FINANCIAL STATEMENTS

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Statement of Responsibility by Directors

In Respect of the Preparation of the Annual Audited Financial Statements

The Directors are responsible for ensuring that the annual audited financial statements of the Group and of the Company are drawn up in accordance with the requirements of the applicable approved Malaysian Financial Reporting Standards issued by the Malaysian Accounting Standards Board, IFRS Accounting Standards issued by the International Accounting Standards Board, the provisions of the Companies Act 2016 and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Directors are also responsible for ensuring that the annual audited financial statements of the Group and the Company are prepared with reasonable accuracy from the accounting records of the Group and the Company so as to give a true and fair view of the state of affairs of the Group and the Company as at 31 December 2024, and of the results of their operations and cash flows for the year ended on that date.

In preparing the annual audited financial statements, the Directors have applied the appropriate and relevant accounting policies on a consistent basis; made judgements and estimates that are reasonable and prudent; and prepared the annual audited financial statements on a going concern basis.

The Directors are also responsible for taking reasonable steps to preserve the interest of stakeholders and to safeguard the assets of the Group and the Company to prevent and detect fraud and other irregularities.

Directors' Report

The Directors have the pleasure of presenting their report, together with the audited financial statements of OSK Holdings Berhad Group ("the Group"), which includes OSK Holdings Berhad ("the Company") and its subsidiaries, associates and a joint venture, and of the Company for the year ended 31 December 2024, pursuant to Section 252 of the Companies Act 2016 ("CA2016").

(A) PRINCIPAL ACTIVITIES

The Company is an investment holding company. The principal activities of the Group are organised into four core reportable business segments comprising Property; Financial Services; Industries and Hospitality, along with Investment Holding Segment as described in Note 1.3 to the financial statements. The principal activities of subsidiaries and associates and a joint venture are listed in Notes 3.3 and 3.4 to the financial statements respectively. There have been no significant changes in the nature of these principal activities during the year.

(B) BUSINESS AND OPERATION REVIEWS

The business and operation reviews of the Group are disclosed in the 'Executive Chairman's Letter to Stakeholders' and the 'From the Desk of Our Group Managing Director' under the Leadership Insights, and the 'Management Discussion and Analysis' sections, on pages 6 to 9, 10 to 15 and 46 to 81 respectively, of this Integrated Annual Report.

(C) FINANCIAL MATTERS

Profit after tax for the year

	Group RM'000	Company RM'000
Profit after tax attributable to:		
Owners of the Company	536,472	226,038
Non-controlling interests	2,150	-
	538,622	226,038

Dividends

	RM'000
(a) Dividends declared and paid by the Company since the end of the previous year:	
(i) A single-tier final dividend of 4.0 sen per ordinary share in respect of the preceding year ended 31 December 2023 was paid on 17 May 2024	82,484
(ii) A single-tier interim dividend of 3.0 sen per ordinary share in respect of the current year ended 31 December 2024 was paid on 4 October 2024	61,863
	144,347
(b) Proposed final dividend: A single-tier final dividend of 5.0 sen per ordinary share in respect of the current year ended 31 December 2024, subject to Shareholders' approval at the forthcoming Annual General Meeting to be held on 14 May 2025	103,105

The statement of changes in equity for current year ended 31 December 2024 does not reflect the above proposed final dividend and will be accounted for in Shareholders' equity as an appropriation of retained profits in the year ending 31 December 2025, if approved by the Shareholders.

Further details of dividends are disclosed in Note 1.5 to the financial statements.

Directors' Report

(C) FINANCIAL MATTERS (CONT'D)

Reserves and provisions

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

Material events during the year

Material events during the year comprised as follows:

		Note
(a)	Subscription of 8,991,341 ordinary shares in RHB Bank Berhad, an associate, via Dividend Reinvestment Plan. The Company's equity interest increased to 10.27%.	3.4(b)(i)
(b)	Acquisition of factories and assets located in Johor Bahru by Olympic Cable Company Sdn. Bhd. for expansion of cable business.	4.1

Material events after the reporting period

Material subsequent events from the end of the year up to the date of this report are as follows:

		Note
(a)	Proposed Bonus Issue of the Company	4.2(a)
(b)	Issuance of RM750.0 million Sukuk-R	4.2(b)

Issue of shares and debentures

There were no issuances of shares and debentures during the year.

The details of the shares are disclosed in Note 3.23 to the financial statements.

(C) FINANCIAL MATTERS (CONT'D)

Options to take up unissued shares of the Company

No options were granted to any person to take up unissued shares of the Company during the year.

Treasury shares

The Company did not purchase any ordinary shares from the open market during the year.

The details of the treasury shares are disclosed in Note 3.24 to the financial statements.

Bad and doubtful debts

Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts in respect of capital financing, trade receivables and other receivables, as disclosed in Notes 3.9, 3.10 and 3.11 to the financial statements respectively.

At the date of this report, the Directors are not aware of any circumstances which would render the amounts written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent.

Current assets other than debts

Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps to ensure that any current assets other than debts, which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company, had been written down to an amount which the current assets might be expected so to realise in respect of inventories and contract assets as disclosed in Notes 3.7 and 3.13 to the financial statements respectively.

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 of the Group and of the Company misleading.

Directors' Report

(C) FINANCIAL MATTERS (CONT'D)

Method of valuation of assets or liabilities

At the date of this report, the Directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate. Assets that are measured at fair values including investment properties, derivative asset, biological assets, securities at fair value through profit or loss and short-term funds are disclosed in Notes 3.2, 3.12, 3.14, 3.16 and 3.17 to the financial statements respectively.

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 which has arisen since the end of the 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 year, other than those arising in the normal course of business of the Group and of the Company.

No contingent or other liability has become enforceable, or is likely to become enforceable within the period of twelve (12) months after the end of the year which, in the opinion of the Directors, will or may affect the ability of the Group or 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 unusual nature

In the opinion of the Directors:

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

(b) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the year and the date of this report which is likely to affect substantially the results of the operations of the Group and of the Company for the year in which this report is made.

(D) DIRECTORS MATTERS

Directors of the Company

The Directors of the Company who have held office during the year are:

Tan Sri Ong Leong Huat @ Wong Joo Hwa*
Ong Ju Yan*
Ong Ju Xing*
Dato' Saiful Bahri bin Zainuddin*
Dato' Thanarajasingam Subramaniam*
Leong Keng Yuen
Wong Wen Miin
Farah Deba binti Mohamed Sofian
Mazidah binti Abdul Malik - appointed on 1 September 2024
Ong Yee Ching* - resigned on 31 October 2024

* Who is also the director of the subsidiary(ies)

Directors of the subsidiaries

In addition to the six Directors of the Company who are also the Directors of the subsidiaries as disclosed above, the directors of the subsidiaries who have held office during the year are:

Puan Sri Khor Chai Moi
Dato' Che Pee bin Samsudin
Dato' Mohd Daud bin Samsuddin
Chew Cheng Leong
Chong Cheong Leong
Chow Hock Kin
Fan Pui Chin
Goh Hao Kwang Dennis
Lim Liang Pin
Mohamed Nazari bin Noordin
Ng Kin Wai
Ng Lai Ping
Ong Ghee Bin
Sit Mee Leng
Tan Kheak Chun
Ting Chun Hong
Tio Jun Lim
Vincent Ha Kwang Yuen
Wong Chong Shee
Yeoh Peik Hong
Soh Choon Guan - appointed on 1 August 2024
Lee Kuan Hong - resigned on 1 August 2024

During the period commencing from the end of the year till the date of this report, there were no changes in the directors of the subsidiaries.

(D) DIRECTORS MATTERS (CONT'D)

Directors' interests

Neither at the end of the year, nor at any time during the year, did there subsist any arrangement to which the Company was a party, being arrangements with the objects of enabling the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

According to the Register of Directors' Shareholdings kept by the Company under Section 59 of the CA2016, the Directors in office at the end of the year who have interests in the shares of the Company and of its related corporations during the year are as follows:

(a) The Company

	Number of ordinary shares			
	As at 1.1.2024	Acquired	Resigned on 31.10.24	As at 31.12.2024
Direct interests:				
Tan Sri Ong Leong Huat @ Wong Joo Hwa	54,175,861	-	-	54,175,861
Ong Ju Yan	24,737,550	-	-	24,737,550
Ong Ju Xing	22,084,395	-	-	22,084,395
Leong Keng Yuen	318,608	-	-	318,608
Ong Yee Ching	13,185,470	-	(13,185,470)	-
Indirect interests:				
Tan Sri Ong Leong Huat @ Wong Joo Hwa	1,089,502,551[1]	265,000	13,185,470[2]	1,102,953,021[3]
Ong Ju Yan	2,667,701[4]	-	-	2,667,701[4]
Ong Ju Xing	926,600[4]	-	-	926,600[4]
Leong Keng Yuen	221,869[5]	-	-	221,869[5]

(b) Related corporations

(i) Ultimate holding company, Yellow Rock (L) Foundation

Tan Sri Ong Leong Huat @ Wong Joo Hwa is deemed to have an interest in Yellow Rock (L) Foundation by virtue of his controlling interest in Yellow Rock (L) Foundation.

(D) DIRECTORS MATTERS (CONT'D)

Directors' interests (Cont'd)

(b) Related corporations (Cont'd)

(ii) Subsidiaries

(1) PJ Development Holdings Berhad

	Number of ordinary shares			
	As at 1.1.2024	Acquired	Disposed	As at 31.12.2024
Indirect interest:				
Tan Sri Ong Leong Huat @ Wong Joo Hwa	510,583,093[6]	848,800	-	511,431,893[6]

(2) OSK Property Holdings Berhad

	Number of ordinary shares			
	As at 1.1.2024	Acquired	Disposed	As at 31.12.2024
Indirect interest:				
Tan Sri Ong Leong Huat @ Wong Joo Hwa	345,639,965[6]	-	-	345,639,965[6]

Notes:

[1] Deemed interested pursuant to Section 8 of CA2016 by virtue of his controlling interest in Yellow Rock (L) Foundation and disclosure made pursuant to Section 59(11)(c) of CA2016 in relation to interests held by his spouse and children, other than Ong Ju Yan, Ong Ju Xing and Ong Yee Ching whose interests have been disclosed herein.

[2] Shares held by his daughter, Ms. Ong Yee Ching, who resigned as Director of the Company on 31 October 2024 pursuant to Section 59(11)(c) of CA2016.

[3] Deemed interested pursuant to Section 8 of CA2016 by virtue of his controlling interest in Yellow Rock (L) Foundation and disclosure made pursuant to Section 59(11)(c) of CA2016 in relation to interests held by his spouse and children, other than Ong Ju Yan and Ong Ju Xing whose interests have been disclosed herein.

[4] Disclosure made pursuant to Section 59(11)(c) of CA2016 in relation to interests held by his spouse.

[5] Deemed interested pursuant to Section 8 of CA2016 by virtue of his substantial shareholdings in Wing Foong Holdings Sdn. Bhd. and disclosure made pursuant to Section 59(11)(c) of CA2016 in relation to interests held by his spouse.

[6] Deemed interested pursuant to Section 8 of CA2016 by virtue of his substantial shareholdings in OSK Holdings Berhad.

(D) DIRECTORS MATTERS (CONT'D)

Directors' interests (Cont'd)

Tan Sri Ong Leong Huat @ Wong Joo Hwa, by virtue of his interest in the Company, is also deemed to have an interest in the shares of all the Company's subsidiaries to the extent the Company has an interest.

Other than as disclosed above, the other Directors in office at the end of the year did not hold any shares of the Company or its related corporations.

Remuneration and Benefits of Directors of the Company

Directors' remuneration for the year were as follows:

	Group RM'000	Company RM'000
Fees	380	360
Other benefits	13,586	7,831
Defined contribution plan	976	630
Estimated money value of benefits-in-kind	150	99
	15,092	8,920

Since the end of the previous year, no Director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the Directors or the fixed salary of full-time employees or estimated money value of other benefits of certain subsidiaries of the Company where further details are disclosed in Notes 4.3(b) and 4.3(c) to the financial statements) by reason of a contract made by the Company or a related corporation with any Director or with a firm of which he is a member, or with a company in which he has a substantial financial interest, except information as disclosed in Notes 4.3(d) and 4.3(e) to the financial statements.

Indemnity and insurance for Directors, officers and auditors

The Company provides insurance cover for the Directors and officers of the Group and of the Company. The total amount of insurance premium paid by the Company for the year was RM62,000. There was no indemnity given to or insurance cover for the auditors of the Group and of the Company during the year.

Directors' Report

(E) AUDITORS AND AUDITORS' REMUNERATION

The auditors of the Company, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

The Group's auditors' remuneration comprising (a) auditors of the Company and its member firms; and (b) other auditors for the year were as follows:

	Group RM'000	Company RM'000
Statutory audit	926	79
Other services	109	15
	1,035	94

Further details of auditors' remuneration are disclosed in Note 2.4 to the financial statements.

(F) STRUCTURE OF THE GROUP

Ultimate Holding Company

Yellow Rock (L) Foundation, a Labuan Foundation registered under the Labuan Foundations Act 2010, is regarded by the Directors as the Company's ultimate holding company.

Subsidiaries

The details of the subsidiaries are disclosed in Note 3.3 to the financial statements.

For the year ended 31 December 2024, the auditors' reports on the financial statements of all the subsidiaries were unqualified.

None of the subsidiaries hold any shares in the holding company or other related corporations.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 12 March 2025.

Tan Sri Ong Leong Huat @ Wong Joo Hwa

Ong Ju Yan

Kuala Lumpur, Malaysia
12 March 2025

Statement by Directors

Pursuant to Section 251(2) of the Companies Act 2016

We, Tan Sri Ong Leong Huat @ Wong Joo Hwa and Ong Ju Yan, being two of the Directors of OSK Holdings Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 180 to 376 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards, and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of the results and the cash flows of the Group and of the Company for the year ended on that date.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 12 March 2025.

Tan Sri Ong Leong Huat @ Wong Joo Hwa

Ong Ju Yan

Kuala Lumpur, Malaysia
12 March 2025

Statutory Declaration

Pursuant to Section 251(1)(b) of the Companies Act 2016

I, Ng Lai Ping (CA 12349), being the officer primarily responsible for the financial management of OSK Holdings Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 180 to 376 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by
the abovenamed Ng Lai Ping
at Kuala Lumpur in the Federal Territory
on 12 March 2025

Ng Lai Ping

Before me,

PESURUHJAYA SUMPAH
W 729
MARDHIYYAH
ABDUL WAHAB
1 JAN 2024-31 DIS 2026
MALAYSIA

SUITE 9.03, TINGKAT 9
MENARA RAJA LAUT
NO. 288 JALAN RAJA LAUT
50350 KUALA LUMPUR

Commissioner for Oaths
Kuala Lumpur, Malaysia
12 March 2025

Independent Auditors' Report
to the Members of OSK Holdings Berhad

(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of OSK Holdings Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and the statements of profit or loss, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 180 to 376.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws"), and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matters for the Group

1. Property development revenue and profit recognition

Revenue from property development is set out in Note 2.1 to the financial statements.

We determined this to be a key audit matter because it requires management to exercise significant judgement in determining the satisfaction of performance obligations as stated in the contracts with customers, transaction price allocations and costs in applying the input method to recognise revenue over time, which is based on the percentage of completion method. The determination of the percentage of completion requires management to exercise significant judgement in estimating the total costs to complete.

The Group identifies performance obligations that are distinct and material, which are judgmental in the context of contracts. Transaction prices are determined based on estimated profit margins prior to its allocation to the identified performance obligations.

In estimating the total costs to complete, the Group considers the completeness and accuracy of its cost estimation, including its obligations to contract variations, claims and cost contingencies.

Key Audit Matters (Cont'd)

Key Audit Matters for the Group (Cont'd)

1. Property development revenue and profit recognition (Cont'd)

Audit procedures

Our audit procedures included the following:

(a) reviewed contracts with customers to identify distinct and material performance obligations, and compared our findings to the findings of the Group;

(b) verified development costs incurred during the financial year to supporting documentation;

(c) assessed estimated total costs to complete through enquiries with operational and financial personnel of the Group in relation to variations and claims and verified documentation to support the cost estimates including variation orders and cost contingencies;

(d) recomputed the percentage of completion determined by management for revenue recognition based on verified actual costs incurred to-date and budgeted costs; and

(e) assessed the saleability and selling prices of the development projects to determine the potential revenue of the projects.

2. Impairment assessment of the carrying amounts of property, plant and equipment and right-of-use assets

As at 31 December 2024, the carrying amounts of property, plant and equipment and right-of-use assets of the Group amounted to RM736.6 million and RM51.3 million respectively as disclosed in Notes 3.1 and 3.6 to the financial statements.

Management used forecasted future cash flows in a value-in-use model to determine the recoverable amounts of Cash-Generating Units ("CGUs") and assess if there is any impairment loss required on the property, plant and equipment and right-of-use assets of certain subsidiaries.

We determined this to be a key audit matter because it requires management to exercise significant judgement and estimates about the future results and key assumptions applied to cash flow projections of the CGUs in determining their recoverable amounts. These key assumptions include forecast growth in future revenues and operating profit margins, as well as determining an appropriate pre-tax discount rate and growth rates, which are, among others, dependent on forecasted economic conditions.

Audit procedures

Our audit procedures included the following:

(a) compared cash flow projections against recent performance and assessed and evaluated the key assumptions used in the projections by comparing to actual historical operating profit margins and growth rates;

(b) compared prior period budgets to actual outcomes to assess the reliability of management's forecasting process;

(c) assessed appropriateness of pre-tax discount rates used for each CGU by comparing to the weighted average cost of capital of the Group and relevant risk factors; and

(d) performed sensitivity analysis to stress test the key assumptions in the impairment model.

Independent Auditors' Report
to the Members of OSK Holdings Berhad
(Incorporated in Malaysia)

Key Audit Matters (Cont'd)

Key Audit Matters for the Group (Cont'd)

3. Recoverability of capital financing receivables and trade receivables

As at 31 December 2024, the net carrying amount of capital financing receivables and trade receivables excluding property progress billings receivables of the Group were RM2,179.8 million and RM188.4 million as disclosed in Notes 3.9 and 3.10 to the financial statements respectively.

The Group has impaired capital financing receivables and trade receivables of RM17.4 million and RM17.9 million respectively as at 31 December 2024.

We determined this to be a key audit matter because it requires management to exercise significant judgement in determining the probability of default by trade receivables as well as the use of appropriate forward-looking information.

Audit procedures

Our audit procedures included the following:

(a) assessed the adequacy of credit impaired assessment performed by management on trade receivables exceeding their credit terms and long overdue and old balances;

(b) tested the accuracy of capital financing receivables and trade receivables' ageing;

(c) assessed the expected credit loss ("ECL") for portfolios of capital financing receivables and trade receivables based on customer segments, historical information on payment trend and forward-looking information;

(d) recomputed the probability of default using historical data and forward-looking information adjustment applied by the Group;

(e) recomputed the correlation coefficient between the macroeconomic indicators used by the Group and historical credit losses to determine the appropriateness of the forward-looking information used by the Group;

(f) inquiries of management to assess the rationale underlying the relationship between the forward-looking information and expected credit losses; and

(g) assessed cash receipts subsequent to the end of the reporting period for its effect in reducing amounts outstanding as at the end of the reporting period.

Key Audit Matters for the Company

We have determined that there are no key audit matters in the audit of the separate financial statements of the Company to communicate in our auditors' report.

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.

Information Other than the Financial Statements and Auditors' Report Thereon (Cont'd)

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 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, IFRS Accounting 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 ability of the Group and of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company, or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

(d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company 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.

Independent Auditors' Report
to the Members of OSK Holdings Berhad
(Incorporated in Malaysia)

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

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: (Cont'd)

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

(f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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 year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 3.3 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.

BDO PLT

BDO PLT
201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

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Chartered Accountant

Kuala Lumpur
12 March 2025

Statements of Profit or Loss

For the Year Ended 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Operating activities:					
Operating revenue	2.1	**1,657,788**	1,587,817	**71,670**	231,141
Sales of goods and services	2.1	**1,430,764**	1,416,688	**71,670**	231,141
Cost of sales	2.2	**(1,041,378)**	(1,053,140)	**-**	-
Gross profit from sale of goods and services		**389,386**	363,548	**71,670**	231,141
Revenue from providing financing	2.1	**227,024**	171,129	**-**	-
Expenses for providing financing	2.2	**(74,664)**	(58,402)	**-**	-
Net financing income		**152,360**	112,727	**-**	-
Gross profit		**541,746**	476,275	**71,670**	231,141
Selling expenses	2.3	**(23,561)**	(20,733)	**-**	-
General and administrative expenses	2.4	**(211,843)**	(183,512)	**(25,986)**	(24,161)
Research and development expenses	2.5	**(967)**	(466)	**-**	-
		305,375	271,564	**45,684**	206,980
Impairment losses - net	2.6	**(18,768)**	(801)	**-**	-
Other operating income	2.7	**31,374**	13,217	**19,937**	19,066
Other operating expenses	2.8	**(7,740)**	(5,581)	**(20)**	-
Operating profit		**310,241**	278,399	**65,601**	226,046
Investing activities:					
Share of results of associates and a joint venture, net of tax		**329,533**	302,302	**-**	-
Income from cash and cash equivalents	2.10	**23,199**	20,187	**952**	2,558
Income from an associate and other investments	2.11	**9**	18	**176,869**	174,384
Fair valuation loss on other investments	2.12	**(497)**	(250)	**(457)**	-
		352,244	322,257	**177,364**	176,942
Profit before financing and income tax		**662,485**	600,656	**242,965**	402,988
Financing activities:					
Interest expense on borrowings not related to providing financing to customers	2.13	**(51,049)**	(45,491)	**(16,821)**	(18,722)
Interest expense on other liabilities	2.14	**(40)**	(49)	**(171)**	(122)
		(51,089)	(45,540)	**(16,992)**	(18,844)
Profit before tax		**611,396**	555,116	**225,973**	384,144
Tax (expense)/income	2.15	**(72,774)**	(84,900)	**65**	(482)
Profit after tax		**538,622**	470,216	**226,038**	383,662
Profit attributable to:					
Owners of the Company		**536,472**	466,954	**226,038**	383,662
Non-controlling interests	3.3(e)	**2,150**	3,262	**-**	-
		538,622	470,216	**226,038**	383,662
Earnings per share (sen)					
Basic/Diluted	1.6	**26.02**	22.64		

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

Statements of Comprehensive Income

For the Year Ended 31 December 2024

	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Profit after tax	**538,622**	470,216	**226,038**	383,662
Other comprehensive income/(expenses) for the year				
Items of other comprehensive income/(expenses) that are not subject to tax effects:				
(a) Gain/(loss) will be reclassified subsequently to statement of profit or loss when specific conditions are met:				
- *Fair value gain on cash flow hedge*	**218**	-	**-**	-
- *Foreign currency translation (loss)/gain*	**(72,905)**	29,909	**-**	-
(b) Gain/(loss) reclassified subsequently to statement of profit or loss:				
- *Fair value of cash flow hedge upon expiry*	**-**	89	**-**	-
	(72,687)	29,998	**-**	-
Share of other comprehensive income/(expenses) and reserves of associates accounted for using equity method for items that are not subject to tax effects:				
(a) Gain/(loss) will not be reclassified subsequently to statement of profit or loss:				
- *Gain on fair values through other comprehensive income ("FVTOCI") and other reserves*	**5,880**	3,359	**-**	-
(b) Gain/(loss) will be reclassified subsequently to statement of profit or loss when specific conditions are met:				
- *(Loss)/gain on foreign currency translation reserves*	**(24,157)**	18,867	**-**	-
- *Gain on FVTOCI and other reserves*	**4,025**	65,178	**-**	-
	(14,252)	87,404	**-**	-
Total other comprehensive (expenses)/income for the year	**(86,939)**	117,402	**-**	-
Total comprehensive income	**451,683**	587,618	**226,038**	383,662
Total comprehensive income attributable to:				
Owners of the Company	**451,163**	583,680	**226,038**	383,662
Non-controlling interests	**520**	3,938	**-**	-
	451,683	587,618	**226,038**	383,662

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

Statements of Financial Position

As at 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
ASSETS:					
Non-current					
Property, plant and equipment	3.1	**736,593**	619,797	**834**	581
Investment properties	3.2	**519,469**	498,512	**-**	-
Investments in subsidiaries	3.3	**-**	-	**1,736,428**	1,715,243
Investments in associates and a joint venture	3.4	**4,337,677**	4,226,355	**2,411,322**	2,367,443
Intangible assets	3.5	**4,409**	4,146	**167**	183
Right-of-use assets	3.6	**51,266**	51,210	**3,080**	4,390
Inventories	3.7	**1,469,603**	1,491,861	**-**	-
Deferred tax assets	3.8	**121,889**	108,661	**1,001**	904
Capital financing	3.9	**765,014**	383,866	**-**	-
Trade receivables	3.10	**33,789**	11,795	**-**	-
Other assets	3.11	**4,672**	1,790	**-**	-
Derivative asset	3.12	**24,327**	-	**-**	-
		8,068,708	7,397,993	**4,152,832**	4,088,744
Current					
Inventories	3.7	**430,678**	347,682	**-**	-
Capital financing	3.9	**1,414,757**	1,355,218	**-**	-
Trade receivables	3.10	**311,284**	201,853	**-**	-
Other assets	3.11	**79,227**	47,685	**1,029**	757
Contract assets	3.13	**226,692**	337,845	**-**	-
Biological assets	3.14	**655**	444	**-**	-
Amounts due from subsidiaries	3.15	**-**	-	**170**	126
Tax recoverable		**5,562**	2,642	**928**	350
Securities at fair value through profit or loss ("FVTPL")	3.16	**195**	248	**195**	248
Cash, bank balances and short-term funds	3.17	**876,146**	743,579	**30,086**	21,880
		3,345,196	3,037,196	**32,408**	23,361
TOTAL ASSETS		**11,413,904**	10,435,189	**4,185,240**	4,112,105

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
LIABILITIES:					
Non-current					
Borrowings	3.18	**2,252,304**	2,017,007	**-**	-
Trade payables	3.19	**25,997**	23,807	**-**	-
Other liabilities	3.20	**3,217**	1,938	**-**	-
Contract liabilities and deferred income	3.22	**70,936**	72,836	**-**	-
Lease liabilities	3.6	**781**	131	**1,198**	2,721
Deferred tax liabilities	3.8	**67,587**	71,243	**-**	-
		2,420,822	2,186,962	**1,198**	2,721
Current					
Borrowings	3.18	**1,611,776**	1,242,971	**40,000**	40,000
Trade payables	3.19	**129,621**	113,996	**-**	-
Other liabilities	3.20	**516,535**	477,718	**278**	159
Provisions	3.21	**172,603**	162,223	**4,774**	4,482
Contract liabilities and deferred income	3.22	**42,109**	18,726	**-**	-
Lease liabilities	3.6	**576**	588	**1,990**	1,722
Tax payable		**18,327**	36,601	**-**	-
Amounts due to subsidiaries	3.15	**-**	-	**344,350**	352,062
		2,491,547	2,052,823	**391,392**	398,425
TOTAL LIABILITIES		**4,912,369**	4,239,785	**392,590**	401,146
NET ASSETS		**6,501,535**	6,195,404	**3,792,650**	3,710,959
EQUITY:					
Share capital	3.23	**2,095,311**	2,095,311	**2,095,311**	2,095,311
Treasury shares, at cost	3.24	**(43,226)**	(43,226)	**(43,226)**	(43,226)
		2,052,085	2,052,085	**2,052,085**	2,052,085
Reserves	3.25	**4,376,646**	4,068,721	**1,740,565**	1,658,874
Issued capital and reserve attributable to Owners of the Company		**6,428,731**	6,120,806	**3,792,650**	3,710,959
Non-controlling interests	3.3(e)	**72,804**	74,598	**-**	-
TOTAL EQUITY		**6,501,535**	6,195,404	**3,792,650**	3,710,959
Net Assets per share (RM)	1.7	**3.12**	2.97		

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

Statements of Changes in Equity

For the Year Ended 31 December 2024

Group	Note	Share capital (Note 3.23) RM'000	Treasury shares (Note 3.24) RM'000	Revaluation reserve (Note 3.25) RM'000	Foreign currency translation reserves (Note 3.25) RM'000	Hedging reserve (Note 3.25) RM'000	Other reserves (Note 3.25) RM'000	Retained profits (Note 3.25) RM'000	Total issued share capital and reserves RM'000	Non-controlling interests [Note 3.3(e)] RM'000	Total equity RM'000
		Attributable to Owners of the Company									
As at 1 January 2024		**2,095,311**	**(43,226)**	**63,451**	**67,959**	**-**	**(6,867)**	**3,944,178**	**6,120,806**	**74,598**	**6,195,404**
Profit after tax		**-**	**-**	**-**	**-**	**-**	**-**	**536,472**	**536,472**	**2,150**	**538,622**
Fair value gain on cash flow hedge		**-**	**-**	**-**	**-**	**218**	**-**	**-**	**218**	**-**	**218**
Foreign currency translation loss		**-**	**-**	**-**	**(71,287)**	**-**	**-**	**-**	**(71,287)**	**(1,618)**	**(72,905)**
Share of other comprehensive (expenses)/income and reserves of associates accounted for using equity method:											
- *Foreign currency translation reserves*		**-**	**-**	**-**	**(24,157)**	**-**	**-**	**-**	**(24,157)**	**-**	**(24,157)**
- *FVTOCI and other reserves*		**-**	**-**	**-**	**-**	**-**	**9,917**	**-**	**9,917**	**(12)**	**9,905**
Other comprehensive (expenses)/income		**-**	**-**	**-**	**(95,444)**	**218**	**9,917**	**-**	**(85,309)**	**(1,630)**	**(86,939)**
Total comprehensive (expenses)/income		**-**	**-**	**-**	**(95,444)**	**218**	**9,917**	**536,472**	**451,163**	**520**	**451,683**
Dividends paid to:											
- *Owners of the Company*	1.5	**-**	**-**	**-**	**-**	**-**	**-**	**(144,347)**	**(144,347)**	**-**	**(144,347)**
- *Non-controlling interests*		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(20)**	**(20)**
Total distributions to Owners		**-**	**-**	**-**	**-**	**-**	**-**	**(144,347)**	**(144,347)**	**(20)**	**(144,367)**
Acquisition of additional interests in subsidiaries from non-controlling interests:											
- *Accretion of equity interests*	3.3(b)(ii),(iv)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(2,294)**	**(2,294)**
- *Gain on acquisitions*	3.3(b)(ii),(iv)	**-**	**-**	**-**	**-**	**-**	**-**	**1,109**	**1,109**	**-**	**1,109**
Total changes in ownership interest in subsidiaries		**-**	**-**	**-**	**-**	**-**	**-**	**1,109**	**1,109**	**(2,294)**	**(1,185)**
Total transactions with Owners in their capacity as Owners		**-**	**-**	**-**	**-**	**-**	**-**	**(143,238)**	**(143,238)**	**(2,314)**	**(145,552)**
As at 31 December 2024		**2,095,311**	**(43,226)**	**63,451**	**(27,485)**	**218**	**3,050**	**4,337,412**	**6,428,731**	**72,804**	**6,501,535**

Group (Cont'd)	Note	Share capital (Note 3.23) RM'000	Treasury shares (Note 3.24) RM'000	Revaluation reserve (Note 3.25) RM'000	Foreign currency translation reserves (Note 3.25) RM'000	Hedging reserve (Note 3.25) RM'000	Other reserves (Note 3.25) RM'000	Retained profits (Note 3.25) RM'000	Total issued share capital and reserves RM'000	Non-controlling interests [Note 3.3(e)] RM'000	Total equity RM'000
		Attributable to Owners of the Company									
As at 1 January 2023											
As per previously reported		2,095,311	(43,226)	63,451	19,864	(89)	(75,409)	3,619,806	5,679,708	74,875	5,754,583
Effects of adoption of MFRS 17 'Insurance Contracts' by an associate		-	-	-	-	-	-	1,758	1,758	-	1,758
As restated		2,095,311	(43,226)	63,451	19,864	(89)	(75,409)	3,621,564	5,681,466	74,875	5,756,341
Profit after tax		-	-	-	-	-	-	466,954	466,954	3,262	470,216
Reclassification of hedging reserves to profit or loss upon expiry of hedging instrument		-	-	-	-	89	-	-	89	-	89
Foreign currency translation gain		-	-	-	29,228	-	-	-	29,228	681	29,909
Share of other comprehensive income/(expenses) and reserves of associates accounted for using equity method:											
- *Foreign currency translation reserves*		-	-	-	18,867	-	-	-	18,867	-	18,867
- *FVTOCI and other reserves*		-	-	-	-	-	68,542	-	68,542	(5)	68,537
Other comprehensive income		-	-	-	48,095	89	68,542	-	116,726	676	117,402
Total comprehensive income		-	-	-	48,095	89	68,542	466,954	583,680	3,938	587,618
Dividends paid to:											
- *Owners of the Company*	1.5	-	-	-	-	-	-	(144,347)	(144,347)	-	(144,347)
- *Non-controlling interests*		-	-	-	-	-	-	-	-	(4,197)	(4,197)
Total distributions to Owners		-	-	-	-	-	-	(144,347)	(144,347)	(4,197)	(148,544)
Acquisition of additional interests in subsidiaries from non-controlling interests:											
- *Accretion of equity interests*	3.3(c)(ii),(v)	-	-	-	-	-	-	-	-	(18)	(18)
- *Gain on acquisitions*	3.3(c)(ii),(v)	-	-	-	-	-	-	7	7	-	7
Total changes in ownership interest in subsidiaries		-	-	-	-	-	-	7	7	(18)	(11)
Total transactions with Owners in their capacity as Owners		-	-	-	-	-	-	(144,340)	(144,340)	(4,215)	(148,555)
As at 31 December 2023		2,095,311	(43,226)	63,451	67,959	-	(6,867)	3,944,178	6,120,806	74,598	6,195,404

Statements of Changes in Equity
For the Year Ended 31 December 2024

Statements of Changes in Equity

For the Year Ended 31 December 2024

			Distributable		
Company	Note	Share capital (Note 3.23) RM'000	Treasury shares (Note 3.24) RM'000	Retained profits (Note 3.25) RM'000	Total equity RM'000
As at 1 January 2024		**2,095,311**	**(43,226)**	**1,658,874**	**3,710,959**
Profit after tax/Total comprehensive income		**-**	**-**	**226,038**	**226,038**
Dividends paid to Owners of the Company	1.5	**-**	**-**	**(144,347)**	**(144,347)**
As at 31 December 2024		**2,095,311**	**(43,226)**	**1,740,565**	**3,792,650**
As at 1 January 2023		2,095,311	(43,226)	1,419,559	3,471,644
Profit after tax/Total comprehensive income		-	-	383,662	383,662
Dividends paid to Owners of the Company	1.5	-	-	(144,347)	(144,347)
As at 31 December 2023		2,095,311	(43,226)	1,658,874	3,710,959

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

Statements of Cash Flows

For the Year Ended 31 December 2024

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating profit	**310,241**	278,399	**65,601**	226,046
Non-cash and disclosure items#	**(81,138)**	(60,752)	**2,175**	1,993
Operating profit before changes in working capital	**229,103**	217,647	**67,776**	228,039
(Increase)/Decrease in:				
Inventories	**(30,318)**	37,871	**-**	-
Trade receivables	**(133,309)**	19,411	**-**	-
Other assets	**(35,057)**	(4,287)	**(272)**	(124)
Contract assets	**111,153**	(61,436)	**-**	-
Increase/(Decrease) in:				
Trade payables	**17,812**	20,445	**-**	-
Other liabilities	**50,331**	82,131	**411**	393
Contract liabilities and deferred income	**22,093**	(3,535)	**-**	-
	2,705	90,600	**139**	269
Increase in:				
Capital financing, net disbursement	**(509,000)**	(327,319)	**-**	-
Changes in working capital	**(506,295)**	(236,719)	**139**	269
Cash (used in)/from operations	**(277,192)**	(19,072)	**67,915**	228,308
Income tax paid	**(110,912)**	(101,879)	**(610)**	(434)
Income tax refunded	**79**	14,544	**-**	754
Interest/Profit paid	**(72,529)**	(57,005)	**-**	-
Interest/Profit received	**197,572**	151,404	**-**	-
Net cash (used in)/from operating activities	**(262,982)**	(12,008)	**67,305**	228,628

Statements of Cash Flows
For the Year Ended 31 December 2024

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
CASH FLOWS FROM INVESTING ACTIVITIES					
Investment, divestment and income from investments:					
Acquisitions of additional shares in a subsidiary from non-controlling interests	3.3(b)(ii), (c)(ii)	**(1,185)**	(11)	**(1,185)**	(11)
Dividends received from securities at FVTPL		**9**	9	**9**	9
Gain on redemption of short-term funds		**737**	2,093	**569**	274
Investment properties expenditure	3.2(b)(i)	**(1,606)**	(8,092)	**-**	-
Funds distribution income received		**7,322**	6,972	**361**	1,693
Interest/Profit received		**10,678**	9,019	**22**	283
Proceeds from disposals of:					
- an associate	3.4(e)	**-^^**	-	**-**	-
- property, plant and equipment		**1,349**	321	**-**	-
Purchase of:					
- land for property development		**-**	(60,245)	**-**	-
- property, plant and equipment	3.1(b)(i)	**(155,704)**	(76,925)	**(529)**	(235)
- right-of-use assets	3.6(b)(i)	**-**	(1,592)	**-**	-
- software licences	3.5(b)	**(959)**	(2,149)	**-**	-
Net investment, divestment and income from investments		**(139,359)**	(130,600)	**(753)**	2,013
Dividends and shares:					
Capital repayment from a subsidiary	3.3(c)(iv)	**-**	-	**-**	2,000
Dividends received from associates and a joint venture		**143,982**	163,756	**132,982**	152,657
Repayments to subsidiaries		**-**	-	**(7,756)**	(127,673)
Subscription of shares in subsidiaries	3.3(d)	**-**	-	**(20,000)**	(99,470)
Net dealings with subsidiaries and associates		**143,982**	163,756	**105,226**	(72,486)
Net cash from/(used in) investing activities		**4,623**	33,156	**104,473**	(70,473)

^^ negligible

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
CASH FLOWS FROM FINANCING ACTIVITIES					
Fundings in business:					
Expenses incurred on borrowings		**(5,278)**	(4,597)	**(153)**	(227)
Proceeds from issuance/drawdowns of:					
- medium-term notes and Sukuk	3.18(f)(ii)	**370,000**	500,000	**-**	-
- term loans and bankers' acceptances		**156,134**	41,635	**-**	-
- revolving credits - net		**369,610**	-	**-**	-
Redemptions/Repayments of:					
- medium-term notes and Sukuk	3.18(f)(ii)	**(179,682)**	(84,091)	**-**	-
- term loans and bankers' acceptances		**(68,499)**	(171,170)	**-**	-
- revolving credits - net		**-**	(54,974)	**-**	-
Net drawdowns	3.18(g)(i)	**647,563**	231,400	**-**	-
Interest/Profit paid		**(82,243)**	(70,056)	**(16,668)**	(18,495)
Payment of lease liabilities	3.6(c)	**(602)**	(2,048)	**(2,000)**	(1,864)
Dividends:					
Dividends paid to:					
- Owners of the Company	1.5	**(144,347)**	(144,347)	**(144,347)**	(144,347)
- non-controlling interests		**(20)**	(4,197)	**-**	-
Net dealing with Owners of the Company		**(144,367)**	(148,544)	**(144,347)**	(144,347)
Net cash from/(used in) financing activities		**415,073**	6,155	**(163,168)**	(164,933)
Net increase/(decrease) in cash and cash equivalents		**156,714**	27,303	**8,610**	(6,778)
Gain/(loss) on fair valuation of short-term funds		**4,019**	1,853	**(404)**	308
Effects of exchange rate changes		**(28,166)**	1,770	**-**	-
Cash and cash equivalents at beginning of the year		**743,579**	712,653	**21,880**	28,350
Cash and cash equivalents at end of the year, comprised cash, bank balances and short-term funds	3.17	**876,146**	743,579	**30,086**	21,880

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
# Non-cash and disclosure items:					
Depreciation and amortisation		**34,432**	30,865	**2,176**	1,993
Gain on disposals of property, plant and equipment - net		**(226)**	(159)	**(2)**	-
(Gain)/Loss on fair valuation of:					
- biological assets	3.14(d)	**(211)**	75	**-**	-
- investment properties	3.2(b)(i)	**(18,482)**	-	**-**	-
- retention sums		**47**	(546)	**-**	-
Impairment losses - net	2.6	**18,768**	801	**-**	-
Interest/Profit income		**(197,572)**	(151,404)	**-**	-
Interest/Profit expense		**72,529**	57,006	**-**	-
Modifications of leases		**(8)**	-	**-**	-
Loss on disposal of an associate	3.4(e)	**72**	-	**-**	-
Loss on foreign currency translations - net		**2,257**	918	**1**	-
Write down of inventories	2.2(b)	**5,956**	1,245	**-**	-
Write off of:					
- plant and equipment	3.1(b)(iv)	**63**	344	**-**	-
- trade receivables		**885**	11	**-**	-
- other receivables		**334**	3	**-**	-
- intangible assets		**18**	-	**-**	-
Reclassification of hedging reserves to statement of profit or loss upon expiry of hedging instrument		**-**	89	**-**	-
		(81,138)	(60,752)	**2,175**	1,993

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

Notes to the Financial Statements

31 December 2024

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT

This section provides the group corporate information, the basis of the preparation of these financial statements, business segment analysis, and capital and financial risk management.

1.1 AUTHORISATION OF FINANCIAL STATEMENTS FOR USE AND GROUP CORPORATE INFORMATION

The consolidated financial statements of the Group and the financial statements of the Company for the year ended 31 December 2024 were authorised for issue in accordance with a resolution of the Directors on 12 March 2025.

(a) The Company

The Company is a public company limited by shares, incorporated under the CA2016, domiciled in Malaysia and listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities") categorised under the property sector. The registered office of the Company is located at 21st Floor, Plaza OSK, Jalan Ampang, 50450 Kuala Lumpur. The principal place of business of the Company is located at 7th Floor, Plaza OSK, Jalan Ampang, 50450 Kuala Lumpur. The Company is an investment holding company. There have been no significant changes in the nature of this principal activity during the year.

(b) Subsidiaries, associates and a joint venture

For business resource allocation and performance assessment, the Group's activities are strategically organised into four core business segments which include Property, Financial Services, Industries, Hospitality and an Investment Holding Segment. Business segment information is disclosed in Note 1.3. The principal activities of the subsidiaries, associates and a joint venture are shown in Notes 3.3 and 3.4 respectively. There have been no significant changes in the nature of these principal activities during the year. The principal places of business of its subsidiaries are disclosed in this integrated annual report and on its website.

The Company and its subsidiaries hold equity interests in three associates and a joint venture. The equity method of accounting has been adopted in the consolidated financial statements on investments in associates and a joint venture. The financial statements of these associates and a joint venture are prepared for the same reporting period as the Group. The accounting policies of all companies are aligned with those accounting policies adopted by the Group. Therefore, no adjustments are made when measuring and recognising the Group's share of the profit or loss of the investees after the dates of acquisitions. Note 3.4 shows further information on investments in associates and a joint venture.

(c) Ultimate holding company

Yellow Rock (L) Foundation, a Labuan Foundation registered under the Labuan Foundations Act 2010, is regarded by the Directors as the Company's ultimate holding company under CA2016. Yellow Rock (L) Foundation also represents the immediate holding company of the Company.

Notes to the Financial Statements
31 December 2024

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.2 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

This note provides the overall basis of preparation that is useful and relevant in understanding these financial statements.

(a) Accounting convention and notes structure to these financial statements

These financial statements of the Group and of the Company have been prepared on a historical cost convention, other than investment properties, biological assets, derivative asset, securities measured at fair value through profit or loss and short-term funds which are measured at their fair values. The carrying values of recognised assets and liabilities that are designated as hedged items in fair value hedges that would otherwise be carried at amortised cost are adjusted to recognise changes in the fair values attributable to the risks that are being hedged ineffective hedge relationships.

The financial statements of the Group and of the Company have been prepared on the basis that they will continue to operate as a going concern. The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on going concern matters are discussed in Note 6.3(b)(i).

