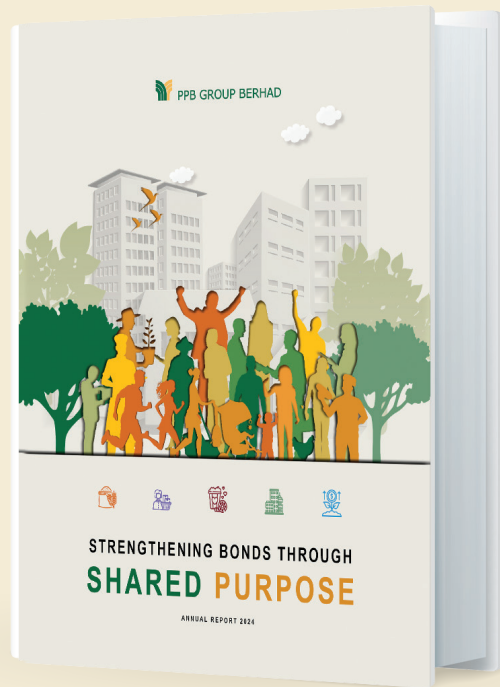




STRENGTHENING BONDS THROUGH **SHARED PURPOSE**

ANNUAL REPORT 2024



VISION STATEMENT

To be a value-driven market leader in our core businesses reputed for our sustainable quality products and services, and pursue growth avenues.

MISSION STATEMENT

To strengthen our capabilities and leadership position in our core businesses through investments in related activities for greater synergy and growth, while increasing shareholder value, in a socially and environmentally responsible manner.

STRENGTHENING BONDS THROUGH SHARED PURPOSE

The tagline reflects PPB's commitment to fostering alignment and collaboration amongst its stakeholders, including employees, suppliers, partners, and the communities in which we operate. By focusing on shared goals and values, PPB strives to build strong, lasting relationships that contribute to collective success and sustainable growth.

OTHER COMMUNICATION TOOLS

Corporate Website

For more information on PPB Group, please visit our corporate website.

www.ppbgroup.com



Online Report

Scan this QR code for our e-Annual Report 2024.

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GRAINS & AGRIBUSINESS



Contribution of Grains & Agribusiness in 2024



Total Segment Revenue:

**RM3.95
billion**
73%



Total Segment Profit:

**RM321
million**
23%

FLOUR MILLING

FFM Group operates five flour mills in Malaysia with a total milling capacity of 2,820 mt/ day and two flour mills in Vietnam with a total milling capacity of 2,050 mt/ day. In Thailand, the Group operates a 1,070 mt/ day flour mill through its 43.4% associate, Kerry Flour Mills Limited. FFM Group also has 20% interest in seven associates in China with a combined flour milling capacity of 17,950 mt/ day.

ANIMAL FEED MANUFACTURING

FFM Group is one of the key feed millers in Malaysia and operates five feed mills in Peninsular and East Malaysia with a total production capacity of 66,000 mt/ month.

LIVESTOCK FARMING

FFM Farms Sdn Bhd operates two broiler breeder farms with a combined estimated production capacity of 2.95 million broiler chicks per month, and a layer farm with an estimated monthly production capacity of 20.5 million eggs to complement the Group's animal feed manufacturing operations.



CONSUMER PRODUCTS



Contribution of Consumer Products in 2024



Total Segment Revenue:

**RM784
million
15%**



Total Segment Profit:

**RM6
million
<1%**

CONSUMER PRODUCTS DISTRIBUTION

FFM Marketing Sdn Bhd (“FMSB”) has established a strong distribution network and currently distributes a wide range of fast-moving consumer goods under its brands as well as other international and local brands. FMSB has 13 warehouses with a total warehousing capacity of 450,000 sq ft.

BAKERY

The Italian Baker Sdn Bhd operates a state-of-the-art baking plant in Pulau Indah with five fully automated production lines using the latest American and European technology. The production lines comprise 10,000 loaves-per-hour and 6,000 loaves-per-hour bread lines; a 24,000 rolls-per-hour line; a 15,000 cake-per-hour line; and a 6,000 buns-per-hour line.

FOOD PROCESSING

FFM Further Processing Sdn Bhd (“FFP”) operates two production lines at its HACCP-certified plant located in Pulau Indah, Klang. FFP specialises in producing a wide range of frozen food under the “Marina” brand. The “Marina” brand offers a premium selection of ready-to-eat sausages, nuggets and burgers.



FILM EXHIBITION & DISTRIBUTION



Contribution of Film Exhibition & Distribution in 2024



Total Segment Revenue:

**RM587
million
11%**



Total Segment Profit:

**RM4
million
<1%**

FILM EXHIBITION

Golden Screen Cinemas Sdn Bhd is the leading cinema exhibitor in Malaysia and operates the largest cinema chain in the country with 498 screens at 52 locations in major cities nationwide. In Vietnam, the Group operates at 22 locations with a total of 130 screens.

FILM DISTRIBUTION

GSC Movies Sdn Bhd acquires and distributes films to cinemas and sub-licences movie content to television (pay TV & free TV), over-the-top (OTT) platforms and hotel operators. It is the largest local distributor of Asian, independent English and foreign language films in Malaysia and also distributes films to cinemas across Brunei and Vietnam. GSC Movies distributed a total of 72 films in 2024, securing 14% market share in Malaysia.



PROPERTY



Contribution of Property in 2024



Total Segment Revenue:

**RM52
million**
1%



Total Segment Profit:

**RM12
million**
1%

PPB Properties, which encompasses the property-based activities of PPB Group Berhad (“PPB”) is committed to giving homeowners, business operators, and investors a range of value-crafted residential, retail, and commercial spaces designed to meet the community’s needs.

INVESTMENT PROPERTIES

PPB owns and manages five retail/commercial properties namely:

- Cheras LeisureMall in Taman Segar, Kuala Lumpur
- Cheras Plaza in Taman Segar, Kuala Lumpur
- Megah Rise Mall in Taman Megah, Petaling Jaya
- New World Park in Lorong Swatow, Georgetown, Penang
- The Whiteaways Arcade, Beach Street, Penang

PROPERTY DEVELOPMENT

The Group’s recent property development project is Megah Rise, a mixed development in Taman Megah, Petaling Jaya which consists of a low-density premium residential tower and an adjacent four-storey retail podium.

PROJECT MANAGEMENT

The Group also provides project and property-related services to various PPB Group companies and affiliates. These projects and properties include:

- Southern Marina Residences in Iskandar Puteri, Johor
- The LINC, Jalan Tun Razak, Kuala Lumpur



CORPORATE PROFILE

PPB Group Berhad (“PPB”) is an investment holding and property investment company listed on the Main Market of Bursa Malaysia Securities Berhad, the Malaysian stock exchange. Incorporated in Malaysia in 1968, the PPB Group today is a conglomerate with total assets and market capitalisation of RM28.8 billion and RM17.6 billion respectively as at 31 December 2024.

PPB is headquartered in Kuala Lumpur, Malaysia and we have operations in China, Vietnam, Thailand and Singapore with 6,077 employees in the Malaysian operations.

The Group’s main contributor, *Grains & Agribusiness*, comprises flour milling, animal feed manufacturing; grains trading and livestock farming. The FFM Group in which PPB has 80% equity interest, owns and operates a total of five flour mills in the country and two in Vietnam. In Thailand, the Group operates a 1,070 mt/ day flour mill through its 43.4% associate, Kerry Flour Mills Limited. FFM Group also has 20% interest in seven associates in China with a combined flour milling capacity of 17,950 mt/ day.

Under the *Consumer Products* segment, the Group is involved in downstream activities including food processing, bakery, marketing and distribution of edible oils and consumer products.

PPB’s *Film Exhibition & Distribution* segment is represented by its wholly-owned subsidiary, Golden Screen Cinemas Sdn Bhd which is the largest film exhibitor in Malaysia with 498 screens in 52 locations nationwide, capturing more than 50% of domestic box office collections.

PPB also owns and manages several retail/ commercial properties including a shopping centre, Cheras LeisureMall, and an office building, Cheras Plaza in Taman Segar, Kuala Lumpur; Megah Rise Mall in Petaling Jaya, Selangor as well as New World Park and the Whiteaways Arcade in Georgetown, Penang. Two wholly-owned subsidiaries of PPB, PPB Hartabina Sdn Bhd and PPB Property Development Sdn Bhd, carry out property development, and provide project management services, for projects undertaken and properties owned by PPB Group companies and affiliates.

PPB owns an 18.8% equity interest in one of Asia’s largest integrated agribusiness groups, Wilmar International Limited (“Wilmar”). Wilmar’s business encompasses the entire value chain of the agricultural commodity business, from cultivation and milling of palm oil and sugar cane to processing, branding and distribution of a wide range of edible food products. It has over 1,000 manufacturing plants and an extensive distribution network covering China, India, Indonesia and some 50 other countries.



CORPORATE OBJECTIVES

01 Create Value for Shareholders

Optimise sustainable returns on investment for shareholders.

02 Strengthen Market Position

Enhance and strengthen leadership position in our core operations and related businesses to capitalise on scale and integration for optimum cost-efficiency.

03 Capitalise on Synergies

To seek synergy and leverage on the Group's operations to optimise growth and strength.

04 Improve Efficiency and Productivity

Leverage on technology and embrace innovation to further drive operational efficiency to ensure best-of-class operating standards.

05 Secure Future Growth

Expand our core operations and create new business opportunities through prudent and forward-looking investment strategies in new and emerging trends as well as market segments both locally and regionally.

06 Uphold Corporate Social Responsibility

Embrace responsible corporate citizenship focused on generating economic returns with positive contributions to the community.

07 Care for the Environment

Practise sensible and proper environment-friendly standards in our business operations in accordance to legal and regulatory requirements.

08 Uphold Good Corporate Governance

Observe optimum standards of transparency, accountability and integrity in our business practices and corporate performance.

09 Build Organisational Agility

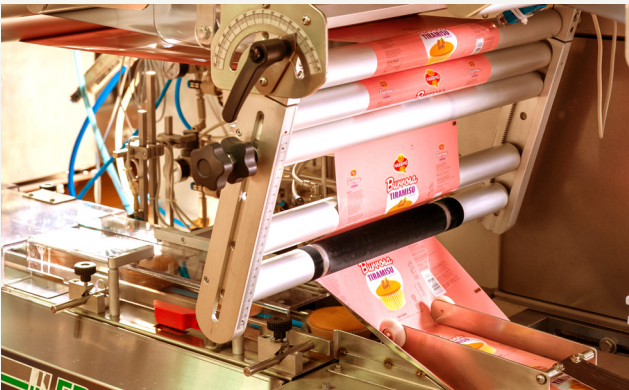
Enhance agility in business and operational practices to meet ever-changing business demands.

10 Develop Human Capital

Build leadership and people capabilities that drive organisation success.

11 Drive Customer Centricity

Be customer-focused in our product and service offerings to build customer loyalty.



GROUP CORPORATE STRUCTURE

AS AT 21 MARCH 2025



Grains & Agribusiness

Investment holding, grains trading, flour milling and animal feed manufacturing

FFM Berhad	80%
Flour milling	
Johor Bahru Flour Mill Sdn Bhd	100%
FFM Grains & Mills Sdn Bhd	100%
Vietnam Flour Mills Limited	100%
VFM-Wilmar Flour Mills Co Limited	51%
Kerry Flour Mills Limited	43.4%
Animal feed manufacturing	
Johor Bahru Flour Mill Sdn Bhd	100%
FFM Grains & Mills Sdn Bhd	100%
FFM (Sabah) Sdn Bhd	100%
FFM Feedmills (Sarawak) Sdn Bhd	100%
Livestock farming	
FFM Farms Sdn Bhd	100%
Investment holding	
Waikari Sdn Bhd	100%
Flour milling	
Yihai Kerry (Quanzhou) Oils, Grains & Foodstuffs Industries Co., Ltd	20%
Yihai Kerry (Anyang) Foodstuffs Industries Co., Ltd	20%
Yihai Kerry (Beijing) Oils, Grains & Foodstuffs Industries Co., Ltd	20%
Dongguan Yihai Kerry Oils, Grains & Foodstuffs Industries Co., Ltd	20%
Yihai (Zhoukou) Wheat Industries Co., Ltd	20%
Yihai Kerry (Zhengzhou) Foodstuffs Industries Co., Ltd	20%
Yihai Kerry (Kunshan) Foodstuffs Industries Co., Ltd	20%



Consumer Products

Consumer products distribution

FFM Marketing Sdn Bhd	100%
Bakery	
The Italian Baker Sdn Bhd	100%
Food processing	
FFM Further Processing Sdn Bhd	100%
Meizan CLV Corporation	50%
Kart Food Industries Sdn Bhd	45%



Film Exhibition & Distribution

Investment holding

PPB Leisure Holdings Sdn Bhd	100%
Exhibition of movies and content	
Golden Screen Cinemas Sdn Bhd	100%
Distribution of movies and content	
GSC Movies Sdn Bhd	100%
Screen advertising	
Cinead Sdn Bhd	100%
Exhibition and distribution of movies and content	
Galaxy Studio Joint Stock Company	40%



Investments & Other Operations

Investment holding

Chemquest Sdn Bhd	55%
Chemquest (Overseas) Limited	100%
Beijing KVV Wastewater Technology Company Ltd	51%
Utilities	
Beijing Drainage Group Co Ltd Veolia Kerry Wastewater Treatment Plant	42%
Masuma Trading Company Limited	100%
Hexarich Sdn Bhd	100%
PPB Ventures Sdn Bhd	100%
Orion Fund Pte Ltd	40%
Orion Fund II Pte Ltd	40%
IT services	
Easi (M) Sdn Bhd	60%
Enterprise Advanced System Intelligence Pte Ltd	60%
Easi Ticketing Sdn Bhd	100%
Integrated agribusiness	
Wilmar International Limited	18.8%
Investment holding and provision of management services	
Techbond Group Berhad	15%



Property

Property development, project management and other property-related services

PPB Hartabina Sdn Bhd	100%
Project management and other property-related services	
PPB Property Development Sdn Bhd	100%
Investment holding and oil palm cultivation	
South Island Mining Company Sdn Bhd	100%
Property development and oil palm cultivation	
Seletar Sdn Bhd	100%
Property investment	
Cathay Screen Cinemas Sdn Bhd	100%
Cathay Theatres Sdn Bhd	100%
Shaw Brothers (M) Sdn Bhd	34%
Investment holding	
Huge Quest Realty Sdn Bhd	40%
Property development	
Southern Marina Development Sdn Bhd	70%
Property development	
Hillcrest Gardens Sdn Bhd	16.8%

Notes:

- * This chart features the main operating companies and does not include dormant and inactive companies.
- * Percentages shown indicate the Group's direct equity interest held.

CORPORATE INFORMATION

Board of Directors

Dato' (Dr) Capt Ahmad Sufian @ Qurnain bin Abdul Rashid

Chairman

Non-independent Non-executive Director

Mr Lim Soon Huat

Group Managing Director

Ms Yip Jian Lee

Independent Non-executive Director

En Ahmad Riza bin Basir

Independent Non-executive Director

Mr Soh Chin Teck

Non-independent Non-executive Director

Madam Tam Chiew Lin

Independent Non-executive Director

Tengku Nurul Azian binti Tengku Shahrman

Independent Non-executive Director

Ms Wee Lay Hua

Independent Non-executive Director

AUDIT AND RISK COMMITTEE

Ms Yip Jian Lee

Chair

Mr Soh Chin Teck

Madam Tam Chiew Lin

**Tengku Nurul Azian binti
Tengku Shahrman**

NOMINATION AND REMUNERATION COMMITTEE

En Ahmad Riza bin Basir

Chair

Mr Soh Chin Teck

Madam Tam Chiew Lin

**Tengku Nurul Azian binti
Tengku Shahrman**

COMPANY SECRETARY

Mr Mah Teck Keong

REGISTERED OFFICE

12th Floor, UBN Tower
10 Jalan P Ramlee
50250 Kuala Lumpur

Telephone: 03-2726 0088
Facsimile: 03-2726 0099
Website: www.ppbgroup.com

PRINCIPAL BANKERS

Malayan Banking Berhad
CIMB Bank Berhad
Public Bank Berhad
HSBC Amanah Malaysia Berhad

AUDITORS

Ernst & Young PLT
Level 23A, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
50490 Kuala Lumpur

REGISTRAR

Tricor Investor & Issuing House
Services Sdn Bhd

Unit 32-01, Level 32, Tower A
Vertical Business Suites
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur

Telephone: 03-2783 9299
Facsimile: 03-2783 9222
Email: is.enquiry@vistra.com

STOCK EXCHANGE LISTING

Bursa Malaysia Securities Berhad
(Main Market)
Sector: Consumer Products and Services
Stock Name: PPB
Stock Number: 4065
ISIN: MYL406500008

CHAIRMAN'S STATEMENT

Dear Shareholders,

PPB Group Berhad ("PPB" or "the Company") and its subsidiaries ("PPB Group" or "the Group") delivered a strong set of results, demonstrating resilience amidst a dynamic economic and geopolitical landscape, coupled with inflationary pressures. This performance underscores the Group's strategic agility and commitment to innovation and optimal operations, which enabled our business segments to better navigate the challenges.

We continue to take a forward-thinking approach, focusing on business sustainability while addressing market challenges through prudent financial management, cost containment and operational efficiencies.

The Group is committed to implementing additional ESG initiatives to further enhance our sustainability achievements.

DATO' (DR) CAPT AHMAD SUFIAN
Chairman



MESSAGES FROM OUR LEADERS

CHAIRMAN'S STATEMENT

Financial Performance

For FY2024, Group revenue was RM5.39 billion, 6% lower compared to RM5.72 billion in FY2023. This was due mainly to the absence of revenue contribution from the divestment of our Indonesia flour operations in 2023. Excluding this, total Group revenue was 3% higher.

The Group's core business segments recorded a significant 86% increase in profit to RM328 million, driven by a 40% improvement in profits for the Grains & Agribusiness segment.

Contribution from Wilmar International Limited ("Wilmar"), our 18.8% associate, decreased by 24% to RM992 million from RM1.30 billion in 2023.

Overall, the Group recorded a pre-tax profit of RM1.33 billion, 10% lower compared to the preceding year's profit of RM1.49 billion.

Profit attributable to shareholders amounted to RM1.22 billion, a 13% reduction from RM1.39 billion in the preceding year.

Earnings per share ("EPS") stood at 85.72 sen, 13% down from the previous year's EPS of 98.01 sen.

The Group has allocated a total of RM696 million for capital and other commitments over the next five years. The allocations are distributed across our business segments to enhance our operations and drive business expansion, and they comprise Grains & Agribusiness (RM352 million); Film Exhibition & Distribution (RM250 million); Consumer Products & Others (RM64 million) and Property (RM30 million).



More details on the Group business segments are outlined in our Group Managing Director's Review on pages 19 to 28.

Dividends

An interim dividend of 12 sen per share was paid on 26 September 2024. The Board has recommended a final dividend of 30 sen per share, subject to approval by shareholders at the 56th Annual General Meeting scheduled on 15 May 2025.

This would bring the total dividend paid and payable for financial year 2024 to 42 sen per share.

Governance

Maintaining the trust of our stakeholders and operating with integrity is of paramount importance to PPB. Our aim is to safeguard our corporate reputation among our stakeholders.

The Group continues to practise good corporate governance, fostering responsible and ethical decision-making, transparency and accountability across our operations.

We regularly review and strengthen our corporate governance framework, emphasising regulatory and industry compliance complemented by robust policies and sound initiatives. These efforts are aimed at growing trust and confidence in PPB as a corporation.

PPB has also maintained our Shariah-compliant status, assuring investors that their investments are in accordance with Shariah principles.

The Board of Directors is entrusted with the responsibility to provide strong leadership and guidance on matters pertaining to corporate governance.

Sustainability

At PPB, we believe that responsible business growth is integral to value creation for our stakeholders, and foundational to long-term sustainability.

We recognise the importance of integrating and upholding environmental, social and governance ("ESG") principles into our business model. Since 2018, we have been part of Bursa Malaysia's FTSE4Good Index Series, which requires us to meet a set of ESG criteria.

MESSAGES FROM OUR LEADERS

CHAIRMAN'S STATEMENT

In FY2024, our corporate social responsibility activities included a contribution of RM3.6 million, benefitting over 30,000 recipients across four focus pillars: community; education; environment; and arts, culture and heritage.

RM15 million was channelled to complete solar projects with a total of 6.2 MWp capacity in eight locations. These projects generated 5,200 MWh of solar energy, translating to a carbon emission avoidance of approximately 4,000 tCO₂e.

A climate risk assessment was also conducted during the year.

We are pleased to report that there were zero work-related fatalities across our Group operations.

PPB remains committed to aligning our corporate and business objectives with global best practices and contributing to a greener and more equitable future.

Prospects In 2025

In 2025, global economic growth is expected to sustain, cushioned by ongoing monetary easing policies despite the heightened level of trade protectionism. The US economy which is central to global growth, is expected to remain resilient, outperforming earlier projections of recession and hard landing. This is largely due to its robust services sector.

However, global uncertainties, geopolitical tensions and market volatility may continue to pose risks to growth.

On the local front, the economic landscape looks promising with Malaysia's economy projected to grow steadily at 5.0%. This is driven by the accelerated implementation of projects outlined in various national development plans, adequate external demand, robust private consumption and broad-based sectoral expansion.

Private consumption, an important contributor to Malaysia's economic growth, is projected to remain robust supported by improving employment rate, rising wages and the availability of withdrawals from the Employees Provident Fund Account 3.



FFM's popular "Cap Sauh" flour in 1kg pack

MESSAGES FROM OUR LEADERS

CHAIRMAN'S STATEMENT



GSC's boutique cinema, Velvet at Sunway 163 Mall, Mont Kiara

For 2025, PPB remains focused on leveraging growth opportunities while navigating potential challenges and uncertainties with resilience and agility. We will focus on expanding our market presence, exploring new opportunities and reinforcing our commitment to business sustainability.

Our strong foundation, prudent risk management, and strategic plans augur well for sustainable success. With the dedication of our employees, the support of our stakeholders and our commitment to excellence, we are confident that we can continue to build on our momentum and strengthen our position in an evolving global landscape.

Board Changes

Madam Tam Chiew Lin retires at the 56th Annual General Meeting to be held on 15 May 2025 and has decided not to seek re-election. Madam Tam joined the PPB Board in 2013 and has also served on various Board Committees during her tenure.

