117	18,565	17,150	8,929
Amount owing to subsidiaries	-	-	153,144	71,761
Borrowings:-				
- bank overdrafts	-	2,001	-	-
- other borrowings	645,386	659,877	184,594	184,248
	<u>776,848</u>	<u>778,806</u>	<u>368,211</u>	<u>290,324</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.4 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	The Group		The Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Financial Assets				
<u>Fair Value through Profit or Loss</u>				
Net gains/(losses) recognised in profit or loss	20	(36)	20	(36)
<u>Equity Investments at Fair Value through Other Comprehensive Income</u>				
Net gains recognised in other comprehensive income	479	2,029	479	2,029
<u>Amortised Cost</u>				
Net (losses)/gains recognised in profit or loss	(1,689)	(464)	7,396	(1,776)
Financial Liabilities				
<u>Amortised Cost</u>				
Net losses recognised in profit or loss	(25,691)	(20,784)	(14,892)	(10,166)

40.5 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 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.5 FAIR VALUE INFORMATION (CONT'D)

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period:-

The Group	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			Total Fair Value	Carrying Amount
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000		
2023								
<u>Financial Assets</u>								
Investment securities:-								
- quoted investments	11,784	-	-	-	-	-	11,784	11,784
- unquoted equity investments	-	6,000	-	-	-	-	6,000	6,000
<u>Financial Liabilities</u>								
Hire purchase liabilities	-	-	-	-	33,072	-	33,072	33,716
Term loans	-	-	-	-	197,264	-	197,264	197,264
2022								
<u>Financial Assets</u>								
Investment securities:-								
- quoted investments	11,267	-	-	-	-	-	11,267	11,267
- unquoted equity investments	-	6,000	-	-	-	-	6,000	6,000
<u>Financial Liabilities</u>								
Hire purchase liabilities	-	-	-	-	38,043	-	38,043	38,734
Term loans	-	-	-	-	203,475	-	203,475	203,475

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.5 FAIR VALUE INFORMATION (CONT'D)

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period (cont'd):-

The Company	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			Total Fair Value	Carrying Amount
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000		
2023								
<u>Financial Assets</u>								
Investment securities:-								
- quoted investments	11,784	-	-	-	-	-	11,784	11,784
- unquoted equity investments	-	6,000	-	-	-	-	6,000	6,000
<u>Financial Liabilities</u>								
Hire purchase liabilities	-	-	-	-	3,329	-	3,329	3,522
Term loans	-	-	-	-	14,809	-	14,809	14,809
2022								
<u>Financial Assets</u>								
Investment securities:-								
- quoted investments	11,267	-	-	-	-	-	11,267	11,267
- unquoted equity investments	-	6,000	-	-	-	-	6,000	6,000
<u>Financial Liabilities</u>								
Hire purchase liabilities	-	-	-	-	4,436	-	4,436	4,739
Term loans	-	-	-	-	7,222	-	7,222	7,222

NOTES TO THE FINANCIAL STATEMENTS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

40. FINANCIAL INSTRUMENTS (CONT'D)

40.5 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 of hire purchase liabilities are determined by discounting the relevant cash flows using current market interest rates for similar instruments at the end of the reporting period. The interest rates used to discount the estimated cash flows are as follows:-

	The Group		The Company	
	2023 %	2022 %	2023 %	2022 %
Hire purchase liabilities	7.43	7.42	7.42	7.42

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.

LIST OF PROPERTIES As at 31 December 2023

Location	Tenure	Land Area (Hectares)	Existing Use	Approximate Age of Building	Carrying Amount as at 31.12.2023 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	11 - 34 years	39,352	31.03.1989 - 30.12.1994
Lot 11726, Block 16, Kuching Central Land District	Leasehold land expiring on 03.02.2121	2.261	Vacant	-	27,500	26.01.2008
Industrial Land at Lot 400, Blk 38 Kemena Land, Bintulu	Leasehold land expiring on 15.09.2057	12.672	Factory, office, welfare building	27 years	17,398	01.10.2008
Lot 47, Block 135, Balingian Land District, Mukah	Leasehold land expiring on 11.02.2064	4,939	Oil palm plantation, office, store, welfare building	11 - 17 years	14,602	30.09.2004
Lot 96, Block 16, Seduan Land District	Leasehold land expiring on 31.12.2031	2.315	Factory	7 years	14,327	31.10.2015
Lot 1459, Block 16, Kuching Central Land District	Leasehold land expiring on 31.12.2027	0.977	Vacant	-	13,770	21.01.2013
Lot 57, Block 233, Kuching North Land District	Leasehold land expiring on 31.12.2038	5.536	Vacant	-	12,312	31.07.2013
Lot 854-866, Block 10, Sibü Town District	Leasehold land expiring on 06.09.2071	0.212	Office building	22 years	10,992	29.03.2012
Country Lease No. 015146139 Kota Kinabalu	Leasehold land expiring on 01.03.2918	1.360	Vacant	-	10,000	09.08.2007
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 29 MARCH 2024

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	%
144	less than 100 shares	5,153	0.00 ¹
205	100 to 1,000 shares	134,061	0.07
2,016	1,001 to 10,000 shares	5,426,412	2.88
332	10,001 to 100,000 shares	9,739,184	5.17
52	100,001 to less than 5% of issued shares	49,555,665	26.30
3	5% and above of issued shares	123,548,725	65.58
2,752		188,409,200 ²	100.00

1 Less than 0.01%

2 Excluding 20,590,800 ordinary shares bought back by the Company and retained as treasury shares based on Record of Depositors as at 29 March 2024.

