



IBRACO BERHAD
[197101000730(011286-P)]

Annual Report
2024

Future-Ready. Purpose-Driven.

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Form of Proxy

Our Vision

To be one of the leading conglomerate in the building and construction industry



Our Mission

To provide quality product and services, embrace corporate sustainability, optimise shareholder's return and nurture its employee



Our Values

- Responsibility & Accountability
- Excellence in Service
- Customer Focus
- Respect Oneself and Fellow Colleagues



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Annual Report through your mobile
device by scanning this QR code.



BUSINESS OVERVIEW

Corporate Information

BOARD OF DIRECTORS

Mr. Ng Cheng Chuan
Chairman

YBhg. Datuk Chew Chiau Han
Group Managing Director

Madam Lily Tang Lee Lin
Executive Director

Puan Sharifah Deborah Sophia Ibrahim
Non-Executive Non-Independent Director

Mr. Chin Mui Khiong
Independent Director

Ms. Wong Siaw Wei
Independent Director

Puan Junijah Binti Ismail
Independent Director

COMPANY SECRETARIES

Yeo Puay Huang
(SSM PC No.:202008000727) (LS 0000577)

May Wong Mei Ling
(SSM PC No.:202008002420) (MIA 18483)

REGISTERED OFFICE

Ibraco Berhad [197101000730(011286-P)]
No.6 The NorthBank,
Off Kuching-Samarahan Expressway,
93350 Kuching, Sarawak, Malaysia.
Tel: 082-361111 Fax: 082-361188
Email: sales@ibraco.com

AUDITORS

Messrs. Crowe Malaysia PLT
2nd Floor, C378, Block C,
iCom Square, Jalan Pending,
93450 Kuching, Sarawak
Tel: 082-552688 Fax: 082-266987

STOCK EXCHANGE LISTING

Main Market of the Bursa Malaysia
Securities Berhad
Stock Name: IBRACO
Stock Code: 5084

SHARE REGISTRAR

Securities Services (Holdings) Sdn. Bhd.
[197701005827(036869-T)]
Level 7 Menara Milenium, Jalan Damanlela,
Pusat Bandar Damansara, Damansara Heights,
50490 Kuala Lumpur
Tel: 03-2084 9000 Fax: 03-2094 9940
Email: info@sshsb.com.my

WEBSITE

www.ibraco.com

BUSINESS OVERVIEW

Group Corporate Structure



IBRACO BERHAD

[197101000730(011286-P)]



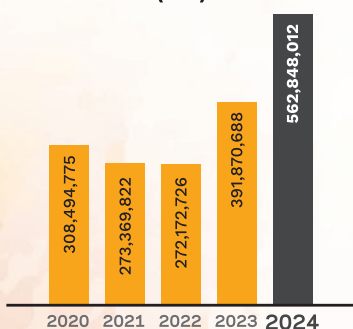
BUSINESS OVERVIEW

Group Financial Highlights

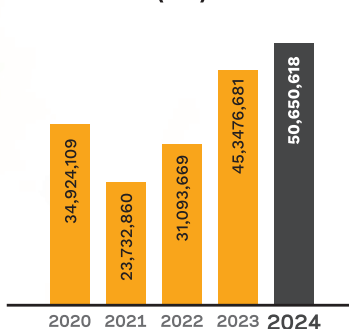
FIVE YEARS FINANCIAL SUMMARY

	2020	2021	2022	2023	2024
Revenue (RM)	308,494,775	273,369,822	272,172,726	391,870,688	562,848,012
Profit before taxation (RM)	48,537,384	32,579,122	43,524,963	62,725,881	70,635,235
EBTIDA (RM)	61,563,451	48,304,765	58,511,393	82,373,857	95,149,980
Net profit after taxation (RM)	34,924,109	23,732,860	31,093,669	45,346,681	50,650,618
Profit attributable to owners of the Company (RM)	34,917,078	23,487,168	30,410,422	46,037,994	48,781,273
Basic earnings per ordinary share (sen)	7	5	6	8	9
Gross dividend per share (sen)	2.00	2.00	2.00	3.50	4.00
Dividend payout ratio (%)	28	46	35	42	43
Net gearing ratio (%)	76	60	57	42	68
Shareholders' equity (RM)	395,500,689	432,684,078	452,173,576	479,099,952	506,039,377
Total Assets (RM)	784,556,623	775,117,457	792,277,163	948,511,090	1,268,005,025
Net assets per share (RM)	0.80	0.79	0.83	0.88	0.93
Return on shareholders' equity (%)	9	5	7	10	10
Return on total assets (%)	8	6	7	9	8
Total borrowings (RM)	242,566,493	207,127,245	211,301,753	280,711,693	425,795,432
Current assets (RM)	544,839,104	524,782,634	528,845,938	629,471,612	911,951,963
Current liabilities (RM)	249,702,694	232,051,228	238,646,333	346,659,553	605,630,500
Current ratio (times)	2.18	2.26	2.22	1.82	1.51
Issued and fully paid-up share capital of	496,405,652	546,046,217	546,046,217	546,046,217	546,046,217
Share price performance (RM)					
Closing	0.52	0.59	0.60	0.80	1.22

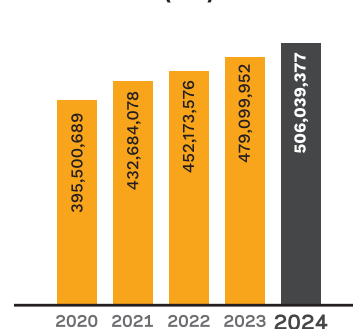
**REVENUE
(RM)**



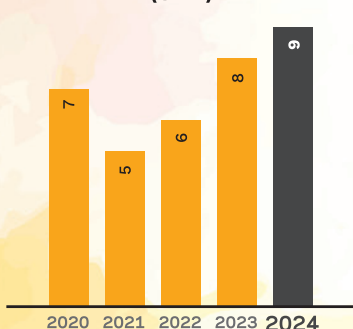
**PROFIT NET OF TAX
(RM)**



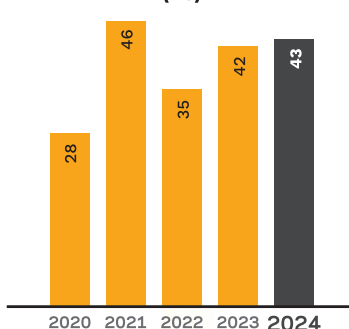
**SHAREHOLDERS' EQUITY
(RM)**



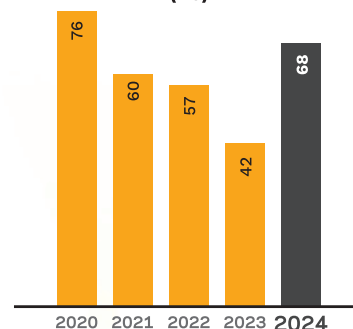
**BASIC EARNINGS PER SHARE
(SEN)**



**DIVIDEND PAYOUT RATIO
(%)**



**NET GEARING RATIO
(%)**



BUSINESS OVERVIEW

Profile of Directors



NG CHENG CHUAN

Chairman

Singaporean Age 66 Male

Board Committee Membership

▪ Nil

Mr. Ng Cheng Chuan, a Non-Executive Non-Independent Director, joined the Board of Ibraco Group on 21 October 2009 and was appointed as the Chairman of Ibraco Group on 27 February 2014. He ceased to be member of the Audit Committee, Nomination Committee and Remuneration Committee on 22 April 2022.

Mr. Ng is the Chairman of Crossland Marketing (2000) Pte Ltd and several other companies in Singapore, Malaysia and Thailand dealing mainly with soft commodities, farming and warehousing. Mr. Ng has more than 35 years of extensive experience in the areas of sales and purchasers of soft commodities.

He does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any). He does not have any conflict of interest with the Company.



DATUK CHEW

CHIAW HAN

Group Managing Director

Malaysian Age 48 Male

Board Committee Membership

▪ **Chairman of Risk Management Committee**

Datuk Chew Chiaw Han was appointed as a Non-Executive Non-Independent Director on 21 October 2009 and became an Executive Director on 30 October 2009. He was then appointed as the Chief Executive Officer on 30 April 2010 and later redesignated as the Group Managing Director on 10 May 2011.

Datuk Chew is a graduate of the University of Waikato, New Zealand with a Bachelor of Law Degree. He started his career with Lian Hua Seng Group of companies in 1999. Under his leadership as the Chief Executive Officer, he has led the group into diverse business fields such as manufacturing, supply, construction, logistic, and food processing, both in private and government sectors.

He does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any).

Datuk Chew's private companies are principally involved in construction. There may be potential conflict of interest with Ibraco Construction Sdn Bhd, a wholly owned subsidiary of Ibraco Berhad, which is principally involved in construction activities.

BUSINESS OVERVIEW

Profile of Directors



LILY TANG LEE LIN
Executive Director

Malaysian Age 43 Female

Board Committee Membership

- **Member of Risk Management Committee**
- **Member of Sustainability Committee**

Madam Lily Tang Lee Lin was appointed to the Board of Ibraco Group on 31 December 2023 as an Executive Director.

Lily is a graduate of the University of Technology, Sydney with a Bachelor of Business majoring in Accounting and Economics and a Member of CPA Australia and Malaysian Institute of Accountants. She has more than 15 years of professional experience in internal and external audit, accounts and finance, risk management and corporate communications.

In 2004, she started her career as an Audit Associate in Ernst & Young and went on to be an Audit Manager. After 9 years with the firm and a short stint with a private firm, Lily joined Ibraco Berhad as Group Internal Auditor in 2015. She became the Corporate Affairs Manager in 2018 and then as the Finance Manager in 2020.

She does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any). She does not have any conflict of interest with the Company.



SHARIFAH DEBORAH SOPHIA IBRAHIM
*Non-Executive
Non-Independent Director*

Malaysian Age 62 Female

Board Committee Membership

- **Nil**

Puan Sharifah Deborah Sophia Ibrahim was appointed to the Board of Ibraco Group on 5 July 1982 as an Executive Director and as a member of the Audit Committee on 21 April 2001. She ceased to be a member of the Audit Committee on 3 December 2007 and was redesignated to a Non-Executive Non-Independent Director on 16 April 2008. She also holds directorships in several private limited companies.

She does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any). She does not have any conflict of interest with the Company.

BUSINESS OVERVIEW

Profile of Directors



CHIN MUI KHIONG

*Non-Executive
Independent Director*

Malaysian Age 70 Male

Board Committee Membership

- **Chairman of Nomination and Remuneration Committee**
- **Chairman of Audit Committee**

Mr. Chin Mui Khiong, a Non-Executive Independent Director, was appointed to the Board of Ibraco Group on 26 May 2023. He is also the Chairman of the Audit Committee and Chairman of the Nomination and Remuneration Committee. He is also the Senior Independent Non-Executive Director to whom the public may address their concerns (if any) on the general conducts of Ibraco Group.

Mr. Chin is a member of the Malaysian Institute of Accountants. He started his career with Hanafiah Raslan & Mohammad, Kuching which subsequently merged with Arthur Andersen, which in turn merged with Ernst & Young. He was a Partner of Ernst & Young from 1997 until his retirement in June 2015. He has served as the Partner-in-charge of a number of companies listed on Bursa Malaysia Securities Berhad, as well as private and quasi-government corporations, which included industries such as manufacturing, plantation, banking, construction, transportation, hotel, hospital, education, stockbroking, unit trust and government agencies. He has more than 35 years of professional experience in the areas of audit and business advisory services. He also holds directorships in Hubline Berhad, Landmarks Berhad, Supreme Consolidated Resources Berhad and Development Bank of Sarawak Berhad.

He does not have any family relationship with any Director and/ or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any). He does not have any conflict of interest with the Company.

BUSINESS OVERVIEW

Profile of Directors



WONG SIAW WEI

*Non-Executive
Independent Director*

Malaysian Age 49 Female

Board Committee Membership

- **Member of Nomination and Remuneration Committee**
- **Member of Audit Committee**
- **Chairlady of Sustainability Committee**

Ms. Wong Siaw Wei, a Non-Executive Independent Director, was appointed to the Board of Ibraco Group on 22 April 2022.

Ms. Wong is a Fellow Member of the Association of Chartered Certified Accountants (UK) and a member of the Malaysian Institute of Accountants. She has more than 20 years of expertise in accounting, auditing, investment banking and corporate affairs. Her professional journey includes roles at Arthur Andersen & Co., Ernst & Young, Aminvestment Bank Berhad and various private and public listed companies.

In 2010, she founded a consultancy company with a primary focus on providing services in consultancy, accountancy, management, and secretarial support. Subsequently in 2016, she established Carbon Xchange (Sarawak) Sdn. Bhd., a company dedicated to sustainable agriculture project management, training services, and the trading of natural agriculture produce. She also holds directorship in CCK Consolidated Holdings Berhad.

She does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any). There may be potential conflict of interest with the Company relating to future sustainability initiatives to be implemented by the Company.



**PUAN JUNIJAH
BINTI ISMAIL**

*Non-Executive
Independent Director*

Malaysian Age 54 Female

Board Committee Membership

- **Member of Nomination and Remuneration Committee**
- **Member of Audit Committee**
- **Member of Sustainability Committee**

Puan Junijah Binti Ismail, a Non-Executive Independent Director, was appointed to the Board of Ibraco Group on 26 May 2023. She holds Diploma in Accountancy from Institute Technology Mara.

With over 30 years of extensive experience in finance and accounting, Puan Junijah specialised in various areas including financial statements and reporting, accounting policies and procedures, cash flow, costing, budget and business process improvements. She gained her experience in manufacturing and hospitality sectors. She also holds directorship in other private limited companies. She also holds directorship in Supreme Consolidated Resources Berhad.

She does not have any family relationship with any Director and/ or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any). She does not have any conflict of interest with the Company.

BUSINESS OVERVIEW

Profile of Key Personnel

ANTHONY KONG SIN HUAT

Head of Project Development and Construction

Malaysian Age 66 Male

He joined Ibraco Group as Senior Project Director in June 2024. He graduated with Architecture degree and has been a corporate member of the RIBA since 1994. Collectively, he has obtained over 40 years of experience in the construction industry as consultant and contractor. This involves the construction of buildings in Sarawak, Sabah and Kuala Lumpur, encompassing Commercial Centre, High Rise Residential, Institutional Building, Office Tower, Educational Centre, Medical Centre and Hospital.

He does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any).

MAY WONG MEI LING

Head of Corporate and Secretarial

Malaysian Age 51 Female

She qualifies as a Chartered Accountant with the Association of Chartered Certified Accountants (ACCA). She is also a member of the Malaysian Institute of Accountants. She was the Chief Financial Officer and Company Secretary of a public listed company for 6 years before joining the Group on 1 February 2010.

She does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any).

CHAI MING HSIA

Head of Contract

Malaysian Age 48 Female

She has more than 10 years of experience in Quantity Surveying for consultancy, developer and construction firms prior to joining Ibraco Group on 21 May 2013 as Project Special Assistant. She was later appointed as the Senior Contracts Manager in 2016. She graduated with a Bachelor's Degree with Honours in Construction Management and Economics from Australia.

She does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any).

KIUNG TAT YEUNG

Head of Planning & Design

Malaysian Age 36 Male

He joined the Group as Architect and Planning Officer in May 2020. He holds a Bachelor of Architecture from Universiti Sains Malaysia (2014) and earned his Professional Architect in 2019. He has been a corporate member of both Lembaga Architect Malaysia (LAM) and Pertubuhan Architect Malaysia (PAM) since then. He possesses a total of 10 years of experience in the construction field starting from design schematic and development to liaising with authorities and project/contract managing. He has experience across a broad spectrum of construction projects, from education institutions and hotel to residential and commercial development, as well as façade retrofitting.

He does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any).

CHAI MIN DIANG

Head of Manufacturing (MSCL)

Malaysian Age 50 Male

He joined Ibraco Ascent Sdn. Bhd. as Chief Operating Officer in March 2024. He holds a Bachelor's Degree in Business Management and has accumulated over 25 years of experience in the manufacturing, warehousing, logistics, retail, and trading industries, serving as a General Manager and Director. His involvement in business expansion across Sarawak, Sabah, Kuala Lumpur, and Indonesia has provided him with extensive exposure and experience.

He does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any).

JOYCE LING CHEI MING

Head of Human Resource

Malaysian Age 39 Female

She has 15 years of experience in HR functions before joining Ibraco Group on 26 June 2023 as Senior Human Resource Executive. She was later appointed as the Human Resource Manager in 2024. She obtained her Chartered Human Resource Consultant certification in 2019.

She does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any).

DENISE YONG HUI HUI

Group Internal Auditor

Malaysian Age 44 Female

She joined the Group as Group Internal Auditor on 19 September 2022. She is a member of CPA Australia and a member of the Malaysian Institute of Accountants. She has more than 23 years of working experience in audit, accounting, finance, risk management and group reporting. Prior to joining Ibraco, she worked in various industries ranging from audit, manufacturing, property & construction and government statutory body.

She does not have any family relationship with any Director and/or major shareholder and has no conviction for any offences over the past 5 years (other than traffic offences, if any).

BUSINESS OVERVIEW

Chairman's Statement



Ng Cheng Chuan
Chairman

Dear Valued Shareholders,

On behalf of the Board of Directors, I am pleased to present the Annual Report of Ibraco Berhad for the financial year ended 31 December 2024 ("FY2024"). This year has been one of resilience, adaptability, and strategic expansion as we navigated a complex and evolving economic landscape while staying steadfast in our commitment to delivering value to our stakeholders.

ECONOMIC OUTLOOK AND FINANCIAL PERFORMANCE

The Malaysian economy grew by 5.1% in 2024, driven by strong investment activity and a recovery in export. Domestic demand remained resilient, supported by ongoing multi-year private and public sector projects, as well as higher realisation of approved investments. Inflation remained stable at 1.9%, and the ringgit appreciated by 14.9% against the US dollar, reflecting positive sentiment in regional markets. However, external risks such as geopolitical tensions and policy shifts in major economies continue to pose challenges.

Against this backdrop, Ibraco has demonstrated strong financial resilience, achieving a 44% increase in revenue to RM562.8 million, compared to RM391.9 million in the preceding year. This growth was primarily driven by our construction division, which recorded a significant revenue increase from RM71.3 million in FY2023 to RM264.8 million in FY2024. Our net profit for the year stood at RM50.6 million, reflecting our ability to maintain operational efficiencies and capitalise on the ongoing economic recovery.

In line with our commitment to shareholder returns, we declared a dividend payout of RM21.84 million, ensuring that our stakeholders continue to benefit from our steady growth and profitability.



NorthBank Central

Our flagship development, The NorthBank, remains the Group's primary growth driver. The continued expansion of The NorthBank includes new commercial spaces, residential enclaves, and upcoming public infrastructure developments such as the Autonomous Rapid Transit (ART) station and a private healthcare facility, which will further enhance the township's appeal and property values.

Meanwhile, in Bintulu, the Horizonz Apartment (163 units, GDV RM96 million) and Town Square Bintulu commercial expansion (GDV RM72 million) continue to progress well, positioning Ibraco as a key developer in the Sarawak region.

INFRASTRUCTURE & INDUSTRIAL EXPANSION

Beyond property development, our construction division continues to make significant contributions to the Group's revenue stream. Major ongoing projects include:

- Second Trunk Road (Kota Samarahan Division) – a RM529.8 million contract that strengthens our position in large-scale infrastructure projects.
- Kuching Urban Transportation System ("KUTS") – a RM568.6 million joint venture contract involving critical infrastructure development linking Rembus to Stutong.

Additionally, we are expanding our industrial footprint with the commissioning of our mile steel cement lined pipe ("MSCL") plant and asphalt mixing plant, which is expected to enhance cost efficiencies and support our construction operations. Our quarry operations at Pulau Salak continue to supply high-quality aggregates, and with the approval of a new quarry license at Gunung Sinmajau, we are poised to strengthen our raw materials supply chain further.

STRATEGIC PROJECT DEVELOPMENTS

A key highlight of FY2024 was the successful launch of Residensi NewUrban, a strategically located 922-unit affordable serviced apartment development in Bandar Petaling Jaya Selatan. This project, sitting on 6.1 acres of prime land, is expected to attract strong market interest due to its excellent connectivity and lifestyle offerings.

Another major milestone for the Group in 2024 was the official launch of Arden City, a highly anticipated integrated township spanning 76 acres in the Kota Samarahan Division. Arden City is envisioned as a self-sustaining development that will feature a dynamic mix of commercial spaces, offices, residential units, healthcare facilities, and leisure areas, complemented by easy accessibility and comprehensive infrastructure. This launch represents Ibraco's continued commitment to shaping vibrant, liveable communities in key growth corridors.

SUSTAINABILITY & ESG COMMITMENT

At Ibraco, sustainability is at the heart of our business strategy. In FY2024, we deepened our Environmental, Social, and Governance (“ESG”) commitments, focusing on:

- Implementing green building principles in our developments.
- Enhancing our corporate social responsibility (CSR) outreach, particularly in affordable housing initiatives.
- Expanding digital transformation efforts to streamline operations and reduce our environmental footprint.

These initiatives reinforce Ibraco’s role as a forward-thinking, responsible developer committed to long-term sustainable growth.

LOOKING AHEAD TO 2025

As we move into FY2025, we remain cautiously optimistic about the market outlook. With our RM234.84 million unbilled sales and an outstanding order book of RM1.02 billion, we are well-positioned for sustained growth.

Key focus areas for FY2025 include:

- Further expansion of The NorthBank and Arden City, leveraging on increasing demand for integrated developments.
- Strategic landbank acquisitions to secure future development pipelines.
- Strengthening our infrastructure and industrial segments, ensuring steady revenue diversification.
- Continued investment in ESG and digital transformation to enhance long-term sustainability.

APPRECIATION

On behalf of the Board, I extend my deepest appreciation to our shareholders, customers, business partners, and financiers for your continued trust and support. I would also like to acknowledge the dedication of our employees and management team, whose unwavering commitment has been instrumental in driving our success.

As we look to the future, Ibraco remains committed to delivering sustainable growth, creating value for stakeholders, and shaping vibrant, thriving communities.

Thank you.

Ng Cheng Chuan
Chairman



THE NORTHBANK

DISCOVER THE ESSENCE OF BALANCE



NorthBank Commercial Centre

BUSINESS OVERVIEW

Management Discussion and Analysis

by Group Managing Director



Upcoming NorthBank Business Park

Overview of the Group's Business and Operations by the Group Managing Director

Ibraco Berhad, established in 1971 and headquartered in Kuching, Sarawak, has evolved into a prominent integrated property and construction group in Malaysia, covering both Sarawak and West Malaysia, and include residential, commercial, and integrated developments that cater to market demands.

The Group's core business encompasses property development and infrastructure construction. Over the years, it has diversified its business portfolio to include quarry operation, ready-mixed concrete and asphalt mixing operation, and mild steel cement lined pipe ("MSCL") production, reflecting the Group's commitment to facilitate quality control, improved project efficiency, sustainable growth and community development, aligning the Group with Malaysia's wider economic and environmental goals.

Malaysia's economy experienced significant growth in 2024. In 2024, the economy grew by 5.1%, an improvement over the growth recorded for 2023 of 3.6%, demonstrating Malaysia's ongoing economic resilience and adaptability, despite a challenging external environment, driven by strong domestic demand and a rebound in exports. Malaysia's property transaction volume and value in 2024 have reached

their highest levels in a decade, according to the 2024 Property Market Report by the Valuation and Property Services Department (or known as Jabatan Penilaian dan Perhidmatan Harta - "JPPH"). The volume rose 5.4% year-on-year ("YoY") to 420,525 transactions in 2024. The total transaction value surged 18% to RM232.3 billion compared to 2023.

Amid this economic landscape, the Group reported a 43.6% increase in revenue, reaching RM562.8 million in the financial year ended 31 December 2024 ("FY2024"), up from RM391.9 million in the financial year ended 31 December 2023 ("FY2023"). This growth was largely driven by the construction segment, which saw a 271.1% YoY revenue increase, rising from RM71.4 million to RM264.8 million. Consequently, the construction activities contributed 47.7% to the Group's total revenue. The Group's property development segment contributed RM256.3 million to the Group's revenue, a decrease from RM284.1 million in FY2023. This represents nearly 10% YoY decrease. Despite this, it remains a significant contributor, accounting for 46.1% of the Group's revenue for FY2024.

Profit after tax grew by 11.7%, amounting to RM50.6 million as compared to RM45.3 million in FY2023. This significant increase underscores the effectiveness of the strategic initiatives and operational efficiencies undertaken.



Datuk Chew Chiaw Han
Group Managing Director

Financial Performance Review

The Group's construction segment has been a key growth driver, contributing 47.7% to the Group's revenue, amounting to RM264.80 million. This robust performance is largely due to progressive revenue recognition from government construction contracts, reflecting the Group's strategic focus on infrastructure development. Notable projects contributing to the overall performance include the Sarawak Second Trunk Road, where the Group secured a RM529.8 million contract from the Sarawak Public Works Department for the construction of the new Batang Samarahan Bridge and a 9km four-lane dual carriageway road from Batang Samarahan to Batang Sadong. In addition, in collaboration with China Railway Engineering Corporation (M) Sdn Bhd and Nanyang Tunnel Engineering Sdn Bhd, the Group is undertaking infrastructure works for the Kuching Urban Transportation System ("KUTS") project, valued at RM568.61 million. The project involves the development of the Blue Line Package 1, spanning from Rembus to Stutong. These strategic projects have significantly bolstered the Group's construction segment, underscoring Ibraco's commitment to contributing to Sarawak's infrastructure development and economic growth.

The Group's property development segment's revenue decreased by nearly 10% as compared to FY2023 despite positive growth in the property industry. Delay

in new property launchings as a result of delay in development approvals contributed to the drop in the property sales.

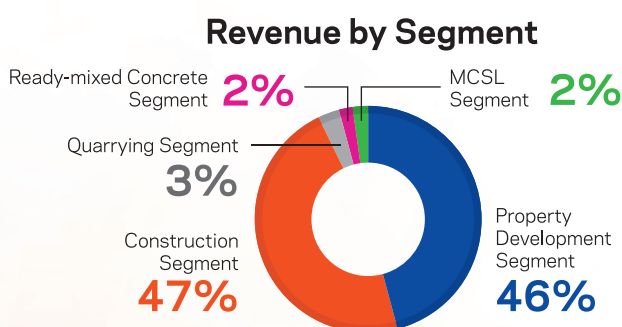
In FY2024, the Group recognised a net gain on fair valuation of its investment properties of RM5.30 million compared to RM5.63 million in FY2023.

Administrative expenses increased to RM52.6 million in FY2024 from RM44.0 million in FY2023. This 19.5% rise is primarily attributed to higher staff costs, professional fees, and depreciation of property, plant, and equipment. The increase aligns with the Group's expansion activities and investments in human capital to support growth initiatives.

The Group has strategically managed its loans and borrowings to support expansion while maintaining financial prudence. In FY2024, the Group's total loans and borrowings amounted to RM425.8 million, reflecting an increase of RM145.1 million compared to RM280.7 million for FY2023. This increase was in line with the Group's expansion activities and investments

in supply chain set-up. Notwithstanding such increase, the Group's gearing ratio remains healthy at 0.68 times (FY2023 at 0.42 times). By effectively leveraging loans and borrowings, the Group is well-positioned to capitalise on growth opportunities while maintaining a robust order book and unbilled sales, which collectively support the Group's expansion plans and financial stability.

In FY2024, Ibraco reported earnings per share of RM0.09, up from RM0.08 in FY2023, reflecting a 12.5% increase. Correspondingly, the Group's total assets have grown in tandem with its expanding operations, reflecting the robust financial position and capacity to undertake larger projects. With this healthy growth, the Group declared a total dividend of 4.0 sen per ordinary share for FY2024. The Group has maintained a consistent annual dividend payout that reflects the Group's commitment to delivering consistent returns to its shareholders.



Operational Performance Review

PROPERTY DEVELOPMENT SEGMENT

The Group is committed to deliver high-quality developments in high demand locations as it considers this as crucial in sustaining and enhancing property values. The Group has consistently demonstrated its ability to drive capital appreciation through well-planned developments in high-growth areas. The Group's properties have experienced steady value appreciation due to the company's emphasis on superior design, sustainable construction methods, and integration of essential amenities.

The NorthBank, Kuching

The NorthBank is a comprehensive mixed-use development spanning 123 acres, meticulously designed to harmonise nature with modern living, and

strategically situated opposite Ibraco's successful Tabuan Tranquility project in Kuching. This township integrates residential, commercial, and recreational facilities to offer a holistic living experience.



The development features a variety of gated and guarded landed residences as well as trendy designed serviced apartments, catering to diverse market segments. These residences are within walking distance to retail outlets, office units, a well-established educational institution, and an exclusive members-only social clubhouse. The NorthBank Club is a one-stop centre for leisure, health pursuits, and entertainment needs.

The commercial sector comprises shop houses, corporate offices, and office-cum-commercial blocks with F&B outlets, creating a vibrant business environment. Expanding the commercial landscape within The NorthBank, the Group launched NorthBank Central, a vibrant parkside commercial hub comprising 46 units 3-storey strata-title double frontage shop units during FY2024, that seamlessly integrates business and leisure. Strategically positioned next to the upcoming NorthBank Specialist Hospital, this premier commercial precinct is set to benefit from the increased footfall generated by the hospital, Autonomous Rail Transit ("ART") station located a walking distance away, and surrounding residential developments.

The NorthBank Central, with Gross Development Value ("GDV") of RM124.4 million, has garnered an overwhelming response, achieving a near 100% take-up rate upon launch.

Sales generated from The NorthBank developments in FY2024 stood at RM162.9 million, representing 63.5% of the Group's property development segment revenue. As of 2024, The NorthBank continues to experience strong demand, with higher take-up rates and progress billings contributing significantly to our revenue. The integration of an ART station within the township is underway, further enhancing accessibility and value.



Aster Court, Kota Samarahan

Arden City, Kota Samarahan

Progress for the 76-acre Arden City township at Kota Samarahan is on track. Arden City is envisioned as a vibrant hub combining residential, commercial, and recreational facilities. Aster Court, with GDV of RM337.0 million, and The Atrium, with GDV of RM84.4 million, were launched in FY2024.

As the inaugural residential development within Arden City, Aster Court offers serviced apartments equipped with modern amenities. It comprises 2 residential blocks with a total of 672 units, offering sizes ranging from 531 sqft to 1,195 sqft, including versatile dual-key options. Each unit is designed to accommodate modern lifestyles, featuring balconies and yards to enhance living experiences. Serving as the commercial nucleus of Arden City, The Atrium comprises 39 three-storey shop lots designed to accommodate a diverse array of businesses, from retail outlets to dining establishments.

Arden City benefits from its proximity to essential healthcare and educational institutions, including the upcoming Sarawak Cancer Centre, Sarawak Heart Centre, UNIMAS Teaching Hospital, and Sarawak Disease Centre, ensuring residents have access to top-notch medical care. Its strategic location near educational institutions, and the integration of the upcoming

ART station next to the township further enhance its appeal, enabling easy connectivity and accessibility. These developments underscore the Group's commitment to creating integrated communities that blend residential comfort with commercial convenience, thereby enhancing the overall appeal and value of Arden City. We are optimistic about the potential of Kota Samarahan, which has shown steady growth in market demand throughout FY2024.

Town Square Bintulu, Bintulu

Town Square Bintulu, spanning more than 27 acres, is the major comprehensive urban one-stop iconic centre in Bintulu, designed to complement the town's burgeoning business communities. It is a joint venture between IBRACO and the Bintulu Development Authority ("BDA"). This project aims to transform Bintulu's skyline into a vibrant, urbanised city, featuring a commercial plaza, serviced apartments, F&B drive-through,



Hagen Avenue, Bintulu



Residensi NewUrban, Petaling Jaya

Residensi NewUrban

The Group has made a significant expansion into West Malaysia with the launch of Residensi NewUrban, its first development in Petaling Jaya and second in the region, following the success of Residensi Continew in Kuala Lumpur. This high-rise serviced apartment project, strategically located near Bandar Sunway, is designed to offer a modern urban lifestyle in harmony with nature. It comprises two 36-storey towers with a total of 922 serviced apartment units offering diverse layouts with size ranging from 553sqft to 1000 sqft, at the estimated GDV of RM528.6 million. Its strategic location near Sunway Pyramid, Taylor's University, Sunway Medical Centre makes it highly appealing to both homebuyers and investors. Residensi NewUrban was launched in FY2024 and sales have been encouraging. It is targeted for completion in FY2027.

In FY2024, the Group completed and handed over Ixora Court affordable apartments that recorded a 100% take-up rate.

As of December 31, 2024, the Group's unbilled sales stood at RM234.84 million, ensuring a solid revenue pipeline for the upcoming financial year.

office towers, and shop offices. Overall, the Group's strategic developments in Bintulu, including its latest launches, Hagen Avenue and Horizonz Residence, have contributed to the Group's strong financial performance in FY2024.

Sales generated from Town Square Bintulu developments in FY2024 stood at RM32.2 million, representing 12.6% of the Group's property development segment revenue.



Residensi NewUrban, Petaling Jaya



The Corliss Residence, NorthBank

CONSTRUCTION SEGMENT

The construction segment has been instrumental in our growth, with a strong order book driven by strategic execution of key projects.

The Group has been actively involved in various government infrastructure initiatives, focusing on the development of public amenities, roads, and utilities. In FY2024, the construction segment contributed RM264.8 million, accounting for approximately 47.7% of the Group's total revenue. The construction segment recorded a surge in revenue from RM71.4 million in FY2023.

These projects include the Sarawak Second Trunk Road Project, amounting RM529.8 million, which involves the Construction of the new Batang Samarahan Bridge and a 9-kilometer four-lane dual carriageway from Batang Samarahan to Batang Sadong in the Kota Samarahan Division, which is due to be completed in February 2027. This project aims to enhance connectivity within Sarawak by constructing a new bridge and upgrading existing road infrastructure.

The KUTS Project, which involves the construction and completion of infrastructure works on the Blue Line

Package 1 spanning from Rembus (Kota Samarahan) to Stutong (Kuching), is another project which the Group's revenue is derived from. This project is part of the KUTS initiative to improve urban mobility in Kuching through the development of a modern transportation system.

This RM568.81 million contract is carried out in collaboration between Ibraco Construction Sdn Bhd (51%), China Railway Engineering Corporation (M) Sdn Bhd (39%) and Nanyang Tunnel Engineering Sdn Bhd (10%).

In FY2024, the division faced challenges particularly with land acquisition matters and approval on utilities relocation. As these challenges have been resolved, the Group anticipated higher construction activities from its order book of RM1.02 billion in FY2025.

In FY2024, the division successfully completed several projects, including building works for the Sarawak Methanol Project, Sarawak water supply grid programme – package NR4 (Northern Region) and some earthwork package. In addition, the division also obtained ISO14001 certification, demonstrating adherence to the international standard for Environmental Management System.

OTHER SEGMENTS

The Group's diversified operations encompass property holding and management, quarry operations, ready-mixed concrete, asphalt mixing plant, and MSCL plant, each contributing to the Group's revenue streams and financial stability. Through key investments in the ready-mixed concrete, asphalt mixing facilities, and MSCL facilities, it succeeded in strategically expanding its construction supply chain to enhance its operational capabilities and supporting ongoing and future projects.

The Group's quarry operation at Pulau Salak, Kuching is running at an average monthly capacity of 35,000 to 40,000 MT. The new quarry reserve at Gunung Sinmajau, Mile 14 Serian-Tebedu, Serian Division is expecting to operate in 2nd half of 2025, and has an annual capacity of 1.2 million MT production of limestone. In FY2024, the total revenue from the quarry operation amounted to RM18.3 million.