On behalf of the Board, I wish to record our thanks and appreciation for Madam Tam's services and contributions to the Company.

We are pleased to welcome Ms Wee Lay Hua who joined the Board on 1 October 2024 as an Independent Non-executive Director. We look forward to her participation and contributions to the Group.

Acknowledgements

On behalf of the Board, I would like to extend our gratitude to all who have contributed to the success of our endeavours.

In particular, I thank our employees for their dedication, hard work and commitment to excellence. Their efforts have greatly contributed to our achievements.

I would also like to express my appreciation to my fellow Directors for their guidance and leadership in steering the Company through a dynamic business environment. Their experience and insight have been invaluable in achieving our long-term goals and aspirations.

To our shareholders, customers, business partners, and other stakeholders, thank you for your trust and continued support. Your confidence motivates us to go further and do more to deliver sustainable growth and value.

Looking ahead, we are excited about the opportunities that lie before us. We can certainly move forward with much confidence and a commitment to shape a better tomorrow.

DATO' (DR) CAPT AHMAD SUFIAN
Chairman

26 March 2025

GROUP MANAGING DIRECTOR'S REVIEW

Dear Shareholders,

The Malaysian economy achieved a growth of 5.1% in 2024, a notable increase from the 3.6% growth observed in 2023. This was supported by sustained domestic demand, a rebound in exports and strong multi-year investment initiatives under the country's national masterplans. The Ringgit recorded an overall appreciation of 2.7% against the US dollar which augured well for the economy.

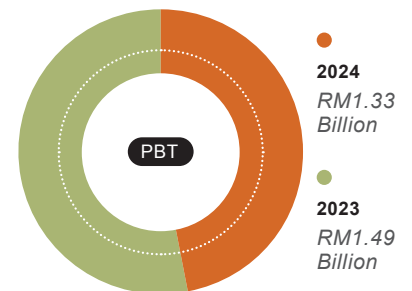
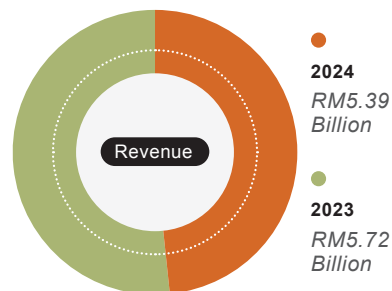
The Group remained resolute in delivering on our long-term strategies for business sustainability and continued to consolidate our business segments, explore new business streams and enhance operational efficiencies.

PPB Group Berhad achieved a satisfactory performance in FY2024. While the Group's total revenue decreased to RM5.39 billion due to the absence of revenue contribution from the divestment of our Indonesia flour operations in 2023, our core business segments registered a total revenue increase of 3%, resulting in a significant 86% jump in pre-tax profit to RM328 million. This was largely contributed by a 40% improvement in profits for the *Grains & Agribusiness* segment.

**PPB Group Berhad
achieved a satisfactory
performance in FY2024.**

LIM SOON HUAT

Group Managing Director



MESSAGES FROM OUR LEADERS

GROUP MANAGING DIRECTOR'S REVIEW

Grains & Agribusiness Segment

The *Grains & Agribusiness* segment is the major contributor to Group revenue. In FY2024, this segment contributed 73% to the Group's revenue and 23% of our profit. The segment comprises flour milling, animal feed manufacturing, grains trading and livestock farming.

FFM Berhad ("FFM"), an 80% subsidiary of PPB, owns and operates five flour mills in Malaysia with a total flour milling capacity of 2,820 mt/ day.

The Group also has interests in flour milling operations overseas, including in Vietnam, Thailand and China.

In Vietnam, the Group's milling capacity stands at 2,050 mt/ day while our Thailand operations have a milling capacity of 1,070 mt/ day through our 43.4% associate, Kerry Flour Mills Limited. In China, FFM has 20% interest in seven associates with a combined flour milling capacity of 17,950 mt/ day.

FFM also owns and operates five feed mills across Malaysia, with a total milling capacity of 66,000 mt/ month.

The Group's livestock farming operations comprise a layer farm and two breeder farms in Malaysia. The production capacity of the layer farm is about 20.5 million eggs per month, while the breeder farms have a combined production capacity of about 2.95 million chicks per month.



FFM's flour and feed mill silos in Pulau Indah, Selangor

Flour Milling

Lower revenue was recorded in FY2024, mainly due to the absence of contribution from our Indonesia mill, which was disposed of in September 2023. This disposal was undertaken as a strategic move to consolidate the flour milling business in Indonesia through our interest in Wilmar.

Despite an increase in sales volume for the Malaysia and Vietnam operations, lower revenue was recorded due to lower selling prices.

The increase in the division's operating profit in FY2024 was mainly driven by higher earnings from the Malaysian operations due to increased sales volume, and improved profit margins as a result of lower cost of sales. The share of net profits from the associates also rose.

Moving into 2025, the outlook for domestic market growth remains positive, fuelled by the expansion plans of major Malaysian food manufacturers, both locally and internationally.

For FY2025, the division's core pillar of growth will focus on expanding our institutional bulk segment, reinforcing the market position of key products and capturing a greater market share.

The Group continues to deploy carefully devised strategies to ensure we remain sustainable and resilient to mitigate anticipated operational risks such as fluctuations in global wheat prices, disruption of raw material supply, market volatility and intensified market competition.



Roller mills for wheat grinding in FFM's flour mill in Pulau Indah

MESSAGES FROM OUR LEADERS

GROUP MANAGING DIRECTOR'S REVIEW

Animal Feed Manufacturing

The Animal Feed Manufacturing division continues to operate under a highly challenging business environment, affected by external factors such as global commodity price fluctuations, currency exchange rates, disease outbreaks and the quality of raw materials.

This is compounded by a decline in the open feed customer base, as many high-volume customers switched to home mixing or toll milling to reduce their costs, while others moved toward contract farming under integrators, reducing demand for commercial feed. The industry is also seeing rapid consolidation, with smaller farms exiting the market and larger players integrating both upstream and downstream to strengthen their market position.

In 2025, overall demand for feed is projected to remain stable, with feed prices expected to stabilise. While inflation and weakened consumer spending power may limit demand growth, the newly mandated minimum wage increase could partially cushion this impact by supporting consumer spending on food service and home-cooked meals.

We will accelerate our business sustainability and growth plans by developing innovative, high-performance and customised feed solutions, as well as expanding our market share and market access through strategic local and international alliances to maintain market competitiveness and industry relevance.

Containing production costs and enhancing manufacturing efficiency remain key focuses to mitigate issues impacted by labour shortages and to ensure we maintain our reputation as a producer of consistent and high-quality feeds.

We will continue to prioritise compliance with growing environmental regulations affecting the poultry farming industry and our customers.

Livestock Farming

FY2024 was challenging for the livestock farming business.

The industry as a whole witnessed increased consolidation as smaller operators struggled with rising costs and opted to cease operations or sell their businesses to larger competitors. The continued shrinking of export markets since 2022 and the allocation of import permits for chicken meat from neighbouring countries further impeded the local industry growth. Additionally, inflation weakened consumer purchasing power, affecting demand for essential food items, including chicken and eggs.

In FY2024, the division's revenue was impacted by the decline in selling prices of both table eggs and day-old chicks. However, feed costs, a major cost component in poultry production, steadily decreased over the year.

Enhancing production efficiency and product quality continued to take centre stage to ensure business sustainability. Ongoing efforts included exploring innovations in layer farming, strengthening biosecurity measures and adopting cutting-edge technology in farming practices.

Looking ahead to 2025, the division expects feed costs to remain low while operational costs are anticipated to rise with the introduction of a targeted fuel subsidy rationalisation and minimum wage increases. The broiler market is projected to remain highly competitive. However, an anticipated increase in tourist arrivals is expected to stimulate food consumption, and help boost demand for poultry products.

With long-term manufacturing and surveillance policies in place, the division is confident that production volume and efficiency can be optimised, leading to a positive impact on our operations.



FFM's maize storage for animal feed manufacturing

MESSAGES FROM OUR LEADERS

GROUP MANAGING DIRECTOR'S REVIEW

Consumer Products Segment

The *Consumer Products* segment operates the Group's businesses in three areas, namely, consumer products distribution, bakery and food processing.

Segment revenue increased by 3% to achieve RM784 million in FY2024 compared to the previous financial year. Profit of RM6.5 million was 75% lower than in 2023, attributed mainly to higher cost of sales and operating costs; and trade promotion expenses.

Consumer Products Distribution

Operating under FFM Marketing Sdn Bhd ("FMSB"), this division has a total warehousing capacity of 450,000 sq ft. With a strong network of 13 strategically located warehouses in key market centres across Peninsular and East Malaysia, the division distributes both in-house and agency brands of fast-moving consumer goods ("FMCG").

FY2024 saw higher revenue, primarily due to increased sales of edible oils and packaged flour.

During the year, a new in-house brand, Toast Mate kaya spread, was launched in Malaysia, alongside a new agency distribution for a Korean food brand. Several new products for existing brands under the FMSB ambit were also introduced to the market.

The division faced downward pressure on consumer disposable income due to inflation and continued to be impacted by rising commodity and raw material costs, price control regulations and the minimum wage policy.

Moving into 2025, the division will ride on the expected momentum in economic growth while staying cautiously optimistic over the potential impacts of local economic policies and escalating geopolitical conflicts.

We will leverage our strong customer base and market presence to enhance our product portfolio and diversify our footprint into other business channels and new markets. To ensure long-term business sustainability, we will strategically tap into the Group's resources to maximise synergies, strengthening our position as a fully integrated marketing and distribution specialist for FMCG.

Bakery

The Italian Baker Sdn Bhd ("TIB"), a wholly-owned subsidiary of FFM Berhad, operates the division's state-of-the-art industrial bakery located in Pulau Indah, Selangor. This facility has a total of five production lines.

The two bread lines have production capacities of 10,000 loaves and 6,000 loaves-per-hour respectively. The other three production lines comprise a 24,000 rolls-per-hour line, a 15,000 cakes-per-hour line and a 6,000 buns-per-hour line.

The bread market remained steady while the cake and roll market, with its extensive range of variants for consumer choice, presented greater market competition. The industry was also faced with rising raw material and distribution costs, coupled with increasing manpower costs and staff recruitment difficulties.

The year 2025 is expected to be equally challenging, with intensified competition in an already mature and saturated market. To navigate this, the division will prioritise strategic enhancements and operational efficiencies across our businesses.

We are on track with strategic plans to optimise production costs, target new distribution points, penetrate untapped markets, and explore new revenue streams. We expect our new products and variants, which are in the pipeline to pique the taste buds of different consumer preferences and drive sales.



Inspection of Massimo loaves to maintain consistent quality

MESSAGES FROM OUR LEADERS

GROUP MANAGING DIRECTOR'S REVIEW

Food Processing

The Group's food processing division under FFM Further Processing Sdn Bhd ("FFP") operates two production lines at our facility in Pulau Indah, Selangor. We produce premium ready-to-eat sausages, nuggets and burgers for the Malaysian market and selected countries in the region.

In FY2024, we expanded our product range with the launch of five new variants catering to the food service lines. We also commenced exporting our plant-based products to New Zealand, broadening our customer base.

FFP upgraded its food safety management systems from ISO to FSSC 22000, reflecting the Group's ongoing commitment to the highest food safety standards to meet industry requirements.

The segment noted a decline in revenue due to lower market demand and sales. A positive trend is projected for 2025, signalling growth in business volume. Our focus will be on revenue diversification, driving operational efficiency and customer base expansion. We will expand our range of innovative product offerings to further enhance our retail presence and grow our participation in the food service channels locally and abroad.



Quality control check at FFM Further Processing's chicken nugget line

Film Exhibition & Distribution Segment

The Group owns Golden Screen Cinemas Sdn Bhd ("GSC"), the leading cinema exhibitor in Malaysia. Commanding more than 50% of the Malaysian market share in FY2024, GSC operates 52 cinema locations with 498 screens.

Through our 40% associate, Galaxy Studio Joint Stock Company, the Group operates 22 cinemas with 130 screens in Vietnam.

The *Film Exhibition & Distribution* segment which contributed 11% to the Group revenue, attained a marginally higher revenue of 1% in FY2024 compared to the previous year. This was mainly attributed to the opening of two key locations complemented by new revenue streams from lifestyle-oriented offerings.

Aurum Theatre at the iconic The Exchange TRX caters for the ultra-luxurious entertainment segment. With 10 screens and two food and beverage outlets, the cinema offers an ideal location for hosting a variety of events and functions. Higher collections from food and beverage and ticket sales at Aurum Theatre contributed to the increase in the segment's revenue.

The GSC KL East Mall cinema with eight halls including IMAX and Play, caters for the more affluent market in eastern Kuala Lumpur.

In Vietnam, total admissions for the year saw a 31.2% hike as compared to the previous year driven by the popularity of local movies. The opening of two new cinemas contributed to the higher admissions.



The ScreenX hall in Aurum Theatre, The Exchange TRX provides a 270-degree panoramic viewing experience

MESSAGES FROM OUR LEADERS

GROUP MANAGING DIRECTOR'S REVIEW

The *Film Exhibition & Distribution* segment recorded a small profit in FY2024 as compared to the previous year whereby impairments of our Vietnam investment and Malaysian cinema assets impeded the segment's performance.

As part of our strategic business rationalisation and resource optimisation efforts, the Group ceased cinema operations in five locations, namely GSC 3 Damansara, GSC Klang Parade Mall, GSC Heritage Mall, GSC Central Square and GSC Citta Mall.

Whilst we continued to face a shortage and underperformance of Hollywood movies, local and regional movies helped mitigate the drop in admissions. Malaysian-made movies continued to perform and a total of five GSC co-productions were released in 2024 with 'Takluk: Lahad Datu' raking in a net box office (NBO) of RM22 million and ranking the fourth top movie of the year. Other titles released were 'Reversi', 'Don Dukun', 'Baik Punya Ah Long', and 'Kahar'.

The reduction in entertainment tax in the Federal Territory of Kuala Lumpur and Putrajaya from 2024 to 2028 also augurs well for cinemas in those locations.

Looking forward to 2025, the global cinema box office is expected to grow and more blockbusters as well as better quality movie releases are anticipated.

GSC will continue to collaborate with film producers to co-produce Malaysian-made content to cater to local demographic preferences. The movies 'Keluang Man', 'Martabat: Misi Berdarah', 'Legasi : Bomba The Movie', 'Magic Rompak' and 'Badak' are all slated for release in 2025.

Vietnam's box office is also projected to be supported by local movies and a line-up of stronger studio titles.

In anticipation of a global cinema industry recovery in 2026, GSC will focus on efforts to drive cinema admissions, implement cost containment measures and capitalise on wider revenue streams by monetising its cinema assets and marketing platforms. This will be beneficial to ensure an even stronger footing for the segment's future growth in 2026, in keeping with the industry trends and evolving cinemagoer preferences.

Property

PPB Properties, the property division of PPB Group Berhad, is recognised as a reliable developer of residential, retail and commercial properties across Peninsular Malaysia with key developments in Kuala Lumpur, Selangor, Penang, Johor and Kedah.

The segment owns and manages five commercial properties, which are Cheras LeisureMall and Cheras Plaza in Kuala Lumpur, Megah Rise Mall in Petaling Jaya, and New World Park and The Whiteaways Arcade in Penang.

The property development projects include Megah Rise in Petaling Jaya; the Southern Marina Residences in Iskandar Puteri, Johor; and upcoming developments in Taman Tanah Aman in Penang and Lumina Bedong in Kedah. The latter has garnered considerable interest from buyers. A planned residential development in Kwasa Damansara will further strengthen our presence in the Klang Valley.

The segment extends its expertise to project management and property-related services to assets such as the Southern Marina Residences in Johor and The LINC in Kuala Lumpur.

In FY2024, the *Property* segment registered lower revenue of RM52 million (FY2023: RM117 million), and a profit of RM11.5 million (FY2023: RM17.4 million). The lower revenue was mainly attributable to the absence of revenue recognised on the sold units at the Megah Rise residential project, partially offset by the improved performance of our malls.



The LINC, Kuala Lumpur

MESSAGES FROM OUR LEADERS

GROUP MANAGING DIRECTOR'S REVIEW

The property market has seen a shift towards developments that offer communal areas, larger living spaces, and smart-enabled facilities, aligned with modern lifestyle expectations. Buyers also appreciate well-planned neighbourhoods with a strong sense of community and convenient amenities. Pet-friendly developments have also emerged as a key differentiator, catering to growing demand for inclusive living.

The property development industry faces several challenges, including intensified competition among developers and increasingly discerning and cautious buyers with expectations on eco-friendly building features, technological integration, and community-focused amenities. In addition, rising construction and operational costs affect overall development plans as well as, demand and selling prices.

In the retail sector, there is a growing trend towards experiential stores, particularly in food and beverage, where flagship stores offer unique experiences, exclusive products, and innovative concepts. To enhance customer engagement, the PLAYCE App was introduced during the year to help strengthen relationships, reward shoppers, and promote events to drive customer loyalty.

The property outlook for 2025 is expected to be more positive, underpinned by increasing market confidence and supportive government policies promoting sustainable economic growth. Increased consumer confidence, higher minimum wages, and improved disposable income are expected to benefit the property sector.

PPB Properties remains cautiously optimistic, especially with the launch of new projects in the northern region. Cheras LeisureMall will undergo asset enhancement initiatives to maintain our competitive edge. These enhancements include expanding alfresco dining areas and improving entrance ways to create a better customer experience. The mall will also continue diversifying its tenancy mix and upgrading facilities to boost footfall. The installation of solar panels underscores our commitment to environmental responsibility by leveraging green energy and reducing our carbon footprint.

PPB Properties remains committed to sustainability, operational efficiency, and long-term value creation.

Group Financial Performance

	2024 RM'000	2023 RM'000
Revenue	5,385,887	5,720,693
Profit before tax	1,322,518	1,488,474
Profit attributable to shareholders	1,219,411	1,394,305
Earnings per share (sen)	85.72	98.01

The Group achieved total revenue of RM5.39 billion, 6% lower than FY2023. This was mainly attributable to the lower revenue contribution from the divested Indonesia flour operations.

Group pre-tax profit decreased by 10% to RM1.32 billion, mainly due to the lower contribution from Wilmar by 24% to RM992 million. Our main business, *Grains & Agribusiness*, recorded an increase in profit by 40% to RM321 million; whilst *Film Exhibition & Distribution* turned around with a profit of RM4 million. Profit attributable to shareholders amounted RM1.22 billion, with earnings per share stood at 85.72 sen, a 12.5% decrease from the previous financial year, respectively.

Financial Performance by Business Segments

Grains & Agribusiness

	2024 RM'000	2023 RM'000
Segment revenue	3,948,675	4,255,957
Segment profit	321,256	229,911

Segment revenue was lower by 7% to RM3.95 billion (FY2023: RM4.26 billion), mainly attributable to the absence of revenue contribution from the Indonesia flour operations. Excluding that, segment revenue was higher by 4%, mainly contributed by improved performance from the feed and maize sub-segments. The segment recorded higher profit at RM321 million (FY2023: RM230 million), with improved performance at the flour and feed sub-segments.

MESSAGES FROM OUR LEADERS

GROUP MANAGING DIRECTOR'S REVIEW

Consumer Products

	2024 RM'000	2023 RM'000
Segment revenue	784,241	761,035
Segment profit	6,454	25,927

Segment revenue was higher by 3% to RM784 million (FY2023: RM761 million). The segment reported lower profit at RM6 million (FY2023: RM26 million), mainly attributable to higher operating costs and trade promotion expenses.

Film Exhibition & Distribution

	2024 RM'000	2023 RM'000
Segment revenue	587,056	570,269
Segment profit/(loss)	3,660	(120,400)

Segment revenue increased by 3% to RM587 million (FY2023: RM570 million). The segment turned around with a profit of RM4 million (FY2023: RM120 million losses), primarily attributable to lower cinema operating costs and the absence of impairments of the Vietnam and Malaysia cinema assets of RM113 million recorded in FY2023.

Property

	2024 RM'000	2023 RM'000
Segment revenue	52,179	117,483
Segment profit	11,520	17,400

Segment revenue and profit was lower at RM52 million (FY2023: RM117 million) and RM12 million (FY2023: RM17 million) respectively, attributable to the absence of revenue and profit contribution from the sale of completed units of the Megah Rise residential project in FY2023, partially offset by improved mall performance.

Group Financial Position

	2024 RM'000	2023 RM'000
Total assets	28,787,439	29,408,364
Total liabilities	1,572,854	1,597,186
Net assets attributable to owners of the parent	26,573,151	27,136,630
Net assets per share attributable to owners of the parent (RM)	18.68	19.07

The Group's total assets decreased by 2.1% or RM621 million as at 31 December 2024. This was mainly attributable to lower share of net assets from Wilmar by RM821 million to RM21.21 billion, partially offset by higher inventories by RM157 million to RM922 million.

Group total liabilities decreased by 1.5% or RM24 million as at 31 December 2024. The decrease was mainly due to a decrease in borrowing by RM45 million to RM389 million and lease obligations by RM48 million to RM453 million, partially offset by an increase in payables by RM32 million to RM481 million and deferred tax liabilities by RM16 million to RM134 million.

Net assets per share attributable to owners of the parent at RM18.68 as at 31 December 2024.

Group Cash and Cash Equivalents

Group cash and cash equivalents remained healthy with an increase of RM31 million to RM1.66 billion as at 31 December 2024 (FY2023: RM1.63 billion).

Group Bank Borrowings

Group Bank Borrowings decreased by RM45 million to RM389 million as at 31 December 2024. 93% of the Group's bank borrowings are trade finance related facilities.

All the banking facilities carry variable interest rates.

60% of the Group's bank borrowings are unsecured in nature, whilst the remaining are secured by corporate guarantees from subsidiaries.

50% of total bank borrowings are foreign currency denominated working capital loan, mainly for grains procurement purposes at the foreign subsidiaries.

MESSAGES FROM OUR LEADERS

GROUP MANAGING DIRECTOR'S REVIEW

Group Capital Expenditure

The Group incurred total capital expenditure of RM124 million during the financial year ended 31 December 2024, mainly for capacity expansion purposes.