The financial statements are presented in Ringgit Malaysia ("RM") which is also the functional currency of the Company and all values are rounded to the nearest thousand (RM'000) unless otherwise indicated.

The notes to the financial statements have been prepared and structured according to their nature into six sections for users to make it easier to identify and comprehend the relevant information. The material accounting policies, significant judgements, key estimates and assumptions have also been placed together in the same note as the related qualitative and quantitative disclosures, to provide a more holistic discussion to users of these financial statements. The notes to the financial statements have been structured to enhance the effect on the understandability and comparability of these financial statements' disclosures.

In addition, the Group has early adopted MFRS 18 'Presentation and Disclosure in Financial Statements' introducing a new structure of statements of profit or loss to enhance the relevance and clarity of its profit or loss statements by presenting the required categories, totals and line items, further details are disclosed in Note 6.1(d).

Entity-specific information including entity-specific accounting policy information has been determined and provided that is generally more useful to users in understanding the related balances, transactions and conditions.

(b) Statement of compliance with financial reporting standards and Companies Act

These financial statements have been prepared in accordance with applicable approved Malaysian Financial Reporting Standards ("MFRS") issued by Malaysian Accounting Standards Board ("MASB"), IFRS Accounting Standards issued by International Accounting Standards Board ("IASB") and the requirements of the Companies Act 2016 in Malaysia and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

During the year, the Group and the Company have adopted amendments to MFRS as disclosed in Note 6.1. The standards, amendments to published standards and interpretations to existing MFRS; and the sustainability disclosure standards issued by the International Sustainability Standards Board ("ISSB") that are applicable to the Group and the Company but not yet effective for the current financial year are disclosed in Notes 6.2 and 6.3 respectively.

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.2 BASIS OF PREPARATION OF FINANCIAL STATEMENTS (CONT'D)

(c) Basis of consolidation

The consolidated financial statements include the Company and its subsidiaries. Subsidiaries' financial statements align with the Group's accounting policies and are prepared for the same period. Note 3.3 shows further information on investments in subsidiaries.

Control is established when the Group has power over an investee, exposure to variable returns, and the ability to affect returns. Majority voting rights usually indicate control, but other factors are also considered. Control reassessment occurs if circumstances change. The effective proportion of ownership interest is shown in Note 3.3(f).

Assets, liabilities, income, and expenses of subsidiaries are included from the date control is obtained until it ceases. Profits, losses, and comprehensive income are attributed to equity holders (owners) and non-controlling interests. Intra-group transactions including intragroup outstanding balances and unrealised gains/losses are eliminated.

Changes in ownership interest without losing control are treated as equity transactions. If control is lost, related assets, liabilities, and equity components are derecognised, and any gain or loss is recognised in profit or loss. Retained investments at the date when control is lost are measured at fair value.

Non-controlling interests in subsidiaries are initially measured at fair value or their share of net assets and adjusted for subsequent changes in equity.

(d) Climate-related matters

It is required to consider climate-related matters in estimates and assumptions when making judgements where appropriate. This assessment includes potential impacts on the Group due to both physical and transition risks. The Group believes its business model and products and services will still be viable after the transition to a low-carbon economy. The climate-related matters increase the uncertainty in estimates and assumptions underpinning several items in the financial statements. The climate-related risks might not currently have a material impact on measurement, but the Group is closely observing relevant changes and developments, such as new climate-related legislation.

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements for each potential item are discussed in Note 6.3(b).

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION

This note provides performance, assets and liabilities analysis by business and geographical segments. Further information on profit or loss; and assets and liabilities items are disclosed in Sections 2 and 3 respectively.

During the year, the Group reorganised the segmental grouping for better management monitoring and reporting. The Group's business activities are now categorised into four core reportable business segments based on the nature of the products and services and an Investment Holding Segment. The executive committee is the chief operating decision maker and monitors the operating results of its business units separately to make decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the consolidated financial statements.

The four core business segments and an Investment Holding Segment are described as follows:

(1) Property

(i) Property Development

- Development and construction of residential and commercial properties for sale, provision of project management services and sharing of results of associates involved in property development activities in Malaysia and Australia.

- Trading of building materials and provision of interior design services.

(ii) Property Investment and Management

- Management and letting of properties, contributing rental yield and appreciation of properties; and sharing of results of an associate and a joint venture which dealt with letting of office space and retail space.

- Cultivation and sale of oil palm fresh fruit bunches and other agriculture produce.

(2) Financial Services

Capital Financing

- Capital financing activities include generating interest and fee income on loan and financing portfolios in Malaysia and Australia.

- Islamic financing activities include generating profit and fee income on Islamic financing portfolios in Malaysia.

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

The four core business segments and an Investment Holding Segment are described as follows: (Cont'd)

(3) Industries

(i) Olympic Cable

- Manufacturing and sale of power cables are divided into four major categories, namely (i) low-voltage power cables, (ii) medium-voltage power cables, (iii) fire-resistant power cables and (iv) fibre optic cables.

(ii) Acotec Industrialised Building System ("IBS")

- Manufacturing and sale of IBS concrete wall panels.

(4) Hospitality

(i) Hotels and Resorts

- Management and operation of hotels and resorts including golf course operations, room rental, food and beverage revenue and fee income.

(ii) SGI Vacation Club

- Management of vacation timeshare and sale of timeshare membership.

(5) Investment Holding

Investment Holding and Others

(i) Investment in RHB Bank Berhad, sharing of results of an associate engaged in financial services business, and generating dividend income.

(ii) Investing activities and other insignificant businesses, including investments that contribute dividend income and interest income.

Inter-segment revenues are eliminated upon consolidation.

Business segment revenue and results include items directly attributable to each segment as well as those that can be allocated on a reasonable basis. Inter-segment transactions have been entered into at the arms-length terms mutually agreed between the segments and have been eliminated to arrive at the Group's results. During the year, there is no single external customer that makes up ten percent or more of the Group's revenue.

The comparative figures of the business segmental information have been represented to conform with current segmental information.

Notes to the Financial Statements
31 December 2024

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(a) **Business segment analysis:**

Business segment performance analysis:

2024	Property RM'000	Financial Services RM'000	Industries RM'000	Hospitality RM'000	Investment Holding RM'000	Consolidated RM'000
Revenue						
Total revenue	**899,192**	**227,024**	**459,301**	**108,779**	**319,156**	**2,013,452**
Elimination of:						
Inter-segment revenue	**(21,892)**	**-**	**(14,807)**	**(3)**	**(69,052)**	**(105,754)**
Dividends from subsidiaries	**-**	**-**	**-**	**-**	**(249,910)**	**(249,910)**
Revenue from external parties	**877,300**	**227,024**	**444,494**	**108,776**	**194**	**1,657,788**
Results						
Segment profit/(loss)	**150,607**	**102,997**	**40,867**	**4,578**	**(9,596)**	**289,453**
Share of results of associates and a joint venture	**9,428**	**-**	**-**	**-**	**320,105**	**329,533**
	160,035	**102,997**	**40,867**	**4,578**	**310,509**	**618,986**
Elimination of unrealised profit	**(5,698)**	**-**	**-**	**-**	**(1,892)**	**(7,590)**
Profit before tax	**154,337**	**102,997**	**40,867**	**4,578**	**308,617**	**611,396**
Tax expense	**(29,431)**	**(28,262)**	**(9,732)**	**(1,713)**	**(3,636)**	**(72,774)**
Profit after tax	**124,906**	**74,735**	**31,135**	**2,865**	**304,981**	**538,622**

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(a) **Business segment analysis: (Cont'd)**

Business segment performance analysis: (Cont'd)

2023	Property RM'000	Financial Services RM'000	Industries RM'000	Hospitality RM'000	Investment Holding RM'000	Consolidated RM'000
Revenue						
Total revenue	961,889	171,129	400,423	98,995	403,672	2,036,108
Elimination of:						
Inter-segment revenue	(40,852)	-	(4,169)	-	(53,534)	(98,555)
Dividends from subsidiaries	-	-	-	-	(349,736)	(349,736)
Revenue from external parties	921,037	171,129	396,254	98,995	402	1,587,817
Results						
Segment profit/(loss)	137,487	85,126	47,502	3,259	(11,233)	262,141
Share of results of associates	15,201	-	-	-	287,101	302,302
	152,688	85,126	47,502	3,259	275,868	564,443
Elimination of unrealised profit	(7,300)	-	-	-	(2,027)	(9,327)
Profit before tax	145,388	85,126	47,502	3,259	273,841	555,116
Tax expense	(44,551)	(21,198)	(13,412)	(2,691)	(3,048)	(84,900)
Profit after tax	100,837	63,928	34,090	568	270,793	470,216

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(a) Business segment analysis: (Cont'd)

Business segment performance analysis: (Cont'd)

Items included in the business performance analysis are:

2024	Property RM'000	Financial Services RM'000	Industries RM'000	Hospitality RM'000	Investment Holding RM'000	Consolidated RM'000
Revenue (Note 2.1)						
Interest income	-	164,936	-	-	-	164,936
Profit income	-	32,636	-	-	-	32,636
Cost of Sales (Note 2.2)						
Depreciation and amortisation	-	-	(6,383)	-	-	(6,383)
Funding costs	-	(72,529)	-	-	-	(72,529)
Write down of inventories	-	-	(5,956)	-	-	(5,956)
Impairment Losses - Net (Note 2.6)						
Write back of impairment losses on:						
- capital financing	-	1,186	-	-	-	1,186
- trade receivables	1,195	-	569	5	-	1,769
- other receivables	64	-	-	-	-	64
Allowance for impairment losses on:						
- capital financing	-	(15,754)	-	-	-	(15,754)
- trade receivables	(810)	-	(4,863)	-	-	(5,673)
- other receivables	(55)	-	(305)	-	-	(360)

Notes to the Financial Statements
31 December 2024

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(a) Business segment analysis: (Cont'd)

Business segment performance analysis: (Cont'd)

Items included in the business performance analysis are: (Cont'd)

2024 (Cont'd)	Property RM'000	Financial Services RM'000	Industries RM'000	Hospitality RM'000	Investment Holding RM'000	Consolidated RM'000
Other Operating Income (Note 2.7)						
Recovery of bad debts of capital financing	-	3	-	-	-	3
Fair valuation gain of:						
- biological assets	211	-	-	-	-	211
- investment properties	19,313	-	-	-	-	19,313
- retention sums	1,096	-	-	-	-	1,096
Gain on disposals of plant and equipment	330	1	122	-	31	484
Income From Cash And Cash Equivalents (Note 2.10)						
Funds distribution income	5,521	40	-	53	1,708	7,322
Gain on redemption of short-term funds	-	168	-	-	569	737
Interest income	4,304	291	790	122	5,170	10,677
Income From Other Investments (Note 2.11)						
Dividend income	-	-	-	-	9	9

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(a) Business segment analysis: (Cont'd)

Business segment performance analysis: (Cont'd)

Items included in the business performance analysis are: (Cont'd)

2024 (Cont'd)	Property RM'000	Financial Services RM'000	Industries RM'000	Hospitality RM'000	Investment Holding RM'000	Consolidated RM'000
General And Administrative Expenses (Note 2.4)						
Depreciation and amortisation	(2,455)	(1,284)	(1,343)	(19,029)	(3,938)	(28,049)
Other Operating Expenses (Note 2.8)						
Fair valuation loss of:						
- investment properties	(831)	-	-	-	-	(831)
- retention sums	(1,143)	-	-	-	-	(1,143)
Foreign currency translations loss	-	(241)	(687)	-	(1,329)	(2,257)
Loss on disposal of:						
- an associate	(72)	-	-	-	-	(72)
- plant and equipment	(2)	(1)	-	(253)	(2)	(258)
Write off of:						
- trade receivables	(885)	-	-	-	-	(885)
- other receivables	(5)	(329)	-	-	-	(334)
- plant and equipment	(12)	(42)	(1)	(8)	-	(63)
- intangible assets	-	(18)	-	-	-	(18)
Fair valuation loss on other investments (Note 2.12)						
Fair valuation loss of:						
- short-term funds	(404)	(40)	-	-	-	(444)
- securities at FVTPL	-	-	-	-	(53)	(53)
Interest Expense On Borrowings (Note 2.13)	(32,512)	-	(3,348)	(4,083)	(11,106)	(51,049)

Notes to the Financial Statements
31 December 2024

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(a) Business segment analysis: (Cont'd)

Business segment performance analysis: (Cont'd)

Items included in the business performance analysis are: (Cont'd)

2023	Property RM'000	Financial Services RM'000	Industries RM'000	Hospitality RM'000	Investment Holding RM'000	Consolidated RM'000
Revenue (Note 2.1)						
Interest income	-	132,716	-	-	-	132,716
Profit income	-	18,688	-	-	-	18,688
Cost of Sales (Note 2.2)						
Depreciation and amortisation	-	-	(5,518)	-	-	(5,518)
Funding costs	-	(57,005)	-	-	-	(57,005)
Write down of inventories	-	-	(1,245)	-	-	(1,245)
Write off of plant and equipment	-	-	(130)	-	-	(130)
Impairment Losses - Net (Note 2.6)						
Write back of impairment losses on:						
- capital financing	-	2,421	-	-	-	2,421
- trade receivables	1,353	-	571	55	-	1,979
- other receivables	81	-	-	-	-	81
Allowance for impairment losses on:						
- capital financing	-	(3,558)	-	-	-	(3,558)
- trade receivables	(292)	-	(1,229)	(5)	(3)	(1,529)
- other receivables	(195)	-	-	-	-	(195)

Notes to the Financial Statements
31 December 2024

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(a) Business segment analysis: (Cont'd)

Business segment performance analysis: (Cont'd)

Items included in the business performance analysis are: (Cont'd)

2023 (Cont'd)	Property RM'000	Financial Services RM'000	Industries RM'000	Hospitality RM'000	Investment Holding RM'000	Consolidated RM'000
Other Operating Income (Note 2.7)						
Recovery of bad debts of:						
- capital financing	-	1	-	-	-	1
- trade receivables	-	-	2	-	-	2
Fair valuation gain of retention sums	1,001	-	-	-	-	1,001
Foreign currency translations gain	-	-	808	4	165	977
Gain on disposals of plant and equipment	98	-	62	118	-	278
Income From Cash And Cash Equivalents (Note 2.10)						
Funds distribution income	3,394	41	-	62	3,476	6,973
Gain on redemption of short-term funds	1,092	10	-	-	990	2,092
Interest income	5,017	284	313	149	3,256	9,019
Income From Other Investments (Note 2.11)						
Dividend income	-	-	-	-	9	9
Fair valuation gain of securities at FVTPL	-	-	-	-	9	9

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(a) Business segment analysis: (Cont'd)

Business segment performance analysis: (Cont'd)

Items included in the business performance analysis are: (Cont'd)

2023 (Cont'd)	Property RM'000	Financial Services RM'000	Industries RM'000	Hospitality RM'000	Investment Holding RM'000	Consolidated RM'000
General And Administrative Expenses (Note 2.4)						
Depreciation and amortisation	(3,176)	(976)	(1,241)	(16,025)	(3,929)	(25,347)
Other Operating Expenses (Note 2.8)						
Fair valuation loss of:						
- biological assets	(75)	-	-	-	-	(75)
- retention sums	(455)	-	-	-	-	(455)
Foreign currency translations loss	-	-	-	-	(1,983)	(1,983)
Loss on disposal of plant and equipment	-	-	-	(119)	-	(119)
Write off of:						
- deposits	(2,316)	-	-	-	-	(2,316)
- trade receivables	(4)	-	-	(7)	-	(11)
- other receivables	-	-	-	(3)	-	(3)
- plant and equipment	-	-	-	(214)	-	(214)
Fair valuation loss on other investments (Note 2.12)						
Fair valuation loss of short-term funds	(120)	-	-	-	(130)	(250)
Interest Expense On Borrowings (Note 2.13)	(24,967)	-	(1,105)	(3,456)	(15,963)	(45,491)

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(a) Business segment analysis: (Cont'd)

Business segment assets and liabilities analysis:

2024	Note	Property RM'000	Financial Services RM'000	Industries RM'000	Hospitality RM'000	Investment Holding RM'000	Consolidated RM'000
Assets							
Tangible assets		**3,521,862**	**2,248,745**	**492,034**	**364,051**	**317,675**	**6,944,367**
Intangible assets	3.5	**842**	**2,680**	**-**	**-**	**887**	**4,409**
		3,522,704	**2,251,425**	**492,034**	**364,051**	**318,562**	**6,948,776**
Investments in associates and a joint venture	3.4	**523,338**	**-**	**-**	**-**	**3,814,339**	**4,337,677**
Segment assets		**4,046,042**	**2,251,425**	**492,034**	**364,051**	**4,132,901**	**11,286,453**
Deferred tax assets and tax recoverable		**94,804**	**14,642**	**767**	**15,193**	**2,045**	**127,451**
Total assets		**4,140,846**	**2,266,067**	**492,801**	**379,244**	**4,134,946**	**11,413,904**
Liabilities							
Segment liabilities		**2,108,230**	**1,827,220**	**267,482**	**161,345**	**462,178**	**4,826,455**
Deferred tax liabilities and tax payable		**56,471**	**13,614**	**9,112**	**5,815**	**902**	**85,914**
Total liabilities		**2,164,701**	**1,840,834**	**276,594**	**167,160**	**463,080**	**4,912,369**
Expenditure capitalised under:							
Property, plant and equipment	3.1(b)(i)	**16,161**	**1,630**	**123,645**	**13,561**	**707**	**155,704**
Investment properties	3.2(b)(i)	**1,606**	**-**	**-**	**-**	**-**	**1,606**
Intangible assets	3.5(b)	**855**	**4**	**-**	**-**	**100**	**959**
		18,622	**1,634**	**123,645**	**13,561**	**807**	**158,269**

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(a) Business segment analysis: (Cont'd)

Business segment assets and liabilities analysis: (Cont'd)

2023	Note	Property RM'000	Financial Services RM'000	Industries RM'000	Hospitality RM'000	Investment Holding RM'000	Consolidated RM'000
Assets							
Tangible assets		3,534,207	1,761,759	271,625	370,485	155,309	6,093,385
Intangible assets	3.5	58	3,219	-	-	869	4,146
		3,534,265	1,764,978	271,625	370,485	156,178	6,097,531
Investments in associates and a joint venture	3.4	585,339	-	-	-	3,641,016	4,226,355
Segment assets		4,119,604	1,764,978	271,625	370,485	3,797,194	10,323,886
Deferred tax assets and tax recoverable		86,301	6,376	85	17,011	1,530	111,303
Total assets		4,205,905	1,771,354	271,710	387,496	3,798,724	10,435,189
Liabilities							
Segment liabilities		2,070,396	1,361,337	74,169	162,311	463,728	4,131,941
Deferred tax liabilities and tax payable		80,733	10,260	10,446	5,981	424	107,844
Total liabilities		2,151,129	1,371,597	84,615	168,292	464,152	4,239,785
Expenditure capitalised under:							
Property, plant and equipment	3.1(b)(i)	15,471	158	20,452	38,494	2,350	76,925
Investment properties	3.2(b)(i)	8,092	-	-	-	-	8,092
Intangible assets	3.5(b)	15	1,924	-	-	210	2,149
Right-of-use assets (Leasehold land)	3.6(b)(i)	1,592	-	-	-	-	1,592
		25,170	2,082	20,452	38,494	2,560	88,758

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.3 SEGMENT INFORMATION (CONT'D)

(b) Geographical segments analysis:

The Group's operations are mainly based in Malaysia, consisting of the four core reportable business segments and an Investment Holding Segment. In Australia, business segments comprise Property Development, Property Investment, Financial Services and Investment Holding.

2024	Note	Malaysia RM'000	Australia RM'000	Consolidated RM'000
Revenue		**1,590,332**	**67,456**	**1,657,788**
Profit before tax		**591,842**	**19,554**	**611,396**
Non-current assets^		**2,565,657**	**215,683**	**2,781,340**
Expenditure capitalised under:				
Property, plant and equipment	3.1(b)(i)	**154,553**	**1,151**	**155,704**
Investment properties	3.2(b)(i)	**1,606**	**-**	**1,606**
Intangible assets	3.5(b)	**959**	**-**	**959**
		157,118	**1,151**	**158,269**
2023				
Revenue		1,555,478	32,339	1,587,817
Profit before tax		538,501	16,615	555,116
Non-current assets^		2,664,643	883	2,665,526
Expenditure capitalised under:				
Property, plant and equipment	3.1(b)(i)	76,871	54	76,925
Investment properties	3.2(b)(i)	8,092	-	8,092
Intangible assets	3.5(b)	2,130	19	2,149
Right-of-use assets (Leasehold land)	3.6(b)(i)	1,592	-	1,592
		88,685	73	88,758

^ Non-current assets exclude financial instruments, deferred tax assets and investments in associates and a joint venture.

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.4 CAPITAL MANAGEMENT

This note outlines the overview of the Group's capital management policies, objectives and process.

In the Group's capital management, capital is defined as issued share capital net of cost of treasury shares held and reserves attributed to the Owners of the Company or collectively known as Shareholders' funds. Further details of share capital and reserves are disclosed in Notes 3.23 and 3.25 respectively. The primary objectives of the Group's capital management are to maintain an optimal capital base and healthy capital ratios to support future business development, ensuring the Group continues to provide returns and maximise Shareholders' value.

The Group manages its capital structure and makes adjustments in response to changes in economic conditions by meeting internal capital requirements, optimising returns to Shareholders, and maintaining adequate levels and an optimal mix of capital. To achieve these objectives, the Group may adjust dividend payments to Shareholders, return capital to Shareholders, or issue new shares. The Group is not subject to any externally imposed capital requirements. There were no changes in these policies, objectives and processes for managing capital from the preceding year.

On 23 December 2024, the existing Islamic Medium-Term Note Programme ("Sukuk Murabahah Programme") and Multi-Currency Medium-Term Notes Programme ("MCMTN Programme") by OSK Rated Bond Sdn. Bhd. with a combined limit of RM2.0 billion (or its equivalent in other currencies) were successfully upsized to RM3.5 billion in aggregate nominal value. This will enable the Group to continue to tap on the debt capital market for alternative financing.

The Group monitors capital by actively managing the level of gearing ratio which is the net debts divided by Shareholders' funds. The gearing ratio at the end of the year is as follows:

		Group	
	Note	2024 RM'000	2023 RM'000
Borrowings	3.18	**3,864,080**	3,259,978
Lease liabilities	3.6	**1,357**	719
Derivative asset	3.12	**(24,327)**	-
Cash, bank balances and short-term funds	3.17	**(876,146)**	(743,579)
Net debts		**2,964,964**	2,517,118
Issued capital and reserves attributable to Owners of the Company/ Shareholders' funds		**6,428,731**	6,120,806
Gearing ratio (times)		**0.461**	0.411

The Group manages its treasury centrally via a treasury management centre and allocates cash and financing to support business requirements. The Group maintains a gearing ratio of not exceeding 1.5 times to comply with covenants of borrowings, as disclosed in Notes 3.18(b), 3.18(c) and 3.18(d). The Group has complied with the financial covenants in the current and previous years. During the year, the Group's net debts increased by RM447.8 million and the Shareholders' funds strengthened by RM307.9 million. The gearing ratio of the Group increased to 0.46 times (2023: 0.41 times) mainly due to drawdowns for capital financing businesses. No changes were made in the objectives, policies or processes for managing capital as compared with the previous year.

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SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.5 DIVIDENDS

This note provides information on dividend distributions paid and proposed by the Company.

		Group and Company			
	Date of payment	Dividend paid in the year ended 31 December		Dividend declared or proposed for the year ended 31 December	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Dividend for the year ended:					
31 December 2022					
4.0 sen single-tier final dividend	12 May 2023	**-**	82,484	**-**	-
31 December 2023					
3.0 sen single-tier interim dividend	13 October 2023	**-**	61,863	**-**	61,863
4.0 sen single-tier final dividend	17 May 2024	**82,484**	-	**-**	82,484
31 December 2024					
3.0 sen single-tier interim dividend	4 October 2024	**61,863**	-	**61,863**	-
Proposed 5.0 sen single-tier final dividend#	6 June 2025	**-**	-	**103,105**	-
		144,347	144,347	**164,968**	144,347

\# The Board of Directors recommended a single-tier final dividend of 5.0 sen per ordinary share amounting to approximately RM103.1 million, estimated based on the number of outstanding shares in issue at the end of the year, in respect of the year ended 31 December 2024. The proposed final dividend is subject to Shareholders' approval at the forthcoming Annual General Meeting to be held on 14 May 2025 and is not recognised as a liability as at 31 December 2024. The entitlement and payment dates for the proposed final dividend have been fixed on 20 May 2025 and 6 June 2025, respectively. This proposed final dividend will be accounted for in Shareholders' equity as an appropriation of retained profits in the year ending 31 December 2025 if approved by the Shareholders.

Recognition and measurement

The Company recognises a liability to pay a dividend when the distribution is authorised, and the distribution is no longer at the discretion of the Company. Dividend distribution to the Owners of the Company is recognised directly in retained profits under equity in the period in which the dividend is declared and paid.

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.6 EARNINGS PER SHARE ("EPS")

This note provides how EPS attributable to the Owners of the Company is computed.

	Group	
	2024	2023
Basic		
Profit attributable to Owners of the Company (RM'000)	**536,472**	466,954
Weighted average number of ordinary shares outstanding ('000)	**2,062,104**	2,062,104
Basic/Diluted EPS (sen)	**26.02**	22.64

Measurement

Basic EPS is calculated by dividing the profit attributable to Owners of the Company by the weighted average number of ordinary shares outstanding during the year. Diluted EPS is calculated similarly but includes the weighted average number of shares that would be issued on conversion of all dilutive potential ordinary shares.

The weighted average number of shares accounts for changes in treasury shares during the year. No other transactions involving ordinary shares or potential shares occurred between the reporting date and the authorisation date of these financial statements.

1.7 NET ASSETS PER SHARE

This note provides how net assets per share attributable to Owners of the Company is computed.

		Group	
	Note	2024	2023
Basic			
Issued capital and reserves attributable to Owners of the Company (RM'000)		**6,428,731**	6,120,806
Number of outstanding ordinary shares in issue ('000)	3.24	**2,062,104**	2,062,104
Net Assets per share attributable to Owners of the Company (RM)		**3.12**	2.97

Measurement

Net Assets per share attributable to Owners of the Company is calculated by dividing the issued capital and reserves attributable to Owners (ordinary equity holders) of the Company by the number of outstanding ordinary shares in issue at the end of the year.

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SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT

This note outlines objectives and policies of how the Group manages their financial risks and liquidity positions and provides information about the types of key financial risks on the financial instruments of the Group which categorised as follows:

(i) Financial assets and financial liabilities at fair value through profit or loss ("FVTPL");
(ii) Financial assets and financial liabilities at amortised costs ("AC"); and
(iii) Financial assets at fair value through other comprehensive income ("FVTOCI").

Group	Note	FVTPL RM'000	AC RM'000	FVTOCI RM'000	Total RM'000
2024					
Financial assets					
Capital financing	3.9	**-**	**2,179,771**	**-**	**2,179,771**
Trade receivables	3.10	**-**	**345,073**	**-**	**345,073**
Other assets excluding prepayments	3.11	**-**	**70,586**	**-**	**70,586**
Derivative asset	3.12	**-**	**-**	**24,327**	**24,327**
Securities at FVTPL	3.16	**195**	**-**	**-**	**195**
Cash, bank balances and short-term funds	3.17	**499,041**	**377,105**	**-**	**876,146**
		499,236	**2,972,535**	**24,327**	**3,496,098**
Financial liabilities					
Lease liabilities	3.6	**-**	**1,357**	**-**	**1,357**
Borrowings	3.18	**-**	**3,864,080**	**-**	**3,864,080**
Trade payables	3.19	**-**	**155,618**	**-**	**155,618**
Other liabilities	3.20	**-**	**519,752**	**-**	**519,752**
		-	**4,540,807**	**-**	**4,540,807**
2023					
Financial assets					
Capital financing	3.9	-	1,739,084	-	1,739,084
Trade receivables	3.10	-	213,648	-	213,648
Other assets excluding prepayments	3.11	-	42,197	-	42,197
Securities at FVTPL	3.16	248	-	-	248
Cash, bank balances and short-term funds	3.17	214,022	529,557	-	743,579
		214,270	2,524,486	-	2,738,756
Financial liabilities					
Lease liabilities	3.6	-	719	-	719
Borrowings	3.18	-	3,259,978	-	3,259,978
Trade payables	3.19	-	137,803	-	137,803
Other liabilities	3.20	-	479,656	-	479,656
		-	3,878,156	-	3,878,156

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

Company	Note	FVTPL RM'000	AC RM'000	Total RM'000
2024				
Financial assets				
Other assets excluding prepayments	3.11	**-**	**653**	**653**
Amounts due from subsidiaries	3.15	**-**	**170**	**170**
Securities at FVTPL	3.16	**195**	**-**	**195**
Cash, bank balances and short-term funds	3.17	**22,559**	**7,527**	**30,086**
		22,754	**8,350**	**31,104**
Financial liabilities				
Lease liabilities	3.6	**-**	**3,188**	**3,188**
Amounts due to subsidiaries	3.15	**-**	**344,350**	**344,350**
Borrowings	3.18	**-**	**40,000**	**40,000**
Other liabilities	3.20	**-**	**278**	**278**
		-	**387,816**	**387,816**
2023				
Financial assets				
Other assets excluding prepayments	3.11	-	593	593
Amounts due from subsidiaries	3.15	-	126	126
Securities at FVTPL	3.16	248	-	248
Cash, bank balances and short-term funds	3.17	21,465	415	21,880
		21,713	1,134	22,847
Financial liabilities				
Lease liabilities	3.6	-	4,443	4,443
Amounts due to subsidiaries	3.15	-	352,062	352,062
Borrowings	3.18	-	40,000	40,000
Other liabilities	3.20	-	159	159
		-	396,664	396,664

Notes to the Financial Statements
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SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

Key financial risks, measurements and respective mitigation strategies of the Group

Types of risks and exposures	Note	Measurement	Strategies
(a) Liquidity risk			
Lease liabilities	3.6	Cash flow forecasts analysis Debts maturity analysis	Right mix of short-mid-long terms fundings Availability of committed lines and credit facilities Monitoring of short-term funds
Borrowings	3.18		
Trade payables	3.19		
Other liabilities	3.20		
(b) Market risk			
(i) Interest rate risk			
Lease liabilities	3.6	Funding cost analysis Sensitivity analysis	Diversification of bankers Diversification of borrowings types Centralisation of treasury management
Deposits with licensed financial institutions	3.17		
Housing Development Accounts	3.17		
Borrowings	3.18		
(ii) Currency risk			
Trade receivables	3.10	Cash flow forecasts Sensitivity analysis	Foreign currency forwards and cross-currency swap Foreign operations use local financing i.e. natural hedge
Other assets excluding prepayments	3.11		
Cash, bank balances and short-term funds	3.17		
Borrowings	3.18		
Trade payables	3.19		
Other liabilities	3.20		
(iii) Other price risks			
Commodity price risk	1.8(b)(iii)	Quantity and price analysis Sensitivity analysis	Procurement management, materials price monitoring and hedging
Oil palm fresh fruit bunches price risk	3.14		
(c) Credit risk			
Capital financing	3.9	Credit ratings Ageing analysis Creditworthiness Climate-related rating, if relevant	Securing of adequate collaterals Diversification of deposits with bankers Guidelines for short-term placements
Trade receivables	3.10		
Other assets excluding prepayments	3.11		
Contract assets	3.13		
Bank balances and short-term funds	3.17		
Financial guarantees given to licensed financial institutions for credit facilities granted to a joint venture	1.8(c)		

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

The Group's Enterprise Risk Management (ERM) framework establishes a structured approach to governance and the application of risk controls across all business operations and financial processes. The Treasury Management Centre collaborates closely with business units to identify, assess, and proactively manage financial risks, ensuring alignment with the Group's strategic objectives and risk appetite.

The Group's principal financial liabilities consist of borrowings, trade payables, and other payables primarily used to fund its operations. On the other hand, its key financial assets comprise trade receivables, cash, bank balances, short-term funds, and capital financing are generated directly from its business operations. The Group strategically employs derivatives as hedging instruments to manage financial risks where appropriate.

There were no material changes in the exposures to risks and how they arise or its objectives, policies and processes for managing the risks and the methods used to measure the risks from the previous year.

Objectives and policies

The Group has established financial risk management policies and guidelines to ensure the availability of financial resources for business development while effectively managing exposure to liquidity risk, market risk (including interest rate, currency, and other price risks), and credit risk. The Group centrally manages and allocates capital resources to ensure all business units maintain adequate capital levels and prudent liquidity at all times.

The Board of Directors embrace effective risk management as an integral part of business, operations and decision-making. The Board acknowledges that the activities of the Group may involve some degree of risks and it is important to note that any system could only provide a reasonable and not absolute assurance against any misstatement or loss.

The Board will continuously identify, assess, and manage key business, operational, and financial risks, while regularly reviewing and strengthening risk mitigation strategies. Key financial risks are elaborated below:

(a) Liquidity risk

Liquidity risk definition and strategy

Liquidity risk is the risk that the Group and the Company will encounter difficulties in maintaining and raising funds to meet its financial commitments and obligations when they fall due at a reasonable cost. The funding needs are primarily met by bank borrowings and internally generated funds.

The Group and the Company seek to achieve a balance between certainty of funding and flexibility through the use of a cost-effective borrowing structure including short-term revolving and bankers' acceptances credits, term lines as well as medium-term notes and Sukuk (Rated and Unrated) as disclosed in Note 3.18. Such policy seeks to ensure that all projected net borrowing needs are covered by adequate committed facilities. In addition, debt maturities are the right mix of short-mid-long terms and are closely monitored to ensure that the Group and the Company can meet its refinancing needs and obligations as and when they fall due. The Group and the Company assessed the concentration of risk for refinancing its debt and concluded it to be low.

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

(a) Liquidity risk (Cont'd)

Liquidity risk definition and strategy (Cont'd)

Cash flow forecasts, incorporating all major transactions, are prepared and monitored. Excess funds from operating cash cycles, which are temporary, are invested in short-term instruments with licensed financial institutions at the most favourable interest rates. Funding requirements of all business units shall be maintained at optimal liquidity levels for their operations. The cash flows outlined in the maturity analysis are not expected to occur significantly earlier or in materially different amounts.

Liquidity risk exposures

In respect of the borrowings that are supported by corporate guarantees provided by the Company and its certain subsidiaries as disclosed in Note (c), there was no indication as at 31 December 2024 that any subsidiary or joint venture would default. In the event of a default by the subsidiaries or joint venture, the financial guarantees could be called on demand.

The table below analyses the financial liabilities into relevant maturity grouping based on the remaining period at the end of the year to the contractual maturity dates. The amounts disclosed in the table are the contractual undiscounted cash flows and the balances shown below will not agree to the balances as reported in the statements of financial position as the table incorporates all contractual cash flows on an undiscounted basis, including both principal and interest payments.

Group	On demand or within 1 year RM'000	>1 to 2 years RM'000	>2 to 5 years RM'000	Over 5 years RM'000	Total contractual undiscounted cash flows RM'000
2024					
Borrowings	**1,715,281**	**233,247**	**1,366,942**	**1,010,414**	**4,325,884**
Trade payables	**129,621**	**16,093**	**10,606**	**-**	**156,320**
Lease liabilities	**764**	**588**	**204**	**14**	**1,570**
Other liabilities	**516,535**	**1,615**	**2,002**	**-**	**520,152**
	2,362,201	**251,543**	**1,379,754**	**1,010,428**	**5,003,926**
2023					
Borrowings	1,341,583	267,137	1,158,442	976,191	3,743,353
Trade payables	113,996	6,720	18,776	-	139,492
Lease liabilities	603	101	18	20	742
Other liabilities	477,718	1,447	947	-	480,112
	1,933,900	275,405	1,178,183	976,211	4,363,699

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SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

(a) Liquidity risk (Cont'd)

Liquidity risk exposures (Cont'd)

Company	On demand or within 1 year RM'000	>1 to 2 years RM'000	>2 to 5 years RM'000	Over 5 years RM'000	Total contractual undiscounted cash flows RM'000
2024					
Borrowings	**40,076**	**-**	**-**	**-**	**40,076**
Lease liabilities	**2,088**	**1,148**	**70**	**-**	**3,306**
Other liabilities	**278**	**-**	**-**	**-**	**278**
	42,442	**1,148**	**70**	**-**	**43,660**
Amounts due to subsidiaries	**344,350**	**-**	**-**	**-**	**344,350**
	386,792	**1,148**	**70**	**-**	**388,010**
2023					
Borrowings	40,033	-	-	-	40,033
Lease liabilities	1,876	1,876	936	-	4,688
Other liabilities	159	-	-	-	159
	42,068	1,876	936	-	44,880
Amounts due to subsidiaries	352,062	-	-	-	352,062
	394,130	1,876	936	-	396,942

(b) Market risk

Market risk arises from fluctuations in the fair value or future cash flows of financial instruments due to changes in market prices. The Group is exposed to interest rate, currency, and other price risks, while the Company faces only interest rate risk. Management continuously monitors risks from adverse market movements, which can be influenced by unpredictable global and domestic economic conditions. Affected financial instruments include loans, borrowings, deposits and derivatives.

(i) Interest rate risk

Interest rate risk definition and strategy

Interest rate risk arises from fluctuations in the fair value or yield of financial instruments due to changes in market interest rates. Floating-rate borrowings are managed based on financial institutions' cost of funds or base rates, minimising the impact of rising rates while allowing benefits from rate reductions. These borrowings are actively monitored and renegotiated to secure the lowest possible financing costs.

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

(b) Market risk (Cont'd)

(i) Interest rate risk (Cont'd)

Interest rate risk definition and strategy (Cont'd)

The Group and the Company manage their interest rate risk by having a balanced portfolio of fixed and variable-rate loans and borrowings. Such borrowings at variable rates were mainly denominated in RM. The borrowings carried at amortised cost are periodically and contractually repriced and to that extent are also exposed to the risk of future changes in market interest rates. As at 31 December 2024, after taking into account the effect of interest rate swaps, approximately 38% (2023: 37%) of the Group's borrowings are at the fixed interest rate.

Interest rate risk exposures

The financial instruments that are exposed to interest rate risk are lease liabilities, amounts due from/to subsidiaries, bank balances and short-term funds and borrowings as disclosed in Notes 3.6, 3.15, 3.17 and 3.18 respectively.

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity analysis of the Group's and the Company's profit after tax/equity if interest rates had been an average of 25 (2023: 25) basis points higher/lower for the Group and the Company, with all other variables remained constant, arising mainly as a result of higher/lower net interest income from the capital financing and interest expense from borrowings.

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Profit after tax/Equity				
Interest rates				
- increased by 0.25%	**(1,538)**	(1,478)	**(679)**	(712)
- decreased by 0.25%	**1,538**	1,478	**679**	712

(ii) Currency risk

Currency risk definition and strategy

Currency risk arises from fluctuations in the fair value or future cash flows of financial instruments due to changes in foreign exchange rates. The Group is primarily exposed to this risk through its operating activities (revenue or expenses in foreign currencies) and net investments in foreign subsidiaries.

The Group predominantly operates in Malaysia. The Group also carries out its business in Australia through its associates and subsidiaries. Certain subsidiaries in the Group transact in currencies other than their respective functional currencies ("foreign currencies").

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

(b) Market risk (Cont'd)

(ii) Currency risk (Cont'd)

Currency risk definition and strategy (Cont'd)

Currency risk arises when transactions are denominated in foreign currencies which is minimal for the financial assets and liabilities of the Group. Despite the foregoing, the Group uses currency forwards or cross-currency swaps to mitigate currency risk when appropriate.

The Company's financial assets and financial liabilities are denominated in RM. The Company is not exposed to foreign currency exchange risks, hence currency risk disclosure for the Company is not presented.

Currency risk exposures

The following tables summarised the currency exposure of financial assets and financial liabilities of the Group as at year end which are mainly in Ringgit Malaysia ("RM"), Australian Dollar ("AUD"), Singapore Dollar ("SGD") and United States Dollar ("USD"). Exposure to other currencies mainly included Chinese Yuan Renminbi and Euro.

		Denominated in					
Group	Note	RM RM'000	AUD RM'000	SGD RM'000	USD RM'000	Others RM'000	Total RM'000
2024							
Financial assets							
Capital financing	3.9	**1,578,194**	**601,577**	**-**	**-**	**-**	**2,179,771**
Trade receivables	3.10	**331,980**	**-**	**4,755**	**4,405**	**3,933**	**345,073**
Other assets excluding prepayments	3.11	**53,958**	**51**	**-**	**16,577**	**-**	**70,586**
Derivative asset	3.12	**24,327**	**-**	**-**	**-**	**-**	**24,327**
Securities at FVTPL	3.16	**195**	**-**	**-**	**-**	**-**	**195**
Cash, bank balances and short-term funds	3.17	**831,013**	**16,645**	**28,457**	**31**	**-**	**876,146**
		2,819,667	**618,273**	**33,212**	**21,013**	**3,933**	**3,496,098**
Financial liabilities							
Lease liabilities	3.6	**1,357**	**-**	**-**	**-**	**-**	**1,357**
Borrowings	3.18	**3,569,348**	**294,732**	**-**	**-**	**-**	**3,864,080**
Trade payables	3.19	**144,246**	**1,619**	**-**	**6,160**	**3,593**	**155,618**
Other liabilities	3.20	**513,640**	**6,112**	**-**	**-**	**-**	**519,752**
		4,228,591	**302,463**	**-**	**6,160**	**3,593**	**4,540,807**

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

(b) Market risk (Cont'd)

(ii) Currency risk (Cont'd)

Currency risk exposures (Cont'd)

The following tables summarised the currency exposure of financial assets and financial liabilities of the Group as at year end which are mainly in Ringgit Malaysia ("RM"), Australian Dollar ("AUD"), Singapore Dollar ("SGD") and United States Dollar ("USD"). Exposure to other currencies mainly included Chinese Yuan Renminbi and Euro. (Cont'd)

		Denominated in					
Group	Note	RM RM'000	AUD RM'000	SGD RM'000	USD RM'000	Others RM'000	Total RM'000
2023							
Financial assets							
Capital financing	3.9	1,273,785	465,299	-	-	-	1,739,084
Trade receivables	3.10	206,715	-	6,794	139	-	213,648
Other assets excluding prepayments	3.11	31,499	78	-	3,585	7,035	42,197
Securities at FVTPL	3.16	248	-	-	-	-	248
Cash, bank balances and short-term funds	3.17	720,434	11,743	11,316	86	-	743,579
		2,232,681	477,120	18,110	3,810	7,035	2,738,756
Financial liabilities							
Lease liabilities	3.6	719	-	-	-	-	719
Borrowings	3.18	2,896,650	363,328	-	-	-	3,259,978
Trade payables	3.19	132,863	1,298	-	3,197	445	137,803
Other liabilities	3.20	476,723	2,490	-	443	-	479,656
		3,506,955	367,116	-	3,640	445	3,878,156

The Group holds cash and bank balances denominated in foreign currencies for working capital purposes.

The Group is exposed to currency translation risk on the net assets in foreign operations. Currency exposure to the net assets of the Group's foreign operations is managed through borrowings denominated in the relevant foreign currencies. During the year, there is no other significant foreign exchange risk arising from foreign currency transactions that may affect the overall activities of the Group.

Notes to the Financial Statements
31 December 2024

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

(b) Market risk (Cont'd)

(ii) Currency risk (Cont'd)

Sensitivity analysis for currency risk

The following table demonstrates sensitivity analysis of the Group's profit after tax/equity to a reasonably possible change in AUD, SGD and USD exchange rate against the functional currency of the Group entities, with all other variables held constant. The sensitivity analysis includes only significant outstanding balances denominated in foreign currency. The Group's exposure to foreign currency changes for all other currencies is not material.

	Group	
	2024 RM'000	2023 RM'000
Profit after tax/Equity		
AUD/RM		
- strengthen by 3%	**7,200**	2,508
- weaken by 3%	**(7,200)**	(2,508)
SGD/RM		
- strengthen by 3%	**757**	413
- weaken by 3%	**(757)**	(413)
USD/RM		
- strengthen by 3%	**339**	4
- weaken by 3%	**(339)**	(4)

(iii) Other price risks

Commodity price risk

Olympic Cable Company Sdn. Bhd. ("OCC"), a wholly-owned subsidiary of PJ Development Holdings Berhad which in turn a subsidiary of the Company, is affected by the price volatility of certain commodities. Its operating activities require the purchase and manufacture of cables and therefore require a continuous supply of copper, aluminium and compound materials. OCC is exposed to changes in the price of these materials on its forecast purchases.