The Ready-Mixed Concrete Plant is a joint venture formed in 2022 between Ibraco's subsidiary, Ibraco Construction Sdn Bhd and Kamunting Premix Plant Sdn Bhd. Together they established the joint venture company, Ibraco KPP Concrete Sdn Bhd ("IKPPSB"). IKPPSB specialises in the operation and sale of ready-mix concrete, catering to the diverse needs of construction projects in Kuching and surrounding regions. The plant commenced operations in Q3 2023. The facility has a monthly production capacity of 10,000 metric tonnes, utilising advanced SICOMA mixers to ensure high-quality concrete output. As of Q4 2024, the plant has been operating at a 60% utilisation rate, producing approximately 6,000 metric tonnes of ready-mixed concrete per month.

The new Asphalt Mixing Plant is established in 2024, designed to produce high-quality asphalt for various infrastructure projects. The plant commenced commissioning in December 2024, following the operational launch of the Group's MSCL manufacturing plant in Q3 2024.

By integrating these facilities into its operations, the Group aims to enhance control over the quality and supply of essential construction materials, reduce reliance on external suppliers, and improve project cost management. These investments align with the company's commitment to strengthening its position in the construction industry and supporting the efficient execution of its projects. The Group continues to actively bid for government construction and infrastructure projects to strengthen its income sources amidst current property market sentiments.

Environmental, Social, and Governance ("ESG")

In FY2024, the Group reinforced its commitment to ESG principles through several strategic initiatives. In adhering to the Environmental Sustainability, the Group invested in an asphalt mixing plant in Kuching, enhancing its control over construction materials and promoting sustainable practices within its supply chain. Where Social Responsibility is concerned, the Group engaged in various community-centric activities, including collaborations with local charities and support for health initiatives, underscoring its dedication to social well-being. In Governance Practices, the Group emphasised robust governance by aligning its operations with global standards, ensuring transparency and accountability in its business practices.

Looking ahead, the Group will further embed ESG considerations into its strategic framework through various initiatives. In expanding its environmental initiatives, the Group will expand its sustainable practices by investing in eco-friendly technologies and enhancing resource efficiency across its operations. The Group will also strengthen community relations through ongoing support for local initiatives and by fostering a diverse and inclusive workplace, in order to fulfil its social engagement. Lastly, in improving its governance enhancements, the Group is committed to upholding high standards of corporate governance, aligning with global best practices to ensure long-term sustainability and stakeholder confidence.

By advancing these ESG initiatives, the Group positions itself to meet evolving stakeholder expectations and to capitalise on opportunities that arise from sustainable business practices, thereby supporting its future growth and resilience.

Further details are provided in our 2024 Sustainability Report.



OUTLOOK FOR THE YEAR 2025

Malaysia's economy is projected to grow between 4.5% and 5.5% in FY2025, driven by strong domestic demand and manageable inflation. This positive trajectory is expected to bolster consumer confidence and stimulate demand in the property and construction sectors, aligning with the Group's strategic objectives.

The anticipated GDP growth is likely to enhance disposable incomes and improve access to financing, thereby increasing the demand for residential and commercial properties. The Group's developments, such as The NorthBank and Arden City, are well-positioned to capitalise on this trend, offering modern living and commercial spaces that cater to evolving market preferences.

Economic expansion is expected to lead to increased public and private investments in infrastructure, providing the Group's construction segment with

opportunities to secure new contracts. The Group's established reputation for delivering quality projects positions us favourably to participate in upcoming infrastructure developments.

In FY2025, the Group is set to launch projects totalling RM550 million, primarily focusing on residential and industrial developments to cater to a broader customer base and mitigate market risks. The Group aims to introduce new residential units within The NorthBank and industrial development at Sejingkat Industrial Park. Also in the pipeline are affordable landed housing in Kuching and another new service apartment in Bintulu. In the meantime, we will constantly seek strategic landbank acquisitions for our long-term growth within East and West Malaysia.

By aligning our strategies with Malaysia's economic growth prospects, particularly in Sarawak, Ibraco is poised to enhance its financial performance and deliver value to stakeholders in FY2025.



Upcoming NorthBank Business Park

SUSTAINABILITY JOURNEY

Sustainability Statement

REPORTING SCOPE AND BOUNDARY

Ibraco Group of Companies' Sustainability Statement provides a comprehensive overview of the Group's progress in advancing Environmental, Social, and Governance ("ESG") initiatives for FY2024. It details our ongoing efforts to enhance sustainability practices, mitigate risks, and drive long-term value creation for all stakeholders.

The statement highlights the initiatives undertaken to integrate sustainable practices across our operations, aligning them with our corporate vision and business strategies. It underscores our commitment to engaging with key stakeholders and incorporating their feedback into our sustainability strategies to ensure relevance and transparency.

In line with the Group's sustainability governance structure, this report covers the full scope of our business operations across our entire value chain, including property development, property holding and management, construction, quarry operation, mild steel cement lined pipe ("MSCL") operation, ready-mix concrete and asphalt mixing operation, and clubhouse operation.

We remain committed to aligning our sustainability disclosures with recognised reporting frameworks and best practices, reinforcing our accountability in addressing ESG-related risks and opportunities.

SUSTAINABILITY STRATEGY

Ibraco's Sustainability Strategy integrates ESG principles into the Group's operations ensuring responsible business practices and long-term value creation. Guided by our sustainability plans, our approach is embedded in decision-making processes, supported by a strong governance structure led by the Board of Directors, Sustainability Committee, Sustainability Working Committee and our Business Units.

By integrating sustainability across our entire value chain, we ensure that ESG considerations drive business growth, operational excellence, and community impact, positioning Ibraco as a future-ready and responsible industry leader.

REPORTING PERIOD

Our Sustainability Statement covers information on our sustainability performance for the period from 1 January 2024 to 31 December 2024 ("FY2024").

REPORTING CYCLE

Annual

SUSTAINABILITY FRAMEWORKS

Ibraco's sustainability strategies are guided by established global and national frameworks, ensuring alignment with best practices and regulatory requirements.

Our sustainability framework outlines our sustainability mission, goals, governance and approach in all our activities to guide us towards impact-focused targets.

REFERENCED REPORTING FRAMEWORKS

In deciding on the disclosures of our Sustainability Statement, we have been guided by these frameworks:

- Bursa Malaysia's Enhanced Sustainability Reporting Guide
- Task Force on Climate-related Financial Disclosures ("TCFD")
- United Nations Sustainable Development Goals ("UNSDGs")

SUSTAINABILITY JOURNEY

Sustainability Statement

APPROVAL AND ASSURANCE

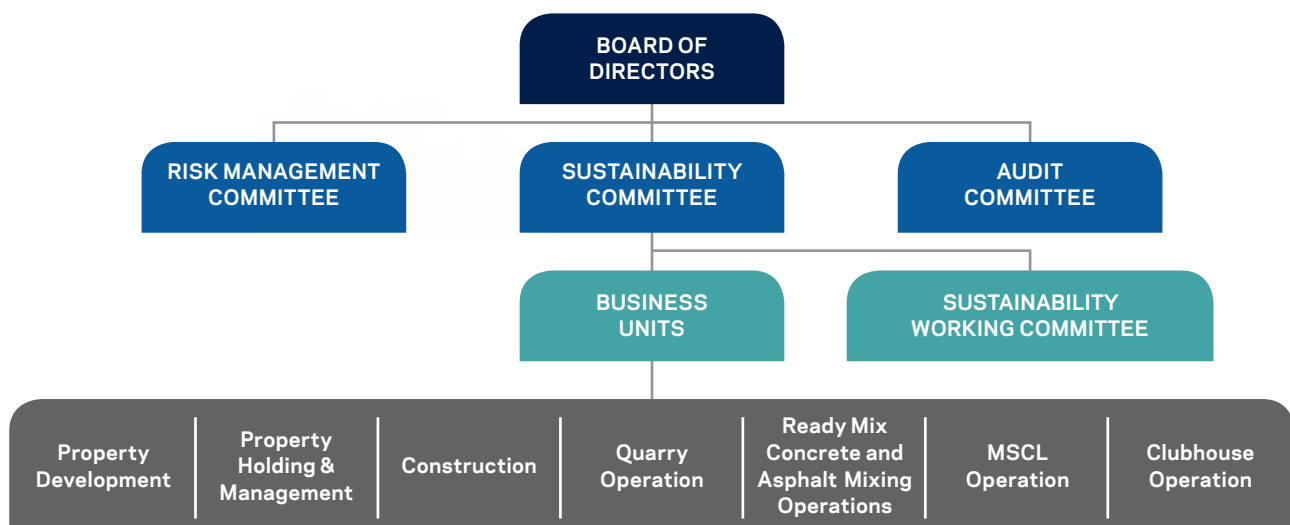
All data in this report has been sourced internally and verified by the respective business units or information owners that the policies, initiatives and data disclosed here are accurate and satisfactory. The Group Internal Audit has performed limited internal assurance on selected indicators. Additionally, the Sustainability Statement Report has been reviewed and approved by the Board of Directors and Sustainability Committee. We strive to continuously enhance our data collection and analysis processes towards improving data accuracy, quality and transparency of our Sustainability Statement.

ABOUT IBRACO

Ibraco is an integrated property development company based in Malaysia, with ongoing property development projects in both Sarawak and West Malaysia. The core businesses of Ibraco comprise property development and investment, construction, quarry operation, clubhouse operation, ready-mixed concrete and asphalt mixing operation, and MSCL operation.



SUSTAINABILITY GOVERNANCE STRUCTURE



SUSTAINABILITY JOURNEY

Sustainability Statement

BOARD OVERSIGHT OF ESG MATTERS

Ibraco Board of Directors ("The Board") acknowledges sustainability as a top-level concern and maintains ultimate responsibility for it. The Board exercises direct oversight of ESG matters, associated risks, and opportunities, as well as integration of sustainability considerations in corporate strategy, governance and decision-making.

The Sustainability Committee, chaired by our Independent Director, receives support from the Sustainability Working Committee, consisting of department heads, to foster a culture of sustainability within our daily operations. Under the guidance of the Board, the Sustainability Committee is responsible for supervising and ensuring the Group's responsible conduct in EES matters. Additionally, it assesses and makes recommendations on sustainability strategy, ESG targets and performances.

	Board of Directors ▶ Recognises sustainability as board-level issue and retains ultimate responsibility over sustainability performances ▶ Provides the right guidance and leadership to internalise culture of sustainability and ESG ▶ Approves sustainability policies, guided by the materiality matrix, to drive sustainability practices in the Group ▶ Maintains strategic oversight on ESG performances and progress
	Sustainability Committee ▶ Chaired by Independent Director ▶ Oversees the proper and responsible implementation of the Group's operation in relation to the EES aspects ▶ Develops sustainability policies, ESG targets and performances ▶ Reviews and recommends sustainability guidelines ▶ Reports to the Board of Directors on sustainability performances
	Sustainability Working Committee ▶ Comprises Heads of Departments ▶ Proposes and implements a sustainability culture and initiatives in daily business operations ▶ Develops sustainability guidelines through sustainability guidance documents ▶ Collects and monitors sustainability data ▶ Reports to Sustainability Committee to ensure alignment and implementation of ESG plans across the Group
	Business Units ▶ Sustainability-focused business units to implement ESG tasks ▶ Monitor and manage specific sustainability issues ▶ Adopt flexibility and sound ESG considerations to develop and implement sustainability initiatives ▶ Report to Sustainability Working Committee on sustainability working progress

OUR MATERIAL MATTERS

Ibraco's sustainability efforts are guided by the Group's top 5 material topics of Economic Performance, Product Responsibility, Labour Practices and Talent Management, Environmental Footprint, and Community / Society. These have helped us to address our materiality matters that are key to achieving 7 of the 17 Sustainability Development Goals (SDGs) by the United Nations.

Material Topics  Improving Economic Performance  Advancing Product Responsibility  Improving Labour Practices and Talent Management  Managing Environmental Footprint  Creating harmonious and prosperous Community / Society	Materiality Matters       	Stakeholder Groups  Investors  Employees  Customers  Suppliers & Contractors  Communities
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SUSTAINABILITY JOURNEY

Sustainability Statement

Materiality Matters

UN SDGs	Ibraco's Initiatives
	▶ We collaborate with various partners through community initiatives by regularly providing household necessities to underprivileged and indigenous families. ▶ We supported Hope Place in Charity Without Borders #11 to provide food aids and other essential necessities to Penan villagers in Long Tikan, Ulu Baram, Sarawak.
	▶ We provide safe, inclusive and supportive work environment through health and safety policies in our business operations by upholding a workplace free from violence, harassment, intimidation, and other unsafe conditions, ensuring the security of our assets and employees. ▶ We provide necessary personal protective equipment ("PPE") at construction sites to maintain a safe working environment. ▶ We provide various occupational safety and health ("OSH") training to promote a culture of safety and compliance. ▶ Overall, we increased our total learning and training program to 130 courses in FY2024, an increase from 80 for FY2023. ▶ We implement various wellness initiatives to support our employees well-being, fostering a balanced and healthy work environment. ▶ We provide work opportunities by employing individuals originating from Pulau Salak, Sarawak in which Ibraco operates its quarry site in, contributing to local employment and economic development. ▶ We contribute to community events in Pulau Salak to improve the community's well-being. ▶ We contribute to the rebuilding of homes destroyed by landslides. ▶ We contribute to repair of infrastructures at Hilir Kampung Salak and other areas. ▶ We contribute financial assistance to patients with medical conditions.
	▶ We adopt a corporate culture of respecting all employees, maintaining a zero-tolerance policy against discrimination or harassment based on gender. ▶ We provide fair hiring and remuneration practices regardless of gender and offer diverse experiences to support personal and professional growth. ▶ We are committed to promoting the advancement of women. ▶ We ensure women's effective representation and access to equal opportunities for leadership across business activities. ▶ We have attained 57% female representation in the of Board of Directors for FY2024, and increase from 50% for FY2023, and 30% female representation across the workforce. These results have surpassed our targets of 30% female representations in the 2 categories above.
	▶ Our infrastructure development projects create large economic multipliers, provide numerous employment opportunities and contribute to the development of the local economy. ▶ We provide competitive remuneration packages to our employees in addition to training opportunities for career growth and development. ▶ We also champion the rights of all our stakeholders as guided by our Human Rights Policy. ▶ We provided employment to 581 people in FY2024 (196 new employees), and the total number has been increasing yearly.
	▶ Green Building Initiatives: We incorporate environmentally sustainable features into our projects, focusing on designs that reduce defects and enhance resource efficiency. ▶ Community-Centric Investments: We invest in infrastructure surrounding our developments to enhance the livability and sustainability of our communities. In Residensi NewUrban, Ibraco's new development in Petaling Jaya, we will build a Neighbouring Park next to the project, equipped with jogging trek and reflexology park.
	▶ We connect communities with economic opportunities by developing integrated townships such as Arden City, that support commercial growth and entrepreneurship. ▶ Our projects are strategically designed to enhance accessibility through mass public transportation infrastructure, ensuring seamless connectivity for residents and businesses. In The NorthBank township, the Autonomous Rail Transit ("ART") station by the Kuching Urban Transportation System ("KUTS") has commenced construction in FY2024, located right in the heart of The NorthBank. ▶ We prioritise education and healthcare access, incorporating schools, medical facilities, and essential services within our developments, such as The NorthBank, to support holistic community growth. ▶ We incorporate comprehensive amenities, recreational spaces, cycling and jogging tracks, to promote healthy and sustainable living. Apart from the Neighbouring Park next to Residensi NewUrban, we also incorporate jogging treks in our The NorthBank township, and provide the community with a neighbourhood club fully equipped with health and leisure facilities to enhance the community wellbeing of our residents.
	▶ We measure and disclose carbon emissions stemming from fossil fuel (Scope 1), electricity purchased from the national grid (Scope 2) and business travel as well as employee commuting (Scope 3). ▶ We record our energy, water consumption and waste generation. ▶ We dedicate at least 10% of our development areas for green zones.

SUSTAINABILITY JOURNEY

Sustainability Statement

IDENTIFYING AND MANAGING RISKS AND OPPORTUNITIES

The table below summarises the Group's key risks mapped against our identified material sustainability matters:

Key Risks	Description	Key Mitigation Measures	Related Material Matters
Weak market sentiment	Demand for properties cool off and affect the Group's sales performance	► Understand buyers' preferences and market demand, and tailor products and services accordingly; ► Continue with innovative and aggressive sales and marketing strategies	Economic performance and Product responsibility
Increase in construction costs	Affect pricing strategies and Group margin	► Balance our supply chain and resources to ensure long-term growth; ► Prepare detailed cost estimates for each project before tender; ► Effective tenders for award of lump sum construction contracts; ► Value re-engineering to bring down overall cost; ► Engage in self-production of building materials, specifically, ready-mix concrete, for own use to ensure competitive pricing, better quality control and customised solutions	Economic performance
Non-performing contractors	Product quality not met, non-compliance of safety and health, and project delays	► Regular contractor performance appraisal; ► Close monitoring of contractor performance; ► Adopt good industry construction practices; ► Robust contractors' selection and evaluation process	Economic performance, Product responsibility, Labour practices and decent work
Non-compliance with labour welfare practices	Negative impact on reputation and may lead to loss of investors' trust	► Prioritise the health and safety of employees; ► Set target to achieve zero fatality; ► Reduce recordable work-related injuries	Labour practices and talent management
Inability to retain talent	Fail to retain top talent and loss of knowledge; global opportunity increasingly more attractive	► Improve job satisfaction and develop talent capabilities; ► Increase employee motivation from realisation of work-life balance	Labour practices and talent management
Climate change	Physical and transitional risks that disrupt development projects, rising cost of doing business and environmental damage	► Increase green spaces and incorporate energy and water efficiency features into projects; ► Promote environmental education; ► Encourage tree planting to ensure new trees are introduced to the environment at our developments; ► Project management to be guided by the Environment Management System ISO 14001:2015	Environmental Footprint and Product Responsibility

SUSTAINABILITY JOURNEY

Sustainability Statement

STAKEHOLDER ENGAGEMENT

Stakeholder Group	Key Concerns	Type of Engagement	Our Approach
Employees 	- Fair and non-discriminative and competitive remuneration and benefits - Fair and non-discriminative career development and training opportunities - Workplace safety and health - Work-life balance - Climate action	- Town halls - Surveys - Newsletters - Training and workshops - Staff gatherings - Orientation programmes - Annual performance assessments	- Fair and attractive remuneration packages - Talent development programmes - Health and safety awareness talks by safety officer or authorities - Emphasis on health and safety concerns during town hall meetings or induction briefings - Publication of health and safety, and work-life balance articles in staff newsletter - Health (including mental health) awareness talks by specialists - Student financial aid programme
Customers 	- Product quality and workmanship - Customer service and experience - Safety and security developments - Property pricing - Product transparency - Data privacy	- Customer satisfaction surveys - Community apps - Company's website/ social media - Community outreach events - Loyalty programme - Sales agent feedbacks	- Launch of affordable properties - Obtain customer feedbacks regularly via customer satisfaction surveys or sales agent communication - Implement customer engagement digital platform - Stringent selection of contractors and suppliers - Improved inspection and monitoring standards - Restriction of personal data access
Suppliers & Contractors 	- Contracts pricing - Payment schedule - Procurement practices transparency - Responsible material applications - Product quality - On time delivery	- Contractor performance appraisals - Prequalification of tenderer - Post project reviews - Contract negotiations - Pre-tender assessments - Regular meetings - Email correspondences	- Systematic review of selection, appointment and performance assessments - Tender process

SUSTAINABILITY JOURNEY

Sustainability Statement

Stakeholder Group	Key Concerns	Type of Engagement	Our Approach
Communities 	• Safety and security • Community investment and support • Infrastructure development and improvement • Environmental issues	• Donation and financial aids • Communities outreach programmes • Company's website/ social media • Investor relations web page • Contribution to Environment, infrastructure, and social enhancements • Managing safety and security through internal security team	• Provide auxiliary police services • Corporate Social Responsibility Partner engagement programmes • Improve waste Management system • Green design developments • To extend ISO14001 compliance to all development sites
Investors 	• Business performance • Corporate governance • Sustainability model, performance and tracking	• Analyst and Fund Manager briefings • Annual General Meetings • Investor Relations Portal	• Committed to good corporate governance practice • Risk assessment and management • Embrace corporate sustainability
Regulators 	• Legal compliance with labour laws, environmental protection, safety & security, and anti-corruption laws and policies • Licence validity • Corporate responsibility through professional and transparent business conduct • Environmental management	• Corporate policies • Policy conferences • Policy advisory bodies • Government and/or Sustainability websites	• Produce and implement rigorous corporate policies • Engage or collaborate with Government and/or policy advisory bodies to manage, monitor, and update regulation implementation
Media 	• Corporate image • Investor confidence • Corporate sustainability initiatives through transparent reporting • Business and investment strategy	• Press releases • Press conferences • Interviews & media engagements • Corporate publications • Digital and social media platforms • Corporate websites	• Hold media conferences or media engagements during corporate or marketing events to enhance corporate reputation and highlight new property and business developments • Planning and promotional activities • Establish, manage, and maintain regular branding and corporate publications • Manage, maintain, and monitor regular news and promotional broadcasting through various social media and digital channels • Manage and update websites to promote corporate initiatives, activity highlights, and product promotions

SUSTAINABILITY JOURNEY

Sustainability Statement

OUR MATERIAL SUSTAINABILITY MATTERS PERFORMANCE

IMPROVING ECONOMIC PERFORMANCE

Financial

Our ESG Relevance

Ibraco prioritises financial stability and long-term profitability to ensure that we can create value, now and in the future, for our stakeholders. As a renowned property developer and construction company, our focus is on providing good quality products and services to uphold our leading market position and reputation, foster job creation and support local business and economy growth.

Our Strategy

Aligned with our EES agenda, our core activities generate significant socio-economic multiplier effects, benefiting a broad range of stakeholders. These include:

- Job creation for the local communities.
- Business opportunities for enterprises across various sectors.
- Increase government tax contributions to support national development.
- Strengthening the local supply chain through strategic partnerships.
- Meeting financial obligations to financiers.
- Annual dividend payouts.

These initiatives positively impact shareholders, employees, local businesses, financial institutions, customers, communities, and society at large, reinforcing our commitment to sustainable growth and stakeholder value creation.

Our Performance

The economic value we generated and distributed is highlighted in the table below:

	FY2024 (RM million)	FY2023 (RM million)	FY2022 (RM million)
Revenue	562.85	391.87	272.17
Other Income	8.57	8.55	6.37
Operational Costs	446.37	292.02	197.80
Employee wages & benefits	25.94	23.96	18.85
Taxes (government)	19.98	17.38	12.43
Capital providers	37.30	32.06	20.25
Communities	1.72	0.88	2.18

SUSTAINABILITY JOURNEY

Sustainability Statement

Supply chain management

Our ESG Relevance

Effective supply chain management is crucial for Ibraco to ensure the timely delivery of quality materials, cost efficiency, and sustainable business operations. Our focus is to maintain high construction standards, minimise project delays, and support the local economy whilst ensuring we reduce environmental impact, uphold ethical sourcing practices, and enhance overall operational resilience.

Our Strategy

Ibraco remains committed to supporting the local economy by actively engaging local suppliers and contractors in our development projects. All contractors involved in Ibraco development projects are required to adhere to the building management standard set by Ibraco, ensuring consistent quality, efficiency, and sustainability across all developments.

In FY2024, 99% of our major suppliers and contractors are local, with minimal engagement of foreign suppliers and contractors. We conduct 100% pre-qualification reviews during the pre-tender assessment process, awarding contracts to the most competitive tenderers based on predefined criteria. Exceptions are granted only for specialist or critical works requiring expertise beyond local availability.

In order to uphold high standards and accountability, contractor performance is regularly monitored and assessed through ongoing meetings and evaluations. A comprehensive performance review is conducted upon project completion, serving as a track record for future engagements.

Additionally, we collaborate closely with local contractors to facilitate knowledge transfer while minimising environmental impact. Our commitment to quality assurance is reflected in our adherence to ISO9001:2015 Quality Management System certification and the adoption of CIS 7:2014 assessment standards.

Affordability

Our ESG Relevance

Making home ownership affordable reflects Ibraco's commitment to inclusive and sustainable urban development, in line with our support for the national agenda. With this, we support economic growth, social well-being, and community stability, ensuring more Malaysians have the opportunity for homeownership. As such, we will continue to plan and build homes that are priced within the purchasing power of middle-income Malaysians.

Our Strategy

As part of our commitment to providing quality and accessible housing, Ibraco successfully completed the Ixora Court affordable apartment project in FY2024. The handover process of the development, consisting of 220 fully taken-up units, commenced in the same period.

Expanding our presence in West Malaysia, we launched Residensi NewUrban in Petaling Jaya in FY2024, featuring a diverse range of residential offerings, including 138 affordable units. This development reflects Ibraco's continued efforts to enhance homeownership accessibility, catering to the needs of first-time buyers, young families, and middle-income earners.

SUSTAINABILITY JOURNEY

Sustainability Statement

Customer service satisfaction

Our ESG Relevance

Obtaining high customer service satisfaction is essential for Ibraco to ensure that our developments enhance quality of life and meet the evolving needs of homeowners and businesses. We adhere to the attainment of sustainable value creation from satisfactory customer service by building thriving, sustainable communities, reinforcing brand credibility and long-term stakeholder confidence, driving continuous improvement in design, construction quality and service delivery, and ensuring higher demand and long-term business resilience.

Our Strategy

Customer feedback is actively sought via our Customer Satisfaction Surveys. We obtain feedback at each stage of the purchasing process spanning from the time the customer registers with us until the closure of defect rectifications.

The survey questionnaires encompass the following areas:

During Handover process

- > Sales service performance
- > Customer service performance
- > Property cleanliness during handover of units
- > Quality of workmanship
- > Value for money

During Defects Liability Period ("DLP")

- > After sales service performance
- > Property cleanliness upon completion of defects rectification
- > Quality of defects rectification workmanship
- > Timeliness on defects rectification
- > Satisfactory rate for defect rectification

The surveys obtained shows Ibraco has maintained consistent high customer satisfaction in areas surveyed, encompassing all development projects.

Customer Survey Rating - HANDOVER

Survey Areas	FY2024	FY2023	FY2022	Targets	Progress Achieved
Overall Impression of Sales Service	91%	92%	83%	>80%	Achieved
Overall Impression of Customer Service	90%	96%	93%	>80%	Achieved
Property Clean-liness During Handover	85%	89%	88%	>80%	Achieved
Quality of Finished Workmanship	89%	88%	85%	>80%	Achieved
Value for Money	89%	88%	95%	>80%	Achieved
Number of Handover	247	36	346		
Number of Survey Form Received	243	35	324		
Response rate for customer satisfaction Survey During Handover	98%	97%	94%	>80%	Achieved

Customer Survey Rating - DLP

Survey Areas	FY2024	FY2023	FY2022	Targets	Progress Achieved
Overall Impression of Sales Service	98%	93%	96%	>80%	Achieved
Property Clean-liness After Defect Done	91%	85%	93%	>80%	Achieved
Quality of Fixed Defects	93%	85%	93%	>80%	Achieved
Timeline Spent to Rectify Defects	94%	85%	91%	>80%	Achieved
Defects Resolved Satisfactory	96%	86%	94%	>80%	Achieved
Number of Survey Form Received	27	57	12		

SUSTAINABILITY JOURNEY

Sustainability Statement

Ethics and integrity

Our ESG Relevance

Maintaining high ethics and integrity in our corporate governance is crucial for Ibraco to foster transparency, accountability, and trust, in our daily operations and ensure long-term business sustainability and stakeholder confidence. This is to fulfil Ibraco's objectives of enhancing credibility and regulatory compliance, building stakeholder trust, preventing corruption and operation misconduct, and ensuring sustainable growth.

Our Strategy

Ibraco has implemented a comprehensive set of policies to foster a strong corporate culture, integrating sustainability principles while ensuring that all Directors and employees uphold the highest ethical standards in their professional conduct. These policies include:

- Code of Conduct and Ethics Policy
- Directors' Fit and Proper Policy
- Board Diversity Policy
- Shareholders' Communication Policy
- Anti-Bribery and Corruption Policy
- Whistle-Blower Policy
- Human Rights Policy
- Anti-Money Laundering Policy
- Personal Data Policy
- Sustainability Policy

The Anti-Bribery and Corruption Policy reinforces our commitment to integrity in business dealings, both internally and externally.

Ibraco's Whistle-Blower Policy provides employees and stakeholders with a secure and confidential channel to report any concerns regarding financial misconduct, compliance issues, or unethical practices at the earliest opportunity, following the reporting procedures dictated in our Whistle-Blower Policy, to the Heads of Department. As an alternative, report may also be made to the following appointed persons:

- Group Internal Auditor
- Company Secretary

Once all channels are utilised and concerns are still unresolved, report may be made to the Senior Independent Director.

In order to further enhance data security and customer protection, Ibraco recently updated its Personal Data Privacy Policy, reinforcing its commitment to transparency, security, and compliance with data protection regulations.

All new hires receive briefings on company policies during onboarding, including mandatory anti-bribery training. This training covers ethical matters concerning conflicts of interest, Ibraco's "No-Gift" policy and Anti-bribery and Corruption policy. Existing employees are provided with refresher courses, and any policy updates are promptly communicated through company-wide emails to ensure awareness and compliance across the organisation.

In FY2024, our Group managed to maintain full business regulatory compliances, and zero proven bribery and corruption cases, as depicted in the following table:

Approaches	FY2024	FY2023	FY2022	Targets	Progress Achieved
Relevant business licenses and certification renewals are monitored closely	100%	100%	100%	Full Compliance	Achieved
Confirmed incidents of corruption action	zero	zero	zero	Zero case	Achieved

It is our practice to require our business associates, including consultants, contractors and vendors, to adhere to our Anti-Bribery and Corruption policies. As such, relevant clauses of our Anti-Bribery and Corruption policies are included in the contract terms.

More information about our policies can be found in our website at www.ibraco.com.

SUSTAINABILITY JOURNEY

Sustainability Statement

MANAGING ENVIRONMENTAL FOOTPRINT

Our ESG Relevance

The Board and management commit to ensuring continued progress at Ibraco towards realising the Net Zero Carbon 2050 goal.

Our Strategy

Our management team remains focused on climate change strategies, continuously exploring opportunities to minimise environmental impact in the design and construction of our townships and other developments.

We are committed to incorporating industry best practices into our daily operations, including adherence to the ISO 14001:2015 environmental management system. Through accountable processes, continuous monitoring, and the implementation of effective initiatives, we strive to reduce and mitigate our environmental footprint, ensuring sustainable and responsible development.

The table below illustrates our Group's environmental efforts:

Approaches	FY2024	FY2023	FY2022	Targets	Progress Achieved
Provisions of EV charging facilities at our residential developments as part of building management standard	New launch of serviced apartment, Residensi NewUrban at Petaling Jaya, will incorporate 4 EV charging facilities	Provided at Avona Residence serviced apartment	-	Install at least one EV charging at new projects, for both high-rise & exclusive landed developments	Achieved
Pursue green certification on a case-by-case basis as part of our building management standard	Re-certification renewal process on-going for Ibraco Headquarters green certification.	-	-	Green certification for upcoming developments - Residensi NewUrban, Petaling Jaya, and office blocks in NorthBank business park	Performance to be measured upon implementation of the projects
Tree and shrub planting in development area	Planted 490 trees and 17,236 shrubs	Planted 54 trees and 3,412 shrubs	Planted 1,050 trees and 17,180 shrubs	Continuous planting of trees and shrubs at all new developments	Achieved
Bundling solar panel options into project developments as part of building management standard	-	-	-	For future premium or high-end project developments	Performance to be measured upon implementation of the projects

SUSTAINABILITY JOURNEY

Sustainability Statement

Approaches	FY2024	FY2023	FY2022	Targets	Progress Achieved
Gradually increase installation of solar panels on Ibraco's premises as part of building management standard	-	-	-	Increase solar panels on HQ and Clubhouse.	A feasibility study conducted in FY2024 found that rooftop solar panels installation at HQ and Clubhouse would not achieve optimal energy efficiency due to site-specific limitations. These included lower solar energy yield than projected and high installation cost, leading to an extended return on investment that fell short of environmental and operational expectations. Opportunities for adoption will be pursued where site conditions are more favorable and where such investments can deliver meaningful environmental impact and long-term value.
Use of rainwater harvesting system for premium projects	-	-	-	For future premium or high-end project developments	
Zero fines or penalties for any incidents of environmental non-compliance	zero	zero	zero	Zero case	Achieved

Energy

Our ESG Relevance

Ibraco prioritises energy-saving measures to reduce carbon emissions, operational costs, and environmental impact, ensuring sustainable and responsible development. This is to enhance cost efficiency, support sustainable urban living, and strengthens compliance with sustainability regulations and frameworks.

Our Strategy

Ibraco Headquarters is a certified green office building, incorporating environmentally friendly features that reflect our dedication to sustainable development. We actively promote energy conservation within our premises by encouraging employees to switch off electrical and electronic appliances when not in use and to avoid leaving devices on standby or idle mode. Additionally, we minimise unnecessary lighting usage to ensure efficient electricity consumption while actively reducing our carbon footprint.

In support of the nation's transition to renewable energy, Ibraco has, to date, generated 68,670 kWh of solar energy from solar photovoltaic systems at our corporate office, reinforcing our commitment to sustainable energy solutions.