SUBSTANTIAL SHAREHOLDERS AS PER REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 29 MARCH 2024

Name	No. of Ordinary Shares	
	Direct Interest	Indirect Interest
1. Tiong Toh Siong Holdings Sdn. Bhd.	61,950,021 (32.88%*)	3,507,012 ¹ (1.86%*)
2. Amat Abadi Sdn. Bhd.	52,708,515 (27.98*)	-
3. YBhg. Tan Sri Datuk Sir Diong Hiew King @ Tiong Hiew King	1,109,120 (0.59%*)	71,322,380 ² (37.86%*)
4. Richard Sandah	-	52,708,515 ³ (27.98*)
5. Sharifah Rokayah Binti Wan Othman	-	52,708,515 ³ (27.98*)

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 20,590,800 ordinary shares bought back by the Company and retained as treasury shares as at 29 March 2024.

DIRECTORS' INTERESTS AS AT 29 MARCH 2024

Name	No. of Ordinary Shares Held in the Company			
	Direct Interest	%*	Indirect Interest	%*
1. YBhg. Datuk Tiong Thai King	987,120	0.52	-	-
2. YBhg. Dato' Tiong Ing	1,991,313	1.06	569,675 ¹	0.30
3. Madam Ngu Ying Ping	-	-	-	-
4. Mr. Tiong Ing Ming	-	-	-	-
5. Mr. Poh Kee Eng	-	-	-	-
6. Mr. Teng King Huat	10,000	0.01	-	-

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 20,590,800 ordinary shares bought back by the Company and retained as treasury shares as at 29 March 2024.

LIST OF THIRTY LARGEST SECURITIES ACCOUNTS HOLDERS AS AT 29 MARCH 2024

	Names	No. of ordinary shares	Percentage (%*)
1.	RHB Nominees (Tempatan) Sdn Bhd Bank of China (Malaysia) Berhad Pledged Securities Account For Tiong Toh Siong Holdings Sdn Bhd	61,260,000	32.51
2.	Amat Abadi Sdn Bhd	52,708,515	27.98
3.	Citigroup Nominees (Asing) Sdn Bhd Exempt An For Bank of Singapore Limited (Foreign)	9,580,210	5.08
4.	Pertumbuhan Tiasa Sdn Bhd	5,970,132	3.17
5.	CIMB Group Nominees (Asing) Sdn Bhd Exempt An For DBS Bank Ltd (SFS-PB)	5,070,810	2.69
6.	Teck Sing Lik Enterprise Sdn Bhd	4,679,977	2.48
7.	Tiong Toh Siong & Sons Sdn Bhd	3,507,012	1.86
8.	Pertumbuhan Abadi Enterprises Sdn Bhd	3,429,195	1.82
9.	Neoh Choo Ee & Company Sdn Bhd	2,700,700	1.43
10.	Globegate Alliance Sdn Bhd	2,667,150	1.42
11.	Serrano Group Limited	2,639,490	1.40
12.	UOBM Nominees (Asing) Sdn Bhd United Overseas Bank Nominees (Pte) Ltd For Novel Investment Group Limited	1,574,075	0.84
13.	UOBM Nominees (Asing) Sdn Bhd United Overseas Bank Nominees (Pte) Ltd For Max Fortune Resource Inc.	1,449,200	0.77
14.	Dato' Tiong Ing	1,211,233	0.64
15.	Tan Sri Datuk Sir Diong Hiew King @ Tiong Hiew King	1,109,120	0.59
16.	Tiong Toh Siong Enterprises Sdn Bhd	1,063,720	0.56
17.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Kong Kok Choy	1,000,000	0.53
18.	Kenanga Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Datuk Tiong Thai King	987,120	0.52
19.	Tan Aik Choon	821,200	0.44
20.	Dynaquest Sdn Bhd	778,900	0.41
21.	Lee Kok Hin	750,400	0.40
22.	Dato' Tiong Ing	745,535	0.40
23.	Tiong Toh Siong Holdings Sdn Bhd	690,021	0.37
24.	Chan Yoke Cheng	495,900	0.26
25.	Ooi Chin Hock	474,200	0.25
26.	Safari Alliance Sdn Bhd	446,000	0.24
27.	Kingsley Lim Fung Wang	445,800	0.24
28.	Citigroup Nominees (Tempatan) Sdn Bhd Exempt An for Bank of Singapore Limited (Local)	400,000	0.21
29.	Ngu Yii Chuo	351,563	0.19
30.	Public Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Law Cheng King Enterprise Sdn Bhd (E-JCL)	257,614	0.14
	Total	169,264,792	89.84