OCC has enacted a risk management strategy for commodity price risk and its mitigation. Based on 12 months forecast of the required copper and aluminium supply, OCC consider hedges the purchase price using forward commodity purchase contracts when appropriate. The forward contracts do not result in physical delivery of copper but are designated as cash flow hedges to offset the effect of price changes in copper. OCC hedges its expected copper purchases when considered to be highly probable. In managing this, OCC also observes the movement of the copper and aluminium prices and negotiates with its suppliers for the final settlement price. Hedging activities are evaluated regularly to align with the Group's expectations about the price changes and defined risk appetite; ensuring the most cost-effective hedging strategies are applied. As at 31 December 2024, OCC did not enter into any forward commodity purchase contract.

Notes to the Financial Statements
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SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

(b) Market risk (Cont'd)

(iii) Other price risks (Cont'd)

Commodity price sensitivity

The following table shows the effect of price changes in copper and aluminium:

	Group	
	2024 RM'000	**2023 RM'000**
Profit after tax/Equity		
Copper		
- increased by 10%	**(15,458)**	(11,233)
- decreased by 10%	**15,458**	11,233
Aluminium		
- increased by 10%	**(4,855)**	(3,200)
- decreased by 10%	**4,855**	3,200

Oil palm fresh fruit bunches price risk

As disclosed in Note 3.14, the Group has certain exposure in oil palm fresh fruit bunches.

If the oil palm fresh fruit bunches selling price changed by 10%, profit or loss for the Group would have equally increased or decreased by approximately RM50,000 (2023: RM38,000) respectively.

(c) Credit risk

Credit risk definition, strategy and exposures

Credit risk is the potential financial loss arising from a counterparty's failure to meet its contractual obligations. It includes settlement/clearing risk, concentration risk, credit assessment risk, recovery risk, and credit-related liquidity risk.

The Group is exposed to credit risk from its operating activities principally from capital financing, trade receivables, other assets, contract assets, bank balances and short-term funds as disclosed in Notes 3.9, 3.10, 3.11, 3.13 and 3.17 respectively. The Group also provides financial guarantees to licensed financial institutions for credit facilities granted to its joint venture. The Company's exposure to credit risk arises principally from bank balances, short-term funds, amounts due from subsidiaries and financial guarantees given to licensed financial institutions for credit facilities granted to its subsidiaries of the Group. Their carrying amounts represent the maximum credit risk exposure of the abovementioned assets without taking account of any collateral held or other credit enhancement.

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

(c) Credit risk (Cont'd)

Credit risk definition, strategy and exposures (Cont'd)

The Group's business activities are guided by internal credit policies and guidelines that are approved by the Board of Directors, which have been established to ensure that the overall objectives in the area of lending are achieved.

The Group conservatively manages its credit risk by controlling the granting of credits, revision in limits and other monitoring procedures.

The Group is monitoring the economic environment and reviewing its expected credit loss model by reassessing criteria for significant increases in credit risk. Balances in the statements of financial position are net of credit risk exposure, following impairment assessments.

Capital financing, trade receivables, contract assets and other assets

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. Credit quality of customers is assessed using an extensive rating scorecard, and individual credit limits set based on this evaluation.

Bank balances, short-term funds and amounts due from subsidiaries

Credit risk from balances with banks and financial institutions is managed by the Group's treasury management centre in line with the Group's policy. Surplus funds are invested only with approved counterparties within set credit limits. These limits, reviewed annually by the Board and updated as needed, aim to minimise risk concentration and mitigate potential losses from counterparty defaults.

Impairment assessment

The Group and the Company adopt, where applicable, the 'simplified approach' and 'general approach' impairment assessment pursuant to MFRS 9 'Financial Instruments' for impairment assessment and the related assessments are capital financing, trade receivables, other assets, contract assets, amounts due from subsidiaries, bank balances and short-term funds as disclosed in Notes 3.9, 3.10, 3.11, 3.13, 3.15 and 3.17 respectively.

An allowance for impairment losses is recognised, and interest/profit income is accounted for in line with applicable accounting policies or when necessary, based on estimates of expected losses arising from the non-recovery of debts. Impairment is assessed individually and recognised only when recovery efforts are exhausted and debts are deemed irrecoverable in the foreseeable future.

Amounts due from subsidiaries, associates, or joint ventures are assessed individually. A significant increase in credit risk is assumed if their financial position deteriorates substantially. Credit impairment occurs when they cannot meet debts after exhausting efforts to secure new financing. Management exercises significant judgement in assessing default probability, using forward-looking information and evaluating credit risk increases.

Notes to the Financial Statements
31 December 2024

SECTION 1: INFORMATION ON GROUP CORPORATE, BASIS OF PREPARATION, GROUP BUSINESS AND FINANCIAL MANAGEMENT (CONT'D)

1.8 FINANCIAL INSTRUMENTS RISK MANAGEMENT (CONT'D)

(c) Credit risk (Cont'd)

Impairment assessment (Cont'd)

Amount due from a subsidiary had low credit risk at the end of the year as the subsidiary, OSK Capital (S) Pte. Ltd., a wholly-owned subsidiary of the Company, holding 100% equity investment in OSK Capital (A) Pty. Ltd. which is a cash-generating unit of the Group. Hence, the amount due from a subsidiary is recoverable. The bank balances are placed with creditworthy licensed financial institutions. Therefore, both bank balances and short-term funds have low credit risk.

Financial guarantee contracts

Corporate guarantees are granted to lenders for financing facilities extended to certain subsidiaries and a joint venture. The maximum credit risk exposure of the financial guarantees issued are as follows:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Corporate guarantees given to licensed financial institutions for credit facilities granted to subsidiaries	**-**	-	**3,737,707**	3,113,125
Corporate guarantees given to suppliers for materials supply to a subsidiary	**-**	-	**28,600**	30,400
Corporate guarantees given to licensed financial institutions for credit facilities granted to a joint venture	**12,302**	30,015	**-**	-
	12,302	30,015	**3,766,307**	3,143,525

A financial guarantee contract is an agreement where the issuer commits to making specified payments to compensate the holder for losses resulting from a specified debtor's failure to meet payment obligations when due.

Financial guarantee contracts are recognised as financial liabilities when the guarantee is called upon (crystallises). The liability is initially measured at fair value. Subsequently, it is measured at the higher of: (a) the amount determined under the expected credit loss model in accordance with MFRS 9, or (b) the amount initially recognised, less any applicable amortisation.

At year-end, the financial guarantees carry low credit risk, as the likelihood of licensed financial institutions calling upon them is minimal. Given the remote probability of a joint venture defaulting on repayments and the licensed banks invoking the financial guarantees, the fair values of these guarantees are negligible.

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS

This section provides additional information about individual line items in the statements of profit or loss including its relevant material accounting policies and significant judgements. The business segment analysis of certain items is disclosed in Note 1.3(a).

2.1 REVENUE

This note provides information on revenue streams that are generated by the Group. The Group's revenue is generated from the four core reportable business segments and an Investment Holding Segment as disclosed in Note 1.3(a). The Group's business mainly involves developing and selling properties, leasing commercial space, manufacturing and selling cables and IBS wall panels, letting hotel rooms and managing hotels, providing capital financing and holdings investment. The Company's revenue comprises dividend income from its subsidiaries and an associate, and these dividends are eliminated at the Group level following the consolidation accounting requirements.

		Group		Company	
	Note	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Sales of goods and services					
Dividend income from subsidiaries		**-**	-	**71,670**	231,141
Revenue from contracts with customers:					
Progress revenue from property development	3.13(b)(i)	**770,015**	812,425	**-**	-
Service fee income		**157,155**	154,833	**-**	-
Sale of goods and completed properties		**463,448**	412,677	**-**	-
		1,390,618	1,379,935	**-**	-
Rental income		**40,146**	36,753	**-**	-
		1,430,764	1,416,688	**71,670**	231,141
Revenue from providing financing					
Revenue from financial assets measured at amortised costs:					
Facilities fee income		**26,901**	18,615	**-**	-
Interest income		**164,936**	132,716	**-**	-
Profit income		**32,636**	18,688	**-**	-
Shariah fee income		**2,551**	1,110	**-**	-
		227,024	171,129	**-**	-
		1,657,788	1,587,817	**71,670**	231,141

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.1 REVENUE (CONT'D)

	Group	
	2024 RM'000	2023 RM'000
Revenue from contracts with customers analysed by timing of revenue recognition where products and services transferred:		
Over time	**779,521**	826,696
At a point in time	**611,097**	553,239
	1,390,618	1,379,935

Recognition, measurement and significant judgements

(a) <u>Revenue recognition in relation to performance obligation</u>

Revenue is recognised when the Group fulfills performance obligations by transferring control of goods or services to the customer. Control can transfer over time or at a point in time, based on contract terms.

Revenue is recognised when the customer gains control. Any compensation payable to customers reduces revenue. At contract inception, the Group determines if control is transferred over time or at a point in time. Control is transferred over time and revenue is recognised if:

- The customer receives and consumes the benefits simultaneously as the Group performs.

- The Group's performance creates or enhances a customer-controlled asset.

- The Group's performance does not create an asset with alternative use, and the Group has enforceable rights to payment for performance to date.

(i) Progress revenue from property development and construction contracts

Progress revenue from property development and construction contracts is recognised upon transferring control of the asset to a purchaser/customer. Based on the terms of the contract and the laws that apply to the contracts in Malaysia, control of the asset is transferred over time to the purchasers/customers. In determining the timing of satisfaction of performance obligation for revenue recognition:

(1) the property development subsidiaries recognise revenue over a period of the contracts using the input method based on a percentage of completion as disclosed in Note 3.7(a)(ii). The percentage of completion is computed by reference to the property development cost incurred to date as a percentage of the estimated total costs of development of the contract.

(2) the construction subsidiary recognises revenue over the periods of the contracts using the output method by reference to the survey of contract work completed to date which is certified by professional consultants. During the year, the Construction Division is focusing on internal projects, thus, the intragroup construction revenue had been eliminated.

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.1 REVENUE (CONT'D)

Recognition, measurement and significant judgements (Cont'd)

(a) <u>Revenue recognition in relation to performance obligation (Cont'd)</u>

(i) Progress revenue from property development and construction contracts (Cont'd)

(3) the promised properties are specifically identified in the sale and purchase agreements with its layout plan. The purchaser could enforce its rights to the properties if the property development subsidiaries seek not to sell such properties to the purchaser. The contractual restriction on the property development subsidiaries' ability to direct the properties for another use is substantive and the properties sold to the purchaser do not have an alternative use to the property development subsidiaries. The property development subsidiaries have the legally enforceable rights to payment for performance completed to date. The property development subsidiaries are obligated to complete the construction, transfer to the purchaser the developed properties and enforce their rights to full payment from the purchaser.

Contracts with customers may include multiple promises, accounted for as separate performance obligations. The transaction price, adjusted for variable consideration and time value of money if applicable, is allocated to each obligation based on stand-alone selling prices. Stand-alone selling prices are estimated using an expected cost-plus margin when observable data is unavailable.

(ii) Service fee income

Hotel room rental, food and beverages revenue and golf course revenue

Room rental revenue is recognised daily based on customer-occupied rooms. Revenue from the sale of food and beverage is recognised when a customer receives the food and beverage. Such revenue is recorded based on the published rates, net of discounts.

Green fees and buggy rentals are recognised when services are being rendered to a customer and such customer receives and consumes the benefits. The Group has a present right to payment for the goods and services sold and rendered respectively.

Property management fee income

Property management fee income is recognised when the Group renders services to a customer and such customer can receive and consume such services. The Group has a present right to the payment of the services rendered.

Management and operation of timeshare membership fee income

Membership and maintenance fee income are recognised over the membership periods based on fees chargeable to members in accordance with the contract terms.

Notes to the Financial Statements
31 December 2024

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.1 REVENUE (CONT'D)

Recognition, measurement and significant judgements (Cont'd)

(a) Revenue recognition in relation to performance obligation (Cont'd)

(iii) Sale of goods

Revenue from the sale of goods is recognised when the Group satisfies a performance obligation by transferring a promised good (i.e. an asset) to a customer. An asset is transferred as and when a customer obtains control of that asset which coincides with the delivery of goods and acceptance by the customer.

(iv) Sale of completed properties

Proceeds from sale of completed properties are recognised when the Group satisfies a performance obligation by transferring a promised asset to a purchaser. An asset is transferred when the purchaser obtains control of that asset.

(b) Revenue recognition not in relation to performance obligation

(i) Facilities fee income

Facilities fees from capital financing are recognised upon providing the approved credit facilities over the tenure of financing using the effective interest method.

(ii) Shariah fee income

Shariah fees are related to processing and administration of payroll collection and recognised using the effective profit method and such fees are based on the principles of Shariah.

(iii) Dividend income of the Company

Dividend income is recognised when the rights to receive dividend payments have been established.

(iv) Interest income

Interest income on capital financing is accounted for on an accrual basis using the effective interest method by reference to the periods as stipulated in the loan agreements.

(v) Profit income

Profit income on Islamic financing is accounted for on an accrual basis using the effective profit method by reference to the periods as stipulated in the agreements.

(vi) Rental income

As a lessor, the Group recognised lease payments as rental income from operating lease over the lease term evenly (straight-line basis) based on the rental chargeable to tenants.

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.2 COST OF SALES

This note provides a breakdown of the cost of sales which are directly incurred to generate revenue as disclosed in Note 2.1.

		Group	
	Note	2024 RM'000	2023 RM'000
Cost of sales			
Property development costs	3.7(b)(ii)	**575,415**	644,806
Construction costs		**40,700**	48,344
Cost of services rendered		**53,197**	50,551
Cost of goods sold		**353,258**	290,356
Property maintenance expenses		**18,808**	19,083
		1,041,378	1,053,140
Expenses for providing financing			
Financial liabilities measured at amortised costs:			
- Facility and commitment fee expenses		**2,135**	1,397
- Funding costs		**72,529**	57,005
		74,664	58,402
		1,116,042	1,111,542

(a) Recognition and measurement

(i) Property development costs

Recognition and measurement of the property development costs are disclosed in Note 3.7(a)(ii).

(ii) Construction costs

Construction costs are recognised upon construction work carried out and certified based on actual value work done.

(iii) Cost of services rendered and property maintenance expenses

Cost of services rendered and property maintenance expenses are recognised upon services rendered to the Group. These expenses are measured at their fair value of services received.

(iv) Cost of goods sold

The cost of goods sold is recognised upon delivery of goods to customer and measured at fair value of goods received.

(v) Facility and commitment fees and funding costs

Fees and funding costs of capital financing are recognised upon facilities provided and amortised over the tenure of the facilities; and interest is charged using the effective interest/profit method.

Notes to the Financial Statements
31 December 2024

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.2 COST OF SALES (CONT'D)

(b) Other information

Included in cost of sales:

		Group	
	Note	2024 RM'000	2023 RM'000
Depreciation of property, plant and equipment	3.1(b)(iii)	**5,851**	5,035
Depreciation of right-of-use assets	3.6(b)(ii)	**532**	483
Staff costs	2.9(iii)	**53,384**	42,495
Write down of inventories	2.9(iv)	**5,956**	1,245
Write off of plant and equipment	3.1(b)(iv)	**-**	130

2.3 SELLING EXPENSES

This note outlines selling and marketing expenses by nature.

	Group	
	2024 RM'000	2023 RM'000
Advertisement and promotion	**13,636**	10,650
Commission	**1,243**	1,145
Marketing cost	**7,546**	8,432
Others	**1,136**	506
	23,561	20,733

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.4 GENERAL AND ADMINISTRATIVE EXPENSES

This note outlines administrative expenses by nature.

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Establishment related expenses					
Amortisation of software licences	3.5(b)	**629**	525	**16**	26
Depreciation of:					
- property, plant and equipment	3.1(b)(iii)	**26,790**	22,943	**276**	209
- right-of-use assets	3.6(b)(ii)	**630**	1,879	**1,884**	1,758
Insurance		**1,860**	1,995	**33**	22
Quit rent and assessment		**4,559**	4,096	**-**	-
Rental expenses for:					
- lease of low-value assets	3.6(d)(i)	**159**	73	**-**	-
- short-term leases	3.6(d)(i)	**782**	895	**-**	-
Repair and maintenance		**12,849**	11,432	**208**	360
Utility expenses		**8,522**	8,442	**68**	73
Others		**1,329**	1,271	**9**	6
		58,109	53,551	**2,494**	2,454
General and administrative expenses					
Auditors' remuneration:					
Statutory audit - current year					
- auditors of the Company		**695**	664	**79**	78
- an affiliate of the Company's auditors		**180**	148	**-**	-
- other auditor		**51**	50	**-**	-
Other audit-related services - current year					
- auditors of the Company		**109**	108	**15**	15
		1,035	970	**94**	93
Bank charges		**2,013**	1,791	**7**	7
Communication expenses		**1,259**	1,203	**168**	166
Donations		**2,576**	2,637	**10**	600
Food and beverage		**1,141**	911	**227**	242
Legal and professional fees		**8,375**	6,957	**239**	115
Sub-total carried forward		**16,399**	14,469	**745**	1,223

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.4 GENERAL AND ADMINISTRATIVE EXPENSES (CONT'D)

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Sub-total brought forward		**16,399**	14,469	**745**	1,223
General and administrative expenses (Cont'd)					
Hotel management fee		**1,784**	1,302	**-**	-
Printing and stationery		**1,562**	1,063	**486**	198
Repair and maintenance		**2,008**	1,721	**147**	142
Sales and service tax expenses		**1,378**	1,320	**105**	73
Security services		**2,155**	1,660	**-**	-
Service and registration expenses		**832**	270	**244**	262
Subscription fees		**659**	450	**81**	67
Transport and travelling		**1,674**	1,431	**64**	52
Others		**5,733**	3,782	**1,198**	1,286
		34,184	27,468	**3,070**	3,303
Personnel expenses					
Salaries, allowances, bonuses and other emoluments (net of over provision in prior year)		**98,571**	85,071	**17,359**	16,132
Pension costs - defined contribution plan		**11,508**	9,715	**1,829**	1,398
Others		**9,471**	7,707	**1,234**	874
	2.9(iii)	**119,550**	102,493	**20,422**	18,404
Total administrative expenses		**211,843**	183,512	**25,986**	24,161

Recognition and measurement

Administrative expenses are recognised on an accrual basis based on their fair values of services rendered and goods received.

2.5 RESEARCH AND DEVELOPMENT EXPENSES

	Group 2024 RM'000	Group 2023 RM'000
Research and development expenses	**967**	466

This research and development expenses incurred by Olympic Cable and Acotec IBS for improving their products quality and innovation.

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.6 IMPAIRMENT LOSSES - NET

This note outlines impairment losses on financial assets measured at amortised cost, including made or writebacks of impairment losses.

	Note	Group 2024 RM'000	Group 2023 RM'000
Write back of impairment losses on:			
- capital financing:			
- Collective assessment	3.9(b)(i)	**68**	1,028
- Individual assessment	3.9(b)(i)	**1,118**	1,393
- trade receivables:			
- Collective assessment	3.10(b)(i)	**188**	489
- Individual assessment	3.10(b)(i)	**1,581**	1,490
- other receivables:			
- Individual assessment	3.11(b)(i)	**64**	81
		3,019	4,481
Allowance for impairment losses on:			
- capital financing			
- Collective assessment	3.9(b)(i)	**2,003**	1,043
- Individual assessment	3.9(b)(i)	**13,751**	2,515
- trade receivables			
- Collective assessment	3.10(b)(i)	**2,199**	254
- Individual assessment	3.10(b)(i)	**3,474**	1,275
- other receivables			
- Individual assessment	3.11(b)(i)	**360**	195
		21,787	5,282
Net impairment loss		**(18,768)**	(801)

The above impairments and related writebacks are made in accordance with the respective accounting standards as required. Further details of the credit risk assessment relating to capital financing, trade receivables and other receivables are shown in Notes 3.9(a), 3.10(a) and 3.11(a) respectively.

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SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.7 OTHER OPERATING INCOME

This note outlines other operating income including gains on fair valuation.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Other income:					
Management fee income		**150**	150	**19,919**	18,999
Rental income		**3,791**	3,610	**-**	-
Gains:					
Recovery of bad debts of:					
- capital financing		**3**	1	**-**	-
- trade receivables		**-**	2	**-**	-
Fair valuation gain of:					
- biological assets	3.14(d)	**211**	-	**-**	-
- investment properties	3.2(b)(i)	**19,313**	-	**-**	-
- retention sums		**1,096**	1,001	**-**	-
Foreign currency transactions gain		**3,030**	2,109	**-**	-
Foreign currency translations gain		**-**	977	**-**	-
Gain on disposals of property, plant and equipment		**484**	278	**2**	-
		24,137	4,368	**2**	-
Others		**3,296**	5,089	**16**	67
		31,374	13,217	**19,937**	19,066

Recognition and measurement

Other operating income is recognised when a performance obligation is satisfied by transferring an asset. Control of the asset is transferred to the customer upon delivery and acceptance of the goods or services. Certain income with the same nature is recognised on the same principles as disclosed in Note 2.1, while others are described below:

(i) Gain on the disposals of property, plant and equipment is recognised upon the customer obtaining the control of the asset or completion of sale and purchase agreement.

(ii) All other income is recognised on an accrual basis based on its fair value transacted.

(iii) Fair valuation gain is recognised based on the fair value hierarchy with three levels of inputs for valuation techniques as described in Note 3.2(a)(i).

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.8 OTHER OPERATING EXPENSES

This note outlines other operating expenses.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Losses:					
Fair valuation loss of:					
- biological assets	3.14(d)	**-**	75	**-**	-
- investment properties	3.2(b)(i)	**831**	-	**-**	-
- retention sums		**1,143**	455	**-**	-
Foreign currency transactions loss		**1,848**	366	**19**	-
Foreign currency translations loss		**2,257**	1,983	**1**	-
Loss on disposal of:					
- an associate	3.4(e)	**72**	-	**-**	-
- plant and equipment		**258**	119	**-**	-
Write off of financial assets measured at amortised cost:					
- trade receivables		**885**	11	**-**	-
- other receivables		**334**	3	**-**	-
Write off of:					
- deposits		**-**	2,316	**-**	-
- intangible assets		**18**	-	**-**	-
- plant and equipment	3.1(b)(iv)	**63**	214	**-**	-
		7,709	5,542	**20**	-
Reclassification of loss on fair value under hedging reserves upon expiry of hedging instrument from other comprehensive income		**-**	89	**-**	-
Effect of foreign currency translation upon expiry of cash flow hedge		**-**	(89)	**-**	-
		-	-	**-**	-
Others		**31**	39	**-**	-
		7,740	5,581	**20**	-

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.8 OTHER OPERATING EXPENSES (CONT'D)

Recognition and measurement

(i) Loss on disposal of plant and equipment is recognised in accordance with the disposal policy of the property, plant and equipment as disclosed in Note 3.1(a).

(ii) All other expenses are recognised when the financial obligations of liabilities arise based on the fair values of the transactions.

(iii) Fair valuation loss is recognised based on the fair value hierarchy with three levels of inputs for valuation techniques as described in Note 3.2(a)(i).

2.9 AGGREGATED OF EXPENSES

This note outlines the aggregation of operating income and expenses by nature.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
(i) Depreciation					
Cost of sales					
- property, plant and equipment	3.1(b)(iii)	**5,851**	5,035	**-**	-
- right-of-use assets	3.6(b)(ii)	**532**	483	**-**	-
General and administrative expenses					
- property, plant and equipment	3.1(b)(iii)	**26,790**	22,943	**276**	209
- right-of-use assets	3.6(b)(ii)	**630**	1,879	**1,884**	1,758
		33,803	30,340	**2,160**	1,967
(ii) Amortisation					
General and administrative expenses					
- software licences	3.5(b)	**629**	525	**16**	26

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SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.9 AGGREGATED OF EXPENSES (CONT'D)

This note outlines the aggregation of operating income and expenses by nature. (Cont'd)

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
(iii) Employee Benefits					
Cost of sales					
Staff costs (excluding Directors' remuneration):					
- salaries, allowances, bonuses and other emoluments (net of over provision)		**45,466**	37,194	**-**	-
- defined contribution plans		**4,900**	3,398	**-**	-
- social security costs		**285**	210	**-**	-
- other staff related expenses		**2,733**	1,693	**-**	-
	2.2(b)	**53,384**	42,495	**-**	-
General and administrative expenses					
Directors' remuneration including estimated money value of any other benefits	4.3(b)	**15,092**	13,618	**8,920**	8,187
Staff costs (excluding Directors' remuneration):					
- salaries, allowances, bonuses and other emoluments (net of over provision)		**84,605**	72,836	**9,169**	8,878
- defined contribution plans		**10,532**	8,461	**1,200**	554
- social security costs		**-**	-	**-**	53
- other staff related expenses		**9,321**	7,578	**1,133**	732
		104,458	88,875	**11,502**	10,217
	2.4	**119,550**	102,493	**20,422**	18,404
Total		**172,934**	144,988	**20,422**	18,404
(iv) Write down					
Cost of sales					
Inventories	2.2(b)	**5,956**	1,245	**-**	-

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.10 INCOME FROM CASH AND CASH EQUIVALENTS

This note outlines the income generated from cash and cash equivalents.

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Financial assets measured at fair value through profit or loss:				
- Fair valuation gain of short-term funds	**4,463**	2,103	**-**	308
- Funds distribution income	**7,322**	6,973	**361**	1,693
- Gain on redemption of short-term funds	**737**	2,092	**569**	274
Financial assets measured at amortised cost:				
- Interest income on deposits and placements with licensed financial institutions	**10,677**	9,019	**22**	283
	23,199	20,187	**952**	2,558

Recognition and measurement

(i) Fund distribution income is recognised and measured using the effective interest method over tenures of the short-term funds.

(ii) Interest income on deposits and placements with licensed financial institutions is recognised and measured using the effective interest method over the tenure of placement.

(iii) Fair valuation gain is recognised based on the fair value hierarchy with three levels of inputs for valuation techniques as described in Note 3.2(a)(i).

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SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.11 INCOME FROM AN ASSOCIATE AND OTHER INVESTMENTS

This note outlines the income generated from investments.

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Financial assets measured at fair value through profit or loss:				
- Dividend income from an associate and other investments	**9**	9	**176,869**	174,375
- Fair valuation gain of securities at FVTPL	**-**	9	**-**	9
	9	18	**176,869**	174,384

Recognition and measurement

(i) Dividend income is recognised when the rights to receive dividend payments have been established.

(ii) Fair valuation gain is recognised based on the fair value hierarchy with three levels of inputs for valuation techniques as described in Note 3.2(a)(i).

2.12 FAIR VALUATION LOSS ON OTHER INVESTMENTS

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Fair valuation loss of:				
- short-term funds	**444**	250	**404**	-
- securities at FVTPL	**53**	-	**53**	-
	497	250	**457**	-

Recognition and measurement

Fair valuation loss is recognised based on the fair value hierarchy with three levels of inputs for valuation techniques as described in Note 3.2(a)(i).

SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.13 INTEREST EXPENSE ON BORROWINGS NOT RELATED TO PROVIDING FINANCING TO CUSTOMERS

This note outlines the interest expenses incurred, amortisation of finance costs recognised, fees or expenses related to financing and interest capitalised not related to providing financing to customers.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Interest expense of financial liabilities that are measured at amortised cost:					
- amounts due to subsidiaries		**-**	-	**14,771**	16,652
- medium-term notes and Sukuk		**71,198**	60,873	**-**	-
- revolving credits		**14,459**	13,726	**1,897**	1,843
- term loans		**4,826**	5,869	**-**	-
- bankers' acceptances		**857**	614	**-**	-
		91,340	81,082	**16,668**	18,495
Other finance costs of financial liabilities that are measured at amortised cost:					
- amortisation of finance cost	3.18(g)(i)	**1,304**	634	**-**	-
- facilities fee		**2,569**	4,156	**153**	227
		3,873	4,790	**153**	227
Interest capitalised under:					
- investment properties under construction	3.2(b)(i)	**-**	(1,610)	**-**	-
- land held for property development	3.7(b)(i)	**(35,445)**	(33,520)	**-**	-
- property development expenditure	3.7(b)(ii)	**(8,719)**	(5,251)	**-**	-
		51,049	45,491	**16,821**	18,722

Recognition and measurement

Finance costs are recognised and measured using the effective interest/profit method over the tenure of the respective amortised cost instruments.

2.14 INTEREST EXPENSE ON OTHER LIABILITIES

This note outlines the interest expenses incurred, amortisation of finance costs recognised.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Interest expense of financial liabilities that are measured at amortised cost:					
- lease liabilities	3.6(c)	**40**	49	**171**	122

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SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.15 TAX EXPENSE/(INCOME)

This note provides an analysis of the income tax provision that shows how the tax expense/(income) is affected by non-taxable and non-deductible items; and deferred tax that recognised during the year.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Income tax:					
- Current year provision		**92,479**	118,936	**176**	455
- (Over)/Under provision in respect of prior years		**(2,779)**	2,542	**(144)**	107
Deferred income tax:					
Deferred tax assets	3.8(b)(i)	**(13,270)**	(19,474)	**(97)**	(80)
Deferred tax liabilities	3.8(b)(ii)	**(3,656)**	(17,104)	**-**	-
		(16,926)	(36,578)	**(97)**	(80)
		72,774	84,900	**(65)**	482
Deferred income tax is analysed as follows:					
Origination and reversal of temporary differences		**(17,903)**	(34,139)	**(97)**	(80)
Under/(Over) provision in prior year		**977**	(2,439)	**-**	-
		(16,926)	(36,578)	**(97)**	(80)

Tax expense/(income) analysed by business segments of the Group is disclosed in Note 1.3(a).

(a) Recognition and measurement

Current income tax expense or income is recognised in the profit or loss, except for tax related to items recognised in other comprehensive income or equity. The tax amount is measured using tax rates and laws enacted by year-end.

(b) Tax rates

Income tax expense/(income) is calculated based on the respective jurisdictions' statutory income tax rates on the estimated taxable profits for the year as follows:

Country	2024 Tax rate	2023 Tax rate
Malaysia	**24%**	24%
Australia	**30%**	30%
Singapore	**17%**	17%

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SECTION 2: INFORMATION ON STATEMENTS OF PROFIT OR LOSS (CONT'D)

2.15 TAX EXPENSE/(INCOME) (CONT'D)

(c) Reconciliation between tax expense/(income) and accounting profit before tax

The reconciliation between Malaysian tax expense/(income) and the product of accounting profit before tax multiplied by the statutory corporate tax rate of 24% (2023: 24%) is as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Profit before tax ("PBT")	**611,396**	555,116	**225,973**	384,144
Share of results of associates and a joint venture, net of tax	**(329,533)**	(302,302)	**-**	-
PBT before share of results	**281,863**	252,814	**225,973**	384,144
Tax at Malaysian statutory rate on PBT @ 24%	**67,647**	60,675	**54,234**	92,195
Tax effects of:				
- different tax rates in foreign jurisdictions/ other authorities	**(555)**	555	**-**	-
- non-taxable income	**(6,361)**	(9,785)	**(59,786)**	(97,464)
- non-deductible expenses	**13,857**	32,920	**5,631**	5,644
Utilisation of previously unrecognised deferred tax assets	**(1,264)**	(3,740)	**-**	-
Deferred tax assets not recognised during the year	**1,252**	4,172	**-**	-
Under/(Over) provision of deferred tax in respect of prior years	**977**	(2,439)	**-**	-
(Over)/Under provision of income tax in respect of prior years	**(2,779)**	2,542	**(144)**	107
Tax expense/(income)	**72,774**	84,900	**(65)**	482

(d) Other information

The deferred tax assets/(liabilities) are disclosed in Note 3.8.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION

This section details the individual line items in the statements of financial position. It covers assets, liabilities, share capital and reserves, along with the applicable accounting policies for each category.

3.1 PROPERTY, PLANT AND EQUIPMENT

This note provides information on property, plant and equipment (also known as fixed assets) that are employed in generating business income.

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Net carrying amount:				
Freehold land and golf course on freehold land	**217,930**	172,962	**-**	-
Buildings	**309,397**	278,208	**-**	-
Plant and machinery	**72,314**	30,396	**-**	-
Motor vehicles	**4,508**	2,487	**235**	63
Furniture, fittings, equipment and renovation	**107,085**	110,187	**599**	518
Assets under construction	**12,044**	12,256	**-**	-
Bearer plants	**13,315**	13,301	**-**	-
	736,593	619,797	**834**	581
Net carrying amount analysed by business segments:				
Property	**203,315**	198,097		
Financial Services	**1,756**	489		
Industries	**197,274**	81,424		
Hospitality	**331,614**	337,004		
Investment Holding	**2,634**	2,783		
	736,593	619,797		

All property, plant and equipment are utilised for business operations.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.1 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) Recognition, measurement and significant judgement

The Group recorded its fixed assets using the following recognition and measurement principles:

Property, plant and equipment are recognised when it is probable that future economic benefits will flow to the Group and the Company. Initially, these assets are measured at cost, which includes the fair value at the date control is obtained and the cost of replacing parts of the plant and equipment. Subsequently, they are carried at cost less accumulated depreciation and any accumulated impairment losses.

Assets under construction are recorded at cost, including borrowing costs for construction projects, provided the recognition criteria are met, net of any accumulated impairment losses. When significant components of plant and equipment require replacement at regular intervals, depreciation is calculated separately based on their specific useful lives. If the recognition criteria are met, the cost of major inspections is capitalised in the carrying amount of the plant and equipment as a replacement. All other repair and maintenance costs are expensed in the statement of profit or loss as incurred. It is essential to determine whether these expenditures meet the definition of an asset and are recognised as property, plant and equipment.

Depreciation Policy

Depreciation is calculated on a straight-line basis to write off the cost of each asset to its residual value over its estimated useful life. Depreciation expense for property, plant and equipment is recognised in the statement of profit or loss within the expense category that aligns with the business activities and function of the asset. Freehold land and golf courses on freehold land are not depreciated. Assets under construction are not depreciated until they are available for use.

The estimated useful life represents the common life expectancy within the industry in which the Group and the Company operate. The principal depreciation periods and annual rates used are as follows:

	Years	Percentage (%)
Buildings	24 - 60	1 - 4
Plant and machinery	5 - 10	10 - 20
Motor vehicles	5 - 7	15 - 20
Furniture, fittings, equipment and renovation	5 - 10	10 - 20
Bearer plants	22	5

The residual value, useful life and depreciation method of property, plant and equipment are reviewed at least annually. This review ensures that the depreciation amount, method and period remain consistent with previous estimates and align with the expected pattern of consumption of the future economic benefits embodied in these assets. At the end of each year, the residual values, useful lives and depreciation methods are reassessed and adjusted prospectively, if appropriate.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.1 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

Impairment Assessment

At each reporting date, an assessment is conducted to determine if there is any indication of impairment on an asset. If such an indication exists, or if annual impairment testing is required, an analysis is performed to evaluate whether the carrying amount of such asset is fully recoverable. An impairment loss is recognised if the carrying amount exceeds the recoverable amount, indicating that the asset is impaired and should be written down to its recoverable amount.

For impairment assessment, the recoverable amount of the property, plant and equipment is determined based on either (a) the "value-in-use" of Cash-Generating Units ("CGU"); or (b) the indicative market value of the property, plant and equipment, as appropriate.

The value-in-use of a CGU is determined by discounting the future cash flows expected from its continued use. Significant judgment is required to estimate future results and key assumptions applied to the CGU's cash flow projections. These key assumptions include forecasted growth in future revenues and operating profit margins, as well as determining an appropriate pre-tax discount rate and growth rates, which are, among others, dependent on forecasted economic conditions, among other factors.

At each reporting date, an assessment is conducted to determine whether there is any indication that previously recognised impairment losses no longer exist or have decreased. If such an indication exists, the Group or the Company estimates the recoverable amount of such asset or CGU. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of such asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised in prior years. Such reversals are recognised in the statement of profit or loss.

The carrying amount of an item of property, plant and equipment is derecognised upon disposal (i.e., when the recipient gains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss at the time of derecognition (Notes 2.7 and 2.8).

Further details of impairment are disclosed in Note (b)(v).

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on property, plant and equipment are discussed in Notes 6.3(b)(iv) and 6.3(b)(v).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.1 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) Other information

(i) Movement of property, plant and equipment by classes of assets

Group	Note	Freehold land and golf course on freehold land RM'000	Buildings RM'000	Plant and machinery RM'000	Motor vehicles RM'000	Furniture, fittings, equipment and renovation RM'000	Assets under construction RM'000	Bearer plants RM'000	Total RM'000
2024									
Cost									
At the beginning of the year		**173,734**	**444,794**	**147,352**	**15,486**	**215,835**	**14,376**	**20,268**	**1,031,845**
Additions	1.3(a),1.3(b)	**46,275**	**33,395**	**49,886**	**3,046**	**10,457**	**11,727**	**918**	**155,704**
Disposals		**-**	**-**	**(394)**	**(2,177)**	**(3,210)**	**(840)**	**-**	**(6,621)**
Exchange differences		**-**	**-**	**-**	**-**	**(7)**	**-**	**-**	**(7)**
Write offs	(b)(iv)	**-**	**-**	**(292)**	**(357)**	**(922)**	**-**	**-**	**(1,571)**
Reclassification upon completion		**-**	**7,640**	**-**	**-**	**3,459**	**(11,099)**	**-**	**-**
Reclassified to investment properties	3.2(b)(i)	**-**	**(1,167)**	**-**	**-**	**-**	**-**	**-**	**(1,167)**
Reclassified to inventories	3.7(b)(ii)	**(1,307)**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,307)**
At the end of the year		**218,702**	**484,662**	**196,552**	**15,998**	**225,612**	**14,164**	**21,186**	**1,176,876**
Accumulated depreciation									
At the beginning of the year		**-**	**150,136**	**116,956**	**12,999**	**105,049**	**-**	**6,967**	**392,107**
Charge for the year	(b)(iii)	**-**	**8,977**	**7,963**	**1,025**	**16,670**	**-**	**904**	**35,539**
Disposals		**-**	**-**	**(389)**	**(2,177)**	**(2,932)**	**-**	**-**	**(5,498)**
Write offs	(b)(iv)	**-**	**-**	**(292)**	**(357)**	**(859)**	**-**	**-**	**(1,508)**
Reclassified to investment properties	3.2(b)(i)	**-**	**(298)**	**-**	**-**	**-**	**-**	**-**	**(298)**
At the end of the year		**-**	**158,815**	**124,238**	**11,490**	**117,928**	**-**	**7,871**	**420,342**
Accumulated impairment									
At the beginning/end of the year		**772**	**16,450**	**-**	**-**	**599**	**2,120**	**-**	**19,941**
Net carrying amount		**217,930**	**309,397**	**72,314**	**4,508**	**107,085**	**12,044**	**13,315**	**736,593**

During the year, the following reclassifications were made due to changes in use:

(1) a freehold land of approximately 2.0 acres with a carrying amount of RM1.3 million was reclassified to property development expenditure for property development.

(2) a condominium with a carrying amount of RM0.9 million was reclassified to investment property for leasing purpose.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.1 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) Other information (Cont'd)

(i) Movement of property, plant and equipment by classes of assets (Cont'd)

Group (Cont'd)	Note	Freehold land and golf course on freehold land RM'000	Buildings RM'000	Plant and machinery RM'000	Motor vehicles RM'000	Furniture, fittings, equipment and renovation RM'000	Assets under construction RM'000	Bearer plants RM'000	Total RM'000
2023									
Cost									
At the beginning of the year		165,054	442,322	128,717	14,312	168,045	26,249	19,297	963,996
Additions	1.3(a),1.3(b)	6,599	2,529	17,706	1,784	34,211	13,125	971	76,925
Disposals		-	(57)	(606)	(595)	(780)	-	-	(2,038)
Exchange differences		-	-	-	-	3	-	-	3
Write offs	(b)(iv)	-	-	(965)	(15)	(8,142)	-	-	(9,122)
Reclassification upon completion		-	-	2,500	-	22,498	(24,998)	-	-
Reclassified from inventories	3.7(b)(i)	2,081	-	-	-	-	-	-	2,081
At the end of the year		173,734	444,794	147,352	15,486	215,835	14,376	20,268	1,031,845
Accumulated depreciation									
At the beginning of the year		-	141,786	113,103	12,685	99,811	-	6,063	373,448
Charge for the year	(b)(iii)	-	8,357	5,394	924	13,734	-	904	29,313
Disposals		-	(7)	(576)	(595)	(698)	-	-	(1,876)
Write offs	(b)(iv)	-	-	(965)	(15)	(7,798)	-	-	(8,778)
At the end of the year		-	150,136	116,956	12,999	105,049	-	6,967	392,107
Accumulated impairment									
At the beginning/end of the year		772	16,450	-	-	599	2,120	-	19,941
Net carrying amount		172,962	278,208	30,396	2,487	110,187	12,256	13,301	619,797

During the previous year, freehold land measuring approximately 65.7 acres with a carrying amount of RM2.1 million was reclassified from land held for property development due to a change in use of the land to coconut plantation.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.1 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) Other information (Cont'd)

(i) Movement of property, plant and equipment by classes of assets (Cont'd)

Company	Note	Motor vehicles RM'000	Furniture, fittings, equipment and renovation RM'000	Total RM'000
2024				
Cost				
At the beginning of the year		**464**	**1,480**	**1,944**
Additions		**264**	**265**	**529**
At the end of the year		**728**	**1,745**	**2,473**
Accumulated depreciation				
At the beginning of the year		**401**	**962**	**1,363**
Charge for the year	(b)(iii)	**92**	**184**	**276**
At the end of the year		**493**	**1,146**	**1,639**
Net carrying amount		**235**	**599**	**834**
2023				
Cost				
At the beginning of the year		464	1,245	1,709
Additions		-	235	235
At the end of the year		464	1,480	1,944
Accumulated depreciation				
At the beginning of the year		335	819	1,154
Charge for the year	(b)(iii)	66	143	209
At the end of the year		401	962	1,363
Net carrying amount		63	518	581

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.1 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) Other information (Cont'd)

(ii) Assets pledged as security

Property, plant and equipment of certain subsidiaries with the following carrying amounts are pledged to licensed financial institutions for credit facilities granted to the subsidiaries:

	Note	Group 2024 RM'000	Group 2023 RM'000
Freehold land		**76,781**	32,892
Buildings		**125,344**	99,518
	3.18(e)	**202,125**	132,410

(iii) Depreciation charge

The total depreciation charge for the year is as follows:

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Recognised in profit or loss and classified under:					
- Cost of sales	2.2(b),2.9(i)	**5,851**	5,035	**-**	-
- General and administrative expenses	2.4,2.9(i)	**26,790**	22,943	**276**	209
Charged to contract assets and liabilities in relation to construction contracts		**2,898**	1,335	**-**	-
	(b)(i)	**35,539**	29,313	**276**	209

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.1 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) Other information (Cont'd)

(iv) Write offs

Plant and equipment written off for the year are as follows:

	Note	Group 2024 RM'000	Group 2023 RM'000
Cost	(b)(i)	**1,571**	9,122
Accumulated depreciation	(b)(i)	**(1,508)**	(8,778)
Net carrying amount		**63**	344
Recognised in profit or loss and classified under:			
- Cost of sales	2.2(b)	**-**	130
- Other operating expenses	2.8	**63**	214
		63	344

Assets being written off are no longer in use and do not generate future economic benefits to the Group.

(v) Impairment assessment

The impairment assessment for property, plant and equipment of certain subsidiaries was based on the "value-in-use" of Cash-Generating Units (CGUs), using the key assumptions detailed in Note (a) above. No impairment was indicated, as the recoverable amounts of these CGUs exceeded their carrying amounts. It is believed that no reasonably possible change in any of the key assumptions would result in the carrying amounts of the CGUs materially exceeding their recoverable amounts.

For impairment assessment on property, plant and equipment of certain subsidiaries under Hotels and Resorts, and Property Investment Divisions carried out based on the indicative market values of property, plant and equipment.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.2 INVESTMENT PROPERTIES

This note provides information on the investment properties mainly comprising shopping mall, retail and hyper-market premises held by the Group, which are used to generate rental income and benefit from capital appreciation.