SUSTAINABILITY JOURNEY

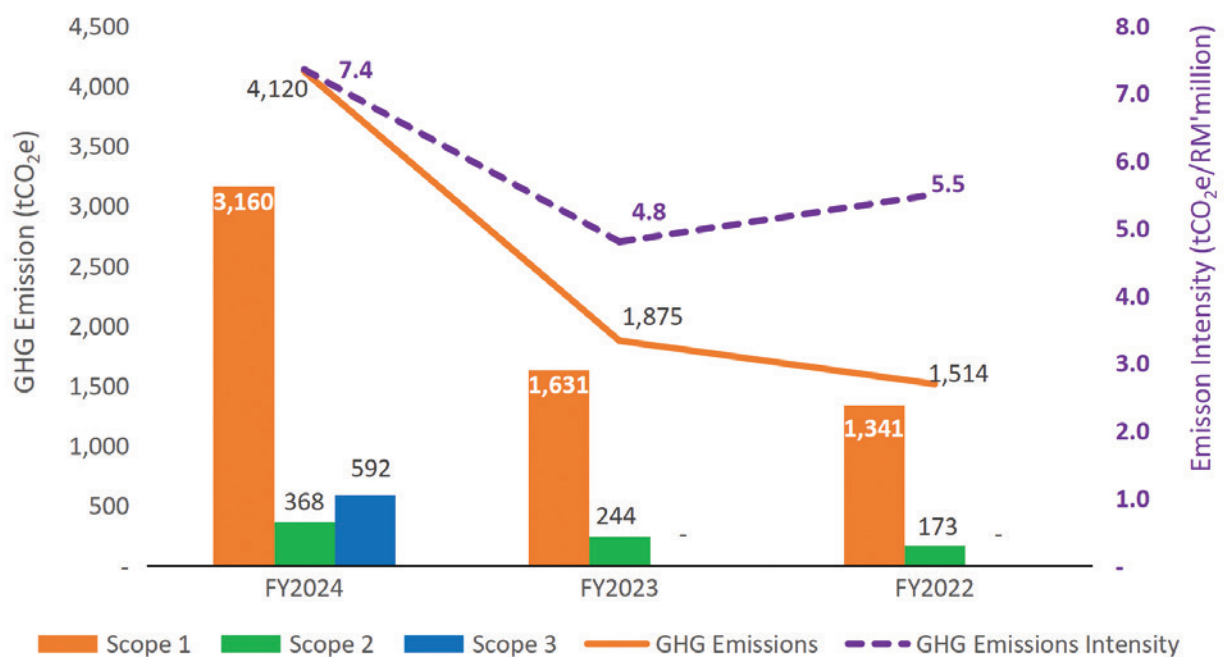
Sustainability Statement

Carbon emission

Our objective is to reduce the carbon footprint of all our operations:

	GHG Emissions reported in FY2024	Additional GHG emissions reported in FY2023	Additional GHG emissions reported in FY2022
Scope 1	Emissions related to fuel consumption according to our operational boundaries, reflecting the areas within our control and influence.	Emissions related to fuel consumption at our project sites and by company-owned vehicles	Emissions related to fuel consumption at our project sites and by company-owned vehicles
Scope 2	Emissions from purchase of energy consumed by sales galleries, branch offices, clubhouse, property sites, construction sites, quarry sites, MSCL production factories, and ready-mix concrete sites.	Emissions from purchase of energy consumed by sales galleries, branch offices and clubhouse	Emissions from the purchase of energy consumed by our headquarters
Scope 3	Emissions resulting from business travel (covering air travel only) and employee commuting, covering all the Group's business operations.	-	-

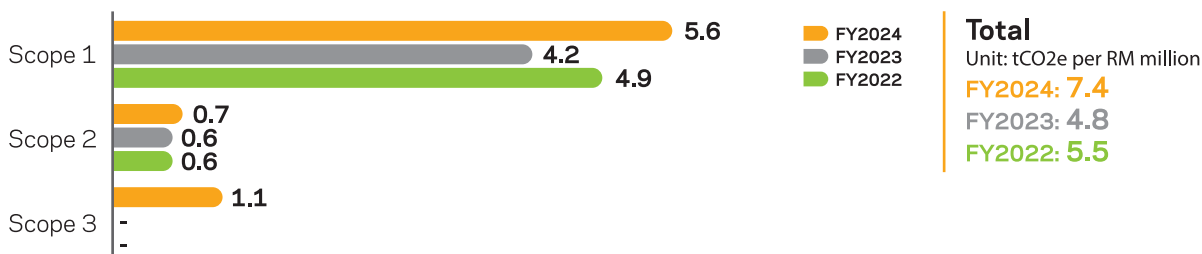
Scope 1, 2 & 3 GHG Emissions & Emissions Intensity



SUSTAINABILITY JOURNEY

Sustainability Statement

GHG Emission Intensity



GHG Emission



Emissions from carbon fuel sources have been calculated using emission factors from the GHG Conversion Factors 2023, published by the UK Department for Environment, Food & Rural Affairs ("DEFRA")

The emissions from company vehicles are calculated based on employee petrol card consumption and petrol claim for FY2024. The emissions from company vehicles are calculated based on petrol card consumption for FY2023.

During the year, our Group started using emissions intensity metrics to consistently and transparently measure our carbon emissions. The Group saw an increase in carbon emissions intensity mainly because of higher fuel consumption, which was due to more data being collected from diesel usage by company vehicles and heavy machinery used for new infrastructure projects (Scope 1). Additionally, we expanded our data collection for electricity use to include the MSCL and construction business operations (Scope 2). This increase in emissions intensity also reflects improvements in the data being collected, allowing for more accurate and comprehensive tracking of emissions across the Group.

Sustainable products

Our ESG Relevance

Producing sustainable products through integrating eco-friendly materials, energy-efficient designs, and waste reduction strategies, will help Ibraco to ensure that its developments contribute to long-term environmental and economic sustainability. This is essential to minimise environmental impact, enhance product quality and longevity, promotes waste reduction and responsible sourcing, and strengthens market competitiveness.

Our Strategy

We are dedicated to enhancing the delivery of green products and sustainable solutions across our developments. To achieve this, we continuously integrate eco-friendly designs and features into our properties, fostering a harmonious coexistence with nature while incorporating key elements such as health, education, commercial, lifestyle, and connectivity to enrich the living experience within our townships.

Additionally, we have established a Minimum Sustainability Component Checklist to standardise and implement sustainability elements across all our projects. This framework ensures that sustainable practices are embedded throughout key areas, including design, construction, building materials, waste management, and landscaping, reinforcing our commitment to responsible and future-ready developments.

SUSTAINABILITY JOURNEY

Sustainability Statement

Water consumption and management

Our ESG Relevance

Ibraco is focused on both the quantity of water used in our operations and the quality of the water discharged from our sites. By implementing responsible water practices, Ibraco ensures sustainable resource use, minimises environmental impact, and enhances long-term operational efficiency.

Our Strategy

None of our project sites are located in water-stressed areas, and our primary source of potable water is supplied by the municipality.

To optimise water efficiency, we implement various conservation measures, including:

- Utilising harvested rainwater for non-potable purposes.
- Installing water-saving fixtures and fittings across all developments.
- Instructing our property management department to monitor water usage and implement consumption reduction strategies, such as regularly reminding staff to use water responsibly.

Additionally, all water discharged from our sites is strictly monitored to ensure compliance with the Environmental Impact Assessment ("EIA") guidelines. Our contractors are also required to adhere to EIA conditions to maintain environmental integrity.

We conduct quarterly environmental monitoring through the Environmental Monitoring Report ("EMR"), following the National Water Quality Standards for Malaysia, reinforcing our commitment to regulatory compliance and responsible water management.

Our total potable water withdrawal / usage is as follows:



Waste management

Our ESG Relevance

Effective waste management is crucial for Ibraco, as through minimising waste generation and promoting recycling and sustainable construction practices, Ibraco ensures environmental preservation and resource efficiency. This is essential in order to reduce environmental footprint, enhance operational efficiency in construction and operations, support responsible production and sustainable development and ensures regulatory compliance.

Our Strategy

As part of our waste reduction efforts for FY2024, we concentrate on the data collection based on 1) Scheduled Waste from the construction sites; and 2) Domestic waste from our headquarters.

Our construction division, Ibraco Construction Sdn Bhd ("ICSB"), upholds the waste reduction commitment by aligning its environmental management system with ISO 14001:2015, reinforcing our dedication to environmental responsibility. In Q4 2024, upon successfully attaining the ISO 14001:2015 certification for our NorthBank Commercial Centre construction site, we adopted this initiative towards all other new construction sites. Limited data is currently available, as the process is still in the early stages. Improvements are underway to enhance data collection.

For Ibraco Headquarters, we have established a recycling centre to sort and segregate waste into paper, metals, and plastics. Whenever possible, these materials are recycled into useful new items to promote sustainable resource utilisation.

We continuously review and assess our waste management system or practices to ensure compliance with statutory requirements, particularly those related to environmental protection and sustainable development. This ensures that our operations adhere to industry best practices and regulatory standards.

SUSTAINABILITY JOURNEY

Sustainability Statement

IMPROVING LABOUR PRACTICES AND TALENT MANAGEMENT

Labour Practices and Decent Work

Respect for Human Rights

Ibraco is dedicated to upholding human rights in compliance with all relevant regulations and legal requirements, ensuring ethical and fair treatment of employees and stakeholders. Our commitment is outlined in the Group's Human Rights Policy, which is guided by the following principles:

- **Diversity and Inclusivity** – We foster a diverse and inclusive workplace, ensuring equal opportunities for all. We strictly prohibit harassment, abuse, and discrimination based on gender, marital status, race, nationality, ethnicity, age, or any legally protected status.
- **Health and Safety** – We are committed to maintaining a safe and healthy work environment, fully complying with applicable safety and health laws and regulations.
- **Prohibition of Child Labour** – We strictly prohibit the employment of children in any capacity.
- **Elimination of Forced Labour** – We have zero tolerance for forced labour, slavery, human trafficking, and sexual exploitation.
- **Workplace Safety and Respect** – We ensure a workplace free from violence, harassment, and intimidation, fostering a culture of safety and respect.
- **Open Communication** – We promote transparent, two-way communication among all employees, allowing all to voice concerns through a fair and consultative grievance resolution process.

The table below indicates that we did not receive any complaint or reports about incidents of human rights infringement.

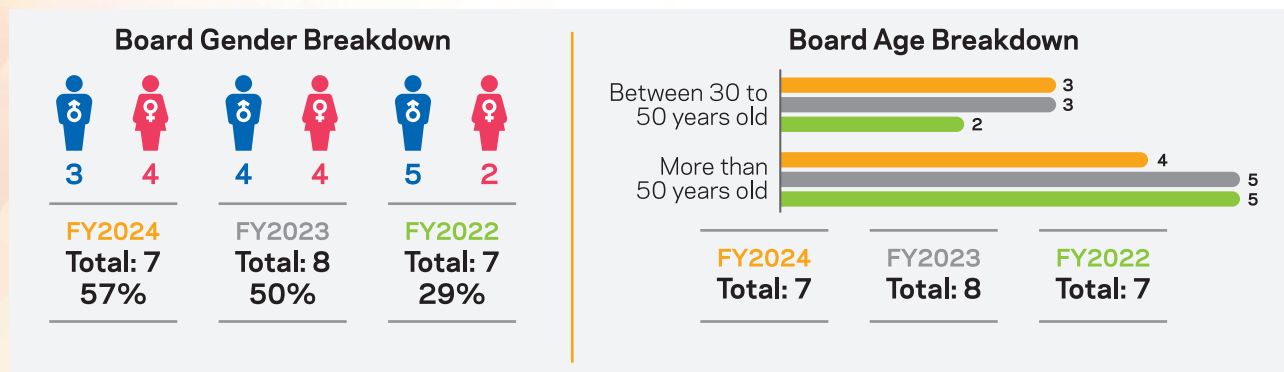
Approaches	FY2024	FY2023	FY2022	Targets	Progress Achieved
Incidents of infringement of the rights	Zero	Zero	Zero	Zero case	Achieved

Diversity and Inclusion

We are dedicated to fostering a diverse, equitable, and inclusive workplace, ensuring a positive and fulfilling work environment for all employees.

Our efforts are reflected in the following tables:

Board members



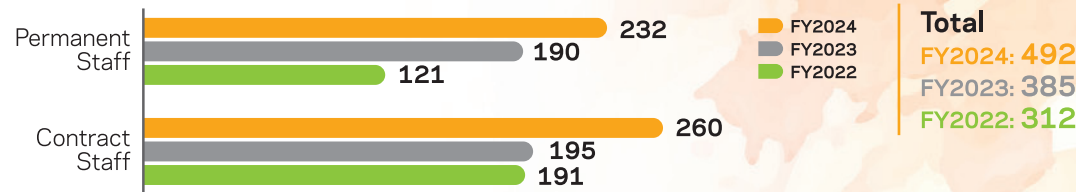
We attained the target of 30% women Directors on the Board in FY2024

SUSTAINABILITY JOURNEY

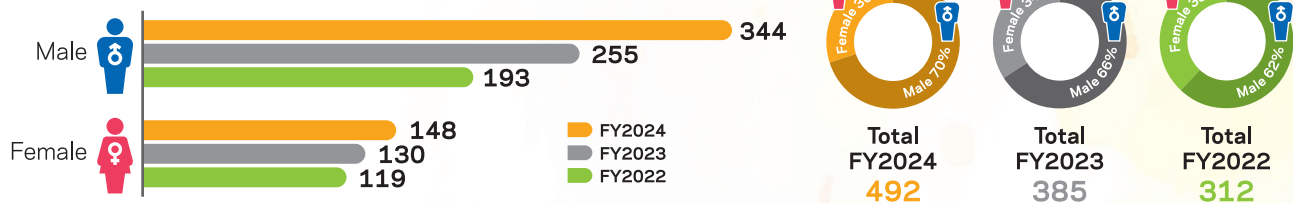
Sustainability Statement

Group Employee Data

Total Number of Staff Breakdown

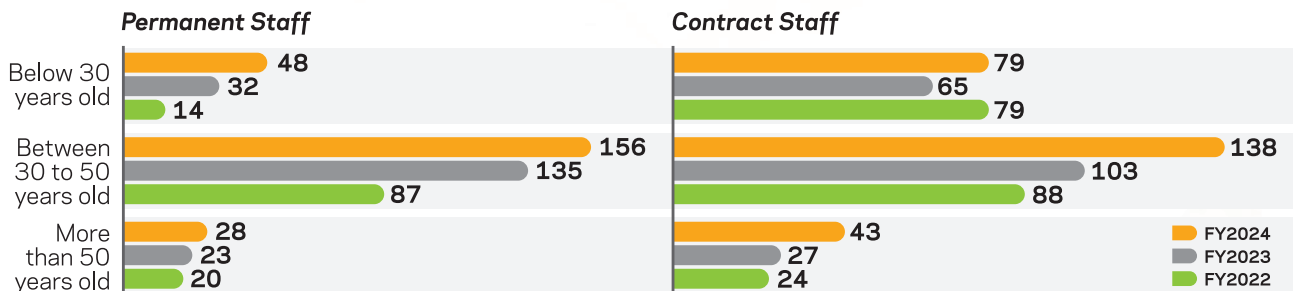


Staff Gender Breakdown



We attained the target of 30% women representation in the workforce

Staff Age Breakdown

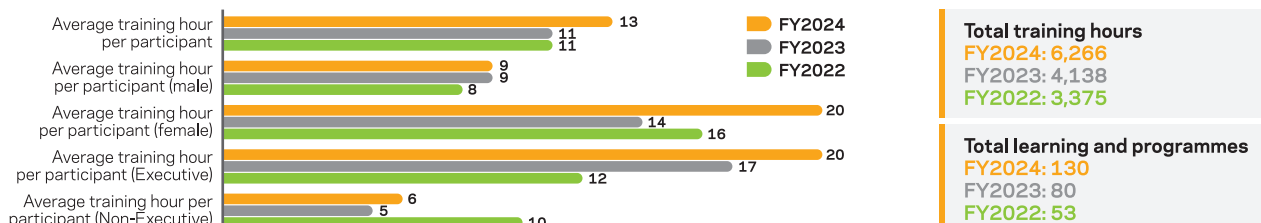


* Calculation for FY2023 is revised based on change of age groups metric. FY2023 age breakdown was based on ages up to 30 years old, between 31 to 50, and over 51 years of age.

Staff Ethnicity Breakdown



Talent Management



SUSTAINABILITY JOURNEY

Sustainability Statement

At Ibraco, we recognise that employees are the driving force behind our success. We are committed to providing them with the necessary tools, resources, and support to help them reach their full potential and grow within the organisation. To achieve this, we place great emphasis on employee training and development, offering a diverse range of programs designed to enhance their knowledge, skills, and career growth. Through structured training initiatives, we ensure that employees are well-equipped to perform effectively in their roles. Additionally, annual employee appraisals help us identify competency gaps or skill requirements, allowing us to provide targeted training as a remedial measure.

In FY2024, we conducted 130 professional learning programs, covering technical knowledge, interpersonal skills, management capabilities, and workplace safety. Collectively, our employees received 6,266 hours of training, averaging 13 hours per participant. This is a significant increase from FY2023.

Moving forward, we remain committed to assessing, planning, and delivering training opportunities to support the continuous professional development of our employees.

Employee Engagement and Satisfaction

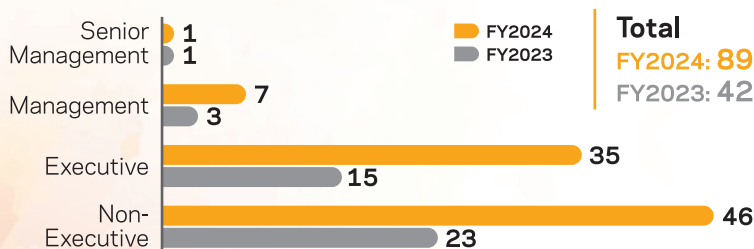
Ibraco is committed to fostering a work environment that promotes job satisfaction, fulfilment, and work-life balance. To support this, we regularly organise activities that enhance employee engagement, productivity, and retention, ensuring a positive and supportive workplace culture.

Throughout the year, we hosted initiatives such as birthday celebrations, team-building activities, and inter-department social gatherings. These events provide employees with opportunities to engage with senior management and strengthen relationships among colleagues.

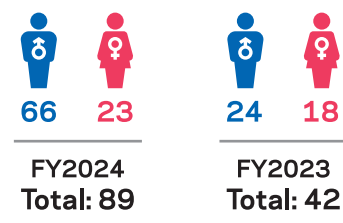
Additionally, we keep our employees informed about company developments and upcoming activities through internal newsletters, available in both English and Bahasa Malaysia, to foster a sense of belonging and inclusion.

The table below shows the total number of staff turnover by category.

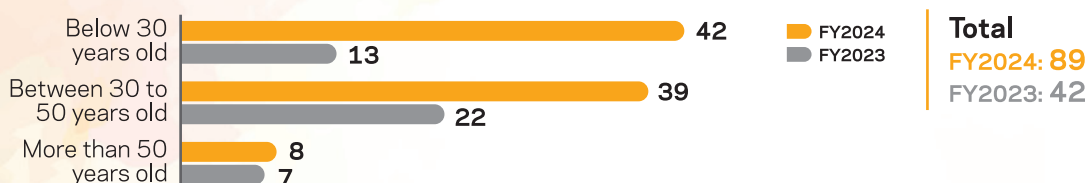
Total Turnover by Position



Total Turnover by Gender



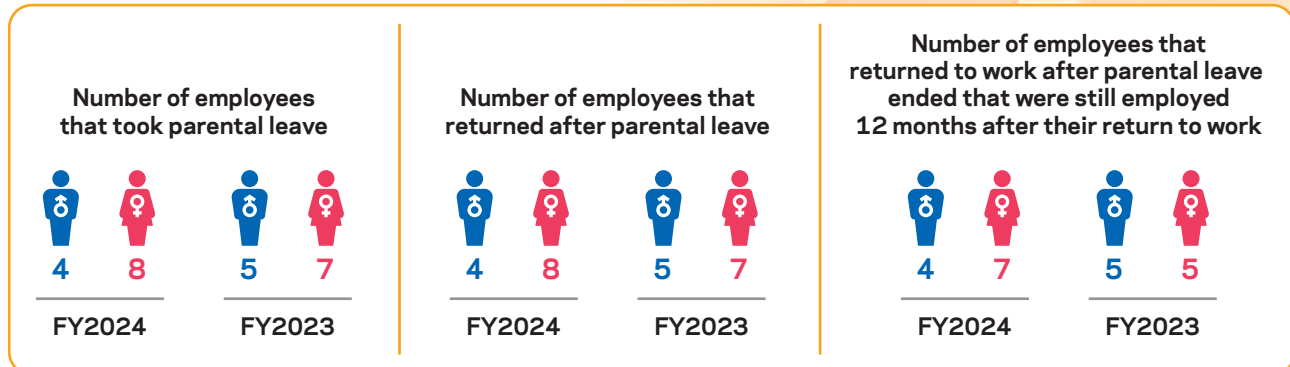
Total Turnover by Age



SUSTAINABILITY JOURNEY

Sustainability Statement

Parental Leave



Occupational Safety and Health

At Ibraco, the health and safety of our employees, including contractors' workers, is a top priority. We remain committed to maintaining a zero-fatality record and preventing major injuries at our worksites through stringent safety measures.

We are pleased to report that in FY2024, no fatalities occurred at our construction sites. To uphold safety standards, we require all contractors to submit their Occupational Safety and Health ("OSH") management plans, ensuring comprehensive safety compliance. Additionally, our construction safety officer is responsible for maintaining high OSH performance standards, conducting regular safety briefings, and providing monthly reports to management.

All site employees are covered under the Social Security Organisation ("SOCSO"), Construction Industry Development Board ("CIDB"), and personal accident insurance. To further strengthen workplace safety, we continuously train our employees in OSH best practices. In FY2024, 104 employees participated in safety and health-related training, while 28 safety courses were conducted out of a total of 130 training sessions.

We actively monitor construction and operational activities to ensure ongoing compliance with safety regulations. During the reporting period, we had zero incidents of non-compliance related to health and safety regulations.

Total man hours at sites by business segments:

Total manhours at sites by business segments	Year 2024	Year 2023
Construction	4,655,511	3,173,294
Quarry	17,923	14,255
Ready-mix concrete operation	57,768	-
MSCL	37,662	-
Total Man Hours	4,768,864	3,187,549
Number of Lost Time Injury	Zero	Zero

CREATING HARMONIOUS AND PROSPEROUS COMMUNITY / SOCIETY

Corporate Social Responsibilities ("CSR")

Ibraco is dedicated to reducing social inequalities and uplifting underprivileged communities through meaningful CSR initiatives. Our CSR programs focus on community development, financial assistance, infrastructure improvements, and cultural preservation, ensuring a lasting positive impact on society.

Hope Place, a charitable non-profit organisation, remains a key CSR partner, enabling us to extend financial and material assistance to those in need. To date, we have supported around 1,500 underprivileged families through this partnership.

Through these sustained efforts, Ibraco continues to drive positive social change and enhance the quality of life for the communities we serve.

SUSTAINABILITY JOURNEY

Sustainability Statement

Our Key CSR Initiatives for Year 2024:

- ▶ Empowering Communities through Employment - We provide job opportunities to underprivileged individuals, such as employing villagers from Pulau Salak to work at our Pulau Salak quarry site.
- ▶ Supporting Local Community Events - We actively sponsor community programs, including events in Pulau Salak, to strengthen social ties and community well-being.
- ▶ Disaster Relief and Housing Assistance - We help build and repair homes for those in need, especially for disaster-stricken families.
- ▶ Collaborating with Humanitarian Organisations - As the main contributor for the Charity Without Borders event in Long Tikan, Baram, we worked alongside the Bintulu 4x4 Challenge and Hope Place to provide aid to the Penan community.
- ▶ Promoting Health and Wellness - We sponsor sports-related activities and charity runs to encourage a healthy lifestyle.
- ▶ Cultural and Festival Support - We contribute to cultural and festival events to help preserve and promote local traditions.
- ▶ Enhancing Infrastructure - We assist in infrastructure improvement projects, ensuring better living conditions for communities. In FY2024, the construction of the ART station at The NorthBank township commenced work.
- ▶ Medical Assistance and Education Support - We provide financial aid to patients with medical conditions and donate to schools to enhance educational opportunities. In FY2024, Ibraco is the Main Sponsor for the annual Go Bald event organised by Sarawak Children's Cancer Society ("SCCS"), contributing to a total sum of RM50,000. Ibraco's contribution has assisted with the provision of monthly financial subsidies to families, high value treatments as well as lab tests, scans and drugs for children with cancer, and the funding of trips to hospitals for patients in need of such assistance.
- ▶ Supporting global concerns - We participate in the annual Virtual Earth Hour global event held in support of addressing climate change and energy consumption. Last year, the Virtual Earth Hours for Sarawak was organised by Majlis Bandaraya Kuching Selatan. Ibraco's Headquarters switched off its lights at the designated time period in support of the global cause.

Total Contribution for FY2024: RM1,724,000. In contrast, for FY2023, we contributed a total of RM879,000



Conclusion

Ibraco is committed to enhancing its sustainability performance by continuously reviewing and improving ESG disclosures. We aim to achieve this through better data collection and analysis, enabling us to more accurately assess sustainability materiality and identify key areas for improvement. This ongoing refinement will strengthen our transparency, accountability, and long-term ESG commitments.

This Sustainability Statement was approved by the Board on 28 MARCH 2025

SUSTAINABILITY JOURNEY

Sustainability Statement

IBRACO BERHAD AND ITS SUBSIDIARIES

COMMON SUSTAINABILITY INDICATORS

Indicators	Measurement Unit	2024	2023	Target
1 Anti-Corruption				
C1 (a) Percentage of employees who have received training on anti-corruption by employee category				100% of employees attending anti-corruption awareness training.
Management	Percentage	54%	78%	
Executive	Percentage	49%	79%	
Non-Executive	Percentage	46%	51%	
C1 (b) Percentage of operations assessed for corruption-related risks	Percentage	100%	100%	
C1 (c) Confirmed incidents of corruption and action taken	Number	0	0	Zero tolerance on bribery and corruption
2 Community/Society				
C2 (a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,724,000	879,102	-
C2 (b) Total number of beneficiaries of the investment in communities	Number	1673	296	-
3 Diversity				
C3 (a) Percentage of employees by gender and age group, for each employee category				-
Gender Group by Employee Category				
Management Male	Percentage	65%	63%	
Management Female	Percentage	35%	37%	
Executive Male	Percentage	53%	53%	
Executive Female	Percentage	47%	47%	
Non-Executive Male	Percentage	81%	76%	
Non-Executive Female	Percentage	19%	24%	
Age Group by Employee Category				
Management Under 30 years old	Percentage	0%	0%	
Management Between 30 - 50 years old	Percentage	78%	76%	
Management Above 50 years old	Percentage	22%	24%	
Executive Under 30 years old	Percentage	19%	24%*	
Executive Between 30 - 50 years old	Percentage	67%	64%*	
Executive Above 50 years old	Percentage	14%	12%	
Non-Executive Under 30 years old	Percentage	35%	32%*	
Non-Executive Between 30 - 50 years old	Percentage	52%	57%*	
Non-Executive Above 50 years old	Percentage	13%	11%	

SUSTAINABILITY JOURNEY

Sustainability Statement

Indicators	Measurement Unit	2024	2023	Target
3 Diversity (contd.)				
C3 (a) Percentage of employees by gender and age group, for each employee category (contd.)				-
Ethnicity by Employee Category				
Management Bumiputra	Percentage	22%	15%	
Management Chinese	Percentage	78%	85%	
Management Indian	Percentage	0%	0%	
Executive Bumiputra	Percentage	61%	57%	
Executive Chinese	Percentage	38%	42%	
Executive Indian	Percentage	1%	1%	
Non-Executive Bumiputra	Percentage	95%	94%	
Non-Executive Chinese	Percentage	5%	6%	
Non-Executive Indian	Percentage	0%	0%	
C3 (b) Percentage of directors by gender and age group				To have 30% representation of women in the Board
Male	Percentage	43%	50%	
Female	Percentage	57%	50%	
Below 30 years old	Percentage	0%	0%	
Between 30 - 50 years old	Percentage	43%	38%	
More than 50 years old	Percentage	57%	62%	
4 Energy Management				
C4 (a) Total energy consumption	MW	1,710.78	1,144.25	
5 Health & Safety				
C5 (a) Number of work-related fatalities	Number	0	0	Zero fatality
C5 (b) Lost time incident rate	Rate	0.0	0.0	-
C5 (c) Number of employees trained on health and safety standards	Number	104	64	-
6 Labour Practices & Standards				
C6 (a) Total hours training by employee category				To have more than 15 hours of average training hours per employee
Management	Hours	1,827	936	
Executive	Hours	2,723	2,113	
Non-Executive	Hours	1,716	1,089	
C6 (b) Percentage of employees that are contractors or temporary staff	Percentage	52.8%	50.6%	-
C6 (c) Total number of employee turnover by employee category				To record staff attrition rate below 15%
Management	Number	8	4	
Executive	Number	35	15	
Non-Executive	Number	46	23	
C6 (d) Number of substantiated complaints concerning human rights violations	Number	0	0	-

SUSTAINABILITY JOURNEY

Sustainability Statement

Indicators	Measurement Unit	2024	2023	Target
7 Supply Chain Management				To have more than 90% of total expenses on local suppliers
C7 (a) Proportion of spending on local suppliers	Percentage	99%	100%	
8 Data Privacy & Security				
C8 (a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	
9 Water				
C9 (a) Total volume of water used	Megalitres	49.52	21.10	
10 Waste Management				
C10 (a) Total waste generated, and a breakdown of the following :	mt	0.689	-	
(i) total waste diverted from disposal	mt	0.689	-	
(ii) total waste directed to disposal	mt	N/A	-	
11 Emissions Management				
C11 (a) Scope 1 emissions in tonnes of CO2e	tCO2e	3,160.0	-	
C11 (b) Scope 2 emissions in tonnes of CO2e	tCO2e	368.4	-	
C11 (c) Scope 3 emissions in tonnes of CO2e	tCO2e	592.0	-	

Notes:

- For FY2023 , total energy consumption and volume of water used comprised only of Ibraco Headquarters and branch offices, sales galleries, quarry office and clubhouse.
- The data and information provided have been prepared to the best of our ability in ensuring completeness, accuracy and reliability.

 Internal assurance

* Restated

COMMITMENT TO GOVERNANCE

Corporate Governance Overview Statement

The Board of Directors ("The Board") of Ibraco Berhad ("Ibraco" or "the Company") is committed to ensuring high standards of corporate governance are practiced throughout the Company and its subsidiaries ("the Group"). The Board believes in maintaining good corporate governance as the fundamental tool in discharging its responsibility to protect and enhance stakeholders' values consistent with acceptable levels of risks.

This Corporate Governance Overview Statement ("CG Statement") provides a summary of the Group's corporate governance practices during the financial year ended 31 December 2024 ("FY2024") based on the following 3 Key Principles set out in the Malaysian Code on Corporate Governance ("MCCG"):

- (i) Board Leadership and Effectiveness;
- (ii) Effective Audit and Risk Management; and
- (iii) Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

The CG Statement is to be read together with the Corporate Governance Report ("CG Report") 2024 available on Ibraco's website at www.ibraco.com.

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS

Board Responsibilities

The Board is collectively responsible for the stewardship of the Group's business and affairs, setting the Group's long-term strategic direction and the delivery of sustainable value to its stakeholders. The Board delegates responsibility for the day-to-day operation of the Group's businesses to the Management and ensures the necessary resources and capabilities are in place.

Ibraco has established and formalised a Board Charter which clearly sets out the roles and responsibilities of the Board and serves as a reference for Board activities and those delegated to Management.

The Board also established various Board Committees to assist the Board in the running of the Group, namely:-

- Audit Committee ("AC");
- Nomination and Remuneration Committee ("NRC");
- Risk Management Committee ("RMC"); and
- Sustainability Committee ("SC").

It should always be noted that the Board retains collective oversight of the Board Committees. The functions and terms of reference of the Board Committees, as well as the authorities and duties delegated by the Board to these Board Committees, have been clearly defined in the Board Charter. The Board Charter is accessible on Ibraco's website at www.ibraco.com.

Board's Role in setting strategy

The Board has assumed the following principal responsibilities in discharging its fiduciary functions:-

- reviewing and adopting strategic plans, that promote sustainability within the aspects of Environmental, Social and Governance ("ESG") to support long-term value creation;
- overseeing the conduct of the Group's business in accordance with its strategic plan and budget;
- monitoring the performance of Management to ensure sound financial and operational management;
- identifying principal business risks faced by the Group and ensuring the implementation of appropriate internal controls and mitigating measures to manage such risks, including climate-related risks;
- overseeing and reviewing the identification and management of sustainability matters;
- overseeing the development and implementation of investor relations and shareholder communication policy;
- ensuring succession planning is in place for the orderly succession of board and senior management;
- reviewing the adequacy and integrity of the Group's management information and internal control systems, ensuring there is a sound framework for reporting internal controls and regulatory compliance; and
- overseeing the Group's adherence to the appropriate corporate governance structure and ethical corporate behaviour.

COMMITMENT TO GOVERNANCE

Corporate Governance Overview Statement

Good Business Conduct and Corporate Culture

The Board has adopted the following principles in promoting ethical business conduct and positive corporate culture:-

a) Code of Conduct and Ethics ("CCE")

Ibraco has adopted a set of CCE to establish a strong corporate culture to guide Directors and employees to commit themselves to ethical standards and conduct at work. The CCE is subject to periodical reviews.

Directors are expected to observe, amongst others, the following salient points in the CCE:-

- observe the highest standards of ethical conduct and comply with all applicable laws, rules and regulations;
- act in the interest of Ibraco Group to the best of their ability and judgement; and
- maintain the confidentiality of non-public information about Ibraco Group or its activities or operations.

b) Whistle-blower Policy ("WBP")

The Group's WBP has been established to encourage all employees or members of the public to raise genuine concerns about possible improprieties in matters of financial reporting, compliance and other malpractices at the earliest opportunity, and in an appropriate way.

The WBP is designed to:-

- support the Group's values;
- provide and facilitate a consistent and systematic process for managing any actual or potential improper conduct;
- provide protection to whistleblower without fear of reprisals as a consequence of the disclosure; and
- provide a transparent and confidential process for dealing with concerns.

c) Anti-Bribery and Corruption Policy ("ABC")

Ibraco has also established and adopted a set of ABC to exercise and commit to integrity in conducting business in accordance to the Guidelines on Adequate Procedures issued pursuant to Section 17A(5) of the Malaysia Anti-Corruption Commission Act 2009.

The ABC serves as Ibraco's overall position on bribery and corruption in all its forms and both Directors and employees are bound to this policy and shall act professionally with integrity in the performances of their duties.

d) Conflict of Interest

Ibraco has established clear processes for declaring and monitoring actual and potential conflicts of interest. Directors and employees shall carry out their responsibilities to the exclusion of any personal advantage in performing their duties, either directly or indirectly. Directors should immediately notify the Board, whereas employees should immediately notify their immediate superior or Head of Department in writing upon becoming aware of any such potential or perceived conflict.

In FY2024, all Directors have completed the annual declaration form in accordance with the Group's Conflict Of Interest policy and procedures and reviewed by the Board.

The CCE, WBP and ABC policies are accessible on Ibraco's website at www.ibraco.com.

Sustainability

The Board, in collaboration with the Management, is committed to driving sustainability across ESG aspects within both its operations and communities associated with the Group. A sustainability framework has been adopted to define and guide the Group towards impact-focused targets. The implementation of the Group's sustainability practices is overseen by the Sustainability Committee. Detailed information on the Group's sustainability initiatives can be found in the Sustainability Statement on pages 22 to 45.

COMMITMENT TO GOVERNANCE

Corporate Governance Overview Statement

Roles of Chairman and Group Managing Director

The respective roles and responsibilities of the Chairman of the Board and the Group Managing Director ("GMD") are held by two different individuals, where such division is to ensure that there is clear and proper balance of power and authority. As an added measure, the Chairman of the Board is not a member to any of the Board Committees.

The Chairman's main responsibility is to set tone at the top, ensure effectiveness of the Board functions, and encourage participation and deliberation by all the Board members.

The GMD as an Executive Director, supported by the senior management, has overall responsibilities over the Group's operational, organisational effectiveness and implementation of Board policies, directives, strategies and decisions. At the management level, several committees namely the Risk Management Committee, Sustainability Working Committee and Tender Committee have been established to ensure good governance and practices are upheld at all times in the Group's operations and business dealings.

The Chairman conducted annual separate session with the Non-Executive Directors to discuss among others, strategic, governance and operational issues.

Qualified and Competent Company Secretaries

The Board is regularly updated and advised by the joint Company Secretaries, who are qualified, experienced and competent on statutory and regulatory requirements, and on resultant implications of any changes in regulatory requirements to the Company and Directors in relation to their duties and responsibilities. The joint Company Secretaries oversee adherence to Board policies and procedures, brief the Board on the proposed contents and timing of material announcements to be made to regulators, and advise any changes to regulatory requirements that may affect the Company and the Board.

Board members may also seek external advice at the Company's expense should they feel this is necessary in facilitating the execution of their duties.

Board Composition

The composition of the Board and Board Committees is reviewed by the NRC annually to ensure an appropriate balance of skills, experience and diversity. The Board shall comprise not less than three (3) and not more than eleven (11) Directors.