Major areas of spend are as follows:

- RM56 million in *Grains & Agribusiness* segment, mainly for the construction and upgrading of plant, machineries and equipments;
- RM42 million in *Film Exhibition & Distribution* segment mainly for the construction of new cinemas and upgrading of existing cinemas;
- RM24 million in *Consumer Products* segment, mainly for the purchase of trucks and upgrading of plant and equipments; and
- RM2 million in *Property* segment, mainly for the refurbishment of investment properties.

Analysis of the Group's Top Risks

For a conglomerate like the PPB Group, identification and management of risks are important for business sustainability. Therefore, minimal disruption to the value-creation process is imperative. The Group has identified the following six top risks that must be managed to maintain continued long-term success:

1. *Reliance on certain income streams*

The PPB Group has an 18.8%-stake in Wilmar. For FY2024, we relied to a large extent on contributions from Wilmar to meet one of our key objectives, which is to reward shareholders with sustainable and consistent dividends. The Group therefore invests in and expands our other business segments both domestically and overseas, while continually seeking investment opportunities to diversify our portfolio and income stream.

2. *Compliance with regulatory requirements*

The PPB Group places high priority on compliance with relevant regulatory requirements. As such, the Group endeavours to create awareness and equip employees through relevant trainings and engagement of professional consultants, or with regulators for advice on compliance matters.

3. *Health and safety hazards*

The nature of certain business segments in the Group may expose our employees to health and safety hazards. To foster a safe and healthy work environment, we take a range of actions including safety awareness and training sessions for employees and other stakeholders, the appointment of occupational safety and health (OSH) officers or coordinators, the formation of OSH committees and stringent enforcement of Occupational Safety and Health Act (OSHA) requirements.

4. *Foreign exchange risk*

The fluctuation of the Ringgit has presented challenges to the PPB Group as most of the raw materials for the *Grains & Agribusiness* segment, film rights purchases and overseas investments are denominated in foreign currencies. The Group monitors currency fluctuations closely and hedges part of our exposure.

5. *Fluctuation of commodity prices*

Some of the raw materials used in the Group's production are traded in the commodities market, which are exposed to price fluctuation risks. Shifts in consumer demand, climate change and geopolitical tensions are some of the factors that can influence commodity prices. It is critical to secure raw materials at favourable prices for the Group to remain competitive and profitable. The Group closely monitors commodity price movements and hedges our exposure appropriately to preserve our margins.

MESSAGES FROM OUR LEADERS

GROUP MANAGING DIRECTOR'S REVIEW

6. Supply chain disruption risk

Disruptive worldwide events such as climate change and geopolitical tensions expose the Group to supply chain disruption risks. The Group recognises the need for our supply chains to be resilient. To mitigate the impact, actions being taken include close monitoring of global supply and demand, strategic procurement of raw materials, diversification of supply sources and optimisation of operational efficiencies through our Group's extensive procurement experience and technical competency.

Group Outlook and Prospects for 2025

Looking to 2025, while the global environment continue to pose challenges with some possible downside risks from slowdown of trading partners and business restrictions, growth of the Malaysian economy will continue to be bolstered by robust expansion in investment activity, resilient household spending and expansion in exports supported by Malaysia's strong economic fundamentals. Inflation is also expected to remain manageable. The economy will benefit from these cascading effects.

In light of these projections, the Group will remain steadfast in executing our strategic business plans, capitalising on emerging opportunities while proactively addressing potential challenges. With deep market insights into our various business segments, we are well-positioned to navigate the evolving market landscape and align our efforts accordingly to drive sustainable growth.

Despite ongoing challenges in the global grain market, including adverse weather conditions in key grain-producing regions, evolving government policies, shifting trade dynamics and economic pressures, the *Grains & Agribusiness* segment remains confident in our ability to navigate and manage these complexities. By leveraging our expertise in grain sourcing and technical know-how, we will continue to deliver high-quality products to our customers. We expect performance of the segment to be satisfactory in 2025.

The *Consumer Products* segment will continue to expand our product range and strengthen our market presence to enhance distribution efficiency amid rising operating costs. With a well-established distribution network, robust logistics infrastructure, and resilient household spending in Malaysia, we expect the segment to deliver satisfactory performance in 2025.

The box office performance of the *Film Exhibition & Distribution* segment continues its upward trend, signalling a steady recovery in moviegoing interest. With an anticipated stronger lineup of movie releases in 2025, the cinema industry is expected to continue its recovery. Supported by ongoing operational efficiency initiatives, including cost optimisation efforts and enhanced customer experiences, we expect to deliver improved results in 2025.

In December 2024, the *Property* segment launched the Lumina Bedong, a township development in Kedah, with Phase 1 comprising 125 freehold single-storey linked houses. While other development projects are in various planning stages, enhancing mall performance remains as key priority for 2025.

Wilmar's performance will continue to contribute substantially to the overall profitability of the Group.

LIM SOON HUAT

Group Managing Director

26 March 2025

PERFORMANCE REVIEW

GROUP FINANCIAL HIGHLIGHTS

	2024 RM'Million	2023 RM'Million	Change %
CONSOLIDATED INCOME STATEMENT			
Revenue	5,386	5,721	(5.9)
Profit before taxation	1,333	1,488	(10.4)
Profit after taxation	1,242	1,421	(12.6)
Profit attributable to owners of the parent	1,219	1,394	(12.6)
CONSOLIDATED STATEMENT OF FINANCIAL POSITION			
Equity attributable to owners of the parent	26,573	27,137	(2.1)
Total equity	27,215	27,811	(2.1)
RATIOS			
Return on equity attributable to owners of the parent	(%)	4.6	5.1
Earnings per share	(sen)	85.72	98.01
Debt to equity ratio	(times)	0.01	0.02
Net assets per share attributable to owners of the parent	(RM)	18.68	19.07
Dividend per share	(sen)	42	42
Share price - 31 December	(RM)	12.40	14.48

PERFORMANCE REVIEW

5-YEAR GROUP FINANCIAL STATISTICS

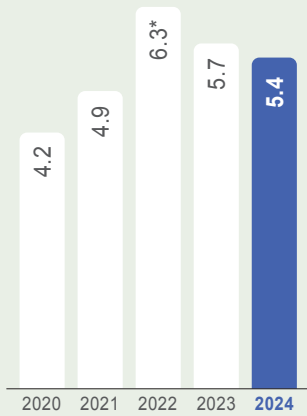
Year ended 31 December		2024	2023	2022	2021	2020
Revenue	RM'Million	5,386	5,721	6,257*	4,857	4,191
Share of results of associates	RM'Million	1,056	1,327	2,178	1,573	1,343
Profit before taxation	RM'Million	1,333	1,488	2,250*	1,498	1,421
Profit for the year	RM'Million	1,242	1,421	2,220	1,507	1,363
Dividend for the financial year	RM'Million	597	597	569	498	654
Issued and paid up share capital	RM'Million	1,429	1,429	1,429	1,429	1,429
Equity attributable to owners of the parent	RM'Million	26,573	27,137	25,831	24,431	22,819
Total assets	RM'Million	28,787	29,408	28,933	27,396	24,885
Total borrowings	RM'Million	389	433	1,347	1,103	481
Earnings per share	Sen	85.72	98.01	154.43	105.17	92.57
FTSE BURSA KLCI QUOTES						
31 December closing price	RM	12.40	14.48	17.44	17.10	18.52

* Including discontinued operations

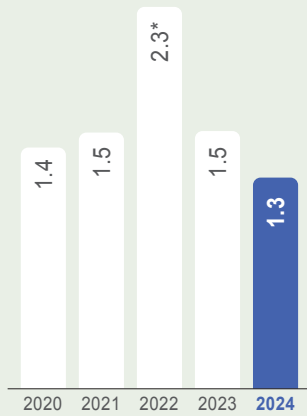
PERFORMANCE REVIEW

5-YEAR GROUP FINANCIAL STATISTICS

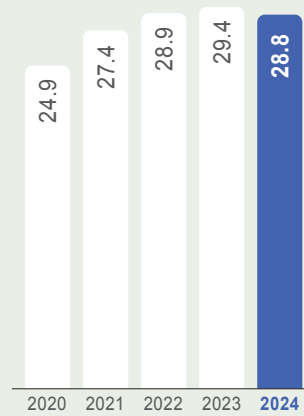
Revenue
(RM'Billion)



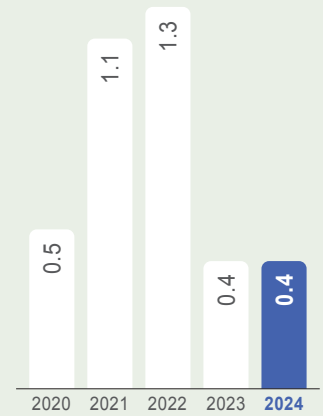
Profit before Taxation
(RM'Billion)



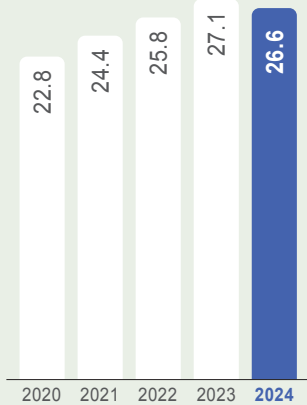
Total Assets
(RM'Billion)



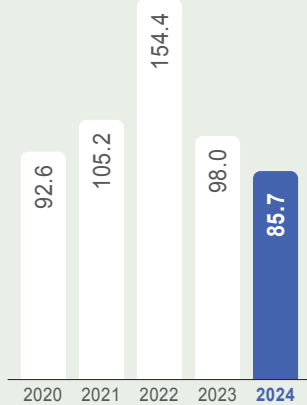
Borrowings
(RM'Billion)



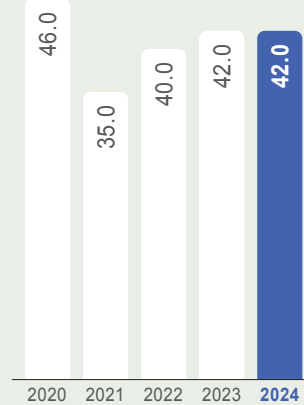
Equity Attributable to Owners of the Parent
(RM'Billion)



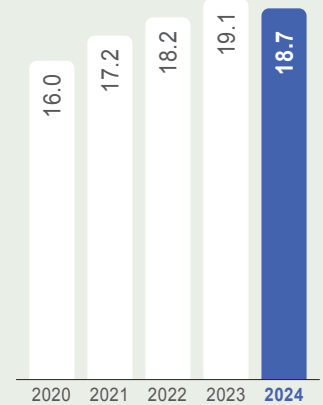
Earnings per Share
(Sen)



Dividend per Share
(Sen)



Net Assets per Share Attributable to Owners of the Parent
(RM)



* Including discontinued operations

DIRECTORS' PROFILES

DATO' (DR) CAPT AHMAD SUFIAN @ QURNAIN BIN ABDUL RASHID

*Non-independent Non-executive Director
Chairman of the Board of Directors*

75 years



Date of Appointment

Director: 22 June 2009
Chairman: 31 May 2023

Qualifications and experience

- Qualified as a Master Mariner with a Masters Foreign-going Certificate of Competency from the United Kingdom in 1974.
- Diploma in Applied International Management from the Swedish Institute of Management.
- Attended the Advanced Management Program at Harvard University.
- Fellow of the Chartered Institute of Logistics and Transport and the Institut Kelautan Malaysia.
- Has over 45 years experience in the international maritime industry.
- Former Director and Chairman of GDEX Berhad.
- Former Director and Chairman of WCT Holdings Berhad.
- Former Director and Chairman of Malaysian Bulk Carriers Berhad.

Other directorships in public companies and listed companies

- Nil

MR LIM SOON HUAT

*Non-independent Executive Director
Group Managing Director*

60 years



Date of Appointment

Director: 29 May 2008
Managing Director: 1 July 2012
Group Managing Director: 1 June 2024

Qualifications and experience

- Bachelor of Science (Honours) degree in Statistics from Universiti Kebangsaan Malaysia.
- Many years of management experience in the field of finance, commodities trading, consumer goods manufacturing and marketing, hotel investments, sugar cane plantation and sugar milling operation.
- Held various senior executive positions in the Kuok group of companies in Singapore, Thailand, Hong Kong, China and Indonesia.

Other directorships in public companies and listed companies

- Ponderosa Golf & Country Resort Berhad
- FFM Berhad
- Kuok Foundation Berhad

DIRECTORS' PROFILES

MS YIP JIAN LEE

*Independent Non-executive Director
Chair of the Audit and Risk Committee*

69 years



Date of Appointment

2 January 2023

Qualifications and experience

- Chartered Accountant with the Institute of Chartered Accountants in England and Wales (1981).
- Member of the Malaysian Institute of Accountants.
- Director of the Institute of Bankers Malaysia from 1985 to 2000.
- Former Independent Non-executive Director of FWD Takaful Berhad from 2020 to August 2023.

Other directorships in public companies and listed companies

- Carimin Petroleum Berhad
- Land and General Berhad
- Professional Golf of Malaysia

ENCIK AHMAD RIZA BIN BASIR

*Independent Non-executive Director
Chair of the Nomination and Remuneration Committee*

64 years



Date of Appointment

25 July 2013

Qualifications and experience

- Bachelor of Law (Honours), University of Hertfordshire, United Kingdom.
- Barrister-at-Law (Lincoln's Inn), London.
- Called to the Malaysian Bar in 1986.
- Former partner of the law firm, Riza, Leong & Partners.
- Former Managing Director of Kumpulan FIMA Berhad.
- Former Director of Jerneh Asia Berhad (now known as JAB Capital Berhad) from 1996 to 2012.
- Independent director of United Plantations Berhad from 2000 to April 2022.

Other directorships in public companies and listed companies

- Nil

DIRECTORS' PROFILES

MR SOH CHIN TECK

*Non-Independent Non-executive Director
Member of the Audit and Risk Committee
Member of the Nomination and Remuneration Committee*

67 years



Date of Appointment

8 October 2012

Qualifications and experience

- Bachelor of Economics, Monash University, Melbourne, Australia.
- Masters in Business Administration – International Management, RMIT University, Australia.
- Fellow member of Chartered Accountants Australia and New Zealand.
- Member of the Malaysian Institute of Accountants.
- More than 13 years audit experience and held various senior positions in member firms of Deloitte in Singapore, Sydney and Kuala Lumpur.
- Former Executive Director and General Manager of CSR Building Materials (M) Sdn Bhd.
- Former Business Director and board member of Rockwool Malaysia Sdn Bhd.
- Former Chairman of FMM-Malaysian Insulation Manufacturers Group.
- Former Deputy Managing Director of Saint-Gobain Malaysia Sdn Bhd.

Other directorships in public companies and listed companies

- FM Global Logistics Holdings Berhad

MADAM TAM CHIEW LIN

*Independent Non-executive Director
Member of the Audit and Risk Committee
Member of the Nomination and Remuneration Committee*

74 years



Date of Appointment

25 July 2013

Qualifications and experience

- Fellow member of the Institute of Chartered Accountants in England and Wales (1975).
- Chartered Accountant – Malaysian Institute of Accountants.
- Public Accountant – Malaysian Institute of Certified Public Accountants.
- Diploma in Applied International Management – Swedish Institute of Management.
- Postgraduate Certificate in Banking and Finance – University of Wales, Bangor.
- Appointed as director of Jerneh Asia Berhad (now known as JAB Capital Berhad) ("JAB") in 1996; and subsequently appointed as Executive Director in 2000.
- Appointed as Managing Director of JAB group of companies from 2005 until her retirement at end-2012.
- Held various positions in the IMC group of companies from 1991 to 2000.
- Former Non-independent Non-executive Director of FWD Takaful Berhad from 2019 to March 2024.

Other directorships in public companies and listed companies

- JAB Capital Berhad

DIRECTORS' PROFILES

TENGGU NURUL AZIAN BINTI TENGGU SHAHRIMAN

*Independent Non-executive Director
Member of the Audit and Risk Committee
Member of the Nomination and Remuneration Committee*

62 years



Date of Appointment

1 March 2022

Qualifications and experience

- Law degree from School of Oriental & African Studies, University of London.
- Barrister of Law (Honourable Society of the Inner Temple).
- Former Independent and Non-Executive Director of Sunway REIT Management Sdn Bhd, management company of Sunway Real Estate Investment Trust, which is listed on the Main Market of Bursa Malaysia Securities Berhad.
- 18 years of working experience in investment banking from 1992 to 2010. Last position was Head of Corporate Finance in RHB Investment Bank Berhad.
- Director in Performance Management and Delivery Unit (PEMANDU), Prime Minister's Office from 2010 to 2018, and a Partner/Executive Vice President of PEMANDU Associates Sdn Bhd from 2018 to 2020.

Other directorships in public companies and listed companies

- Dutch Lady Milk Industries Berhad
- FM Global Logistics Holdings Berhad

MS WEE LAY HUA

Independent Non-executive Director

60 years



Date of Appointment

1 October 2024

Qualifications and experience

- Bachelor of Commerce degree from the University of Canterbury, New Zealand.
- Chartered Accountant with the New Zealand Institute of Chartered Accountants.

Other directorships in public companies and listed companies

- Allianz General Insurance Company (Malaysia) Berhad

KEY SENIOR MANAGEMENT TEAM



MR LIM SOON HUAT

Group Managing Director

60 years Malaysian



**MR JEREMY GOON KIN WAI
@ JEREMY RUAN JIANWEI**

Chief Executive Officer of FFM Berhad

53 years Malaysian



MS KOH MEI LEE

Chief Executive Officer of Golden Screen Cinemas Sdn Bhd (GSC)

59 years Malaysian

Mr Lim's profile is set out on page 32.

Year of joining PPB Group

2019

Date appointed to the Key Senior Management position

1 October 2019

Qualifications and experience

- Bachelor of Arts (Honours) degree in Management Science & Law from Keele University, United Kingdom.
- Currently the Chief Sustainability Officer of Wilmar International Ltd.
- Held several senior positions in the Kuok group of companies since 2002 and has management experience in edible oils processing operations, plantation management, trading, brand management, marketing and sustainability.
- Serves on the boards of several local and overseas entities amongst them, Kuok Brothers Sdn Bhd and PT Gunung Madu Plantations (Indonesia).
- Serves in various capacities in trade organisations such as the Malaysian Palm Oil Association and Malaysian Palm Oil Council.

Directorships in public companies and listed issuers

- FFM Berhad
- Rainbow Ridge Berhad

Year of joining PPB Group

1990

Date appointed to the Key Senior Management position

1 January 2002

Qualifications and experience

- Bachelor of Business Administration degree (Summa Cum Laude) in Finance from the University of Montevallo, USA.
- Held the position of the Group Head of Corporate Affairs of PPB overseeing the investor relations and corporate affairs matters of PPB Group from 2000 until 2022. Additionally, she was the Group Chief Sustainability Officer of PPB from 2018 to 2022.
- Appointed as Director of GSC Group in February 2001 and has been Chief Executive Officer of GSC Group since January 2002. She also oversees the Group's leisure operations.

Directorship in public companies and listed issuers

Nil

KEY SENIOR MANAGEMENT TEAM



MR LOW ENG HOOI

Chief Executive Officer of PPB Properties

60 years Malaysian



MS YAP CHOI FOONG

Group Chief Financial Officer

60 years Malaysian



MR MAH TECK KEONG

Company Secretary

62 years Malaysian

Year of joining PPB Group

2019

Date appointed to the Key Senior Management position

3 July 2019

Qualifications and experience

- Bachelor of Science (Honours) degree in Housing, Building & Planning and Bachelor of Architecture degree from the University of Science Malaysia.
- Registered architect with Board of Architects Malaysia; and corporate member of Pertubuhan Akitek Malaysia.
- Has more than 30 years working experience in property development.
- Held executive positions in major conglomerates namely Keppel Land, Boustead Holdings, Khazanah Group and Shangri-La Group of companies.

Directorship in public companies and listed issuers

Nil

Year of joining PPB Group

2017

Date appointed to the Key Senior Management position

1 November 2017

Qualifications and experience

- Fellow member of the Association of Chartered Certified Accountants, United Kingdom.
- Prior to joining PPB Group Berhad as Head of Corporate Strategy and Planning in March 2017, she was the Group Chief Financial Officer of RHB Banking Group.
- Has over 30 years working experience in auditing; finance and accounting; corporate finance; corporate & strategic planning; and merger, acquisition & integration.

Directorship in public companies and listed issuers

- Techbond Group Berhad

Year of joining PPB Group

1989

Date appointed to the Key Senior Management position

27 November 2008

Qualifications and experience

- Associate member of The Malaysian Institute of Chartered Secretaries and Administrators.
- Oversees the corporate secretarial matters of PPB and various subsidiaries, and other affiliated companies.

Directorship in public companies and listed issuers

Nil

KEY SENIOR MANAGEMENT TEAM



**MS OH SOK TUAN,
AMANDA**

Group Chief Human Resources Officer

51 years Malaysian

Year of joining PPB Group

2019

Date appointed to the Key Senior Management position

15 May 2019

Qualifications and experience

- Bachelor of Arts (Honours) degree in Business Administration majoring in Human Resources Management from the University of Wales.
- 19 years of leadership experience in multinational settings, operating in diverse industries such as shipping, insurance and chemical manufacturing prior to joining PPB Group Berhad.
- Vast experience in leading organisational change encompassing people capability enhancement, leadership and talent development, cultural transformation and building employer value proposition as enablers to sustainable business success.

Directorship in public companies and listed issuers

Nil



MS GOH WEI-MIN

Group Chief Risk Officer

51 years Malaysian

Year of joining PPB Group

2015

Date appointed to the Key Senior Management position

13 August 2015

Qualifications and experience

- Bachelor of Arts (Econ) Accounting & Finance (Honours), The University of Manchester, United Kingdom.
- Fellow member of the Association of Chartered Certified Accountants, United Kingdom.
- Certified Business Continuity Professional (CBCP).
- Over 25 years of experience in risk management, system implementations, business continuity, consulting and governance. She was formerly with government-linked companies, one of the Big Fours' risk advisory consulting firm & multinational corporation.

Directorship in public companies and listed issuers

Nil



MS LEE MEI FONG, AUDREY

Group Head of Sustainability

42 years Malaysian

Year of joining PPB Group

2023

Date appointed to the Key Senior Management position

3 January 2023

Qualifications and experience

- Bachelor of Science (Honours) degree in Industrial Biology, from the University of Technology Malaysia.
- Oversees sustainability and CSR initiatives of PPB Group.
- Over 20 years of sustainability programme implementation experience within financial institutions, multinational companies, and not-for-profit organisations.