	Note	Group 2024 RM'000	Group 2023 RM'000
Investment properties	(b)(i)	**518,984**	449,357
Investment properties under construction	(b)(i)	**485**	49,155
		519,469	498,512
Carrying amount analysed by business segments:			
Property		**518,335**	498,247
Industries		**1,134**	265
		519,469	498,512

(a) Recognition, measurement and significant judgement

The Group's investment properties comprise a shopping mall, hypermarket premises, office buildings, shop offices, commercial units, residential units and car parks. These investment properties are measured at fair value following the valuation process as described in Note (i) below. Management categorised these properties into office and retail based on the nature, characteristics and risks. One of the office properties is classified under property, plant and equipment instead of investment property as a significant portion is held for use in the production or supply of goods or services or for administrative purposes of the Group in accordance with MFRS 140 'Investment Property'. The rental income and related expenses of office buildings are classified under the Property Segment while presented in segment information (Note 1.3) to reflect the nature of the business.

Investment properties are capitalised when future economic benefits are probable. They are initially measured at acquisition cost (i.e. day-1 fair value) and subsequently remeasured at fair value, reflecting market conditions. Properties under construction are measured at cost until fair value can be determined. Subsequent expenditure is capitalised when future economic benefits are probable and costs are reliably measurable. Repairs and maintenance are expensed and replaced parts are derecognised.

Gains or losses from changes in fair value are recognised in the profit or loss statement, including any tax effects. Investment properties are derecognised upon disposal or permanent withdrawal from use. Gains or losses are calculated as the difference between net disposal proceeds and carrying amounts.

Transfers to or from investment property occur only upon a change in use. When transferring to owner-occupied property, the deemed cost is the fair value at the change in use date. When transferring to investment property, it is accounted for according to property, plant and equipment policies up to the change in use date.

The Group is not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on investment properties are discussed in Note 6.3(b)(x).

Notes to the Financial Statements
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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.2 INVESTMENT PROPERTIES (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(i) Valuation process overview

Significant investment properties are valued by independent, qualified valuers with relevant expertise and local market experience. Management reviewed and discussed these valuations, including the valuation processes performed by the independent valuers for financial reporting purposes. Below are the key review processes carried out each year:

(1) Verification of all major inputs to the independent valuation reports;

(2) Assessment of property valuation movements when compared to the prior year valuation reports; and

(3) Discussions with the independent valuers.

A fair value hierarchy with three levels of inputs for valuation techniques is used to measure fair value. The three levels prioritise the inputs based on their observability and reliability and the carrying amount of the assets can be categorised as follows:

(1) Level 1 uses unadjusted active market price of identified assets.

(2) Level 2 uses valuation techniques with observable inputs, such as market data from transactions involving similar or comparable assets, under the market approach (comparison method).

(3) Level 3 uses valuation techniques with unobservable inputs not based on observable market data for the asset, applying methods such as investment, residual, income capitalisation, cost and comparison, based on non-market-observable data.

Market participants' views of potential climate-related matters, including legislation, may affect the fair value measurement of assets. The unobservable inputs used in fair value measurements reflect the assumptions that market participants would use, including assumptions about climate-related risk.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.2 INVESTMENT PROPERTIES (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(ii) Fair value measurement of investment properties

Independent valuation specialists are engaged to determine fair values of certain investment properties when required. The fair value was determined using comparison, cost and/or income capitalisation methods.

The key inputs for the income capitalisation method include:

(1) Estimated rental : based on the estimated income of the existing lease agreement

(2) Term rate : capitalisation rate for the term of lease based on current rate of return of the properties in the market

(3) Reversion rate : capitalisation rate for perpetuity based on current rate of return of the properties in the market

(4) Void allowance : based on the current occupancy rate in the market according to the type and location of the properties

The comparison method analyses recent transactions and asking prices of similar properties in the larger locality with applicable adjustments made for differences in location, size, etc.

Under the cost method, land and building values are determined separately. Land value is based on recent transactions and asking prices of comparable properties. Building value is derived from the estimated replacement cost minus depreciation, which considers current market prices for labour, materials, equipment and construction techniques. Depreciation accounts for the building's age and condition to estimate its remaining useful life.

The increase in estimated rental income or replacement cost would result in a higher fair value of the investment property or vice versa. The higher term rate, reversion rate, void allowance or depreciation would otherwise result in lower fair value of the investment property or vice versa.

The carrying amounts of the investment properties are categorised into the fair value hierarchy as follows:

		Group	
	Note	2024 RM'000	2023 RM'000
Level 1		**-**	-
Level 2		**15,790**	14,921
Level 3	(a)(iii)	**503,194**	434,436
		518,984	449,357

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.2 INVESTMENT PROPERTIES (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(iii) Fair value reconciliation of investment properties measured at Level 3

Group	Shopping mall, hypermarket premises and car park RM'000	Other premises RM'000	Total RM'000
2024			
At the beginning of the year	**427,935**	**6,501**	**434,436**
Expenditure incurred	**367**	**-**	**367**
Gain on fair valuation	**18,482**	**-**	**18,482**
Reclassified from investment properties under construction	**49,909**	**-**	**49,909**
At the end of the year	**496,693**	**6,501**	**503,194**
2023			
At the beginning of the year	427,633	6,501	434,134
Expenditure incurred	302	-	302
At the end of the year	427,935	6,501	434,436

The investment properties measured at Level 3 are using the following significant unobservable inputs in the valuation model:

Property category	Valuation technique	Significant unobservable inputs	Group 2024	Group 2023
Shopping mall	Comparison	Adjusted property value (RM)	**676 - 677 per sqft**	676 - 677 per sqft
Retail	Comparison	Adjusted property value (RM)	**162 - 408 per sqft**	-
Hyper-market premises	Income Capitalisation	Estimated rental per year (RM'000)	**648 - 873**	648 - 873
		Term rate	**5.75% - 7.00%**	5.75% - 7.00%
		Reversion rate	**7.25% - 8.00%**	7.25% - 8.00%
		Void allowances	**5.00%**	5.00%
Car park	Comparison	Adjusted car park value (RM'000)	**1 - 42 per bay**	1 - 42 per bay
Others	Cost	Land value (RM)	**25 - 35 per sqft**	25 - 35 per sqft
		Building value (RM)	**50 - 60 per sqft**	50 - 60 per sqft

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.2 INVESTMENT PROPERTIES (CONT'D)

(b) Other information

(i) Movement of investment properties

	Note	Group 2024 RM'000	Group 2023 RM'000
Investment properties, at fair value			
At the beginning of the year		**449,357**	449,055
Expenditure incurred		**367**	302
Fair valuation gain recognised in profit or loss - net	2.7,2.8	**18,482**	-
Reclassified from:			
- property, plant and equipment	3.1(b)(i)	**869**	-
- investment properties under construction		**49,909**	-
At the end of the year		**518,984**	449,357
Investment properties under construction, at cost			
At the beginning of the year		**49,155**	40,880
Expenditure incurred		**1,239**	7,790
Reclassified from inventories	3.7(b)(i)	**-**	485
Reclassified upon completion		**(49,909)**	-
At the end of the year		**485**	49,155
		519,469	498,512
Total expenditure capitalised	1.3(a),(b)	**1,606**	8,092

During the year, a condominium with a carrying amount of RM0.9 million was reclassified from property, plant and equipment to investment property due to a change in its intended use. The property is now held for leasing purposes.

In March 2024, a building, which was previously classified as investment property under construction, was completed and recognised as the Group's new investment property, namely You City Retail.

As disclosed in Note 2.13, no interest was capitalised during the year (2023: RM1.6 million which was calculated based on interest rates ranging from 4.45% to 4.90%).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.2 INVESTMENT PROPERTIES (CONT'D)

(b) Other information (Cont'd)

(ii) Rental income and direct expenses

Rental income and direct expenses arising from investment properties during the year are as follows:

	Group	
	2024 RM'000	**2023 RM'000**
Rental income generating	**31,421**	27,432
Direct expenses incurred to generate the rental income	**15,732**	15,381

(iii) Other relevant information

Investment properties with a total carrying amount of RM458.7 million (2023: RM438.1 million) are pledged to licensed financial institutions to secure Tranche 1 of MTN 3 issued and term loans as disclosed in Notes 3.18(c)(i), 3.18(c)(iii) and 3.18(e) respectively.

No restriction on realisability of investment properties and no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancement.

3.3 INVESTMENTS IN SUBSIDIARIES

This note details the investments in subsidiaries which generate dividend income for the Company.

		Company	
	Note	**2024 RM'000**	**2023 RM'000**
Unquoted shares in Malaysia	(d)(i)	**1,736,428**	1,715,243

(a) Recognition, measurement and significant judgement

Subsidiaries are entities controlled by the Group. Investments in subsidiaries are recognised at cost, which is the fair value of the consideration paid, when the Group obtains the power to control entities and subsequently measures at cost less any impairment losses. The Group reviews these investments for impairment each reporting period based on reasonable assumptions of future economic conditions using the value-in-use method.

The Group is not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on investments in subsidiaries are discussed in Note 6.3(b)(v).

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(b) Changes in Group's composition for the year ended 31 December 2024

(i) Newly incorporated subsidiaries

(1) On 4 July 2024, OSK Capital Sdn. Bhd. ("OSKC"), a wholly-owned subsidiary of the Company, incorporated a wholly-owned subsidiary, OSK Capital (Sarawak) Sdn. Bhd. ("OSKCS") with an issued and paid-up capital of RM2 comprising two (2) ordinary shares. Subsequently, on 6 August 2024, OSKC transferred its shares in OSKCS to the Company. The principal activity of OSKCS is provision of money lending business.

(2) On 22 August 2024, OSK Capital (S) Pte. Ltd., a wholly-owned subsidiary of the Company, incorporated a wholly-owned subsidiary, OSK Asset Management (A) Pty. Ltd. ("OSKAM") with an issued and paid-up capital of AUD1 comprising one (1) ordinary share. The principal activity of OSKAM is fund management.

(ii) Increase in equity interests in PJ Development Holdings Berhad ("PJDH")

On 9 January 2024, 5 June 2024 and 2 August 2024, the Company had acquired additional 848,800 ordinary shares of PJDH for a total amount of RM1,185,240 from non-controlling interests of PJDH, a subsidiary of the Company.

The acquisitions of additional equity interests from non-controlling interests of PJDH have the following effects on the Group:

	RM'000
Net assets acquired from non-controlling interests	**(2,301)**
Gain on consolidation recognised in the statement of changes in equity	**1,116**
Net cash outflow on acquisitions of additional ordinary shares in PJDH	**(1,185)**

The Company's equity interest in PJDH increased to 97.47% from 97.31% at the end of 2023.

(iii) Subscription of shares in subsidiaries

(1) On 9 February 2024, Kota Mulia Sdn. Bhd. ("KMSB") subscribed for 50,000 new ordinary shares in PJD Highland Resort Sdn. Bhd. ("PJDHR") for cash of RM50,000. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM7,790,002 to RM7,840,002. The principal activity of PJDHR is property development. Upon completion of the shares subscription and the increase in equity interests in PJDH [Note (ii)] above, the Company's effective equity interests in PJDHR stood at 97.47%.

(2) On 9 February 2024, PJDH subscribed for 290,000 new ordinary shares in Vibrant Practice Sdn. Bhd. ("VPSB") for cash of RM290,000. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM16,364,002 to RM16,654,002. The principal activity of VPSB is car park management and operation business. Upon completion of the shares subscription and the increase in equity interests in PJDH [Note (ii)] above, the Company's effective equity interests in VPSB stood at 97.47%.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(b) Changes in Group's composition for the year ended 31 December 2024 (Cont'd)

(iii) Subscription of shares in subsidiaries (Cont'd)

(3) On 18 April 2024, OSK Property Holdings Berhad ("OSKPH") subscribed for 79,999 new ordinary shares in Aspect Dynamic Sdn. Bhd. ("ADSB") for cash of RM79,999. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM1 to RM80,000. The principal activity of ADSB is property development. Upon completion of the shares subscription, the Company's effective equity interests in ADSB stood at 99.93%.

(4) On 28 June 2024, Acotec Sdn. Bhd. ("Acotec") subscribed for 8,000,000 new ordinary shares in Malayan AECA Sdn. Bhd. ("MAECA") by way of capitalisation of the amount due from MAECA to Acotec. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM2,500,001 to RM10,500,001. The principal activity of MAECA is manufacturing business. Upon completion of the shares subscription and the increase in equity interests in PJDH [Note (ii)] above, the Company's effective equity interests in MAECA stood at 97.47%.

(5) On 12 July 2024 and 20 December 2024, PJDH subscribed for 2,031,031 and 425,000 new ordinary shares in PJD Hotels Sdn. Bhd. ("PJD Hotels") for cash of RM2,031,031 and RM425,000 respectively. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM245,468,969 to RM247,925,000. The principal activity of PJD Hotels is hotel business. Upon completion of the shares subscription and the increase in equity interests in PJDH [Note (ii)] above, the Company's effective equity interests in PJD Hotels stood at 97.47%.

(6) On 22 August 2024, the Company subscribed for 20,000,000 new ordinary shares in OSK Syariah Capital Sdn. Bhd. ("OSKSC") for cash of RM20,000,000. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM30,000,000 to RM50,000,000. The principal activity of OSKSC is provision of Islamic capital financing. Upon completion of the shares subscription, the Company's equity interests in OSKSC remained at 100%.

(7) On 27 December 2024, OSKPH subscribed for 1,500,000 new ordinary shares in OSK Properties Management Sdn. Bhd. ("OSKPM") for cash of RM318,344 and RM1,181,656 by way of capitalisation of the amount due from OSKPM to OSKPH. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM2 to RM1,500,002. The principal activity of OSKPM is property management. Upon completion of the shares subscription, the Company's effective equity interests in OSKPM stood at 99.93%.

(iv) Subscription of ordinary shares in Damai Laut Golf Resort Sdn. Bhd. ("DLGR") by PJD Hotels

On 12 July 2024 and 20 December 2024, PJD Hotels, a wholly-owned subsidiary of PJDH, which in turn is a subsidiary of the Company, subscribed for 1,833,131 and 425,000 new ordinary shares at RM1 each in DLGR. Accordingly, the issued and paid-up ordinary share capital of DLGR increased from RM140,666,869 to RM142,925,000. Upon completion of the share subscriptions, the Company's effective equity interest in DLGR increased to 97.13% from 96.96%.

The subscription of shares has the following effects on the Group:

	RM'000
Net liabilities acquired from non-controlling interests	**7**
Loss on consolidation recognised in the statement of changes in equity	**(7)**
Net cash in/(out) flow on the subscription of ordinary shares in DLGR	**-**

Notes to the Financial Statements
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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(c) Changes in Group's composition for the year ended 31 December 2023

(i) Newly incorporated subsidiaries

(1) On 8 March 2023, OSK Property Holdings Berhad ("OSKPH"), which in turn is a subsidiary of the Company, incorporated a wholly-owned subsidiary, Harta Harmoni Sdn. Bhd. ("HHSB") with an issued and paid-up capital of RM1 comprising one (1) ordinary share. The principal activity of HHSB is property development.

On 27 December 2023, OSKPH subscribed for 9,999 new ordinary shares in HHSB for cash of RM9,999. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM1 to RM10,000. Upon completion of the shares subscription, the Company's effective equity interest in HHSB stood at 99.93%.

(2) On 27 April 2023, OSKPH incorporated a wholly-owned subsidiary, Astana Harmoni Sdn. Bhd. ("AHSB") with an issued and paid-up capital of RM1 comprising one (1) ordinary share. The principal activity of AHSB is property development.

On 18 December 2023, OSKPH subscribed for 9,999 new ordinary shares in AHSB for cash of RM9,999. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM1 to RM10,000. Upon completion of the shares subscription, the Company's effective equity interest in AHSB stood at 99.93%.

(ii) Increase in equity interests in PJDH

Acquisitions of additional equity interests from non-controlling interests of PJDH, a subsidiary of the Company. During the year, the Company acquired 9,500 ordinary shares of PJDH for a total amount of RM11,400.

The acquisitions of additional equity interests from non-controlling interests of PJDH have the following effects on the Group:

	RM'000
Net assets acquired from non-controlling interests	(25)
Gain on consolidation recognised in the statement of changes in equity	14
Net cash outflow on acquisitions of additional ordinary shares in PJDH	(11)

The Company's equity interest in PJDH remained at 97.31%.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(c) Changes in Group's composition for the year ended 31 December 2023 (Cont'd)

(iii) Subscription of shares in subsidiaries

(1) On 27 April 2023, the Company subscribed for 25,000,000 new ordinary shares in OSK Capital Sdn. Bhd. ("OSK Capital") for cash of RM25,000,000. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM150,000,000 to RM175,000,000. The principal activity of OSK Capital is capital financing business. Upon completion of the shares subscription, the Company's equity interests in OSK Capital remained at 100%.

(2) On 23 May 2023 and 19 December 2023, the Company subscribed for 9,500,000 and 20,000,000 new ordinary shares in OSK Syariah Capital Sdn. Bhd. ("OSKSC") for cash of RM9,500,000 and RM20,000,000 respectively. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM500,000 to RM30,000,000. The principal activity of OSKSC is provision of Islamic capital financing. Upon completion of the shares subscriptions, the Company's equity interests in OSKSC remained at 100%.

(3) On 23 August 2023 and 24 October 2023, the Company subscribed for 4,409,472 and 8,578,811 new ordinary shares in OSK Capital (S) Pte. Ltd. ("OSKC (S)") for cash of SGD4,409,472 and SGD8,578,811 respectively. Accordingly, the issued and paid-up ordinary share capital of this company increased from SGD14,084,835 to SGD27,073,118. The principal activity of OSKC (S) is investment holding. Upon completion of the shares subscriptions, the Company's equity interests in OSKC (S) remained at 100%.

(4) On 23 August 2023 and 24 October 2023, OSKC (S) subscribed for 5,000,000 and 10,000,000 new ordinary shares in OSK Capital (A) Pty. Ltd. ("OSKC (A)") for cash of AUD5,000,000 and AUD10,000,000 respectively. Accordingly, the issued and paid-up ordinary share capital of this company increased from AUD15,000,001 to AUD30,000,001. The principal activity of OSKC (A) is capital financing business. Upon completion of the shares subscriptions, the Company's effective equity interests in OSKC (A) stood at 100%.

(5) On 29 December 2023, the Company subscribed for 100,000 new ordinary shares in OSK Mumawal Sdn. Bhd. ("OSKM") for cash of RM100,000. Accordingly, the issued and paid-up ordinary share capital of this company increased from RM1 to RM100,001. The principal activity of OSKM is provision of Islamic financing services. Upon completion of the shares subscription, the Company's equity interests in OSKM remained at 100%.

(iv) Capital repayment by a subsidiary

On 18 September 2023, KE-ZAN Holdings Berhad ("KZH"), a wholly-owned subsidiary of the Company, repaid RM2,000,000 out of its capital to the Company. Accordingly, the issued and paid-up ordinary share capital of this company decreased from RM8,000,000 to RM6,000,000. Upon completion of the capital repayment, the Company's equity interests in KZH remained at 100%.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(c) Changes in Group's composition for the year ended 31 December 2023 (Cont'd)

(v) Subscription of ordinary shares in DLGR by PJD Hotels

On 12 July 2023, PJD Hotels, a wholly-owned subsidiary of PJDH, which in turn is a subsidiary of the Company, subscribed for 2,000,000 new ordinary shares at RM1 each in DLGR. Accordingly, the issued and paid-up ordinary share capital of DLGR increased from RM138,666,869 to RM140,666,869. Upon completion of the share subscriptions, the Company's effective equity interest in DLGR remained at 96.96%.

The subscription of shares has the following effects on the Group:

	RM'000
Net liabilities acquired from non-controlling interests	7
Loss on consolidation recognised in the statement of changes in equity	(7)
Net cash in/(out) flow on the subscription of ordinary shares in DLGR	-

(d) Other information

Movement of investments in subsidiaries

	Note	Company 2024 RM'000	Company 2023 RM'000
Unquoted shares in Malaysia			
Cost			
At the beginning of the year		**1,813,220**	1,715,739
Acquisition of additional equity interests from non-controlling interests	(b)(ii),(c)(ii)	**1,185**	11
Subscription of shares	(b)(iii)(6), (c)(iii)(1),(2),(3),(5)	**20,000**	99,470
Capital repayment from a subsidiary	(c)(iv)	**-**	(2,000)
At the end of the year		**1,834,405**	1,813,220
Accumulated impairment losses			
At the beginning/end of the year		**(97,977)**	(97,977)
		1,736,428	1,715,243

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(e) Subsidiaries with non-controlling interests

Subsidiaries that have non-controlling interests to the Group are set out below:

	OSKPH Group RM'000	PJDH Group RM'000	Lyte Malaysia Sdn. Bhd. ("LMSB") RM'000	Total RM'000
2024				
Proportion of ownership interest held by non-controlling interests	**0.07%**	**2.53%**	**49.00%**	
Accumulated non-controlling interests	**31,652**	**35,972**	**5,180**	**72,804**
Profit/(Loss) attributable to non-controlling interests	**804**	**2,366**	**(1,020)**	**2,150**
Dividend paid to non-controlling interests of OSKPH/PJDH/LMSB	**-**	**-**	**-**	**-**
2023				
Proportion of ownership interest held by non-controlling interests	0.07%	2.69%	49.00%	
Accumulated non-controlling interests	30,868	37,530	6,200	74,598
Profit/(Loss) attributable to non-controlling interests	1,123	2,218	(79)	3,262
Dividend paid to non-controlling interests of OSKPH/PJDH/LMSB	-	-	-	-

The above information is presented based on the financial statements of subsidiary before accounting for (i) fair value adjustments upon both entities being acquired; and (ii) elimination inter-company transactions.

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(e) Subsidiaries with non-controlling interests (Cont'd)

Summarised financial information of the material subsidiaries which have non-controlling interests in the Group are set out below:

	2024		2023	
	OSKPH Group RM'000	PJDH Group RM'000	OSKPH Group RM'000	PJDH Group RM'000
Aggregated assets and liabilities (100%)				
Current assets	**1,005,743**	**885,642**	913,604	740,692
Non-current assets	**1,738,287**	**1,254,941**	1,722,671	1,186,020
Total assets	**2,744,030**	**2,140,583**	2,636,275	1,926,712
Current liabilities	**(1,865,460)**	**(597,014)**	(1,785,049)	(460,686)
Non-current liabilities	**(19,069)**	**(186,966)**	(44,588)	(119,836)
Total liabilities	**(1,884,529)**	**(783,980)**	(1,829,637)	(580,522)
Net assets	**859,501**	**1,356,603**	806,638	1,346,190
Aggregated results (100%)				
Revenue	**750,737**	**924,835**	762,564	776,910
Profit for the year	**82,262**	**71,036**	87,118	84,283
Other comprehensive (expenses)/income	**-**	**(60,623)**	-	25,126
Total comprehensive income	**82,262**	**10,413**	87,118	109,409
Profit/(Loss) attributable to:				
- owners of OSKPH/PJDH	**81,501**	**71,043**	86,024	84,297
- non-controlling interests of OSKPH/PJDH	**761**	**(7)**	1,094	(14)
	82,262	**71,036**	87,118	84,283

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(e) Subsidiaries with non-controlling interests (Cont'd)

Summarised financial information of the material subsidiaries which have non-controlling interests in the Group are set out below: (Cont'd)

	2024		2023	
	OSKPH Group RM'000	**PJDH Group RM'000**	**OSKPH Group RM'000**	**PJDH Group RM'000**
Aggregated results (100%) (Cont'd)				
Total comprehensive income/(expenses) attributable to:				
- owners of OSKPH/PJDH	**81,501**	**10,420**	86,024	109,423
- non-controlling interests of OSKPH/PJDH	**761**	**(7)**	1,094	(14)
	82,262	**10,413**	87,118	109,409
Aggregated cash flows (100%)				
Net cash from/(used in):				
- operating activities	**41,595**	**121,838**	151,098	76,251
- investing activities	**3,753**	**(80,939)**	(57,246)	(5,276)
- financing activities	**(109,561)**	**118,466**	36,053	(165,386)
Net (decrease)/increase in cash and cash equivalents	**(64,213)**	**159,365**	129,905	(94,411)

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31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(f) List of subsidiaries

Listed below are the subsidiaries with their principal activities. The principal place of business of the subsidiaries is in Malaysia and/or incorporated in Malaysia unless indicated otherwise.

	Name of companies	Principal activities/Place of incorporation	Effective proportion of ownership interest 2024 %	2023 %
	KE-ZAN Holdings Berhad	Property investment and letting of commercial properties	**100.00**	100.00 (c)(iv)
	OSK Academy Sdn. Bhd.	Learning academy	**100.00**	100.00
	OSK Almal Sdn. Bhd.	Provision of Islamic financing services	**100.00**	100.00
	OSK Capital Sdn. Bhd.	Capital financing business	**100.00**	100.00 (c)(iii)(1)
	OSK Capital Management Sdn. Bhd.	Provision of treasury management services	**100.00**	100.00
	OSK Capital (Sarawak) Sdn. Bhd.	Money lending business	**100.00 (b)(i)(1)**	-
**	OSK Capital (S) Pte. Ltd.	Investment holding - Singapore	**100.00**	100.00 (c)(iii)(3)
	Subsidiaries of OSK Capital (S) Pte. Ltd.			
	# OSK Capital (A) Pty. Ltd.	Capital financing business - Australia	**100.00**	100.00 (c)(iii)(4)
	OSK Asset Management (A) Pty. Ltd.	Fund management - Australia	**100.00 (b)(i)(2)**	-
	OSK Design Sdn. Bhd.	Interior design and fit-out	**100.00**	100.00
	OSK Factoring Sdn. Bhd.	Provision of factoring facilities	**100.00**	100.00
	OSK Fintech Sdn. Bhd.	Investment holding	**100.00**	100.00

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(f) List of subsidiaries (Cont'd)

Listed below are the subsidiaries with their principal activities. The principal place of business of the subsidiaries is in Malaysia and/or incorporated in Malaysia unless indicated otherwise. (Cont'd)

Name of companies	Principal activities	Effective proportion of ownership interest 2024 %	2023 %
Subsidiaries of OSK Fintech Sdn. Bhd.			
Lyte Malaysia Sdn. Bhd.	Operate technology and financing platform to provide solutions to freelancers and SMEs	**51.00**	51.00
OSK eCapital Sdn. Bhd.	Operate financing platform to provide Earned Wage Access ("EWA") solution	**100.00**	100.00
OSK I CM Sdn. Bhd.	Provision of treasury management services	**100.00**	100.00
OSK Management Services Sdn. Bhd.	Provision of management services	**100.00**	100.00
OSK Mumawal Sdn. Bhd.	Provision of Islamic financing services	**100.00**	100.00 (c)(iii)(5)
OSK Property Holdings Berhad	Investment holding	**99.93**	99.93
OSK RE Sdn. Bhd.	Operation of generation facilities that produce solar energy, provides solar power purchase agreement and/or solar leasing services	**100.00**	100.00
OSK Rated Bond Sdn. Bhd.	Provision of treasury management	**100.00**	100.00
OSK Realty Sdn. Bhd.	Property investment and letting of commercial properties	**100.00**	100.00
OSK Supplies Sdn. Bhd.	Trading of building materials, construction machineries, equipment and vehicles	**100.00**	100.00
OSK Syariah Capital Sdn. Bhd.	Provision of Islamic capital financing	**100.00 (b)(iii)(6)**	100.00 (c)(iii)(2)

Notes to the Financial Statements
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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(f) List of subsidiaries (Cont'd)

Listed below are the subsidiaries with their principal activities. The principal place of business of the subsidiaries is in Malaysia and/or incorporated in Malaysia unless indicated otherwise. (Cont'd)

Name of companies	Principal activities	Effective proportion of ownership interest 2024 %	2023 %
PJ Development Holdings Berhad	Investment holding, property investment and provision of management services	**97.47 (b)(ii)**	97.31 (c)(ii)
Subsidiaries of OSK Property Holdings Berhad			
Aspect Dynamic Sdn. Bhd.	Property development	**99.93 (b)(iii)(3)**	99.93
Aspect Potential Sdn. Bhd.	Property development	**99.93**	99.93
Aspect Synergy Sdn. Bhd.	Property development	**99.93**	99.93
Aspect Vision Sdn. Bhd.	Property development	**99.93**	99.93
Astana Harmoni Sdn. Bhd.	Property development	**99.93**	99.93 (c)(i)(2)
Atria Damansara Sdn. Bhd.	Property investment and development	**99.93**	99.93
Atria Parking Management Sdn. Bhd.	Car park management and operations	**99.93**	99.93
Atria Shopping Gallery Sdn. Bhd.	Mall management and operations	**99.93**	99.93
Country Wheels Sdn. Bhd.	Property development	**50.97**	50.97
Harta Harmoni Sdn. Bhd.	Property development	**99.93**	99.93 (c)(i)(1)
Jelang Vista Sdn. Bhd.	Property development	**99.93**	99.93

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(f) List of subsidiaries (Cont'd)

Listed below are the subsidiaries with their principal activities. The principal place of business of the subsidiaries is in Malaysia and/or incorporated in Malaysia unless indicated otherwise. (Cont'd)

Name of companies	Principal activities	Effective proportion of ownership interest 2024 %	2023 %
Subsidiaries of OSK Property Holdings Berhad (Cont'd)			
Mori Park Sdn. Bhd.	Property development	**99.93**	99.93
OSK Amanjaya Sdn. Bhd.	Property development	**99.93**	99.93
OSK Properties Sdn. Bhd.	Property development, investment and sale of oil palm fresh fruit bunches	**99.93**	99.93
OSK Properties Management Sdn. Bhd.	Property management	**99.93 (b)(iii)(7)**	99.93
OSK Properties (Seremban) Sdn. Bhd.	Property development	**99.93**	99.93
OSKP Facilities Management Sdn. Bhd.	Property management	**99.93**	99.93
Perspektif Vista Sdn. Bhd.	Property development	**99.93**	99.93
Pine Avenue Sdn. Bhd.	Property development	**99.93**	99.93
Potensi Rajawali Sdn. Bhd.	Property development	**99.93**	99.93
Ribuan Ekuiti Sdn. Bhd.	Property development	**99.93**	99.93
Rimulia Sdn. Bhd.	Property development	**54.96**	54.96
Semponia Sdn. Bhd.	Property development	**50.97**	50.97
Warisan Rajawali Sdn. Bhd.	Property development	**99.93**	99.93
Wawasan Rajawali Sdn. Bhd.	Property development	**99.93**	99.93

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(f) List of subsidiaries (Cont'd)

Listed below are the subsidiaries with their principal activities. The principal place of business of the subsidiaries is in Malaysia and/or incorporated in Malaysia unless indicated otherwise. (Cont'd)

Name of companies	Principal activities	Effective proportion of ownership interest 2024 %	2023 %
Subsidiaries of PJ Development Holdings Berhad			
Aco Built System Sdn. Bhd.	Installation of concrete wall panels	**97.47**	97.31
Acotec Sdn. Bhd.	Manufacturing and sale of concrete wall panels and trading of building materials	**97.47**	97.31
Subsidiaries of Acotec Sdn. Bhd.			
Acotec-Concrete Products Sdn. Bhd.	Property investment and rental services	**97.47**	97.31
Malayan AECA Sdn. Bhd.	Manufacturing	**97.47 (b)(iii)(4)**	97.31
PJD Concrete Land (JB) Sdn. Bhd.	Property investment	**97.47**	97.31
PJD Concrete Land (South) Sdn. Bhd.	Property investment	**97.47**	97.31
Ancient Capital Sdn. Bhd.	Retail management and operations	**97.47**	97.31
Bindev Sdn. Bhd.	Property development	**97.47**	97.31
Bunga Development Sdn. Bhd.	Property development	**97.47**	97.31

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(f) List of subsidiaries (Cont'd)

Listed below are the subsidiaries with their principal activities. The principal place of business of the subsidiaries is in Malaysia and/or incorporated in Malaysia unless indicated otherwise. (Cont'd)

Name of companies	Principal activities	Effective proportion of ownership interest 2024 %	2023 %
Subsidiaries of PJ Development Holdings Berhad (Cont'd)			
Subsidiary of Bunga Development Sdn. Bhd.			
Kulai Management Services Sdn. Bhd.	Provision of property management services	**97.47**	97.31
DLHA Management Services Sdn. Bhd.	Investment holding	**97.47**	97.31
Harbour Place Management Services Sdn. Bhd.	Provision of property management services	**97.47**	97.31
HTR Management Services Sdn. Bhd.	Provision of property management services	**97.47**	97.31
Kota Mulia Sdn. Bhd.	Property development and investment	**97.47**	97.31
Subsidiaries of Kota Mulia Sdn. Bhd.			
PJD Highland Resort Sdn. Bhd.	Property development	**97.47 (b)(iii)(1)**	97.31
PTC Management Services Sdn. Bhd.	Provision of property management services	**97.47**	97.31
OCC Cables Berhad	Investment holding	**97.47**	97.31

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(f) List of subsidiaries (Cont'd)

Listed below are the subsidiaries with their principal activities. The principal place of business of the subsidiaries is in Malaysia and/or incorporated in Malaysia unless indicated otherwise. (Cont'd)

Name of companies	Principal activities/Place of incorporation	Effective proportion of ownership interest 2024 %	2023 %
Subsidiaries of PJ Development Holdings Berhad (Cont'd)			
Subsidiary of OCC Cables Berhad			
PJ Exim Sdn. Bhd.	Trading of cable products	**97.47**	97.31
OSK Construction Sdn. Bhd.	Construction	**97.47**	97.31
Olympic Cable Company Sdn. Bhd.	Manufacturing and sale of cables and wires	**97.47**	97.31
Olympic Properties Sdn. Bhd.	Property investment	**97.47**	97.31
**Pengerang Jaya Pte. Ltd.	Investment holding - Singapore	**97.47**	97.31
Subsidiary of Pengerang Jaya Pte. Ltd.			
P.J. (A) Pty. Limited	Investment holding and hotel business - Australia	**97.47**	97.31
PJD Central Sdn. Bhd.	Property development and investment	**97.47**	97.31
PJD Eastern Land Sdn. Bhd.	Property development and investment	**97.47**	97.31
PJD Hartamas Sdn. Bhd.	Property development and investment	**97.47**	97.31
PJD Hotels Sdn. Bhd.	Investment holding and hotel and restaurant business and oil palm plantation business	**97.47 (b)(iii)(5)**	97.31

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(f) List of subsidiaries (Cont'd)

Listed below are the subsidiaries with their principal activities. The principal place of business of the subsidiaries is in Malaysia and/or incorporated in Malaysia unless indicated otherwise. (Cont'd)

Name of companies	Principal activities	Effective proportion of ownership interest 2024 %	2023 %
Subsidiaries of PJ Development Holdings Berhad (Cont'd)			
Subsidiaries of PJD Hotels Sdn. Bhd.			
Damai Laut Golf Resort Sdn. Bhd.	Development and investment in resort property, hotel and restaurant business, operation of golf course and coconut plantation business	**97.13 (b)(iv)**	96.96 (c)(v)
MM Hotels Sdn. Bhd.	Hotel and restaurant business	**97.47**	97.31
Swiss-Garden Management Services (MM2H) Sdn. Bhd. (f.k.a. Swiss-Garden Management Services Sdn. Bhd.)	Carry business in MM2H programme and consultancy	**97.47**	97.31
PJD Land Sdn. Bhd.	Leasing of office cum commercial building	**97.47**	97.31
PJD Landmarks Sdn. Bhd.	Property development	**97.47**	97.31
PJD Management Services Sdn. Bhd.	Provision of property management and facilities services and all aspect of the hotel and restaurant business	**97.47**	97.31
PJD Pravest Sdn. Bhd.	Cultivation of oil palm	**97.47**	97.31
PJD Properties Management Sdn. Bhd.	Provision of project management services	**97.47**	97.31
PJD Realty Sdn. Bhd.	Property development	**97.47**	97.31

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.3 INVESTMENTS IN SUBSIDIARIES (CONT'D)

(f) List of subsidiaries (Cont'd)

Listed below are the subsidiaries with their principal activities. The principal place of business of the subsidiaries is in Malaysia and/or incorporated in Malaysia unless indicated otherwise. (Cont'd)

Name of companies	Principal activities	Effective proportion of ownership interest 2024 %	2023 %
Subsidiaries of PJ Development Holdings Berhad (Cont'd)			
PJD Regency Sdn. Bhd.	Property development	**97.47**	97.31
PJD Sejahtera Sdn. Bhd.	Property development	**97.47**	97.31
PKM Management Services Sdn. Bhd.	Provision of property management services	**97.47**	97.31
Putri Kulai Sdn. Bhd.	Property investment	**97.47**	97.31
SGI Vacation Club Berhad	Operation and management of timeshare membership scheme	**97.47**	97.31
Superville Sdn. Bhd.	Property investment	**97.47**	97.31
Swiss-Garden Hotel Management Sdn. Bhd.	Hotel management and consultancy services	**97.47**	97.31
Swiss-Garden International Sdn. Bhd.	Hotel management and consultancy services	**97.47**	97.31
Swiss-Garden Rewards Sdn. Bhd.	Marketing of timeshare memberships	**97.47**	97.31
Swiss-Inn JB Sdn. Bhd.	Hotel and restaurant business	**97.47**	97.31
Vibrant Practice Sdn. Bhd.	Car park management and operations	**97.47 (b)(iii)(2)**	97.31

\# Audited by BDO PLT member firms.
** Audited by firms of auditors other than BDO PLT in Malaysia and BDO member firms.

The financial statements of all subsidiaries used in consolidation are prepared using financial year ended 31 December.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE

This note provides information on investments accounted for using the equity method of accounting. These investments generate dividend income and contribute to the Group's share of results.

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Investments in associates					
Quoted shares in Malaysia		**2,411,322**	2,367,443	**2,411,322**	2,367,443
Unquoted shares in Malaysia	(e)	**-**	-^^	**-**	-
Unquoted shares outside Malaysia		**496,097**	496,097	**-**	-
Foreign currency translation differences		**(80,025)**	(20,120)	**-**	-
		2,827,394	2,843,420	**2,411,322**	2,367,443
Share of reserves, net of dividends received		**1,503,228**	1,382,935	**-**	-
	(f)	**4,330,622**	4,226,355	**2,411,322**	2,367,443
Investment in a joint venture					
Unquoted shares in Malaysia		**10,918**	10,918	**-**	-
Share of reserves		**(3,863)**	(10,918)	**-**	-
	(g)	**7,055**	-	**-**	-
Total		**4,337,677**	4,226,355	**2,411,322**	2,367,443
Market value of investment in an associate					
Quoted shares in Malaysia*		**2,901,542**	2,391,338	**2,901,542**	2,391,338

	Group	
	2024 RM'000	2023 RM'000
Carrying amount analysed by business segments:		
Property	**523,338**	585,339
Investment Holding	**3,814,339**	3,641,016
	4,337,677	4,226,355

^^ negligible

* The market value of the investment in the associate, as indicated by its quoted price, serves as one indicator of its fair value. The Company views this investment as a long-term strategic asset. An impairment test was performed using the discounted cash flow method, which concluded that no impairment was necessary as of the reporting dates.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE (CONT'D)

(a) Recognition, measurement and significant judgement

Significant judgement

The Group recorded its investments in associates and a joint venture based on the significant judgements as mentioned below:

As at 31 December 2024, the Group holds a 10.27% equity interest in RHB Bank Berhad ("RHB Bank"), an associate engaged in commercial banking and finance-related business. The Group's interest in RHB Bank is accounted for using the equity method in the consolidated financial statements. Based on the contractual terms, the Group assessed the level of influence over RHB Bank and determined that it has significant influence despite holding less than 20% of the shares in RHB Bank. This conclusion is due to the Group's board representations in RHB Bank and its key operating subsidiaries as well as its participation in the strategic directions and decision-making process.

The Group assessed the level of influence over Agile PJD Development Sdn. Bhd. ("Agile"), Equity & Property Investment Corporation Pty. Limited ("EPIC"), Yarra Park City Pty. Ltd. ("YPC"), and Scotia Acres Sdn. Bhd.. The Group determined that it has significant influence because of its board representations in the associates/joint venture and its effective proportion of ownership in the interests of 30.00%, 27.40%, 41.74%, and 50.00%, respectively. On 9 September 2024, the entire equity interest in Agile was disposed [Note (e)].

In 2023, the Group discontinued recognising further losses from the joint venture, Scotia Acres Sdn. Bhd., which is primarily involved in property investment, as the previously shared losses exceeded the Group's investment cost in the joint venture. Once the Group's interest is reduced to zero, no additional losses are recognised, nor is any liability recorded, as the Group has not incurred any legal or constructive obligations. If the joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of unrecognised losses has been recovered. As at 31 December 2023, the cumulative unrecognised share of losses of a joint venture, Scotia Acres Sdn. Bhd. stood at RM1.5 million. In 2024, this cumulative unrecognised share of losses has been fully utilised upon profit recognised arising from a gain on the disposal of an investment property by the joint venture.

Recognition and measurement

An associate is an entity where the Group has significant influence but not full control, while a joint venture is a joint arrangement with shared control and rights to net assets. Significant influence or joint control is determined similarly to control over subsidiaries.

Investments in associates and joint ventures are accounted for using the equity method. Their financial statements are prepared for the same reporting period as the Group, with adjustments made to align with the Group's accounting policies. Under the equity method, investments are initially recognised at cost and adjusted for changes in the Group's share of net assets, minus impairment losses. Goodwill related to the investment is embedded or recognised as part of the carrying amount. The entire carrying amount is tested for impairment as a single asset. Impairments and reversals are reported in the profit or loss as part of the share of results of associates and a joint venture. The Group assesses this investment for impairment annually, comparing the carrying amount to the recoverable amount of each investment.

Dividends from associates or joint ventures reduce the investment's carrying amount and are recorded as cash inflows, but eliminated in financial statements of the Group.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

Recognition and measurement (Cont'd)

The Group's share of results from associates or joint ventures is recognised in the statement of profit or loss. The Group's aggregate share of the profit or loss from associates and joint ventures is shown on the face of the statement of profit or loss, within investing activities. Changes in other comprehensive income and equity of associates or joint ventures are reflected in the Group's other comprehensive income with its effective share.

The Group is not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirement on investment in associates and a joint venture are discussed in Note 6.3(b)(v).

(b) Increase of equity interests in RHB Bank via Dividend Reinvestment Plans ("DRP")

(i) For the year ended 31 December 2024

On 16 May 2024, RHB Bank issued and allotted 73,141,449 new RHB Bank shares at the issue price of RM4.88 per share which was applied to the second interim dividend in respect of the financial year ended 31 December 2023. The dividend entitlement based on shareholdings in RHB Bank was RM109.7 million and the Company had elected partly to receive the dividend in the form of RHB Bank shares through the DRP. As a result, the Company received 8,991,341 new RHB Bank shares and cash of RM65.8 million from RHB Bank.

Arising from the DRP above, the Company's equity interests in RHB Bank increased to 10.27% from 10.24%.

(ii) For the year ended 31 December 2023

On 15 May 2023, RHB Bank issued and allotted 38,974,473 new RHB Bank shares at the issue price of RM4.74 per share which was applied to the second interim dividend in respect of the financial year ended 31 December 2022. The dividend entitlement based on shareholdings in RHB Bank was RM108.5 million and the Company had elected partly to receive the dividend in the form of RHB Bank shares through the DRP. As a result, the Company received 4,580,139 new RHB Bank shares and cash of RM86.8 million from RHB Bank.

Arising from the DRP above, the Company's equity interests in RHB Bank increased to 10.24% from 10.22%.

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE (CONT'D)

(c) Shares pledged as security

A portion of the shares in an associate of the Company has been pledged to licensed financial institutions to secure medium-term notes issued by a subsidiary [Notes 3.18(b)(i) and 3.18(c)(ii)]. As at 31 December 2024, the Group's and the Company's carrying amounts of such pledged shares are disclosed in Note 3.18(e).

(d) Dividend income

The Company recorded dividends from RHB Bank of RM176.9 million (2023: RM174.4 million).

There were no limitations on the ability of associates and the joint venture to transfer funds to the Group, whether in the form of cash dividends or for repaying loans or advances provided by the Group.