The Board currently comprises seven (7) members with three (3) Independent Directors and four (4) Non-Independent Directors out of which two (2) are Executive Directors. With the current composition of the Board, the Company fulfilled the Main Market Listing Requirements ("MMLR") of Bursa Securities para 15.02 that at least two (2) Directors or 1/3 of the Board, whichever is higher must be Independent Directors.

The Directors have a wide range of relevant experience and expertise and contribute significantly in areas such as policy and strategy, performance monitoring, allocation of resources as well as improving governance and controls. The Executive Directors, in particular, are responsible for implementing the policies and decisions of the Board, overseeing the operations as well as coordinating the development and implementation of business strategies adopted whilst the Independent Directors provide balanced and independent views and judgements to the Board.

Throughout FY2024, the NRC conducted a review of the Board and Board Committees' composition and is of the view that the current mix of skills, experience, diversity, and functional knowledge among its members is sufficient and competent to discharge their duties effectively. The Board is also satisfied that the Board's composition in terms of size, and the balance between Executive, Non-Executive and Independent Directors and mix of skills is adequate.

Any proposal to appoint new director(s) shall be evaluated and recommended by the NRC subject to the criteria outlined in the Directors' Fit and Proper Policy. The said policy is accessible on Ibraco's website at www.ibraco.com.

The profile of each Board Member is presented in the Profile of Directors of this Annual Report.

1. Independence

The Board conducts an annual evaluation of Independent Directors as well as fit and proper assessment to ensure compliance with the MMLR's requirements for Independent Directors. Prior to the appointment and subsequently, the Board assesses the independence and effectiveness of Independent Directors, considering their skills, competencies and ability to bring independent and objective judgement to Board deliberations.

In FY2024, all Independent Directors have been assessed and found to meet the criteria for independence as stipulated in the MMLR's requirements.

As of the date of this Statement, none of the Independent Directors has served more than nine (9) years on the Board.

COMMITMENT TO GOVERNANCE

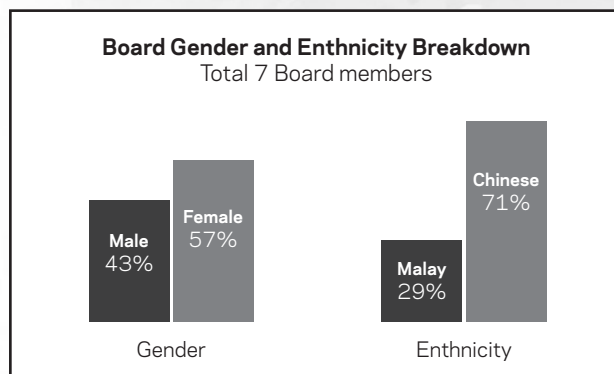
Corporate Governance Overview Statement

2. Senior Independent Non-Executive Director

Mr Chin Mui Khiong is the Senior Independent Non-Executive Director ("SINED"). The SINED provides independent oversight and serves as a key liaison between the board, shareholders, and the management. The SINED can be reached at peter.chinmk@ibraco.com.

3. Board Diversity

The Board recognises and embraces the benefits of having a diverse Board, and sees increasing diversity at Board level as an essential element towards achieving sustainable business growth. When appointing a Director, the NRC and the Board will evaluate the candidate giving due consideration for boardroom diversity.



Board Committees

The various Board committees were established and guided by their respective terms of reference approved by the Board. The Chairman/ Chairlady of each committee reports to the Board during the Board meetings, and the minutes of the meetings are tabled at the Board level.

Board Committee	Composition	Roles and Responsibilities
Audit Committee ("AC")	- Chin Mui Khiong (Chairman) - Wong Siaw Wei - Junijah Binti Ismail	- Ensure financial integrity and regulatory compliance - Evaluates internal control system - Assess the effectiveness of internal audit processes and risk management strategies - Oversees and liaises with external auditors to ensure independent audits
Nomination and Remuneration Committee ("NRC")	- Chin Mui Khiong (Chairman) - Wong Siaw Wei - Junijah Binti Ismail	- Ensure effective board composition, leadership succession and fair remuneration for Executive Directors and Senior Management - Annual assessment of contribution of individual directors and overall effectiveness of the Board - Evaluates and propose new members to the Board and Board Committees
Sustainability Committee ("SC")	- Wong Siaw Wei (Chairlady) - Junijah Binti Ismail - Lily Tang Lee Lin	- Ensure the Group integrates ESG aspects into the Group's business strategy and operations - Oversees the Group's sustainability policies and targets
Risk Management Committee** ("RMC")	- Datuk Chew Chiaw Han - Lily Tang Lee Lin	- Identifies and analyses the Group's overall risk appetite and profile - Reviews the effectiveness of internal controls and implements controls to mitigate risks - Reviews and monitors management response plans and evaluates emerging risks - Reports major risk exposures to the Board

** Reports to the Audit Committee

COMMITMENT TO GOVERNANCE

Corporate Governance Overview Statement

Time Commitment

The Board meets at least five (5) times a year, with additional meetings convened as and when necessary for special matters. Board meetings are scheduled in advance prior to the new calendar year, to ensure sufficient time is given to the Directors to plan their schedules and enable them to attend the meetings.

During the FY2024, the Board met on five (5) occasions where it deliberated upon and considered a variety of matters including business plans and strategies, financial performance, corporate governance, risk management, group policies and sustainability matters. Directors received the necessary information and materials at least five (5) business days in advance of the board meeting.

All the Directors have complied with the minimum 50% attendance requirement in respect of Board Meetings as stipulated in the MMLR of Bursa Malaysia. Details of Directors' attendances of Board and Board Committee Meetings in FY2024 are as follows:-

Directors	Designation	Number of Meetings Attended/Held			
		Board	AC	NRC	RMC
Ng Cheng Chuan	Non-Executive Chairman	4/5	-	-	-
Datuk Chew Chiaw Han	Group Managing Director	5/5	-	-	1/1
Lily Tang Lee Lin	Executive Director	5/5	-	-	1/1
Sharifah Deborah Sophia Ibrahim	Non-Independent Non-Executive Director	4/5	-	-	-
Chin Mui Khiong	Independent Director	5/5	5/5	2/2	-
Wong Siaw Wei	Independent Director	5/5	5/5	2/2	-
Junijah Binti Ismail*	Independent Director	5/5	2/2	0/0	-
Guido Paul Philip Joseph Ravelli**	Non-Independent Non-Executive Director	1/2	0/2	0/1	-

* Appointed as member effective 1 June 2024

** Demised on 24 March 2024

No directors hold more than five (5) directorships in listed entity during the financial year.

Directors' Training

The Directors continuously attend conferences, seminars and training programs as well as reading materials and publications to further broaden their perspectives, skills, knowledge and to keep abreast with the relevant changes in law, regulations and the business environment.

During the financial year under review, the Directors, individually or collectively, attended various training programs and seminars as set out below:-

Directors	Training Programme
Datuk Chew Chiaw Han	► China Cooperation Forum & Mayors' Roundtable on Friendship Cities Collaboration
Ng Cheng Chuan	► Anti-Bribery Talk
Wong Siaw Wei	► Mandatory Accreditation Programme Part II : Leading for Impact ► Joint Ventures, Shareholders Agreement and Conflict of Interest Situations ► Bursa Academy : Conflict of Interest ("COI") And Governance of COI ► Tax Compliance, Tax Knowledge, and Tax Complexity ► MIA 2025 Budget Seminar ► SC Audit Oversight Board Conversation with AC Committees Preparing for IFRS Sustainability Disclosure Standards in Malaysia
Junijah Binti Ismail	► Mandatory Accreditation Programme (MAP) ► Joint Ventures, Shareholders Agreement and Conflict of Interest Situations ► Mandatory Accreditation Programme Part II : Leading for Impact
Lily Tang Lee Lin	► Anti-Bribery Talk ► What is E-invoicing in Malaysia ► BURSA Malaysia Mandatory Accreditation Programme ► SICW/CIDB Green Card Training ► Current and Deferred Taxation under MFRS and MPERS ► ESG Awareness ► GHG Emissions Workshop ► ISSB S2 Seminar ► 2025 Seminar Budget ► BURSA Malaysia Mandatory Accreditation Programme Part II: Leading for Impact (LIP) ► E-invoice workshop for property and construction industry ► Malaysia (Sarawak) - China Cooperation Forum and Mayors' Roundtable on Friendship Cities Collaboration

COMMITMENT TO GOVERNANCE

Corporate Governance Overview Statement

Directors	Training Programme
Chin Mui Khiong	▶ ISA600 (Revised) Audits of Group Financial Statements ▶ National Tax Conference 2024 ▶ Budget 2025 ▶ Highlights of Companies (amendment) Act 2024 & The Beneficial Ownership Reporting Framework for Companies in Malaysia ▶ Malaysia Anti-Corruption Commission (MACC) ▶ Program Pencegahan Pengubahan Wang Haram dan Pelucuthakan Harta Development Bank of Sarawak Berhad ▶ Fast-Track Your E-invoicing Compliance in Malaysia ▶ Integrating Environmental, Sosial and Governance (ESG) into Organisational Financial Reporting Framework
Sharifah Deborah Sophia Ibrahim	▶ Harvard Global Affordable Housing Course 2024

In addition, an orientation programme was conducted for newly appointed Directors. This orientation program is aimed to deepen a Director's understanding of the Group, its industry and the specific responsibilities associated with their role. The orientation includes site visits to various locations within the Group's operating businesses to enable the Directors to gain a nuanced perspective of the business and enhance their overall comprehension of the Group's operations.

Remuneration of Directors and Senior Management

The remuneration package and service contract of the Executive Directors are reviewed by NRC and recommended to the Board for approval. The Executive Directors are required to abstain from the Board's deliberation of their remuneration package.

The payment of annual fees to the Non-Executive Directors is recommended by the Board and approved by the shareholders at the Annual General Meeting.

The remuneration of Directors is disclosed in the CG Report which is available on the Company's website at www.ibraco.com.

The Board is of the view that it would not be beneficial to the Company to disclose the Key Senior Management Personnel's remunerations on named basis in the band of RM50,000, which might raise a negative impact to maintain a stable working environment for long-term strategic goals. The NRC ensures that the remuneration packages of the Senior Management Personnel are competitive and fair to retain and motivate executives while aligning their interests with the Group's long-term strategies. The executive remuneration packages are determined by considering individual responsibilities, skills, expertise, experiences and contributions to the Group's performance.

MCCG PRINCIPLE B - EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit Committee ("AC")

The AC comprises exclusively of Independent Directors, with the Chairman of the AC being a member of the Malaysian Institute of Accounts. The AC Chairman is not the Chairman of the Board.

The AC assists and supports the Board primarily in the area of financial reporting in liaison with the external auditors and the Group's system of risk management and internal control in liaison with the internal auditors. The functions of the AC are clearly defined in its terms of reference, which is accessible on Ibraco's website at www.ibraco.com.

Collectively, the AC members have a wide range of necessary skills, knowledge and experiences to discharge their duties. The details summarising the work of AC for FY2024 are presented in the AC Report within this Annual Report.

Internal Audit Function

Ibraco has established an in-house Internal Audit Department ("IAD"), which provides the Board with adequate assurance it requires regarding the adequacy and effectiveness of risk management, internal control, anti-corruption, whistle-blowing and governance processes. The IAD is guided by the Internal Audit Charter as well as the Professional Practices Framework in assessing the reporting on the adequacy and effectiveness of the internal control, governance and risk management processes.

The IAD is led by the Group Internal Auditor, assisted by an Internal Audit Executive, and reports directly to the AC. The AC is responsible for overseeing the performance and the effectiveness of the internal audit function. As guided by the Internal Audit Charter, independence of the IAD is essential for the effectiveness of their function.

Further details of the internal audit function, which is overseen by the AC, are set out in the AC Report of this Annual Report.

COMMITMENT TO GOVERNANCE

Corporate Governance Overview Statement

Relationship with External Auditors

The AC has an appropriate and transparent relationship with the external auditors. The role of the AC in relation to the external auditors and the assessment of external auditors by the AC are set out in the AC Report of this Annual Report.

Risk Management and Internal Control Framework

The Board is responsible for maintaining a system of internal controls that provides reasonable assurance of effective and efficient operations, and compliance with applicable laws and regulations, as well as with internal procedures and guidelines. The Board is assisted by the RMC to monitor and manage the Group's principal risk exposures and ensuring that management undertake necessary actions to mitigate and monitor such risks. Further details on the risk management framework and internal controls are set out in the "Statement of Risk Management and Internal Control" of this Annual Report.

Directors' Responsibility Statement

The Directors are responsible for ensuring that the financial statements for each financial year are prepared in accordance with the requirements of the Companies Act 2016 and applicable approved accounting standards to give a true and fair view of the financial position of the Group and the Company at the end of the financial year and of their performance and their cash flows for the financial year then ended.

The Directors are satisfied that in preparing the financial statements of the Group and the Company for FY2024, appropriate accounting policies have been consistently applied, supported by reasonable and prudent judgments and estimates. The Group has complied with all applicable approved accounting standards. Furthermore, the Directors have ensured that the accounting records for Ibraco and the Group have been properly maintained.

MCCG PRINCIPLE C - INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Stakeholder Relationship and Communication

Ibraco recognises the importance of maintaining transparency and accountability to its stakeholders. This is done through optimised levels of disclosure and communications with its stakeholders through the dissemination of various announcements, quarterly financial results, annual reports and circulars to shareholders.

Ibraco's corporate website at www.ibraco.com is one of the key platforms to ensure the stakeholders can access communications and documents once they are published. A dedicated investor relation section is available on the website, where information released by the Company to Bursa Malaysia Securities Berhad is made available immediately after the announcement, and all press statements issued by the Company are made available on the website.

The Executive Directors and Company Secretary also hold meetings and dialogues with institutional investors and analysts to keep them abreast with performance and direction of the Group.

Financial results are released quarterly to provide shareholders with an overview of the Group's financial performance. The Annual Report is also a key channel of communication with shareholders and investors.

Conduct of General Meetings

The Annual General Meeting ("AGM") has been a main forum for dialogue with shareholders and investors. Opportunities are given to shareholders and investors to raise questions and to seek clarifications on the business and performance of the Group. All Directors and external auditors are anticipated to attend every shareholder's meeting to address questions raised by shareholders. Ibraco has adopted the practice of providing shareholders with notice of the AGM at least 28 days before the date of the meeting.

This Corporate Governance Statement is issued in accordance with the Board's approval on 28 March 2025.

COMMITMENT TO GOVERNANCE

Additional Compliance information

Audit and Non-audit Fees

The amount of audit and non-audit fees paid or payable to the External Auditor and a company affiliated to the External Auditors' firm for FY2024 were as follows:

Purpose	Group (RM)	Company (RM)
Audit Fees	248,000	160,000
Non-Audit Fees:		
• Tax advisory, computation and filing	86,400	25,000
• Review of Statement on Risk Management and Internal Control	8,000	8,000
• Review of Housing Development Accounts	18,000	13,500
Total	360,400	206,500

Related Party Transactions

The value and types of related party transactions entered into by Ibraco Group are shown on pages 145 to 146 of this Annual Report (see Note 31 to the financial statements).

Material Contracts

There were no material contracts entered into by Ibraco Group involving Directors and major shareholders, either still running at the end of the financial year or entered into since the end of the previous financial year other than those disclosed in the financial statements.

COMMITMENT TO GOVERNANCE

Statement on Risk Management and Internal Control

Background

The Malaysian Code on Corporate Governance ("MCCG") requires the Board of Directors ("Board") of listed companies to maintain a sound system of risk management and internal control to safeguard shareholders' investments and the Group's assets.

This Statement has been prepared pursuant to paragraph 15.26(b) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"), Principal B of the MCCG 2021, and is guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers ("the Guidelines").

Responsibility of the Board

The Board acknowledges its overall responsibility and the importance of having a sound risk management framework and internal control system, and for reviewing the adequacy and effectiveness thereof. Such system covers not only financial controls but also operational, compliance with applicable laws, regulations, and other guidelines (professional, statutory or otherwise). Due to the limitations that are inherent in any system of risk management and internal control, it is designed to manage, rather than to eliminate, the risk of failure to achieve business objectives. Therefore, it can only provide reasonable, rather than absolute, assurance against material misstatements, losses or fraud.

The Group has an on-going process for identifying, evaluating and managing the significant risks faced by the Group and this process includes updating the risk management and internal control system when there are changes to the business environment or regulatory guidelines. The process is regularly reviewed by the Board to promote long-term success of the Group, in accordance with the MMLR of Bursa Securities and guided by the Guidelines.

The Management assists the Board in the implementation of the Board's policies and procedures on risks and controls by identifying and assessing the risks faced, and in the design, operation and monitoring of suitable internal controls to mitigate and control these risks to an acceptable level.

The Board has received reasonable assurance from the Group Managing Director and the Chief Financial Officer that the Group's risk management framework and internal control system is operating adequately and effectively, in all material aspects, based on the risk management framework and internal control system of the Group.

The disclosures in this statement do not include risk management and internal control practices of the Group's material associates. The Group's interests in associates are safeguarded through representation on the Board of the associate company(s).

The Board is of the view that the risk management and internal control system are generally in place for the year under review and up to the date of approval of this Statement for inclusion in the Annual Report.

Risk Management Framework

The Risk Management Committee ("RMC") was established to assist the Board to oversee the overall management of principal areas of risk of the Group.

In order to properly manage risks, the Group has adopted an appropriate risk assessment and evaluation framework as an on-going process as well as appropriate control systems to manage and control these risks. The following provide an overview of the Group's risk management process:

- The Board has approved a Risk Management Policies and Procedures Manual, which outlines the risk management framework for the Group and offers practical guidance to all employees on risk management matters.
- The RMC, headed by the Group Managing Director, continuously carries out its responsibility to identify and communicate to the Board the critical risks (present and potential) which the Group faces, their changes, and what the management action plans are to manage the risks.
- Each Head of Department identifies risks (present and potential) faced at departmental levels and suggests action plans to mitigate these risks for deliberation during the meeting. These action plans are closely monitored to assess their effectiveness over the period during which they are subject to such risks.
- A consolidated risk profile of the Group was developed and will be updated in accordance with the risk appetite of the Group, together with a summary of key findings and proposed mitigating measures, which were discussed and finalised in the various RMC meetings.

COMMITMENT TO GOVERNANCE

Statement on Risk Management and Internal Control

- The RMC has identified, compiled and worked out the remedial measures to mitigate the risks encountered by each Department, which falls under the categories of Project Planning, Contract, Property Development, Property Management, Marketing and Sales, Conveyance and Credit, Customer Service, Leasing, Corporate and Secretarial, Quarry, Procurement, Account and Finance, Human Resources and Administration.
- The RMC reports to the Audit Committee ("AC") on the overall Group Risk Profile annually. Should there be any new proposals or projects, the RMC will report separately to the AC on the additional new risks (if any). The AC has the power to request the RMC to prepare and present the risk areas that they are concerned with, when necessary.

Internal Audit Function

The Group has established an Internal Audit Department, who reports independently to the AC, to provide the Board with adequate assurance it requires regarding the adequacy and effectiveness of risk management, internal control and governance systems.

The annual internal audit plan is approved by the AC and the scope of internal audit work covers the audit of key business processes in the Group. The internal auditors also monitor the implementation of their audit recommendations in order to obtain assurance that all major risks and control measures identified have been duly addressed by the Management in the most effective and timely manner.

The internal auditors adopt a risk-based approach in planning and conducting internal audits, consistent with the Group's established framework for designing, implementing and monitoring its internal control system.

For control issues that may be raised by the external auditors, the internal auditors will follow up to ensure that significant issues are duly acted upon by the Management in the most timely and appropriate manner.

Other Key Elements

Other key elements of the Group's risk management and internal control system, which may also fall under the ambit of risk management practices or internal control procedures, are described below:

Committees at the Various Levels

Various Committees have been established to assist the Board in discharging its fiduciary duties. They are the Audit Committee, the Risk Management Committee, the Nomination Committee, the Remuneration Committee, the Sustainability Committee and the Emergency Management Committee. Each Committee has its clearly defined Terms of Reference, authority and responsibility.

Policies and Procedures

- The Group has established a system of governance and compliance through the Code of Conduct, Whistle Blower Policy, Anti-bribery and Corruption Policy, Board Diversity Policy, Dividend Policy, and the Board Charter.
- Operational Procedures for all business processes are also in place to ensure effectiveness, transparency, and continuity.
- The procedures, amongst other things, outline the reporting and authority structures. Pre-defined limits are also established at appropriate levels to deliberate and approve expenditures.
- The Group's construction arm holds ISO 9001:2015 Quality Management System ("QMS") certification, with standards, policies, and procedures in place to continuously improve and maintain product quality and customer satisfaction.
- During the year, the Group's construction arm successfully obtained ISO 14001:2015 Environmental Management System certification, demonstrating its commitment to maintaining standards and procedures aimed at improving and managing environmental performance.
- The Group's ready-mixed concrete division also obtained ISO 9001:2015 QMS certification within the same period. This certification underscores the division's dedication to ensuring consistent product quality and operational efficiency, further reinforcing the Group's commitment to upholding high standards across all its operations.

COMMITMENT TO GOVERNANCE

Statement on Risk Management and Internal Control

Planning, Performance Monitoring and Reporting

- Established budgeting process requiring all business segments within the Group to prepare the annual budget, taking into consideration the strategic plans, capital and operating expenditures for the upcoming financial year for discussion and approval by the Board.
- The AC reviews the quarterly financial results and evaluates the explanations and reasons for significant unusual variances noted thereof.
- Management meetings are held to identify, discuss and resolve operational, financial and key management issues. Information covering all key financial and operational indicators are also provided to senior management for monitoring of performance against budget. Key variances are followed up by the management and management action is taken, where necessary.
- The professionalism and competency of staff are enhanced through training programs. A performance management system is in place with established Key Performance Indicators to instill a strong performance culture.

Review of the Statement by External Auditors

As required by Para 15.23 of the MMLR, the external auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide ("AAPG") 3, 'Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants ("MIA")', for inclusion in the annual report of the Group for the year ended 31 December 2024, and reported to the Board that nothing has come to their attention that causes them to believe that the statement, intended to be included in the annual report of the Group, in all material respects:

- a) has not been prepared in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, or
- b) is factually inaccurate.

AAPG 3 does not require the external auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board and the Management thereon. The report from the external auditors was made solely for, and directed solely to the Board in connection with their compliance with the listing requirements of Bursa Securities and for no other purposes or parties. The external auditors do not assume responsibility to any person other than the Board in respect of this report.

Conclusion

The Board is not aware of any significant control failures or weaknesses identified during the financial year under review that would result in material losses and require disclosure in the Annual Report of the Group.

The Board and Management will continue to monitor all major risks affecting the Group, and take necessary measures to mitigate them, and continue to enhance the adequacy and integrity of the risk management framework and internal control system of the Group.

This statement is issued in accordance with the Board's approval on 28 March 2025.

COMMITMENT TO GOVERNANCE

Audit Committee Report

The Audit Committee (“the Committee”) takes on the role of assisting the Board of Directors (“Board”) in the discharge of its fiduciary duties, the responsibility of overseeing the financial reporting, governance, internal control and risk management process of Ibraco Group.

TERMS OF REFERENCE

The Committee is guided by its Terms of Reference in performing its duties and discharging its responsibilities. The Terms of Reference of the Committee are available on the Company’s corporate website at www.ibraco.com.

MEMBERSHIP AND ATTENDANCE

The Committee comprises a majority of Independent Non-Executive Directors with at least one member who is a professional or qualified accountant. The Committee met five times during the year and the attendance record of each member is as tabulated below:

Composition of Committee	Total Number of Meetings Attended
Chin Mui Khiong Chairman/Independent Non-Executive Director	5/5
Wong Siaw Wei Member/Independent Non-Executive Director	5/5
Junijah Binti Ismail # Member/Independent Non-Executive Director	2/2
Guido Paul Philip Joseph Ravelli * Member/Non-Independent Non-Executive Director	0/2

Pn Junijah Binti Ismail was appointed as a member w.e.f. 1 June 2024

* Mr Guido Paul Philip Joseph Ravelli demised w.e.f. 24 March 2024

The meetings were appropriately structured through the use of agendas. Board papers were distributed to the Committee with sufficient notice, allowing the Committee the opportunity to review and seek additional information (if required) from the Management and the Group Internal Auditor (“GIA”).

The Group Managing Director, the Chief Financial Officer (“CFO”) and the Company Secretary were present at all the meetings to provide explanations and to address audit and internal control issues and report on the Group’s financial performance. The GIA, who also serves as the Secretary to the Committee, attended all the meetings to present the quarterly internal audit reports and the annual audit plan. The External Auditors (“EA”) were invited, when necessary, to report on their audit status, findings on areas of audit emphasis, key audit matters, financial reporting updates and the Audit Planning Memorandum.

The minutes of all the Committee meetings were recorded and tabled for confirmation at the subsequent meetings. All minutes were presented to the Board for review and discussion. The Chairman of the Committee reported the recommendations and remedial actions (if any) to the Board for its consideration, approval and Management’s implementation.

SUMMARY OF WORK DURING THE FINANCIAL YEAR

The Committee carried out its functions and duties as set out in the Terms of Reference. The work undertaken during the financial year is summarised below:

1. Financial Reporting

- Reviewed the quarterly interim reports and year end unaudited financial statements of the Group before recommending them for approval by the Board.
- Reviewed the annual audited financial statements prior to submission to the Board for approval.

The review ensured that the financial reporting and disclosures are in compliance with the provisions of the Companies Act 2016, applicable Malaysian Financial Reporting Standards (“MFRS”), Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad, and other relevant legal and regulatory requirements.

- Deliberated significant accounting issues and reasonableness of accounting standards applied, as highlighted by the external auditors or management, in preparing the Group’s financial statements.

COMMITMENT TO GOVERNANCE

Audit Committee Report

- The CFO, at each quarterly Committee meeting, presented and provided assurance to the Committee that:
 - Appropriate accounting policies had been adopted and consistently applied;
 - The going concern basis applied in the Annual Financial Statements and quarterly unaudited financial statements were appropriate;
 - Prudent judgements and reasonable estimates had been made in accordance with the requirements set out in the MFRSs;
 - Adequate processes and controls were in place for effective and efficient financial reporting and disclosures under the MFRSs and MMLRs; and
 - The annual financial statements and quarterly unaudited financial statements did not contain material misstatements and gave a true and fair view of the financial position of the Group and the respective companies within the Group for FY2024.
- Reviewed the financial performance of the Group and compared the quarterly results against financial estimates approved by the Board.

2. Internal Audit

- Reviewed the annual internal audit plan to ensure adequacy of scope and coverage on the activities of the Group, taking into consideration the assessment of key risk areas and recommended changes where necessary.
- Reviewed the internal audit reports, including audit findings, audit recommendations and Management's responses to assess whether appropriate actions have been taken in response to the audit recommendations.
- At each Committee meeting, the Committee held an executive session with the GIA to discuss issues arising from internal audits and any other matters, without the presence of Management.
- Assessed the Internal Audit Function via questionnaires, designed to evaluate the satisfaction with the Internal Audit's roles and services, competency and professionalism in governance, risk and controls, as well as their independence and objectivity. The results indicated that the Internal Audit Function was satisfactory.
- Reviewed and approved the annual training budget to equip the internal audit team with an appropriate level of skills and knowledge needed to perform the function effectively.

3. External Audit

- On 22 November 2024, reviewed the External Auditors' Group Audit Planning Memorandum ("APM") for the financial year ended 31 December 2024. The APM outlined the EA' engagement and reporting responsibilities, audit approach, areas of audit emphasis, the engagement team, as well as the audit reporting, deliverables and audit fees.
- The Committee held two private sessions with the EA on 28 February 2024 and 22 March 2024, to discuss any issues or concerns arising from their annual audit, without the presence of Management. The EA had the opportunity to raise any matters of concern related to their audit work.
- The Committee was informed that the EA had no major concerns and received full cooperation from the management during the course of the audit.
- The Committee having considered the nature, scope and amount of the non-audit fee, was satisfied that there was no conflict of interest and that the independence and objectivity of the EA were not impaired.
- The Committee reviewed the EA' report during its meeting on 22 March 2024, particularly with regard to the relevant disclosures in the annual audited financial statements.
- On 22 March 2024, the Committee conducted its annual assessment of the suitability, effectiveness and independence of the EA, taking into consideration Management's feedback on their performance. Assessment questionnaires were used to gather input from personnel who had significant contact with the EA throughout the year. The evaluation focused on the EA' ability to provide advice, suggestions, and clarifications on the presentation of financial statements, their ability to provide realistic analysis of issues using technical knowledge and independent judgement, and their active engagement through both verbal and written communication during the audit process, including responsiveness to issues. The Committee also took into account the observations of the audit engagement partner and engagement team's performance during meetings with the EA held in February, March and November 2024. Based on this evaluation, the Committee is satisfied with the EA' performance, adequacy of resources, technical competency, audit independence and the quality of services rendered.
- The EA confirmed their professional independence with respect to the audit engagement.

COMMITMENT TO GOVERNANCE

Audit Committee Report

4. Related Party Transactions

- Reviewed all related party transactions of the Group as reported by the Management and ensured that these transactions were incorporated into the relevant quarterly announcements and related party transactions disclosures made during the financial year.
- Reviewed the estimated recurrent related party transactions ("RRPT") mandate for the year. No shareholders' mandate for RRPT was sought as the estimated RRPT for the Group was not expected to reach/exceed the prescribed threshold under the MMLR.

5. Risk Management

- Reviewed the Statement on Risk Management and Internal Control, which was duly confirmed by the EA. The EA noted no exceptions, and it is in accordance with Audit and Assurance Practice Guide 3 for inclusion in the Annual Report 2024.
- Reviewed reports from the Risk Management Committee, along with the corresponding action plans to address identified risks, during the meeting held on 22 November 2024. The Committee ensured that the mitigating measures were appropriate and adequate to reduce the risks identified to an acceptable and tolerable level, in accordance to the risk appetite of the Group.

6. Others

- Reviewed Audit Committee Report for inclusion in the Annual Report 2024 and recommended it for adoption by the Board.

TRAINING AND CONTINUOUS ENGAGEMENT

During the year, the Chairman of the Committee engaged with the Management and GIA through telephone conversations and attendance at ad-hoc meetings to stay informed of matters affecting the Group. Through this engagement, relevant issues were brought to the Committee's attention in a timely manner.

Members of the Committee have attended relevant training seminars and programmes to enhance their competency in fulfilling their functions and duties more effectively. The details of the training programs and seminars attended by the members of the Committee during the financial year ended 31 December 2024 are set out under "Directors' Training" on page 50.

INTERNAL AUDIT FUNCTION

The Group has established an Internal Audit Department, which reports directly to the Committee, to assist in discharging its duties and responsibilities. The Department conducts regular, independent and systematic reviews of the internal control systems to provide reasonable assurance that these systems will continue to operate effectively, efficiently and economically, in accordance with the Group's overall objectives and goals. The Department also verifies data and information given to external agencies, such as Bursa Malaysia Securities Berhad.

The Internal Audit Department ("the Department") carries out its functions according to the annual audit plan approved by the Committee, which outlines the scope of the audit work and the resources required to carry it out. The Department reports directly to the Committee on major findings, as well as any significant control issues and concerns. The Committee regularly evaluates and monitors the performance of the internal audit function to assess its effectiveness in discharging its duties and responsibilities.

A risk-based approach is adopted for all audits conducted by the Department, among the scope of coverage were:

- Project closure management
- Project monitoring
- Insurance management
- Project tender management
- Accounts payable and cash management

These audits help ensure that the control measures in place are appropriate, effectively applied, and are adequate to address the exposure to risks, consistent with the Group's policies.

The Department is guided by the Internal Audit Charter and the Professional Practices Framework when assessing and reporting on the adequacy and effectiveness of internal control, governance and risk management processes.

Audit reports are presented to the Committee every quarter for deliberation and forwarded to the Management for the necessary corrective actions.

COMMITMENT TO GOVERNANCE

Audit Committee Report

The summary of internal audit work performed during the financial year are provided below:

- Prepared annual audit plan for deliberation and approval by the Committee;
- Performed operational audits on business units and projects of the Group to ascertain the adequacy and integrity of their system of internal controls, governance and risk management;
- Presented internal audit reports, which include audit findings, audit recommendations and Management responses;
- Performed statutory compliance audits including related party transactions;
- Discussed with Management in identifying significant concerns and risk areas perceived by the Management for inclusion in the internal audit plan; and
- Reviewed the extent of the Group's compliance with provisions of the Malaysian Code of Corporate Governance.

The total costs incurred by the Department for the year under review amounted to approximately RM255,000. The internal audit function was carried out solely by the Department and there were no areas of the internal audit function which were outsourced.

FINANCIAL STATEMENT

Directors' Report

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

PRINCIPAL ACTIVITIES

The Company is principally engaged in realty development, investment holding and operation of a clubhouse. The principal activities of the subsidiaries are set out in Note 7 to the financial statements. There have been no significant changes in the nature of the principal activities of the Group and of the Company during the financial year.

RESULTS

	The Group RM	The Company RM
Profit after taxation for the financial year	50,650,618	24,113,260
Attributable to:-		
Owners of the Company	48,781,273	24,113,260
Non-controlling interests	1,869,345	-
	50,650,618	24,113,260

DIVIDENDS

Dividends paid or declared by the Company since 31 December 2023 are as follows:-

	RM
Ordinary Share	
<u>In respect of the financial year ended 31 December 2024</u>	
Interim single-tier dividend of 2.00 sen per ordinary shares declared on 22 November 2024 and paid on 20 December 2024	10,920,924
<u>In respect of the financial year ended 31 December 2023</u>	
Final single-tier dividend of 2.00 sen per ordinary shares declared on 25 April 2024 and paid on 30 July 2024	10,920,924

RESERVES AND PROVISIONS

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

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

- (a) there were no changes in the issued and paid-up share capital of the Company; and
- (b) there were no issues of debentures by the Company.

FINANCIAL STATEMENT

Directors' Report

OPTIONS GRANTED OVER UNISSUED SHARES

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

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for impairment losses on receivables.

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

CURRENT ASSETS

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

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

VALUATION METHODS

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

CONTINGENT AND OTHER LIABILITIES

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

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

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

CHANGE OF CIRCUMSTANCES

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

FINANCIAL STATEMENT

Directors' Report

ITEMS OF AN UNUSUAL NATURE

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

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

DIRECTORS OF THE COMPANY

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

Ng Cheng Chuan
Datuk Chew Chiaw Han
Sharifah Deborah Sophia Ibrahim
Wong Siaw Wei
Chin Mui Khiong
Junijah Binti Ismail
Lily Tang Lee Lin
Guido Paul Philip Joseph Ravelli (Deceased on 24.3.2024)

DIRECTORS OF THE COMPANY'S SUBSIDIARIES

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

Datuk Barry Tan Chong Liang
May Wong Mei Ling
Law Ka Tong
Ting Sie King
Davidran A/L Somasundiram Prakasam
Haji Muhamad Yakup Bin Kari
Abdul Rahim Bin Abdullah
Mohamad Azrai Bin Karim
Ong Sheng Haur
Ng Kee Tiong
Zaidi Bin Mahdi (Appointed on 1.5.2024)
Haji Ali Samson Bin Baki (Appointed on 16.5.2024)
Li, XinWen (Appointed on 1.8.2024)
Chen, Gang (Appointed on 1.8.2024)
Kong Sin Huat (Appointed on 1.2.2025)
Monaliza Binti Zaidel (Resigned on 13.3.2024)
Qin Fei (Appointed on 4.1.2024 and resigned on 1.8.2024)
Shen WenHui (Appointed on 4.1.2024 and resigned on 1.8.2024)
Su Kuang Yiau (Retired on 31.1.2025)

FINANCIAL STATEMENT

Directors' Report

DIRECTORS' INTERESTS

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

The Company	At	Number of Ordinary Shares		At
	1.1.2024	Bought	Sold	31.12.2024
Direct Interests				
Ng Cheng Chuan	42,077,478	-	-	42,077,478
Datuk Chew Chiaw Han	20,425,440	-	-	20,425,440
Sharifah Deborah Sophia Ibrahim	99,366,120	-	-	99,366,120
Indirect Interests				
Ng Cheng Chuan	80,720,720	-	-	80,720,720
Datuk Chew Chiaw Han	126,069,438	-	-	126,069,438

By virtue of their shareholdings in the Company, Ng Cheng Chuan, Datuk Chew Chiaw Han and Sharifah Deborah Sophia Ibrahim are deemed to have interests in shares in its related corporations during the financial year to the extent of the Company's interests, in accordance with Section 8 of the Companies Act 2016.