Directorship in public companies and listed issuers

Nil

GOVERNANCE

KEY SENIOR MANAGEMENT TEAM



MR SENG KIAN AIK

Group Head of Internal Audit

52 years Malaysian



MR TEE CHIN YI

Group Head of Information Technology

45 years Malaysian



MS ANANTHA SELVI PAUL SAMY

Group Head of Legal & Corporate Secretarial

53 years Malaysian

Year of joining PPB Group

2021

Date appointed to the Key Senior Management position

4 January 2021

Qualifications and experience

- Member of Institute of Internal Auditors Malaysia, Malaysian Institute of Accountants, Malaysian Institute of Certified Public Accountants and Chartered Accountants Australia and New Zealand.
- Prior to joining PPB Group Berhad, he has held senior positions in Internal Audit of Sunway REIT and AirAsia X Berhad and has worked in professional assurance services firm, PricewaterhouseCoopers.
- Has over 25 years of working experience in internal and external audit.

Directorship in public companies and listed issuers

Nil

Year of joining PPB Group

2021

Date appointed to the Key Senior Management position

1 June 2021

Qualifications and experience

- Master in Information & Communication Technology Management and Executive Master in Management (General) from Asia E University, Malaysia.
- Prior to joining PPB Group Berhad, he was the Head of Information Technology of Heineken Malaysia Berhad.
- Has over 14 years of extensive experience in leadership roles within Asia Pacific in driving IT strategic transformation which includes design and execution of digital roadmap, IT infrastructure modernisation projects and IT security strategy and governance.

Directorship in public companies and listed issuers

Nil

Year of joining PPB Group

2024

Date appointed to the Key Senior Management position

1 April 2024

Qualifications and experience

- Bachelor of Laws (Honours) degree from the University of London, United Kingdom and a Certificate in Legal Practice from the Legal Profession Qualifying Board of Malaysia.
- Over 20 years of experience as an advocate, solicitor, and in-house counsel at a public-listed corporation and licensed company secretary.
- Manages the Group's legal affairs, corporate secretarial matters and corporate governance best practices as well as compliance with listing requirements and all applicable laws governing the business operations across the Group.

Directorship in public companies and listed issuers

Nil

Notes:

1. None of the key senior management team has any family relationship with any other Director and/or major shareholder of the Company, nor any conflict of interest with the Company.
2. Other than traffic offences, none of the key senior management team had any convictions for any offences within the past five years, or any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

This Corporate Governance Overview Statement (“CGS”) provides a summary of the corporate governance practices of PPB Group Berhad (“PPB”) and its subsidiaries (“Group”) during the financial year ended 31 December 2024 (“FY2024”) with reference to the three Principles in the Malaysian Code on Corporate Governance (“MCCG”), viz:

Principle A

Board Leadership and Effectiveness

Principle B

Effective Audit and Risk Management

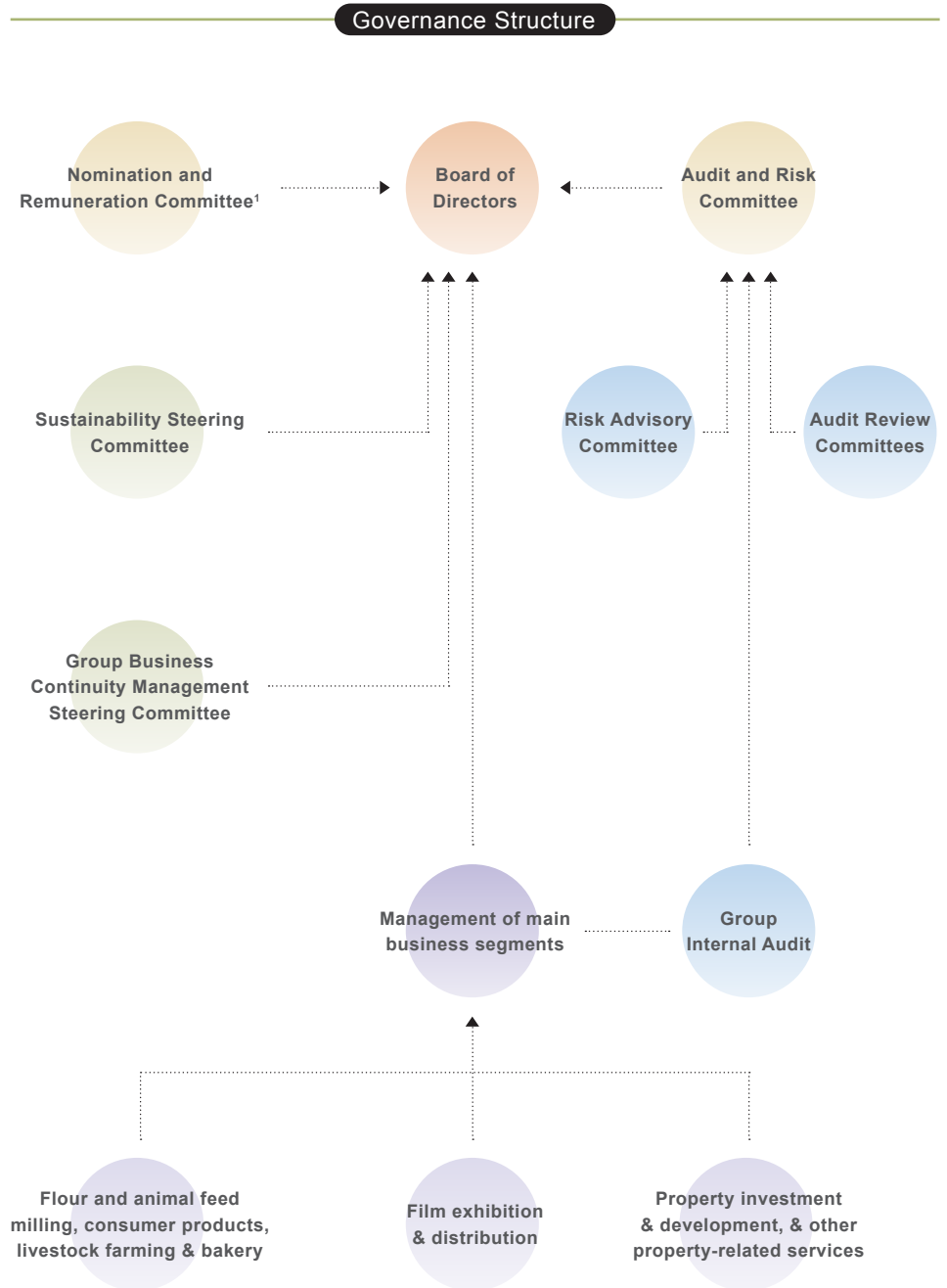
Principle C

Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

It also highlights key focus areas and future priorities relating to our corporate governance practices.

This statement should be read together with the Company’s FY2024 Corporate Governance Report (“CGR”) which is based on a prescribed format to provide a more detailed description of the Group’s corporate governance practices vis-à-vis the MCCG. The CGR is available on the websites of Bursa Malaysia (<http://www.bursamalaysia.com>) and PPB (<https://www.ppbgroup.com>). The CGS should also be read in tandem with other statements/reports in/issued together with the 2024 Annual Report, viz the Audit and Risk Committee Report, Statement on Risk Management and Internal Control, and the 2024 Sustainability Report.

The Group’s governance structure during the year was as follows:



Notes:

1. The previous separate Nomination and Remuneration Committees were replaced by a combined Nomination and Remuneration Committee during the year.
2. During the year, the Integrity function was integrated into the Compliance scope of the Legal function. Accordingly, the previous Group Integrity Steering Committee was dissolved.

GOVERNANCE

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS

Board responsibilities

The board charter sets out matters reserved for the Board's decision and outlines the Board's roles and responsibilities. The schedule of matters for the Board's decision includes amongst others, the overall Group strategy and direction; major policies, board and board committee appointments; approval of financial statements, corporate plans and budgets, material acquisitions and disposals of assets, and major investments. The Board charter includes the Board's responsibilities on environmental, social and governance ("ESG") matters which are pertinent and material to the Group and its stakeholders; as well as effective stakeholder communication and engagement.

The Board has oversight of the overall performance and control of the Group, setting and reviewing the strategic direction of the Group, and monitoring the implementation by management of that strategy. Specific responsibilities are delegated to several committees. These committees operate within Board-approved terms of reference, and have authority to examine issues and report to the Board with their findings and recommendations.

The roles of the Chairman and Group Managing Director are separate. The non-executive Chairman's responsibilities include overseeing the governance process, provide board leadership on policy formation and decision-making, and ensure that appropriate steps are taken to provide effective communication with stakeholders. The Group Managing Director is responsible for overseeing the development and operations of the Group's businesses, and implementing corporate strategies and objectives adopted and approved by the Board.

The Board sets the standards of conduct and personal behaviour to maintain a uniform set of values and ethics within the Group. An updated Group-wide code of ethics and conduct was approved by the Board in March 2024. A set of 'Whistleblowing Policy and Procedures' has been adopted by the respective business units throughout the Group, and is incorporated in the employee handbook. It is also available on the Company's website:

<https://www.ppbgroup.com/governance-sustainability/code-policies/whistleblowing-policy-and-procedures>

Anti-bribery and corruption

The Board is responsible for the oversight of the Group's Anti-Bribery and Corruption ("ABAC") programme. It is committed to complying with anti-bribery and corruption laws in Malaysia

and other countries in which the Group operates, and has approved the 'Group ABAC Policy and Procedures' ("ABAC P&Ps") which applies to all directors and employees of PPB Group as well as business associates.

The ABAC P&Ps sets out PPB's stance against bribery and corruption, managing conflicts of interest, policy on gifts, hospitality and entertainment, donations and sponsorship, handling facilitation payment requests and whistleblowing. It is communicated to all parties with whom the Group has business dealings, and is accessible to the public via the Group entities' corporate websites. It may be viewed at the Company's website:

<https://www.ppbgroup.com/governance-sustainability/code-policies/anti-bribery-and-corruption-policy-and-procedures>

The Company conducts an annual mandatory ABAC training session for its Directors and employees.

Pursuant to the dissolution of the Group Integrity Steering Committee, the Legal and Corporate Secretarial Department is tasked with overseeing the design, implementation, management, and continuous improvement of the ABAC programme and providing regular reports to the Board.

Governing sustainability

The Board has oversight responsibility to deliver sustainable value to stakeholders through the principles, policies, objectives and strategies of the Group. In carrying out this responsibility, the Board is supported by the Sustainability Steering Committee ("SSC") which was formed in 2017. The SSC is chaired by the Group Managing Director of PPB and comprises the Group Head of Sustainability, PPB's department heads, as well as the chief executive and sustainability officers of the business units. The respective business units set, monitor and review ESG/sustainability targets, and report the performance/results achieved to the Board through the SSC.

Our updated Group Strategic Plan (2024-2028) includes sustainability goals, strategies and plans of the various business units. The Board has adopted a 5-year sustainability roadmap for the period from 2022 to 2026, which translates the Group's vision and strategy into targets and initiatives to be achieved within the set timelines. The roadmap and plans are under the purview of the Board and the SSC.

Further details of the Group's sustainability-related activities are set out in the 2024 Sustainability Report which is available on the websites of Bursa Malaysia (<http://www.bursamalaysia.com>) and PPB (<https://www.ppbgroup.com>).

GOVERNANCE

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Board and Committee meetings

The meetings of the Board and Board Committees held in FY2024 and attendance record are set out below :

Meetings/Name of Director/ Committee member	Number of meetings	
	Held	Attended
BOARD OF DIRECTORS		
Dato' (Dr) Capt Ahmad Sufian @ Qurnain bin Abdul Rashid (<i>Chairman</i>)	9	9
Mr Lim Soon Huat	9	9
Mr Soh Chin Teck	9	9
En Ahmad Riza bin Basir	9	9
Madam Tam Chiew Lin	9	9
Tengku Nurul Azian binti Tengku Shahriman	9	9
Ms Yip Jian Lee	9	9
Ms Wee Lay Hua (<i>Appointed on 1 October 2024</i>)	2	2
Datuk Ong Hung Hock (<i>Retired on 17 May 2024</i>)	3	3
AUDIT AND RISK COMMITTEE		
Ms Yip Jian Lee (<i>Chair</i>)	5	5
Mr Soh Chin Teck	5	5
Madam Tam Chiew Lin	5	5
Tengku Nurul Azian binti Tengku Shahriman	5	5
NOMINATION COMMITTEE[#]		
En Ahmad Riza bin Basir (<i>Chair</i>)	2	2
Mr Soh Chin Teck	2	2
Datuk Ong Hung Hock (<i>Retired on 17 May 2024</i>)	1	1
REMUNERATION COMMITTEE[#]		
Madam Tam Chiew Lin (<i>Chair</i>)	1	1
Tengku Nurul Azian binti Tengku Shahriman	1	1
Datuk Ong Hung Hock (<i>Retired on 17 May 2024</i>)	1	1

[#] These Committees were dissolved with effect from 1 October 2024 and a combined Nomination and Remuneration Committee ("NRC") was formed. There was no NRC meeting held in FY2024.

In exercising their duties, directors have access to information within the Company and the support of the company secretary. The company secretary also updates directors on statutory, regulatory and related governance requirements relating to the discharge of their duties and responsibilities.

Board composition

The Board comprises a majority of independent directors; of the eight Board members at end-2024, five are independent. The remainder of the Board comprises two non-independent non-executive directors (one of whom is the Chairman), and the Group Managing Director.

The independent directors are able to carry out their duties and express their views unfettered by familiarity, or business or other relationships. They provide skills, competencies as well as broader views to enhance the Board's effectiveness.

The Board has agreed that annual shareholders' approval be sought to extend the tenure of any director who has served for more than nine years as an independent director. Mr Soh Chin Teck and En Ahmad Riza bin Basir's tenures as independent directors were further extended at the 55th Annual General Meeting ("AGM") of the Company in 2024. The then Nomination Committee ("NC") and the Board were satisfied that Mr Soh and En Riza are able to exercise independent judgment and act in the best interests of the Company, and recommended the continuation of their tenures as independent directors beyond nine years for shareholders' approval at the 55th AGM.

The Board strives to achieve a balance and mix of skills, experience and perspectives amongst its directors, to collectively bring a range of experience, business, financial and technical expertise for effective oversight of the Group's businesses, and fulfil the Board's duties and responsibilities.

Annual re-election of directors

In accordance with the Company's Constitution, one third of the directors retire by rotation at the AGM every year, and are subject to re-election by members. No director shall serve for more than three years from his/her last election.

The NC also reviews annually the training undertaken by Directors and recommends topics which are relevant or of interest to the Board to keep abreast with business and regulatory developments.

GOVERNANCE

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Company organised several training sessions and field visits in 2024 which Directors attended, and these included the following:

Training sessions

- The outlook for global and regional markets and key takeaways of Malaysia Budget 2025.
- Briefing on waste, the circular economy and impact of consumerism.
- Update on cyber-security awareness, and implementation of the Malaysian Cyber Security Act 2024.
- Annual integrity training pursuant to the Group's anti-bribery and corruption framework.

Field visits

- Visited the Raja Musa peat swamp forest reserve in northern Selangor including a briefing on carbon capture.
- Visited an oil palm estate in Selangor which included a briefing on human rights and forced labour.

During the year, Directors had also progressively attended Bursa Malaysia's mandatory programme on sustainability.

In addition, the following Directors attended other training sessions during the year, and the topics included:

Name of Director	Title/Topic
Lim Soon Huat	• Task Force on Climate-related Financial Disclosures Validation Workshop
Soh Chin Teck	• E-Invoicing : Modernising Business Transactions • Corporate Board Leadership Symposium 2024 – Strategic Leadership : Navigating Transitions with Resilience • Audit Committee Conference 2024 – Embracing strategic oversight : The future of Audit Committees
Tam Chiew Lin	• Corporate Board Leadership Symposium 2024 – Strategic Leadership : Navigating Transitions with Resilience • Audit Committee Conference 2024 – Embracing strategic oversight : The future of Audit Committees
Tengku Nurul Azian binti Tengku Shahrman	• Evolution of shopping malls and retail in Malaysia • Sustainable Sustainability – Why ESG is not enough • Audit Committee Conference 2024 – Embracing strategic oversight : The future of Audit Committees • Malaysian REIT Forum 2024 • Conflict of Interest and Governance of Conflict of Interest • Aligning Risk Management to Strategy and Purpose
Yip Jian Lee	• Sustainable Sustainability – Why ESG is not enough • Navigating Cyber Threats in the Age of AI & Thriving in High-Risk Landscape • Corporate Board Leadership Symposium 2024 – Strategic Leadership : Navigating Transitions with Resilience • Audit Committee Conference 2024 – Embracing strategic oversight : The future of Audit Committees • The Companies (Amendments) Act 2024 and Guidelines for the Reporting Framework for Beneficial Ownership 2024
Wee Lay Hua	• Accounting & Financial Technology Showcase 2024 on Digital Employment: Innovation for Sustainable Growth and Future Leadership • Briefing on E-Invoicing • Briefing on Integrated Reporting Framework • Data and Artificial Intelligence Briefing

The criteria for evaluation of candidates for appointment as directors (and senior management positions) include their qualification, occupation, professional and business experience, and is subject to the Company/ Group's requirements and operating environment. Prospective candidates are not discriminated based on gender, age, cultural background etc.

The Group recognises the importance of identifying and developing potential leaders and managers to fill key positions (whether on the board or senior management) in the Company and Group, from both internal and external sources. This is an on-going process based on the Group's immediate and longer term needs in terms of skills, expertise, knowledge and experience.

GOVERNANCE

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Board evaluation

Candidates for board appointments are reviewed by the NC and evaluated in accordance with the Directors' Fit and Proper Policy of the Company before recommendation to the Board. The then NC was chaired by Encik Ahmad Riza bin Basir, an independent director. During the year, the NC reviewed and recommended the appointment of Ms Wee Lay Hua as an Independent Director. The NC assessed the proposed candidate's character, experience, integrity, competence and time commitment to discharge her role effectively as a director.

The NC reviews annually the Board size and composition, diversity (including gender diversity), as well as the mix of Directors necessary for the successful direction of the Company and Group's businesses. The NC also conducted a Board assessment, and assessment of the independent directors for 2024 which covered their experience and expertise/knowledge in the following areas:

- Business knowledge
- Accounting and financials
- Corporate governance, risk management and internal controls
- Legal and regulatory
- Human capital
- Information technology knowledge
- ESG/sustainability matters

The assessment included a review of the directorships of each board member, and their performance and contribution to the Board and respective Board Committees during the year. The NC also assessed the performance of the Audit and Risk Committee in FY2024. Based on the NC's review and

recommendation, the Board is satisfied with the number and composition of its members, and is of the view that the Board and the Board Committees have discharged their respective duties and responsibilities effectively.

Gender diversity

There is presently no formal gender diversity policy. The Board is of the opinion that it is important to recruit and retain the best available talent, taking into account the mix of skills, experience, knowledge and independence, and based on the Group's needs and operating environment. Nonetheless, the Board continues to review board gender diversity, and it will continue to be one of the factors to be considered in evaluating prospective candidates when a board vacancy arises.

Remuneration

The Board reviews the overall remuneration of executive and non-executive directors at intervals to attract and retain directors with the relevant experience and expertise.

The Group Managing Director's remuneration is determined after taking into account his duties and responsibilities as Group Managing Director of PPB, his roles in various capacities in the main business units, his performance rating and the Group's performance for the year. For non-executive directors, the remuneration reflects their roles and responsibilities, and the recommendation thereof is a matter for the Board as a whole subject to shareholders' approval.

The individual directors' remuneration paid/payable for FY2024 on a Group and Company basis are set out below:

GROUP							
<i>Figures in RM'000</i>	Fees	Salary	Bonus	Allowances	Benefits -in-kind	Other emoluments	Total
Dato' (Dr) Capt Ahmad Sufian @ Qurnain bin Abdul Rashid	550			12	37		599
Lim Soon Huat	30	1,380	2,500		25	622	4,557
Datuk Ong Hung Hock	40			7			47
Soh Chin Teck	134			30			164
Ahmad Riza bin Basir	100			14			114
Tam Chiew Lin	124			19			143
Tengku Nurul Azian binti Tengku Shahriman	123			17			140
Yip Jian Lee	119			19			138
Wee Lay Hua	23			3			26

GOVERNANCE

CORPORATE GOVERNANCE OVERVIEW STATEMENT

COMPANY							
<i>Figures in RM'000</i>	Fees	Salary	Bonus	Allowances	Benefits -in-kind	Other emoluments	Total
GROUP MANAGING DIRECTOR							
Lim Soon Huat		1,380	2,500		25	622	4,527
NON-EXECUTIVE DIRECTORS							
Dato' (Dr) Capt Ahmad Sufian @ Qurnain bin Abdul Rashid	550			12	37		599
Datuk Ong Hung Hock	40			7			47
Soh Chin Teck	134			26			160
Ahmad Riza bin Basir	100			14			114
Tam Chiew Lin	124			19			143
Tengku Nurul Azian binti Tengku Shahriman	123			17			140
Yip Jian Lee	119			19			138
Wee Lay Hua	23			3			26

The remuneration of the top five senior management of the PPB Group (excluding those who are also Directors of PPB) paid/payable for FY2024 on an aggregated basis in RM50,000 bands is as follows:

Remuneration bands	Number of senior management staff
RM1,200,001 - RM1,250,000	1
RM1,450,001 – RM1,500,000	1
RM1,600,001 - RM1,650,000	1
RM2,200,001 - RM2,250,000	1
RM2,950,001 - RM3,000,000	1

The Group senior management remuneration is commensurate with their duties and responsibilities, their work performance, and the performance of the respective business entity. The Board is of the opinion that the disclosure of the senior management's names and remuneration components would not be in the best interest of the Group due to confidentiality, business and personal security concerns. The above disclosure is deemed sufficient to enable stakeholders to assess senior management remuneration vis-a-vis the Group's performance.

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit and Risk Committee

The Audit and Risk Committee ("A&RC") presently comprises a majority of independent directors; the A&RC Chair is also separate from the Chairman of the Board.

The principal functions of the A&RC include the following:

- Ensure that the financial statements comply with applicable financial reporting standards, and assess the suitability and independence of external auditors.
- Assess the adequacy and effectiveness of the Group's enterprise-wide risk management and internal control framework.