(e) Disposal of ordinary shares in Agile PJD Development Sdn. Bhd. ("Agile") by PJD Hartamas Sdn. Bhd. ("PJD Hartamas")

On 9 September 2024, PJD Hartamas, a wholly-owned subsidiary of PJDH, which in turn is a subsidiary of the Company, disposed of its entire equity interest comprising 3 ordinary shares in Agile, an associate of the Group, for a total consideration of RM3.

The disposal of shares has the following effects on the Group:

	Note	Group 2024 RM'000
Sale consideration		-^^
Less: Carrying amount of investment		
Initial cost of investment		**65,279**
Less: Capital repayment		**(65,279)**
Cost of investment		**-**
Share of profit of an associate		**65,172**
Dividend received		**(65,100)**
		72
Loss on disposal	2.8	**(72)**

^^ negligible

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE (CONT'D)

(f) Information on investments in associates

There were no contingent liabilities relating to the interests in the associate.

Reconciliation of net assets to the carrying amounts of investments in associates of the Group is as follows:

	RHB Bank RM'000	YPC RM'000	Agile RM'000 [Note (e)]	EPIC RM'000	Total RM'000
2024					
Proportion of ownership interests in associates	**10.27%**	**41.74%#**	**-**	**27.40%#**	
Share of net assets	**3,581,038**	**374,541**	**-**	**94,713**	**4,050,292**
Goodwill	**233,301**	**69,378**	**-**	**-**	**302,679**
Effect of indirect interests in an associate	**-**	**-**	**-**	**(22,349)**	**(22,349)**
Carrying amounts	**3,814,339**	**443,919**	**-**	**72,364**	**4,330,622**
2023					
Proportion of ownership interests in associates	10.24%	41.74%#	30.00%#	27.40%#	
Share of net assets	3,403,417	430,787	603	106,920	3,941,727
Goodwill	237,599	69,378	-	-	306,977
Effect of indirect interests in an associate	-	-	-	(22,349)	(22,349)
Carrying amounts	3,641,016	500,165	603	84,571	4,226,355

\# For the above reconciliation purpose, the percentages of ownership interests in associates represent the proportion of equity interests in these associates held by PJDH, a 97.47% (2023: 97.31%) owned subsidiary of the Company. The effective proportion of ownership interest of the associates and a joint venture are disclosed in Note (h) hereinafter.

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE (CONT'D)

(f) Information on investments in associates (Cont'd)

Summarised financial information of the associates is as follows:

	RHB Bank RM'000	YPC RM'000	Agile RM'000 [Note (e)]	EPIC RM'000
2024				
Aggregated assets and liabilities of the associates (100%)				
Current assets	**-^**	**278,018**	**-**	**111,963**
Non-current assets	**-^**	**949,014**	**-**	**238,926**
Total assets	**352,286,181**	**1,227,032**	**-**	**350,889**
Current liabilities	**-^**	**(164,505)**	**-**	**(1,070)**
Non-current liabilities	**-^**	**(134,413)**	**-**	**(4,140)**
Total liabilities	**(317,383,283)**	**(298,918)**	**-**	**(5,210)**
Net assets	**34,902,898**	**928,114**	**-**	**345,679**
Net assets attributable to:				
- owners of the associates	**34,863,753**	**928,114**	**-**	**345,679**
- non-controlling interests of the associates	**39,145**	**-**	**-**	**-**
	34,902,898	**928,114**	**-**	**345,679**
Aggregated results (100%)				
Revenue	**-^**	**66,107**	**-**	**10,997**
Profit/(Loss) for the year attributable to:				
- owners of the associates	**3,120,211**	**(12,920)**	**(1,772)**	**(9,861)**
- non-controlling interests of the associates	**3,904**	**-**	**-**	**-**
	3,124,115	**(12,920)**	**(1,772)**	**(9,861)**
Other comprehensive expenses attributable to:				
- owners of the associates	**(105,851)**	**(121,822)**	**-**	**(34,691)**
- non-controlling interests of the associates	**(147)**	**-**	**-**	**-**
	(105,998)	**(121,822)**	**-**	**(34,691)**
Total comprehensive income/(expenses)	**3,018,117**	**(134,742)**	**(1,772)**	**(44,552)**

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE (CONT'D)

(f) Information on investments in associates (Cont'd)

Summarised financial information of the associates is as follows: (Cont'd)

	RHB Bank RM'000	YPC RM'000	Agile RM'000 [Note (e)]	EPIC RM'000
2024 (Cont'd)				
Net assets attributable to the owners of the associates				
At the beginning of the year	**33,246,101**	**1,062,856**	**2,010**	**390,231**
Profit/(Loss) for the year	**3,120,211**	**(12,920)**	**(1,772)**	**(9,861)**
Other comprehensive expenses	**(105,851)**	**(121,822)**	**-**	**(34,691)**
Dividend paid and DRP	**(1,396,708)**	**-**	**-**	**-**
Disposal	**-**	**-**	**(238)**	**-**
At the end of the year	**34,863,753**	**928,114**	**-**	**345,679**
2023				
Aggregated assets and liabilities of the associates (100%)				
Current assets	-^	459,027	28,163	145,083
Non-current assets	-^	771,518	3,377	275,437
Total assets	331,063,645	1,230,545	31,540	420,520
Current liabilities	-^	(141,860)	(29,530)	(1,803)
Non-current liabilities	-^	(25,829)	-	(28,486)
Total liabilities	(297,781,047)	(167,689)	(29,530)	(30,289)
Net assets	33,282,598	1,062,856	2,010	390,231
Net assets attributable to:				
- owners of the associates	33,246,101	1,062,856	2,010	390,231
- non-controlling interests of the associates	36,497	-	-	-
	33,282,598	1,062,856	2,010	390,231

Notes to the Financial Statements
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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE (CONT'D)

(f) Information on investments in associates (Cont'd)

Summarised financial information of the associates is as follows: (Cont'd)

	RHB Bank RM'000	YPC RM'000	Agile RM'000 [Note (e)]	EPIC RM'000
2023 (Cont'd)				
Aggregated results (100%)				
Revenue	-^	128,274	-	16,149
Profit/(Loss) for the year attributable to:				
- owners of the associates	2,806,228	(4,996)	26,250	34,347
- non-controlling interests of the associates	4,271	-	-	-
	2,810,499	(4,996)	26,250	34,347
Other comprehensive income attributable to:				
- owners of the associates	843,254	51,247	-	13,068
- non-controlling interests of the associates	110	-	-	-
	843,364	51,247	-	13,068
Total comprehensive income	3,653,863	46,251	26,250	47,415
Net assets attributable to the owners of the associates				
At the beginning of the year	31,103,916	1,016,605	12,760	342,816
Profit/(Loss) for the year	2,806,228	(4,996)	26,250	34,347
Other comprehensive income	843,254	51,247	-	13,068
Dividend paid and DRP	(1,507,297)	-	(37,000)	-
At the end of the year	33,246,101	1,062,856	2,010	390,231

^ Breakdown of current assets/liabilities, non-current assets/liabilities and revenue of RHB Bank are not available as the financial institution has to comply with Bank Negara Malaysia guidelines on presentation and disclosures where non-current and current categories are not required.

The above information is presented based on the financial statements of the associates after accounting for fair value adjustments made upon acquisitions.

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE (CONT'D)

(g) Information on investment in a joint venture, Scotia Acres Sdn. Bhd. ("SA")

Reconciliation of net assets to the carrying amount of investment in a joint venture of the Group is as follows:

	2024	2023
Proportion of ownership interest in a joint venture (%)	**50.00**	50.00
Share of net assets/Carrying amount (RM'000)**	**7,055**	-

Summarised financial information of the joint venture is as follows:

	2024 RM'000	2023 RM'000
Aggregated assets and liabilities of the joint venture (100%)		
Current assets	**2,137**	770
Non-current assets	**40,611**	69,377
Total assets	**42,748**	70,147
Current liabilities	**(14,467)**	(24,346)
Non-current liabilities	**(14,172)**	(48,706)
Total liabilities	**(28,639)**	(73,052)
Net assets/(liabilities)	**14,109**	(2,905)
Aggregated results (100%)		
Revenue	**11,627**	14,626
Profit/(Loss) for the year/Other comprehensive income/(expenses) attributable to owners of the joint venture	**39,014**	(2,200)
Total comprehensive income/(expenses)	**39,014**	(2,200)
Net assets attributable to the owners of the joint venture		
At the beginning of the year	**(2,905)**	(705)
Profit/(Loss) for the year	**39,014**	(2,200)
Dividend paid	**(22,000)**	-
At the end of the year	**14,109**	(2,905)

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE (CONT'D)

(g) Information on investment in a joint venture, Scotia Acres Sdn. Bhd. ("SA") (Cont'd)

** In the previous year, the Group had ceased sharing losses of SA pursuant to MFRS 128 'Investments in Associates and Joint Ventures' where the share of losses exceeds its interest in the joint venture. During the year, the Group resumed recognising its share of profits due to a gain on disposal of investment property.

The above information is presented based on the financial statements of the joint venture with adjustments for differences in accounting policies between the Group and the joint venture.

(h) List of associates and a joint venture

Listed below are the associates and a joint venture with their principal activities. The principal place of business of the associates and a joint venture are in Malaysia and/or incorporated in Malaysia unless indicated otherwise.

Name of companies	Principal activities/Place of incorporation	Effective proportion of ownership interest 2024 %	2023 %
Associates of the Company			
## RHB Bank Berhad	Commercial banking and finance-related business and the provision of related services whilst its subsidiaries are involved in Islamic banking, investment banking, stock broking, leasing, offshore banking, offshore trust services, property investment, general insurance, unit trust management, asset management and nominee and custodian services	**10.27 (b)(i)**	10.24 (b)(ii)
Associates of PJDH			
Agile PJD Development Sdn. Bhd.	Property development and investment	**- (e)**	29.19
## Equity & Property Investment Corporation Pty. Limited	Property investment and development - Australia	**26.71@**	26.66
## Yarra Park City Pty. Ltd.	Property development and investment - Australia	**40.69@**	40.62

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.4 INVESTMENTS IN ASSOCIATES AND A JOINT VENTURE (CONT'D)

(h) List of associates and a joint venture (Cont'd)

Name of companies	Principal activities	Effective proportion of ownership interest 2024 %	2023 %
Joint venture of PJDH			
Scotia Acres Sdn. Bhd.	Property development and investment	**48.73@**	48.65
Subsidiary of Scotia Acres Sdn. Bhd.			
Canggih Pesaka Sdn. Bhd.	Property investment	**48.73@**	48.65

\## Audited by firms of auditors other than BDO PLT in Malaysia and BDO member firms.

@ As disclosed in Note 3.3(b)(ii), the Company's effective equity interest in PJDH is at 97.47% (2023: 97.31%). PJDH holds 27.40% equity interest in EPIC, 41.74% equity interest in YPC and 50.00% equity interest in SA. Therefore, the Group's effective equity interest in EPIC, YPC and SA are 26.71% (2023: 26.66%), 40.69% (2023: 40.62%) and 48.73% (2023: 48.65%) respectively.

The financial statements of the associates and a joint venture used in applying the equity method are prepared as of 31 December.

3.5 INTANGIBLE ASSETS

This note provides information about the software licences, club membership and trademarks that are classified as intangible assets.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Software licences	(b)	**3,899**	3,636	**7**	23
Club membership		**350**	350	**-**	-
Trademarks		**160**	160	**160**	160
		4,409	4,146	**167**	183
Carrying amount analysed by business segments:					
Property		**842**	58		
Financial Services		**2,680**	3,219		
Investment Holding		**887**	869		
		4,409	4,146		

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.5 INTANGIBLE ASSETS (CONT'D)

(a) Recognition, measurement and significant judgement

Intangible assets are recognised in the statement of financial position when it is probable that future economic benefits will flow to the Group and the Company. These assets, which include software licences, club memberships and trademarks acquired separately, are initially measured at cost, representing the fair value of the consideration paid, and subsequently, they are stated at cost less accumulated amortisation and any accumulated impairment loss.

The useful lives of intangible assets are assessed as either finite or indefinite.

Software licences are capitalised based on the costs incurred to acquire and implement the specific software. The costs of software licences are amortised on a straight-line basis over their estimated useful life of 6 to 10 years. Amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss within the expense category that aligns with the function of the intangible assets. The estimated useful life represents the common life expectancy applied in the industry within which the Group and the Company operate. Residual value, useful life and amortisation for an intangible asset with a finite useful life are reviewed at least annually to ensure that the amount, method and period of amortisation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of intangible assets.

Club membership and trademarks are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether it continues to be supportable. If not, the change in useful life from indefinite to finite is made prospectively.

An intangible asset is derecognised upon disposal (i.e. when the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on intangible assets are discussed in Notes 6.3(b)(iv) and 6.3(b)(v).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.5 INTANGIBLE ASSETS (CONT'D)

(b) Software licence

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Cost					
At the beginning of the year		**7,355**	5,177	**197**	197
Additions	1.3(a),(b)	**959**	2,149	**-**	-
Exchange differences		**(82)**	29	**-**	-
Write offs		**(109)**	-	**-**	-
At the end of the year		**8,123**	7,355	**197**	197
Accumulated amortisation					
At the beginning of the year		**3,719**	3,184	**174**	148
Amortisation	2.9(ii)	**629**	525	**16**	26
Exchange differences		**(33)**	10	**-**	-
Write offs		**(91)**	-	**-**	-
At the end of the year		**4,224**	3,719	**190**	174
Carrying amount		**3,899**	3,636	**7**	23
Recognised in profit or loss and classified under:					
Amortisation of software licences:					
- General and administrative expenses	2.4	**629**	525	**16**	26

Notes to the Financial Statements
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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.6 RIGHT-OF-USE ASSETS/(LEASE LIABILITIES)

This note details the leases in which the Group and the Company act as lessees, covering lease contracts for spaces such as sales galleries, offices, factories and plantation land based on business needs. Lease contracts are generally established for fixed periods. Leases where the Group is a lessor are disclosed under lease receivables and operating lease commitments in Notes 3.10 and 5.1(a), respectively.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Right-of-use assets					
Non-current					
Leasehold land	(b)(i)	**50,014**	50,512	**-**	-
Lease of premises and office space	(b)(ii)	**1,252**	698	**3,080**	4,390
		51,266	51,210	**3,080**	4,390
Lease liabilities					
Non-current		**(781)**	(131)	**(1,198)**	(2,721)
Current		**(576)**	(588)	**(1,990)**	(1,722)
	(c),1.4, 1.8(b)(ii), 3.18(g)(ii)	**(1,357)**	(719)	**(3,188)**	(4,443)
Carrying amount analysed by business segments:					
Right-of-use assets					
Property		**39,422**	39,973		
Financial Services		**407**	156		
Industries		**5,030**	4,584		
Hospitality		**6,407**	6,497		
		51,266	51,210		
Lease liabilities					
Property		**(37)**	(257)		
Financial Services		**(506)**	(166)		
Industries		**(814)**	(296)		
		(1,357)	(719)		

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.6 RIGHT-OF-USE ASSETS/(LEASE LIABILITIES) (CONT'D)

(a) Recognition, measurement and significant judgement

Leases are recognised as right-of-use assets and corresponding lease liabilities when available for use. Lease contracts include lease and non-lease components, allocated based on their prices. Real estate leases are accounted for as a single component following the practical expedient provided in MFRS 16 'Leases'. Lease terms vary and contain security interests in leased assets. All factors creating an economic incentive to extend or terminate the lease are considered in determining the lease term. Revisions in lease terms result in the remeasurement of lease liabilities. Short-term leases (12 months or less) and low-value assets (RM20,000 or below) are expensed on a straight-line basis.

(i) Right-of-use assets

Right-of-use assets are recognised in the statement of financial position when future economic benefits are probable. Initially measured at cost, including the lease liability, advance payments, direct costs, and restoration estimates. Subsequently, they are measured at cost minus accumulated depreciation and impairment losses.

Depreciation is calculated on a straight-line basis to write off the cost of each asset from the commencement date to the earlier of the estimated useful life or the end of the lease term. The estimated useful life is described in Note 3.1(a) and the lease terms are as follows:

	Years	Percentage (%)
Leasehold land	40 - 98	1 - 3
Lease of premises and office space	1.5 - 3	33 - 67

The recoverable amount of right-of-use assets is determined based on the value-in-use of the Cash-Generating Unit (CGU), by discounting future cash flow projections. Significant judgement is required in estimating future results, key assumptions, growth rates, and discount rates.

The Group does not need to adopt IFRS S2 'Climate-related Disclosures' as discussed in Notes 6.3(b)(iv) and 6.3(b)(v). As of 31 December 2024, no impairment loss was required as the recoverable amounts were higher than the carrying amounts.

Gains or losses from derecognition of right-of-use assets are included in the profit or loss statement, except for sale and leaseback transactions under MFRS 16. Gains are not classified as revenue.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.6 RIGHT-OF-USE ASSETS/(LEASE LIABILITIES) (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(ii) Lease liabilities

Lease liabilities are classified as amortised cost liabilities and recognised when the financial obligation arises. Initially measured at fair value (present value of unpaid lease payments), they are discounted using the lease's interest rate or the Group's incremental borrowing rates if the rate is not readily determined.

Lease liability measurements include:
- Fixed payments (minus lease incentives)
- Variable payments based on an index/rate
- Expected payments under residual value guarantees
- Purchase option prices (if likely to be exercised)
- Penalties for early termination

After initial recognition, lease liabilities are measured at amortised cost as described in Note 3.18(a)(ii). Lease payments are divided into principal and finance costs, with finance costs charged to profit or loss over the lease period as interest expense on lease liabilities. Lease liabilities are shown as a separate item in the statement of financial position.

Adjustments to the carrying amount of lease liabilities are made against right-of-use assets if there are modifications, changes in lease term or payments, or changes in purchase option assessments.

(b) Movement of right-of-use assets

(i) Leasehold land

		Group	
	Note	2024 RM'000	2023 RM'000
Cost			
At the beginning of the year		**62,406**	59,504
Additions		**-**	1,592
Reclassified from inventories	3.7(b)(i)	**-**	1,310
At the end of the year		**62,406**	62,406
Accumulated depreciation			
At the beginning of the year		**11,894**	11,447
Charge for the year		**498**	447
At the end of the year		**12,392**	11,894
Net carrying amount		**50,014**	50,512

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.6 RIGHT-OF-USE ASSETS/(LEASE LIABILITIES) (CONT'D)

(b) Movement of right-of-use assets (Cont'd)

(i) Leasehold land (Cont'd)

During the previous year, the Group purchased new leasehold land for RM1.6 million measuring approximately 7.0 acres for oil palm plantation purpose; and few pieces of leasehold land measuring approximately 40.6 acres with carrying amount of RM1.3 million have been transferred from the land held for property development for cultivation of coconut.

Leasehold land with a total carrying amount of RM0.4 million (2023: RM0.4 million) is pledged as security [Note 3.18(e)] for borrowings granted to a subsidiary.

(ii) Lease of premises and office space

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Cost					
At the beginning of the year		**1,939**	16,685	**5,423**	4,634
Additions		**1,424**	447	**574**	5,041
Reassessments and modifications of leases		**(1,691)**	(15,225)	**-**	(4,252)
Exchange differences		**(77)**	32	**-**	-
At the end of the year		**1,595**	1,939	**5,997**	5,423
Accumulated depreciation					
At the beginning of the year		**1,241**	14,528	**1,033**	3,527
Charge for the year		**664**	1,915	**1,884**	1,758
Reassessments and modifications of leases		**(1,487)**	(15,225)	**-**	(4,252)
Exchange differences		**(75)**	23	**-**	-
At the end of the year		**343**	1,241	**2,917**	1,033
Net carrying amount		**1,252**	698	**3,080**	4,390
Recognised in profit or loss and classified under:					
Depreciation of right-of-use assets:					
- Cost of sales	2.2(b),2.9(i)	**532**	483	**-**	-
- General and administrative expenses	2.4,2.9(i)	**630**	1,879	**1,884**	1,758
		1,162	2,362	**1,884**	1,758

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.6 RIGHT-OF-USE ASSETS/(LEASE LIABILITIES) (CONT'D)

(c) Movement of lease liabilities

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
At the beginning of the year		**719**	2,260	**4,443**	1,144
Additions		**1,424**	447	**574**	5,041
Interest charged	2.14	**40**	49	**171**	122
Reassessments and modifications of leases		**(138)**	-	**-**	-
Payment of:					
- principal		**(562)**	(1,999)	**(1,829)**	(1,742)
- interest		**(40)**	(49)	**(171)**	(122)
	3.18(g)(ii)	**(602)**	(2,048)	**(2,000)**	(1,864)
Exchange differences		**(86)**	11	**-**	-
At the end of the year	3.18(g)(ii)	**1,357**	719	**3,188**	4,443
Recognised in profit or loss and classified under:					
Interest expense on lease liabilities:					
- Finance costs	2.14	**40**	49	**171**	122

(d) Other information

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
(i) Recognised in profit or loss and classified under:					
Rental expenses for lease of low-value assets:					
- General and administrative expenses	2.4	**159**	73	**-**	-
Rental expenses for short-term leases:					
- General and administrative expenses	2.4	**782**	895	**-**	-

(ii) The liquidity risk of the lease liabilities is disclosed in Note 1.8(a).

(iii) The weighted average incremental borrowing rates of the lease liabilities of the Group and of the Company ranging from 2.85% to 4.77% (2023: 2.85% to 4.77%) and 3.60% to 4.54% (2023: 3.60% to 4.25%) respectively.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.7 INVENTORIES

This note provides information about the inventories held by the Group which consist of land bank, stocks for ongoing and completed projects under the Property Development Division, manufacturing stocks under the Industries Segment (Olympic Cable and Acotec IBS), and consumables under the Hospitality Segment.

		Group	
	Note	2024 RM'000	2023 RM'000
Non-current			
Land held for property development	(b)(i)	**1,469,603**	1,491,861
Current			
Property development expenditure	(b)(ii)	**331,244**	283,249
Completed properties held for sale	(b)(iii)	**27,718**	8,314
Manufacturing stocks	(b)(iv)	**71,077**	55,346
Hotels and resorts consumables	(b)(v)	**639**	773
Total current		**430,678**	347,682
Total		**1,900,281**	1,839,543
Carrying amount analysed by business segments:			
Property		**1,828,565**	1,783,424
Industries		**71,077**	55,346
Hospitality		**639**	773
		1,900,281	1,839,543

In 2024, OSK Amanjaya Sdn. Bhd., an indirect 99.93% subsidiary of the Company, entered into a Sale and Purchase Agreement with various vendors to acquire 686.1 acres of land located at Bandar Sungai Petani and Mukim Sungai Petani, Daerah Kuala Muda, Kedah for a total purchase consideration of RM147.8 million.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.7 INVENTORIES (CONT'D)

(a) Recognition, measurement and significant judgement

(i) Land held for property development

Land held for property development consists of land where no development activities have been carried out or are not expected to be completed within the normal operating cycle. Such land is recognised in the statement of financial position when expenditure is incurred and is measured at the lower of cost and net realisable value. Costs associated with the acquisition of land include the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies.

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

(ii) Property development expenditure

Property development expenditures incurred and not recognised as an expense in the statement of profit or loss are recognised as an asset measured at the lower of cost and net realisable value.

Property development expenditure comprises all costs that are directly attributable to the development activities or that can be allocated on a reasonable basis to such activities. Such development expenditure comprises the cost of land under development, construction costs and other related development costs common to the whole project including professional fees, stamp duties, commissions, conversion fees and other relevant levies as well as borrowing costs.

Property development revenue and costs, as disclosed in Notes 2.1(a)(i)(1) and 2.2(a)(i) respectively, are recognised in the statement of profit or loss by reference to the progress towards complete satisfaction of that performance obligation at the reporting period, generally known as the percentage of completion method. It is measured based on direct measurements of the value transferred to the purchasers and the inputs to the satisfaction of the performance obligation. Significant judgement is required in determining the completeness and accuracy of the budgets; and the extent of the costs incurred.

Substantial changes in cost estimates can have a significant effect on profitability in future periods. In making the above judgement, it relies on experience and the work of specialists.

(iii) Completed properties held for sale

Completed properties held for sale are recognised in the statement of financial position when such properties are completed with certificates of completion and compliance. It is measured at the lower of cost and net realisable value.

(iv) Manufacturing stocks; and hotels and resorts consumables

Raw materials under manufacturing stocks are recognised in the statement of financial position once goods are received while other manufacturing stocks are recognised when such goods are ready for delivery to customers. Consumables are recognised upon costs incurred. Manufacturing stocks and consumables using weighted average cost basis and are measured at the lower of cost and net realisable value.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.7 INVENTORIES (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

Cost consists of costs associated with the acquisition of land, direct costs and appropriate proportions of common costs attributable to developing the properties until completion.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Estimates of net realisable value will be based on the most reliable evidence available of the amount which the inventories are expected to realise.

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on inventories are discussed in Note 6.3(b)(ii).

(b) Other information

	Note	Group 2024 RM'000	Group 2023 RM'000
(i) Land held for property development			
Freehold and leasehold land			
At the beginning of the year		**1,141,356**	1,182,602
Costs incurred		**6,192**	23,356
Purchase of lands		**-**	32,818
Reclassified to:			
- investment properties	3.2(b)(i)	**-**	(51)
- property development expenditure	(b)(ii)	**(81,626)**	(93,978)
- property, plant and equipment	3.1(b)(i)	**-**	(2,081)
- right-of-use assets	3.6(b)(i)	**-**	(1,310)
At the end of the year		**1,065,922**	1,141,356
Development expenditure			
At the beginning of the year		**350,505**	288,908
Costs incurred		**125,001**	133,582
Reclassified to:			
- investment properties	3.2(b)(i)	**-**	(434)
- property development expenditure	(b)(ii)	**(71,825)**	(71,551)
At the end of the year		**403,681**	350,505
Total non-current		**1,469,603**	1,491,861

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.7 INVENTORIES (CONT'D)

(b) Other information (Cont'd)

(i) Land held for property development (Cont'd)

As disclosed in Note 2.13, interest of RM35.4 million (2023: RM33.5 million) was capitalised during the year which was calculated based on interest rates ranging from 2.47% to 4.96% (2023: 2.47% to 5.03%).

The following carrying amounts of land held for property development are pledged as security to secure credit facilities as disclosed in Note 3.18(e).

	Note	Group 2024 RM'000	Group 2023 RM'000
Tranche 3 of MTN 2	3.18(b)(ii)	**76,079**	110,172
Tranche 2 of Sukuk 1	3.18(b)(iii)	**193,172**	185,176
Tranche 4 of Sukuk 1	3.18(b)(iv)	**158,893**	141,622
Term loans		**194,420**	224,437
	3.18(e)	**622,564**	661,407

	Note	Group 2024 RM'000	Group 2023 RM'000
(ii) Property development expenditure			
Freehold and leasehold land			
At the beginning of the year		**432,855**	363,022
Costs (refunded)/incurred		**(201)**	726
Reclassified from:			
- land held for property development	(b)(i)	**81,626**	93,978
- property, plant and equipment	3.1(b)(i)	**1,307**	-
Reclassified to completed properties held for sale		**(100)**	(24)
Reversal of development expenditure for completed projects		**(58,803)**	(24,847)
At the end of the year		**456,684**	432,855

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.7 INVENTORIES (CONT'D)

(b) Other information (Cont'd)

	Note	Group 2024 RM'000	Group 2023 RM'000
(ii) Property development expenditure (Cont'd)			
Development expenditure			
At the beginning of the year		**608,082**	380,056
Costs incurred		**491,979**	498,454
Reclassified from land held for property development	(b)(i)	**71,825**	71,551
Reclassified to completed properties held for sale		**(23,026)**	(978)
Reversal of development expenditure for completed projects		**(487,886)**	(341,001)
At the end of the year		**660,974**	608,082
Total property development expenditure incurred		**1,117,658**	1,040,937
Costs recognised in profit or loss			
At the beginning of the year		**(757,688)**	(478,730)
Recognised in profit or loss	2.2	**(575,415)**	(644,806)
Reversal of costs arising from completed projects		**546,689**	365,848
At the end of the year		**(786,414)**	(757,688)
Net carrying amount of property development expenditure		**331,244**	283,249

As disclosed in Note 2.13, interest of RM8.7 million (2023: RM5.3 million) was capitalised during the year which was calculated based on interest rates ranging from 2.47% to 4.96% (2023: 2.47% to 5.03%).

Included in property development land is an amount of RM240.3 million (2023: RM182.5 million) are pledged as security to secure term loans as disclosed in Note 3.18(e).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.7 INVENTORIES (CONT'D)

(b) Other information (Cont'd)

	Group 2024 RM'000	Group 2023 RM'000
(iii) Completed properties held for sale		
At cost	**27,483**	7,674
At net realisable value	**235**	640
	27,718	8,314
(iv) Manufacturing stocks		
At cost		
- Consumables	**505**	256
- Finished goods	**46,701**	32,291
- Raw materials	**10,916**	7,031
- Work-in-progress	**9,836**	9,974
	67,958	49,552
At net realisable value		
- Finished goods	**2,643**	4,963
- Raw materials	**476**	831
	3,119	5,794
Net carrying amount of manufacturing stocks	**71,077**	55,346
(v) Hotels and resorts consumables, at cost	**639**	773

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.8 DEFERRED TAX ASSETS/(LIABILITIES)

This note provides information on the recognition of deferred tax assets and liabilities accounted.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Deferred tax assets ("DTA")	(b)(i)	**121,889**	108,661	**1,001**	904
Deferred tax liabilities ("DTL")	(b)(ii)	**(67,587)**	(71,243)	**-**	-

Carrying amount analysed by business segments:

	Group: Deferred tax assets 2024 RM'000	Deferred tax assets 2023 RM'000	Deferred tax liabilities 2024 RM'000	Deferred tax liabilities 2023 RM'000
Property	**91,249**	84,580	**(52,919)**	(58,306)
Financial Services	**14,634**	6,341	**-**	-
Industries	**-**	-	**(8,853)**	(6,991)
Hospitality	**15,010**	16,840	**(5,807)**	(5,946)
Investment Holding	**996**	900	**(8)**	-
	121,889	108,661	**(67,587)**	(71,243)

(a) Recognition and measurement

Deferred tax is calculated on temporary differences between the tax value and the carrying amount of assets and liabilities. It is recognised using enacted tax rates. Deferred tax assets are recorded when it is probable there will be future taxable profit to use them. Judgement is needed to estimate the amount of deferred tax assets. Deferred tax assets and liabilities can be offset if they are from the same tax authority on the same company.

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on income taxes are discussed in Note 6.3(b)(iii).

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.8 DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

(b) The components and movements of deferred tax assets and liabilities:

(i) Deferred tax assets

	As at 1.1.2023 RM'000	Deferred tax recognised in profit or loss for 2023 (Note 2.15) RM'000	Exchange differences RM'000	As at 31.12.2023/ 1.1.2024 RM'000	Deferred tax recognised in profit or loss for 2024 (Note 2.15) RM'000	Exchange differences RM'000	As at 31.12.2024 RM'000
Group							
Excess of depreciation over capital allowances	221	703	15	**939**	**(81)**	**(71)**	**787**
Fair value on inventories	1,636	-	-	**1,636**	**(184)**	**-**	**1,452**
Interest capitalised in inventories	10,337	(2,153)	-	**8,184**	**(70)**	**-**	**8,114**
Unused tax losses and unabsorbed capital allowances	8,876	171	-	**9,047**	**(2,343)**	**-**	**6,704**
Deferred income	24,111	(268)	-	**23,843**	**1,038**	**-**	**24,881**
Provisions	51,253	25,056	(7)	**76,302**	**19,081**	**29**	**95,412**
Total deferred tax assets	96,434	23,509	8	**119,951**	**17,441**	**(42)**	**137,350**
Offset in DTL [Note b(ii)]	(7,255)	(4,035)	-	**(11,290)**	**(4,171)**	**-**	**(15,461)**
Net deferred tax assets	89,179	19,474	8	**108,661**	**13,270**	**(42)**	**121,889**
Company							
Provisions	913	64	-	**977**	**93**	**-**	**1,070**
Total deferred tax assets	913	64	-	**977**	**93**	**-**	**1,070**
Offset in DTL [Note b(ii)]	(89)	16	-	**(73)**	**4**	**-**	**(69)**
Net deferred tax assets	824	80	-	**904**	**97**	**-**	**1,001**

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.8 DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

(b) The components and movements of deferred tax assets and liabilities: (Cont'd)

(ii) Deferred tax liabilities

	As at 1.1.2023 RM'000	Deferred tax recognised in profit or loss for 2023 (Note 2.15) RM'000	As at 31.12.2023/ 1.1.2024 RM'000	Deferred tax recognised in profit or loss for 2024 (Note 2.15) RM'000	As at 31.12.2024 RM'000
Group					
Excess of capital allowances over depreciation	(26,669)	(3,059)	**(29,728)**	**(5,990)**	**(35,718)**
Fair value on:					
- investment properties	(9,126)	-	**(9,126)**	**(1,931)**	**(11,057)**
- inventories	(53,434)	16,128	**(37,306)**	**7,406**	**(29,900)**
- share of net assets of the associates	(6,373)	-	**(6,373)**	**-**	**(6,373)**
Total deferred tax liabilities	(95,602)	13,069	**(82,533)**	**(515)**	**(83,048)**
Offset in DTA [Note b(i)]	7,255	4,035	**11,290**	**4,171**	**15,461**
Net deferred tax liabilities	(88,347)	17,104	**(71,243)**	**3,656**	**(67,587)**
Company					
Excess of capital allowances over depreciation	(89)	16	**(73)**	**4**	**(69)**
Total deferred tax liabilities	(89)	16	**(73)**	**4**	**(69)**
Offset in DTA [Note b(i)]	89	(16)	**73**	**(4)**	**69**
Net deferred tax liabilities	-	-	**-**	**-**	**-**

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.8 DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

(c) Other information

The temporary differences for which no deferred tax assets have been recognised in the statements of financial position are as follows:

	Group 2024 RM'000	Group 2023 RM'000
Deductible temporary differences	**141,068**	140,708
Taxable temporary differences	**(202,315)**	(200,599)
Unused tax losses	**182,136**	181,470
Unutilised capital allowances	**291,440**	290,799
	412,329	412,378

Deferred tax assets of certain subsidiaries have not been recognised in respect of these items as it is not probable that taxable profits of the subsidiaries would be available against which the deductible temporary differences could be utilised. The amount and the availability of these items to be carried forward are subject to the agreement of the relevant tax authorities.

The unused tax losses analysed by expiry year of assessment:

	Group 2024 RM'000	Group 2023 RM'000
Year of assessment 2028	**44,090**	48,130
Year of assessment 2029	**18,400**	19,248
Year of assessment 2030	**34,933**	35,563
Year of assessment 2031	**16,237**	16,482
Year of assessment 2032	**45,901**	48,609
Year of assessment 2033	**13,438**	13,438
Year of assessment 2034	**9,137**	-
	182,136	181,470

In Malaysia, effective from 1 January 2022, any unused tax losses shall be deductible for a maximum period of ten consecutive years of assessment immediately following that year of assessment. Any amount which is not deducted at the end of the period of ten years of assessment shall be disregarded.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.9 CAPITAL FINANCING

This note outlines the portfolio position of the Group's capital financing, including Islamic financing, managed by the Financial Services Segment. Additionally, it details the measurement and recognition treatment as well as credit risk management practices for these financial instruments.

	Note	Group 2024 RM'000	Group 2023 RM'000
Non-current			
Term financing		**478,563**	212,390
Islamic financing		**288,076**	171,834
Allowances for impairment losses:			
- Collective assessment	(b)(i)	**(1,625)**	(358)
Total non-current		**765,014**	383,866
Current			
Term financing		**1,340,848**	1,290,163
Islamic financing		**89,637**	67,514
Allowances for impairment losses:			
- Collective assessment	(b)(i)	**(832)**	(164)
- Individual assessment	(b)(i)	**(14,896)**	(2,295)
Total current		**1,414,757**	1,355,218
Total	1.8(b)(ii)	**2,179,771**	1,739,084

The carrying amount is classified under the Financial Services Segment. The Group is in the business of providing capital financing. Revenue recognition from this portfolio is disclosed in Note 2.1(b).

Term financing which arose from the provision of conventional financing is governed under agreements (facility agreements, assignment agreements and the power of attorney where applicable) between the Group and its customers comprising corporations; individuals; and cooperatives.

Islamic financing arose from the provision of Shariah-compliant financing governed under a restricted agency (Wakalah Muqayyadah Bil Ujrah) agreement between the corporation and its Shariah capital financing subsidiary, where this subsidiary is the principal to the agreement to provide capital for certain schemes under a corporation (the agent) which involves in Murabahah Credit Sales Facility ("MCSF") business to provide financing to individuals (customers).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.9 CAPITAL FINANCING (CONT'D)

Islamic term financing arose from the provision of Shariah-compliant financing under the Commodity Murabahah via Tawarruq, where a customer will request a subsidiary of the Company to purchase a commodity (a Shariah-compliant asset) at a purchase price from a commodity supplier (purchase transaction). The customer and the subsidiary entered into a Murabahah Sale Contract whereby this subsidiary will sell the commodity to the customer at a sale price on a deferred payment basis (sale transaction). The customer will pay the sale price to the subsidiary under the terms specified in the Murabahah Sale Contract. After the sale transaction, the customer will sell the commodity to a commodity broker at a purchase price on a spot basis. The subsidiary will transfer the sale proceeds from such sale (at the purchase price) to the customer.

(a) Recognition, measurement and significant judgement

Term and Islamic financing are financial assets with fixed or determinable collections (repayment) by clients and are classified as amortised cost assets. Financing is recognised in the statement of financial position when disbursements are released to clients for generating income. Financing is recognised initially at their fair values equivalent to the financed amounts/commodity transaction value plus any directly attributable transaction fees. Financing is subsequently measured at amortised cost as described in Note (a)(vi) below. Interest income [Note 2.1(b)(iv)], profit income [Note 2.1(b)(v)], allowance for impairment losses (Note 2.6) and any gain or loss arising from derecognition of financing are recognised in the statement of profit or loss.

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on capital financing are discussed in Note 6.3(b)(viii).

(i) Credit risk management practices

The credit risk management practices and related recognition and measurement of its expected credit losses are summarised as follows:

In determining whether the credit risk of a financing has increased significantly since initial recognition, the Group observes ageing of 90 days past due, collateral values, and clients' financial standing and compares the risk of a default occurring on the financing at the end of the reporting period with the risk of a default occurring on the financing at the date of such financing is initially recognised.

In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and observable forward-looking information without undue cost or effort.

Financing is considered to have low credit risk at the end of the reporting period when the fair value of collateral held exceeds the outstanding amount, where applicable.

The main types of collateral obtained by the Group to mitigate the credit risk of financing are pledges over quoted shares, charges over properties including land, ownership claims over assets financed and guarantees. The Group adopts the policy of obtaining sufficient collateral and monitors the fair value of collateral by observing the market trends, the collateral value continually being updated based on the changes in market value.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.9 CAPITAL FINANCING (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(i) Credit risk management practices (Cont'd)

In relation to the rebuttable presumption, the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due. The Group deals in loans and financing to its clients, unlike in trading and services activities which payment terms normally include a lump sum payment for goods and/or services, while financing involves a stream of payments via repayment schedule and the process of monitoring clients' repayment behaviour would normally take longer than 30 days.

Financing is considered non-performing when financing is unable to serve the interest/profit and/or repay principal/ instalment within the time granted or allowed. The 'general approach', described in Note (a)(vii) below, has been adopted in providing the expected credit loss.

Financing is considered credit-impaired when one or more events have a detrimental impact on the recoverable amounts based on the future cash flows of the client that can be reliably estimated.

Outstanding financing is written off from the books only when all avenues of recovery have been exhausted and there is no expectation of recovery in the foreseeable future. For financing that is written off, the Group's internal legal unit will follow up on enforcement activities.

For determining that there is objective evidence of credit-impaired financing, the following inputs and assumptions are used for the lifetime expected credit losses and increase in credit risk significantly since initial recognition:

- Significant financial difficulty of the borrower;
- A breach of contract, such as a default or delinquency in interest or principal payments;
- Economic or legal reasons relating to the borrower's financial difficulty, granting to the borrower a concession that the lender would not otherwise consider;
- Disappearance of an active market for and deterioration of collateral held; or
- Observable current and forward-looking data indicating that there is a measurable decrease in the estimated future cash flows from the borrower since initial recognition, including:

  (i) adverse changes in the payment status of the borrower; and
  (ii) national or local economic conditions that correlate with the borrower.

During the year, no significant modifications of contractual cash flows of capital financing have been applied.

Reviews are performed on the expected credit losses at each reporting period to assess the reasonableness of the assumptions concerning the risk of default and expected loss rates. For assessing impairment of financing, it has been based on historical behaviour including the past five years' monthly data of each financing from the end of the reporting date as an assumption for the possibility of default. In addition, observation of the current market conditions concerning each financing's exposure and related collateral risk exposure.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.9 CAPITAL FINANCING (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(i) Credit risk management practices (Cont'd)

For incorporation of forward-looking information into the determination of expected credit losses, it uses general macroeconomic indicators such as projected gross domestic product ("GDP"), lending interest rate, unemployment rate and inflation rate of Malaysia and Australia as a broad guidance of credit. In addition, observation is carried out on the industry-specific factors in determining expected credit loss such as information about the share market including investable counter, collateral nature, property market and its marketability etc.

Based on the historical data and the forward-looking information stated above, the Group uses the probability of default and loss given default methodology to assess expected credit loss.

There were no significant changes in the estimation techniques or assumptions made during the year.

(ii) Quantitative and qualitative information about amounts arising from expected credit losses

Gross carrying amount being allocated for impairment:

	Group			
	2024		2023	
	Collectively assessed RM'000	Individually assessed RM'000	Collectively assessed RM'000	Individually assessed RM'000
At the beginning of the year	**1,685,014**	**56,887**	1,385,609	13,482
Originate	**1,184,667**	**3,177**	875,917	4,381
Derecognise	**(729,841)**	**(2,780)**	(527,192)	(10,296)
Transfer	**(37,736)**	**37,736**	(49,320)	49,320
At the end of the year	**2,102,104**	**95,020**	1,685,014	56,887

No contractual amounts were written off during the year which are still subject to enforcement activities.

(iii) Credit risk exposure

Assessment of credit quality of a financing receivable is based on the following internal classified grades:

(1) "Grade A" refers to financing with collateral(s) value higher than the gross outstanding amount. The collateral obtained is sufficient to settle in whole the indebtedness of the customer in the event of default.

(2) "Grade B" refers to financing with collateral(s) value lower than the gross outstanding amount. The collateral obtained, if any, can be used to settle a part of the indebtedness of the customer in the event of default.

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.9 CAPITAL FINANCING (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(iii) Credit risk exposure (Cont'd)

	Collective assessment		Individual assessment		
	Grade A RM'000	Grade B RM'000	Grade A RM'000	Grade B RM'000	Total RM'000
2024					
Gross carrying amount/ Maximum exposure	**1,726,732**	**375,372**	**49,765**	**45,255**	**2,197,124**
Collateral value held	**4,998,494**	**105**	**112,233**	**30,357**	**5,141,189**
Expected loss provision	**-**	**2,457**	**-**	**14,896**	**17,353**
Loan commitments undrawn	**127,114**	**-**	**-**	**-**	**127,114**
Expected loss rate	**0.0%**	**0.7%**	**0.0%**	**32.9%**	**0.8%**
2023					
Gross carrying amount/ Maximum exposure	1,439,213	245,801	54,592	2,295	1,741,901
Collateral value held	4,396,270	-	156,220	-	4,552,490
Expected loss provision	-	522	-	2,295	2,817
Loan commitments undrawn	156,402	-	-	-	156,402
Expected loss rate	0.0%	0.2%	0.0%	100.0%	0.2%

At the end of the year, the five largest financings accounted for RM657.3 million or 30% (2023: RM270.0 million or 16%) of the net capital financing portfolio, representing the Group's significant concentration of credit risks. These credit risks are mitigated by having collateral values above the outstanding amounts due from these capital financings.

(iv) Collateral and other credit enhancements obtained

The Group takes possession of collaterals that are held as security and calls on other credit enhancements against financing when loans default. There was no forced selling of collateral during the year. The repossessed collateral is recognised as assets and is sold as soon as practicable. As at 31 December 2024, there are no unsold repossessed collaterals.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.9 CAPITAL FINANCING (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(v) Significant estimates and judgements

The impairment allowances for financing are based on assumptions about the risk of default and expected credit loss rates. The Group exercises judgement in making these assumptions and selecting inputs for computing impairment allowances, broadly based on the Group's clients' history, and existing market conditions as well as forward-looking information without undue cost at the end of the year.