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

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from transactions entered into in the ordinary course of business with companies in which certain directors have substantial financial interests as disclosed in Note 31(b) to the financial statements.

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

INDEMNIFICATION OF OFFICERS

The Company maintains a Directors' and Officers' Liability Insurance Policy on a group basis. During the financial year, the amount of indemnity coverage and insurance premium paid for the directors of the Company were RM10,000,000 and RM19,839 respectively.

FINANCIAL STATEMENT

Directors' Report

DIRECTORS' REMUNERATION

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

	The Group		The Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Executive directors' remuneration:				
Fees	48,000	48,500	-	-
Salaries and other emoluments	2,432,065	2,266,356	2,432,065	2,266,356
	2,480,065	2,314,856	2,432,065	2,266,356
Non-Executive directors' remuneration:				
Fees and other emoluments	567,400	594,223	559,000	585,823
Total director's remuneration	3,047,465	2,909,079	2,991,065	2,852,179
Estimated money value of benefits-in-kind	67,856	56,771	67,856	56,771
	3,115,321	2,965,850	3,058,921	2,908,950
Insurance effected to indemnify directors	19,839	19,472	19,839	19,472

INDEMNIFICATION OF AUDITORS

To the extent permitted by law, the Group and the Company have agreed to indemnify its auditors, Crowe Malaysia PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit for an unspecified amount. No payment has been made to indemnify Crowe Malaysia PLT during the financial year and up to the date of this report.

SUBSIDIARIES

The details of the Company's subsidiaries are disclosed in Note 7 to the financial statements.

AUDITORS

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

The auditors' remuneration of the Group and of the Company for the financial year were RM248,000 and RM160,000 respectively.

Signed on behalf of the Board in accordance with a resolution of the directors dated 28 March 2025.

Datuk Chew Chiaw Han

Lily Tang Lee Lin

FINANCIAL STATEMENT

Statement by Directors

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

We, Datuk Chew Chiaw Han and Lily Tang Lee Lin, being two of the directors of Ibraco Berhad, state that, in the opinion of the directors, the financial statements set out on pages 72 to 168 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2024 and of their financial performance and cash flows for the financial year ended on that date.

Signed on behalf of the Board in accordance with a resolution of the directors dated 28 March 2025.

Datuk Chew Chiaw Han

Lily Tang Lee Lin

Statutory Declaration

PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, Lily Tang Lee Lin, MIA membership number: 31721, being the director primarily responsible for the financial management of Ibraco Berhad, do solemnly and sincerely declare that the financial statements set out on pages 72 to 168 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Lily Tang Lee Lin
at Kuching
in the State of Sarawak
on 28 March 2025

Lily Tang Lee Lin

Before me

Phang Dah Nan (No. Q119)
Commissioner For Oaths
No.55, 1st Floor,
Jalan Chan Bee Kiew
Off Jalan Padungan
93100 Kuching, Sarawak

FINANCIAL STATEMENT

Independent Auditors' Report

to the Members of Ibraco Berhad
(Incorporated in Malaysia)
Registration No: 197101000730 (011286-P)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Ibraco 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 and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 72 to 168.

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 financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

FINANCIAL STATEMENT

Independent Auditors' Report

to the Members of Ibraco Berhad

(Incorporated in Malaysia)

Registration No: 197101000730 (011286-P)

Key Audit Matters (Cont'd)

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

Revenue Recognition – Property Development and Construction Contracts Refer to Note 21 in the financial statements	
Key Audit Matter	How our audit addressed the Key Audit Matter
The Group's revenue from property development and construction contracts contributed 92% of the Group's revenue. For the financial year ended 31 December 2024, the Group's revenue and cost from property development amounted to RM246,314,695 and RM156,917,256 respectively, and the Group's revenue and costs from construction contract amounted to RM264,802,539 and RM223,103,944 respectively. Revenue from property development is recognised based on the percentage of completion basis which in turn is determined based on the proportion of contract costs incurred to-date and the total budgeted costs for the respective development projects. For construction contracts, the stage of completion and the revenue to be recognised are calculated based on estimates made of work completed at the reporting date. Significant management judgements and estimation are involved in the recognition of the revenue and its associated costs. Significant judgment and estimation are also required in determining the stage of completion, gross profit margin, provision for foreseeable losses and liquidated ascertained damages, if any. These estimates are subject to uncertainties that depend on the outcome of future events. We determined this to be a key audit matter due to the complexity and judgemental nature of these activities.	Our procedures included amongst others:- • Obtained an understanding of the basis of key judgements made for the revenue recognition and compare them with requirements of the accounting standards; • Test actual sales of development properties to signed sales and purchase agreements; • Evaluated the estimate made for the revenue recognition by determining that inputs applied were reasonable and supportable; • Assessed the reasonableness of the estimated revenue and property development cost and construction cost; • Tested the accuracy of the revenue recognition towards satisfaction of performance obligation; • Checked the mathematical computation of recognised revenue and corresponding costs for the projects during the financial year; • Assessed the adequacy and reasonableness of provisions for foreseeable losses as well as liquidated ascertained damages, if any; and • Performed site visits to the various property development phases and construction project sites.

FINANCIAL STATEMENT

Independent Auditors' Report

to the Members of Ibraco Berhad

(Incorporated in Malaysia)

Registration No: 197101000730 (011286-P)

Key Audit Matters (Cont'd)

Fair Value of Investment Properties Refer to Note 11 in the financial statements	
Key Audit Matter	How our audit addressed the Key Audit Matter
As at 31 December 2024, the Group's investment properties which are carried at fair value, amounted to RM141,600,000. The Group adopts the fair value model for its investment properties and had engaged an external valuer to determine the fair value of the investment properties at the reporting date. We focused on this area due to the complexities in determining the fair value of the investment properties, which involved significant judgements in estimating the underlying assumption to be applied.	Our procedures included, amongst others:- • Obtained the full valuation/indicative valuer's report to review the methodology adopted by the independent valuer; • Assessed the independent external valuers' competency, capabilities, objectivity, independence and qualification; • Assessed the inputs underpinning the valuation of the properties by discussion with valuers, the key assumptions and critical judgement area; and • Evaluated the reasonableness of the key assumptions used in the valuation.

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 Annual Report but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the Directors' Report and, in doing so, consider whether the Directors' Report 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 the Directors' Report, we are required to report that fact. We have nothing to report in this regard.

FINANCIAL STATEMENT

Independent Auditors' Report

to the Members of Ibraco Berhad

(Incorporated in Malaysia)

Registration No: 197101000730 (011286-P)

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

FINANCIAL STATEMENT

Independent Auditors' Report

to the Members of Ibraco Berhad

(Incorporated in Malaysia)

Registration No: 197101000730 (011286-P)

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)

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

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

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Crowe Malaysia PLT

201906000005 (LLP0018817-LCA) & AF 1018

Chartered Accountants

Chong Thian Poh

01580/02/2027 J

Chartered Accountant

Kuching
28 March 2025

FINANCIAL STATEMENT

Statements of Financial Position

As at 31 December 2024

		The Group		The Company	
	NOTE	2024 RM	2023 RM	2024 RM	2023 RM
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	5	144,848,170	116,108,320	55,635,693	58,259,781
Intangible assets	6	3,276,893	3,774,649	-	-
Investment in subsidiaries	7	-	-	38,429,944	38,429,944
Investment in an associate	8	3,322,531	3,204,395	6,860,000	6,860,000
Investment in a jointly-controlled entity	9	300,000	300,000	300,000	300,000
Inventories	10	51,894,861	51,661,143	51,558,593	51,324,452
Investment properties	11	141,600,000	136,300,000	141,600,000	136,300,000
Trade and other receivables	12	4,078,076	524,396	-	-
Deferred tax assets	13	6,732,531	7,166,575	497,736	2,311,736
		356,053,062	319,039,478	294,881,966	293,785,913
CURRENT ASSETS					
Inventories	10	487,591,699	374,896,803	330,433,744	264,641,041
Trade and other receivables	12	106,941,989	39,911,034	163,036,746	138,922,947
Other current assets	14	235,815,321	133,987,352	51,128,222	60,450,637
Current tax assets		8,457,162	4,417,083	4,433,396	-
Fixed deposits with licensed banks	15	9,774,257	8,916,793	7,858,374	8,813,772
Cash and bank balances	16	63,371,535	67,342,547	45,859,468	48,839,296
		911,951,963	629,471,612	602,749,950	521,667,693
TOTAL ASSETS		1,268,005,025	948,511,090	897,631,916	815,453,606

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

FINANCIAL STATEMENT

Statements of Financial Position

As at 31 December 2024 (Cont'd)

		The Group		The Company	
	NOTE	2024 RM	2023 RM	2024 RM	2023 RM
EQUITY AND LIABILITIES					
EQUITY					
Share capital	17	271,831,735	271,831,735	271,831,735	271,831,735
Retained profits		234,207,642	207,268,217	190,698,501	188,427,089
Equity attributable to owners of the Company		506,039,377	479,099,952	462,530,236	460,258,824
Non-controlling interests		11,162,860	8,778,872	-	-
TOTAL EQUITY		517,202,237	487,878,824	462,530,236	460,258,824
NON-CURRENT LIABILITIES					
Loans and borrowings	18	120,487,114	95,680,224	57,857,923	73,775,523
Trade and other payables	19	24,685,174	18,292,489	11,557,754	9,827,912
		145,172,288	113,972,713	69,415,677	83,603,435
CURRENT LIABILITIES					
Loans and borrowings	18	305,308,318	185,031,469	167,927,794	106,766,859
Trade and other payables	19	271,621,635	140,677,613	172,972,329	140,598,937
Other current liabilities	20	26,566,378	16,161,000	24,785,880	19,797,603
Current tax liabilities		2,134,169	4,789,471	-	4,427,948
		605,630,500	346,659,553	365,686,003	271,591,347
TOTAL LIABILITIES		750,802,788	460,632,266	435,101,680	355,194,782
TOTAL EQUITY AND LIABILITIES		1,268,005,025	948,511,090	897,631,916	815,453,606

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

FINANCIAL STATEMENT

Statements of Profit or Loss and Other Comprehensive Income

For The Financial Year Ended 31 December 2024

		The Group		The Company	
	NOTE	2024 RM	2023 RM	2024 RM	2023 RM
REVENUE	21	562,848,012	391,870,688	217,075,395	337,485,787
COST OF SALES	22	(417,154,876)	(269,033,141)	(136,115,984)	(229,981,243)
GROSS PROFIT		145,693,136	122,837,547	80,959,411	107,504,544
OTHER INCOME	21	8,570,164	8,549,899	14,161,387	10,934,488
		154,263,300	131,387,446	95,120,798	118,439,032
ADMINISTRATIVE EXPENSES		(52,599,593)	(44,051,983)	(33,293,194)	(29,915,496)
SELLING AND MARKETING EXPENSES		(15,691,833)	(11,721,056)	(14,752,674)	(10,661,568)
PROFIT FROM OPERATIONS		85,971,874	75,614,407	47,074,930	77,861,968
FINANCE COSTS	23	(15,454,775)	(12,943,457)	(13,919,963)	(10,769,713)
SHARE OF RESULTS OF EQUITY ACCOUNTED ASSOCIATES		118,136	54,931	-	-
PROFIT BEFORE TAXATION	24	70,635,235	62,725,881	33,154,967	67,092,255
INCOME TAX EXPENSE	27	(19,984,617)	(17,379,200)	(9,041,707)	(15,857,896)
PROFIT AFTER TAXATION, REPRESENTING TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		50,650,618	45,346,681	24,113,260	51,234,359
PROFIT AFTER TAXATION ATTRIBUTABLE TO:-					
Owners of the Company		48,781,273	46,037,994	24,113,260	51,234,359
Non-controlling interests		1,869,345	(691,313)	-	-
		50,650,618	45,346,681	24,113,260	51,234,359
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:-					
Owners of the Company		48,781,273	46,037,994	24,113,260	51,234,359
Non-controlling interests		1,869,345	(691,313)	-	-
		50,650,618	45,346,681	24,113,260	51,234,359
EARNINGS PER ORDINARY SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE COMPANY (SEN PER SHARE):					
- Basic	28	9	8		
- Diluted	28	9	8		

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

FINANCIAL STATEMENT

Statements of Changes in Equity

For The Financial Year Ended 31 December 2024

		Share Capital RM	Retained Profits RM	Attributable to Owners of the Company RM	Non- Controlling Interests RM	Total Equity RM
NOTE						
The Group						
	Balance as at 1.1.2023	271,831,735	180,341,841	452,173,576	9,790,185	461,963,761
	Profit after taxation for the financial year	-	46,037,994	46,037,994	(691,313)	45,346,681
	Contribution by non-controlling interest	-	-	-	720,000	720,000
29	Dividends on ordinary shares	-	(19,111,618)	(19,111,618)	-	(19,111,618)
	Dividends paid to non-controlling interest	-	-	-	(1,040,000)	(1,040,000)
	Total transactions with owners	-	26,926,376	26,926,376	(1,011,313)	25,915,063
	Balance as at 31.12.2023 / 1.1.2024	271,831,735	207,268,217	479,099,952	8,778,872	487,878,824
	Profit after taxation for the financial year	-	48,781,273	48,781,273	1,869,345	50,650,618
	Contribution by non-controlling interest	-	-	-	1,580,000	1,580,000
	Disposal by non-controlling interest due to a subsidiary winding up	-	-	-	(25,357)	(25,357)
29	Dividends on ordinary shares	-	(21,841,848)	(21,841,848)	-	(21,841,848)
	Dividends paid to non-controlling interest	-	-	-	(1,040,000)	(1,040,000)
	Total transactions with owners	-	26,939,425	26,939,425	2,383,988	29,323,413
	Balance as at 31.12.2024	271,831,735	234,207,642	506,039,377	11,162,860	517,202,237

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

FINANCIAL STATEMENT

Statements of Changes in Equity

For The Financial Year Ended 31 December 2024 (Cont'd)

	NOTE	Share Capital RM	Retained Profits RM	Total Equity RM
The Company				
Balance as at 1.1.2023		271,831,735	156,304,348	428,136,083
Profit after taxation / Total comprehensive income for the financial year		-	51,234,359	51,234,359
Dividends	29	-	(19,111,618)	(19,111,618)
Total transactions with owners		-	32,122,741	32,122,741
Balance as at 31.12.2023/1.1.2024		271,831,735	188,427,089	460,258,824
Profit after taxation / Total comprehensive income for the financial year		-	24,113,260	24,113,260
Dividends	29	-	(21,841,848)	(21,841,848)
Total transactions with owners		-	2,271,412	2,271,412
Balance as at 31.12.2024		271,831,735	190,698,501	462,530,236

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

FINANCIAL STATEMENT

Statements of Cash Flows

For The Financial Year Ended 31 December 2024

		The Group		The Company	
	NOTE	2024 RM	2023 RM	2024 RM	2023 RM
CASH FLOWS (FOR)/FROM OPERATING ACTIVITIES					
Profit before taxation		70,635,235	62,725,881	33,154,967	67,092,255
Adjustments for:-					
Allowance for expected credit losses on amount due from a subsidiary	12(b)	-	-	-	730,638
Allowance for impairment loss on investment in a subsidiary	24	-	-	-	750,000
Allowance for impairment loss on contract assets		793,096	-	793,096	-
Amortisation of intangible assets	6	497,756	497,756	-	-
Bad debts written off	24	-	640,996	-	-
Depreciation of property, plant and equipment	5	8,562,214	6,206,763	4,747,774	4,050,688
Property, plant and equipment written off		1,499	-	1,499	-
Dividend income from subsidiaries	21(c)	-	-	(1,960,000)	(6,930,000)
Gain on disposal of property, plant and equipment	24	(130,446)	(12,297)	(97,997)	(9,998)
Interest income from licensed banks		(60,305)	(46,794)	(40,227)	(31,842)
Other interest income		(680,237)	(1,039,445)	(7,679,349)	(4,886,688)
Fair value gain on investment properties	11	(5,300,000)	(5,632,700)	(5,300,000)	(4,003,476)
Interest expense	23	15,454,775	12,943,457	13,919,963	10,769,713
Loss/(Gain) on disposal of investment in subsidiary upon liquidation		1,284	-	-	(180,612)
Realised loss on foreign exchange		15,289	-	-	-
Reversal of allowance for expected credit losses on trade receivables	12(a)	(79,169)	(95,137)	-	-
Reversal of allowance for expected credit losses on investment in a subsidiary	24	-	-	-	(802,778)
Share of results in associate		(118,136)	(54,931)	-	-
Operating profit before working capital changes		89,592,855	76,133,549	37,539,726	66,547,900
BALANCE CARRIED FORWARD		89,592,855	76,133,549	37,539,726	66,547,900

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

FINANCIAL STATEMENT

Statements of Cash Flows

For The Financial Year Ended 31 December 2024 (Cont'd)

	NOTE	The Group		The Company	
		2024 RM	2023 RM	2024 RM	2023 RM
BALANCE BROUGHT FORWARD		89,592,855	76,133,549	37,539,726	66,547,900
(Increase)/Decrease in inventories		(112,928,614)	(31,908,016)	(66,026,844)	41,745,336
(Increase)/Decrease in trade and other receivables		(70,506,750)	517,402	(24,113,799)	(53,842,943)
(Increase)/Decrease in other current assets		(86,531,427)	(59,597,904)	8,529,319	(15,306,654)
Increase/(Decrease) in trade and other payables		137,321,418	46,669,604	34,103,234	(19,486,174)
Increase in other current liabilities		10,405,378	10,907,886	4,988,277	9,294,010
CASH (FOR)/FROM OPERATIONS		(32,647,140)	42,722,521	(4,980,087)	28,951,475
Interest paid		(19,353,152)	(13,075,925)	(13,919,963)	(10,769,713)
Interest received		680,237	1,039,445	7,679,349	4,886,688
Income tax refunded		31	3,966,868	-	1,070,663
Income tax paid		(26,245,985)	(17,807,260)	(16,089,051)	(12,792,203)
NET CASH (FOR)/FROM OPERATING ACTIVITIES		(77,566,009)	16,845,649	(27,309,752)	11,346,910
CASH FLOWS (FOR)/FROM INVESTING ACTIVITIES					
Dividend received from subsidiaries	21(c)	-	-	1,960,000	6,930,000
Interest received from licensed banks		60,305	46,794	40,227	31,842
Increase in deposits pledged for bank loans		-	(5,222)	-	(5,222)
Placement of deposits with maturity of more than 3 months		(816,244)	(130,899)	993,610	(130,899)
Purchase of property, plant and equipment	5(ii)	(29,513,977)	(38,626,630)	(454,293)	(5,102,707)
Proceeds from disposal of property, plant and equipment		131,800	12,300	98,000	10,000
Proceeds from disposal of investment in a subsidiary upon liquidation		-	-	-	1,180,612
Subscription of shares in a subsidiary	7	-	-	-	(1,900,000)
Subscription of shares in an associate	8	-	(735,000)	-	(735,000)
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(30,138,116)	(39,438,657)	2,637,544	278,626

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

FINANCIAL STATEMENT

Statements of Cash Flows

For The Financial Year Ended 31 December 2024 (Cont'd)

		The Group		The Company	
	NOTE	2024 RM	2023 RM	2024 RM	2023 RM
CASH FLOWS FROM FINANCING ACTIVITIES					
Contribution by non-controlling interest		1,580,000	720,000	-	-
Disposal by non-controlling interest due to a subsidiary winding up		(25,357)	-	-	-
Dividends paid on ordinary shares	29	(21,841,848)	(19,111,618)	(21,841,848)	(19,111,618)
Dividends paid to non-controlling interest		(1,040,000)	(1,040,000)	-	-
Repayment of bank loans	30(a)	(37,330,456)	(20,536,248)	(33,901,820)	(18,570,120)
Repayment of revolving credit	30(a)	(127,728,874)	(28,462,560)	(57,000,000)	(24,000,000)
Repayment of principal portion of lease liabilities	30(a)	(323,559)	(321,563)	(209,963)	(206,609)
Repayment of hire purchase payables	30(a)	(3,989,496)	(1,043,984)	(310,007)	(116,197)
Proceeds from bank loans	30(a)	64,039,900	33,163,735	27,941,213	20,163,735
Proceeds from revolving credit	30(a)	230,434,024	74,762,560	107,053,017	44,300,000
NET CASH FROM FINANCING ACTIVITIES		103,774,334	38,130,322	21,730,592	2,459,191
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(3,929,791)	15,537,314	(2,941,616)	14,084,727
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		69,121,768	53,584,454	50,515,496	36,430,769
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR		30(b) 65,191,977	69,121,768	47,573,880	50,515,496

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

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities"). The registered office and principal place of business are as follows:-

Registered office and principal place of business : No.6 The NorthBank,
Off Kuching-Samarahan Expressway,
93350 Kuching, Sarawak.

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

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 28 March 2025.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in realty development, investment holding and operation of a clubhouse. The principal activities of the subsidiaries are set out in Note 7. There have been no significant changes in the nature of the principal activities of the Group and of the Company during the financial year.

3. BASIS OF PREPARATION

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

3.1 During the current financial year, the Group and the Company have adopted the following new accounting standards and/or interpretations (including the consequential amendments, if any):-

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

Amendments to MFRS 16: Lease Liability in a Sale and Leaseback

Amendments to MFRS 101: Classification of Liabilities as Current or Non-current

Amendments to MFRS 101: Non-current Liabilities with Covenants

Amendments to MFRS 107 and MFRS 7: Supplier Finance Arrangements

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) did not have any material impact on the financial statements of the Group and of the Company.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

3. BASIS OF PREPARATION (CONT'D)

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

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025
Annual Improvements to MFRS Accounting Standards – Volume 11	1 January 2026

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application, except as follows:-

MFRS 18: Presentation and Disclosure in Financial Statements will replace MFRS 101: Presentation of Financial Statements upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into three defined categories: “operating”, “investing” and “financing” and introduces two new subtotals: “operating profit or loss” and “profit or loss before financing and income tax”. In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and the accompanying notes. The statement of financial position and the statement of cash flows will also be affected. The potential impact of the new standard on the financial statements of the Group and of the Company has yet to be assessed.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

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

(a) Revenue Recognition for Property Development

The Group and the Company recognise property development revenue as and when the control of the asset is transferred to a customer and it is probable that the Group and the Company will collect the consideration to which it will be entitled. The control of the asset may transfer over time or at a point in time depending on the terms of the contract with the customer and the applicable laws governing the contract.

When the control of the asset is transferred over time, the Group and the Company recognise property development revenue and costs by reference to the progress towards complete satisfaction of the performance obligation at the end of the reporting period. This is measured based on the Group's and the Company's efforts or budgeted 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 property development cost estimates in the future can have a significant effect on the Group's and the Company's results. In making the judgement, the Group and the Company evaluate and relies on past experience and works of specialists.

The carrying amount of contract asset and contract liabilities as at the reporting date are disclosed in Note 14 and Note 20 to the financial statements.

(b) Revenue Recognition for Construction Contracts

The Group recognises certain construction revenue by reference to the construction progress using the input method, determined based on the proportion of construction costs incurred for work performed to date over the estimated total construction costs.

The Group also recognises certain construction revenue by reference to the construction progress based on the physical proportion of contract work certified by professional consultants. Significant judgement is required in determining the progress towards complete satisfaction of the performance obligation based on the contract work certified to date corroborated by the level of completion of the construction based on actual costs incurred to date over the estimated total contract costs.

The carrying amount of contract asset and contract liabilities as at the reporting date are disclosed in Note 14 and Note 20 to the financial statements.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(c) Depreciation of Property, Plant and Equipment

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group and the Company anticipate that the residual values of its property, plant and equipment will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of property, plant, and equipment as at the reporting date is disclosed in Note 5 to the financial statements.

(d) Fair Value of Investment Properties

Investment properties of the Group and of the Company are reported at fair value which is based on valuations performed by independent professional valuers.

The independent professional valuers have exercised judgement in determining market rental used in the valuation process. Also, judgement has been applied in estimating prices for less readily observable external parameters. Other factors such as model assumptions, market dislocations and unexpected correlations can also materially affect these estimates and the resulting fair value. The carrying amount of investment properties as at the reporting date is disclosed in Note 11 to the financial statements.

(e) Impairment of Property, Plant and Equipment and Investment Properties

The Group and the Company determine whether an item of its property, plant and equipment and investment properties are impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as market performance, economic and political situation of the country. A variety of methods is used to determine the recoverable amount, such as valuation reports and discounted cash flows. For discounted cash flows, significant judgement is required in the estimation of the present value of future cash flows generated by the assets, which involve uncertainties and are significantly affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. The carrying amount of property, plant, and equipment and investment properties as at the reporting date are disclosed in Note 5 and Note 11 to the financial statements.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(f) Write-down of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 10 to the financial statements.

(g) Impairment of Trade Receivables and Contract Assets

The Group and the Company use the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables and contract assets. The contract assets are grouped with trade receivables for impairment assessment because they have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group and the Company develop the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying values of trade receivables and contract assets. The carrying amount of trade receivables and contract assets as at the reporting date are disclosed in Note 12 and Note 14 to the financial statements.

(h) Income Taxes

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

(i) Deferred Tax Assets

Deferred tax assets are recognised for all deductible temporary differences, unused tax losses, and unabsorbed capital allowances to the extent that it is probable that future taxable profits would be available against which the deductible temporary differences, unused tax losses, and unabsorbed capital allowances could be utilised. Management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the assessment of the probability of the future taxable profits. The carrying amount of deferred tax assets as at the reporting date is disclosed in Note 13 to the financial statements.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Critical Judgements Made in Applying Accounting Policies

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

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

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

(b) Lease Terms

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

4.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets Through Profit or Loss

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

Financial Assets at Amortised Cost

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

Financial Assets Through Other Comprehensive Income

The Group and the Company have elected to designate the equity instruments as financial assets through other comprehensive income at initial recognition.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.2 FINANCIAL INSTRUMENTS (CONT'D)

(a) Financial Assets (Cont'd)

Financial Assets Through Other Comprehensive Income (Cont'd)

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

(b) Financial Liabilities

Financial Liabilities Through Profit or Loss

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

Financial Liabilities at Amortised Cost

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

(c) Equity

Ordinary Shares

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

(d) Financial Guarantee Contracts

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

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.3 BASIS OF CONSOLIDATION

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

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

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

4.4 INVESTMENTS IN SUBSIDIARIES

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

4.5 INVESTMENTS IN ASSOCIATES

Investments in associates are stated in the financial statements of the Company at cost less impairment losses, if any, and accounted for using the equity method in the consolidated financial statements.

4.6 INVESTMENTS IN JOINT VENTURES

Investments in joint ventures are stated in the financial statements of the Company at cost less impairment losses, if any. The Group recognises its interest in the joint ventures using the equity method in the consolidated financial statements.

4.7 PROPERTY, PLANT AND EQUIPMENT

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

Subsequent to the initial recognition, all property, plant and equipment, other than freehold land and buildings, are stated at cost less accumulated depreciation and any accumulated impairment losses.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.7 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

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

Buildings	2%
Furniture, fittings and equipment	5% - 20%
Motor vehicles	20%
Office renovation	20%
Plant and equipment	5% - 20%

Capital work-in-progress represent preparation of site for installation of machineries. They are not depreciated until such time when the asset is available for use.

4.8 INVESTMENT PROPERTIES

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

4.9 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

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

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

(b) Right-of-use Assets

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

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

(c) Lease Liabilities

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

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.10 INTANGIBLE ASSETS - LICENSE

An intangible asset shall be recognised if, and only if it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and that the cost of the asset can be measured reliably. An entity shall assess the probability of the expected future economic benefits using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of an asset. An intangible asset shall be measured initially at cost.

Intangible assets with finite lives are amortised over their useful economics lives and assessed for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in profit or loss in the expense category consistent with the function of the intangible asset.

The principal amortisation rates used for this purpose are:-

License	12 years
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Intangible assets with indefinite useful lives are tested for impairment annually either individually or at the cash generating unit level. Such intangibles are not amortised. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is made on a prospective basis.

4.11 FUNCTIONAL AND FOREIGN CURRENCIES

(a) Functional and Presentation Currency

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

The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is the Group's and the Company's functional and presentation currency.

(b) Foreign Currency Transactions and Balances

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

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.12 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost and net realisable value are determined as below:-

(a) Land Held for Property Development

Land held for property development represents right-of-use asset (leasehold land) on which no significant development work has been undertaken or which development activities are not expected to be completed within the normal operating cycle is classified as non-current asset.

The cost comprises cost associated to the purchase of land, payment for the right-of-use asset (leasehold land), conversion fees, other relevant levies and an appropriate proportion of common infrastructure costs.

Net realisable value represents the estimated selling price of intended properties that to be developed less the estimated costs of completion and the estimated costs necessary in selling the properties. If future development layout plan is not available, the replacement cost of the properties held for future development will be the best available measure of the net realizable value.

Land held for property development is transferred to property development costs category when development activities have commenced and are expected to be completed within the normal operating cycle.

(b) Property Development Cost

The cost comprises cost associated with the purchase of land, payment for the right-of-use asset (leasehold land), conversion fees, aggregate cost of development, materials and supplies, wages and other direct expenses, and an appropriate proportion of common infrastructure costs.

Net realisable value represents the estimated selling price less the estimated costs of completion and the estimated costs necessary in selling the property.

(c) Completed Properties Held for Sale

The cost is determined by apportionment of the total development costs for that development project, attributable to the unsold properties. The cost of completed properties held for sales comprises cost associated with the purchase of land, payment for the right-of-use asset (leasehold land), conversion fees, aggregate cost of development, materials and supplies, wages and other direct expenses, and an appropriate proportion of common infrastructure costs.

Net realisable value represents the estimated selling price less the estimated costs of completion and the estimated costs necessary in selling the property.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.13 CONTRACT COST ASSETS

(a) Incremental Costs of Obtaining Contracts

The Group and the Company recognise incremental costs of obtaining contracts with customers as an asset when the Group and the Company expect to recover these costs. When the amortisation period of the asset is one year or less, such costs are recognised as an expense immediately when incurred.

(b) Costs to Fulfil A Contract

The Group and the Company recognise costs that relate directly to a contract (or an anticipated contract) with customer as an asset when the costs generate or enhance resources of the Group and of the Company, will be used in satisfying performance obligation in the future and are recovered.

The contract cost assets are initially measured at cost and amortised on a systematic basis that is consistent with the pattern of revenue recognition to which the asset relates.

An impairment loss is recognised in the profit or loss when the carrying amount of the contract cost assets exceeds the expected revenue less expected cost that will be incurred. Any impairment loss recovered shall be reversed to the extent of the carrying amount of the contract cost assets does not exceed the amount that would have been recognised had there been no impairment loss recognised previously.

4.14 CONTRACT ASSET AND CONTRACT LIABILITY

A contract asset is recognised when the Group's and the Company's right to consideration is conditional on something other than the passage of time. A contract asset is subject to impairment requirements of MFRS 9.

A contract liability is stated at cost and represents the obligation of the Group and of the Company to transfer goods or services to a customer for which consideration has been received (or the amount is due) from the customers.

4.15 CASH AND CASH EQUIVALENTS

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

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.16 IMPAIRMENT

(a) Impairment of Financial Assets

The Group and the Company recognise a loss allowance for expected credit losses on investments in debt instruments that are measured at amortised cost, trade receivables and contract assets, as well as on financial guarantee contracts.

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

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

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

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

(b) Impairment of Non-financial Assets

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

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.16 IMPAIRMENT (CONT'D)

(b) Impairment of Non-financial Assets (Cont'd)

An impairment loss is recognised in profit or loss immediately unless the asset is carried at its revalued amount. Any impairment loss of a revalued asset is treated as a revaluation decrease to the extent of a previously recognised revaluation surplus for the same asset. Any impairment loss recognised in respect of a cash-generating unit is allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit and then to reduce the carrying amounts of the other assets in the cash-generating unit on a pro rata basis.

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

4.17 PROVISIONS

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

4.18 EMPLOYEE BENEFITS

(a) Short-term Benefits

Wages, salaries, paid annual leave and bonuses are measured on an undiscounted basis and are recognised in profit or loss in the period in which the associated services are rendered by employees of the Group and the Company.

(b) Defined Contribution Plans

The Group's and the Company's contributions to defined contribution plans are recognised in profit or loss in the period to which they relate. Once the contributions have been paid, the Group and the Company have no further liability in respect of the defined contribution plans.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.19 INCOME TAXES

(a) Current Tax

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

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

(b) Deferred Tax

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

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

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

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

Current tax assets and liabilities or deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same taxable entity (or on different tax entities but they intend to settle current tax assets and liabilities on a net basis) and the same taxation authority.

4.20 OPERATING SEGMENTS

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

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.21 EARNINGS PER ORDINARY SHARE

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

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

4.22 BORROWING COSTS

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

4.23 FAIR VALUE MEASUREMENTS

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

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

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

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

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

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

The fair value for measurement and disclosure purposes in these financial statements is determined on such a basis, except for share-based payment transactions (MFRS 2), leasing transactions (MFRS 16) and measurement that have some similarities to fair value but not fair value, such as net realisable value (MFRS 102) or value in use (MFRS 136).

4.24 CONTINGENT ASSETS

A contingent asset is a probable asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain events not wholly within the control of the Group and of the Company.