The members of the A&RC possess a mix of skills, knowledge and experience to enable them to discharge their duties and responsibilities pursuant to the A&RC's terms of reference, which are available on the Company's website. The annual self and peer evaluation of the A&RC was carried out and reviewed by the NC. The Audit and Risk Committee Report on pages 58 to 60 of this annual report provides more details on the A&RC's functions during the year.

GOVERNANCE

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Risk management and internal control framework

Responsibility for ensuring a sound internal control system and reviewing the effectiveness of the system lies with the Board. The Group's system of risk management and internal control is designed to manage, rather than eliminate, the risk of failure to achieve the Company's corporate objectives and safeguard the Group's assets. It therefore provides reasonable but not absolute assurance against material misstatement, fraud or loss.

A risk management and internal control framework has been established which covers the Group's risk assessment process and internal controls, with oversight and reporting on the effectiveness of this function. There were no significant risk management and internal control failings or weaknesses which resulted in material losses or contingencies during the financial year.

The Statement on Risk Management and Internal Control set out on pages 56 to 57 of this annual report provides a more detailed description of the state of risk management and internal controls.

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

Communication with stakeholders

PPB's Corporate Disclosure Policy ("CDP") sets out the disclosure policies and procedures, and provides a framework to communicate effectively with stakeholders and the public generally. The policy may be viewed at the Company's website: <https://www.ppbgroup.com/governance-sustainability/code-policies/corporate-disclosure-policy>

The Company seeks to provide stakeholders with timely, accurate, clear and equal access to material information on the Company's performance and operations. The principal sources of information disseminated by the Company during the year include the annual report, quarterly investor updates, news releases and company website.

PPB's investor relations programme is directed at both individual and institutional investors, with the objective to maintain ongoing awareness of the Company's performance amongst shareholders, media and the investing community. This includes twice-yearly analyst briefings after the release of the half-year and final results together with media conferences. The Company makes every attempt to meet requests for meetings or information from the investing community.

PPB's 2024 Sustainability Report is guided by the following:

- Bursa Malaysia Securities Berhad Main Market Listing Requirements in relation to Sustainability Reporting Requirements.

- National Sustainability Reporting Framework.
- Global Reporting Initiative ("GRI") Standards 2021, including the sector standard GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022.

The Company continues to support the United Nations Sustainable Development Goals ("SDGs") and has aligned its sustainability priorities with the relevant SDGs.

Conduct of general meetings

The 55th Annual General Meeting ("AGM") held on 17 May 2024 was convened as a fully physical meeting. Notwithstanding this, all shareholders were able to submit questions and their proxy votes prior to the meeting.

The notice of the 55th AGM was sent to members 28 days before the meeting together with the annual report. The AGM notice sets out the resolutions to be tabled and includes explanatory notes and other relevant information on the matters to be discussed and decided at the AGM. Shareholders were able to exercise their votes either in person, or appoint a representative or proxy to attend and vote on their behalf. Voting was by poll, conducted electronically and verified by an independent scrutineer.

It is the Company's practice that all Board members, including the respective chairs of the various committees attend AGMs and are available to deal with any questions on matters under their purview. At the meetings, shareholders can express their views or raise questions relating to the Group's financial performance and business operations. Questions from shareholders relating to the Company's financial and business operations were dealt with by the Chairman, the Group Managing Director and Group Chief Financial Officer of the Company.

The minutes of the 55th AGM were also uploaded to PPB's website and can be accessed via the link below:

https://www.ppbgroup.com/images/pages/investor-relations/annual_general_meeting/55th_agm/Minutes-of-55th-AGM.pdf

FOCUS AREAS ON CORPORATE GOVERNANCE

The Group Strategic Plan adopted in 2024 covers the various business units, and takes into consideration inter alia, new trends and developments, and enhanced ESG considerations. The continuing focus in 2025 would be to further enhance directors' and senior management's knowledge and application of ESG considerations in the Group's business operations and activities, in particular the monitoring, reporting and disclosure requirements to regulators and other stakeholders.

This statement was approved by the Board on 26 March 2025.

SUSTAINABILITY STATEMENT

This Sustainability Statement (“Statement”) provides a summary of PPB Group Berhad’s (“PPB” or “the Company”) approach to sustainability. The Statement is to be read alongside the standalone 2024 Sustainability Report (“Report”). The Report covers the Group’s four main business segments in Malaysia. Performance data includes all subsidiaries under these segments where we hold more than 50% direct equity interest and have direct management control, unless stated otherwise. These segments include Grains & Agribusiness, Consumer Products, Film Exhibition & Distribution, Property, as well as PPB Head Office in Kuala Lumpur. This Report presents sustainability performance information for the period 1 January 2024 to 31 December 2024.

Reporting framework and guidelines

The Report is guided by Bursa Malaysia Main Market Listing Requirements and the National Sustainability Reporting Framework (“NSRF”). PPB is also reporting against the Global Reporting Initiative (“GRI”) Standards 2021, including the sector standard GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022. Climate change-related disclosures are aligned with the Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations.

Data and assurance

All data in this Report has been sourced, verified, and validated by the relevant business units. Currently, we rely on manual processes for data sourcing and categorisation. We are working to improve these processes to standardise data across PPB’s operations to ensure the accuracy, objectivity, and transparency of the information detailed in this Report.

To enhance the reliability and transparency of the 2024 Sustainability Report, an external party is engaged to review the energy consumption and emissions data. The Internal Audit Department reviewed the water withdrawal data collection processes of the key business segments operating in Malaysia, which included verifying the data using a sampling approach.

Report availability and feedback

The Report is available on PPB’s corporate website. We welcome any feedback, comments, or suggestions to help improve future reports.

Email:	corporateaffairs@ppb.com.my
Telephone no.:	603-2726 0088
Office address:	PPB Group Berhad (Sustainability Department) 12th Floor, UBN Tower, No. 10 Jalan P. Ramlee, 50250 Kuala Lumpur, Malaysia.
Website:	www.ppbgroup.com

SUSTAINABILITY STATEMENT

Sustainability at PPB

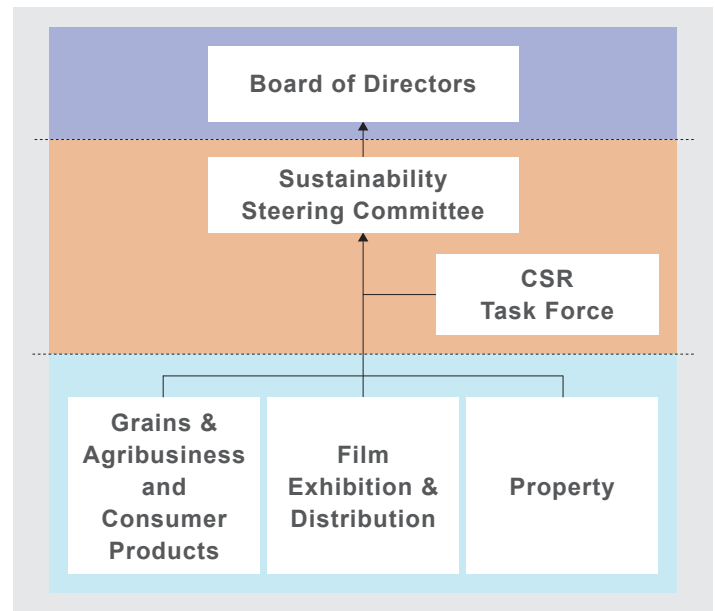
PPB's focus areas in sustainability are built around eight strategic priorities, driven by our business segments and supported by data-driven insights. These focus areas aim to address material topics most important to our businesses and stakeholders. In 2018, PPB introduced the Group Sustainability Policy to establish a clear framework for our efforts. This was followed by the launch of a 5-year (2022-2026) Sustainability Roadmap built around three key goals: environmental protection, care for the people, and strong governance.



SUSTAINABILITY STATEMENT

Sustainability governance

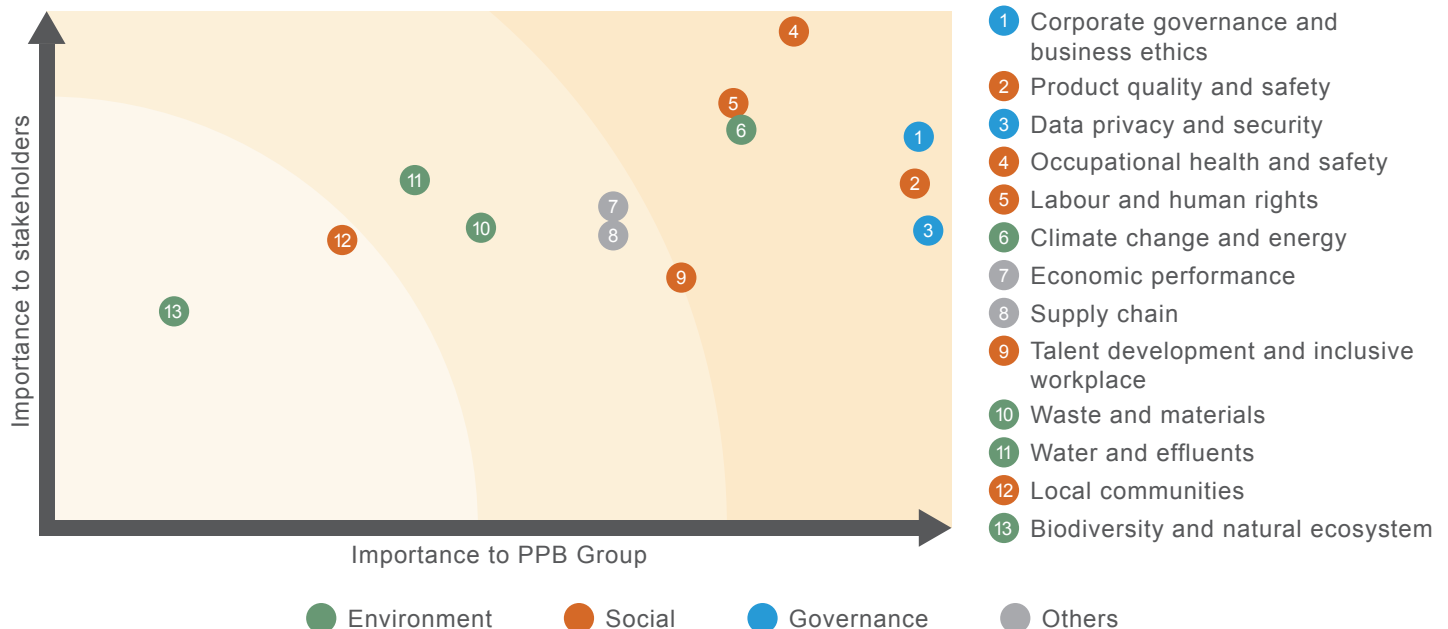
PPB's sustainability governance framework, established in 2017, ensures the effective implementation of sustainability strategies across the Group. The Sustainability Steering Committee ("SSC"), led by the Group Managing Director, oversees sustainability matters and reports directly to the Board of Directors ("Board"). In 2024, the SSC's role expanded to include climate-related strategies, policies, and budgets. The Committee meets twice a year and includes Heads of Department, Chief Executive Officers of the business segments, and their sustainability representatives. The Group Head of Internal Audit, while not a formal member, participates as an independent observer. Additionally, the CSR Task Force, reporting to the SSC, coordinates strategic community investments, ensuring alignment with the Group's sustainability objectives and providing regular updates to the SSC and Board.



Materiality

PPB conducts a materiality assessment to stay responsive to emerging risks and opportunities as well as stakeholder expectations. This process ensures alignment with global standards and helps address key Environmental, Social and Governance ("ESG") matters. In this reporting period, a third-party consultant facilitated a comprehensive review, refining material priorities to remain relevant amid industry and stakeholder shifts.

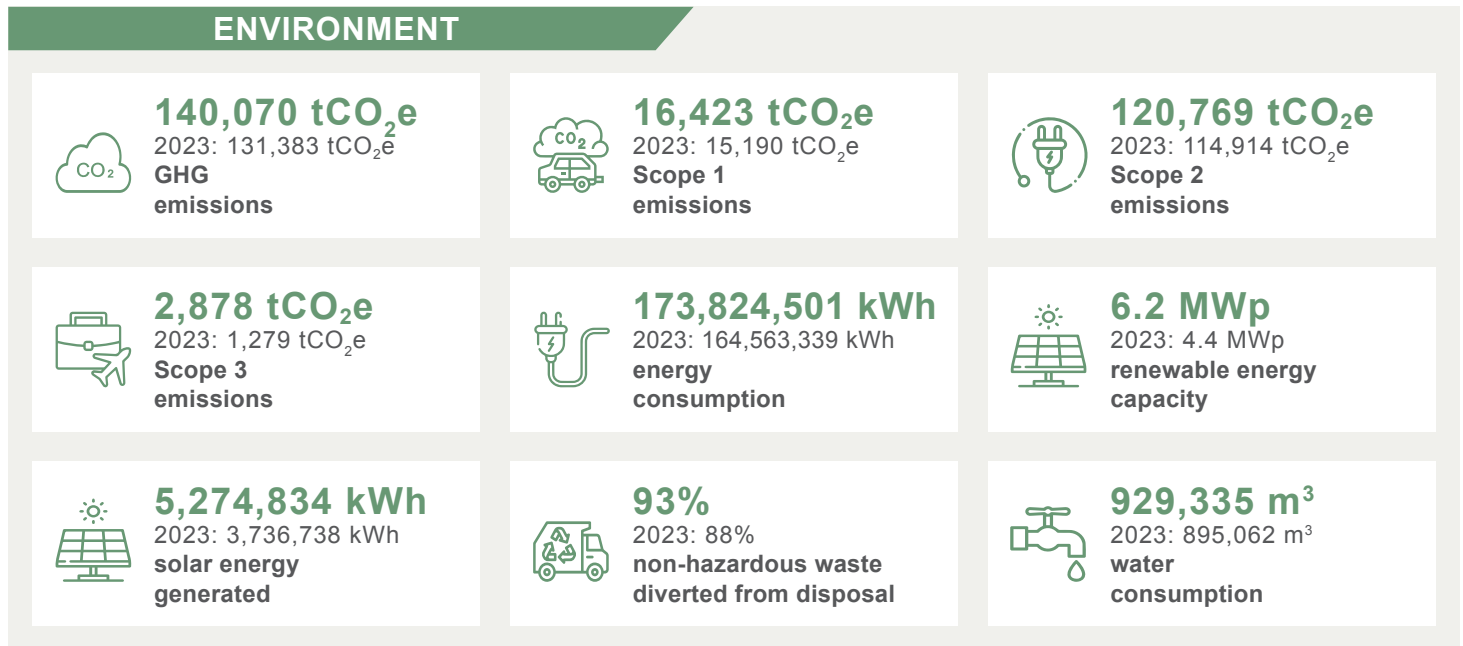
PPB's materiality matrix



SUSTAINABILITY STATEMENT

Environment

PPB strives to operate responsibly with consideration for the environment and surrounding communities. Guided by the Sustainability, Climate Change, and Waste Management Policies, key focus areas include climate change, energy efficiency, waste and materials management, water conservation, and biodiversity protection.



Responding to climate change

With climate change and energy consumption gaining material importance to PPB, the Group aligns its strategy with Malaysia's Net Zero emissions pledge by 2050. The 5-year sustainability roadmap (2021-2026) and the Group's Climate Change Policy underpins these ongoing efforts in renewable energy and energy efficiency. The Group plans to develop a decarbonisation roadmap in 2025 to identify emissions reduction levers, set interim targets, and outline an actionable pathway toward long-term climate goals. PPB adopted the TCFD framework into its governance, strategy, risk management, and performance measurement disclosure.

PPB Group Berhad's Board Charter, defines the Board of Directors' ("Board") roles and responsibilities, which include oversight of environmental, social and governance ("ESG") matters. The Risk Advisory Committee ("RAC") and Sustainability Steering Committee ("SSC") are the primary

management-level committees responsible for assessing and managing climate-related risks and opportunities, and report to the Board. The Group has identified climate-related risks and opportunities based on physical and transition risks across short-, medium-, and long-term timeframes. The qualitative scenario analysis considered Current Policies (warming of >3°C) and Net Zero 2050 (limited warming of 1.5°C) scenarios, aligned with those defined by the Network for Greening the Financial System ("NGFS") and International Energy Agency ("IEA").

PPB integrates climate-related risks into its Group Enterprise Risk Management framework, conducting regular assessments and engaging key internal stakeholders to monitor and update mitigation plans. The Group is also enhancing its metrics and targets, with a focus on emissions reporting and supplier engagement to track progress towards sustainability goals.

SUSTAINABILITY STATEMENT

GHG emissions and energy use

Carbon footprint

In 2024, the Group generated a total of 140,070 tCO₂e of greenhouse gas (“GHG”) emissions, marking a 7% increase from the previous year. This is attributed to an increase in production of flour and pelletised feed, the opening of two new cinemas, and an increase in occupancy rates at most of the Property sites.

Indicator	Unit	2022	2023	2024
Total GHG emissions ¹	tCO ₂ e	126,191	131,383	140,070
Scope 1: Direct GHG emissions	tCO ₂ e	15,611	15,190	16,423
Scope 2: Indirect GHG emissions	tCO ₂ e	109,383	114,914	120,769
Scope 3: Other indirect GHG emissions	tCO ₂ e	1,197	1,279	2,878

¹ Emissions for 2022 and 2023 have been restated due to an update in emission factors. More information can be found in the 2024 Sustainability Report.

Energy consumption

PPB continues to enhance energy management and efficiency across its operations. In 2024, the Group expanded its energy reporting to include electricity consumption at the PPB Head Office.

Indicator	Unit	2022	2023	2024
Energy consumption from fuel combustion (Scope 1)	GJ	Not available	Not available	244,621²
Energy consumption (Scope 2)	kWh	154,500,521	164,563,339	173,824,501
	GJ	556,202	592,428	625,768
• Purchased electricity	kWh	137,568,380	148,343,538	152,506,471
• Purchased chilled water	kWh	10,861,760	7,788,830	11,298,349
• Purchased steam	kWh	5,060,342	4,720,972	4,818,319
• Generated solar consumed on-site	kWh	1,010,039	3,709,999	5,201,362

² Reporting of energy consumption in gigajoules (“GJ”) began in 2024 to enhance consistency and alignment with industry standards.

PPB is committed to reducing our environmental impact by expanding the use of renewable energy, particularly solar power. As part of this effort, we invested RM14.9 million in solar energy projects in 2024. The Group has installed eight solar projects with a capacity of over 6.2 MWp (2023: 4 projects; 4.4 MWp). Collectively, the completed solar projects have generated 5,200 MWh of renewable energy, avoiding approximately 4,000 tCO₂e of GHG emissions.

Another important lever across PPB’s business segments is the adoption of energy efficiency solutions in achieving the energy intensity targets. More information can be found in the 2024 Sustainability Report.

Waste and materials

In 2024, total waste generation increased by 8% to 40,286 MT, with 99.95% classified as non-hazardous, and of which 93% diverted from disposal. The increase of non-hazardous waste is due to a higher volume of chicken manure and written-off-products, most of which have been diverted from disposal through recovery and reuse methods.

GOVERNANCE

SUSTAINABILITY STATEMENT

Performance data

Indicator	Unit	2022	2023 ³	2024
Total waste generated	MT	25,748	37,138	40,286
Non-hazardous waste	MT	25,705	37,125	40,266
Hazardous waste	MT	43	13	20

³ Waste for 2023 has been restated, resulting in a 3% increase in total waste generated from 36,061 to 37,138.

The Group adopts a comprehensive waste management strategy, guided by a hierarchical approach that prioritises reduction, reuse, recycling, and recovery over landfill disposal whenever feasible. In terms of plastic packaging waste, efforts include optimising packaging materials to minimise material consumption while maintaining product quality and safety.

Water and effluents

The Group does not operate in water-stressed areas and continues to prioritise efficient water use. Water remains essential for our day-to-day operations across the business. In 2024, total water consumption increased by 4% to 929,335 m³ with approximately 47% used in the Grains & Agribusiness segment, primarily for chicken farming. The increase in water consumption was mainly driven by higher occupancy in the Property segment and drier weather conditions at the farms.

Majority of our wastewater is discharged via Indah Water Konsortium (“IWK”), Malaysia’s national wastewater and sanitation company, except for two manufacturing locations which are required to treat their effluents on site. Effluents and industrial wastewater are treated before discharge. The Group continues to explore water conservation and reuse opportunities, and complies with relevant regulations.

Performance data

Indicator	Unit	2022	2023	2024
Water consumption	m ³	857,244	895,062 ⁴	929,335
Third-party municipal water	m ³	653,683	693,345	703,123
Ground water	m ³	173,940	139,164	122,049
Surface water	m ³	28,702	61,387	102,754
Rainwater	m ³	919	1,166	1,409
Seawater	m ³	0	0	0
Water discharge ⁵	m ³	35,196	32,118	27,738

⁴ Water consumption for 2023 was restated from 998,289 to 895,062, reflecting a decrease by 10% due to the exclusion of tenant water consumption from the Property segment.

⁵ The water discharge data only includes wastewater treated at on-site effluent treatment plants.

Biodiversity and natural ecosystem

Biodiversity and natural ecosystems are increasingly important to the Group and our stakeholders. Our operations, primarily in industrial and urban areas, have minimal biodiversity impact, with no sites near critical ecosystems. We manage three Malaysian Sustainable Palm Oil (“MPSO”) certified oil palm plantations covering 875 hectares, ensuring sustainable practices through stakeholder engagement and are subject to certification requirements. In-situ biodiversity assessments identified local wildlife, and monitoring of endangered species continues, with strict prohibitions on hunting and employee training on ecological diversity.

SUSTAINABILITY STATEMENT

SOCIAL



RM3.6 million

2023: RM2.4 million
invested in the
community



31,221

2023: 16,397
CSR beneficiaries



RM998,137

2023: RM1,115,017
invested in education
via endowment funds



28%

2023: 29%
women in the
workforce



Zero

2023: Zero
work-related
fatalities



3,284

2023: 2,176
employees trained on
health and safety
standards

Product quality and safety

PPB Group prioritises product quality and safety, and customer satisfaction across its diverse business segments. Compliance with stringent food safety standards is central to its operations. In 2024, all our flour mills achieved FSSC 22000, a certification scheme for food safety management systems. PPB's Nutrition Policy guides the development and marketing of food products across the Group. The Consumer Products segment expanded its product range to include plant-based alternative Marina Plantbites Nuggets and various whole grain and enriched bread products.