(vi) Financial assets measured at amortised cost and effective interest/profit method

The amortised cost of a financial asset is the amount measured at initial recognition and adjusted for subsequent recognition of interest/profit income using the effective interest/profit method of any difference between that initial amount and the maturity amount, minus repayments and any impairment/credit losses.

Effective interest/profit rate is the rate that discounts estimated future cash inflows through the expected life of the financial asset to the gross carrying amount of a financial asset. The gross carrying amount is the amortised cost of a financial asset before adjusting for any loss allowance. The effective interest/profit method is the method that is used in the calculation of the amortised cost of a financial asset and the allocation and recognition of the interest/profit income in the statement of profit or loss over the relevant period.

Therefore, the carrying amount of the financial asset is a reasonable approximation of its fair value.

The above amortised costs measurement is also adopted in trade receivables, other assets excluding prepayments and amounts due from subsidiaries, as disclosed in Notes 3.10(a), 3.11(a) and 3.15(a)(i) respectively.

(vii) Impairment assessment - 'General Approach' under MFRS 9

The 'general approach' under MFRS 9 uses the forward-looking expected credit loss model which includes a three-stage impairment model based on changes in credit quality since initial recognition. Assets move through the three stages as quality changes and the stages dictate how to measure impairment losses at each reporting date. Impairment losses will be reversed if the credit quality improves. In respect of the receivables where credit risk has not increased significantly since the initial recognition of the financial assets, the 12 month expected credit losses are recognised. Otherwise, lifetime expected credit losses are recognised. For credit-impaired receivables, lifetime expected credit losses are recognised on a net basis.

In making this assessment, both quantitative and qualitative information that is reasonable and supportable have been considered, including historical experience and observable forward-looking information without undue cost or effort. The probability of default and loss given default methodology have been used to assess the expected credit loss and significant judgement is exercised in determining the probability of default of the receivables, appropriate forward-looking information and significant increase in credit risk since inception of such receivable.

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.9 CAPITAL FINANCING (CONT'D)

(b) Other information

(i) The movement of allowance for impairment losses measured at an amount equal to lifetime expected credit losses are as follows:

	Note	Group 2024 RM'000	Group 2023 RM'000
Collective assessment			
At the beginning of the year		**522**	507
Allowance made	2.6	**2,003**	1,043
Write back of allowance	2.6	**(68)**	(1,028)
At the end of the year		**2,457**	522
Non-current		**1,625**	358
Current		**832**	164
		2,457	522
Individual assessment			
At the beginning of the year		**2,295**	1,768
Allowance made	2.6	**13,751**	2,515
Write back of allowance	2.6	**(1,118)**	(1,393)
Write off		**(32)**	(606)
Exchange differences		**-**	11
At the end of the year		**14,896**	2,295
Total collective and individual impairment losses		**17,353**	2,817

(ii) Ageing analysis of capital financing is as follows:

	2024 RM'000	2023 RM'000
Current	**1,974,907**	1,709,687
Past due:		
1 to 30 days	**3,172**	3,538
31 to 90 days	**125,029**	8,286
More than 90 days	**76,663**	17,573
	2,179,771	1,739,084

(iii) The capital financing portfolio is charged a fixed interest rate at a weighted average interest rate of 9.85% (2023: 10.12%) per annum. The tenure of financing ranged from 2 to 120 months (2023: 2 to 120 months) from the date of financing.

(iv) The currency exposure profile of the capital financing is disclosed in Note 1.8(b)(ii).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.10 TRADE RECEIVABLES

This note outlines the position of the Group's trade receivables with its measurement and recognition treatment as well as its credit risk management practices.

	Note	Group 2024 RM'000	Group 2023 RM'000
Non-current			
Property progress billings receivables		**33,789**	11,795
Current			
Property progress billings receivables		**122,861**	90,485
Lease receivables		**7,428**	9,272
Construction billings receivables		**-**	5
Manufacturing receivables		**154,320**	98,248
Hotels receivables		**3,654**	3,723
Membership fee receivables		**1,059**	2,176
Factoring receivables		**32,015**	780
Other trade receivables		**7,830**	11,143
		329,167	215,832
Allowances for impairment losses:			
- Collective assessment	(b)(i)	**(5,575)**	(3,564)
- Individual assessment	(b)(i)	**(12,308)**	(10,415)
Total current		**311,284**	201,853
Total	1.8(b)(ii)	**345,073**	213,648
Carrying amount analysed by business segments:			
Property		**164,999**	115,409
Financial Services		**32,015**	780
Industries		**143,375**	91,596
Hospitality		**4,682**	5,863
Investment Holding		**2**	-
		345,073	213,648

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.10 TRADE RECEIVABLES (CONT'D)

(a) Recognition, measurement and significant judgement

The Group's business mainly involves developing and selling properties, leasing commercial space, manufacturing and selling cables and IBS wall panels, letting hotel rooms and managing hotels and holdings investment. The related revenue recognition is disclosed in Note 2.1.

Trade receivables are financial assets with fixed or determinable collections (repayments) by receivables and are classified as amortised cost assets. These trade receivables are recognised in the statement of financial position upon issuance of billing to customers. Trade receivables are recognised initially at their fair value of goods and services provided based on invoice amounts. They are subsequently measured at amortised cost as described in Note 3.9(a)(vi). Revenue (Note 2.1), allowance for impairment losses (Note 2.6) and any gain or loss arising from derecognition of trade receivables are recognised in the statement of profit or loss.

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on trade receivables are discussed in Note 6.3(b)(viii).

(i) Credit risk management practices

Assessment is carried out to determine whether the credit risk of a customer has increased significantly since initial recognition via observation of certain criteria including ageing of days past due, collateral values where applicable and latest customer financial standing and compares the risk of a default occurring in the portfolio as at the end of the year with the risk of a default occurring in the portfolio as at the date when such customer was initially recognised. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and observable forward-looking information without undue cost or effort.

In relation to the rebuttable presumption, the credit risk on a financial asset has increased significantly since initial recognition in each of their businesses when contractual payments are more than 30 days past due. The clients' repayment behaviour is reviewed and compared it with the industry's normal credit period and supply chain cycle and determined that payments take longer than 30 days.

Receivable is considered as default when such a customer did not perform its obligation to make payment within the period granted.

The expected credit loss is recognised from the date of initial recognition of a receivable using a single-stage lifetime expected credit loss. This is the 'simplified approach' under MFRS 9. In this approach, there is no requirement to monitor changes in the credit risk of financial assets as described in the 'general approach' in Note 3.9(a)(vii). The simplified approach is mandatory for trade receivables or contract assets resulting from transactions that fall within the scope of MFRS 15 'Revenue from Contracts with Customers' and do not contain a significant financing component. This simplified approach may also apply to trade receivables or contract assets with a significant financing component under MFRS 15; and lease receivables accounted for under MFRS 16, when the accounting policy to measure the loss allowance at an amount equal to lifetime expected credit losses. Receivables are assessed individually for impairment loss at the end of each reporting period.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.10 TRADE RECEIVABLES (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(i) Credit risk management practices (Cont'd)

Assessment is carried out on expected credit losses on a collective basis of receivables, that are not being impaired individually, and such receivables are grouped based on the following factors for monitoring:

- Business activities: Property Development, Property Investment, Construction, Olympic Cable, Acotec IBS, Hotels and Resorts; and SGI Vacation Club businesses are each assessed in separate groups;
- Products or services: different types of products or services are each assessed in separate groups;
- Receivables ageing status;
- Nature, size and industry of receivables;
- Collaterals provided by the receivables; and
- External/Internal credit ratings where applicable.

Trade receivables are credit-impaired when one or more events have a detrimental impact on the recoverable amounts based on the future cash flows of the receivable that can be reliably estimated. Receivable is written off from its books only when all avenues of recovery have been exhausted and there is no expectation of recovery in the foreseeable future. For the receivables that are written off, the Group's internal legal unit will follow up on enforcement activities.

To determine that there is objective evidence of credit-impaired trade receivables, the following inputs and assumptions are being used to assess whether there has been a significant increase in credit risk since initial recognition:

- Significant financial difficulty of the customer;
- A breach of contract, such as a default of payment; or
- Observation of current and forward-looking data indicating that there is a measurable decrease in the estimated future cash flows from the customer since initial recognition, including:

  (i) adverse changes in the payment status of the customer; and
  (ii) national or local economic conditions that correlate with the customer.

Reviews are carried out on expected credit losses at each reporting period to assess the reasonableness of the assumptions in relation to the risk of default and expected loss rates. In assessing the impairment of a receivable, the assumption of the possibility of default is adopted based on historical behaviour including the past five years' monthly data of each customer from the end of the reporting date. In addition, business units observe current market conditions concerning each customer's exposure and related collateral risk exposure.

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.10 TRADE RECEIVABLES (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(i) Credit risk management practices (Cont'd)

For incorporating forward-looking information into the determination of expected credit losses, general macroeconomic indicators such as projected GDP, lending interest rate, unemployment rate, manufacturing production, industrial production, housing price index and inflation rate are used as a broad guidance of credit and applying experienced credit judgement. In addition, observation of the industry-specific factors is carried out in determining expected credit loss such as information about collateral nature, property market and its marketability etc.

Based on the historical data and the forward-looking information stated above, business units use the probability of default and loss given default methodology to assess lifetime expected credit loss.

There were no significant changes in the estimation techniques or assumptions made during the year.

(ii) Quantitative and qualitative information about amounts arising from expected credit losses

Gross carrying amount being allocated for impairment

	Group			
	2024		2023	
	Collectively assessed RM'000	Individually assessed RM'000	Collectively assessed RM'000	Individually assessed RM'000
At the beginning of the year	**217,212**	**10,415**	234,990	10,630
Originate	**1,549,163**	**3,474**	1,403,159	1,275
Derecognise	**(1,415,727)**	**(1,581)**	(1,420,937)	(1,490)
At the end of the year	**350,648**	**12,308**	217,212	10,415

There were no modifications of contractual cash flows on trade receivables during the year.

No contractual amounts were written off during the year which are still subject to enforcement activities.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.10 TRADE RECEIVABLES (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

(iii) Credit risk exposure

The Group assesses the credit quality of trade receivables using the ageing of past due days for the lifetime impairment of the trade receivables as follows:

	Expected loss rate %	Gross carrying amount/ Maximum exposure RM'000	Collateral value held RM'000	Expected loss provision RM'000
2024				
Current	**0.8**	**218,850**	**6,981**	**1,829**
Past due:				
1 to 30 days	**1.2**	**82,770**	**676**	**1,025**
31 to 60 days	**2.5**	**27,854**	**13**	**683**
61 to 90 days	**5.1**	**10,116**	**30**	**515**
More than 90 days	**59.2**	**23,366**	**1,694**	**13,831**
		362,956	**9,394**	**17,883**
2023				
Current	0.7	164,893	8,834	1,094
Past due:				
1 to 30 days	2.0	37,550	453	746
31 to 60 days	5.1	7,668	99	393
61 to 90 days	28.4	1,464	311	416
More than 90 days	70.6	16,052	1,792	11,330
		227,627	11,489	13,979

(iv) Significant estimates and judgements

Impairment allowances for trade receivables are based on assumptions about the risk of default and expected credit loss rates. Significant judgement is used in making these assumptions and selecting inputs for computing such impairment loss, broadly based on the available customers' historical data and the existing market conditions including forward-looking estimates at the end of the reporting period.

Notes to the Financial Statements
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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.10 TRADE RECEIVABLES (CONT'D)

(b) Other information

(i) Movement of allowance for impairment losses on trade receivables is as follows:

	Note	Group 2024 RM'000	Group 2023 RM'000
Collective assessment			
At the beginning of the year		**3,564**	3,799
Allowance made	2.6	**2,199**	254
Write back of allowance	2.6	**(188)**	(489)
At the end of the year		**5,575**	3,564
Individual assessment			
At the beginning of the year		**10,415**	10,630
Allowance made	2.6	**3,474**	1,275
Write back of allowance	2.6	**(1,581)**	(1,490)
At the end of the year		**12,308**	10,415
Total collective and individual impairment losses		**17,883**	13,979

There was no significant concentration of credit risks at the end of the year.

(ii) Trade receivables are non-interest bearing unless overdue and generally on terms of 7 to 90 days (2023: 7 to 90 days).

(iii) The currency exposure profile of the trade receivables is disclosed in Note 1.8(b)(ii).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.11 OTHER ASSETS

This note provides information on other receivables, deposits paid and prepayment of expenses.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Non-current					
Deposits	1.8(b)(ii)	**4,672**	1,790	**-**	-
Current					
Other receivables		**30,635**	20,239	**180**	176
Deposits		**38,578**	23,171	**473**	417
Allowance for impairment	(b)(i)	**(3,299)**	(3,003)	**-**	-
	1.8(b)(ii)	**65,914**	40,407	**653**	593
Prepayments		**13,313**	7,278	**376**	164
Total current		**79,227**	47,685	**1,029**	757
Total		**83,899**	49,475	**1,029**	757
Carrying amount analysed by business segments:					
Property		**49,410**	25,187		
Financial Services		**5,173**	4,799		
Industries		**24,726**	15,404		
Hospitality		**2,523**	2,610		
Investment Holding		**2,067**	1,475		
		83,899	49,475		

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.11 OTHER ASSETS (CONT'D)

(a) Recognition, measurement and significant judgement

Other assets, excluding prepayments, are financial assets with fixed or determinable payments and are classified as amortised cost assets. These assets are recognised in the statement of financial position when goods and/or services are provided to the Group. Initially, such goods and/or services are measured at the fair value, equivalent to the transaction amounts and subsequently are measured at amortised cost as described in Note 3.9(a)(vi). Gains or losses, including impairment, are recognised in the statement of profit or loss.

The 'general approach' under MFRS 9 as described in Note 3.9(a)(vii) is adopted to provide for the expected credit loss of the above receivables.

The Group assesses whether the credit risk of a receivable has significantly increased since initial recognition via observation of various criteria including receivables aged 90 days past due, the nature of the transaction, and comparing the risk of a default at the end of the year with the risk of initial recognition. This assessment involves considering both quantitative and qualitative information that is reasonable and supportable, including historical experience and observable forward-looking data, without undue cost or effort.

(b) Other information

(i) Movement of allowance for impairment losses on other receivables is as follows:

	Note	Group 2024 RM'000	Group 2023 RM'000
Individual assessment			
At the beginning of the year		**3,003**	2,889
Allowance made	2.6	**360**	195
Write back of allowance	2.6	**(64)**	(81)
At the end of the year		**3,299**	3,003

(ii) Other receivables were non-interest bearing and normally settled in 30 to 90 days (2023: 30 to 90 days).

(iii) The currency exposure profile of the other assets excluding prepayments is disclosed in Note 1.8(b)(ii).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.12 DERIVATIVE ASSET

This note describes the derivative transactions.

	Group 2024 RM'000	Group 2023 RM'000
Contract/Notional amount		
Cross-currency swap ("CCS")	**232,400**	-
Derivative asset		
At fair value		
Cross-currency swap	**24,327**	-
Carrying amount analysed by maturity:		
- 1 year to 3 years	**9,169**	-
- More than 3 years	**15,158**	-
	24,327	-

The carrying amount is classified under the Investment Holding Segment.

The Group and financial institutions (counterparties) entered into CCS contracts (over-the-counter instruments) to manage its exposure to foreign currency risk arising from foreign currency transactions. Both parties agree to swap (or exchange) periodic interest payments on two fixed rates for a specific term, based on predetermined currency rates agreed upon upfront. The corresponding notional amounts are denominated in two different currencies, namely AUD and MYR. In each of these CCS contracts, there is an exchange of notional amounts on both the effective date and termination date.

The interest payment is based on a fixed rate, which is determined at the start of the contract and used throughout the tenure of the contract. The rate applicable for the exchange of notional amounts will be the spot rate on the trade date. Such CCS transactions are for hedging, swapping MYR Medium-term Notes into AUD liabilities. The interest payments will be exchanged on the agreed interest payment dates over the tenure of the CCS. The interest payments are based on a principal amount for the respective currency and calculated using the applicable rate against the days between each interest payment date.

(a) Recognition and measurement

A derivative asset in a cash flow hedge is initially recognised at fair value when the contract is entered into. Gains or losses from remeasuring the hedging instrument are recorded in other comprehensive income.

A cash flow hedge protects against cash flow variability from a specific risk tied to a recognised asset or a likely future transaction. If the hedged item is a non-financial asset, gains or losses move from equity to the asset's initial cost, however, losses not recoverable in future periods are reclassified to profit or loss from equity.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.12 DERIVATIVE ASSET (CONT'D)

(a) Recognition and measurement (Cont'd)

Cash flow hedge accounting ceases if the hedging instrument expires, the hedge becomes ineffective, the forecasted transaction is no longer expected, or the hedge designation is revoked. If the hedge is for a forecasted transaction, gains or losses remain in other comprehensive income until the transaction occurs; if a forecasted transaction is no longer expected to occur, such gains or losses recognised in equity are reclassified to profit or loss.

(b) Fair value measurement

Fair value measurement of the derivative asset was categorised within Level 2 of the fair value hierarchy, according to MFRS 13, as disclosed in Note 3.2(a)(i), using valuation techniques for which all inputs that had a significant effect on the recorded fair values were observable for the asset.

3.13 CONTRACT ASSETS

This note provides information about the contract assets that represent the Group's rights to consideration for goods sold and services rendered to the customers before recognition as trade receivables.

		Group	
	Note	2024 RM'000	2023 RM'000
Contract assets arising from the excess of revenue recognised over progress billings to property purchasers	(b)(i)	**226,692**	337,845

The carrying amount is classified under the Property Segment.

Contract assets relate to revenue earned but yet to be billed on the ongoing development projects.

(a) Recognition, measurement and significant judgement

A contract asset is a right to consideration, the fair values at initial recognition, in exchange for goods or services that the Group has transferred to a customer before the customer pays consideration or before payment is due.

Contract assets (accrued billings to be billed to purchasers) are recognised in the statement of financial position as an excess of cumulative revenue recognised over the progress billings to purchasers. Revenue is measured at the transaction price based on a contract with a purchaser/customer.

Contract assets will be reclassified to trade receivables when the rights to economic benefits become unconditional. This usually occurs when billings are issued to the purchaser/customer. For determining the transaction price of the contract, the Group assumed that the goods or services would be transferred to the purchaser/customer as promised following the existing contract and that the contract would not be amended, renewed or modified.

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.13 CONTRACT ASSETS (CONT'D)

(a) Recognition, measurement and significant judgement (Cont'd)

Contract assets are subject to impairment assessment under MFRS 9. The expected credit loss is recognised from the date of initial recognition of a contract asset using a single-stage lifetime expected credit loss, the 'simplified approach' as described under Note 3.10(a)(i). No expected credit loss is recognised from contract assets as it was negligible.

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on contract assets are discussed in Note 6.3(b)(viii).

(b) Other information

(i) Contract assets and liabilities in respect of property development activities:

		Group	
	Note	2024 RM'000	2023 RM'000
At the beginning of the year		**335,234**	274,348
Net progress revenue recognised in profit or loss	2.1	**770,015**	812,425
Sale of completed properties recognised in profit or loss		**5,184**	9,273
Progress billings issued		**(901,698)**	(760,812)
At the end of the year		**208,735**	335,234
Carrying amounts at the end of the year are analysed as follows:			
- Contract assets		**226,692**	337,845
- Contract liabilities	3.22	**(17,957)**	(2,611)
		208,735	335,234
The amounts included in contract liabilities at the beginning of the financial year have been recognised as revenue are as follows:			
Contract liabilities recognised as revenue		**2,510**	269

(ii) Transaction price allocated to the remaining performance obligations

The aggregate amount of the transaction price allocated to the property development contracts that are fully or partially to be fulfilled (unsatisfied) and expected to be recognised as revenue in the future are as follows:

	Group			
	2024		2023	
	RM'000	%	RM'000	%
Within 1 year	**348,442**	**63%**	476,379	77%
1 to 4 years	**202,442**	**37%**	139,780	23%
	550,884		616,159	

Contract assets and liabilities under property development activities contracts are denominated in RM. The above contract assets and liabilities are not impacted by any significant changes in the contract terms.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.14 BIOLOGICAL ASSETS

	Note	Group 2024 RM'000	Group 2023 RM'000
Unharvested oil palm fresh fruit bunches ("FFB"), at fair value	(d)	**655**	444

The carrying amount is classified under the Property Segment.

(a) Recognition, measurement and significant judgement

Biological assets comprise oil palm FFB before harvesting. Biological assets are recognised in the statement of financial position and measured at their fair values. The valuation of biological assets is based on the present value of the net forecasted cash flows generated from the sale of oil palm FFB less costs to sell which include harvesting costs and transport expenses.

(b) Fair value measurement

The fair value measurement of the unharvested oil palm FFB was categorised within Level 3 of the fair value hierarchy, using valuation techniques which use inputs that have a significant effect on the recorded fair value that are not based on observable market data for the asset, according to MFRS 13, as disclosed in Note 3.2(a)(i).

The unharvested oil palm FFB measured at Level 3 uses the following significant unobservable inputs in the valuation model:

Valuation technique	Significant unobservable inputs	Group 2024	Group 2023
Income Capitalisation	Estimated selling price per tonne (RM)	**1,116**	764

During the year, there were no transfers between all three levels of the fair values hierarchy for the biological assets.

(c) Climate-related risks

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on biological assets are discussed in Notes 6.3(b)(ix) and 6.3(b)(xi). Despite that, the oil palm plantations are exposed to the risk of damage from extreme weather including floods, storms, high winds and drought. Periods of flooding may increase the risk of reduced oil palm yields. In addition, extreme weather may also increase the cost of operations. Processes via proactive management and early detection are in place to monitor and mitigate these risks.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.14 BIOLOGICAL ASSETS (CONT'D)

(d) Other information

The movement of the unharvested oil palm FFB is as follows:

	Note	Group 2024 RM'000	Group 2023 RM'000
At the beginning of the year		**444**	519
Gain/(Loss) on fair valuation	2.7,2.8	**211**	(75)
At the end of the year		**655**	444

3.15 AMOUNTS DUE FROM/(TO) SUBSIDIARIES

This note details the advances made between the Company and its subsidiaries.

	Company 2024 RM'000	Company 2023 RM'000
Amounts due from subsidiaries	**170**	126
Amounts due to subsidiaries	**(344,350)**	(352,062)

(a) Recognition, measurement and significant judgement

(i) Amounts due from subsidiaries

Amounts due from subsidiaries are financial assets with fixed or determinable repayments and are classified as amortised cost assets. These amounts are recorded in the statement of financial position when advanced to the subsidiary. Initially, they are recognised at fair value based on the amounts advanced and subsequently measured at amortised cost as described in Note 3.9(a)(vi).

The Company adopts the 'general approach' under MFRS 9 in providing the expected credit loss. The 'general approach' is described in Note 3.9(a)(vii). Based on the assessment, the amounts due from subsidiaries have low credit risk and it was negligible, hence no expected credit loss is recognised thereof.

(ii) Amounts due to subsidiaries

Amounts due to subsidiaries are financial liabilities with fixed or determinable payments, classified as amortised cost liabilities. These amounts are recorded in the statement of financial position when the financial obligation arises. Initially, they are recognised at the fair value of the advances received and subsequently, they are measured at amortised cost as described in Note 3.18(a)(ii).

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.15 AMOUNTS DUE FROM/(TO) SUBSIDIARIES (CONT'D)

(b) Interest rates

Amounts due from/(to) subsidiaries are denominated in RM, unsecured and bear an interest rate ranging from 3.65% to 4.86% (2023: 3.65% to 4.84%) per annum. At the end of the year, such amounts including interest therein are due and to be received/paid.

3.16 SECURITIES AT FAIR VALUE THROUGH PROFIT OR LOSS

This note provides details on investment measured at its fair value.

	Group and Company	
	2024 RM'000	2023 RM'000
Quoted shares in Malaysia	**195**	248

The carrying amount is classified under the Investment Holding Segment.

(a) Recognition and measurement

Quoted securities are financial assets designated at fair value through profit or loss, in line with the Group's investment strategy. These securities are recorded in the statement of financial position when the contract is settled. Initially, they are measured at fair value based on the transaction price and subsequently, they are measured at fair value using the last bid price in the active market. Gains or losses from the sale of these securities, changes in their fair values, and dividend income are separately recognised in the statement of profit or loss.

(b) Fair value measurement

The fair value measurement of the quoted securities is categorised within Level 1 of the fair value hierarchy, using the unadjusted active market price of the identified assets, according to MFRS 13 'Fair Value Measurement', as disclosed in Note 3.2(a)(i).

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on securities at fair value through profit or loss are discussed in Note 6.3(b)(ix).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.17 CASH, BANK BALANCES AND SHORT-TERM FUNDS

This note outlines the liquidity position.

Cash, bank balances and short-term funds comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of one year or less, that are held to meet short-term cash commitments and are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Cash and bank balances		**90,612**	66,451	**226**	414
Deposits with licensed financial institutions		**224,592**	219,977	**7,301**	1
Short-term funds		**499,041**	214,022	**22,559**	21,465
		814,245	500,450	**30,086**	21,880
Housing development accounts		**61,901**	243,129	**-**	-
	1.4, 1.8(b)(ii)	**876,146**	743,579	**30,086**	21,880
Carrying amount analysed by business segments:					
Property		**490,427**	538,801		
Financial Services		**29,625**	16,451		
Industries		**49,458**	23,006		
Hospitality		**18,193**	17,738		
Investment Holding		**288,443**	147,583		
		876,146	743,579		

(a) Recognition and measurement

Cash and bank balances, deposits with licensed financial institutions and housing development accounts are financial assets with fixed and determinable sums that are classified as amortised cost assets. Such sums are recognised initially at fair value in the statement of financial position and subsequently measured at amortised cost as described in Note 3.9(a)(vi).

Short-term funds are financial assets. Such short-term funds are recognised initially at fair value based on contracts entered in the statement of financial position. Subsequent to the initial recognition, such funds are measured at fair value through profit or loss.

The fair value measurement of the short-term funds is categorised within Level 1 of the fair value hierarchy, using the unadjusted active market price of the identified assets, according to MFRS 13 'Fair Value Measurement', as disclosed in Note 3.2(a)(i).

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.17 CASH, BANK BALANCES AND SHORT-TERM FUNDS (CONT'D)

(b) Cash and cash equivalents

For the purpose of the statements of cash flows, the cash and cash equivalents comprise cash on hand and at banks, deposits with licensed financial institutions and short-term funds with short-term maturities and highly liquid investments which have an insignificant risk of changes in value net of bank overdrafts, if any. Statements of cash flows are prepared using an indirect method and changes in cash and cash equivalents are classified into operating, investing and financing activities.

Bank accounts held under housing development accounts, forming part of bank balances, are maintained pursuant to Section 7A of the Housing Development (Control and Licensing) Act, 1966 in Malaysia. The utilisation of this balance is restricted to property development activities under the said section.

The Group's practice of using a 12-month operating cycle for liquidity management ensures consistency, accuracy, and financial stability, laying the foundation for sustained business success. This means that the Group uses a 12-month period to plan, execute, and evaluate its business activities. By maintaining this consistent timeframe, the Group ensures accurate assessment and effective management of its financial performance.

In this context, the Group treats its cash and cash equivalents as liquidity, specifically within this 12-month operating cycle, and such cash and cash equivalents are highly liquid and readily convertible to known amount of cash which is subject to an insignificant of risk of change in value, and held for the purpose of meeting short-term cash commitments rather than for investment or other purposes. This practice allows the Group to maintain a clear and precise view of its financial condition and health, ensuring that sufficient funds are available to meet short-term obligations and invest in future growth opportunities.

By adhering to this 12-month operating cycle, the Group can effectively manage its working capital, optimise cash flow and make informed financial decisions. This approach supports the Group's overall business strategy, contributing to its long-term growth, stability and ability to maximise shareholder value.

(c) Interest rates

The interest rates at the end of the year of:

(i) bank balances under housing development accounts ranging from 1.10% to 1.60% (2023: 1.35% to 2.50%) per annum.

(ii) bank balances under current accounts ranging from 0.50% to 4.17% (2023: 0.75% to 2.90%) per annum.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.17 CASH, BANK BALANCES AND SHORT-TERM FUNDS (CONT'D)

(d) Bank balances and short-term funds pledged as security

Included in the cash, bank balances and short-term funds are the following amounts that are pledged as security to secure credit facilities as disclosed in Note 3.18(e).

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Medium-term notes and Sukuk					
Cash and bank balances		**504**	954	**70**	62
Deposits with licensed financial institutions		**3,688**	2,599	**-**	-
Short-term funds		**1,355**	1,310	**-**	-
		5,547	4,863	**70**	62
Revolving Credits					
Deposits with licensed financial institutions		**42,500**	42,597	**-**	-
	3.18(e)	**48,047**	47,460	**70**	62

The above balances can be offset against their borrowings at any time at the Group's discretion. As a result, these balances are considered part of the Group's cash and cash equivalents. This flexibility allows the Group to optimise its liquidity and financial resources effectively. By including these balances in cash and cash equivalents, the Group ensures it has readily accessible funds to meet short-term obligations and seize investment opportunities. The ability to offset balances against borrowings enhances the Group's overall financial management, contributing to sustained business growth and stability.

(e) Other information

As at 31 December 2024, the Group had available RM537.0 million (2023: RM735.8 million) of undrawn committed borrowing facilities that may be available for future operating activities and to settle capital commitments. As at 31 December 2024, the deposits with licensed financial institutions will mature within 365 days (2023: 365 days).

Short-term funds aim to invest in highly liquid instruments which are investing its assets in Ringgit Malaysia deposits with licensed financial institutions in Malaysia and are redeemable with one to five days' notice. These funds are subject to an insignificant risk of changes in value and form part of cash and cash equivalents. Fund distribution income is calculated daily and distributed every month. No expected credit loss is recognised from the bank balances as the probability of default by these licensed financial institutions was negligible.

The currency exposure profile of the cash, bank balances and short-term funds is disclosed in Note 1.8(b)(ii).

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS

This note details the borrowings, a key aspect of capital management as disclosed in Note 1.4. These borrowings are used to fund business operations and meet corporate needs, ensuring adequate liquidity to support the Group's strategic initiatives and growth.

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Non-current					
Secured					
Medium-term notes ("MTNs") and Sukuk		**2,146,433**	1,959,144	**-**	-
Term loans		**106,312**	58,430	**-**	-
		2,252,745	2,017,574	**-**	-
Unamortised issuance expenses		**(441)**	(567)	**-**	-
Total non-current		**2,252,304**	2,017,007	**-**	-
Current					
Secured					
Bankers' acceptances		**47,300**	12,690	**-**	-
MTNs and Sukuk		**155,000**	151,971	**-**	-
Revolving credits		**200,753**	200,820	**-**	-
Term loans		**10,856**	5,713	**-**	-
		413,909	371,194	**-**	-
Unamortised issuance expenses		**(2,277)**	(726)	**-**	-
		411,632	370,468	**-**	-
Unsecured					
Revolving credits		**1,200,144**	872,503	**40,000**	40,000
Total current		**1,611,776**	1,242,971	**40,000**	40,000
Total	1.4, 1.8(b)(ii)	**3,864,080**	3,259,978	**40,000**	40,000
Total borrowings					
Bankers' acceptances		**47,300**	12,690	**-**	-
MTNs and Sukuk	(f)(i)	**2,300,866**	2,110,393	**-**	-
Revolving credits		**1,398,746**	1,072,752	**40,000**	40,000
Term loans		**117,168**	64,143	**-**	-
		3,864,080	3,259,978	**40,000**	40,000

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

The carrying amount analysed by maturity:

	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
On demand or within 1 year	**1,611,776**	1,242,971	**40,000**	40,000
More than 1 year but less than 2 years	**261,482**	182,288	**-**	-
More than 2 years but less than 5 years	**1,052,689**	965,108	**-**	-
More than 5 years	**938,133**	869,611	**-**	-
	3,864,080	3,259,978	**40,000**	40,000
Carrying amount analysed by business segments:				
Property	**1,362,699**	1,380,969		
Financial Services	**1,774,791**	1,331,588		
Industries	**203,908**	28,422		
Hospitality	**85,945**	77,978		
Investment Holding	**436,737**	441,021		
	3,864,080	3,259,978		

On 23 December 2024, the Group successfully upsized its Islamic Medium-Term Notes (Sukuk Murabahah) Programme ("Sukuk-R") and Multi-Currency Medium-Term Notes Programme ("MCMTN-R") with a combined limit of up to RM3.5 billion (upsized from RM2.0 billion) in aggregate nominal value, to facilitate the business requirements. Further details are disclosed in Note (d) below.

(a) Recognition and measurement

(i) Borrowings

Borrowings including MTNs and Sukuk (Islamic debt instrument) are financial liabilities which are classified as amortised cost liabilities.

Borrowings are initially recognised when financial obligations arise at fair value (net of transaction costs) of borrowed sums and subsequently measured at amortised cost as described in Note(a)(ii). They are derecognised when financial obligations are extinguished. Gains or losses, including interest, fees, discounts, rebates and amortisation of transaction costs, are recognised in profit or loss.

If borrowings are replaced or modified on substantially different terms, the original liability is derecognised, and a new liability is recognised, with the difference recognised in profit or loss.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(a) Recognition and measurement (Cont'd)

(ii) Financial liabilities measured at amortised cost and effective interest/profit rate method

The amortised cost of a financial liability is the initial amount adjusted for interest expenses using the effective interest/profit method, accounting for differences between the initial and maturity amounts minus repayments.

The effective interest/profit rate is used to discount future cash outflows over the financial liability's life to its amortised cost. This method calculates the amortised cost, allocates and recognises interest expense over the relevant period.

Therefore, the carrying amount of the financial liability is a reasonable approximation of its fair value.

The amortised costs measurement is also adopted in lease liabilities, amounts due to subsidiaries, trade payables and other liabilities as disclosed in Notes 3.6(a)(ii), 3.15(a)(ii), 3.19(a) and 3.20(a) respectively.

(b) Sukuk Murabahah Programme ("Sukuk 1") and Medium-Term Note Programme ("MTN 2"), both programmes for the issuance of MTNs and Sukuk with a combined limit up to RM1.8 billion in nominal value

On 9 March 2018, OSK I CM Sdn. Bhd. ("OSKICM"), a wholly-owned treasury management subsidiary of the Company, lodged a Sukuk 1 with the Securities Commission Malaysia ("SC"). On 20 April 2018, OSKICM lodged MTN 2 and re-lodged the Sukuk 1 with SC all the required information and relevant documents according to the Guidelines on Unlisted Capital Market Products under the Lodge and Launch Framework issued by SC.

Both programmes give OSKICM the flexibility to raise funds via the issuance of Sukuk 1 or MTN 2 with a combined limit of up to RM1.8 billion in nominal value, which can be utilised for working capital requirements and repayment of borrowings of the Group. Both Sukuk 1 and MTN 2 are unrated and tradeable and have a perpetual tenure.

The terms of Sukuk 1 and MTN 2 contain various covenants, including the following:

(1) the Group shall maintain a gearing ratio of not exceeding 1.5 times at all times throughout the tenure of the Programme.

(2) OSKICM shall set up or procure Trustees' Reimbursement Account ("TRA") with a minimum of RM30,000 each in respect of Sukuk 1 and MTN 2 as disclosed in Note (f)(i) which shall be maintained at all times throughout the tenure of the Programme.

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(b) Sukuk Murabahah Programme ("Sukuk 1") and Medium-Term Note Programme ("MTN 2"), both programmes for the issuance of MTNs and Sukuk with a combined limit up to RM1.8 billion in nominal value (Cont'd)

(i) Tranche 1 and Tranche 2 of MTN 2

On 30 April 2018 and 17 May 2018, OSKICM issued a total of RM250.0 million under Tranche 1 of MTN 2 in 4 series with maturities commencing from the year 2021 to 2028 and redeemable every 12 months commencing 12 months after the first issuance date.

On 30 January 2019, OSKICM issued RM200.0 million under Tranche 2 of MTN 2 in 7 series with maturities commencing from the year 2020 to 2026 and redeemable every 12 months commencing 12 months after the first issuance date.

Proceeds from the above issuances were utilised for working capital requirements and repayment of borrowings of the Group.

On 17 May 2024 and 30 May 2024, OSKICM redeemed RM2.5 million and RM1.3 million of Tranche 1 and Tranche 2 respectively. Also, on 17 October 2024 and 30 October 2024, OSKICM redeemed RM2.6 million and RM1.3 million of Tranche 1 and Tranche 2 of MTN 2 respectively. Since the first issuance on 30 April 2018, the total amount redeemed for Tranche 1 and Tranche 2 of MTN 2 amounted to RM215.1 million and RM181.1 million respectively. As at 31 December 2024, the outstanding amount of Tranche 1 and Tranche 2 of MTN 2 stood at RM34.9 million and RM18.9 million respectively.

Both Tranche 1 and Tranche 2 of MTN 2 require a security cover of not less than 2.0 times and are secured by:

(1) shares in an associate of the Company ("Tranche 1 and Tranche 2 Pledged Shares") [Note 3.4(c)]; and

(2) all its rights, titles, interests and benefits in and under the shares proceeds account ("PA") for Tranche 1 and Tranche 2 maintained by the Company and all monies from time to time standing to the credit thereto (this PA is mainly to capture dividend income receivable from an associate) as disclosed in Note (f)(i).

(ii) Tranche 3 of MTN 2

On 8 April 2021, OSKICM issued RM100.0 million under Tranche 3 of MTN 2 in 5 series with maturities commencing from the year 2024 to 2028 and redeemable every 12 months commencing 36 months after the first issuance date. Proceeds from this issuance were utilised to part finance the acquisition of a piece of land for development, which includes reimbursement and other related expenses.

On 8 October 2024 and 8 November 2024, OSKICM redeemed RM10.0 million and RM10.0 million of Tranche 3 of MTN 2 respectively. Since the first issuance on 8 April 2021, the total amount redeemed for Tranche 3 of MTN 2 amounted to RM40.0 million. As at 31 December 2024, the outstanding amount of Tranche 3 of MTN 2 stood at RM60.0 million.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(b) Sukuk Murabahah Programme ("Sukuk 1") and Medium-Term Note Programme ("MTN 2"), both programmes for the issuance of MTNs and Sukuk with a combined limit up to RM1.8 billion in nominal value (Cont'd)

(ii) Tranche 3 of MTN 2 (Cont'd)

The Tranche 3 of MTN 2 is secured by:

(1) all its rights, titles, interests and benefits in and under the Debt Service Reserve Account ("DSRA") for Tranche 3 as disclosed in Note (f)(i) maintained by OSKICM and all monies from time to time standing to the credit thereto; and

(2) a piece of land owned by Aspect Potential Sdn. Bhd. ("APSB"), a wholly-owned subsidiary of OSKPH, which in turn is a subsidiary of the Company, and all its present and future assets of APSB [Note 3.7(b)(i)].

(iii) Tranche 2 of Sukuk 1

On 23 July 2018, OSKICM issued RM93.0 million under Tranche 2 of Sukuk 1 with maturities commencing from the year 2021 to 2024 and redeemable every 3 months commencing 36 months after the first issuance date. Proceeds from this issuance were utilised to finance the acquisition of a piece of land for development.

On 23 January 2024 and 23 April 2024, OSKICM redeemed RM8.0 million and RM8.0 million of Tranche 2 of Sukuk 1 respectively. On 23 July 2024, OSKICM had fully redeemed the outstanding of Tranche 2 of Sukuk 1 of RM7.0 million.

Tranche 2 of Sukuk 1 is secured by:

(1) all its rights, titles, interests and benefits in and under the operating account for Tranche 2 ("Tranche 2 Operating Account") maintained by OSKICM and all monies from time to time standing to the credit thereto;

(2) all its rights, titles, interests and benefits in and under the Finance Service Reserve Account ("FSRA") and Tranche 2 Operating Account maintained by Perspektif Vista Sdn. Bhd. ("PVSB"), a wholly-owned subsidiary of OSKPH, which in turn is a subsidiary of the Company, and all monies from time to time standing to the credit thereto;

(3) a development land charge under the provisions of the National Land Code, 1965 [Note 3.7(b)(i)];

(4) a debenture creating a first-ranking fixed and floating charge over all its present and future assets in respect of the project; and

(5) a FSRA, maintained by PVSB, of a minimum amount equivalent to three periodic profit payments as disclosed in Note (f)(i).

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(b) Sukuk Murabahah Programme ("Sukuk 1") and Medium-Term Note Programme ("MTN 2"), both programmes for the issuance of MTNs and Sukuk with a combined limit up to RM1.8 billion in nominal value (Cont'd)

(iv) Tranche 4 of Sukuk 1

On 9 November 2021, OSKICM issued RM132.0 million under Tranche 4 of Sukuk 1 with maturities commencing from the year 2024 to 2028 and redeemable every 3 months commencing 36 months after the first issuance date. Proceeds from this issuance were utilised to finance the acquisition of a piece of land for development which includes reimbursement and other related expenses.

On 8 November 2024, OSKICM redeemed RM6.0 million of Tranche 4 of Sukuk 1. Since the first issuance on 9 November 2021, the total amount redeemed for Tranche 4 of Sukuk 1 amounted to RM6.0 million. As at 31 December 2024, the outstanding amount of Tranche 4 of Sukuk 1 stood at RM126.0 million.

The Tranche 4 of Sukuk 1 is secured by:

(1) all its rights, titles, interests and benefits in and under the FSRA for Tranche 4 as disclosed in Note (f)(i) maintained by OSKICM and all monies from time to time standing to the credit thereto;

(2) all its rights, titles, interests and benefits in and under the TRA for Tranche 4 as disclosed in Note (f)(i) maintained by OSKICM and all monies from time to time standing to the credit thereto;

(3) all its rights, titles, interests and benefits in and under the Operating Account for Tranche 4 maintained by Mori Park Sdn. Bhd. ("MPSB"), a wholly-owned subsidiary of OSKPH, which in turn is a subsidiary of the Company, and all monies from time to time standing to the credit thereto;

(4) a FSRA as disclosed in Note (f)(i), maintained by OSKICM, of a minimum amount equivalent to one periodic profit payment; and

(5) a piece of land owned by MPSB and all its present and future assets of MPSB [Note 3.7(b)(i)].

(c) Medium-Term Note Programme for the issuance of medium-term notes of up to RM980.0 million in nominal value ("MTN 3")

On 25 April 2019, OSKICM lodged with SC all the required information and relevant documents relating to the MTN 3 according to the Guidelines on Unlisted Capital Market Products under the Lodge and Launch Framework issued by SC. MTN 3 is unrated, tradeable and transferable with a limit of up to RM980.0 million and has a perpetual tenure. The proceeds raised from the issuance of the MTN 3 shall be utilised for (i) investment activities; (ii) capital expenditure; (iii) working capital requirements; (iv) general corporate exercise; and (v) refinancing of existing borrowings.

The terms of the MTN 3 contain various covenants, including the following:

(1) the Group shall maintain a gearing ratio of not exceeding 1.5 times throughout the tenure of the Programme.

(2) OSKICM shall set up or procure TRA as disclosed in Note (f)(i) with a minimum sum of RM30,000 in respect of MTN 3 which shall be maintained at all times throughout the tenure of the Programme.

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(c) Medium-Term Note Programme for the issuance of medium-term notes of up to RM980.0 million in nominal value ("MTN 3") (Cont'd)

(i) Tranche 1 of MTN 3

On 10 May 2019, OSKICM issued RM164.2 million under Tranche 1 of MTN 3 in 15 series with maturities commencing from the year 2020 to 2034 and redeemable every 12 months commencing 12 months after the first issuance date. Proceeds from this issuance were utilised for repayment of borrowings of a subsidiary.

On 10 May 2024, OSKICM redeemed RM8.0 million of Tranche 1 of MTN 3. Since the first issuance on 10 May 2019, the total amount redeemed in respect of Tranche 1 of MTN 3 amounted to RM30.5 million. As at 31 December 2024, the outstanding amount of Tranche 1 of MTN 3 stood at RM133.7 million.