A contingent asset is not recognised but is disclosed in the notes to the financial statements when an inflow of economic benefits is probable. When its inflow of economic benefit is virtually certain, then the related asset is recognised in the statement of financial position.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

5. PROPERTY, PLANT AND EQUIPMENT

The Group	At 1.1.2024 RM	Additions RM	Disposals RM	Written off RM	Re- classification RM	Depreciation Recognised in Profit or Loss (Note 24) RM	Charges Capitalised in Construction (Note 14 (c)) RM	At 31.12.2024 RM
<i>Carrying Amount</i>								
Buildings and renovation	45,062,832	1,512,158	-	-	45,835,286	(3,288,295)	-	89,121,981
Motor vehicles, office equipment, furniture and fittings	6,238,564	4,591,920	(1,354)	(1,499)	-	(1,211,061)	(613,054)	9,003,516
Plant and equipment	26,978,441	14,437,525	-	-	7,489,705	(4,062,858)	(1,446,748)	43,396,065
Capital work-in-progress	37,828,483	18,823,116	-	-	(53,324,991)	-	-	3,326,608
	116,108,320	39,364,719	(1,354)	(1,499)	-	(8,562,214)	(2,059,802)	144,848,170

The Group	At 1.1.2023 RM	Additions RM	Disposals RM	Re- classification RM	Depreciation Recognised in Profit or Loss (Note 24) RM	Charges Capitalised in Construction (Note 14 (c)) RM	At 31.12.2023 RM
<i>Carrying Amount</i>							
Buildings and renovation	31,551,710	483,058	(1)	15,678,858	(2,650,793)	-	45,062,832
Motor vehicles, office equipment, furniture and fittings	3,588,442	3,110,508	(2)	422,906	(633,920)	(249,370)	6,238,564
Plant and equipment	16,511,965	9,672,827	-	4,210,922	(2,922,050)	(495,223)	26,978,441
Capital work-in-progress	20,932,932	37,208,237	-	(20,312,686)	-	-	37,828,483
	72,585,049	50,474,630	(3)	-	(6,206,763)	(744,593)	116,108,320

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

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

	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
The Group			
31.12.2024			
Buildings and renovation	100,612,764	(11,490,783)	89,121,981
Motor vehicles, office equipment, furniture and fittings	20,043,503	(11,039,987)	9,003,516
Plant and equipment	67,235,739	(23,839,674)	43,396,065
Capital work-in-progress	3,326,608	-	3,326,608
	191,218,614	(46,370,444)	144,848,170

	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
The Group			
31.12.2023			
Buildings and renovation	54,389,494	(9,326,662)	45,062,832
Motor vehicles, office equipment, furniture and fittings	16,142,222	(9,903,658)	6,238,564
Plant and equipment	45,308,509	(18,330,068)	26,978,441
Capital work-in-progress	37,828,483	-	37,828,483
	153,668,708	(37,560,388)	116,108,320

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

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

The Company	At 1.1.2024 RM	Additions RM	Disposals RM	Written Off RM	Depreciation		At 31.12.2024 RM
					Charges (Note 24) RM		
<i>Carrying Amount</i>							
Buildings and renovation	45,351,395	409,295	-	-	(2,779,927)		42,980,763
Motor vehicles, office equipment, furniture and fittings	3,533,525	1,663,384	(3)	(1,499)	(764,629)		4,430,778
Plant and equipment	9,374,861	52,509	-	-	(1,203,218)		8,224,152
	58,259,781	2,125,188	(3)	(1,499)	(4,747,774)		55,635,693

The Company	At 1.1.2023 RM	Additions RM	Disposals RM	Reclassification RM	Depreciation		At 31.12.2023 RM
					Charges (Note 24) RM		
<i>Carrying Amount</i>							
Buildings and renovation	31,345,267	351,238	-	16,217,905	(2,563,015)		45,351,395
Motor vehicles, office equipment, furniture and fittings	2,870,352	677,583	(2)	423,500	(437,908)		3,533,525
Plant and equipment	6,015,735	75,780	-	4,333,111	(1,049,765)		9,374,861
Capital work-in-progress	16,891,710	4,082,806	-	(20,974,516)	-		-
	57,123,064	5,187,407	(2)	-	(4,050,688)		58,259,781

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

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

	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
The Company			
31.12.2024			
Buildings and renovation	53,627,076	(10,646,313)	42,980,763
Motor vehicles, office equipment, furniture and fittings	9,284,042	(4,853,264)	4,430,778
Plant and equipment	12,040,136	(3,815,984)	8,224,152
	74,951,254	(19,315,561)	55,635,693

	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
The Company			
31.12.2023			
Buildings and renovation	53,631,941	(8,280,546)	45,351,395
Motor vehicles, office equipment, furniture and fittings	8,003,074	(4,469,549)	3,533,525
Plant and equipment	11,987,627	(2,612,766)	9,374,861
	73,622,642	(15,362,861)	58,259,781

(i) Current year depreciation charges are recognised as follows:-

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Recognised in profit or loss (Note 24)	8,562,214	6,206,763	4,747,774	4,050,688
Capitalised in construction costs (Note 14(c))	2,059,802	744,593	-	-
	10,622,016	6,951,356	4,747,774	4,050,688

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For The Financial Year Ended 31 December 2024

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

(ii) Acquisition of property, plant and equipment during the financial year were by the following mean:

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Cash	29,513,977	38,626,630	454,293	5,102,707
Hire purchase arrangement	8,283,400	11,848,000	1,261,600	84,700
Lease arrangement (Note 18(b))	758,125	-	409,295	-
Interest capitalised (Note 23)	809,217	-	-	-
	39,364,719	50,474,630	2,125,188	5,187,407

(iii) The corporate office building, clubhouse building, and mild steel cement-lined pipe factory of the Group and of the Company amounting to RM82.4 million (2023 – RM37.3 million) and RM38.2 million (2023 – RM39.0 million) respectively are pledged as security for the related borrowings as set in Note 18.

(iv) Right-of-use assets

Included in the net carrying amount of property, plant and equipment are right-of-use assets as follows:

The Group	At 1.1.2024 RM	Additions RM	Re- classification RM	Depreciation Charges RM	At 31.12.2024 RM
<i>Carrying Amount</i>					
Buildings	420,285	758,125	7,224,000	(383,194)	8,019,216
Motor vehicles	2,439,769	2,816,142	-	(1,100,194)	4,155,717
Plant and equipment	7,875,343	6,443,597	-	(2,417,619)	11,901,321
Capital work-in-progress	7,380,940	1,996,948	(7,224,000)	-	2,153,888
	18,116,337	12,014,812	-	(3,901,007)	26,230,142

The Group	At 1.1.2023 RM	Additions RM	Disposal RM	Depreciation Charges RM	At 31.12.2023 RM
<i>Carrying Amount</i>					
Buildings	741,418	-	-	(321,133)	420,285
Motor vehicles	1,046,756	1,868,509	(1)	(475,495)	2,439,769
Plant and equipment	1,253,498	7,409,459	-	(787,614)	7,875,343
Capital work-in-progress	-	7,380,940	-	-	7,380,940
	3,041,672	16,658,908	(1)	(1,584,242)	18,116,337

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For The Financial Year Ended 31 December 2024

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

(iv) Right-of-use assets (Cont'd)

Included in the net carrying amount of property, plant and equipment are right-of-use assets as follows:

The Company	At 1.1.2024 RM	Additions RM	Depreciation Charges RM	At 31.12.2024 RM
<i>Carrying Amount</i>				
Buildings	364,542	409,295	(209,113)	564,724
Motor vehicles	591,939	1,407,415	(403,694)	1,595,660
	956,481	1,816,710	(612,807)	2,160,384

The Company	At 1.1.2023 RM	Additions RM	Disposal RM	Depreciation Charges RM	At 31.12.2023 RM
<i>Carrying Amount</i>					
Buildings	574,189	-	-	(209,647)	364,542
Motor vehicles	648,912	92,300	(1)	(149,272)	591,939
	1,223,101	92,300	(1)	(358,919)	956,481

The Group and the Company have lease contracts for buildings, motor vehicles and plant and equipment used in their operations. Their lease terms are as below:-

The Group	2024 Number of years	2023 Number of years
Buildings	3 - 5	3 - 5
Motor vehicles	5	5
Plant and equipment	5	5

The Company	2024 Number of years	2023 Number of years
Buildings	3 - 5	3 - 5
Motor vehicles	5	5

Details of the terms and conditions of the lease arrangements are disclosed in Note 18.

Lease motor vehicles and plant and equipment are pledged as security for the related lease liabilities as set in Note 18.

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For The Financial Year Ended 31 December 2024

6. INTANGIBLE ASSETS

	At 1.1.2024 RM	Amortisation Charges (Note 24) RM	At 31.12.2024 RM
The Group			
<i>Carrying Amount</i>			
Quarry	3,774,649	(497,756)	3,276,893

	At 1.1.2023 RM	Amortisation Charges (Note 24) RM	At 31.12.2023 RM
The Group			
<i>Carrying Amount</i>			
Quarry	4,272,405	(497,756)	3,774,649

	At Cost RM	Accumulated Amortisation RM	Carrying Amount RM
The Group			
31.12.2024			
Quarry	5,765,673	(2,488,780)	3,276,893

	At Cost RM	Accumulated Amortisation RM	Carrying Amount RM
The Group			
31.12.2023			
Quarry	5,765,673	(1,991,024)	3,774,649

The above intangible asset represents the right to operate the quarry arising from the Extraction Agreement dated 3 July 2019 entered into with a third party, which commenced operations in 2020.

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For The Financial Year Ended 31 December 2024

7. INVESTMENT IN SUBSIDIARIES

	The Company	
	2024	2023
	RM	RM
Unquoted shares, at cost:		
- in Malaysia	39,179,944	39,179,944
Less: Accumulated impairment losses	(750,000)	(750,000)
	38,429,944	38,429,944

The details of the subsidiaries are as follows:-

Name of Subsidiaries	Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2024 %	2023 %	
<i>Subsidiaries of the Company</i>				
Foso One Sdn. Bhd.	Malaysia	100	100	Construction
Ibraco Quarry Sdn. Bhd.	Malaysia	100	100	Housing and Property Development, Quarry Operations
Ibraco Construction Sdn. Bhd.	Malaysia	100	100	Construction
Ibraco HGS Sdn. Bhd.	Malaysia	70	70	Property Development and Construction
Ibraco Pelita Sdn. Bhd.	Malaysia	75	75	Property Development and Construction
Ibraco Spectrum Sdn. Bhd.	Malaysia	100	100	Landscaping and Trading of Building Materials and Related Products
Ibraco Infinity Sdn. Bhd.	Malaysia	100	100	Property Management Services
Syarikat Ibraco-Peremba Sdn. Bhd.	Malaysia	100	100	Land and Property Development

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For The Financial Year Ended 31 December 2024

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

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

Name of Subsidiaries	Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2024 %	2023 %	
<u>Subsidiaries of the Company</u>				
Ibraco Ascent Sdn. Bhd.	Malaysia	100	100	Manufacturing of Pipes and Construction Material
NewUrban Sdn. Bhd.	Malaysia	100	100	Property Development and Construction
Sekitar Gemilang Sdn. Bhd.	Malaysia	70	70	Quarry Operation
<u>Subsidiary of Ibraco HGS Sdn. Bhd.</u>				
Warisar Sdn. Bhd.	Malaysia	80	80	Property Development and Construction
<u>Subsidiaries of Ibraco Construction Sdn. Bhd.</u>				
Ibraco Construction Polybuilding Construction JV Sdn. Bhd.	Malaysia	70	70	Construction
Dynaciate Engineering Ibraco Construction JV Sdn. Bhd.	Malaysia	-	70	In the process of winding-up
Ibraco KPP Concrete Sdn. Bhd.	Malaysia	70	70	Operate and Sales of Ready Mix Concrete
Ibraco CREC JV Sdn. Bhd.	Malaysia	51	-	Construction of Infrastructure Works

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For The Financial Year Ended 31 December 2024

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

(a) Acquisition of additional interest

On 12 November 2024, Ibraco Construction Sdn. Bhd. ("ICSB"), a subsidiary of the Company subscribed for additional 1,400,000 ordinary shares in Ibraco KPP Concrete Sdn. Bhd. at an issue price of RM1 each for a total cash consideration of RM1,400,000. There is no change in ICSB's effective ownership as results of the additional shares purchased.

In the previous financial year, the Company subscribed for additional 1,900,000 ordinary shares in Ibraco Ascent Sdn. Bhd. at an issue price of RM1 each for a total cash consideration of RM1,900,000. There is no change in the Company's effective ownership as results of the additional shares purchased.

(b) Incorporation of new subsidiary

On 4 January 2024, ICSB incorporated a new subsidiary, Ibraco CREC JV Sdn. Bhd. of which it subscribed 51% equity interest for RM1,020,000, settled in cash.

(c) Liquidation of existing subsidiary

On 25 October 2024, Dynaciate Engineering Ibraco Construction JV Sdn. Bhd., a subsidiary of ICSB, is under member's voluntary winding up pursuant to Section 439(1)(b) of the Companies Act 2016. The subsidiary is in the process of winding-up.

(d) The non-controlling interest at the end of the reporting period comprise the followings:-

	Effective Equity Interest		The Group	
	2024 %	2023 %	2024 RM	2023 RM
Ibraco HGS Sdn. Bhd.	70	70	1,666,329	(530,639)

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For The Financial Year Ended 31 December 2024

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

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

	Ibraco HGS Sdn. Bhd. and its subsidiary	
	2024	2023
	RM	RM
<u>At 31 December</u>		
Non-current assets	1,221,867	1,952,367
Current assets	97,457,900	75,603,835
Non-current liabilities	(1,337,900)	(1,350,500)
Current liabilities	(77,167,001)	(56,725,368)
Net assets	20,174,866	19,480,334
<u>Financial Year Ended 31 December</u>		
Revenue	33,666,771	12,537,872
Profit/(Loss) for the financial year	3,694,532	(1,160,720)
Total comprehensive income/(expenses)	3,694,532	(1,160,720)
Total comprehensive income attributable to non-controlling interests	8,241,168	7,614,839
Dividends paid to non-controlling interests	(1,040,000)	(1,040,000)
Net cash flows from operating activities	3,048,391	4,281,550
Net cash flows from investing activities	52,574	20,178
Net cash flows for financing activities	(3,000,000)	(3,000,000)

8. INVESTMENT IN AN ASSOCIATE

	The Group		The Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Unquoted shares, at cost:				
- Ordinary shares	490,000	490,000	490,000	490,000
- Redeemable non-cumulative preference shares	6,370,000	6,370,000	6,370,000	6,370,000
Share of post-acquisition deficit	6,860,000 (3,537,469)	6,860,000 (3,655,605)	6,860,000 -	6,860,000 -
	3,322,531	3,204,395	6,860,000	6,860,000

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For The Financial Year Ended 31 December 2024

8. INVESTMENT IN AN ASSOCIATE (CONT'D)

The details of the associate is as follows:-

Name of Associate	Principal Place of Business	Percentage of Ownership		Principal Activities
		2024 %	2023 %	
Ibraco HELP Education Sdn. Bhd.	Malaysia	49	49	Education services

In the previous financial year, the Company subscribed for 735,000 new redeemable preference shares at RM1 each in Ibraco HELP Education Sdn. Bhd. amounting RM735,000, settled in cash.

The summarised financial information (after any fair value adjustment at acquisition date) for the associate is as follows:-

	Ibraco HELP Education Sdn. Bhd. (Economic entity)	
	2024 RM	2023 RM
<u>At 31 December</u>		
Current assets	6,813,741	6,566,670
Current liabilities	(33,068)	(27,090)
Net assets	6,780,673	6,539,580
<u>Financial Year Ended 31 December</u>		
Revenue	-	-
Profit for the financial year	241,093	187,604
Total comprehensive income	241,093	187,604
<u>Reconciliation of Net Assets to Carrying Amount</u>		
Group's share of net assets	3,322,531	3,204,395

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For The Financial Year Ended 31 December 2024

9. INVESTMENT IN A JOINTLY-CONTROLLED ENTITY

	The Group/Company 2024 RM	2023 RM
Unquoted shares, at cost	300,000	300,000

The details of the jointly-controlled entity is as follows:-

Name of Jointly-Controlled Entity	Principal Place of Business	Percentage of Ownership		Principal Activities
		2024 %	2023 %	
NorthBank Specialist Hospital Sdn. Bhd.	Malaysia	50	50	Intended for health care services

10. INVENTORIES

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-current				
At cost:-				
Land held for property development	51,894,861	51,661,143	51,558,593	51,324,452
Current				
At cost:-				
Property development costs	409,690,489	318,273,444	260,698,999	215,023,881
Completed properties held for sale	74,899,238	56,471,001	69,704,206	49,586,370
Beverages	30,539	30,790	30,539	30,790
Raw materials	2,182,358	121,568	-	-
Work-in-progress	356,331	-	-	-
Finished goods	395,336	-	-	-
Consumables	37,408	-	-	-
	487,591,699	374,896,803	330,433,744	264,641,041
Total inventories	539,486,560	426,557,946	381,992,337	315,965,493

Certain land held for property development of the Group and the Company have been amalgamated, sub-divided and are pending issuance of land titles by the relevant government authority.

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For The Financial Year Ended 31 December 2024

10. INVENTORIES (CONT'D)

Land held for property development

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At cost:				
At 1 January	51,661,143	51,439,772	51,324,452	50,799,014
Additions	233,718	221,371	234,141	525,438
At 31 December	51,894,861	51,661,143	51,558,593	51,324,452
Represented by:-				
Right-of-use assets - Leasehold land	12,732,644	12,709,905	11,315,859	11,293,119
Freehold land	16,433,512	16,351,051	15,957,112	15,874,651
Property development cost	22,728,705	22,600,187	24,285,622	24,156,682
	51,894,861	51,661,143	51,558,593	51,324,452

The Group and the Company have freehold and leasehold land with aggregate carrying values of RM27,161,262 (2023 – RM27,056,062) and RM21,513,870 (2023 – RM21,408,670) respectively, which are pledged as security for loans and borrowings as disclosed in Note 18.

Property development costs

Leasehold land of the Group classified under property development costs with aggregate carrying values of RM50,000,000 (2023 – RM50,000,000) is pledged as security for loans and borrowings as disclosed in Note 18.

11. INVESTMENT PROPERTIES

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
<i>Carrying amount</i>				
At 1 January	136,300,000	122,300,000	136,300,000	122,300,000
Transfer from inventories	-	8,367,300	-	9,996,524
Fair value gain (Note 21)	5,300,000	5,632,700	5,300,000	4,003,476
At 31 December	141,600,000	136,300,000	141,600,000	136,300,000
Fair value of investment properties	141,600,000	136,300,000	141,600,000	136,300,000

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For The Financial Year Ended 31 December 2024

11. INVESTMENT PROPERTIES (CONT'D)

- (a) The investment properties of the Group are leased to customers under operating leases with rentals payable monthly. The leases contain initial non-cancellable periods ranging from 1 to 15 (2023 – 3 to 15) years and an option that is exercisable by the customers to extend their leases. Certain leases are with lease payments indexed to the customer price index.

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

	The Group/The Company	
	2024	2023
	RM	RM
Not later than 1 year	7,244,075	6,837,792
Later than 1 year but not later than 5 years	27,860,568	26,412,940
Later than 5 years	18,747,243	39,594,586
	53,851,886	72,845,318

- (b) The investment property with carrying amount of RM127,000,000 (2023: RM122,000,000) are pledged as security for loans and borrowings as disclosed in Note 18.
- (c) The fair value of the investment properties have been determined based on valuations performed by independent professional valuers at the end of the reporting based on the investment method that makes reference to net rental income which is capitalised at the appropriate market rates of return and other adjustment factors. There has been no change to the valuation technique during the financial year.

The investment properties are classified as Level 3 in the fair value hierarchy (Note 34).

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

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

- (d) The income received and related maintenance costs from the above completed investments properties are disclosed in Note 21 and Note 22, respectively.

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For The Financial Year Ended 31 December 2024

11. INVESTMENT PROPERTIES (CONT'D)

- (e) The level 3 fair value of the building has been determined using a discounted cash flow approach performed by independent professional valuers based on the following significant unobservable inputs:-

Significant unobservable inputs		Relationship of Unobservable Inputs to Fair Value
(a) Future rental cash inflows with monthly rental ranging from RM17,325 to RM407,000 (2023 – RM15,750 to RM410,000)	Based on the location, type and quality of the property and supported by the terms of any existing lease, other contracts or external evidence such as current market rents for similar property.	The higher the rental income, the higher the fair value. If expected cash flows were 5% (2023 – 5%) higher or lower, the fair value would increase/decrease by RM6.4 million (2023 – RM6.4 million).
(b) Discount rate of 5% to 7.50% (2023 – 5% to 7.50%)	Reflects current market assessments of the uncertainty in the amount and timing of cash flows.	The higher the discount rate, the lower the fair value. A change in the discount rate by 2.5% (2023 – 2.5%) would increase/decrease the fair value by RM3.9 million (2023 – RM3.9 million).

12. TRADE AND OTHER RECEIVABLES

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Current				
Trade receivables				
Third parties	97,966,943	29,752,902	20,943,042	20,556,608
Less: Allowance for expected credit losses - third parties	(465,852)	(545,021)	-	-
Trade receivables, net	97,501,091	29,207,881	20,943,042	20,556,608
Other receivables				
Third parties	3,382,195	5,873,332	1,403,474	362,363
Deposits	6,164,774	4,935,892	2,795,579	2,562,633
Amount due from subsidiaries	-	-	138,625,289	116,171,981
	9,546,969	10,809,224	142,824,342	119,096,977
Less: Allowance for expected credit losses - third parties	(106,071)	(106,071)	-	-
Less: Allowance for expected credit losses - amount due from a subsidiary	-	-	(730,638)	(730,638)
Other receivables, net	9,440,898	10,703,153	142,093,704	118,366,339
Total trade and other receivables (current)	106,941,989	39,911,034	163,036,746	138,922,947

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12. TRADE AND OTHER RECEIVABLES (CONT'D)

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-current				
Trade receivables				
Third parties	4,078,076	524,396	-	-
Other receivables				
Amount due from a subsidiary	-	-	5,066,070	5,066,070
Less: Allowance for expected credit losses - amount due from a subsidiary	-	-	(5,066,070)	(5,066,070)
Total trade and other receivables (non-current)	4,078,076	524,396	-	-
Total trade and other receivables (current and non-current)	111,020,065	40,435,430	163,036,746	138,922,947

(a) Trade receivables

Trade receivables are non-interest bearing and are generally on 14 to 60 days (2023 - 14 to 45 days) terms. Other credit terms are assessed and approved on a case-by-case basis.

Included in the trade receivables of the Group are retention sums totaling RM7,015,453 (2023 - RM3,105,860).

The Group and the Company have no significant concentration of credit risk that may arise from exposures to a single debtor or to groups of debtors.

Set out below is the movement in the allowance for expected credit losses of trade receivables:

	The Group	
	2024 RM	2023 RM
Movement in expected credit losses account		
At 1 January	545,021	640,158
Reversal of allowance for expected credit losses (Note 24)	(79,169)	(95,137)
At 31 December	465,852	545,021

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12. TRADE AND OTHER RECEIVABLES (CONT'D)

(b) Amounts due from subsidiaries

Amounts due from subsidiaries are unsecured, bore interest at 5.70% (2023 – 5.60%) per annum and are repayable on demand.

Non-current amount due from a subsidiary is unsecured and bore interest at 5.70% (2023 – 5.60%) per annum and repayable on demand.

Set out below is the movement in the allowance for expected credit losses of a non-current amount due from subsidiaries:

	The Company	
	2024	2023
	RM	RM
Movement in expected credit losses account		
At 1 January	5,796,708	5,066,070
Allowance for expected credit losses on amount due from a subsidiary (Note 24)	-	730,638
At 31 December	5,796,708	5,796,708

(c) Other receivables

(i) Other receivables are non-interest bearing and are generally on 30 days (2023 - 30 days) terms.

(ii) At the reporting date, the Group has provided an allowance for expected credit loss of RM106,071 (2023 - RM106,071) for the amount due from third parties with nominal amount of RM106,071 (2023 - RM106,071).

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13. DEFERRED TAXATION

	At 1.1.2024 RM	Recognised in Profit or Loss (Note 27) RM	At 31.12.2024 RM
The Group			
2024			
<u>Deferred Tax Liabilities</u>			
Investment properties	2,536,862	1,272,000	3,808,862
Property, plant and equipment	3,482,875	75,861	3,558,736
Rent receivable	2,076,597	426,137	2,502,734
	8,096,334	1,773,998	9,870,332
<u>Deferred Tax Assets</u>			
Property development cost	(5,847,600)	440,081	(5,407,519)
Provisions for expenses	(7,670,843)	(1,524,928)	(9,195,771)
Staff leave balance	(113,262)	(38,010)	(151,272)
Unabsorbed capital allowances	(922,619)	(775,981)	(1,698,600)
Unused tax losses	(708,585)	558,884	(149,701)
	(15,262,909)	(1,339,954)	(16,602,863)
	(7,166,575)	434,044	(6,732,531)

	At 1.1.2023 RM	Recognised in Profit or Loss (Note 27) RM	At 31.12.2023 RM
The Group			
2023			
<u>Deferred Tax Liabilities</u>			
Investment properties	1,576,862	960,000	2,536,862
Property, plant and equipment	3,018,715	464,160	3,482,875
Rent receivable	1,613,287	463,310	2,076,597
	6,208,864	1,887,470	8,096,334
<u>Deferred Tax Assets</u>			
Property development cost	(5,738,729)	(108,871)	(5,847,600)
Provisions for expenses	(7,969,197)	298,354	(7,670,843)
Staff leave balance	(122,968)	9,706	(113,262)
Unabsorbed capital allowances	(452,041)	(470,578)	(922,619)
Unused tax losses	(509,601)	(198,984)	(708,585)
	(14,792,536)	(470,373)	(15,262,909)
	(8,583,672)	1,417,097	(7,166,575)

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For The Financial Year Ended 31 December 2024

13. DEFERRED TAXATION (CONT'D)

	At 1.1.2024 RM	Recognised in Profit or Loss (Note 27) RM	At 31.12.2024 RM
The Company			
2024			
<u>Deferred Tax Liabilities</u>			
Investment properties	2,724,191	1,272,000	3,996,191
Property, plant and equipment	2,166,848	93,383	2,260,231
Rent receivable	2,076,597	426,137	2,502,734
	6,967,636	1,791,520	8,759,156
<u>Deferred Tax Assets</u>			
Property development cost	(2,972,262)	439,687	(2,532,575)
Provisions for expenses	(5,860,862)	166,921	(5,693,941)
Staff leave balance	(89,740)	(49,089)	(138,829)
Unabsorbed capital allowances	(310,109)	(516,201)	(826,310)
Unused tax losses	(46,399)	(18,838)	(65,237)
	(9,279,372)	22,480	(9,256,892)
	(2,311,736)	1,814,000	(497,736)

	At 1.1.2023 RM	Recognised in Profit or Loss (Note 27) RM	At 31.12.2023 RM
The Company			
2023			
<u>Deferred Tax Liabilities</u>			
Investment properties	1,764,191	960,000	2,724,191
Property, plant and equipment	2,112,259	54,589	2,166,848
Rent receivable	1,613,287	463,310	2,076,597
	5,489,737	1,477,899	6,967,636
<u>Deferred Tax Assets</u>			
Property development cost	(2,953,144)	(19,118)	(2,972,262)
Provisions for expenses	(5,872,594)	11,732	(5,860,862)
Staff leave balance	(120,435)	30,695	(89,740)
Unabsorbed capital allowances	-	(310,109)	(310,109)
Unused tax losses	-	(46,399)	(46,399)
	(8,946,173)	(333,199)	(9,279,372)
	(3,456,436)	1,144,700	(2,311,736)

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For The Financial Year Ended 31 December 2024

13. DEFERRED TAXATION (CONT'D)

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

	The Group	
	2024 RM	2023 RM
Unused tax losses:		
--> expires year of assessment 2028	755,646	755,646
--> expires year of assessment 2029	57,479	57,479
--> expires year of assessment 2030	36,828	36,828
--> expires year of assessment 2031	81,314	81,314
--> expires year of assessment 2032	301,099	301,099
--> expires year of assessment 2033	367,572	367,572
--> expires year of assessment 2034	3,720,298	-
Unabsorbed capital allowances	7,040,858	94,380
	12,361,094	1,694,318

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

14. OTHER CURRENT ASSETS

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Prepayments (a)	38,792,494	28,090,527	371,516	737,888
Contract assets - property under construction (b)	55,838,011	49,075,954	38,186,810	47,496,454
Contract assets - construction contracts (c)	126,292,490	44,604,576	-	-
Rent receivable	10,428,059	8,652,488	10,428,059	8,652,488
Cost to obtain a contract (d)	4,464,267	3,563,807	2,141,837	3,563,807
	235,815,321	133,987,352	51,128,222	60,450,637

(a) Prepayment

Included in the Group's prepayment is an amount of RM14,152,332 (2023 - RM16,529,970) paid in respect of construction contracts entered into by the Group during the financial year.

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For The Financial Year Ended 31 December 2024

14. OTHER CURRENT ASSETS (CONT'D)

(b) Contract assets - property under construction

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At 1 January	49,075,954	37,778,330	47,496,454	33,967,906
Revenue recognised during the year	98,681,216	132,996,965	70,051,357	132,342,614
Progress billings during the year	(91,126,063)	(121,699,341)	(78,567,905)	(118,814,066)
Less: Allowance for impairment losses	(793,096)	-	(793,096)	-
At 31 December	55,838,011	49,075,954	38,186,810	47,496,454

Contract assets relate to sale of property under construction that are initially recognised for revenue earned from construction as receipt of consideration from customer is conditional on certain successful percentage of construction. Upon achievement of these percentages, the amounts recognised as contract assets will be reclassified to trade receivables.

The Group and the Company only deal with creditworthy customers. Historically, the Group and the Company have not encountered any material default by these customers. Consequently, no allowance for expected credit loss was recorded for contract assets as at reporting date.

Set out below is the movement in the allowance for impairment losses on contract assets:

	The Group/The Company	
	2024 RM	2023 RM
Movement in impairment losses account		
At 1 January	-	-
Allowance for impairment losses on contract assets (Note 24)	793,096	-
At 31 December	793,096	-

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For The Financial Year Ended 31 December 2024

14. OTHER CURRENT ASSETS (CONT'D)

(c) Contract assets - construction contracts

	The Group	
	2024 RM	2023 RM
At 1 January	44,604,576	22,141,912
Revenue recognised during the year	264,157,096	71,357,527
Progress billings during the year	(182,469,182)	(48,894,863)
At 31 December	126,292,490	44,604,576

Contract assets – construction contracts relate to sale of construction contracts that are initially recognised for revenue earned from construction as receipt of consideration from customers is conditional on certain successful percentage of construction. Upon achievement of these percentages, the amounts recognised as contract assets will be reclassified to trade receivables.

Included in the construction contract costs incurred during the year are:

	The Group	
	2024 RM	2023 RM
Depreciation of property, plant and equipment (Note 5)	2,059,802	744,593
Hire purchase interest (Note 23)	426,392	132,468
Revolving credit/invoice financing interest (Note 23)	2,662,768	-
Employee benefit expense (Note 25)	5,590,361	1,012,504

(d) Cost to obtain a contract

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At 1 January	3,563,807	3,121,532	3,563,807	3,121,532
Additions	5,638,772	5,179,534	2,781,939	5,179,534
Amortisation	(4,738,312)	(4,737,259)	(4,203,909)	(4,737,259)
At 31 December	4,464,267	3,563,807	2,141,837	3,563,807

Cost to obtain a contract primarily comprises of incremental commission fees paid to intermediaries in order to obtain contracts.

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15. FIXED DEPOSITS WITH LICENSED BANKS

- (a) The fixed deposits with licensed banks of the Group and of the Company at the end of the reporting period bore effective interest rates ranging from 2.25% to 2.70% (2023 – 2.25% to 3.05%) per annum. The fixed deposits have maturity periods ranging from 1 to 12 (2023 – 1 to 12) months.
- (b) Included in the fixed deposits with licensed banks of the Group and the Company at the end of the reporting period was a total amount of RM398,123 (2023 – RM398,123) which have been pledged to licensed banks as security for banking facilities granted to the Group and the Company as disclosed in Note 18.

16. CASH AND BANK BALANCES

- (a) Included in cash at banks of the Group and of the Company are amounts of RM30,585,310 (2023 – RM33,411,087) and RM27,969,364 (2023 – RM31,156,278) respectively held pursuant to Section 12 of the Housing Development (Control and Licensing) Ordinance, 2013 and are restricted from use in other operations.
- (b) Included in cash at banks of the Group and of the Company are amounts of RM1,351,508 (2023 – RM3,664,594) and Nil (2023 – RM3,664,594) respectively held pursuant to Section 7A of the Housing Development (Control and Licensing) Ordinance, 2013 and are restricted from use in other operations.

17. SHARE CAPITAL

	The Group/The Company			
	2024	2023	2024	2023
	Number of Shares		RM	RM
Issued and Fully Paid-Up				
<i>Ordinary Shares</i>				
At 1 January and 31 December	546,046,217	546,046,217	271,831,735	271,831,735

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

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For The Financial Year Ended 31 December 2024

18. LOANS AND BORROWINGS

		The Group		The Company	
	Maturity	2024 RM	2023 RM	2024 RM	2023 RM
Short-term borrowings:-					
Secured:					
Hire purchase payables	2025	6,604,027	2,744,788	376,192	132,055
Lease liabilities	2025	315,539	237,854	202,583	178,413
Revolving credits/ Invoice financing	2025	262,605,150	159,900,000	136,953,017	86,900,000
Bank loans:					
- RM loan at CFR ⁽¹⁾ +2.00%	2025	3,359,524	3,090,137	3,359,524	3,090,137
- RM loan at CFR ⁽¹⁾ +1.10%	2025	2,529,411	2,405,307	2,529,411	2,405,307
- RM loan at COF ⁽²⁾ +1.00%	2025	933,336	-	933,336	-
- RM loan at COF ⁽²⁾ +2.00%	2025	-	2,400,000	-	2,400,000
- RM loan at ECOF ⁽³⁾ +1.85%	2025	4,924,903	4,924,903	4,924,903	4,924,903
- RM loan at ECOF ⁽³⁾ +1.85%	2025	1,899,680	1,899,680	1,899,680	1,899,680
- RM loan at ECOF ⁽³⁾ +2.00%	2025	5,082,479	4,836,364	5,082,479	4,836,364
- RM loan at ECOF ⁽³⁾ +2.50%	2025	11,666,669	-	11,666,669	-
- RM loan at BFR ⁽⁴⁾ -1.00%	2025	-	1,802,236	-	-
- RM loan at BFR ⁽⁴⁾ -1.00%	2025	1,053,600	790,200	-	-
- RM loan at BFR ⁽⁴⁾ -1.00%	2025	2,750,000	-	-	-
- RM loan at BFR ⁽⁴⁾ +0.25%	2025	1,584,000	-	-	-
Total loans and borrowings (current)		305,308,318	185,031,469	167,927,794	106,766,859

⁽¹⁾ Cost of Funding Rate

⁽²⁾ Cost of Funds

⁽³⁾ Effective Cost of Funds

⁽⁴⁾ Base Financing Rate

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For The Financial Year Ended 31 December 2024

18. LOANS AND BORROWINGS (CONT'D)

		The Group		The Company	
	Maturity	2024 RM	2023 RM	2024 RM	2023 RM
Long-term borrowings:-					
Secured:					
Hire purchase payables	2026-2029	21,470,802	10,095,462	1,108,017	400,561
Lease liabilities	2026-2027	554,893	198,012	373,174	198,012
Bank loans:					
- RM loan at CFR ⁽¹⁾ +2.00%	2026-2028	5,432,638	10,497,409	5,432,638	10,497,409
- RM loan at CFR ⁽¹⁾ +1.10%	2026-2030	12,334,724	14,873,220	12,334,724	14,873,220
- RM loan at COF ⁽²⁾ +1.00%	2026-2039	13,066,664	-	13,066,664	-
- RM loan at COF ⁽²⁾ +2.00%	2026-2029	-	12,644,051	-	12,644,051
- RM loan at COF ⁽²⁾ + 2.25%	2026-2028	10,000,000	8,000,000	-	-
- RM loan at ECOF ⁽³⁾ +1.85%	2026-2029	15,185,114	20,110,017	15,185,114	20,110,017
- RM loan at ECOF ⁽³⁾ +1.85%	2026-2028	5,087,146	6,986,826	5,087,146	6,986,826
- RM loan at ECOF ⁽³⁾ +2.00%	2026	2,995,903	8,065,427	2,995,903	8,065,427
- RM loan at ECOF ⁽³⁾ +2.50%	2026-2028	2,274,543	-	2,274,543	-
- RM loan at ECOF ⁽³⁾ +2.25%	2026-2027	10,000,000	-	-	-
- RM loan at BFR ⁽⁴⁾ -1.00%	2026-2029	3,244,000	4,209,800	-	-
- RM loan at BFR ⁽⁴⁾ -1.00%	2026-2031	15,095,079	-	-	-
- RM loan at BFR ⁽⁴⁾ +0.25%	2026-2028	3,745,608	-	-	-
Total loans and borrowings (non-current)		120,487,114	95,680,224	57,857,923	73,775,523
Total loans and borrowings (current and non-current)		425,795,432	280,711,693	225,785,717	180,542,382

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For The Financial Year Ended 31 December 2024

18. LOANS AND BORROWINGS (CONT'D)

(a) Hire purchase payables

The movement of hire purchase payables during the financial year is as follows:

	The Group		The Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Minimum hire purchase payments				
- not later than 1 year	8,140,789	3,478,199	434,748	152,484
- later than 1 year and not later than 5 years	23,542,785	11,195,526	1,181,253	425,609
	31,683,574	14,673,725	1,616,001	578,093
Less: Future finance charges	(3,608,745)	(1,833,475)	(131,792)	(45,477)
Present value of hire purchase payables	28,074,829	12,840,250	1,484,209	532,616
Analysed by:-				
Current liabilities	6,604,027	2,744,788	376,192	132,055
Non-current liabilities	21,470,802	10,095,462	1,108,017	400,561
	28,074,829	12,840,250	1,484,209	532,616

- (i) The hire purchase payables of the Group and of the Company are secured by the motor vehicle and plant and equipment under hire purchase as disclosed in Note 5(iv) to the financial statements.
- (ii) The hire purchase payables of the Group and of the Company at the end of the reporting period bore interest rate of 2.10% to 4.60% and 2.24% to 2.47% (2023 - 2.10% to 4.60% and 2.24% to 2.47%) per annum respectively. The interest rates are fixed at the inception of the hire purchase arrangements.