In the Film Exhibition & Distribution segment, GSC fosters local talent through collaborations and content creation while providing inclusive experiences such as sensory-friendly screenings.

Customer satisfaction is closely monitored through tailored feedback mechanisms, with improvements driven by insights from surveys and engagement initiatives such as the PLAYCE loyalty app. In 2024, we recorded zero incidents of non-compliance concerning health and safety impacts of our products and services across the Group.

Supply chain

PPB operates in multiple industries and relies on an intricate network of suppliers, managing interconnected supply chains that are essential to its operations. The Group's Sustainability Policy underpins our approach to responsible supply chain practices to minimise shared environmental impacts and reinforce labour and human rights. To support local economies and enhance resilience, the Group prioritises working with local suppliers wherever feasible. In 2024, 39% of spending was directed towards local suppliers.

Performance data

Indicator	Unit	2022	2023	2024
Proportion of spending on local suppliers	%	Not available	33 ⁸	39

To strengthen supply chain oversight, PPB leverages Bursa Malaysia's Centralised Sustainability Intelligence ("CSI") Solution for better ESG disclosure, ethical procurement is reinforced through a due diligence process, ensuring Business Associates comply with the Group's Code of Conduct, Anti-Bribery and Corruption Policy, and legal standards.

⁸ Derived from two key business segments i.e. Grains & Agribusiness and Consumer Products.

SUSTAINABILITY STATEMENT

Local communities

PPB is committed to fostering resilient communities through strategic contributions and partnerships. In 2024, the Group contributed RM3.6 million across four key pillars: community development, environment, education, and arts, culture & heritage, with additional contributions set aside for disaster relief and preparedness.

Performance data

Indicator	Unit	2022	2023	2024
Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM'Million	3.2	2.4	3.6
Total number of beneficiaries of the investment in communities	Recipients	21,002	16,397	31,221

PPB collaborates with over 70 reputable partners across Malaysia and benefitted 31,221 recipients in 2024. The CSR Task Force, established in 2017, oversees these initiatives and ensures alignment with the Group's sustainability objectives. PPB's employees collectively contributed 926 volunteer hours to these initiatives.

Labour and human rights

PPB is committed to respecting and protecting human rights, guided by the Universal Declaration of Human Rights and outlined in the Group Human Rights Policy. The Group is dedicated to identifying and mitigating potential human rights risks within operations and the supply chain. PPB complies with all applicable labour laws, including the Employment Act 1955 and the Industrial Relations Act 1967, and adheres to regulations prohibiting child and forced labour. The Group-wide competency framework – BUILDER – guides behavioural standards across the Group and lays the foundation for talent growth and development.

Talent development and inclusive workplace

People are essential to the successful delivery of PPB's business strategy and to sustaining long-term business performance. Continuous employee engagement is prioritised to foster a positive and supportive workplace. PPB promotes an inclusive environment where all employees, regardless of race, religion, gender, age, sexual orientation, disability, or nationality, are respected and encouraged to contribute. In 2024, PPB strengthened hiring assessments to align with the company's competency and behavioural needs. Extensive training was provided to those involved in recruitment to enhance candidate evaluation and ensure alignment with business goals.

In the reporting year, we celebrated and acknowledged the commitment and loyalty of 436 employees who have dedicated their professional lives to the Group for more than 20 years.

Other key efforts include:

- **Health and well-being.** The Group introduced several initiatives to promote employee health and well-being, including weekly fitness classes, monthly mental health awareness talks, and ongoing programmes such as the Employee Assistance Programme. Additionally, 223 employees took paid parental leave, with smooth transitions back to work to support their personal and professional responsibilities.
- **Learning and development.** PPB focused on enhancing people and leadership capabilities through various learning channels, including LinkedIn Learning webinars, physical training sessions, and mentoring programmes. These efforts foster team bonding, improve technical and soft skills, and align with the BUILDER competency framework. In the reporting year, employees recorded 91,832 hours of training, and PPB Group Berhad was named a Learning Champion at the LinkedIn Learning Awards in Malaysia.

GOVERNANCE

SUSTAINABILITY STATEMENT

Occupational health and safety

PPB prioritises occupational health and safety (“OSH”) across all business segments, ensuring safe working environments for employees, contractors, and visitors. The Group’s OSH framework aligns with Occupational Safety and Health Act 1994 and is further enhanced by the Occupational Safety and Health (Amendment) Act 2022, which came into effect on 1 June 2024. OSH measures include dedicated safety committees, specialised training, regular audits, and proactive risk mitigation efforts. In 2024, the Group reported zero work-related fatalities and engaged 3,284 employees in OSH training programmes. Key initiatives include:

- **Grains & Agribusiness, Consumer Products:** Safety leadership training to managers, launched the UCUA (You-See You-Act) hazard reporting system, and introduced new safety procedures, including risk assessment and workplace ergonomics protocols.
- **Film Exhibition & Distribution:** Enhanced OSH procedures with quarterly workplace inspections, refined emergency response plans, and improved Emergency Response Training.
- **Property:** Conducted fire drills, first aid training, and escalator safety programmes to enhance workplace and public safety.

GOVERNANCE



100%
2023: 100%
employees
trained on
anti-corruption



Zero
2023: Zero
incidents of corruption



Zero
2023: Zero
complaints concerning
breaches of customer
privacy and losses of
customer data

Corporate governance and ethical business practices

PPB upholds strong corporate governance, ethical business practices, and regulatory compliance as essential pillars of its long-term success and sustainability. Guided by the Malaysian Code on Corporate Governance (“MCCG”) and the Board Charter, the Group is committed to maintaining effective corporate governance frameworks and practices. It also adheres to all applicable laws and regulations in the jurisdictions where it operates. PPB enforces a zero-tolerance policy on bribery and corruption through its Anti-Bribery and Corruption (“ABAC”) Policy, reinforced by regular training and compliance oversight. The Group achieved 100% completion of ABAC training for all directors and employee categories. In 2024, we recorded zero cases of bribery and zero requests for facilitation payment. The Whistleblowing Policy provides a platform for reporting unethical conduct, ensuring confidentiality and protection for whistleblowers. Additionally, PPB’s Code of Conduct and Ethics sets clear expectations for ethical behaviour among employees and business associates.

Data privacy and security

PPB recognises data privacy and security as a critical priority, ensuring the protection of personal data for customers, employees, and business associates. The Group complies with the Personal Data Protection Act 2010 (“PDPA”) and adheres to regulatory data protection standards. In 2024, there were no substantiated complaints concerning breaches of customer privacy or losses of customer data. PPB continuously strengthens its IT infrastructure and cybersecurity measures to safeguard digital assets against evolving threats. The Group continues to conduct cybersecurity awareness and training programmes to equip employees with the knowledge and skills necessary to mitigate risks effectively.

26 March 2025

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

PPB Board acknowledges its responsibility for establishing a sound risk management and internal control system to safeguard shareholders' investments and the Group's assets.

There is an ongoing review process by the Board to ensure the adequacy and effectiveness of the system to meet the Group's objectives and strategies. The risk management framework and internal control system are designed to identify, evaluate and manage risks that may prevent the achievement of the business objectives and strategies within the Group's risk appetite, rather than to eliminate risks. Therefore, it provides reasonable assurance against material misstatement, fraud or loss.

The main features of the Group's risk management framework and internal control system are summarised as follows:

1. Control environment

The Group's culture, values, and expected standards of conduct and discipline are communicated to employees through the Code of Conduct and Ethics stipulated in the employment terms and conditions. The Group places the highest importance on the integrity of staff at all levels and this commitment is demonstrated through comprehensive background checks prior to onboarding new hires, fostering leadership influence, and reinforcing competency to instil the right mindset and behaviours. Additionally, performance-linked reward strategies are employed to encourage and sustain desired performance.

There is a Group organisation structure within which business activities are planned, controlled and monitored. Matters relating to integrity and ethics, including bribery and corruption are reported regularly to the Board.

2. Risk management

A formal Group-wide enterprise risk management ("ERM") framework has been established, which is aligned to ISO31000: Risk Management, covering the Group's core business activities to identify, evaluate and manage significant business risks faced by the Group.

This process was in place throughout the year and is regularly reviewed and monitored by the Audit and Risk Committee ("A&RC") for its adequacy and effectiveness, and reported accordingly to the Board.

The key features of the Group's risk management framework are:

- A formal set of risk policy and guidelines has been established and approved by the Board and communicated to employees throughout the Group through risk awareness sessions and risk assessment workshops;
- A risk reporting structure which outlines the lines of reporting and responsibilities of the Board, A&RC, Risk Advisory Committee ("RAC") and the various subsidiary risk committees, has been established and approved;
- The RAC reports on the Group risk profile for review by the A&RC, and the A&RC reports on the significant risks and controls available to mitigate those risks to the Board for its consideration;
- The appointment of a Group Chief Risk Officer ("GCRO") at the holding company (PPB Group Berhad), Heads of Risk at the respective Business Units ("BU") and Risk Officers at the subsidiaries to ensure leadership, direction and coordination of the Group-wide application of risk management. The GCRO and Heads of Risk report to the Group Managing Director and the BU Chief Executive Officers ("CEOs") respectively;
- The scope of the Group-wide risk assessment process encompasses strategic, governance, legal and compliance, operations, cyber, financial, asset security, climate, corruption, health, safety and environment. The key risks identified in these areas are deliberated and assessed during the risk assessment workshops;
- The risk assessment sessions are mainly carried out through questionnaires, meetings or facilitated workshops by the Risk Management teams at the holding company/ BU / subsidiaries. They provide independent assessment of new/ existing risks identified, and risk ratings determined by the respective risk owners based on the risk appetite set by the Board;

GOVERNANCE

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- The GCRO/ BU Heads of Risk/ subsidiaries' Risk Officers also provide guidance to the risk owners on the development and adoption of appropriate management action plans to mitigate the risks, should the control effectiveness of the existing controls be assessed to require further improvements;
- The BU CEOs, with assistance from their Head of Risk and Risk Officers are responsible for identifying, analysing and evaluating risks, as well as developing, implementing and monitoring management action plans and reporting all risks to the GCRO, who will subsequently table the Group's key risks to the RAC, A&RC and Board;
- The identification and monitoring of key risk indicators ("KRIs") have been rolled out to the Group, which assist risk owners to assess the risks and the need for further management action plans to mitigate the risks should the KRIs indicate an adverse trend; and
- Ongoing risk management education and training is provided at management and staff levels.

As part of the Group's effort to remain resilient during a crisis, a Group-wide business continuity management ("BCM") framework has been established. This is to provide a structured approach to assist management to respond, recover and resume normal operations in a more efficient and effective manner, in the event of a crisis. A Group BCM Strategic Roadmap has been developed to implement the BCM programme throughout the group in phases. The BCM programme incorporates awareness sessions, risk assessment, business impact analysis, development of recovery strategies/ plans and cascading of the business continuity plans ("BCPs") to relevant staff. The BCPs are reviewed and updated regularly to enhance our capabilities to meet customers, regulatory bodies and other stakeholders' requirements.

3. Control activities

The Group has in place a system to ensure that there are adequate and effective risk management, financial and operational policies and procedures and rules relating to the delegation and segregation of duties.

There are comprehensive budgets, requiring board approval, which are reviewed on a regular basis.

4. Information and communication

There is a system of financial reporting to the Board, based on quarterly results and annual budgets. Key risks and operational performance indicators are regularly monitored and reported to the Board.

Whistleblowing policies and procedures are in place to provide a platform to report on actual or suspected malpractice, misconduct or violation of applicable laws and regulations in a responsible and effective manner.

5. Monitoring

Monitoring of the Group's significant business risks is embedded within the Group's risk management process described in item 2 above. A control self-assessment system is also in place for management to monitor critical and routine risk areas under their jurisdiction using an internal control checklist.

The adequacy and effectiveness of the Group's risk management, internal control and governance processes are reviewed and monitored by the A&RC, which receives regular reports from the internal auditors. Formal procedures are in place for action to be taken to remedy any significant failings or weaknesses identified in these reports.

There were no significant risk management and internal control failings or weaknesses which had resulted in material losses or contingencies during the financial year.

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

Based on the foregoing, the Board is satisfied with the adequacy and effectiveness of the Group's risk management and internal control system. However, such a system is designed to manage rather than eliminate the risk of failure. Accordingly, the system can only provide a reasonable and not absolute assurance against material misstatement, loss or fraud.

The Group's system of risk management and internal control applies principally to PPB Group Berhad and its subsidiaries. Associates have been excluded as the Group does not have full management and control over them.

28 February 2025

AUDIT AND RISK COMMITTEE REPORT

COMPOSITION

The members of the PPB Group Berhad (“PPB”) Audit and Risk Committee (“A&RC”) during the financial year ended (“FYE”) 31 December 2024 comprised the following Directors:

Name of A&RC member

- Ms Yip Jian Lee (*Chair*)
- Mr Soh Chin Teck
- Madam Tam Chiew Lin
- Tengku Nurul Azian binti Tengku Shahriman

Notes:

The composition of the A&RC was revised with effect from 1 October 2024 whereby Mr Soh Chin Teck was re-designated as non-independent and ceased as the Chair, but remains as a committee member. Ms Yip Jian Lee was appointed as the Chair with effect from the same date.

Save for Mr Soh, the other three members of the A&RC are Independent Non-executive Directors.

MEETINGS

The number of A&RC meetings held in 2024 and details of attendance of each committee member are as follows:

Name of A&RC member	Number of meetings	
	Held	Attended
Ms Yip Jian Lee	5	5
Mr Soh Chin Teck	5	5
Madam Tam Chiew Lin	5	5
Tengku Nurul Azian binti Tengku Shahriman	5	5

The A&RC performed the duties specified in its terms of reference in FYE 31 December 2024 as follows:

Financial Reporting

1. At the close of each quarter, the A&RC reviewed the quarterly financial statements of PPB with the Group Chief Financial Officer (“GCFO”) and the respective Heads of Finance of the main business units (“BU”) prior to approval by the Board, to ensure that the condensed financial statements are in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and the applicable financial reporting standards. Questions and/or concerns raised by the A&RC on the financial statements are addressed accordingly.

External audit

2. For the annual statutory audit, the A&RC together with the GCFO of PPB and the respective Heads of Finance of the BU’s, reviewed the external auditors’ audit plan and scope of work for FYE 31 December 2024. The A&RC was also briefed on the status of the audit and resolution of areas of audit emphasis which the external auditors noted during the course of the audit. Other observations and opportunities for improvement, together with management’s responses, were also highlighted to the A&RC.
3. The A&RC reviewed with the GCFO and the external auditors, the audited financial statements for the year under review prior to approval by the Board, to ensure that they were prepared in accordance with the provisions of the Companies Act 2016 and applicable financial reporting standards. The GCFO addressed the A&RC’s concerns accordingly.
4. Pursuant to the amendments to the International Ethics Standards Board for Accountants (IESBA) Code, the A&RC has put in place a process and general policy to provide pre-concurrence to the external auditor on the provision of non-audit services, and that the provision of these services would not create a threat to the external auditor’s independence. Nevertheless, non-audit fees incurred are monitored by management, and any significant increase would be highlighted to the A&RC with justifications. Thus far, there has not been any significant non-audit fee incurred by the Group.
5. The A&RC reviewed the annual assessment conducted on the effectiveness, suitability and independence of the external auditors.
6. The A&RC met with the external auditors without the presence of management after the conclusion of their audit. At the meeting, the external auditors informed the A&RC that they are satisfied with the co-operation and support given by management and staff of the Group in the course of their audit.

GOVERNANCE

AUDIT AND RISK COMMITTEE REPORT

Internal audit

7. Three Audit Review Committees (“ARC”) have been established for each of the main business divisions in the Group. ARC meetings are usually held quarterly before the scheduled A&RC meetings, and chaired by PPB’s GCFO. The ARC meetings serve as an avenue for more in-depth discussion of issues raised in the internal audit reports.

Senior management of the subject entity are invited to ARC meetings to facilitate discussions and provide further explanation, feedback, updates and action plans on internal audit issues raised. A&RC members may attend selected ARC meetings to seek explanations or participate in deliberations between management and ARC members.

8. Significant audit issues raised in ARC meetings are further discussed at A&RC meetings and where necessary, the A&RC may also request the chief executives of the subsidiaries to provide further information and explanation.
9. The A&RC reviewed the findings of PPB Internal Audit Department (“PPBIAD”) reports and noted the discussions at ARC meetings. Outstanding audit issues are tracked monthly by PPBIAD until they are satisfactorily resolved. A status report on the follow-up audit issues together with management’s explanations on outstanding items that are overdue, is tabled to the A&RC at the quarterly meetings.
10. The A&RC reviewed and approved PPBIAD’s 2024 audit plan, scope and audit approach which is guided by the risk-based assessment approved by the A&RC.
11. At the A&RC meeting held on 27 November 2024, the A&RC assessed the performance and competency of PPBIAD including assessing the adequacy of their manpower and other resources, and is satisfied with PPBIAD’s performance and adequacy of its resources.

Related party transactions (“RPT”) and conflict of interest (“COI”) situations

12. The A&RC noted the methods and procedures (which are reviewed by PPBIAD) by which prices and other terms of recurrent related party transactions (“RRPT”) are determined, including the Group’s procedures and processes to identify, track and monitor RRPTs.

13. The A&RC reviewed RPT issues including any COI situations as and when highlighted in internal audit reports.

14. The A&RC noted the RPTs and RRPTs entered into by the Group in FYE 2024.

Risk management

15. The A&RC provided oversight, direction and resources for the implementation of the risk management framework in the following key areas:

- a) assessing the effectiveness of the Group’s enterprise-wide risk management framework.
- b) reviewing the risk reports of the Group on a quarterly basis.
- c) ensuring the risk management activities of risk identification, assessment, action plans and monitoring of key risks are implemented throughout the organisation.
- d) ensuring key risks of the Group are managed appropriately in order to assure the Board that the residual risk ratings meet the Group’s risk appetite.

Others

16. The A&RC reviewed the Audit and Risk Committee Report, and the Statement on Risk Management and Internal Control for inclusion in the 2024 annual report.

INTERNAL AUDIT FUNCTION

The internal audit function of the Group is performed in-house by staff of PPBIAD. PPBIAD reports directly to the A&RC and all its internal auditors are free from any relationships or conflicts of interest, which could impair their objectivity and independence.

The total cost incurred by PPBIAD for the internal audit function of the Group for FYE 31 December 2024 was about RM2.8 million.

SUMMARY OF THE WORK OF PPBIAD

PPB is a corporate member of the Institute of Internal Auditors Malaysia (“IIAM”). The activities and processes of PPBIAD are guided by its charter and the annual audit plan was approved by the A&RC. PPBIAD adopts a risk-based approach in the development of its audit plan. In 2024, a Quality Assessment Review was conducted by an external independent assessor, and PPBIAD generally conforms with the International Professional Practices Framework standards issued by the IIAM.

GOVERNANCE

AUDIT AND RISK COMMITTEE REPORT

During FYE 31 December 2024, PPBIAD performed the following:

Key audit areas

1. Reviewed the key risk areas identified by management of PPB and its subsidiaries, and additional risk areas identified by PPBIAD by testing the adequacy and effectiveness of the key internal controls to manage those risks, and performing root cause analysis on audit observations.
2. Reviewed the systems in place to ensure compliance with policies, plans, rules and regulations which may have significant impact on PPB Group.
3. Reviewed controls to safeguard assets and where appropriate, verified the existence of such assets.
4. Reviewed the effectiveness and efficiency of operations and ascertained whether results are consistent with PPB's objectives and goals.
5. Followed up on the Company's application of the relevant principles and recommendations in the Malaysian Code on Corporate Governance.
6. Reviewed RPTs and RRPTs and reported on any COI situations identified during the course of its audit which did not adhere to relevant policies, rules and regulations.
7. Reviewed the water withdrawal data collection processes of the key business segments operating in Malaysia for inclusion in Sustainability Report, which included verifying the data using a sampling approach.
8. Compiled and reported to the A&RC any whistleblowing reports or investigations on a quarterly basis.

Reporting and communication flow

9. PPBIAD staff attended a total of 6 ARC meetings held to discuss their audit reports.
10. The Group Head of Internal Audit ("GHIA") met with the A&RC Chair on nine occasions to review key audit issues and discussed audit-related matters prior to scheduled A&RC meetings. At such discussions, the A&RC Chair may also provide guidance and support to further improve the efficiency and effectiveness of PPBIAD, where applicable.

11. The GHIA highlights at each A&RC meeting, the important audit issues in the internal audit reports.

Resources

12. PPBIAD's head count as at 31 December 2024 was 10. The GHIA, Mr Seng Kian Aik, is a member of the Institute of Internal Auditors Malaysia, Malaysian Institute of Accountants, Malaysian Institute of Certified Public Accountants, and Chartered Accountants Australia and New Zealand. All PPBIAD auditors have at least a relevant tertiary education.
13. Staff attended relevant courses and seminars organised by IIAM and other professional/ regulatory bodies, including training on ESG-related topics to keep abreast with the latest auditing techniques and regulatory requirements.

(The terms of reference of the A&RC can be viewed on PPB's website at www.ppbgroup.com)

Yip Jian Lee
Audit and Risk Committee Chair

26 March 2025

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FINANCIAL STATEMENTS

DIRECTORS' RESPONSIBILITY STATEMENT

In preparing the annual financial statements of the Group and of the Company, the Directors are collectively responsible to ensure that these financial statements have been prepared to give a true and fair view of the state of affairs of the Group and Company at the end of the financial year and of the results and cash flows of the Group and Company for the financial year in accordance with the applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards, the requirements of the Companies Act 2016 and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

In preparing the financial statements for the financial year ended 31 December 2024 set out on pages 70 to 154 of this Annual Report, the Directors have applied appropriate accounting policies on a consistent basis and made judgments and estimates that are fair and reasonable.

The Directors have responsibility for ensuring that proper accounting records are kept which disclose with reasonable accuracy financial information for preparation of the financial statements.

The Directors have overall responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

This statement is made in accordance with a resolution of the Board of Directors dated 26 March 2025.

FINANCIAL STATEMENTS

DIRECTORS' REPORT

DIRECTORS' REPORT

The Directors are pleased to submit their report together with the audited financial statements of the Group and the Company for the financial year ended 31 December 2024.

PRINCIPAL ACTIVITIES

The principal activities of the Company are property investment and investment holding.

The principal activities of the subsidiaries of the Group are grains and agribusiness; consumer products; film exhibition and distribution; property; and investment holding.