The Tranche 1 of MTN 3 is secured by:

(1) all its rights, titles, interests and benefits to and in, amongst others:

(i) Atria Mall Revenue Account and Carpark Revenue Account ("Revenue Accounts") maintained by Atria Shopping Gallery Sdn. Bhd. ("ASGSB") and Atria Parking Management Sdn. Bhd. ("APMSB") respectively, subsidiaries of OSKPH, which in turn are subsidiaries of the Company and all monies from time to time standing to the credit thereto;

(ii) Atria Mall Rental Proceed and Carpark Rental Proceed ("Rental Proceeds") maintained by ASG and APM respectively, and all monies from time to time standing to the credit thereto;

(iii) DSRA maintained by a subsidiary, ASGSB and all monies from time to time standing to the credit thereto as disclosed in Note (f)(i);

(iv) Insurances of ASGSB and APMSB;

(v) Atria Mall and Carpark under the Sale and Purchase Agreement entered between ASGSB, APMSB and Atria Damansara Sdn. Bhd. ("ADSB"), a wholly-owned subsidiary of OSKPH, which in turn is a subsidiary of the Company [Note 3.2(b)(iii)];

(2) debentures by ASGSB and APMSB creating a first fixed charge over Atria Mall and Carpark respectively, all fixtures, fittings, equipment, machinery, systems and all other appurtenant thereto both present and future affixed to or installed in or within Atria Mall and Carpark [Note 3.2(b)(iii)]; and

(3) a piece of land owned by ADSB together with all buildings and fixtures erected thereon, charge under the provisions of the National Land Code, 1965.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(c) Medium-Term Note Programme for the issuance of medium-term notes of up to RM980.0 million in nominal value ("MTN 3") (Cont'd)

(ii) Tranche 2, Tranche 3, Tranche 4 and Tranche 5 of MTN 3

On 30 September 2019, OSKICM issued RM100.0 million under Tranche 2 of MTN 3 with a tenure of 5 years maturing on 30 September 2024. On 30 January 2020, OSKICM issued RM100.0 million under Tranche 3 of MTN 3 with a tenure of 5 years maturing on 30 January 2025. The proceeds from both tranches were utilised for working capital requirements.

On 30 September 2020, OSKICM issued Tranche 4 of MTN3 of RM200.0 million in 8 series with maturities commencing from year 2021 to 2028 and redeemable every 12 months commencing 12 months after the first issuance date. Proceeds from the issuance of Tranche 4 of MTN 3 were utilised for repayments of existing bank borrowings of the Group.

On 20 December 2022 and 28 December 2022, OSKICM issued (i) RM55.0 million under Tranche 5 of MTN 3 in 7 series with maturities commencing from the year 2023 to 2029 and (ii) RM45.0 million under Tranche 5 of MTN 3 with a tenure of 8 years maturing on 27 December 2030 respectively. Proceeds from the issuance of Tranche 5 of MTN 3 were utilised for repayments of existing borrowings and working capital requirements of the Group.

On 4 April 2024 and 9 July 2024, OSKICM redeemed RM30.0 million and RM30.0 million of Tranche 2 of MTN 3 respectively. On 30 September 2024, OSKICM had fully redeemed the outstanding of Tranche 2 of MTN 3 of RM40.0 million.

There has been no redemption for Tranche 3 of MTN 3 since the first issuance date. As at 31 December 2024, the outstanding amount of Tranche 3 of MTN 3 stood at RM100.0 million.

On 30 September 2024, OSKICM redeemed RM10.0 million of Tranche 4 of MTN 3. Since the first issuance on 30 September 2020, the total amount redeemed for Tranche 4 of MTN 3 amounted to RM30.0 million. As at 31 December 2024, the outstanding amount of Tranche 4 of MTN 3 stood at RM170.0 million.

On 20 December 2024, OSKICM redeemed RM5.0 million of Tranche 5 of MTN 3. Since the first issuance on 20 December 2022, the total amount redeemed for Tranche 5 of MTN 3 amounted to RM10.0 million. As at 31 December 2024, the outstanding amount of Tranche 5 of MTN 3 stood at RM90.0 million.

The Tranche 2, Tranche 3, Tranche 4 and Tranche 5 of MTN 3 are secured by:

(1) first party legal charge by the way of Memorandum of Deposit with Power of Attorney over shares of an associate of the Company [Note 3.4(c)];

(2) all its rights, titles, interests and benefits to and in the DSRA maintained by OSKICM and all monies from time to time standing to the credit thereto; and

(3) a DSRA, maintained by OSKICM, of a minimum amount equivalent to one-month coupon payment as disclosed in Note (f)(i).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(c) Medium-Term Note Programme for the issuance of medium-term notes of up to RM980.0 million in nominal value ("MTN 3") (Cont'd)

(iii) Series 1 of Tranche 6 of MTN 3

On 30 December 2024, OSKICM issued RM105.0 million Series 1 under Tranche 6 of MTN 3 with a tenure of 7 years maturing on 30 December 2031, and with the repayment terms commencing on 48th month from the first issuance date. Proceeds from this issuance were utilised for working capital requirements.

As at 31 December 2024, the outstanding amount of Series 1 under Tranche 6 of MTN 3 stood at RM105.0 million.

Tranche 6 of MTN 3 is secured by:

(1) Legal charge created by Atria Damansara Sdn. Bhd. ("ADSB") and executed by its attorney, Atria Shopping Gallery Sdn. Bhd. ("ASGSB") over Atria Mall;

(2) Legal charge created by ADSB and executed by its attorney, Atria Parking Management Sdn. Bhd. ("APMSB") over Atria Carpark;

(3) Specific Debenture created over Atria Mall and Atria Carpark together with fixture and fittings now or from time to time on any such property and all plant, machinery, vehicles, computers and office and other equipment;

(4) Equitable Assignment of all rental proceeds or income from Atria Mall and Atria Carpark;

(5) Atria Mall and Atria Carpark Revenue and Rental Proceeds Account maintained by ASGSB and APMSB respectively and all monies from time to time standing to the credit thereof;

(6) Irrevocable Power of Attorney granted by ADSB to ASGSB and APMSB wherein ADSB appoints ASGSB and APMSB as its attorney to inter alia deal with the strata title and charge the whole part of the Atria Mall and Atria Carpark;

(7) Deed of Assignment assigning all the rights and title, interests and benefits under the Sale and Purchase Agreement executed between PJD Regency Sdn. Bhd. ("PJDR") and Ancient Capital Sdn. Bhd. ("ACSB") wherein PJDR agreed to sell and ACSB agreed to purchase the rights to erect, construct, develop and thereafter own the retail podium ("You City Retail Mall") with the retail car park bays ("You City Carpark");

(8) Specific Debenture created over You City Retail Mall and You City Carpark together with fixture and fittings now or from time to time on any such property and all plant, machinery, vehicles, computers and office and other equipment;

(9) Equitable Assignment of all rental proceeds or income from You City Retail Mall and You City Carpark;

(10) You City Retail Mall and You City Carpark Revenue and Rental Proceeds Account maintained by ACSB and all monies from time to time standing to the credit thereto; and

(11) A DSRA, maintained by OSKICM, of a minimum amount equivalent to one-month coupon payment as disclosed in Note (f)(i).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(d) Islamic Medium-Term Notes (Sukuk Murabahah) Programme ("Sukuk-R"), which together with a Multi-Currency Medium-Term Notes Programme ("MCMTN-R"), will have a combined limit of up to RM3.5 billion (or its equivalent in other currencies) in aggregate nominal value

On 29 September 2020, OSK Rated Bond Sdn. Bhd. ("OSKRB"), a wholly-owned subsidiary of the Company, lodged with SC all the required information and relevant documents relating to Sukuk-R/MCMTN-R, with a combined limit of up to RM2.0 billion (or its equivalent in other currencies) in aggregate nominal value, according to the Guidelines on Unlisted Capital Market Products under the Lodge and Launch Framework issued by SC. The tenure of the Sukuk-R/MCMTN-R Programme is perpetual.

On 16 November 2020, the Malaysia Rating Corporation Berhad ("MARC") assigned a final rating of AA_{IS}/AA with a stable outlook on OSKRB's Sukuk-R/MCMTN-R. On 10 October 2024, MARC affirmed its AA_{IS}/AA ratings on OSKRB's Sukuk-R/MCMTN-R with a stable outlook.

On 23 December 2024, OSKRB, a wholly-owned subsidiary of the Company, lodged with SC all the required information and relevant documents relating to Sukuk-R and MCMTN-R according to the Guidelines on Unlisted Capital Market Products under the Lodge and Launch Framework issued by SC, this will have a combined limit of up to RM3.5 billion (upsized from RM2.0 billion) (or its equivalent in other currencies) in aggregate nominal value. In addition, the Sukuk-R and MCMTN-R programmes will also give the Issuer the flexibility to issue Sukuk and MCMTN which complies with any one or more of the Sustainability Guidelines/Frameworks.

The terms of Sukuk-R and MCMTN-R contain various covenants, including the following:

(1) the Group shall maintain a gearing ratio of not exceeding 1.5 times throughout the tenure of the Programme.

(2) OSKRB shall set up or procure TRA with a minimum sum of RM30,000 each as disclosed in Note (f)(i) in respect of Sukuk-R and MCMTN-R which shall be maintained at all times throughout the tenure of the Programme.

(i) Series 1 of Sukuk-R and Series 1 of MCMTN-R

On 12 March 2021, OSKRB issued RM100.0 million under Series 1 of Sukuk-R and RM20.0 million under Series 1 of MCMTN-R with a tenure of 5 years maturing on 12 March 2026 at a fixed rate of 3.55% per annum. The proceeds from both issuances were utilised for working capital and repayment of bank borrowings of the Group.

There has been no redemption since the issuance date.

(ii) Series 2 and Series 3 of MCMTN-R

On 21 March 2024, OSKRB issued (i) RM90.0 million under Series 2 of MCMTN-R with a tenure of 3 years maturing on 19 March 2027 at a fixed rate of 3.85% per annum; (ii) RM175.0 million under Series 3 of MCMTN-R with a tenure of 5 years maturing on 21 March 2029 at a fixed rate of 3.96% per annum. The proceeds from both issuances were utilised for working capital and repayment of bank borrowings of the Group.

There has been no redemption since the issuance date.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(d) Islamic Medium-Term Notes (Sukuk Murabahah) Programme ("Sukuk-R"), which together with a Multi-Currency Medium-Term Notes Programme ("MCMTN-R"), will have a combined limit of up to RM3.5 billion (or its equivalent in other currencies) in aggregate nominal value (Cont'd)

(iii) Series 2 and Series 3 of Sukuk-R

On 30 April 2021, OSKRB issued (i) RM373.0 million under Series 2 of Sukuk-R with a tenure of 7 years maturing on 28 April 2028 at a fixed rate of 4.39% per annum; and (ii) RM205.0 million under Series 3 of Sukuk-R with a tenure of 10 years maturing on 30 April 2031 at a fixed rate of 4.52% per annum. The proceeds from both issuances were utilised for working capital and repayment of borrowings of the Group.

There has been no redemption since the issuance date.

(iv) Series 4 and Series 5 of Sukuk-R

On 15 September 2023, OSKRB issued (i) Series 4 of Sukuk-R of RM300.0 million with a tenure of 7 years maturing on 13 September 2030 at a fixed rate of 4.49% per annum; and (ii) Series 5 of Sukuk-R of RM200.0 million with a tenure of 10 years maturing on 15 September 2033 at a fixed rate of 4.59% per annum. Proceeds from both issuances were utilised for working capital and repayment of borrowings of the Group.

There has been no redemption since the issuance date.

(e) Secured borrowings

The Group has pledged the following assets as security for the secured borrowings.

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Carrying amounts of the assets pledged for credit facilities:					
Property, plant and equipment	3.1(b)(ii)	**202,125**	132,410	**-**	-
Investment properties	3.2(b)(iii)	**458,666**	438,114	**-**	-
Shares in an associate	3.4(c)	**1,087,132**	1,388,219	**687,255**	902,641
Right-of-use assets	3.6(b)(i)	**379**	391	**-**	-
Inventories:					
- Land held for property development	3.7(b)(i)	**622,564**	661,407	**-**	-
- Property development expenditure	3.7(b)(ii)	**240,286**	182,525	**-**	-
Cash, bank balances and short-term funds	3.17(d)	**48,047**	47,460	**70**	62
		2,659,199	2,850,526	**687,325**	902,703

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(f) Other information

(i) The outstanding MTNs and Sukuk, DSRA, FSRA, PA and TRA balances are as follows:

	Note	Outstanding amounts RM'000	DSRA balances RM'000	FSRA balances RM'000	PA balances RM'000	TRA balances* RM'000
2024						
Tranche 1 of MTN 2	(b)(i)	**34,859**	**-**	**-**	**24**	
Tranche 2 of MTN 2	(b)(i)	**18,874**	**-**	**-**	**46**	**34**
Tranche 3 of MTN 2	(b)(ii)	**60,000**	**310**	**-**	**-**	
Tranche 2 of Sukuk 1	(b)(iii)	**-**	**-**	**1,363**	**-**	**35**
Tranche 4 of Sukuk 1	(b)(iv)	**126,000**	**-**	**520**	**-**	
Tranche 1 of MTN 3	(c)(i)	**133,700**	**773**	**-**	**-**	
Tranche 2 of MTN 3	(c)(ii)	**-**	**408**	**-**	**-**	
Tranche 3 of MTN 3	(c)(ii)	**100,000**	**408**	**-**	**-**	
Tranche 4 of MTN 3	(c)(ii)	**170,000**	**718**	**-**	**-**	**34**
Tranche 5 of MTN 3	(c)(ii)	**90,000**	**408**	**-**	**-**	
Series 1 of Tranche 6 of MTN 3	(c)(iii)	**105,000**	**402**	**-**	**-**	
Series 1 of MCMTN-R	(d)(i)	**20,000**	**-**	**-**	**-**	
Series 2 of MCMTN-R	(d)(ii)	**90,000**	**-**	**-**	**-**	**32**
Series 3 of MCMTN-R	(d)(ii)	**175,000**	**-**	**-**	**-**	
Series 1 of Sukuk-R	(d)(i)	**100,000**	**-**	**-**	**-**	
Series 2 of Sukuk-R	(d)(iii)	**373,000**	**-**	**-**	**-**	
Series 3 of Sukuk-R	(d)(iii)	**205,000**	**-**	**-**	**-**	**32**
Series 4 of Sukuk-R	(d)(iv)	**300,000**	**-**	**-**	**-**	
Series 5 of Sukuk-R	(d)(iv)	**200,000**	**-**	**-**	**-**	
		2,301,433	**3,427**	**1,883**	**70**	**167**
Unamortised issuance expenses		**(567)**				
		2,300,866				

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(f) Other information (Cont'd)

(i) The outstanding MTNs and Sukuk, DSRA, FSRA, PA and TRA balances are as follows: (Cont'd)

	Note	Outstanding amounts RM'000	DSRA balances RM'000	FSRA balances RM'000	PA balances RM'000	TRA balances* RM'000
2023						
Tranche 1 of MTN 2	(b)(i)	39,915	-	-	20	
Tranche 2 of MTN 2	(b)(i)	21,529	-	-	42	34
Tranche 3 of MTN 2	(b)(ii)	80,000	310	-	-	
Tranche 2 of Sukuk 1	(b)(iii)	22,971	-	1,316	-	34
Tranche 4 of Sukuk 1	(b)(iv)	132,000	-	517	-	
Tranche 1 of MTN 3	(c)(i)	141,700	756	-	-	
Tranche 2 of MTN 3	(c)(ii)	100,000	400	-	-	
Tranche 3 of MTN 3	(c)(ii)	100,000	400	-	-	33
Tranche 4 of MTN 3	(c)(ii)	180,000	703	-	-	
Tranche 5 of MTN 3	(c)(ii)	95,000	399	-	-	
Series 1 of MCMTN-R	(d)(i)	20,000	-	-	-	31
Series 1 of Sukuk-R	(d)(i)	100,000	-	-	-	
Series 2 of Sukuk-R	(d)(iii)	373,000	-	-	-	
Series 3 of Sukuk-R	(d)(iii)	205,000	-	-	-	32
Series 4 of Sukuk-R	(d)(iv)	300,000	-	-	-	
Series 5 of Sukuk-R	(d)(iv)	200,000	-	-	-	
		2,111,115	2,968	1,833	62	164
Unamortised issuance expenses		(722)				
		2,110,393				

* Included interest/profit income earned during the periods.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(f) Other information (Cont'd)

(ii) The Group issued and redeemed the following MTNs and Sukuk during the year:

	Note	Group 2024 RM'000	Group 2023 RM'000
Issuance:			
Series 1 of Tranche 6 of MTN 3	(c)(iii)	**105,000**	-
Series 2 of MCMTN-R	(d)(ii)	**90,000**	-
Series 3 of MCMTN-R	(d)(ii)	**175,000**	-
Series 4 of Sukuk-R	(d)(iv)	**-**	300,000
Series 5 of Sukuk-R	(d)(iv)	**-**	200,000
		370,000	500,000
Redemption:			
Tranche 1 of MTN 2	(b)(i)	**(5,056)**	(6,848)
Tranche 2 of MTN 2	(b)(i)	**(2,655)**	(3,743)
Tranche 3 of MTN 2	(b)(ii)	**(20,000)**	(20,000)
Tranche 2 of Sukuk 1	(b)(iii)	**(22,971)**	(31,000)
Tranche 4 of Sukuk 1	(b)(iv)	**(6,000)**	-
Tranche 1 of MTN 3	(c)(i)	**(8,000)**	(7,500)
Tranche 2 of MTN 3	(c)(ii)	**(100,000)**	-
Tranche 4 of MTN 3	(c)(ii)	**(10,000)**	(10,000)
Tranche 5 of MTN 3	(c)(ii)	**(5,000)**	(5,000)
		(179,682)	(84,091)

(iii) All covenants of the borrowings are met at all times during the year.

(iv) There were no changes in the terms of the existing borrowing contractual arrangement. The unsecured revolving credits of certain subsidiaries are supported by corporate guarantees of the Company.

(v) Certain of the above borrowings of indirect subsidiaries are supported by corporate guarantees of their respective holding companies.

(vi) The liquidity risk of the borrowings is disclosed in Note 1.8(a).

(vii) The currency exposure profile of the borrowings is disclosed in Note 1.8(b)(ii). Included in unsecured revolving credits is an amount of RM294.7 million or AUD106.1 million (2023: RM363.3 million or AUD115.9 million) which is denominated in AUD.

Notes to the Financial Statements
31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.18 BORROWINGS (CONT'D)

(g) Reconciliation of liabilities arising from financing activities

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
(i) Borrowings					
At the beginning of the year		**3,259,978**	3,024,709	**40,000**	40,000
Cash inflows/(outflows):					
- Net drawdowns		**647,563**	231,400	**-**	-
- Expenses incurred to be amortised		**(2,710)**	(440)	**-**	-
Non-cash:					
- Fair value gain on cash flow hedge		**-**	(89)	**-**	-
- Exchange differences		**(42,055)**	3,764	**-**	-
- Amortisation of finance cost	2.13	**1,304**	634	**-**	-
		(40,751)	4,309	**-**	-
At the end of the year		**3,864,080**	3,259,978	**40,000**	40,000
(ii) Lease liabilities					
At the beginning of the year		**719**	2,260	**4,443**	1,144
Cash outflows	3.6(c)	**(602)**	(2,048)	**(2,000)**	(1,864)
Non-cash:					
- Exchange differences		**(86)**	11	**-**	-
- New leases		**1,424**	447	**574**	5,041
- Reassessments and modifications of leases		**(138)**	-	**-**	-
- Interest charged		**40**	49	**171**	122
		1,240	507	**745**	5,163
At the end of the year	3.6(c)	**1,357**	719	**3,188**	4,443
Total liabilities from financing activities		**3,865,437**	3,260,697	**43,188**	44,443

(h) Interest and profit rates

	Group 2024 %	Group 2023 %	Company 2024 %	Company 2023 %
Borrowings	**3.50 - 6.67**	2.39 - 6.61	**4.74 - 4.85**	4.29 - 4.90

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.19 TRADE PAYABLES

This note provides information regarding the amounts payable to contractors and suppliers who are essential in supporting and facilitating the business operations. These payables include amounts due for services rendered, supplies provided and any other contractual obligations that contribute to the seamless functioning of the business.

	Note	Group 2024 RM'000	Group 2023 RM'000
Non-current			
Property development payables		**10,315**	8,906
Construction payables		**15,682**	14,901
Total non-current		**25,997**	23,807
Current			
Property development payables		**38,320**	45,169
Construction payables		**24,924**	15,447
Industries payables		**40,366**	27,660
Hotels payables		**1,637**	2,411
Advances received under capital financing		**3,572**	2,026
Other trade payables		**20,802**	21,283
Total current		**129,621**	113,996
Total	1.8(b)(ii)	**155,618**	137,803
Carrying amount analysed by business segments:			
Property		**110,043**	105,706
Financial Services		**3,572**	2,026
Industries		**40,366**	27,660
Hospitality		**1,637**	2,411
		155,618	137,803

(a) Recognition and measurement

Trade payables are financial liabilities classified as amortised cost liabilities. They are recognised in the statement of financial position when the financial obligation arises and initially recorded at the fair value of the goods and services received. After initial recognition, trade payables are measured at amortised cost as described in Note 3.18(a)(ii). These liabilities are derecognised upon the extinguishment of the financial obligations.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.19 TRADE PAYABLES (CONT'D)

(b) Other information

(i) Trade payables are non-interest bearing and normally settled in 30 to 90 days (2023: 30 to 90 days).

(ii) The liquidity risk of the trade payables is disclosed in Note 1.8(a).

(iii) The currency exposure profile of the trade payables is disclosed in Note 1.8(b)(ii).

3.20 OTHER LIABILITIES

This note provides details on financial liabilities, excluding trade payables and provisions. It includes accruals for expenses with expected probable outflows of economic resources; and deposits received from tenants and other arrangements.

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Non-current					
Deposits received	(b)(i)	**3,217**	1,938	**-**	-
Current					
Other payables	(b)(ii)	**58,015**	51,052	**1**	-
Accruals	(b)(iii)	**446,233**	415,222	**277**	159
Deposits received		**12,287**	11,444	**-**	-
Total current		**516,535**	477,718	**278**	159
Total	1.8(b)(ii)	**519,752**	479,656	**278**	159
Carrying amount analysed by business segments:					
Property		**465,506**	436,214		
Financial Services		**8,160**	3,840		
Industries		**17,484**	13,875		
Hospitality		**11,859**	11,093		
Investment Holding		**16,743**	14,634		
		519,752	479,656		

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.20 OTHER LIABILITIES (CONT'D)

(a) Recognition, measurement and significant judgement

Other payables, accruals and deposits received are financial liabilities classified as amortised cost liabilities. The recognition of these liabilities are same as described in Note 3.19(a).

(b) Other information

(i) The non-current deposits received represent amounts due to tenants for the rental of premises of subsidiaries and such deposits are refundable following the tenancy agreements.

(ii) Included in current other payables is an amount due to a joint venture partner of RM212,000 (2023: RM212,000). This amount is unsecured and is repayable following the terms of the joint venture, subject to the consent of both parties to the joint venture.

(iii) Accruals mainly consist of accrued property development costs.

(iv) The liquidity risk of the other liabilities is disclosed in Note 1.8(a).

(v) The currency exposure profile of the other liabilities is disclosed in Note 1.8(b)(ii).

3.21 PROVISIONS

This note provides information about the provisions for expenses made where probable outflows of economic resources are expected.

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Provisions	**172,603**	162,223	**4,774**	4,482
Carrying amount analysed by business segments:				
Property	**151,994**	144,639		
Financial Services	**2,336**	2,452		
Industries	**4,910**	3,916		
Hospitality	**4,673**	3,142		
Investment Holding	**8,690**	8,074		
	172,603	162,223		

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.21 PROVISIONS (CONT'D)

(a) Recognition, measurement and significant judgement

Provisions are recognised when the obligation arises (legal or constructive) as a result of a past event, an outflow of economic resources will probably be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of the year and adjusted to reflect the current best estimate. The provision is reversed if it is no longer probable that an outflow of economic resources will be required to settle the obligation. If the effect of the time value of money is material, provisions are discounted using the current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as finance cost.

(b) Other information

Included in provisions is an amount of RM139.0 million (2023: RM133.8 million) representing provision for low-cost housing projects.

3.22 CONTRACT LIABILITIES AND DEFERRED INCOME

This note provides information about the outstanding contract liabilities and deferred income to be recognised. The contract liabilities of property development activities should be read in conjunction with Note 3.13 which relates to contract assets.

		Group	
	Note	2024 RM'000	2023 RM'000
Non-current			
Contract liabilities - vacation club membership fee received		**52,953**	62,888
Deferred income - capital financing fee received		**17,983**	9,948
Total non-current		**70,936**	72,836
Current			
Contract liabilities:			
- excess of progress billings to property purchasers over revenue recognised	3.13(b)(i)	**17,957**	2,611
- vacation club maintenance and membership fee received		**4,280**	4,799
Deferred income - capital financing fee received		**19,872**	11,316
Total current		**42,109**	18,726
Total		**113,045**	91,562

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31 December 2024

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.22 CONTRACT LIABILITIES AND DEFERRED INCOME (CONT'D)

	Group	
	2024 RM'000	2023 RM'000
Carrying amount analysed by business segments:		
Property	**17,957**	2,611
Financial Services	**37,855**	21,264
Hospitality	**57,233**	67,687
	113,045	91,562

Contract liabilities and deferred income include: (a) fee income received for services to be delivered under vacation club; (b) deferred income being financing fee income received to be amortised in accordance with the financing tenure in compliance with the effective interest/profit rate method; and (c) excess of progress billings to property purchasers to be recognised as revenue over construction progress.

Recognition and measurement

A contract liability is the obligation to transfer goods or services to a customer for which the consideration received, or an amount of consideration is due from the customer. Such consideration is the fair value at initial recognition. A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before transferring the related goods or services to the customer.

For the property development business, contract liabilities are recognised in the statement of financial position as the excess of progress billings to purchasers over the cumulative revenue recognised. Contract liabilities also include the down payments of vacation club membership and maintenance fees received from customers under the Hospitality Segment where the service being billed or the payment being collected before the services are provided to the customers.

Deferred income in respect of capital financing fee under the Financial Services Segment received represents unamortised fee income and is recognised based on the effective interest/profit method.

Contract liabilities and deferred income are recognised as revenue in the statement of profit or loss when the performance obligations are satisfied (i.e. transfers control of the related goods or services to the customer).

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.23 SHARE CAPITAL

This note provides information about the issued and fully-paid share capital of the Company. The Group's capital management policies, objectives and process are disclosed in Note 1.4.

		Group and Company			
		2024		2023	
	Note	Number of shares '000	Amount RM'000	Number of shares '000	Amount RM'000
Issued and fully-paid ordinary shares					
At the beginning/end of the year	3.24	**2,095,301**	**2,095,311**	2,095,301	2,095,311

(a) Recognition and measurement

Ordinary shares are recorded and recognised in the statement of financial position when they are issued to shareholders. These shares are classified as equity and are valued at the fair market price of the consideration received. These shares have no par value. The Company held its own shares as treasury shares are disclosed in Note 3.24.

(b) Share capital information

The stock name, stock code and ISIN code of the ordinary shares are "OSK", "5053" and "MYL5053OO003" respectively. The Company's securities are classified under the Property Sector on the Main Market of Bursa Securities, Malaysia. As at 31 December 2024, the Company's market capitalisation registered at RM3.7 billion (2023: RM2.6 billion) based on the last trading price of the year.

Shareholders are entitled to receive dividends as declared from time to time and are entitled to one vote per share at company meetings. All ordinary shares rank equally with regard to the residual assets of the Company.

3.24 TREASURY SHARES

This note provides information about the share buybacks of the Company.

		Group and Company			
		2024		2023	
	Note	Number of shares '000	Amount RM'000	Number of shares '000	Amount RM'000
At cost					
At the beginning/end of the year		**33,197**	**43,226**	33,197	43,226
Total number of outstanding ordinary shares in issue	1.7	**2,062,104**		2,062,104	
Total number of issued and fully-paid ordinary shares	3.23	**2,095,301**		2,095,301	

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.24 TREASURY SHARES (CONT'D)

(a) Recognition and measurement

When the Company repurchases its own equity share capital, it is measured at cost, including any directly attributable incremental external costs. These costs are recorded in the statement of financial position and deducted from the equity attributable to the Company's owners. The repurchased shares are classified as treasury shares until they are cancelled, reissued, or disposed of.

Shares repurchased are being held as treasury shares under Section 127 of CA2016. The Company may distribute the treasury shares as dividends to the Shareholders or re-sell the treasury shares in the market under the Rules of Bursa Securities or cancel the shares under Section 127 of CA2016.

No gain or loss is recognised in profit or loss from the purchase, sale, issuance, or cancellation of the Company's own equity instruments. When treasury shares are distributed as dividends, their cost is deducted from distributable retained profits. If repurchased shares are later resold in the open market, any difference between the resale price and the carrying amount of the repurchased shares is recorded as a movement in reserves in the statement of changes in equity.

(b) Summary of the share buybacks

	Number of shares '000	Highest price RM	Lowest price RM	Average cost including transaction costs RM	Total amount paid RM'000
2024 and 2023					
At the beginning/end of the year	**33,197**	**2.82**	**0.75**	**1.30**	**43,226**

There were no share re-issuance, cancellations, resale and buybacks for the current and previous years.

(c) Other information

On 18 December 2000, the Shareholders of the Company approved the Company's plan to repurchase its own ordinary shares. The Company has annually obtained the approval of the Shareholders to repurchase its own ordinary shares subject to the following conditions of:

(i) the aggregate number of shares purchased or held does not exceed 10 percent of the total number of issued shares of the Company as quoted on Bursa Securities at the point of purchase;

(ii) an amount not exceeding the Company's retained profits based on the latest audited financial statements and/or the latest management account of the Company at the time of the purchase(s) will be allocated by the Company for the purchase of its own shares; and

(iii) the Directors of the Company may decide either to retain the shares purchased as treasury shares or cancel the shares or retain part of the shares so purchased as treasury shares and cancel the remainder or to resell the shares or distribute the shares as dividends and/or in such manner as may be permitted under Section 127 of CA2016 and the provision of the listing requirements of Bursa Securities and any other relevant authorities.

The Directors are committed to enhancing the value of the Company for its Shareholders and believe that the repurchase plan is in the best interests of the Company and its Shareholders.

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SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.25 RESERVES

This note outlines the nature of each item of the reserves.

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Revaluation reserve	(a)	**63,451**	63,451	**-**	-
Foreign currency translation reserves	(b)	**(27,485)**	67,959	**-**	-
Hedging reserves	(c)	**218**	-	**-**	-
Other reserves	(d)	**3,050**	(6,867)	**-**	-
		39,234	124,543	**-**	-
Retained profits	(e)	**4,337,412**	3,944,178	**1,740,565**	1,658,874
		4,376,646	4,068,721	**1,740,565**	1,658,874

Each component of equity is disclosed in the statement of changes in equity, including the movement analysis of items under the statement of other comprehensive income. The nature, purpose and other relevant information of each reserve are described in the following notes:

(a) Revaluation reserve

	Group	
	2024 RM'000	2023 RM'000
Revaluation surplus	**66,790**	66,790
Deferred tax	**(3,339)**	(3,339)
Revaluation reserve, net of tax	**63,451**	63,451

The revaluation reserve represents the revaluation surplus on land and buildings of a subsidiary. On 9 November 2012, certain land and buildings that were classified as property, plant and equipment were reclassified to investment properties due to a change in use as a result of the disposal of the formerly owned investment banking subsidiaries. These land and buildings are measured at their fair values based on independent valuers at that date. A total gain of RM80.3 million was recognised as a revaluation surplus in 2012 and a deferred tax of RM4.0 million arose from the change of tax legislation in 2013. The revaluation reserve is derecognised upon disposal of the underlying property. In 2017, the disposals of certain investment properties were completed and the related revaluation of RM12.9 million had been reclassified to retained profits in the statement of changes in equity.

SECTION 3: INFORMATION ON STATEMENTS OF FINANCIAL POSITION (CONT'D)

3.25 RESERVES (CONT'D)

(b) Foreign currency translation reserves

Foreign currency translation reserves are used to record foreign currency translation differences arising from the translations of the financial statements of foreign operations whose functional currencies are different from that of the presentation currency. It is also used to record the foreign currency translation differences arising from monetary items which form part of the net investment in foreign operations, where the monetary item is denominated in either the functional currency of the Company or the foreign operation. Foreign currency translation reserves include a share of foreign currency translation reserves of associates arising from equity accounting.

The movement of foreign currency translation reserves for the year is disclosed in the statement of changes in equity.

(c) Hedging reserves

Hedging reserves comprise a cumulative net change in the fair value of the cash flow hedging instrument. Upon the expiry of the hedging instrument, such hedging reserves are reclassified to the statement of profit or loss as disclosed in Note 3.12.

(d) Other reserves

Other reserves comprise share of other reserves of associates as follows:

	Group	
	2024 RM'000	2023 RM'000
Fair value through other comprehensive income reserve ("FVTOCI")	**(4,883)**	(13,196)
Others	**7,933**	6,329
	3,050	(6,867)

FVTOCI reserves represent the cumulative gains and losses arising from the revaluation of (i) investment in equity instruments designated as FVTOCI, net of cumulative gain/loss transferred to retained earnings upon disposal; and (ii) investments in debt instruments classified as FVTOCI, net of cumulative loss allowance recognised on these investments and cumulative gain or loss reclassified to the statement of profit or loss upon disposal or reclassification out from FVTOCI investments.

(e) Retained profits

The Company's retained profits are available for future distribution.

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SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES

This section provides information on the Group's material events that have occurred during the year, related party disclosures, commitment and contingency.

4.1 MATERIAL EVENTS DURING THE YEAR

Olympic Cable Company Sdn. Bhd., an indirect 97.47% subsidiary of the Company, had on 6 September 2024 entered into sale and purchase agreements with Universal Cable (M) Berhad (In Liquidation) for the purchase of factories and assets located in Johor Bahru for a total purchase consideration of RM85,000,000. The purchase consideration was arrived at on a "willing-buyer willing-seller" basis, taking into consideration the market value of the Property and Assets.

On 20 November 2024, the Group completed the abovementioned acquisitions after making the full sum of the purchase consideration satisfied entirely in cash through internally generated funds of the Group.

The acquisition of factories and assets will expand the Group's cable production capacity to meet new demand, enhance market presence, and achieve cost efficiencies through economies of scale. The expansion of capacity will enable the Group to expand its product offering including high-voltage cables and also support the Group's vision to be one of the top players within the cable industry.

Other material events include the changes in the Group's composition during the year, upsizing and amendments to the existing terms and conditions of OSK Rated Bond Sdn. Bhd.'s existing Sukuk Programme and MCMTN Programme, as disclosed in Notes 3.3(b), 3.4(b) and 3.18(d) respectively.

4.2 MATERIAL EVENTS AFTER THE REPORTING PERIOD

Material subsequent events from the end of the year up to the date of this report are as follows:

(a) On 27 February 2025, the Company proposed a bonus issue of one (1) bonus share for every two (2) existing shares held, with the entitlement date to be determined later ("the Proposed Bonus Issue"). The Proposed Bonus Issue is a suitable means to reward its shareholders for their ongoing support by increasing equity participation and enhancing the trading liquidity of the Company's shares. This Proposed Bonus Issue of Shares is subject to obtaining the following approvals: (i) Bursa Securities, for the listing and quotation of up to 1,047,650,716 Bonus Shares to be issued; (ii) the shareholders of the Company, for the Proposed Bonus Issue of Shares at an extraordinary general meeting to be convened via poll; and (iii) any other relevant authorities and/or parties, if required.

(b) On 4 March 2025, OSK Rated Bond Sdn. Bhd., a wholly-owned subsidiary of the Company, issued a total of RM750.0 million of Sukuk-R comprising: (i) RM200.0 million under Series 6 of Sukuk-R with a tenure of 7 years maturing on 4 March 2032 at a fixed rate of 4.05% per annum; (ii) RM550.0 million under Series 7 of Sukuk-R with a tenure of 10 years maturing on 2 March 2035 at a fixed rate of 4.12% per annum. The proceeds from both issuances will be utilised for working capital and refinancing of Group bank borrowings.

SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES (CONT'D)

4.2 MATERIAL EVENTS AFTER THE REPORTING PERIOD (CONT'D)

Recognition and measurement

If information is received after the reporting period but before the date of authorisation for issue, about conditions that existed at the end of the reporting period, an assessment is made to determine whether this information affects the amounts recognised in the financial statements. Adjustments are made to the financial statements to reflect any adjusting events after the reporting period, and disclosures related to those conditions are updated in light of the new information. For non-adjusting events after the reporting period, no changes are made to the amounts recognised in the financial statements. However, the nature of the non-adjusting event and an estimate of its financial effect, or a statement that such an estimate cannot be made, if applicable, will be disclosed.

4.3 RELATED PARTY DISCLOSURES

This note provides information for related party disclosures which outlines how the related parties are identified and the amounts of transactions that have been entered into with related parties during the year.

(a) Identification of related parties

For these financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa or where the Group and the party are subject to common control. Related parties may be individuals or other entities.

The related parties include subsidiaries (Note 3.3), associates and a joint venture (Note 3.4), the ultimate holding companies [Note 1.1(c)] and companies related to Directors and major Shareholders of the Company. Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities either directly or indirectly and an entity that provides key management personnel services to the Group. The key management personnel include all Directors and senior personnel of the Group.

SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES (CONT'D)

4.3 RELATED PARTY DISCLOSURES (CONT'D)

(b) Key management personnel's compensation

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Directors:					
Executive					
Other benefits*		**13,511**	11,798	**7,757**	6,855
Estimated money value of benefits-in-kind		**150**	128	**99**	88
Total short-term employee benefits		**13,661**	11,926	**7,856**	6,943
Post-employment benefits - Defined contribution plan		**976**	1,255	**630**	844
Total compensation for Executive Directors		**14,637**	13,181	**8,486**	7,787
Non-Executive					
Fees - current year		**380**	365	**360**	345
- under provision		**-**	16	**-**	-
Other benefits*		**75**	56	**74**	55
Total compensation for Non-Executive Directors		**455**	437	**434**	400
Total compensation for Directors	2.9(iii)	**15,092**	13,618	**8,920**	8,187
Other key management personnel:					
Short-term employee benefits		**10,595**	9,657	**2,370**	2,462
Estimated money value of benefits-in-kind		**159**	89	**25**	25
Total short-term employee benefits		**10,754**	9,746	**2,395**	2,487
Post-employment benefits - Defined contribution plans		**1,348**	1,237	**342**	360
Termination benefits		**-**	300	**-**	-
Total compensation for other key management		**12,102**	11,283	**2,737**	2,847
Total compensation for key management		**27,194**	24,901	**11,657**	11,034

* Other benefits included salaries, bonus, allowances, social security costs and employment insurance scheme.

SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES (CONT'D)

4.3 RELATED PARTY DISCLOSURES (CONT'D)

(c) Directors' remuneration

The Directors' remuneration is included in administrative expenses as disclosed in Note 4.3(b) where other benefits including salaries, bonuses, allowances, employees' provident fund, social security costs, and employment insurance scheme, are paid/payable to the following Directors:

	Directors' remuneration received and receivable from								
	Company				Certain Subsidiaries				Group
2024	Fee payable RM'000	Other benefits RM'000	Estimated money value of benefits-in-kind RM'000	Total RM'000	Fee payable RM'000	Other benefits RM'000	Estimated money value of benefits-in-kind RM'000	Total RM'000	Total RM'000
Executive Directors									
Tan Sri Ong Leong Huat @ Wong Joo Hwa	**-**	**3,311**	**28**	**3,339**	**-**	**2,872**	**1**	**2,873**	**6,212**
Ong Ju Yan	**-**	**3,814**	**43**	**3,857**	**-**	**-**	**-**	**-**	**3,857**
Ong Ju Xing	**-**	**-**	**-**	**-**	**-**	**3,228**	**50**	**3,278**	**3,278**
Dato' Saiful Bahri bin Zainuddin	**-**	**1,262**	**28**	**1,290**	**-**	**-**	**-**	**-**	**1,290**
Total Executive Directors' Remuneration	**-**	**8,387**	**99**	**8,486**	**-**	**6,100**	**51**	**6,151**	**14,637**
Non-Executive Directors									
Dato' Thanarajasingam Subramaniam	**75**	**20**	**-**	**95**	**20**	**1**	**-**	**21**	**116**
Farah Deba binti Mohamed Sofian	**65**	**9**	**-**	**74**	**-**	**-**	**-**	**-**	**74**
Leong Keng Yuen	**75**	**16**	**-**	**91**	**-**	**-**	**-**	**-**	**91**
Wong Wen Miin	**69**	**16**	**-**	**85**	**-**	**-**	**-**	**-**	**85**
Ong Yee Ching - resigned on 31 October 2024	**54**	**10**	**-**	**64**	**-**	**-**	**-**	**-**	**64**
Mazidah binti Abdul Malik - appointed on 1 September 2024	**22**	**3**	**-**	**25**	**-**	**-**	**-**	**-**	**25**
Total Non-Executive Directors' Remuneration	**360**	**74**	**-**	**434**	**20**	**1**	**-**	**21**	**455**
Total Directors' Remuneration	**360**	**8,461**	**99**	**8,920**	**20**	**6,101**	**51**	**6,172**	**15,092**

SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES (CONT'D)

4.3 RELATED PARTY DISCLOSURES (CONT'D)

(c) Directors' remuneration (Cont'd)

The Directors' remuneration is included in administrative expenses as disclosed in Note 4.3(b) where other benefits including salaries, bonuses, allowances, employees' provident fund, social security costs and employment insurance scheme are paid/payable to the following Directors: (Cont'd)

2023	Directors' remuneration received and receivable from									
	Company				Certain Subsidiaries					Group
	Fee payable RM'000	Other benefits RM'000	Estimated money value of benefits-in-kind RM'000	Total RM'000	Fee payable RM'000	Fee under-provision in prior year RM'000	Other benefits RM'000	Estimated money value of benefits-in-kind RM'000	Total RM'000	Total RM'000
Executive Directors										
Tan Sri Ong Leong Huat @ Wong Joo Hwa	-	2,900	28	2,928	-	-	2,450	6	2,456	5,384
Ong Ju Yan	-	3,462	35	3,497	-	-	-	-	-	3,497
Ong Ju Xing	-	-	-	-	-	-	2,904	34	2,938	2,938
Dato' Saiful Bahri bin Zainuddin	-	1,337	25	1,362	-	-	-	-	-	1,362
Total Executive Directors' Remuneration	-	7,699	88	7,787	-	-	5,354	40	5,394	13,181
Non-Executive Directors										
Dato' Thanarajasingam Subramaniam	70	15	-	85	20	16	1	-	37	122
Farah Deba binti Mohamed Sofian	65	5	-	70	-	-	-	-	-	70
Leong Keng Yuen	75	11	-	86	-	-	-	-	-	86
Wong Wen Miin	70	15	-	85	-	-	-	-	-	85
Ong Yee Ching	65	9	-	74	-	-	-	-	-	74
Total Non-Executive Directors' Remuneration	345	55	-	400	20	16	1	-	37	437
Total Directors' Remuneration	345	7,754	88	8,187	20	16	5,355	40	5,431	13,618

Notes to the Financial Statements
31 December 2024

SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES (CONT'D)

4.3 RELATED PARTY DISCLOSURES (CONT'D)

(d) Material transactions and balances with subsidiaries, associates and a joint venture

Relationships between the Company and its subsidiaries, associates and a joint venture are disclosed in Notes 3.3 and 3.4 respectively. The following table provides the transactions and outstanding balances that have been entered into between the Company, subsidiaries, associates and a joint venture.