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18. LOANS AND BORROWINGS (CONT'D)

(b) Lease liabilities

The movement of lease liabilities during the financial year is as follows:

	The Group		The Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
At 1 January	435,866	757,429	376,425	583,034
Addition (Note 5(ii))	758,125	-	409,295	-
Interest expense recognised in profit or loss (Note 23)	25,280	24,277	15,878	19,230
Repayment of principal	(323,559)	(321,563)	(209,963)	(206,609)
Repayment of interest expense	(25,280)	(24,277)	(15,878)	(19,230)
At 31 December	870,432	435,866	575,757	376,425

The expenses relating to payments not included in the measurement of the hire purchase payables and lease liabilities are as follows:

	The Group		The Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Depreciation of right-of-use assets	3,901,007	1,584,242	612,807	358,919
Interest expense recognised in profit or loss (Note 23)	955,785	180,504	79,099	42,821
Expenses relating to short term leases (Note 24)	-	28,200	-	-

(c) Other borrowings

(i) Revolving credits and invoice financing

- RM166.9 million (2023 – RM117.9 million) is secured by a charge over the few parcels of land held for property development (Note 10), fixed deposits with licensed banks (Note 15), corporate office building, clubhouse building, and mild steel cement-lined pipe factory (Note 5) and three of the investment properties (Note 11).

During the year, interest was charged at rates ranging from 1% to 2.5% (2023 - 1% to 2.5%) per annum above the bankers' cost of funds.

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For The Financial Year Ended 31 December 2024

18. LOANS AND BORROWINGS (CONT'D)

(c) Other borrowings (Cont'd)

(ii) Bank loans

- RM1.80 million of the Group's bank loans in 2023 was secured over deed of assignment in respect of the rights and benefits of the Extraction Agreement between a third party and Ibraco Spectrum Sdn. Bhd., a subsidiary of the Company.
- RM28.6 million (2023 – RM5.0 million) of the Group's bank loans is secured by charge over a parcel of land together with buildings.
- The other bank loans of the Group and of the Company amounting to RM106.8 million and RM86.8 million (2023: RM100.7 million and RM92.7 million) are secured by charges over the few parcels of land held for property development (Note 10), corporate office building (Note 5) and investment property (Note 11).
- Corporate guarantees were provided by the Company to banks on the subsidiaries' loans and borrowings amounting to RM491 million (2023 – RM329.3 million).

(d) The major covenants of the bank loans are as follows:-

- (i) Gearing ratio of the Group and of the Company shall not exceed 1.0 times - 2.0 times.
- (ii) Dividend payment made by the Group and the Company shall not exceed 50% of their respective year's profit after tax.

19. TRADE AND OTHER PAYABLES

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Current				
Trade payables				
Third parties	124,752,184	46,009,204	15,190,559	10,504,964
Accruals	92,519,669	63,101,503	52,343,458	65,695,391
Amount due to subsidiaries	-	-	71,713,397	34,829,867
Retention sum on contracts payable within 1 year	28,080,957	15,589,880	14,737,766	12,223,939
	245,352,810	124,700,587	153,985,180	123,254,161

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For The Financial Year Ended 31 December 2024

19. TRADE AND OTHER PAYABLES (CONT'D)

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Other payables				
Sundry payables	11,280,761	4,957,698	4,729,222	3,326,734
Accruals	14,854,433	10,911,639	8,695,776	8,756,087
Deposits	133,631	107,689	-	-
Amount due to subsidiaries	-	-	5,562,151	5,261,955
	26,268,825	15,977,026	18,987,149	17,344,776
Total trade and other payables (current)	271,621,635	140,677,613	172,972,329	140,598,937
Non- current				
Trade payables				
Retention sum on contracts payable more than 1 year	24,685,174	18,292,489	11,557,754	9,827,912
Total trade and other payables (current and non-current)	296,306,809	158,970,102	184,530,083	150,426,849

(a) Trade payables

These amounts are non-interest bearing. Trade payables are normally settled on 30 days to 60 days (2023 - 30 days to 60 days) terms.

(b) Sundry payables

These amounts are non-interest bearing. Sundry payables are normally settled on an average term of 30 days (2023 - 30 days).

(c) Amounts due to subsidiaries

Amounts due to subsidiaries under other payables are unsecured, bore interest at 5.70% (2023 – 5.60%) per annum and are repayable on demand.

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20. OTHER CURRENT LIABILITIES

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Contract liabilities - property under construction (a)	26,541,136	16,161,000	24,785,880	19,797,603
Contract liabilities - construction contracts (b)	25,242	-	-	-
	26,566,378	16,161,000	24,785,880	19,797,603

(a) Contract liabilities - property under construction

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At 1 January	16,161,000	5,253,114	15,644,927	5,232,731
Revenue recognised during the year	(158,387,939)	(151,143,837)	(136,107,836)	(139,201,649)
Progress billings during the year	168,768,075	162,051,723	141,313,333	149,613,845
	26,541,136	16,161,000	20,850,424	15,644,927
Amount due to a subsidiary	-	-	3,935,456	4,152,676
At 31 December	26,541,136	16,161,000	24,785,880	19,797,603

(b) Contract liabilities - construction contracts

	The Group	
	2024 RM	2023 RM
At 1 January	-	-
Revenue recognised during the year	(645,443)	-
Progress billings during the year	670,685	-
	25,242	-

The contract liabilities primarily relate to advance considerations received from customers for construction and property development. The amount will be recognised as revenue when the performance obligations are satisfied, of which the revenue will be recognised.

The Company's contract liabilities due to a subsidiary relates to an unbilled portion of the land acquired through a joint venture agreement with the subsidiary, Ibraco HGS Sdn. Bhd., to develop housing and commercial projects.

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21. REVENUE

Revenue from Contracts with Customers

Set out below is the disaggregation of the Group's and the Company's revenue from contracts with customers.

(a) Disaggregation of Group's revenue from contracts with customers

2024	Group	Type of goods and services	Property development activities RM	Construction works RM	Quarry operation RM	Manufacturing RM	Clubhouse operation RM	Property holding and management RM	Total RM
		Sales of properties under construction	246,314,695	-	-	-	-	-	246,314,695
		Sales of completed properties and land	9,961,364	-	-	-	-	-	9,961,364
		Construction revenue	-	264,802,539	-	-	-	-	264,802,539
		Property management services	-	-	-	-	-	72,576	72,576
		Quarry operation	-	-	18,258,681	-	-	-	18,258,681
		Clubhouse operation	-	-	-	-	2,369,870	-	2,369,870
		Sales of ready mix concrete	-	-	-	11,361,159	-	-	11,361,159
		Sales of mild steel cement-lined pipe	-	-	-	2,327,700	-	-	2,327,700
		Total revenue from contracts with customers	256,276,059	264,802,539	18,258,681	13,688,859	2,369,870	72,576	555,468,584
		Rental income from investment properties	-	-	-	-	-	7,379,428	7,379,428
			256,276,059	264,802,539	18,258,681	13,688,859	2,369,870	7,452,004	562,848,012

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For The Financial Year Ended 31 December 2024

21. REVENUE (CONT'D)

Revenue from Contracts with Customers (Cont'd)

(a) Disaggregation of Group's revenue from contracts with customers (Cont'd)

		Property development activities RM	Construction works RM	Quarry operation RM	Manufacturing RM	Clubhouse operation RM	Property holding and management RM	Total RM
2024 (Cont'd)								
Group (Cont'd)								
Timing of revenue recognition								
Revenue recognised over time	246,314,695	264,802,539	-	-	-	-	72,576	511,189,810
Revenue recognised at a point in time	9,961,364	-	18,258,681	13,688,859	2,369,870	-	-	44,278,774
Total revenue from contracts with customers	256,276,059	264,802,539	18,258,681	13,688,859	2,369,870	72,576	555,468,584	

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21. REVENUE (CONT'D)

Revenue from Contracts with Customers (Cont'd)

(a) Disaggregation of Group's revenue from contracts with customers (Cont'd)

2023	Property development activities RM	Construction works RM	Quarry operation RM	Manufacturing RM	Clubhouse operation RM	Property holding and management RM	Total RM
Group							
Type of goods and services							
Sales of properties under construction	230,530,513	-	-	-	-	-	230,530,513
Sales of completed properties and land	53,610,289	-	-	-	-	-	53,610,289
Construction revenue	-	71,357,527	-	-	-	-	71,357,527
Property management services	-	-	-	-	-	307,022	307,022
Quarry operation	-	-	24,657,156	-	-	-	24,657,156
Clubhouse operation	-	-	-	-	1,599,802	-	1,599,802
Sales of ready mix concrete	-	-	-	2,396,657	-	-	2,396,657
Total revenue from contracts with customers	284,140,802	71,357,527	24,657,156	2,396,657	1,599,802	307,022	384,458,966
Rental income from investment properties	-	-	-	-	-	7,411,722	7,411,722
	284,140,802	71,357,527	24,657,156	2,396,657	1,599,802	7,718,744	391,870,688

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21. REVENUE (CONT'D)

Revenue from Contracts with Customers (Cont'd)

(a) Disaggregation of Group's revenue from contracts with customers (Cont'd)

	Property development activities	Construction works	Quarry operation	Manufacturing	Clubhouse operation	Property holding and management	Total
	RM	RM	RM	RM	RM	RM	RM
2023 (Cont'd)							
Group (Cont'd)							
Timing of revenue recognition							
Revenue recognised over time	230,530,513	71,357,527	-	-	-	307,022	302,195,062
Revenue recognised at a point in time	53,610,289	-	24,657,156	2,396,657	1,599,802	-	82,263,904
Total revenue from contracts with customers	284,140,802	71,357,527	24,657,156	2,396,657	1,599,802	307,022	384,458,966

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For The Financial Year Ended 31 December 2024

21. REVENUE (CONT'D)

Revenue from Contracts with Customers (Cont'd)

(b) Transaction prices allocated to the remaining performance obligation

Group	Property development activities RM	Construction works RM	Total RM
2024			
Sale of properties under construction			
- within one year	159,168,756	-	159,168,756
- over one year	51,393,679	-	51,393,679
	<u>210,562,435</u>	<u>-</u>	<u>210,562,435</u>
Construction revenue			
- within one year	-	736,209,480	736,209,480
- over one year	-	324,355,675	324,355,675
	<u>-</u>	<u>1,060,565,155</u>	<u>1,060,565,155</u>
2023			
Sale of properties under construction			
- within one year	183,019,730	-	183,019,730
- over one year	28,832,299	-	28,832,299
	<u>211,852,029</u>	<u>-</u>	<u>211,852,029</u>
Construction revenue			
- within one year	-	157,582,341	157,582,341
- over one year	-	2,287,462	2,287,462
	<u>-</u>	<u>159,869,803</u>	<u>159,869,803</u>

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For The Financial Year Ended 31 December 2024

21. REVENUE (CONT'D)

Revenue from Contracts with Customers (Cont'd)

(c) Disaggregation of Company's revenue from contracts with customers

	The Company	
	2024	2023
	RM	RM
Type of goods and services		
Sales of properties under construction	196,904,456	220,414,333
Sales of completed properties and land	8,461,641	101,129,930
Total revenue from contracts with customers	205,366,097	321,544,263
Rental income from investment properties	7,379,428	7,411,722
Revenue from clubhouse operations	2,369,870	1,599,802
Dividend income from subsidiaries	1,960,000	6,930,000
Total revenue	217,075,395	337,485,787
Timing of revenue recognition		
Revenue recognised over time	196,904,456	220,414,333
Revenue recognised at a point in time	8,461,641	101,129,930
	205,366,097	321,544,263

(d) Transaction prices allocated to the remaining performance obligation

	The Company	
	2024	2023
	RM	RM
Sale of properties under construction		
- within one year	77,256,011	151,217,430
- over one year	22,850,129	23,518,713
	100,106,140	174,736,143

Revenue is recognised by reference to each distinct performance obligation in the contract with customer and is measured at the consideration specified in the contract of which the Group and the Company expect to be entitled in exchange for transferring promised goods or services to a customer, net of sales and service tax, returns, rebates and discounts.

The Group and the Company recognise revenue when (or as) it transfers control over a product or service to customer. An asset is transferred when (or as) the customer obtains control of that asset.

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For The Financial Year Ended 31 December 2024

21. REVENUE (CONT'D)

Revenue from Contracts with Customers (Cont'd)

The Group and the Company transfer control of a good or service at a point in time unless one of the following overtime criteria is met:-

- The customer simultaneously receives and consumes the benefits provided as the Group and the Company perform.
- The Group's and the Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.
- The Group's and the Company's performance does not create an asset with an alternative use and the Group and the Company has an enforceable right to payment for performance completed to date.

(i) Property Development

Revenue from property development is recognised progressively when property development services are rendered and such services do not create an assets with an alternative's use to the Group and the Company, and the Group and the Company have a present right to payment for services rendered to date. The progress towards complete satisfaction of the performance obligation is measured based on a method that best depicts the Group's and the Company's performance in satisfying the performance obligation of the contract. This is determined by reference to the property development costs incurred up to the end of the reporting period as a percentage of total estimated costs for complete satisfaction of the contract. Otherwise, revenue is recognised at a point in time upon delivery of property and customer's acceptance, and the Group and the Company have a present right to payment for the property sold.

Billing to customers are based on agreed milestones under the contracts, certified by quantity surveyor or consultants. The credit period ranges from 14 to 30 (2023 – 14 to 30) days from the date of progress billing. There is no significant financing component in the selling price as the billing is made on the normal credit terms.

A defect liability period of 12 - 24 (2023 - 12 - 18) months is given to the customers.

(ii) Sale of Completed Properties

Sale of completed properties are recognised at a point in time.

(iii) Construction Services

Revenue from construction services is recognised over time in the period in which the services are rendered using the input method, determined based the proportion of construction costs incurred for work performed to date over the estimated total construction costs. Transaction price is computed based on the price specified in the contract and adjusted for any variable consideration such as incentives and penalties. Past experience is used to estimate and provide for the variable consideration, using expected value method and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur.

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

21. REVENUE (CONT'D)

Revenue from Contracts with Customers (Cont'd)

(iii) Construction Services (Cont'd)

Revenue from construction services is also recognised by reference to the construction progress based on the physical proportion of contract work certified by professional consultants. Significant judgement is required in determining the progress towards complete satisfaction of the performance obligation based on the contract work certified to date corroborated by the level of completion of the construction based on actual costs incurred to date over the estimated total contract costs. The total estimated costs are based on approved budgets, which require assessment and judgement to be made on changes in, for example, work scope, changes in costs and costs to completion. In making the judgement, management relies on past experience and the work of specialists.

Billings to customers are based on agreed milestones under the agreement, certified by quantity surveyor or consultants. The credit period ranges from 30 to 60 (2023 - 30 to 45) days from the invoice date. There is no significant financing component in the selling price as the billings are made on the normal credit terms.

A defect liability period of 6 - 24 (2023 - 12 - 24) months is given to the customers.

(iv) Property Management Fees

Property management fees are recognised when services are rendered.

(v) Sales of Goods

Revenue from the sale of goods is recognised at a point in time when the goods have been delivered and accepted by customers, based on the price specified in the contract, net of trade discount.

No element of significant financing is deemed present as the sales are made with credit terms not exceeding 12 months which are consistent with prevailing market practice.

(vi) Clubhouse operation

Revenue represents membership subscriptions, entrance fees, surcharges and revenue generated from the activities from the clubhouse.

Sales of goods and services rendered are recognised upon delivery of products and when the risks and rewards of ownership have passed to the members. Sales represent gross value of goods sold and services rendered net of trade discounts.

(vii) Rental income

Rental income from investment properties is accounted for on a straight-line method over the lease term. The aggregate costs of incentives provided to lessees are recognised as reduction to the rental income over the lease term on a straight-line basis.

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

21. REVENUE (CONT'D)

Revenue from Other Sources

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Fair value gain on investment properties	5,300,000	5,632,700	5,300,000	4,003,476
Gain on disposal of property, plant and equipment	130,446	12,297	97,997	9,998
Interest income from licensed banks	60,305	46,794	40,227	31,842
Other income	2,399,176	1,818,663	1,043,814	2,002,484
Other interest income	680,237	1,039,445	7,679,349	4,886,688
	8,570,164	8,549,899	14,161,387	10,934,488

(i) Dividend Income

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

(ii) Interest Income

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

22. COST OF SALES

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Property development costs	156,917,256	144,389,047	127,887,104	144,728,426
Costs of completed properties sold and land	7,635,773	35,197,790	6,736,898	84,265,260
Construction costs	223,103,944	67,732,973	-	-
Investment properties maintenance costs	364,662	367,996	364,662	367,996
Property management costs	-	753	-	-
Quarry operation costs	14,521,318	18,777,075	-	-
Production of ready mix concrete	10,498,721	1,947,946	-	-
Manufacturing of MSCL pipes	2,985,882	-	-	-
Clubhouse operation costs	1,127,320	619,561	1,127,320	619,561
	417,154,876	269,033,141	136,115,984	229,981,243

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For The Financial Year Ended 31 December 2024

23. FINANCE COSTS

	The Group		The Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Interest expense on:-				
- Bank loans and bank overdraft	17,970,975	12,762,953	10,581,821	9,466,872
- Amount due to subsidiaries	-	-	3,259,043	1,260,020
- Hire purchase interest	1,356,897	288,695	63,221	23,591
- Lease liabilities interest (Note 18(b))	25,280	24,277	15,878	19,230
	19,353,152	13,075,925	13,919,963	10,769,713
Less: Interest expense capitalised in:				
- Property, plant and equipment (Note 5 (ii))	(809,217)	-	-	-
- Construction contracts:				
- Hire purchase interest (Note 14(c))	(426,392)	(132,468)	-	-
- Revolving credit/invoice financing interest (Note 14(c))	(2,662,768)	-	-	-
	15,454,775	12,943,457	13,919,963	10,769,713

24. PROFIT BEFORE TAXATION

	The Group		The Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Profit before taxation is arrived at after charging/(crediting):-				
Allowances for expected credit losses on amount due from a subsidiary (Note 12(b))	-	-	-	730,638
Allowance for impairment loss on investment in subsidiary	-	-	-	750,000
Allowance for impairment loss on contract assets (Note 14(b))	793,096	-	793,096	-
Auditors' remuneration:				
- statutory audit:				
- current financial year	248,000	222,500	160,000	154,000
- other services	8,000	8,000	8,000	8,000
Amortisation of intangible assets (Note 6)	497,756	497,756	-	-
Bad debts written off	-	640,996	-	-

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For The Financial Year Ended 31 December 2024

24. PROFIT BEFORE TAXATION (CONT'D)

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit before taxation is arrived at after charging/(crediting):- (Cont'd)				
Depreciation of property, plant and equipment (Note 5)	8,562,214	6,206,763	4,747,774	4,050,688
Employee benefits expenses (Note 25)	25,937,732	23,957,157	15,475,979	15,328,608
Expenses relating to short term leases (Note 18(b))	-	28,200	-	-
Non- executive directors' fees	826,949	734,384	559,000	585,823
Property, plant and equipment written off	1,499	-	1,499	-
Realised loss on foreign exchange	15,289	-	-	-
Reversal of allowance for expected credit losses (Note 12(a))	(79,169)	(95,137)	-	-
Reversal for impairment loss on investment in subsidiary	-	-	-	(802,778)
Loss/(Gain) arising from a liquidated subsidiary	1,284	-	-	(180,612)

25. EMPLOYEE BENEFITS EXPENSE

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Wages and salaries	28,028,063	22,282,394	13,716,556	13,701,216
Contribution to defined contribution plan	3,179,985	2,435,961	1,619,360	1,494,082
Social security contributions	320,045	251,306	140,063	133,310
	31,528,093	24,969,661	15,475,979	15,328,608
Less: Employee benefits capitalised in constuction costs (Note 14(c))	(5,590,361)	(1,012,504)	-	-
	25,937,732	23,957,157	15,475,979	15,328,608

Included in employee benefits expense of the Group and of the Company are executive directors' remuneration amounting to RM2,432,065 (2023 – RM2,266,356) as furthered disclosed in Note 26.

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

26. KEY MANAGEMENT PERSONNEL COMPENSATION

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

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

	The Group		The Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
<u>Directors of the Company</u>				
Executive directors:-				
Fees	48,000	48,500	-	-
Salaries and other emoluments	2,432,065	2,266,356	2,432,065	2,266,356
	2,480,065	2,314,856	2,432,065	2,266,356
Non-executive directors:-				
Fees and other emoluments	567,400	594,223	559,000	585,823
Total director's remuneration	3,047,465	2,909,079	2,991,065	2,852,179
Estimated money value of benefits-in-kind	67,856	56,771	67,856	56,771
Total Company directors' remuneration including benefits-in kind	3,115,321	2,965,850	3,058,921	2,908,950
<u>Directors of the Subsidiaries</u>				
Non-executive directors:-				
Fees and other emoluments	259,549	140,161	-	-
Total Group directors' remuneration	3,374,870	3,106,011	3,058,921	2,908,950
<u>Other Key Management Personnel</u>				
Short-term employee benefits	3,719,966	2,524,998	3,012,847	2,524,998
Defined contribution benefits	282,641	195,871	228,964	195,871
Other short-term benefits	7,483	5,040	6,093	5,040
Benefits-in-kind	78,731	52,210	59,237	52,210
	4,088,821	2,778,119	3,307,141	2,778,119

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For The Financial Year Ended 31 December 2024

27. INCOME TAX EXPENSE

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Income tax:				
- Current year provision	19,538,716	15,996,136	7,241,000	14,681,100
- Under/(over)provision in the previous financial year	11,857	(34,033)	(13,293)	32,096
	19,550,573	15,962,103	7,227,707	14,713,196
Deferred taxation (Note 13):				
- Origination and reversal of temporary differences	1,196,444	1,659,497	1,891,000	1,232,700
- Overprovision in the previous financial year	(762,400)	(242,400)	(77,000)	(88,000)
	434,044	1,417,097	1,814,000	1,144,700
	19,984,617	17,379,200	9,041,707	15,857,896

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

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit before taxation	70,635,235	62,725,881	33,154,967	67,092,255
Tax at the statutory tax rate of 24% (2023 - 24%)	16,952,456	15,054,211	7,957,192	16,102,141
Tax effects of:-				
Non-taxable income	(70,814)	(275,051)	(524,600)	(1,855,867)
Non-deductible expenses	2,705,229	2,256,101	1,699,408	1,667,526
Deferred tax assets not recognised during the financial year	1,176,642	633,555	-	-
Share of results in associate	(28,353)	(13,183)	-	-
Under/(over)provision in the previous financial year:				
- income tax	11,857	(34,033)	(13,293)	32,096
- deferred tax	(762,400)	(242,400)	(77,000)	(88,000)
Income tax expense for the financial year	19,984,617	17,379,200	9,041,707	15,857,896

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2023 - 24%) of the estimated assessable profit for the financial year.

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For The Financial Year Ended 31 December 2024

28. EARNINGS PER SHARE

The basic earnings per share is calculated by dividing the consolidated profit attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares in issue during the financial year.

	The Group	
	2024	2023
Profit attributable to owners of the Company (RM)	48,781,273	46,037,994
Weighted average number of ordinary shares at 31 December	546,046,217	546,046,217
Basic earnings per ordinary share (Sen)	9.00	8.00

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

29. DIVIDENDS

	The Company	
	2024 RM	2023 RM
Interim single tier dividend of 2.00/1.50 sen per ordinary shares in respect of the financial year ended 31.12.2024/31.12.2023	10,920,924	8,190,694
Final single tier dividend of 2.00 sen per ordinary shares in respect of the financial year ended 31.12.2023	10,920,924	-
Interim single tier dividend of 2.00 sen per ordinary shares in respect of the financial year ended 31.12.2022	-	10,920,924
	21,841,848	19,111,618

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

30. CASH FLOW INFORMATION

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

	Hire Purchase Payables RM	Revolving Credits RM	Lease Liabilities RM	Bank Loans RM	Total RM
The Group					
2024					
At 1 January	12,840,250	159,900,000	435,866	107,535,577	280,711,693
<u>Changes in Financing Cash Flows</u>					
Proceeds from drawdown	-	230,434,024	-	64,039,900	294,473,924
Repayment of borrowing principal	(3,989,496)	(127,728,874)	(323,559)	(37,330,456)	(169,372,385)
Repayment of borrowing interest (Note 23)	(1,356,897)	(10,991,373)	(25,280)	(6,979,602)	(19,353,152)
	(5,346,393)	91,713,777	(348,839)	19,729,842	105,748,387
<u>Other Changes</u>					
Acquisition of new leases (Note 5(ii))	19,224,075	-	758,125	-	19,982,200
Interest expense recognised in profit or loss (Note 23)	930,505	8,328,605	25,280	6,170,385	15,454,775
Borrowing cost capitalised	426,392	2,662,768	-	809,217	3,898,377
	20,580,972	10,991,373	783,405	6,979,602	39,335,352
At 31 December	28,074,829	262,605,150	870,432	134,245,021	425,795,432

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

30. CASH FLOW INFORMATION (CONT'D)

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

	Hire Purchase Payables RM	Revolving Credits RM	Lease Liabilities RM	Bank Loans RM	Total RM
The Group					
2023					
At 1 January	2,036,234	113,600,000	757,429	94,908,090	211,301,753
<u>Changes in Financing Cash Flows</u>					
Proceeds from drawdown	-	74,762,560	-	33,163,735	107,926,295
Repayment of borrowing principal	(1,043,984)	(28,462,560)	(321,563)	(20,536,248)	(50,364,355)
Repayment of borrowing interest (Note 23)	(288,695)	(7,688,913)	(24,277)	(5,074,040)	(13,075,925)
	(1,332,679)	38,611,087	(345,840)	7,553,447	44,486,015
<u>Other Changes</u>					
Acquisition of new leases (Note 5(ii))	11,848,000	-	-	-	11,848,000
Interest expense recognised in profit or loss (Note 23)	156,227	7,688,913	24,277	5,074,040	12,943,457
Borrowing cost capitalised	132,468	-	-	-	132,468
	12,136,695	7,688,913	24,277	5,074,040	24,923,925
At 31 December	12,840,250	159,900,000	435,866	107,535,577	280,711,693

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

30. CASH FLOW INFORMATION (CONT'D)

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

	Hire Purchase Payables RM	Revolving Credits RM	Lease Liabilities RM	Bank Loans RM	Total RM
The Company					
2024					
At 1 January	532,616	86,900,000	376,425	92,733,341	180,542,382
<u>Changes in Financing Cash Flows</u>					
Proceeds from drawdown	-	107,053,017	-	27,941,213	134,994,230
Repayment of borrowing principal	(310,007)	(57,000,000)	(209,963)	(33,901,820)	(91,421,790)
Repayment of borrowing interest (Note 23)	(63,221)	(5,823,780)	(15,878)	(4,758,041)	(10,660,920)
	(373,228)	44,229,237	(225,841)	(10,718,648)	32,911,520
<u>Other Changes</u>					
Acquisition of new leases (Note 5(ii))	1,261,600	-	409,295	-	1,670,895
Interest expense recognised in profit or loss (Note 23)	63,221	5,823,780	15,878	4,758,041	10,660,920
	1,324,821	5,823,780	425,173	4,758,041	12,331,815
At 31 December	1,484,209	136,953,017	575,757	86,772,734	225,785,717

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30. CASH FLOW INFORMATION (CONT'D)

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

	Hire Purchase Payables RM	Revolving Credits RM	Lease Liabilities RM	Bank Loans RM	Total RM
The Company					
2023					
At 1 January	564,113	66,600,000	583,034	91,139,726	158,886,873
<u>Changes in Financing Cash Flows</u>					
Proceeds from drawdown	-	44,300,000	-	20,163,735	64,463,735
Repayment of borrowing principal	(116,197)	(24,000,000)	(206,609)	(18,570,120)	(42,892,926)
Repayment of borrowing interest (Note 23)	(23,591)	(4,755,816)	(19,230)	(4,711,056)	(9,509,693)
	(139,788)	15,544,184	(225,839)	(3,117,441)	12,061,116
<u>Other Changes</u>					
Acquisition of new leases (Note 5(ii))	84,700	-	-	-	84,700
Interest expense recognised in profit or loss (Note 23)	23,591	4,755,816	19,230	4,711,056	9,509,693
	108,291	4,755,816	19,230	4,711,056	9,594,393
At 31 December	532,616	86,900,000	376,425	92,733,341	180,542,382

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For The Financial Year Ended 31 December 2024

30. CASH FLOW INFORMATION (CONT'D)

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

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Fixed deposits with licensed banks	9,774,257	8,916,793	7,858,374	8,813,772
Cash and bank balances	63,371,535	67,342,547	45,859,468	48,839,296
	73,145,792	76,259,340	53,717,842	57,653,068
Less: Fixed deposits pledged to licensed banks	(7,555,692)	(6,739,449)	(5,745,839)	(6,739,449)
Cash at bank pledged for borrowings	(398,123)	(398,123)	(398,123)	(398,123)
Cash and cash equivalents	65,191,977	69,121,768	47,573,880	50,515,496

31. RELATED PARTY DISCLOSURES

(a) Subsidiaries

The subsidiaries are disclosed in Note 7 to the financial statements.

(b) Significant Related Party Transactions and Balances

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

(a) Transactions with directors and/or companies in which certain directors and their close family members have substantial financial interest:

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Progress billings issued to Heng Say Properties (Sarawak) Sdn. Bhd. for sale of an office block at Northbank Commercial Centre	2,238,805	-	2,238,805	-

Heng Say Properties (Sarawak) Sdn. Bhd. ("HSPSB")

HSPSB is a company connected to Ng Cheng Chuan, who is also a director and major shareholder of HSPSB.

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For The Financial Year Ended 31 December 2024

31. RELATED PARTY DISCLOSURES (CONT'D)

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

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

(b) Transactions with subsidiaries

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

The related party transactions described above were entered into in the normal course of business carried out based on negotiated terms and conditions and are mutually agreed with respective parties.

	The Company	
	2024	2023
	RM	RM
Interest charged by subsidiaries:		
Foso One Sdn. Bhd.	299,991	278,716
Ibraco Construction Sdn. Bhd.	2,378,183	375,353
Ibraco HGS Sdn. Bhd.	77,539	146,637
Syarikat Ibraco-Peremba Sdn. Bhd.	503,330	459,314
Interest charged to subsidiaries:		
Ibraco Ascent Sdn. Bhd.	(717,123)	(429,996)
Ibraco Construction Sdn. Bhd.	-	(22,595)
Ibraco Infinity Sdn. Bhd.	(67,377)	(49,606)
Ibraco Quarry Sdn. Bhd.	(133,749)	(142,344)
Sekitar Gemilang Sdn. Bhd.	(7,969)	-
NewUrban Sdn. Bhd.	(3,770,799)	(1,046,980)
Warisar Sdn. Bhd.	(2,407,887)	(2,207,783)
Marketing fees charged to a subsidiary:		
Warisar Sdn. Bhd.	(624,558)	(964,226)
Subcontractor billings from subsidiaries:		
Ibraco Construction Sdn. Bhd.	200,268,397	141,187,313
Ibraco HGS Sdn. Bhd.	213,490	1,059,520

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For The Financial Year Ended 31 December 2024

32. OPERATING SEGMENT

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

The Group is organised into 6 main reportable segments as follows:-

- Property development – development and sales of residential and commercial properties;
- Construction works – construction of residential and commercial properties and infrastructure works;
- Quarry operation – quarry operations and sales of stone products;
- Manufacturing – production of ready mixed concrete and manufacturing of mild steel cement-lined pipe;
- Clubhouse operation – private clubhouse operation; and
- Property holding and management – provision of property management services and lease of retail and education facilities.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

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For The Financial Year Ended 31 December 2024

32. OPERATING SEGMENT (CONT'D)

	Property development activities		Construction works		Quarry operation		Manufacturing		Clubhouse operation		Property holding and management	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
Revenue:												
External customer	256,276,059	284,140,802	264,802,539	71,357,527	18,258,681	24,657,156	13,688,859	2,396,657	2,369,870	1,599,802	72,576	307,022
Inter-segment	-	-	247,813,915	205,361,919	-	-	-	-	-	-	-	-
Revenue from contracts with customers	256,276,059	284,140,802	512,616,454	276,719,446	18,258,681	24,657,156	13,688,859	2,396,657	2,369,870	1,599,802	72,576	307,022
Rental income	-	-	-	-	-	-	-	-	-	-	7,379,428	7,411,722
Total	256,276,059	284,140,802	512,616,454	276,719,446	18,258,681	24,657,156	13,688,859	2,396,657	2,369,870	1,599,802	74,520,004	7,718,744
Results:												
Interest income	1,725,238	1,822,127	4,967,820	1,166,928	18,161	14,228	-	-	-	-	-	-
Fair value gain on investment properties	-	-	-	-	-	-	-	-	-	-	(5,300,000)	(5,632,700)
Amortisation of intangible assets	-	-	-	-	497,756	497,756	-	-	-	-	-	-
Depreciation of property, plant and equipment	3,610,978	3,282,744	755,903	681,293	1,252,540	1,223,730	1,783,239	254,208	1,151,547	756,603	8,007	8,185
Other non-cash items	(177,166)	(107,434)	(27,450)	-	(4,999)	-	-	-	-	-	-	-
Segment profit/(loss)	31,704,002	55,035,900	40,516,847	684,236	336,161	2,973,969	(2,744,650)	(351,734)	(1,538,230)	(1,093,864)	4,637,312	4,228,622
Assets:												
Additions to non-current assets	2,735,563	35,549,015	8,128,979	6,741,858	2,221,601	325,968	27,028,440	5,220,924	80,421	4,755,588	-	-
Segment assets	707,759,667	658,065,357	449,714,323	225,490,145	33,265,559	27,031,486	88,715,595	7,394,475	(1,582,022)	(453,700)	141,977,238	136,626,321
Liabilities:												
Segment liabilities	465,720,844	295,591,274	333,265,143	181,989,919	24,560,064	17,933,101	16,139,986	5,190,566	716,171	536,164	21,774,832	26,314,628

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For The Financial Year Ended 31 December 2024

32. OPERATING SEGMENT (CONT'D)

	Total		Elimination		Note	Per consolidated financial statements	
	2024 RM	2023 RM	2024 RM	2023 RM		2024 RM	2023 RM
Revenue:							
External customer	555,468,584	384,458,966	-	-		555,468,584	384,458,966
Inter-segment	247,813,915	205,361,919	(247,813,915)	(205,361,919)	A	-	-
Revenue from contracts with customers	803,282,499	589,820,885	(247,813,915)	(205,361,919)		555,468,584	384,458,966
Rental income	7,379,428	7,411,722	-	-		7,379,428	7,411,722
Total	810,661,927	597,232,607	(247,813,915)	(205,361,919)		562,848,012	391,870,688
Results:							
Interest income	6,711,219	3,003,283	(5,970,677)	(1,917,042)	B	740,542	1,086,241
Fair value gain on investment properties	(5,300,000)	(5,632,700)	-	-		(5,300,000)	(5,632,700)
Amortisation of intangible assets	497,756	497,756	-	-		497,756	497,756
Depreciation of property, plant and equipment	8,562,214	6,206,763	-	-		8,562,214	6,206,763
Other non-cash items	(209,615)	(107,434)	-	-	C	(209,615)	(107,434)
Segment profit/(loss)	72,911,442	61,477,129	(2,276,207)	1,248,752		70,635,235	62,725,881
Assets:							
Additions to non-current assets	40,195,004	52,593,353	(830,285)	(1,383,723)	D	39,364,719	51,209,630
Segment assets	1,419,850,360	1,054,154,084	(151,845,335)	(105,642,994)	E	1,268,005,025	948,511,090
Liabilities:							
Segment liabilities	862,177,040	527,555,653	(111,374,252)	(66,923,387)	F	750,802,788	460,632,266

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

32. OPERATING SEGMENT (CONT'D)

- A.** Inter-segment revenues are eliminated on consolidation.
- B.** Inter-segment interest income is eliminated on consolidation.
- C.** Other material non-cash expenses consist of the following items as presented in the respective notes to the financial statements.