There have been no significant changes in the nature of these activities during the financial year.

RESULTS

	Group RM'000	Company RM'000
Profit for the financial year	1,241,955	773,033
Attributable to:		
Owners of the parent	1,219,411	773,033
Non-controlling interests	22,544	-
	1,241,955	773,033

DIVIDENDS

The dividends paid and payable by the Company since the end of the previous financial year are as follows:

	RM'000
In respect of the financial year ended 31 December 2023 as disclosed in the Directors' report of that year:	
Final dividend of 30 sen per share paid on 7 June 2024	426,779
In respect of the financial year ended 31 December 2024:	
Interim dividend of 12 sen per share paid on 26 September 2024	170,712
Proposed final dividend of 30 sen per share payable on 5 June 2025*	426,779
	597,491

* The Directors have recommended a final dividend of 30 sen per share in respect of the financial year ended 31 December 2024, for shareholders' approval at the forthcoming Annual General Meeting. The financial statements for the current financial year do not reflect this proposed dividend. Such dividend, if approved, will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2025.

FINANCIAL STATEMENTS

DIRECTORS' REPORT

RESERVES AND PROVISIONS

There were no material transfer to and from reserves and provisions during the financial year other than as disclosed in the financial statements.

SHARES AND DEBENTURES

The Company did not issue any shares or debentures during the financial year.

DIRECTORS

The Directors of the Company during the financial year and up to the date of this report are as follows:

Dato' (Dr) Capt. Ahmad Sufian @ Qurnain bin Abdul Rashid	<i>(Chairman)</i>
Lim Soon Huat*	<i>(Group Managing Director)</i>
Soh Chin Teck	
Ahmad Riza bin Basir	
Tam Chiew Lin	
Tengku Nurul Azian binti Tengku Shahrman	
Yip Jian Lee	
Wee Lay Hua	<i>Appointed on 1 October 2024</i>
Datuk Ong Hung Hock	<i>Retired on 17 May 2024</i>

* This Director is also a director of the Company's subsidiaries.

Dato' (Dr) Capt. Ahmad Sufian @ Qurnian bin Abdul Rashid, Tengku Nurul Azian binti Tengku Shahrman and Ms Wee Lay Hua retire pursuant to the Constitution of the Company at the forthcoming Annual General Meeting ("AGM") and being eligible, offer themselves for re-election as Directors.

Madam Tam Chiew Lin who also retires at the AGM pursuant to the Constitution, has decided not to seek re-election.

DIRECTORS OF THE COMPANY'S SUBSIDIARIES

All the other directors of the Company's subsidiaries during the financial year up to the date of this report are disclosed in the Appendix to the Directors' report.

FINANCIAL STATEMENTS

DIRECTORS' REPORT

DIRECTORS' INTERESTS IN SHARES

According to the register of Directors' shareholdings, the interests of Directors who held office at the end of the financial year in shares of the Company and its related corporations are as follows:

Interest in the Company

Name of Director	No. of ordinary shares			As at 31.12.24
	As at 1.1.24	Bought	Sold	
Direct interest				
Tam Chiew Lin	7,200	-	-	7,200
Deemed interest				
Dato' (Dr) Capt. Ahmad Sufian @ Qurnian bin Abdul Rashid	30,000	-	-	30,000
Tam Chiew Lin	12,000	-	-	12,000

Interest in holding company – Kuok Brothers Sdn Berhad

Name of Director	No. of ordinary shares			As at 31.12.24
	As at 1.1.24	Bought	Sold	
Deemed interest				
Lim Soon Huat	200,000	-	-	200,000

The other Directors holding office as at 31 December 2024 did not have any interest in the ordinary shares of the Company and its related corporations during the financial year.

FINANCIAL STATEMENTS

DIRECTORS' REPORT

DIRECTORS' INTERESTS IN CONTRACTS, BENEFITS AND EMOLUMENTS

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

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of emoluments received or due and receivable by the Directors as shown in the financial statements or the fixed salary of a full-time employee of the Company) 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.

The remuneration of the Directors for the current financial year is set out below :

	Group RM'000	Company RM'000
Directors' fees	1,243	1,213
Other emoluments (including salaries and other benefits)	4,685	4,681
	5,928	5,894

The amount of insurance premium paid, and coverage effected for directors and officers of the Group amounted to RM82,425 and RM50 million respectively.

INFORMATION ON THE FINANCIAL STATEMENTS

- (a) Before the income statements and statements of financial position of the Group and the Company were prepared, the Directors took reasonable steps:
- (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts, and have satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that any current assets which were unlikely to realise in the ordinary course of business, the value of the current assets as shown in the accounting records of the Group and the Company had been written down to an amount which they might be expected so to realise.
- (b) At the date of this report, the Directors are not aware of any circumstances which would render:
- (i) the amount written off for bad debts or the amount of provision for doubtful debts in the financial statements of the Group and the Company inadequate to any substantial extent; or
 - (ii) the values attributed to current assets in the financial statements of the Group and the Company misleading.

FINANCIAL STATEMENTS

DIRECTORS' REPORT

INFORMATION ON THE FINANCIAL STATEMENTS (CONTINUED)

- (c) At the date of this report, the Directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and the Company misleading or inappropriate.
- (d) At the date of this report, there does not exist:
 - (i) any charge on the assets of the Group and the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
 - (ii) any contingent liability which has arisen in the Group or in the Company since the end of the financial year, except as disclosed in Note 42 to the financial statements.

OTHER STATUTORY INFORMATION

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 the Company, which would render any amount stated in the respective financial statements misleading.

In the opinion of the Directors:

- (a) the results of the operations of the Group and of the Company for the financial year were not substantially affected by any item, transaction or event of a material and unusual nature;
- (b) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or the Company for the financial year in which this report is made; and
- (c) no contingent or other liability has become enforceable, or is likely to become enforceable, within the succeeding period of twelve months after the end of the financial year which will or may affect the ability of the Group and the Company to meet their obligations as and when they fall due.

ULTIMATE HOLDING COMPANY

The Directors regard Kuok Brothers Sdn Berhad, a company incorporated in Malaysia, as the ultimate holding company.

SUBSIDIARIES

Details of the subsidiaries are set out in Note 39 to the financial statements.

FINANCIAL STATEMENTS

DIRECTORS' REPORT

AUDITORS

The remuneration of the auditors for the financial year on a Group and Company basis amounted to RM1.1 million and RM185,000 respectively.

The auditors, Ernst & Young PLT, have indicated their willingness to continue in office.

APPROVAL OF THE DIRECTORS' REPORT

This report is approved by the Board of Directors in accordance with a directors' resolution dated 26 March 2025.

On behalf of the board

**DATO' (DR) CAPT. AHMAD SUFIAN @
QURNAIN BIN ABDUL RASHID**
Chairman

LIM SOON HUAT
Group Managing Director

Kuala Lumpur
26 March 2025

FINANCIAL STATEMENTS

APPENDIX TO THE DIRECTORS' REPORT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

DIRECTORS OF THE COMPANY'S SUBSIDIARIES

The directors of the Company's subsidiaries during the financial year up to the date of the Directors' Report are as follows :

Existing

Alfred Chin Siu Wa
Chang Hung Chieh
Chan Kok Chee
Chew Chuen Wei
Datuk Haji Musa @ Ayob bin Saad
Dinh Xuan Quang
Dr Liew Kai Wah
Goh Choon Pin, Julie
Goon Kin Wai @ Jeremy Ruan Jianwei
Heng Beng Fatt
Hoh Yean Jiun
Hor Kok Ching
Irving Chee Huan Tong
Keren Chen
Koh Hong Lian
Koh Mei Lee
Koh Mei Leng
Ku Lai Wa
Kuok Khoon Chen
Kuok Khoon Hong
Liew Tau Kuek
Lim Kim Haw
Lim Kwo Kuang
Low Eng Hooi
Mah Teck Keong
Nasiet Othsman
Olvy Othsman
Pan Yue
Pang Boon Hong
Pua Seck Guan
Soh Kian Kiat
Sophia Felicia Siregar
Tan Sri Dato' Lee Lam Thye
Yap Choi Foong

Appointed

Chen Choong Seng
(Appointed on 14 October 2024)
Chan Shiang Chiat
(Appointed on 15 January 2025)
Wong Ching Hui
(Appointed on 15 January 2025)

Resigned

Beh Meng Lee
(Resigned on 30 April 2024)
Teh Lam Chuan
(Resigned on 14 October 2024)

FINANCIAL STATEMENTS

CONSOLIDATED INCOME STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	<i>Note</i>	2024 RM'000	2023 RM'000
Revenue	3	5,385,887	5,720,693
Cost of sales		(4,775,923)	(5,131,964)
Gross profit		609,964	588,729
Other operating income		183,339	209,908
Distribution costs		(194,970)	(206,342)
Administrative expenses		(279,762)	(250,254)
Other expenses		(5,508)	(117,796)
Share of results of associates		1,055,631	1,327,465
Share of results of a joint venture		3,899	4,766
Finance costs	4	(40,075)	(68,002)
Profit before taxation	5	1,332,518	1,488,474
Tax expense	6	(90,563)	(67,835)
Profit for the financial year		1,241,955	1,420,639
Attributable to:			
Owners of the parent		1,219,411	1,394,305
Non-controlling interests		22,544	26,334
Profit for the financial year		1,241,955	1,420,639
Earnings per share - basic and diluted (sen)	7	85.7	98.0

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	2024 RM'000	2023 RM'000
Profit for the financial year	1,241,955	1,420,639
<u>Other comprehensive income/(loss), net of tax</u>		
<i>Items that will not be subsequently reclassified to profit or loss</i>		
Fair value gain/(loss) on investment in equity instruments designated as fair value through other comprehensive income	2,524	(37,860)
Share of associates' other comprehensive (loss)/income		
- Fair value reserve	(41,102)	24
- Capital reserve	4,065	(4,959)
<i>Items that will be subsequently reclassified to profit or loss</i>		
Exchange differences on translation of foreign operations	(639,420)	1,006,622
Share of associates' other comprehensive (loss)/income		
- Exchange foreign reserve	(575,465)	(437,755)
- Hedging reserve	(3,806)	5,452
Total comprehensive (loss)/income, net of tax	(11,249)	1,952,163
Attributable to:		
Owners of the parent	4,457	1,906,306
Non-controlling interests	(15,706)	45,857
Total comprehensive (loss)/income	(11,249)	1,952,163

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024

	Note	2024 RM'000	2023 RM'000
ASSETS			
Non-current assets			
Property, plant and equipment	8	1,183,656	1,206,554
Investment properties	9	336,120	359,761
Right-of-use assets	10	426,869	484,173
Bearer plants	11	3,940	4,204
Land held for property development	12	136,484	98,170
Goodwill	13	70,232	70,232
Other intangible assets	14	16,774	18,008
Investment in associates	16	22,647,863	23,435,075
Investment in a joint venture	17	3,512	36,614
Other investments	18	339,842	321,429
Deferred tax assets	19	41,424	43,526
Total non-current assets		25,206,716	26,077,746
Current assets			
Inventories	20	921,950	764,541
Biological assets	11	18,940	25,200
Property development costs	21	3,184	3,009
Trade and other receivables	22	962,468	884,913
Derivative financial assets	23	5,140	7,855
Current tax assets		8,383	15,776
Cash and bank balances	24	1,660,658	1,629,324
Total current assets		3,580,723	3,330,618
TOTAL ASSETS		28,787,439	29,408,364

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024

	Note	2024 RM'000	2023 RM'000
EQUITY AND LIABILITIES			
Equity			
Share capital	25	1,429,314	1,429,314
Reserves	26	3,520,879	4,649,720
Retained earnings		21,622,958	21,057,596
Equity attributable to owners of the parent		26,573,151	27,136,630
Non-controlling interests		641,434	674,548
Total equity		27,214,585	27,811,178
Non-current liabilities			
Borrowings	27	23,749	55,444
Lease obligations	10	400,967	455,548
Deferred tax liabilities	19	133,910	117,754
Provision for restoration cost	28	49,240	51,850
Total non-current liabilities		607,866	680,596
Current liabilities			
Contract liabilities	29	37,943	26,700
Trade and other payables	30	481,183	449,468
Derivative financial liabilities	23	10,335	7,075
Borrowings	27	364,757	377,654
Lease obligations	10	52,383	46,018
Current tax liabilities		18,387	9,675
Total current liabilities		964,988	916,590
Total liabilities		1,572,854	1,597,186
TOTAL EQUITY AND LIABILITIES		28,787,439	29,408,364

The accompanying notes form an integral part of the financial statements

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

← Attributable to owners of the parent → ← Non-distributable →										
		Share Capital	Exchange Translation Reserve	Fair Value Reserve	Hedge Reserve	Capital Reserve	Retained Earnings	Total	Non-controlling Interests	Total Equity
	Note	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
At 1 January 2024		1,429,314	4,120,055	(237,383)	(31,305)	798,353	21,057,596	27,136,630	674,548	27,811,178
Other comprehensive (loss)/income		-	(1,176,635)	(40,448)	(3,806)	4,065	1,870	(1,214,954)	(38,250)	(1,253,204)
Profit for the financial year		-	-	-	-	-	1,219,411	1,219,411	22,544	1,241,955
Total comprehensive (loss)/income		-	(1,176,635)	(40,448)	(3,806)	4,065	1,221,281	4,457	(15,706)	(11,249)
Share of other changes in equity of associates		-	1,232	428	-	26,345	1,550	29,555	-	29,555
Transfer of reserves		-	-	-	-	59,978	(59,978)	-	-	-
Dividends paid to shareholders of the Company	31	-	-	-	-	-	(597,491)	(597,491)	-	(597,491)
Dividends paid to non-controlling interests of subsidiaries		-	-	-	-	-	-	-	(17,408)	(17,408)
At 31 December 2024		1,429,314	2,944,652	(277,403)	(35,111)	888,741	21,622,958	26,573,151	641,434	27,214,585
At 1 January 2023		1,429,314	3,569,305	(197,340)	(36,757)	780,008	20,286,311	25,830,841	737,667	26,568,508
Other comprehensive income/(loss)		-	549,344	(39,525)	5,452	(4,959)	1,689	512,001	19,523	531,524
Profit for the financial year		-	-	-	-	-	1,394,305	1,394,305	26,334	1,420,639
Total comprehensive income/(loss)		-	549,344	(39,525)	5,452	(4,959)	1,395,994	1,906,306	45,857	1,952,163
Share of other changes in equity of associates		-	1,311	(518)	-	(32,572)	-	(31,779)	-	(31,779)
Transfer of reserves		-	-	-	-	55,876	(55,876)	-	-	-
Dividends paid to shareholders of the Company	31	-	-	-	-	-	(569,040)	(569,040)	-	(569,040)
Dividends paid to non-controlling interests of subsidiaries		-	-	-	-	-	-	-	(60,186)	(60,186)
Disposal of subsidiaries		-	-	-	-	-	-	-	(50,775)	(50,775)
Issue of shares to non-controlling interests		-	-	-	-	-	-	-	4,434	4,434
Acquisition of shares in a subsidiary		-	95	-	-	-	207	302	(657)	(355)
At 31 December 2023		1,429,314	4,120,055	(237,383)	(31,305)	798,353	21,057,596	27,136,630	674,548	27,811,178

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	2024 RM'000	2023 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit before taxation	1,332,518	1,488,474
Adjustments for non-cash items:		
Amortisation and depreciation	192,783	199,175
Impairment of trade and other receivables	29,368	21,680
Property, plant and equipment and other assets written off	4,317	1,336
Reversal of provision for restoration cost	(759)	-
(Reversal of impairment)/Impairment of property, plant and equipment	(2,246)	47,341
Impairment of right-of-use assets	758	5,340
(Reversal of impairment)/Impairment of other intangible assets	(4)	48
Impairment of investment in an associate	-	59,554
Rental rebate	(5,245)	(1,619)
Gain on disposal of investment properties	(3,337)	-
(Gain)/Loss on disposal of property, plant and equipment	(132)	721
Gain on disposal of an associate	(14,275)	-
Gain on disposal of subsidiaries	-	(55,786)
Fair value loss/(gain) on biological assets	6,430	(3,518)
Share of results of associates	(1,055,631)	(1,327,465)
Share of results of a joint venture	(3,899)	(4,766)
Inventories written down	-	98
Unrealised net foreign exchange loss	8,993	16,546
Unrealised net loss/(gain) on fair value of derivative financial instruments	8,860	(31,735)
Interest expense	40,075	68,002
Dividend income	(13,153)	(7,261)
Income from short-term fund placements	(46,612)	(40,661)
Interest income	(15,537)	(17,949)
Operating profit before working capital changes	463,272	417,555
Adjustments for working capital changes:		
Increase in property development costs	(175)	(486)
(Increase)/Decrease in inventories	(174,310)	160,521
(Increase)/Decrease in trade and other receivables	(90,523)	154,634
Increase in contract liabilities	11,243	2,549
Increase in trade and other payables	39,546	43,556
Cash generated from operations	249,053	778,329
Taxation	(55,868)	(31,787)
Net cash generated from operating activities	193,185	746,542

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	2024 RM'000	2023 RM'000
CASH FLOWS FROM INVESTING ACTIVITIES		
Addition of property, plant and equipment	(150,310)	(175,226)
Addition of investment properties and other intangible assets	(6,999)	(13,230)
Addition of land held for property development	(38,314)	-
Proceeds from disposal of property, plant and equipment	905	821
Distribution of profit from a joint venture	6,555	6,752
Dividends received	716,540	681,960
Income received from short-term fund placements	37,680	40,157
Interest received	15,140	17,826
Investment in fixed deposits	(83,937)	-
Investment in associates	(60,873)	(169)
Proceeds from disposal of subsidiaries (Note 15)	-	124,498
Proceeds from disposal of an associate	35,601	-
Proceeds from liquidation of a subsidiary	-	3,722
Net repayment/(payment) from amount due from associates	38,545	(761)
Addition of other investment	(15,451)	(6,755)
Net cash generated from investing activities	495,082	679,595
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of borrowings, net	(34,214)	(675,323)
Payment of lease obligations	(65,254)	(52,903)
Interest paid	(20,403)	(52,598)
Dividends paid	(614,899)	(629,226)
Acquisition of shares in a subsidiary	-	(355)
Shares issued to non-controlling interests of subsidiaries	-	4,434
Net cash used in financing activities	(734,770)	(1,405,971)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS	(46,503)	20,166
CASH AND CASH EQUIVALENTS BROUGHT FORWARD	1,629,324	1,596,559
EFFECTS OF EXCHANGE RATE CHANGES	(6,100)	12,599
CASH AND CASH EQUIVALENTS CARRIED FORWARD	1,576,721	1,629,324
Represented by:		
Cash and bank balances	228,493	282,034
Deposits	173,580	160,411
Short-term fund placements	1,258,585	1,186,879
	1,660,658	1,629,324
Excluding:		
- Deposits with maturities more than 3 months (Note 24)	(83,937)	-
	1,576,721	1,629,324

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

INCOME STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	<i>Note</i>	2024 RM'000	2023 RM'000
Revenue	3	795,087	805,773
Cost of sales		(27,369)	(26,669)
Gross profit		767,718	779,104
Other operating income		44,536	45,848
Administrative expenses		(37,671)	(36,672)
Finance costs	4	(94)	(145)
Profit before taxation	5	774,489	788,135
Tax expense	6	(1,456)	(258)
Profit for the financial year		773,033	787,877

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	2024 RM'000	2023 RM'000
Profit for the financial year	773,033	787,877
<u>Other comprehensive loss, net of tax</u>		
Items that will not be subsequently reclassified to profit or loss		
Fair value gain/(loss) on investment in equity instruments designated as fair value through other comprehensive income	2,508	(36,068)
Total comprehensive income, net of tax	775,541	751,809

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024

	Note	2024 RM'000	2023 RM'000
ASSETS			
Non-current assets			
Property, plant and equipment	8	2,181	2,549
Investment properties	9	273,491	278,985
Right-of-use assets	10	1,506	2,937
Investment in subsidiaries	15	1,615,280	1,606,761
Investment in associates	16	9,049,624	8,997,771
Other investments	18	260,342	252,371
Total non-current assets		11,202,424	11,141,374
Current assets			
Trade and other receivables	22	7,189	7,210
Current tax asset		-	1,149
Cash and bank balances	24	1,281,352	1,167,373
Total current assets		1,288,541	1,175,732
TOTAL ASSETS		12,490,965	12,317,106
EQUITY AND LIABILITIES			
Equity			
Share capital	25	1,429,314	1,429,314
Fair value reserve		(469,478)	(471,986)
Retained earnings		11,508,599	11,333,057
Total equity		12,468,435	12,290,385
Non-current liabilities			
Lease obligations	10	614	1,755
Total non-current liabilities		614	1,755
Current liabilities			
Trade and other payables	30	20,765	23,557
Lease obligations	10	1,129	1,409
Current tax liabilities		22	-
Total current liabilities		21,916	24,966
Total liabilities		22,530	26,721
TOTAL EQUITY AND LIABILITIES		12,490,965	12,317,106

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	Share Capital RM'000	Fair Value Reserve RM'000	Retained Earnings RM'000	Total RM'000
At 1 January 2024		1,429,314	(471,986)	11,333,057	12,290,385
Other comprehensive income		-	2,508	-	2,508
Profit for the financial year		-	-	773,033	773,033
Total comprehensive income		-	2,508	773,033	775,541
Dividends paid to shareholders	31	-	-	(597,491)	(597,491)
At 31 December 2024		1,429,314	(469,478)	11,508,599	12,468,435
At 1 January 2023		1,429,314	(435,918)	11,114,220	12,107,616
Other comprehensive loss		-	(36,068)	-	(36,068)
Profit for the financial year		-	-	787,877	787,877
Total comprehensive (loss)/income		-	(36,068)	787,877	751,809
Dividends paid to shareholders	31	-	-	(569,040)	(569,040)
At 31 December 2023		1,429,314	(471,986)	11,333,057	12,290,385

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	2024 RM'000	2023 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit before taxation	774,489	788,135
Adjustments for non-cash items:		
Amortisation and depreciation	8,762	8,823
Adjustment on lease remeasurement	49	-
Property, plant and equipment written off	49	10
Loss on strike-off of an associate	20	-
Gain on disposal of a subsidiary	(1,186)	-
Gain on disposal of property, plant and equipment	(1)	(168)
Reversal of impairment of trade and other receivables	(393)	(406)
Unrealised foreign exchange loss/(gain)	5,472	(5,975)
Interest expense	94	145
Dividend income	(765,335)	(778,909)
Income from short-term fund placements	(40,466)	(35,448)
Interest income	(3,719)	(4,121)
Operating loss before working capital changes	(22,165)	(27,914)
Adjustments for working capital changes:		
Decrease in trade and other receivables	639	6,361
(Decrease)/Increase in trade and other payables	(3,804)	5,835
Cash used in operations	(25,330)	(15,718)
Taxation	(285)	77
Net cash used in operating activities	(25,615)	(15,641)
CASH FLOWS FROM INVESTING ACTIVITIES		
Addition of property, plant and equipment	(548)	(2,619)
Addition of investment properties	(1,019)	(1,328)
Addition of other investment	(5,000)	-
Proceeds from disposal of a subsidiary	3,857	-
Proceeds from disposal of property, plant and equipment and investment properties	1	170
Redemption of redeemable preference shares in a subsidiary	-	25,000
Investment in subsidiaries	(11,189)	(6,755)
Investment in fixed deposits	(83,937)	-
Investment in associates	(51,873)	-
Net repayment from/(advances to) subsidiaries	1,553	(939)
Investment in associates	-	(169)
Dividends received	765,335	792,909
Income received from short-term fund placements	40,466	35,448
Interest received	2,489	3,815
Net cash generated from investing activities	660,135	845,532

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	2024 RM'000	2023 RM'000
CASH FLOWS FROM FINANCING ACTIVITIES		
Interest paid	(94)	(145)
Payment of lease obligations	(1,421)	(1,487)
Dividends paid	(597,491)	(569,040)
Repayment of borrowing	-	(14)
Net cash used in financing activities	(599,006)	(570,686)
NET INCREASE IN CASH AND CASH EQUIVALENTS	35,514	259,205
CASH AND CASH EQUIVALENTS BROUGHT FORWARD	1,167,373	902,193
EFFECTS OF EXCHANGE RATE CHANGES	(5,472)	5,975
CASH AND CASH EQUIVALENTS CARRIED FORWARD	1,197,415	1,167,373
Represented by:		
Cash and bank balances	7,694	2,202
Deposits	95,880	97,617
Short-term fund placements	1,177,778	1,067,554
	1,281,352	1,167,373
Excluding:		
- Deposits with maturities more than 3 months (Note 24)	(83,937)	-
	1,197,415	1,167,373

The accompanying notes form an integral part of the financial statements

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

1. GENERAL

The Company is a public company limited by shares incorporated in Malaysia. The Company is domiciled in Malaysia. The shares of the Company are listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office and principal place of business of the Company is located at 12th Floor, UBN Tower, 10, Jalan P Ramlee, 50250 Kuala Lumpur.