* Excluding 20,590,800 ordinary shares of RM1.00 each bought back by the Company and retained as treasury shares based on the Record of Depositors as at 29 March 2024.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Eighth 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, 28 May 2024 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 December 2023 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 RM348,333 for the financial year ended 31 December 2023. | Resolution 1 |
| 3. | To re-elect Mr. Poh Kee Eng 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 Mr. Teng King Huat who retires in accordance with Article 128 of the Company’s Constitution and being eligible, offers himself 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 5.3 of the Malaysian Code on Corporate Governance 2021 | Resolution 5 |

“THAT approval be and is hereby given to Mr. Tiong Ing Ming 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, finalise and give full effect to the Proposed Share Buy-Back with full powers to assent to any

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

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 and new 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 26 April 2024 (“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,

whichever is the earlier.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

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

Kelvin Chung Vui Yeng (MIA 47542)

SSM Practicing Certificate No.: 202208000128

Voon Jan Moi (MAICSA 7021367)

SSM Practicing Certificate No.: 202008001906

Joint Company Secretaries

Dated : 26 April 2024

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 Director (proposed Resolutions 2 and 3)***
The Nomination Committee (“NC”) of the Company has assessed the performance, contribution and effectiveness of Mr. Poh Kee Eng and Mr. Teng King Huat and assessed the fit and proper criteria of Mr. Poh and Mr. Teng. The areas of assessment include fit and proper, knowledge and integrity, contribution and participation, calibre and personality. Mr. Poh and Mr. Teng possess the relevant skill sets and experience and bring valuable insights to the Board of Directors (“Board”). Based on the satisfactory assessment outcome, the Board recommended Mr. Poh Kee Eng and Mr. Teng King Huat to be re-elected according to the resolution to be tabled at the Twenty-Eighth Annual General Meeting (“AGM”).
- (c) ***Ordinary resolution in relation to continuation in office as Independent Director pursuant to Practice 5.3 of the Malaysian Code on Corporate Governance 2021 (proposed Resolution 5)***
The proposed Resolution No. 5 is to seek shareholders’ approval to retain Mr. Tiong Ing Ming, whose tenure as Independent Director of the Company has exceeded tenure limit of nine (9) years. The NC has assessed the performance, contribution and effectiveness of Mr. Tiong Ing Ming and assessed the fit and proper criteria of Mr. Tiong. The areas of assessment include fit and proper, knowledge and integrity, contribution and participation, calibre and personality. Mr. Tiong possesses the relevant skill sets and experience and bring valuable insights to the Board. Based on the satisfactory assessment outcome, the Board recommended Mr. Tiong Ing Ming to be retained as an Independent Director of the Company based on the following justifications:
- i) his experience, networking, understanding of business and objectivity in approach enables him to provide the Board and Board Committees with pertinent expertise, skills and competence and his independent judgement will continue to add credence to the Company;*
 - ii) he 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) he acts in the best interests of all shareholders and his continuation in office as Independent Director will provide a check and balance to operational management.*
- The Board will be seeking shareholders approval through a two-tier voting process at the AGM to retain Mr. Tiong Ing Ming as Independent Director.*
- (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 26 April 2024 for further information.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

(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.

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 26 April 2024 ("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 AGM 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 the AGM shall have the same rights as the member to speak at the AGM.
2. A member entitled to attend, speak and vote at the AGM shall not be entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM. 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 AGM or any adjournment thereof.
6. A depositor whose name appears in the Record of Depositors as at 20 May 2024 shall be regarded as a member of the Company entitled to attend the AGM 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-Eighth 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 Sibul, Sarawak on Tuesday, 28 May 2024 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 December 2023.		
2.	To re-elect Mr. Poh Kee Eng as Director.		
3.	To re-elect Mr. Teng King Huat as Director.		
4.	To re-appoint Messrs. Crowe Malaysia PLT as auditors.		
5.	To retain Mr. Tiong Ing Ming as an Independent Director.		
6.	Proposed renewal of authority for purchase of own shares by the Company.		
7.	Proposed renewal of and new 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%

*Strike out whichever not applicable

Dated this day of 2024

.....
Signature of shareholder(s)/common seal

Notes :

- A member entitled to attend, speak and vote at the AGM 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 the AGM shall have the same rights as the member to speak at the AGM.
- A member entitled to attend, speak and vote at the AGM shall not be entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM. 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.
- 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.
- 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.
- 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 Sibul, Sarawak not less than 48 hours before the time set for holding the AGM or any adjournment thereof.
- A depositor whose name appears in the Record of Depositors as at 20 May 2024 shall be regarded as a member of the Company entitled to attend the AGM or appoint a proxy to attend, speak and vote on his behalf.

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The Secretary
Subur Tiasa Holdings Berhad
No 66-78, Pusat Suria Permata
Jalan Upper Lanang, C.D.T. 123
96000 Sibul, Sarawak
Malaysia

2nd fold here



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