	2024 RM	2023 RM
Gain on disposal of property, plant and equipment	(130,446)	(12,297)
Reversal of allowance for expected credit losses	(79,169)	(95,137)
	(209,615)	(107,434)

- D.** Additions to non-current assets consists of:

	2024 RM	2023 RM
Investment in associate	-	735,000
Property, plant and equipment	39,364,719	50,474,630
	39,364,719	51,209,630

- E.** The following items are deducted from segment assets to arrive at total assets reported in the consolidated statement of financial position:

	2024 RM	2023 RM
Deferred tax assets	(6,732,531)	(7,166,575)
Inter-segment assets	(145,112,804)	(98,476,419)
	(151,845,335)	(105,642,994)

- F.** The following items are deducted from segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position:

	2024 RM	2023 RM
Inter-segment liabilities	(111,374,252)	(66,923,387)

The Group operates predominantly in one business segment in Malaysia. Accordingly, the information by business and geographical segments is not presented.

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

33. CAPITAL COMMITMENT

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
<u>Authorised And Contracted For</u> Property, plant and equipment	17,297,156	47,183,323	736,040	757,400

34. FINANCIAL INSTRUMENTS

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

34.1 FINANCIAL RISK MANAGEMENT POLICIES

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

(a) Market Risk

(i) Foreign Currency Risk

Any reasonably possible change in the foreign currency exchange rates at the end of the reporting period against the respective functional currencies of the entities within the Group does not have a material impact on the profit after taxation and equity of the Group and hence, no sensitivity analysis is presented.

(ii) Interest Rate Risk

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

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

Interest Rate Risk Sensitivity Analysis

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

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Effects on Profit After Taxation				
Increase of 25 basis points	(255,066)	(155,104)	(164,868)	(151,680)
Decrease of 25 basis points	255,066	155,104	164,868	151,680

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(iii) Equity Price Risk

The Group and the Company do not have any quoted investments and hence, is not exposed to equity price risk.

(b) Credit Risk

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

The Group's and the Company's exposure to credit risk also include loans and advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to certain subsidiaries. The Group and the Company monitor the results of these subsidiaries regularly and repayments made by the subsidiaries.

(i) Credit Risk Concentration Profile

The Group and the Company do not have any major concentration of credit risk related to any individual customer or counterparty.

(ii) Maximum Exposure to Credit Risk

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

(iii) Assessment of Impairment Losses

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

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

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

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

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

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

The Group and the Company consider a receivable to be in default when the receivable is unlikely to repay its debt to the Group and the Company in full or is more than 120 days past due.

Trade Receivables and Contract Assets

The Group and the Company apply the simplified approach to measure expected credit losses using a lifetime expected credit loss allowance for all trade receivables and contract assets.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses, trade receivables (including related parties) and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. Therefore, the Group and the Company concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

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

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Trade Receivables and Contract Assets (Cont'd)

The expected loss rates are based on the payment profiles of sales over a period of 12 months (2023 – 12 months) from the measurement date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle their debts using linear regressive analysis. The Group and the Company have identified the Gross Domestic Product (GDP), inflation rate as the key macroeconomic factors of the forward-looking information.

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

Property Development

Purchasers are generally financed by loan facilities from reputable financiers. In addition, the credit risk is limited as the ownership and rights to the properties sold will revert to the Group and the Company in the event of default, and the products do not suffer from physical, technological and fashion obsolescence. Therefore, there is minimal exposure to credit risk.

Construction Contract

For construction contracts, the Group assessed the expected credit loss of each customer individually based on their financial information and past trends of payments as there are only a few customers. All of these customers have a low risk of default as they have a strong capacity to meet their debts.

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Trade Receivables and Contract Assets

Allowance for Impairment Losses

The Group	Gross Amount RM	Individual Impairment RM	Carrying Amount RM
2024			
Non-current (not past due)	4,078,076	-	4,078,076
Current (not past due)	79,834,321	-	79,834,321
1 to 119 days past due	13,281,649	-	13,281,649
More than 120 days past due	4,385,121	-	4,385,121
Credit impaired	465,852	(465,852)	-
Trade receivables (current)	97,966,943	(465,852)	97,501,091
Total trade receivables	102,045,019	(465,852)	101,579,167
Contract assets	182,923,597	(793,096)	182,130,501
	284,968,616	(1,258,948)	283,709,668
2023			
Non-current (not past due)	524,396	-	524,396
Current (not past due)	10,441,066	-	10,441,066
1 to 119 days past due	18,367,813	-	18,367,813
More than 120 days past due	399,002	-	399,002
Credit impaired	545,021	(545,021)	-
Trade receivables (current)	29,752,902	(545,021)	29,207,881
Total trade receivables	30,277,298	(545,021)	29,732,277
Contract assets	93,680,530	-	93,680,530
	123,957,828	(545,021)	123,412,807

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For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Trade Receivables and Contract Assets (Cont'd)

Allowance for Impairment Losses (Cont'd)

The Company	Gross Amount RM	Individual Impairment RM	Carrying Amount RM
2024			
Current (not past due)	13,421,569	-	13,421,569
1 to 119 days past due	3,685,321	-	3,685,321
More than 120 days past due	3,836,152	-	3,836,152
Trade receivables	20,943,042	-	20,943,042
Contract assets	38,979,906	(793,096)	38,186,810
	59,922,948	(793,096)	59,129,852
2023			
Current (not past due)	4,532,400	-	4,532,400
1 to 119 days past due	15,941,996	-	15,941,996
More than 120 days past due	82,212	-	82,212
Trade receivables	20,556,608	-	20,556,608
Contract assets	47,496,454	-	47,496,454
	68,053,062	-	68,053,062

Trade receivables and contract assets that are individually determined to be impaired relate to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Trade receivables and contract assets that are collectively determined to be impaired relate to expected credit losses measured based on the Group's and the Company's observed default rates.

There has not been any significant change in the gross amounts of trade receivables and contract assets that impacted the allowance for impairment losses.

The movements in the loss allowances in respect of trade receivables are disclosed in Note 12.

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Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Other Receivables

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

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

Under this approach, the Group and the Company assess whether there is a significant increase in credit risk for receivables by comparing the risk of a default as at the reporting date with the risk of default as at the date of initial recognition. The Group and the Company consider there has been a significant increase in credit risk when there are changes in contractual terms or delay in payment. Regardless of the assessment, a significant increase in credit risk is presumed if a receivable is more than 90 days past due in making a contractual payment.

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

Category	Definition of Category	Loss Allowance
Performing:	Receivables have a low risk of default and a strong capacity to meet contractual cash flows	12-months expected credit losses
Underperforming:	Receivables for which there is a significant increase in credit risk	Lifetime expected credit losses
Not performing:	There is evidence indicating the receivable is credit impaired or more than 270 days past due	Lifetime expected credit losses

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Notes to The Financial Statements

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34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Other Receivables (Cont'd)

Inputs, Assumptions and Techniques used for Estimating Impairment Losses (Cont'd)

The Group and the Company measure the expected credit losses of receivables having significant balances, receivables that are credit impaired and receivables with a high risk of default on individual basis. Other receivables are grouped based on shared credit risk characteristics and assessed on collective basis.

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

In deriving the PD and LGD, the Group and the Company consider the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts using the linear regressive analysis. The Group and the Company have identified the Gross Domestic Product (GDP), inflation rate, as the key macroeconomic factors of the forward-looking information.

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

Allowance for Impairment Losses

	Gross Amount RM	Lifetime loss Allowance RM	Carrying Amount RM
The Group			
2024			
Low credit risk	3,276,124	-	3,276,124
Credit impaired	106,071	(106,071)	-
	3,382,195	(106,071)	3,276,124

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For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Other Receivables (Cont'd)

Allowance for Impairment Losses (Cont'd)

	Gross Amount RM	Lifetime loss Allowance RM	Carrying Amount RM
The Group			
2023			
Low credit risk	5,767,261	-	5,767,261
Credit impaired	106,071	(106,071)	-
	5,873,332	(106,071)	5,767,261
The Company			
2024			
Low credit risk	1,403,474	-	1,403,474
2023			
Low credit risk	362,363	-	362,363

The movements in the loss allowances is disclosed in Note 12 to the financial statements.

Fixed Deposits with Licensed Banks, Cash and Bank Balances

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

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Amount Due From Subsidiaries

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

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

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

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

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

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

Allowance for Impairment Losses

	Gross Amount RM	Lifetime loss Allowance RM	Carrying Amount RM
The Company			
2024			
Low credit risk	137,894,651	-	137,894,651
Credit impaired	5,796,708	(5,796,708)	-
	143,691,359	(5,796,708)	137,894,651

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For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Amount Due From Subsidiaries (Cont'd)

Allowance for Impairment Losses (Cont'd)

The Company	Gross Amount RM	Lifetime loss Allowance RM	Carrying Amount RM
2023			
Low credit risk	115,441,343	-	115,441,343
Credit impaired	5,796,708	(5,796,708)	-
	121,238,051	(5,796,708)	115,441,343

The movements in the loss allowances are disclosed in Note 12 to the financial statements.

Financial Guarantee Contracts

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

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

The Group	Contractual Coupon/ Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1 – 5 Years RM	Over 5 Years RM
2024						
<u>Non-derivative Financial Liabilities</u>						
Loans and borrowings	2.10 - 7.67	425,795,432	449,573,681	313,673,694	120,104,624	15,795,363
Trade and other payables	5.7	296,306,809	296,306,809	271,621,635	24,685,174	-
		722,102,241	745,880,490	585,295,329	144,789,798	15,795,363
2023						
<u>Non-derivative Financial Liabilities</u>						
Loans and borrowings	2.10 - 6.51	280,711,693	297,269,081	191,698,155	100,414,606	5,156,320
Trade and other payables	5.6	158,970,102	158,970,102	140,677,613	18,292,489	-
		439,681,795	456,239,183	332,375,768	118,707,095	5,156,320

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):- (Cont'd)

The Company	Contractual Coupon/ Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1 – 5 Years RM	Over 5 Years RM
2024						
<u>Non-derivative Financial Liabilities</u>						
Loans and borrowings	2.24 - 7.06	225,785,717	238,285,073	172,554,104	53,162,736	12,568,233
Trade and other payables	5.7	184,530,083	190,433,389	178,216,843	12,216,546	-
		410,315,800	428,718,462	350,770,947	65,379,282	12,568,233
2023						
<u>Non-derivative Financial Liabilities</u>						
Loans and borrowings	2.24 - 6.51	180,542,382	193,933,049	112,135,109	76,641,620	5,156,320
Trade and other payables	5.6	150,426,849	153,669,074	143,290,799	10,378,275	-
		330,969,231	347,602,123	255,425,908	87,019,895	5,156,320

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The contractual undiscounted cash flows represent the outstanding credit facilities of the subsidiaries at the end of the reporting period. The financial guarantees have not been recognised in the financial statements since their fair value on initial recognition were not material.

34.2 CAPITAL RISK MANAGEMENT

The Group and the Company manage their capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support its businesses and maximise shareholders value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company manage their capital based on gearing ratio that complies with debt covenants and regulatory, if any. The gearing ratio is calculated as total loans and borrowings divided by total equity. The Group and the Company include loans and borrowings from financial institutions less cash and cash equivalents. Capital includes equity attributable to the owners of the parent and non-controlling interests. The gearing ratio of the Group at the end of the reporting period was as follows:-

	The Group		The Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Loans and borrowings	425,795,432	280,711,693	225,785,717	180,542,382
Less: Fixed deposits with licensed banks	(9,774,257)	(8,916,793)	(7,858,374)	(8,813,772)
Less: Cash and bank balances	(63,371,535)	(67,342,547)	(45,859,468)	(48,839,296)
Net debt	352,649,640	204,452,353	172,067,875	122,889,314
Total equity	517,202,237	487,878,824	462,530,236	460,258,824
Gearing ratio	0.68	0.42	0.37	0.27

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

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Financial Assets				
<u>Amortised Cost</u>				
Trade and other receivables (Note 12)	104,855,291	35,499,538	160,241,167	136,360,314
Other current assets (Note 14)	10,428,059	8,652,488	10,428,059	8,652,488
Fixed deposits with licensed banks (Note 15)	9,774,257	8,916,793	7,858,374	8,813,772
Cash and bank balances (Note 16)	63,371,535	67,342,547	45,859,468	48,839,296
	188,429,142	120,411,366	224,387,068	202,665,870
Financial Liabilities				
<u>Amortised Cost</u>				
Loans and borrowings (Note 18)	425,795,432	280,711,693	225,785,717	180,542,382
Trade and other payables (Note 19)	296,173,178	158,862,413	184,530,083	150,426,849
	721,968,610	439,574,106	410,315,800	330,969,231

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)**34.4 FAIR VALUE INFORMATION**

The fair values of the financial assets and financial liabilities of the Group which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

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

The Group	Fair Value Of Financial Instruments Carried At Fair Value			Fair Value Of Financial Instruments Not Carried At Fair Value			Total Fair Value	Carrying Amount
	Level 1 RM	Level 2 RM	Level 3 RM	Level 1 RM	Level 2 RM	Level 3 RM		
2024								
Financial Asset								
Investment properties	-	- 141,600,000	-	-	-	-	141,600,000	141,600,000
Financial Liability								
Loans and borrowings	-	-	-	- 449,573,681	-	-	449,573,681	425,795,432
2023								
Financial Asset								
Investment properties	-	- 136,300,000	-	-	-	-	136,300,000	136,300,000
Financial Liability								
Loans and borrowings	-	-	-	- 297,269,081	-	-	297,269,081	280,711,693

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.4 FAIR VALUE INFORMATION (CONT'D)

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

The Company	Fair Value Of Financial Instruments Carried At Fair Value			Fair Value Of Financial Instruments Not Carried At Fair Value			Total Fair Value	Carrying Amount
	Level 1 RM	Level 2 RM	Level 3 RM	Level 1 RM	Level 2 RM	Level 3 RM		
2024								
<u>Financial Asset</u> Investment properties	-	-	141,600,000	-	-	-	141,600,000	141,600,000
<u>Financial Liability</u> Loans and borrowings	-	-	-	-	238,285,073	-	238,285,073	225,785,717
2023								
<u>Financial Asset</u> Investment properties	-	-	136,300,000	-	-	-	136,300,000	136,300,000
<u>Financial Liability</u> Loans and borrowings	-	-	-	-	193,933,049	-	193,933,049	180,542,382

FINANCIAL STATEMENT

Notes to The Financial Statements

For The Financial Year Ended 31 December 2024

34. FINANCIAL INSTRUMENTS (CONT'D)

34.4 FAIR VALUE INFORMATION (CONT'D)

Fair Value of Financial Instruments Not Carried at Fair Value

The fair value of the Group's term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.

SHAREHOLDER INFORMATION

Analysis of Shareholdings

As at 2 April 2025

No. of shares Issued	: 546,046,217
Class of shares	: Ordinary shares
Voting Rights	: One vote per ordinary shares

DISTRIBUTION OF SHAREHOLDINGS

Size of shareholding	Shareholders		Shareholdings	
	No.	%	No.	%
Less than 100	43	3.39	1,373	0.00
100 to 1,000	462	36.41	165,099	0.03
1,001 to 10,000	425	33.49	2,220,612	0.41
10,001 to 100,000	238	18.75	8,187,912	1.50
100,001 and 27,302,309(*)	96	7.57	187,330,985	34.31
27,302,310 and above (**)	5	0.39	348,140,236	63.76
Total	1,269	100.00	546,046,217	100.00

* - Less than 5% of issued shares

** - 5% and above of issued shares

SUBSTANTIAL SHAREHOLDERS

Name	No. of shares held			
	Direct	%	Indirect	%
Sharifah Deborah Sophia Ibrahim	99,366,120	18.20	-	-
Ng Cheng Chuan	42,077,478	7.70	80,720,720 *	14.78
Hiap Ghee Seng Sdn. Bhd.	126,069,438	23.09	-	-
Datuk Chew Chiaw Han	20,425,440	3.75	126,069,438 **	23.09
Chia Kwai Lin	35,720,720	6.54	87,077,478 ***	15.95
Ng Sheng Nian	45,000,000	8.24	77,798,198 @	14.25

* Deemed interested by virtue of his spouse's and son's shareholdings in the Company.

** Deemed interested by virtue of his substantial shareholding in Hiap Ghee Seng Sdn. Bhd.

*** Deemed interested by virtue of her spouse's and son's shareholdings in the Company.

@ Deemed interested by virtue of his parent's shareholding in the Company.

SHAREHOLDER INFORMATION

Analysis of Shareholdings

As at 2 April 2025

TOP THIRTY SHAREHOLDERS

(Without aggregating the securities from different securities accounts belonging to the same person)

No.	Shareholder Name	No. of Shareholdings	% of Shareholding
1.	AMSEC Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account – AmBank (M) Berhad for Hiap Ghee Seng Sdn.Bhd.	102,016,078	18.68
2.	Sharifah Deborah Sophia Ibrahim	99,366,120	18.20
3.	Kenanga Nominees (Asing) Sdn. Bhd. Exempt An for Phillip Securities Pte. Ltd. (Client Account)	60,737,318	11.12
4.	CIMB Group Nominees (Asing) Sdn. Bhd. Exempt An for DBS Bank Ltd	45,000,000	8.24
5.	RHB Nominees (Asing) Sdn Bhd. Exempt An for Phillip Securities Pte. Ltd. (A/C Clients)	41,020,720	7.51
6.	Ibrahim Bin Baki	24,140,565	4.42
7.	Public Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Hiap Ghee Seng Sdn. Bhd.	22,134,898	4.05
8.	Kenanga Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Kenyalang Capital Sdn. Bhd.	17,000,000	3.11
9.	LCDA Holdings Sdn. Bhd.	12,211,080	2.24
10.	RHB Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Chew Chiaw Han	11,878,720	2.18
11.	UOBM Nominees (Tempatan) Sdn. Bhd. United Overseas Bank Nominees (Pte.) Ltd. for Chew Chiaw Han	8,546,720	1.57
12.	Sinar Rezeki Bersatu Sdn. Bhd.	8,500,000	1.56
13.	Public Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Microsite Enterprise Sdn. Bhd.	7,698,820	1.41
14.	Lee Keck Liang	7,192,708	1.32
15.	Citigroup Nominees (Tempatan) Sdn. Bhd. Great Eastern Life Assurance (Malaysia) Berhad (DR)	4,986,000	0.91
16.	Kamunting Premix Plant Sdn. Bhd.	4,850,000	0.89
17.	Ong Hong Lian	3,989,000	0.73

SHAREHOLDER INFORMATION

Analysis of Shareholdings

As at 2 April 2025

No.	Shareholder Name	No. of Shareholdings	% of Shareholding
18.	Tan Hock Liong	3,880,000	0.71
19.	Orienter Intertrade Co. Sdn. Bhd.	3,770,000	0.69
20.	Public Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Thian Cheong Meng	2,928,000	0.54
21.	Khor Kowi Kim	2,841,300	0.52
22.	Phang Chung Tchet	2,340,240	0.43
23.	Citigroup Nominees (Tempatan) Sdn. Bhd. Great Eastern Life Assurance (Malaysia) Berhad (LEEF)	2,230,500	0.41
24.	Hiap Ghee Seng Sdn. Bhd.	1,918,462	0.35
25.	Citigroup Nominees (Tempatan) Sdn. Bhd. Great Eastern Life Assurance (Malaysia) Berhad (LGF)	1,905,000	0.35
26.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Ong Sheng Haur	1,702,520	0.31
27.	Ong Li Xin	1,600,000	0.29
28.	Citigroup Nominees (Tempatan) Sdn. Bhd. Great Eastern Takaful Berhad (MEKAR)	1,588,300	0.29
29.	Public Invest Nominees (Asing) Sdn. Bhd. Exempt An for Phillip Securities Pte. Ltd. (Client Account)	1,432,700	0.26
30.	Public Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Hemang Yu Abit	1,299,500	0.24

DIRECTORS' DIRECT AND INDIRECT INTEREST IN THE COMPANY

Name of Directors	No. of shares held			
	Direct	%	Indirect	%
Ng Cheng Chuan	42,077,478	7.70	80,720,720 *	14.78
Datuk Chew Chiaw Han	20,425,440	3.75	126,069,438 **	23.09
Sharifah Deborah Sophia Ibrahim	99,366,120	18.20	-	-

* Deemed interested by virtue of his spouse's and son's shareholdings in the Company.

** Deemed interested by virtue of his substantial shareholding in Hiap Ghee Seng Sdn. Bhd.

SHAREHOLDER INFORMATION

List of Material Properties

Held by the Group as at 1 April 2025

No.	Location	Term of Lease/ Date of Expiry of Lease	Description & Existing Land Use	Land Area		Age of buildings	At Cost/ Net Book Value	Date of Acquisition	Date of Revaluation
				Hectare	Acre				
1	Lot 16766, Block 11, Muara Tebas LD, Kuching	Freehold/ Perpetuity	Single Storey Commercial Mall	2.621	6.477	14.0	66,000,000	29.12.2010	Dec 2024
2	Lot 3830, Block 12, Muara Tebas LD, Kuching	60 years/ 17.11.2071	Educational Institution	2.436	6.020	5.2	55,200,000	14.11.2011	Dec 2024
3	No. PT2003, Bandar Petaling Jaya Selatan, Daerah Petaling, Negeri Selangor	99 years/ 05.10.2122	Residential Development	1.66	4.109	-	49,207,642	11.09.2017	-
4	Lot 3741, Block 12, Muara Tebas LD, Kuching	60 years/ 17.11.2071	Corporate Offices	0.834	2.061	4.5	41,276,212	14.11.2011	-
5	Lot 3146, Block 12, Muara Tebas LD, Kuching	60 years/ 17.11.2071	Mix Development	45.544	112.495	-	38,111,529	14.11.2011	-
6	Lot 4027, Block 12, Muara Tebas LD, Kuching	60 years/ 17.11.2071	NorthBank Clubhouse	0.686	1.695	2.0	20,974,516	14.11.2011	-
7	Lot 3530, Muara Tebas LD, Sg. Nida, Kuching*	Freehold/ Perpetuity	Residential Development	2.011	4.970	-	8,128,949	29.12.2010	-
8	Lot 4271, Muara Tebas LD, Ulu Sg. Ni-Ada, Kuching	Freehold/ Perpetuity	Residential Development	5.840	14.431	-	5,993,038	30.07.2003	-
9	Lot 2890, Block 8, Muara Tebas LD, Demak Laut Industrial Park, Kuching	60 years/ 25.04.2071	Factory and supporting facilities	4.175	10.316	-	7,224,000	16.02.2022	-
10	Lot 4587, Muara Tebas LD, Sg. Ni-Ada, Kuching	Freehold/ Perpetuity	Residential Development	5.419	13.391	-	5,561,005	04.08.2003	-

* Ibraco Berhad as the beneficial owner.

SHAREHOLDER INFORMATION

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Fifty-Third Annual General Meeting ("**AGM**") of Ibraco Berhad will be held at NorthBank Club, The NorthBank, Off Kuching-Samarahan Expressway, 93350 Kuching, Sarawak on **Friday, 23 May 2025 at 2.00 p.m.** to transact the following businesses:-

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2024 together with the Reports of the Directors and Auditors thereon. *Explanatory Note 1*
2. To approve the declaration of a final single-tier dividend of 2.00 sen per ordinary share in respect of the financial year ended 31 December 2024. **Resolution No. 1**
3. To re-elect the following Directors in accordance with Article 93 of the Company's Constitution:- *Explanatory Note 2*
 - i. Mr. Ng Cheng Chuan **Resolution No. 2**
 - ii. Puan Sharifah Deborah Sophia Ibrahim **Resolution No. 3**
 - iii. Ms. Wong Siaw Wei **Resolution No. 4**
4. To approve the payment of Directors' fees of up to RM1,000,000 and benefits payable to the Directors up to an aggregate amount of RM100,000 from this AGM until the next AGM of the Company. **Resolution No. 5**
5. To re-appoint Messrs. Crowe Malaysia PLT as the Auditors of the Company until the conclusion of the next AGM and to authorise the Directors to determine their remuneration. *Explanatory Note 3*
Resolution No. 6

AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following ordinary resolution:-

6. Authority to issue shares pursuant to Sections 75 and 76 of the Companies Act 2016 ("the Act") and waiver of pre-emptive rights *Explanatory Note 4*
Resolution No. 7

"THAT, subject always to the Act, the Constitution of the Company and the approvals of the relevant governmental/regulatory authorities, if applicable, the Directors be and are hereby empowered, pursuant to the Act, to issue and allot shares in the Company from time to time at such price and upon such terms and conditions and for such purposes and to such person or persons as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares issued pursuant to this Resolution does not exceed 10 percent (10%) of the total number of issued shares of the Company at any point in time, AND THAT pursuant to Section 85 of the Act to be read together with Clause 51 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to Sections 75 and 76 of the Act, AND THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad, AND FURTHER THAT such authority shall commence immediately upon the passing of this Resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company."

SHAREHOLDER INFORMATION

Notice of Annual General Meeting

7. Proposed shareholders' mandate for recurrent related party transactions of a revenue or trading nature

Explanatory Note 5
Resolution No. 8

"THAT, subject always to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given to the Company and its subsidiaries ("Ibraco Group") to enter into and give effect to specified recurrent related party transactions of a revenue or trading nature of the Ibraco Group with specified classes of Related Parties (as defined in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and as specified in Section 2.3.1 of the Circular to Shareholders dated 24 April 2025) which are necessary for the day to day operations in the ordinary course of business and are carried out at arm's length basis on normal commercial terms of the Ibraco Group and on terms not more favourable to the Related Parties than those generally available to the public and are not detrimental to minority shareholders of the Company and such approval shall continue to be in force until:

- (i) the conclusion of the next AGM of the Company at which time it will lapse, unless by a resolution passed at the meeting, the authority is renewed;
- (ii) the expiration of the period within which the next AGM after the date it is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

(iii) revoked or varied by resolution passed by the shareholders in a general meeting,

whichever is the earlier.

AND THAT authority be and is hereby given to the Directors of the Company to complete and do all such acts and things as they may consider necessary or expedient in the best interest of the Company (including executing all such documents as may be required) to give effect to the transactions contemplated and/or authorised by this Ordinary Resolution."

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS ALSO HEREBY GIVEN THAT subject to the approval of the shareholders at the 53rd AGM of the Company to be held on 23 May 2025 for the payment of the final single-tier dividend in respect of the financial year ended 31 December 2024 ("**Dividend**") under Ordinary Resolution 1, the Dividend will be paid on 30 July 2025 to Depositors whose names appear in the Record of Depositors on 14 July 2025. Depositors shall be only entitled to the Dividend in respect of:

- (a) securities transferred into the Depositor's Securities Account before 4:30 p.m. on 14 July 2025 for ordinary transfers; and
- (b) securities bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By order of the Board,

Yeo Puay Huang [SSM PC No. 202008000727 (LS0000577)]
May Wong Mei Ling [SSM PC No. 202008002420 (MIA 18483)]
Company Secretaries
24 April 2025

SHAREHOLDER INFORMATION

Notice of Annual General Meeting

Notes:

1. Only depositors whose names appear in the Record of Depositors as at 14 May 2025 be regarded as members and entitled to attend, speak and vote at the meeting.
2. A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy may be but need not be a member of the Company.
3. The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing, or if such appointor is a corporation under its common seal or under the hand of its duly authorized officer. An instrument appointing a proxy to vote at the meeting shall be deemed to include the power to demand or concur in demanding a poll on behalf of the appointor.
4. Where a member of the Company is an exempt authorized nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account), there is no limit to the number of proxies which the exempt authorized nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy must be deposited at the Company's Registered Office at No.6 The NorthBank, Off Kuching-Samarahan Expressway, 93350 Kuching, Sarawak not less than 48 hours before the time for holding the 53rd AGM or at any adjournment thereof.

Explanatory Note 1

This Agenda is meant for discussion only and hence it will not put forward for voting.

Explanatory Note 2

Ordinary Resolution 2: Mr. Ng Cheng Chuan is due for retirement by rotation pursuant to Article 93 of the Company's Constitution and being eligible, is standing for re-election.

Ordinary Resolution 3: Puan Sharifah Deborah Sophia Ibrahim is due for retirement by rotation pursuant to Article 93 of the Company's Constitution and being eligible, is standing for re-election.

Ordinary Resolution 4: Ms Wong Siaw Wei is due for retirement by rotation pursuant to Article 93 of the Company's Constitution and being eligible, is standing for re-election.

The profiles of Mr. Ng Cheng Chuan, Puan Sharifah Deborah Sophia Ibrahim and Ms Wong Siaw Wei are set out in the Profile of Directors appearing on pages 5 to 8 of the Annual Report 2024. Their shareholdings in the Company are set out in the Analysis of Shareholdings on page 171 of the Annual Report 2024.

Explanatory Note 3

The Audit Committee ("AC") has assessed the suitability, effectiveness and independence of Messrs. Crowe Malaysia PLT ("Crowe") via the annual External Auditors Evaluation. The AC and the Board were satisfied with the performance of Crowe and hence, the Board recommends the re-appointment of Crowe as external auditors of the Company for the financial year ending 31 December 2025.

SHAREHOLDER INFORMATION

Notice of Annual General Meeting

Explanatory Note 4

The proposed Resolution No. 7, if passed, will empower the Directors to issue shares up to an aggregate amount not exceeding 10% of the issued share capital of the Company at any point in time, for such purposes as the Directors consider would be in the interests of the Company and waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to Sections 75 and 76 of the Act. This authority unless revoked or varied at a general meeting will expire at the next AGM.

The general authority sought will enable the Directors of the Company to issue and allot shares, including but not limited to further placing of shares for purposes of funding investment(s), working capital and/or acquisitions.

The Company did not issue any shares pursuant to Section 75 & 76 of the Act under the general mandate sought at the Fifty-Second Annual General Meeting held on 24 May 2024, which will lapse upon the conclusion of the forthcoming Fifty-Third AGM to be held on 23 May 2025.

Explanatory Note 5

The proposed Resolution 8 if approved, will allow the Ibraco Group to enter into recurrent related party transactions of a revenue and trading nature relating to sale of properties by Ibraco Group to related parties. The details of the proposal are set out in the Circular to Shareholders dated 24 April 2025 which is published together with the Notice of 53rd AGM.

**IBRACO BERHAD**

(197101000730 (011286-P))

Incorporated in Malaysia

Form of Proxy

No. of Shares Held :

I/We NRIC No. / Company No.

of
(Full Name in Capital Letters)
(Full Address)being a member/members of IBRACO BERHAD hereby appoint
(Full Name in Capital Letters)

..... NRIC No.

of
(Full Name in Capital Letters)
(Full Address)

and/or failing him/her, NRIC No.

of
(Full Name in Capital Letters)
(Full Address)

or failing him/her, the Chairman of the meeting as *my/our proxy/proxies to vote for *me/us on my/our behalf, at the Fifth- Third Annual General Meeting of the Company to be held at NorthBank Club, The NorthBank, Off Kuching-Samarahan Expressway, 93350 Kuching, Sarawak on **Friday, 23 May 2025 at 2.00 p.m.** and at any adjournment thereof in the manner as indicated below:-

NO.	RESOLUTION	FOR	AGAINST
1.	To approve a final single-tier dividend of 2.00 sen per ordinary share in respect of the financial year ended 31 December 2024.		
2.	Re-election of Mr. Ng Cheng Chuan as Director		
3.	Re-election of Puan Sharifah Deborah Sophia Ibrahim as Director		
4.	Re-election of Ms. Wong Siaw Wei as Director		
5.	Approval for the payment of Directors' Fees and Benefits		
6.	Re-appointment of Messrs. Crowe Malaysia PLT as Auditors		
7.	Authorise Directors to allot and issue shares pursuant to Sections 75 & 76 of the Companies Act, 2016.		
8.	To approve the proposed shareholders' mandate for recurrent related party transactions of a revenue or trading nature.		

(Please indicate with an "X" in the spaces above how you wish your votes to be cast. If no specific direction as to the voting is indicated, the proxy/proxies will vote or abstain from voting as he/she/they think(s) fit.)

Dated this

.....
Signature of Shareholder(s)/Common Seal**NOTES:**

- Only depositors whose names appear in the Record of Depositors as at 14 May 2025 be regarded as members and entitled to attend, speak and vote at the meeting.
- A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy may be but need not be a member of the Company.
- The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing, or if such appointor is a corporation under its common seal or under the hand of its duly authorized officer. An instrument appointing a proxy to vote at the meeting shall be deemed to include the power to demand or concur in demanding a poll on behalf of the appointor.
- Where a member of the Company is an exempt authorized nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account), there is no limit to the number of proxies which the exempt authorized nominee may appoint in respect of each omnibus account it holds.
- The instrument appointing a proxy must be deposited at the Company's Registered Office at No.6 The NorthBank, Off Kuching-Samarahan Expressway, 93350 Kuching, Sarawak not less than 48 hours before the time for holding the 53rd AGM or at any adjournment thereof.

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AFFIX
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HERE

To: The Company Secretaries

IBRACO BERHAD

(197101000730 (011286-P))

No.6 The NorthBank,
Off Kuching-Samarahan Expressway,
93350 Kuching, Sarawak, Malaysia.

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IBRACO BERHAD

[197101000730(011286-P)]

For more information, please contact:

No.6 The NorthBank,
Off Kuching-Samarahan Expressway,
93350 Kuching, Sarawak, Malaysia.
T: 082 361 111 • F: 082 361 188

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