Transactions and balances with associates	Group			
	Income/(Expenses)		Amount due from/(to)	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
RHB Bank Berhad group of companies				
<u>RHB Bank Berhad</u>				
Interest income	**1,597**	1,570	**-**	-
Office rental income	**921**	921	**-**	-
Interest expense	**(11,413)**	(12,549)	**-**	-
Bank balances and short-term funds	**-**	-	**144,757**	167,656
Borrowings	**-**	-	**(380,409)**	(328,676)
<u>RHB Asset Management Sdn. Bhd.</u>				
Funds distribution income	**7,232**	6,698	**-**	-
Short-term funds	**-**	-	**460,773**	159,918
<u>RHB Islamic Bank Berhad</u>				
Bank balances and short-term funds	**-**	-	**626**	922
<u>RHB Investment Bank Berhad</u>				
Facilities fee expense	**(564)**	(959)	**-**	-
Yarra Park City Pty. Ltd. group of company				
<u>Queensbridge Place Pty. Ltd.</u>				
Interest income	**-**	361	**-**	-

SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES (CONT'D)

4.3 RELATED PARTY DISCLOSURES (CONT'D)

(d) Material transactions and balances with subsidiaries, associates and a joint venture (Cont'd)

Relationships between the Company and its subsidiaries, associates and a joint venture are disclosed in Notes 3.3 and 3.4 respectively. The following table provides the transactions and outstanding balances that have been entered into between the Company, subsidiaries, associates and a joint venture. (Cont'd)

	Company			
	Income/(Expenses)		Amount due from/(to)	
Transactions and balances with subsidiaries	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
OSK Capital Sdn. Bhd.				
Dividend income	**27,000**	70,000	**-**	-
Management fee income	**4,338**	4,027	**-**	-
OSK Capital Management Sdn. Bhd.				
Dividend income	**2,000**	2,500	**-**	-
Interest expense	**-**	(935)	**-**	-
Management fee income	**365**	237	**-**	-
OSK Capital (S) Pte. Ltd.				
Dividend income	**7,291**	-	**-**	-
OSK Design Sdn. Bhd.				
Dividend income	**2,000**	1,500	**-**	-
OSK I CM Sdn. Bhd.				
Dividend income	**1,000**	4,000	**-**	-
Interest expense	**(5,592)**	(6,563)	**-**	-
Amount due to a subsidiary	**-**	-	**(118,018)**	(125,729)
OSK Management Services Sdn. Bhd.				
Management fee expense	**(964)**	(1,015)	**-**	-
OSK Rated Bond Sdn. Bhd.				
Interest expense	**(9,179)**	(9,154)	**-**	-
Amount due to a subsidiary	**-**	-	**(226,325)**	(226,325)

SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES (CONT'D)

4.3 RELATED PARTY DISCLOSURES (CONT'D)

(d) Material transactions and balances with subsidiaries, associates and a joint venture (Cont'd)

Relationships between the Company and its subsidiaries, associates and a joint venture are disclosed in Notes 3.3 and 3.4 respectively. The following table provides the transactions and outstanding balances that have been entered into between the Company, subsidiaries, associates and a joint venture. (Cont'd)

	Company			
	Income/(Expenses)		Amount due from/(to)	
Transactions and balances with subsidiaries (Cont'd)	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
OSK Realty Sdn. Bhd.				
Dividend income	**3,000**	1,500	**-**	-
Office rental expense	**(1,916)**	(1,780)	**-**	-
OSK Syariah Capital Sdn. Bhd.				
Management fee income	**918**	557	**-**	-
OSK Property Holdings Berhad group of companies				
OSK Property Holdings Berhad				
Dividend income	**29,379**	-	**-**	-
Management fee income from:				
Aspect Potential Sdn. Bhd.	**2,391**	2,121	**-**	-
Aspect Synergy Sdn. Bhd.	**3,457**	3,303	**-**	-
Jelang Vista Sdn. Bhd.	**1,000**	427	**-**	-
Mori Park Sdn. Bhd.	**690**	434	**-**	-
OSK Properties Sdn. Bhd.	**2,010**	2,500	**-**	-
Perspektif Vista Sdn. Bhd.	**424**	368	**-**	-
Potensi Rajawali Sdn. Bhd.	**444**	448	**-**	-

Notes to the Financial Statements
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SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES (CONT'D)

4.3 RELATED PARTY DISCLOSURES (CONT'D)

(d) Material transactions and balances with subsidiaries, associates and a joint venture (Cont'd)

Relationships between the Company and its subsidiaries, associates and a joint venture are disclosed in Notes 3.3 and 3.4 respectively. The following table provides the transactions and outstanding balances that have been entered into between the Company, subsidiaries, associates and a joint venture. (Cont'd)

Transactions and balances with subsidiaries (Cont'd)	Company			
	Income/(Expenses)		Amount due from/(to)	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
PJ Development Holdings Berhad group of companies				
PJ Development Holdings Berhad				
Dividend income	**-**	151,641	**-**	-
Management fee income from:				
Olympic Cable Company Sdn. Bhd.	**1,284**	1,674	**-**	-
PJD Regency Sdn. Bhd.	**14**	966	**-**	-
PJD Eastern Land Sdn. Bhd.	**878**	486	**-**	-

Transactions and balances with an associated group of companies	Company			
	Income/(Expenses)		Amount due from/(to)	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
RHB Bank Berhad group of companies				
RHB Bank Berhad				
Dividend income	**176,860**	174,366	**-**	-
Bank balances	**-**	-	**112**	303
RHB Asset Management Sdn. Bhd.				
Funds distribution income	**361**	1,693	**-**	-
Short-term funds	**-**	-	**22,558**	21,464

SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES (CONT'D)

4.3 RELATED PARTY DISCLOSURES (CONT'D)

(e) Material transactions and balances with other related parties

Other related parties are the companies related to the Directors or major Shareholders of the Company:

(i) Dindings Consolidated Sdn. Bhd. ("DCSB")

The spouse and daughter of Tan Sri Ong Leong Huat @ Wong Joo Hwa are directors of DCSB. Tan Sri Ong Leong Huat @ Wong Joo Hwa, his spouse and children collectively owned 100% of DCSB.

	Group			
	Income/(Expenses)		Amount due from/(to)	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Dindings Consolidated Sdn. Bhd. group of companies				
Acolia Sdn. Bhd.				
Purchase of building materials	**(4,226)**	(4,031)	**(625)**	(1,358)
Acotiles Sdn. Bhd.				
Supply of building materials	**137**	210	**-**	-
Purchase of building materials	**(6,272)**	(6,734)	**(1,076)**	(1,892)
DC Services Sdn. Bhd.				
Insurance premium expense	**(613)**	(273)	**-**	-
Dindings Consolidated Sdn. Bhd.				
Office rental income	**186**	417	**-**	-
Rental expense	**(28)**	(259)	**-**	-
Dindings Design Sdn. Bhd.				
Renovation income	**1,561**	1,233	**-**	-
Dindings Life Agency Sdn. Bhd.				
Insurance premium expense	**(907)**	(758)	**-**	-
Dindings Risks Management Services Sdn. Bhd.				
Insurance premium expense	**(263)**	(162)	**-**	-
Sincere Source Sdn. Bhd.				
Insurance premium expense	**(2,031)**	(2,007)	**-**	-

SECTION 4: MATERIAL EVENTS AND RELATED PARTY DISCLOSURES (CONT'D)

4.3 RELATED PARTY DISCLOSURES (CONT'D)

(e) Material transactions and balances with other related parties (Cont'd)

Other related parties are the companies related to the Directors or major Shareholders of the Company: (Cont'd)

	Group			
	Income/(Expenses)		Amount due from/(to)	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
(ii) OSK Ventures International Berhad ("OSKVI")				
Tan Sri Ong Leong Huat @ Wong Joo Hwa is a director and a major shareholder in OSKVI by virtue of his interest through OSK Equity Holdings Sdn. Bhd..				
OSK Ventures International Berhad group of companies				
OSK Technology Venture Sdn. Bhd.				
Office rental income	**205**	190	**-**	-
(iii) Raslan Loong, Shen & Eow ("RLSE")				
The son-in-law of Tan Sri Ong Leong Huat @ Wong Joo Hwa is a partner of RLSE.				
Legal fee expenses	**(4,858)**	(1,039)	**-**	-
(iv) Wong Enterprise				
The brother of Tan Sri Ong Leong Huat @ Wong Joo Hwa is a partner of Wong Enterprise.				
Sales of fresh fruit bunch	**969**	896	**150**	228

(f) Ultimate holding company

The Company does not have any related party transactions or outstanding balances with Yellow Rock (L) Foundation, the Company's ultimate holding company.

Notes to the Financial Statements
31 December 2024

SECTION 5: COMMITMENTS, CONTINGENCIES AND LITIGATIONS

This section provides additional information about items not recognised in the financial statements.

5.1 COMMITMENTS

This note outlines the financial commitment of the Group.

(a) Operating lease commitments

This note provides information on operating lease commitments for leases where the Group is a lessor. The information for leases where the Group is a lessee is disclosed in Note 3.6.

For the non-cancellable lease arrangements on certain properties classified under (i) property, plant and equipment; and (ii) investment properties with third parties. The aggregated future minimum lease receivables (undiscounted lease payment to be received) are as follows:

	Group	
	2024 RM'000	2023 RM'000
Up to 1 year	**19,566**	19,038
Later than 1 year and not later than 5 years	**28,115**	24,477
More than 5 years	**65,760**	70,178
	113,441	113,693
Operating lease commitments analysed by business segments:		
Property	**113,140**	113,181
Hospitality	**301**	512
	113,441	113,693

(b) Capital commitments

	2024 RM'000	2023 RM'000
Contracted but not provided for:		
- Acquisition of:		
- land held for property development	**133,009**	1,259
- office equipment, factory equipment and software licences	**2,586**	24,399
- Factory expansion	**1,254**	3,998
- Renovation costs	**13,052**	5,507
	149,901	35,163

Notes to the Financial Statements
31 December 2024

SECTION 5: COMMITMENTS, CONTINGENCIES AND LITIGATIONS (CONT'D)

5.1 COMMITMENTS (CONT'D)

(b) Capital commitments (Cont'd)

Capital commitments analysed by business segments:

	Group	
	2024 RM'000	**2023 RM'000**
Property	**133,193**	1,266
Financial Services	**1,647**	-
Industries	**2,139**	28,092
Hospitality	**12,922**	5,805
	149,901	35,163

5.2 CONTINGENT ASSETS AND LIABILITIES

There were no contingent assets and liabilities at the end of the year.

Recognition and measurement

A contingent liability is a potential obligation from past events, confirmed by future uncertain events, or a present obligation not recognised due to unlikely resource outflow. A contingent asset is a possible asset from past events, confirmed by future uncertain events. Both are disclosed in financial statements if economic benefits are probable but not certain, and commitments are measured at the transacted price minus any amounts already provided.

The Group is currently not required to adopt IFRS S2 'Climate-related Disclosures', and the relevant requirements on contingent liability are discussed in Note 6.3(b)(vi).

5.3 MATERIAL LITIGATIONS

Since the date of the last annual report, the Group and the Company were not engaged in any material litigation, claims or arbitration either as plaintiff or defendant and the Directors are not aware of any proceedings pending or threatened against the Group and the Company or of any facts likely to give rise to any proceeding which might materially and adversely affect the financial position or business operations.

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS

This section summarises key accounting policies, including adopting amendments to existing MFRS and MASB standards applicable during the year and newly issued sustainability disclosure standards by ISSB. It also covers standards issued but not yet adopted by the Group. The accounting policies and significant judgments detailed in the respective notes form the overall basis of preparation, which the Directors consider essential for understanding these financial statements.

6.1 FINANCIAL REPORTING STANDARDS ADOPTED DURING THE YEAR

The following amendments to published standards and interpretation to the existing MFRS and standard issued by MASB that are applicable and effective for the Group's financial year beginning on 1 January 2024:

(a) Amendments to MFRS 101 'Presentation of Financial Statements' (Non-current Liabilities with Covenants)

These amendments specify that covenants to be complied with after the reporting date do not affect the classification of debt as current or non-current at the reporting date. Instead, the amendments require an entity to disclose information about these covenants in the notes to the financial statements.

(b) Amendments to MFRS 16 'Leases' (Lease Liability in a Sale and Leaseback Transactions)

These amendments add subsequent measurement requirements for the lease liability arising from a sale and leaseback transaction by clarifying that a seller-lessee in a sale and leaseback transaction shall subsequently measure the leaseback liability by applying the measurement requirements of the lease liabilities stated in this standard. The amendments will not change the accounting for leases other than those arising in a sale and leaseback transaction.

(c) Amendments to MFRS 107 'Statement of Cash Flows' and Amendments to MFRS 7 'Financial Instruments: Disclosures' (Supplier Finance Arrangements)

These amendments clarify the additional requirements for disclosure of supplier finance arrangements to achieve greater transparency on the supplier finance arrangements. The disclosure requirements require disclosure of information that would enable users of financial statements to assess how supplier finance arrangements affect an entity's operations; including the effects supplier finance arrangements have on an entity's liability, cash flows and exposures to liquidity risk. It also required to inform users of financial statements on how an entity might be affected if the arrangements were no longer available to it.

The adoption of these amendments has no significant financial impact on the Group.

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.1 FINANCIAL REPORTING STANDARDS ADOPTED DURING THE YEAR (CONT'D)

(d) Early adoption of MFRS 18 'Presentation and Disclosure in Financial Statements'

MFRS 18 replaces MFRS 101 'Presentation of Financial Statements'. MFRS 18 aims to enhance financial reporting quality by introducing:

(i) New structure of statement of profit or loss

(1) Classify the income and expenses among the 3 main categories i.e. operating, investing and financing categories.

(2) Present specified totals and subtotals i.e. Operating profit or loss and Profit or loss before financing and income taxes.

(ii) New disclosures related to the statement of profit or loss and notes to the financial statements

(1) A single note to the financial statement to disclose the Management-defined performance measures ("MPMs") and a reconciliation between the MPMs and the most directly comparable MFRS 18 subtotal, total or subtotal required by another MFRS.

(2) MPMs are subtotals of income and expenses other than those listed by MFRS 18 or specifically required by another MFRS that an entity uses in public communication outside financial statements and/or to communicate to users of financial statements management's view of an aspect of the financial performance of the entity as a whole.

(iii) New disclosures of expenses by nature

Where items are presented by function, an entity is required to disclose information by nature in a single note for expenses i.e. depreciation, amortisation, employee benefits, impairment losses and reversals of impairment losses, and write-downs and reversals of write-downs of inventories.

(iv) Aggregation and disaggregation

Enhance guidance on the principles of aggregation and disaggregation, which focus on grouping items based on shared characteristics.

The Group adopted MFRS 18 to enhance the relevance and clarity of its profit or loss statements by presenting the required categories, totals and line items as required. This provides stakeholders with comprehensive information about the Group's financial performance.

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.1 FINANCIAL REPORTING STANDARDS ADOPTED DURING THE YEAR (CONT'D)

(d) Early adoption of MFRS 18 'Presentation and Disclosure in Financial Statements' (Cont'd)

For performance assessment, the Group primarily focuses on operating revenue and profit before tax as key indicators of financial health. These metrics provide a clear view of the core business performance and overall profitability. In addition to these primary metrics, the Group also considers operating profit, which offers insights into the efficiency of operations.

Equity-accounted investments are evaluated under investing activities, highlighting the performance and contribution of associates and joint ventures. Finally, capital management is assessed under financing activities, ensuring effective allocation and utilisation of financial resources to support sustainable growth and financial stability.

By consistently using these measures in public communications, the Group effectively conveys its financial health and strategic direction, without the need for presenting a separate MPM as mentioned in Note (d)(ii) above. This practice upholds high standards of financial reporting and accountability, contributing to sustained business success and shareholder value.

The effects of adopting MFRS 18 on the Group's and the Company's Statement of Profit or Loss items are as follows:

Statement of Profit or Loss for the financial year ended 2023	As previously reported RM'000	Effects of adoption of MFRS 18 RM'000	As restated RM'000
Group			
Operating activities:			
Revenue	1,587,817	(1,587,817)	-
Operating revenue	-	1,587,817	1,587,817
Sales of goods and services	-	1,416,688	1,416,688
Cost of sales	(1,111,542)	58,402	(1,053,140)
Revenue from providing financing	-	171,129	171,129
Expenses for providing financing	-	(58,402)	(58,402)
Other income	37,903	(37,903)	-
Administrative expenses	(204,245)	204,245	-
Other expenses	(11,124)	11,124	-
Selling expenses	-	(20,733)	(20,733)
General and administrative expenses	-	(183,512)	(183,512)

Notes to the Financial Statements
31 December 2024

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.1 FINANCIAL REPORTING STANDARDS ADOPTED DURING THE YEAR (CONT'D)

(d) Early adoption of MFRS 18 'Presentation and Disclosure in Financial Statements' (Cont'd)

The effects of adopting MFRS 18 on the Group's and the Company's Statement of Profit or Loss items are as follows: (Cont'd)

Statement of Profit or Loss for the financial year ended 2023 (Cont'd)	As previously reported RM'000	Effects of adoption of MFRS 18 RM'000	As restated RM'000
Group (Cont'd)			
Operating activities: (Cont'd)			
Research and development expenses	-	(466)	(466)
Impairment losses - net	-	(801)	(801)
Other operating income	-	13,217	13,217
Other operating expenses	-	(5,581)	(5,581)
Operating profit	-	278,399	278,399
Investing activities			
Income from cash and cash equivalents	-	20,187	20,187
Income from an associate and other investments	-	18	18
Fair valuation loss on other investments	-	(250)	(250)
Financing activities			
Finance costs	(45,995)	45,995	-
Interest expense on borrowings not related to providing financing to customers	-	(45,491)	(45,491)
Interest expense on other liabilities	-	(49)	(49)
Company			
Operating activities:			
Revenue	405,507	(405,507)	-
Sales of goods and services	-	231,141	231,141
Other income	21,642	(21,642)	-
Administrative expenses	(24,161)	24,161	-
General and administrative expenses	-	(24,161)	(24,161)
Other operating income	-	19,066	19,066
Operating profit	-	400,412	400,412

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.1 FINANCIAL REPORTING STANDARDS ADOPTED DURING THE YEAR (CONT'D)

(d) Early adoption of MFRS 18 'Presentation and Disclosure in Financial Statements' (Cont'd)

The effects of adopting MFRS 18 on the Group's and the Company's Statement of Profit or Loss items are as follows: (Cont'd)

Statement of Profit or Loss for the financial year ended 2023 (Cont'd)	As previously reported RM'000	Effects of adoption of MFRS 18 RM'000	As restated RM'000
Company (Cont'd)			
Investing activities			
Income from cash and cash equivalents	-	2,558	2,558
Income from an associate and other investments	-	174,384	174,384
Financing activities			
Finance costs	(18,844)	18,844	-
Interest expense on borrowings not related to providing financing to customers	-	(18,722)	(18,722)
Interest expense on other liabilities	-	(122)	(122)

As required by MFRS 18, the cash flow statement will now start from operating profit. Consequently, profit before tax, share of results of associates, and related information previously reported are not shown in the current cash flow statements. The effects of adopting MFRS 18 on the Group's and the Company's cash flow statement items are as follows:

Statement of Cash Flows for the financial year ended 2023	As previously reported RM'000	Effects of adoption of MFRS 18 RM'000	As restated RM'000
Group			
Cash Flows From Operating Activities			
Operating profit	-	278,399	278,399
#Non-cash and disclosure items	(31,222)	(29,530)	(60,752)
Operating profit before changes in working capital	221,592	(3,945)	217,647
Interest/Profit paid	(88,658)	31,653	(57,005)
Net cash used in operating activities	(39,715)	27,707	(12,008)

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.1 FINANCIAL REPORTING STANDARDS ADOPTED DURING THE YEAR (CONT'D)

(d) Early adoption of MFRS 18 'Presentation and Disclosure in Financial Statements' (Cont'd)

As required by MFRS 18, the cash flow statement will now start from operating profit. Consequently, profit before tax, share of results of associates, and related information previously reported are not shown in the current cash flow statements. The effects of adopting MFRS 18 on the Group's and the Company's cash flow statement items are as follows: (Cont'd)

Statement of Cash Flows for the financial year ended 2023 (Cont'd)	As previously reported RM'000	Effects of adoption of MFRS 18 RM'000	As restated RM'000
Group (Cont'd)			
<u>Cash Flows From Investing Activities</u>			
Gain on redemption of short-term funds	-	2,093	2,093
Net cash from investing activities	31,063	2,093	33,156
<u>Cash Flows From Financing Activities</u>			
Interest/Profit paid	(38,403)	(31,653)	(70,056)
Net cash from financing activities	37,808	(31,653)	6,155
Gain on fair valuation of short-term funds	-	1,853	1,853
#Non-cash and disclosure items:			
Allowance for/(write back of) impairment loss (net) on:			
- capital financing	1,137	(1,137)	-
- trade and other receivables	(336)	336	-
Gain on fair valuation of securities at FVTPL	(9)	9	-
Interest/Profit expense	55,196	1,810	57,006
Impairment losses - net	-	801	801
Amortisation of finance cost	634	(634)	-
Dividend income	(9)	9	-
Facilities fee	4,156	(4,156)	-
Funds distribution income	(6,972)	6,972	-
Interest/Profit income	(9,019)	9,019	-
Interest/Profit expense	42,559	(42,559)	-

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.1 FINANCIAL REPORTING STANDARDS ADOPTED DURING THE YEAR (CONT'D)

(d) Early adoption of MFRS 18 'Presentation and Disclosure in Financial Statements' (Cont'd)

As required by MFRS 18, the cash flow statement will now start from operating profit. Consequently, profit before tax, share of results of associates, and related information previously reported are not shown in the current cash flow statements. The effects of adopting MFRS 18 on the Group's and the Company's cash flow statement items are as follows: (Cont'd)

Statement of Cash Flows for the financial year ended 2023 (Cont'd)	As previously reported RM'000	Effects of adoption of MFRS 18 RM'000	As restated RM'000
Company			
<u>Cash Flows From Operating Activities</u>			
Operating profit	-	226,046	226,046
#Non-cash and disclosure items	(386,664)	388,657	1,993
Operating loss before changes in working capital	(2,520)	230,559	228,039
Net cash used in operating activities	(1,931)	230,559	228,628
<u>Cash Flows From Investing Activities</u>			
Gain on redemption of short-term funds	-	274	274
Dividends received from associates and a joint venture	383,798	(231,141)	152,657
Net cash from investing activities	160,394	(230,867)	(70,473)
Gain on fair valuation of short-term funds	-	308	308
#Non-cash and disclosure items:			
Dividend income	(405,516)	405,516	-
Facilities fee	227	(227)	-
Funds distribution income	(1,693)	1,693	-
Gain on fair valuation of securities at FVTPL	(9)	9	-
Interest/Profit income	(283)	283	-
Interest/Profit expense	18,617	(18,617)	-

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.2 FINANCIAL REPORTING STANDARDS ISSUED BUT NOT YET EFFECTIVE

The following are standards, amendments to published standards and interpretations to existing MFRS issued by MASB that apply to the Group but are not yet effective for the current financial year:

(a) For the financial year beginning on/after 1 January 2025

Amendments to MFRS 121 'The Effects of Changes in Foreign Exchange Rates' (Lack Of Exchangeability)

These amendments provide guidance on the spot exchange rate to use when a currency is not exchangeable into another currency and the disclosures entities need to provide to enable users of financial statements to understand the impact on the entities' financial performance, financial position and cash flows as a result of a currency being not exchangeable into another currency.

The adoption of these amendments is not expected to have a material financial impact on the Group.

(b) For the financial year beginning on/after 1 January 2026

(i) Amendment to MFRS 9 'Financial Instruments' and Amendments to MFRS 7 'Financial Instruments: Disclosures' (Classification and Measurement of Financial Instruments)

The amendments:

(1) Clarify that financial liabilities are derecognised on the 'settlement date'—when the obligation is discharged, canceled, expires or otherwise qualifies for derecognition. Also, allow an accounting policy option to derecognise financial liabilities settled through electronic payment systems before the settlement date under certain conditions.

(2) Provide guidance on assessing the contractual cash flow characteristics of financial assets with ESG-linked or similar contingent features.

(3) Explain the treatment of non-recourse assets and contractually linked instruments.

(4) Require additional disclosures in MFRS 7 for financial assets and liabilities tied to contingent events (including ESG-linked terms) and for equity instruments classified at fair value through other comprehensive income.

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.2 FINANCIAL REPORTING STANDARDS ISSUED BUT NOT YET EFFECTIVE (CONT'D)

The following are standards, amendments to published standards and interpretations to existing MFRS issued by MASB that apply to the Group but are not yet effective for the current financial year: (Cont'd)

(b) For the financial year beginning on/after 1 January 2026 (Cont'd)

(ii) Amendment to MFRS 9 'Financial Instruments' and MFRS 7 'Financial Instruments: Disclosures' (Contracts Referencing Nature-dependent Electricity)

The amendments to MFRS 9 apply to contracts tied to nature-dependent electricity, such as energy generated by renewable sources like solar and wind. These contracts expose entities to changes in electricity amounts due to uncontrollable natural conditions ("in-scope contracts"). MFRS 9 treats in-scope contracts for buying or selling non-financial items—if they can be settled in cash or financial instruments—as though they are financial instruments (following own-use requirements).

The amendments now allow entities to use contracts referencing nature-dependent electricity as hedging instruments for future electricity transactions. They can designate a variable amount of forecast electricity transactions as the hedged item, aligning this amount with the variable electricity expected to be generated as specified in the hedging instrument.

Amendment to MFRS 7 adds new disclosures in a single note for:

(1) Information about contractual features that expose:

i. variability in the underlying amount of electricity; and
ii. the risk that the entity would be required to buy electricity during a delivery interval in which the entity cannot use the electricity.

(2) Information about unrecognised commitments arising from such contracts as at the reporting date, including:

i. the estimated future cash flows from buying electricity under these contracts. The entity shall apply its judgement when identifying the appropriate time bands within which to disclose the estimated future cash flows; and
ii. qualitative information about how the entity assesses whether a contract might become onerous, including the assumptions the entity uses in making this assessment.

(3) Qualitative and quantitative information about the effects on the entity's financial performance for the reporting period. The disclosure is based on the information that is applicable to the reporting period that the entity used to assess whether it has been a net purchaser of electricity. An entity shall disclose information for the reporting period about:

i. the costs arising from purchasers of electricity made under the contracts, disclosing separately how much of the purchased electricity was unused at the time of delivery;
ii. the proceeds arising from sales of unused electricity; and
iii. the cost arising from purchasers of electricity made to offset sales of unused electricity.

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.2 FINANCIAL REPORTING STANDARDS ISSUED BUT NOT YET EFFECTIVE (CONT'D)

The following are standards, amendments to published standards and interpretations to existing MFRS issued by MASB that apply to the Group but are not yet effective for the current financial year: (Cont'd)

(b) For the financial year beginning on/after 1 January 2026 (Cont'd)

(iii) Amendments to MFRSs (Annual improvements to MFRS Accounting Standards - Volume 11)

These amendments are designed to enhance the clarity of the wording in an MFRS Accounting Standard, or correct relatively minor unintended consequences, oversights or conflicts between requirements of the Accounting Standards. These proposed improvements are packaged together in one document. The amendments included in the annual improvements to MFRS Accounting Standards relate to MFRS 1 'First-time Adoption of Malaysian Financial Reporting Standards', MFRS 7 'Financial Instruments: Disclosures', MFRS 9 'Financial Instruments', MFRS 10 'Consolidated Financial Statements', MFRS 107 'Statement of Cash Flows' and MFRS 141 'Agriculture'.

The adoption of these amendments is not expected to have a material financial impact on the Group.

(c) For the financial year beginning on/after 1 January 2027

Amendments to MFRS 19 'Subsidiaries Without Public Accountability: Disclosures'

These amendments permit eligible subsidiaries to provide reduced disclosures when applying MFRS Accounting Standards in their financial statements. Subsidiaries can apply MFRS 19 if they do not have public accountability and their parent company applies MFRSs or IFRS Accounting Standards in their consolidated financial statements. A subsidiary does not have public accountability if it does not have equities or debt listed in a public market (or is in the process of issuing such instruments for trading in a public market) or does not hold assets in a fiduciary capacity for a broad group of outsiders.

Adopting these amendments is applicable to subsidiaries and does not have any material financial impact on the Group.

(d) Standard deferred to a date to be determined by MASB

Amendments to MFRS 10 'Consolidated Financial Statements' and MFRS 128 'Investments in Associates and Joint Venture' (Sale or Contribution of Assets between an Investor and its Associate or Joint Venture)

These amendments address an acknowledged inconsistency between the requirements in MFRS 10 and those in MFRS 128, in dealing with the sale or contribution of assets between an investor and its associate or joint venture.

If a parent loses control of a subsidiary that does not contain a business, as defined in MFRS 3 'Business Combinations', as a result of a transaction involving an associate or a joint venture that is accounted for using the equity method, the gain or loss resulting from the transaction (including the amounts previously recognised in the statement of comprehensive income that would be reclassified to the statement of profit or loss) is recognised in the parent's statement of profit or loss only to the extent of the unrelated investors' interests in that associate or joint venture. The remaining part of the gain is eliminated against the carrying amount of the investment in that associate or joint venture.

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.2 FINANCIAL REPORTING STANDARDS ISSUED BUT NOT YET EFFECTIVE (CONT'D)

The following are standards, amendments to published standards and interpretations to existing MFRS issued by MASB that apply to the Group but are not yet effective for the current financial year: (Cont'd)

(d) Standard deferred to a date to be determined by MASB (Cont'd)

Amendments to MFRS 10 'Consolidated Financial Statements' and MFRS 128 'Investments in Associates and Joint Venture' (Sale or Contribution of Assets between an Investor and its Associate or Joint Venture) (Cont'd)

In addition, if the parent retains an investment in the former subsidiary and treated as an associate or a joint venture under the equity method, the parent recognises the part of the gain or loss resulting from the remeasurement at the fair value of the investment retained in its statement of profit or loss only to the extent of the unrelated investors' interests in the new associate or joint venture. The remaining part of that gain is eliminated against the carrying amount of the investment retained in the former subsidiary.

If the parent retains an investment in the former subsidiary that is now accounted for under MFRS 9 as investment, the part of the gain or loss resulting from the remeasurement at the fair value of the investment retained in the former subsidiary is recognised in full in the parent's statement of profit or loss.

The main consequence of the amendments is that a full gain or loss is recognised when a transaction involves a business (whether it is housed in a subsidiary or not), as defined in MFRS 3. A partial gain or loss is recognised when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary.

These amendments apply prospectively, but the effective date has been deferred.

6.3 SUSTAINABILITY DISCLOSURE STANDARDS

The following are published sustainability disclosure standards issued by ISSB that may apply to the Group but are not yet effective for the current financial year:

ISSB issued the following first two new Sustainability Disclosure Standards on 26 June 2023 for guidance on disclosures of sustainability-related financial information.

(a) IFRS S1 General Requirements for 'Disclosure of Sustainability-related Financial Information'
(b) IFRS S2 'Climate-related Disclosures'

The standards shall apply for annual reporting periods beginning on or after 1 January 2024. However, implementation of the National Sustainability Reporting Framework ("NSRF") will be done through a phased approach from annual reporting periods beginning on or after 1 January 2025. NSRF requires that listed issuers and non-listed companies with revenue above RM2 billion to issue sustainability reports under the IFRS Sustainability Disclosure Standards issued by the ISSB, specifically IFRS S1 and IFRS S2 apply for annual reporting periods beginning on or after 1 January 2025.

Notes to the Financial Statements
31 December 2024

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.3 SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

The following are published sustainability disclosure standards issued by ISSB that may apply to the Group but are not yet effective for the current financial year: (Cont'd)

An entity shall not describe sustainability-related financial disclosures as complying with IFRS Sustainability Disclosure Standards unless they comply with all the requirements of IFRS Sustainability Disclosure Standards. Below are summarised disclosure requirements of IFRS S1 and IFRS S2 which relating the Group:

(a) IFRS S1 General Requirements for 'Disclosure of Sustainability-related Financial Information'

IFRS S1 provides a set of disclosure requirements designed to communicate to investors about the sustainability-related risks and opportunities they face over the short, medium and long term. IFRS S2 sets out specific climate-related disclosures and is designed to be used with IFRS S1. Both fully incorporate the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

The objective of IFRS S1 is to disclose information about its sustainability-related risks and opportunities that are useful to users of general-purpose financial reports in making decisions relating to providing resources to the entity.

IFRS S1 requires disclosure of information about all sustainability-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, its access to finance or the cost of capital over the short, medium or long term (collectively referred to as 'sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects').

IFRS S1 prescribes how to prepare and report its sustainability-related financial disclosures. It sets out general requirements for the content and presentation of those disclosures so that the information disclosed is useful to users in making decisions relating to providing resources.

IFRS S1 sets out the requirements for disclosing information about sustainability-related risks and opportunities, such as disclosures about:

(i) Governance - the governance processes, controls and procedures the entity uses to monitor, manage and oversee sustainability-related risks and opportunities;

(ii) Strategy - the entity's strategy for managing sustainability-related risks and opportunities;

(iii) Risk Management - the processes the entity uses to identify, assess, prioritise and monitor sustainability-related risks and opportunities; and

(iv) Metrics and Targets - the entity's performance in relation to sustainability-related risks and opportunities, including progress towards any targets the entity has set or is required to meet by law or regulation.

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.3 SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

The following are published sustainability disclosure standards issued by ISSB that may apply to the Group but are not yet effective for the current financial year: (Cont'd)

(b) IFRS S2 'Climate-related Disclosures'

The objective of IFRS S2 is to require disclosure of information about its climate-related risks and opportunities that are useful to primary users of general-purpose financial reports in making decisions relating to providing resources to the entity.

IFRS S2 requires disclosure of information about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, its access to finance or the cost of capital over the short, medium or long term. Such risks and opportunities are collectively referred to as 'climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects'.

The core content follows that in IFRS S1 which are Governance, Strategy, Risk Management; and Metrics and Targets. Climate information that has to be disclosed is divided into:

(1) climate-related Physical Risks; and
(2) climate-related Transition Risks.

Climate-related Physical Risks are those resulting from climate change such as storms, floods, drought or heatwaves or from longer-term shifts in climatic patterns of extreme weather events, whilst Transition Risks are the risks that arise when an entity transitions to a lower-carbon economy.

In addition, an entity should report on its climate-related opportunities. As for IFRS S1, the information will be qualitative and quantitative. The unique qualitative information would include information on climate resilience, greenhouse gas emissions, industry metrics, internal carbon prices, climate-related considerations for determining executive remuneration, etc. Greenhouse gas emissions may be further analysed into:

Scope 1: direct emissions from the use of own equipment or facilities such as company cars.

Scope 2: indirect emissions from purchased electricity, steam, heating and cooling for own use.

Scope 3: indirect emissions from 15 upstream and downstream sources in the entity's supply chain such as purchased goods and services.

Notes to the Financial Statements
31 December 2024

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.3 SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

The following are published sustainability disclosure standards issued by ISSB that may apply to the Group but are not yet effective for the current financial year: (Cont'd)

(b) IFRS S2 'Climate-related Disclosures' (Cont'd)

Below are some key points on the effects of climate-related matters on financial statements:

(i) MFRS 101 'Presentation of Financial Statements': Information on climate-related matters may be relevant if investors can reasonably expect that it will have a significant impact on the entity and, therefore, influence their investment decisions. Certain judgements may be impacted by climate-related matters, so entities may need to consider disclosing these judgements, where applicable. Climate-related matters may create material uncertainties related to events or conditions that cast significant doubt upon an entity's ability to continue as a going concern. In assessing whether the going concern basis of preparation is appropriate, information regarding climate-related matters should be considered in conjunction with other uncertainties where applicable [Note 1.2(a)].

(ii) MFRS 102 'Inventories': Entities may find that climate-related matters may cause the inventories to become obsolete, or the selling price to decline or the costs of completion to increase. Estimates of net realisable value will be based on the most reliable evidence available of the amount which the inventories are expected to realise. Climate-related matters may give rise to an indication that assets are impaired. A decline in demand for products that are not environmentally friendly could indicate impairment of that product. An adverse change in the business environment of an entity is an indication of impairment. It will need to consider whether climate-related matters affect those assumptions, if applicable [Note 3.7(a)].

(iii) MFRS 112 'Income Taxes': Climate-related matters may affect an entity's estimate of future taxable profits and may result in the entity being unable to recognise deferred tax assets and/or being required to derecognise deferred tax assets that were previously recognised. An entity may find that climate-related matters affect its future taxable profits and, therefore, may result in it not being able to recognise deferred tax assets for any deductible temporary differences or unused tax losses [Note 3.8(a)].

(iv) MFRS 116 'Property, Plant and Equipment', MFRS 138 'Intangible Assets' and MFRS 16 'Leases': These standards require entities to review the estimated residual values and expected useful lives of assets at least annually. Climate-related matters may impact both of these estimates due to, for example, obsolescence, legal restrictions or inaccessibility of the assets. Estimated residual values and expected useful lives, and changes to them, will also require disclosure. Climate-related matters may give rise to an indication that assets are impaired, especially if they adversely affect the business environment. The Group is required to consider the impact of health, safety and environmental legislation, including climate-related matters (physical risks such as recurring floods, rising sea levels, etc. and transition risks including legal or regulatory restrictions on the future use of assets and the potential obsolescence of assets due to changes in consumer demand), in its assessment of expected useful lives and estimated residual values [Notes 3.1(a), 3.5(a) and 3.6(a)(i)].

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.3 SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

The following are published sustainability disclosure standards issued by ISSB that may apply to the Group but are not yet effective for the current financial year: (Cont'd)

(b) IFRS S2 'Climate-related Disclosures' (Cont'd)

Below are some key points on the effects of climate-related matters on financial statements: (Cont'd)

(v) MFRS 136 'Impairment of Assets': The carrying value of an entity's assets or cash-generating units (CGUs) (including goodwill) may be overstated if the impairment calculations do not take into account the impact of climate-related matters. MFRS 136 requires the recoverable amount, if estimated using value in use, to be based on reasonable and supportable assumptions that represent management's best estimate of the range of future economic conditions. This requires the Group to consider whether climate-related matters affect those assumptions such as climate-related legislation and regulations as well as changes in demand for products and services [Notes 3.1(a), 3.3(a), 3.4(a), 3.5(a) and 3.6(a)(i)].

(vi) MFRS 137 'Provisions, Contingent Liabilities and Contingent Assets' and IFRIC 21 'Levies': MFRS 137 requires disclosure of the nature of a provision or contingent liability and an indication of the uncertainties about the amount or timing of any related outflows of economic benefits. Climate-related matters may impact provisions recognised under MFRS 137 due to levies imposed for failing to meet climate-related targets, remediation of environment damage, contracts that may lose revenue or increase costs due to climate-related legislation becoming onerous, or restructurings required to achieve climate-related targets. Thus, disclosure of climate-related matters may be required (Note 5.2).

(vii) MFRS 7 'Financial Instruments: Disclosures': Climate risks, both physical and transitional, may have implications for the credit risk of financial assets that the Group holds. Such risks could potentially impact the ability of the debtor or borrower to repay the receivable or loan, or for the organisation to recover the receivable. Climate-related matters may expose an entity to risks concerning financial instruments. For Capital Financing, the Group may be necessary to provide information about the effect of climate-related matters on the measurement of expected credit losses or on concentrations of credit risk. For equity investments, the Group may be necessary to disclose exposure to climate-related risks when disclosing concentrations of market risk, where applicable.

(viii) MFRS 9 'Financial Instruments': MFRS 9 establishes principles for the financial reporting of financial assets and financial liabilities. This includes both primary financial instruments (i.e. cash, receivables, debt and shares in another entity) and derivative financial instruments (i.e. options, forwards, futures, interest rate swaps and currency swaps). The Group may need to consider implications on the recognition and measurement of financial assets and liabilities as well as any potentially relevant climate-related implications on hedging accounting, if applicable.

Climate-related matters may affect a lender's exposure to credit losses, such as environmental disasters or regulatory change, affecting a borrower's ability to meet its debt obligations to the lender. Climate-related matters may also affect the classification and measurement of loans as lenders may include terms linking contractual cash flows to an entity's achievement of climate-related targets. The lender would need to consider the loan terms in assessing whether the contractual terms of the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding. Additionally, those climate-related targets may affect whether there are embedded derivatives that need to be separated from the host contract [Note 3.9(a)].

The Group may assess the estimation of expected credit losses on receivables and contract assets to appropriately reflect the climate-related risks or uncertainties to which specific customers are exposed [Notes 3.10(a) and 3.13(a)].

SECTION 6: FINANCIAL REPORTING AND SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

6.3 SUSTAINABILITY DISCLOSURE STANDARDS (CONT'D)

The following are published sustainability disclosure standards issued by ISSB that may apply to the Group but are not yet effective for the current financial year: (Cont'd)

(b) IFRS S2 'Climate-related Disclosures' (Cont'd)

Below are some key points on the effects of climate-related matters on financial statements: (Cont'd)

(ix) MFRS 13 'Fair Value Measurement': Market participants' views of potential climate-related matters, including legislation, may affect the fair value measurement of assets and liabilities in the financial statements. Climate-related matters may also affect the disclosure of fair value measurements, particularly those categorised within Level 3 of the fair value hierarchy. MFRS 13 requires disclosure of unobservable inputs used in fair value measurements. Those inputs should reflect the assumptions that market participants would use, including assumptions about climate-related risk.

For securities at fair value through profit or loss which represent quoted shares in Malaysia and biological assets, the Group is required to consider the effect of the physical and transition risks in arriving at the fair values [Notes 3.14(c) and 3.16(b)].

(x) MFRS 140 'Investment Property': After initial recognition, an entity that chooses the fair value model shall measure all of its investment property at fair value, except for the case where the fair value cannot be measured reliably. MFRS 13 provides guidance on both the measurement of fair values, as well as required disclosure. For investment properties including retail and office properties, the Group is required to consider the effect of physical and transition risks and whether stakeholders would consider those risks in their valuation. The Group may also need to consider impacts of transition risks in their valuation, such as increasing requirements for energy efficiency of buildings due to climate-related legislation and regulations as well as tenants' increasing demands for low-emission buildings. Climate-related matters may also affect the disclosure of fair value measurements, particularly those categorised within Level 3 of the fair value hierarchy including market participants' views of potential climate-related matters [Note 3.2(a)].

(xi) MFRS 141 'Agriculture': A biological asset such as unharvested oil palm fruit shall be measured at its fair value less costs to sell, except for the case where the fair value cannot be measured reliably. For unharvested oil palm fresh fruit bunches, the Group is required to consider the effect of the physical risks (e.g., extreme weather, flooding, forest fires) and transition risks (e.g., stricter climate-related laws requiring more replanting) in arriving at the fair values. Climate change may reduce crop yields. Climate-related matters may also affect the fair value measurements per MFRS 13, Level 3 of the fair value hierarchy including market participants' views of potential climate-related matters [Note 3.14(c)].

Upon adoption of these two new sustainability disclosure standards, the financial effects will be assessed by the Group.

List of Group's Top 10 Properties

As at 31 December 2024

	Address/ Location	Description/ Existing Use	Tenure	Approximate Area	Date of Acquisition	Approximate Age of Building	Carrying Value RM'000
1.	SS 22, Damansara Jaya, Petaling Jaya, Selangor Darul Ehsan	Shopping mall and car park	Freehold	5.47 acres	6 July 2007	10 years	380,000
2	Jalan Ampang, Kuala Lumpur	Property development	Freehold	1.40 acres	30 October 1996	N/A	323,773
3.	Iringan Bayu, Mukim Rantau, Daerah Seremban, Negeri Sembilan Darul Khusus	Property development	Freehold	151.03 acres	8 January 2016	N/A	318,234
4.	Sungai Petani, Kedah Darul Aman	Property development	Freehold	544.74 acres	29 January 1996	N/A	231,095
5.	Seksyen 13, Bandar Shah Alam, Daerah Petaling, Selangor Darul Ehsan	Property development	Leasehold (expiring on 11 March 2120)	11.85 acres	11 July 2019	N/A	222,735
6.	Mukim Setapak, Kuala Lumpur	Property development	Freehold	10.07 acres	23 April 2018	N/A	193,227
7.	Mukim of Dengkil, District of Sepang, Selangor Darul Ehsan	Property development	Freehold	12.17 acres	27 November 2019	N/A	152,608
8.	Plaza OSK, Jalan Ampang, Kuala Lumpur	Office building	Freehold	1.32 acres	30 December 1993	40 years	144,641
9.	Iringan Bayu 2, Mukim Rantau, Daerah Seremban, Negeri Sembilan Darul Khusus	Property development	Freehold	908.74 acres	30 March 2021	N/A	124,185
10.	Damai Laut Country Resort, Mukim of Lumut, District of Dindings, Perak Darul Ridzuan	Resort	Freehold and leasehold (expiring on 8 June 2094)	345.38 acres	1990	N/A	78,047