The ultimate holding company is Kuok Brothers Sdn Berhad, a company incorporated in Malaysia.

The Company is principally engaged in property investment and investment holding. There are no significant changes in the principal activities of the Company during the financial year. The principal activities of the subsidiaries are set out in Note 39.

2. MATERIAL ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements of the Group and the Company have been prepared under the historical cost convention unless otherwise indicated in the accounting policies below and comply with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency. Unless otherwise indicated, the amounts in these financial statements have been rounded to the nearest thousand.

2.2 Changes in accounting policies

The material accounting policies adopted by the Group and the Company are consistent with those of the previous financial year except for the adoption of the following Amendments to MFRSs, effective for financial periods beginning on or after 1 January 2024:

Amendments to MFRS 16 Leases: Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to MFRS 101 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to MFRS 101 Presentation of Financial Statements: Non-current Liabilities with Covenants	1 January 2024
Amendments to MFRS 107 Statement of Cash Flows and MFRS 7 Financial Instruments: Disclosures: Supplier Finance Arrangements	1 January 2024

Adoption of the above amended standards did not have any material effect on the financial performance or position of the Group and the Company.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.3 Standards issued that are not yet effective

The standards and interpretations that are issued but not yet effective up to the date of issuance of the Group and the Company's financial statements are disclosed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective.

Description	Effective for annual periods beginning on or after
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates: Lack of Exchangeability	1 January 2025
Amendments to MFRS 1: First-time Adoption of Malaysian Financial Reporting Standards	1 January 2025
Amendments to MFRS 10: Consolidated Financial Statements	1 January 2026
Amendments to MFRS 107: Statement of Cash Flows	1 January 2026
Amendments to MFRS 9 and MFRS 7: Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 7: Financial Instruments Disclosures	1 January 2026
Amendments to MFRS 9: Financial Instruments	1 January 2026
MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

The adoption of the above standards and interpretations are not expected to have a material impact on the financial statements in the period of application, except for certain disclosures in the financial statements when the standards are adopted.

2.4 Significant accounting estimates and judgements

The preparation of financial statements requires management to exercise judgement in the process of applying the accounting policies. It also requires the use of accounting estimates and assumptions that affect reported amount of assets and liabilities and disclosures of contingent assets and liabilities at the end of the reporting period, and reported amount of income and expenses during the financial year.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.4 Significant accounting estimates and judgements (continued)

(a) Critical judgement made in applying accounting policies

The following are judgements made by management in the process of applying the Group and the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements:

(i) *Lease liability*

Management has determined the lease term, based on an evaluation of the terms and conditions of the arrangements, as the non-cancellable period of a lease, taking into consideration:

- periods covered by an option to extend the lease; and
- periods covered by an option to terminate the lease.

In determining whether it is reasonably certain to exercise an option to extend the lease, or not to exercise an option to terminate the lease, management has considered all relevant facts and circumstances that have created the economic incentives to exercise such options when exercising its judgement in the assessment.

The lease terms and the discount rates have been determined using appropriate assumptions as necessary including management's estimation of the applicable interest costs.

The carrying amounts of lease liabilities are disclosed in Note 10.

(b) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources associated with estimation uncertainty at the end of the reporting period that have significant risk of causing material adjustments to the carrying amount of assets and liabilities within the next financial year are discussed below:

(i) *Impairment of investments in associates*

Investments in associates are assessed at the end of each reporting period to determine whether there is any indication of impairment. If such an indication exists, an estimation of their recoverable amount is required.

Management estimates the recoverable amount by using the expected future cash flows from the associates and applies a suitable discount rate in order to calculate the present value of those cash flows. The carrying value of the Group's and the Company's investments in associates at the end of the reporting period are disclosed in Note 16.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.4 Significant accounting estimates and judgements (continued)

(b) Key sources of estimation uncertainty (continued)

(ii) *Impairment assessment of property, plant and equipment and right-of-use assets*

The Group and the Company are required to assess at the end of each reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the entity shall estimate the recoverable amount of the asset. This requires an estimation of the value-in-use of the asset or cash-generating unit. When value-in-use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

There is a high degree of estimation uncertainty inherent in estimating the recoverable amount of the asset or cash-generating unit. As a result, the estimates and assumptions used in the cash flow projections which form the basis of the recoverable amounts attributable to the asset or cash-generating unit require significant estimation to be made over areas including ticket price, occupancy rate, revenue growth rate and discount rates. Further details of the carrying value of property, plant and equipment and right-of-use assets are disclosed in Notes 8 and 10.

(iii) *Provision for expected credit losses of trade receivables*

Management assesses the expected credit losses ("ECL") for trade receivables at each reporting date. Credit losses are the difference between the contractual cash flows that are due to the entity and the cash flows that it actually expects to receive. Management applies the simplified approach of MFRS 9 Financial Instruments in assessing the impairment of trade receivables.

In determining the ECL, management uses the historical credit loss experience for trade receivables to estimate the ECL. Management is not only required to consider historical information that is adjusted to reflect the effects of current conditions and information that provides objective evidence that trade receivables are impaired in relation to incurred losses, but management also considers, when applicable, reasonable and supportable information that may include forecasts of future economic conditions when estimating the ECL, on an individual and collective basis. The need to consider forward-looking information means that management exercises considerable judgement as to how changes in macroeconomic factors will affect the ECL on trade receivables.

The ECL on trade receivables is mainly based on the historical credit loss experience. The carrying amount of trade receivables is disclosed in Note 22.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.5 Subsidiaries and basis of consolidation

The consolidated financial statements incorporated the financial statements of the Company and of all the subsidiaries controlled by the Company made up to the end of the financial year.

Non-controlling interests represent the equity in subsidiary companies not attributable, direct or indirectly, to the Group which consist of the amount of those non-controlling interests at the date of original combination, and the non-controlling interests' share of changes in the equity since the date of the combination.

Profit or loss and each component of other comprehensive income are attributed to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance.

Changes in the Group's ownership interest in a subsidiary company that do not result in the Group losing control over the subsidiary company are accounted for as equity transactions. The carrying amounts of the Group's interest and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary companies. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of consideration paid or received is recognised directly in equity and attributed to the owners of the parent.

When there is share buyback by a subsidiary company, the accretion of the Group's interest is recognised as a deemed acquisition of additional equity interest in the subsidiary company. When there is resale and reissuance of treasury shares by a subsidiary company, the dilution of the Group's interest is recognised as a deemed reduction of equity interest in the subsidiary company. The Group's equity remains unchanged on the cancellation and distribution of treasury shares as share dividend by a subsidiary company.

In the Company's separate financial statements, investments in subsidiary companies are stated at cost less impairment losses.

2.6 Associated companies and joint venture

An associate is an entity in which the Group has significant influence and that is neither a subsidiary nor an interest in a joint arrangement. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but no control or joint control over those policies. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group has significant influence.

On acquisition of the investment in an associate or a joint venture, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised in profit or loss.

When changes in the Group's interests in an associate do not result in a loss of significant influence, the retained interests in the associate are not remeasured. Any gain or loss arising from the changes in the Group's interests in the associate is recognised in the income statement.

In the Company's separate financial statements, investments in associated companies and joint ventures are stated at cost less impairment losses.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.7 Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment except for freehold land are stated at cost less accumulated depreciation and any accumulated impairment losses.

The cost of property, plant and equipment includes expenditure that is directly attributable to the acquisition of an asset. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is contracted as a consequence of acquiring or using the asset.

Freehold land has an unlimited useful life and therefore is not depreciated but is reviewed at each reporting date to determine whether there is an indication of impairment. Capital work-in-progress are also not depreciated as these assets are not available for use. Depreciation of other property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value over the estimated useful life, at the following annual rates:

Land and buildings	2% - 20% or over the remaining period of lease
Plant and machinery	5% - 33%
Motor vehicles	5% - 20%
Furniture, fittings, office and other equipment	10% - 33%

2.8 Investment properties

Investment properties are properties held to earn rental income or for capital appreciation or both rather than for use in the production or supply of goods and services or for administrative purposes, or sale in the ordinary course of business. Investment properties include properties that are being constructed or developed for future use as investment properties.

Investment properties are measured initially at cost, including expenditure that is directly attributable to the asset. Subsequently, it is measured at cost less accumulated depreciation and impairment losses, if any.

Freehold land has an unlimited useful life and therefore is not depreciated but is reviewed at each reporting date to determine whether there is an indication of impairment. Depreciation is provided for on a straight-line basis to write off the cost of other investment properties to its residual value over the estimated useful life, at the following annual rates:

Freehold buildings	2%
Leasehold land and buildings	2% - 10% or over the remaining period of lease

2.9 Biological assets and bearer plants

Biological assets comprise primarily livestock and fresh fruit bunches ("FFB") prior to harvest. Bearer plants consist of oil palms.

Biological assets are measured at fair value less costs to sell. Costs to sell include all incremental costs that would be necessary to sell the biological assets. Changes in fair value are recognised in profit or loss.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.9 Biological assets and bearer plants (continued)

Livestock

The Group's biological assets consists of the breeder parent stock, hatchable eggs, pullet and layer stock. The fair value is determined by using the discounted cash flow method applied onto each flock of livestock according to its lifecycle based on the forecasted number of eggs expected to be produced by each flock, the estimated selling price of eggs, day-old-chicks, and the residual value of spent birds.

The costs incurred for production flocks, which include feeds, staff costs and veterinary services, etc. as well as the cost of parent stock purchase, are incorporated in the fair value measurement.

Costs incurred during the rearing stage are recognised as expense when incurred.

2.10 Leases

a) *The Group and the Company as lessee*

The Group and the Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use ("ROU") assets representing the right to use the underlying assets.

ROU assets

The Group and the Company recognises ROU assets at the commencement date of the lease i.e., the date the underlying asset is available for use. ROU assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

ROU assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. The depreciation periods are as follows:

Properties	1 - 15 years
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Provision for restoration costs represents the estimated cost of restoring the leased properties to the condition stipulated in the contracts, which is capitalised and included in the cost of right-of-use assets.

Lease liabilities

At the commencement date of the lease, the Group and the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

In calculating the present value of lease payments, the Group and the Company uses its incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.10 Leases (continued)

a) *The Group and the Company as lessee (continued)*

Short term leases and leases of low-value assets

The Group and the Company applies the short-term lease recognition exemption to its short-term leases of asset (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

b) *The Group and the Company as lessor*

Leases are classified as finance leases or operating leases. Whenever the lease transfers substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the lease term. Initial direct costs incurred are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

2.11 Intangible assets – Computer software and film rights

Computer software and film rights acquired by the Group are stated at cost less accumulated amortisation and impairment losses, if any.

Amortisation is calculated to reduce the amount of computer software on a straight-line basis over its estimated useful life. The principal annual rate used is 25%.

Film rights are amortised based on the total revenue stream expected to be generated from the different titles and upon the exploitation of the rights.

2.12 Financial instruments

(i) **Financial assets**

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income, and fair value through profit or loss.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.12 Financial instruments (continued)

(i) Financial assets (continued)

Subsequent measurement of a financial asset depends on its classification, as described below:

(a) Amortised cost

Subsequent to initial recognition, the amortised cost of a financial asset is the amount at initial recognition minus principal repayments plus cumulative amortisation using the effective interest method and reduced by any impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Gain and loss is recognised in profit or loss when the asset is derecognised, modified or impaired.

(b) Fair value through other comprehensive income ("FVTOCI")

Equity instrument

Upon initial recognition, management may make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as FVTOCI.

Investments in equity instruments designated as FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in OCI and accumulated in a reserve in equity. The cumulative gain or loss will not be reclassified to profit or loss on derecognition of the equity investments; instead, they will be transferred to retained earnings.

Dividend is recognised as income in profit or loss unless the dividend clearly represents part recovery of the cost of investment.

(c) Fair value through profit or loss ("FVTPL")

All financial assets not classified as amortised cost or FVTOCI as described above are classified as FVTPL. This includes derivative financial assets (except for derivatives that are designated as effective hedging instruments).

Financial assets at FVTPL are carried in the statements of financial position at fair value with net changes in fair value recognised in profit or loss. Other net gains or losses, including any interest or dividend income, are also recognised in profit or loss.

All financial assets, except for those measured at FVTPL and equity investments measured at FVTOCI, are subject to impairment assessment.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.12 Financial instruments (continued)

(ii) Financial liabilities

Financial liabilities are classified, at initial recognition, as financial liabilities at amortised cost or financial liabilities at FVTPL.

The Group and the Company initially measures a financial liability at its fair value minus, in the case of a financial liability not at FVTPL, transaction costs that are directly attributable to the issue of the financial liability.

Subsequent measurement of a financial liability depends on its classification, as described below:

(a) Amortised cost

Financial liability is measured at amortised cost using the effective interest method, which allocates interest expenses at a constant rate over the term of the financial liability.

Subsequent to initial recognition, the amortised cost of a financial liability is the amount at initial recognition minus principal repayments, plus the cumulative amortisation using the effective interest method.

Gain or loss is recognised in profit or loss when the liability is derecognised as well as through the effective interest rate amortisation process.

(b) Fair value through profit or loss ("FVTPL")

This category includes derivative financial liabilities (except for derivatives that are designated as effective hedging instruments). The changes in fair value of these financial liabilities are recognised in profit or loss.

(iii) Equity instruments

Ordinary shares are classified as equity. Dividends on ordinary shares are recognised in equity in the period in which they are approved and declared for payment. The transaction costs of an equity transaction are accounted for as a deduction from equity.

Preference shares are classified as equity if they are non-redeemable or their redemption is at the discretion of the issuer.

(iv) Offsetting of financial instrument

Financial assets and financial liabilities are offset and the net amount is reported in the statements of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.13 Inventories

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Where necessary, allowance is provided for damaged, obsolete and slow moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

The cost of inventories is determined principally by the following methods:

(a) Raw materials and consumables

Purchase costs on a weighted average basis.

(b) Finished goods and work-in-progress

Costs of raw materials and labour and a proportion of overheads based on normal operating capacity. These costs are assigned on a weighted average basis.

(c) Completed properties

Costs comprise costs of acquisition of land including all related costs incurred subsequent to the acquisition necessary to prepare the land for its intended use, related development costs to projects and direct building costs.

(d) Land held for property development

Land held for property development is land on which development is not expected to be completed within the normal operating cycle. No significant development work would have been undertaken on these lands. Accordingly, land held for property development is classified as a non-current asset. Costs include incidental expenditure incurred to put the land in a condition ready for development.

Land on which development has commenced and is expected to be completed within the normal operating cycle is included in property development costs as a current asset.

(e) Property development costs

Property development costs comprise all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and applicable selling expenses.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.14 Revenue recognition

(a) Revenue from contracts with customers

Revenue from a contract with a customer is recognised when control of the goods or services is transferred to the customer. Revenue is measured based on the consideration specified in the contract to which the entity expects to be entitled in exchange for transferring the goods or services to the customer, excluding amounts collected on behalf of third parties.

If a contract with a customer contains more than one performance obligation, the amount of consideration is allocated to each performance obligation based on the relative stand-alone selling prices of the goods or services promised in the contract.

(i) Sales of goods

Sales of goods include predominantly sales of flour, feed, bakery products, livestock and consumer goods such as cooking oil, frozen food and household products. Revenue from sales of goods is recognised at the point in time when control of the goods is transferred to the customers, generally upon delivery of goods to the customers.

In determining the revenue for the sales of goods, the effects of variable consideration, the existence of significant financing component, non-cash consideration, and consideration payable to the customer, etc. are taken into consideration.

A refund liability is recognised for the obligation to refund some, or all of the consideration received (or receivable) from a customer. The Group's refund liabilities arise from customers' right of return and volume rebates. The liability is measured at the amount the Group ultimately expects it will have to return to the customer. The Group updates its estimates of refund liabilities (and the corresponding change in the transaction price) at the end of each reporting period. Separately, the Group recognises a related asset for the right to recover the returned goods, based on the former carrying amount of the good less expected costs to recover the goods, and adjusts them against cost of sales correspondingly.

(ii) Rendering of services

Rendering of services include provision of information technology, software and hardware servicing, and property management fees. Revenue is recognised over time, if a customer simultaneously receives and consumes the benefits provided by the entity's performance as the entity performs.

Revenue is recognised using an input method to measure progress towards complete satisfaction of the services.

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.14 Revenue recognition (continued)

(a) Revenue from contracts with customers (continued)

(ii) *Rendering of services (continued)*

The right-to-invoice practical expedient can be applied to a performance obligation satisfied over time by recognising revenue in the amount that the Group has a right to invoice the customer, which corresponds directly with the value transferred to the customer for the performance completed to date. The Group has elected to use the right-to-invoice practical expedient in certain service contracts where the Group invoices its customers on a per day basis that directly corresponds with the value received by the customer. As days are worked on the customer's contract, the Group satisfies its performance obligation to the customer and recognises revenue on a per day basis. When this practical expedient is used, the Group does not estimate variable consideration at the inception of the contract to determine the transaction price or for disclosure purposes.

(iii) *Revenue from cinema operations*

Revenue from cinema operations consist mainly of:

- Revenue from film exhibition reflects the gross value of receipt from ticket sales net of entertainment duty and is recognised upon exhibition of the film;
- Sales of concessions, food and beverages are recognised upon delivery to the customers; and
- Screen advertising is recognised upon the screening of the advertisement or content and is generally carried out over a period of time.

Advance sales of tickets, concession vouchers or billings are recorded as contract liability until the goods or services have been delivered.

(iv) *Loyalty points programme from cinema operations*

The Group has a loyalty points programme (i.e. GSC Rewards), which allows customers to accumulate GSCoins that can be redeemed for free movie tickets, and food and beverage vouchers. The GSCoins give rise to a separate performance obligation as they provide a material right to the customer.

A portion of the transaction price is allocated to the GSCoins awarded to customers based on the relative stand-alone selling price and recognised as a contract liability until the points are redeemed. Revenue is recognised upon redemption of free movie tickets, and food and beverage vouchers by the customer.

When estimating the contract liability, the Group considers the likelihood of redemption of the GSCoins. The Group updates its estimates of the GSCoins that will be redeemed on a periodic basis and any adjustments to the contract liability balance are charged against revenue.

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.14 Revenue recognition (continued)

(a) Revenue from contracts with customers (continued)

(v) *Sales of completed properties and development properties*

Revenue from sales of completed and development properties is measured at the fixed transaction price agreed under the sale and purchase agreement. Revenue is recognised over time, if (i) the entity creates an asset with no alternative use to the entity and the entity has an enforceable right to payment for performance completed to-date; or (ii) a customer controls the asset as it is created or enhanced by the entity.

Revenue from sales of completed properties is recognised at a point in time when control of the properties has been passed to the buyer.

Revenue from sales of development properties is recognised over the period of the contract by measuring the progress towards complete satisfaction of that performance obligation. Revenue is measured on the basis of the entity's efforts or inputs to the satisfaction of a performance obligation relative to the total expected inputs to the satisfaction of that performance obligation. The stage of completion is determined by the proportion of contract costs incurred to-date relative to the estimated total contract costs.

(b) Other income

Other income is recognised as follows:

- interest income and income from short-term fund placement are recognised using the effective interest rate method;
- dividend income is recognised when the right to receive payment is established; and
- leasing of investment properties (Refer to Note 2.10).

2.15 Functional and presentation currencies

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in RM, which is also the Company's functional currency.

Transactions in currencies other than the functional currency are recognised at the prevailing exchange rate on the date of the transaction. At the reporting date, monetary items denominated in foreign currencies are translated at the prevailing exchange rate on that date, and any exchange differences are recognised in profit or loss.

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.16 Impairment of non-financial assets

(a) Goodwill

Goodwill is reviewed annually for impairment, or more frequently if events or changes in circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units.

An impairment loss is recognised in the income statement when the carrying amount of the cash-generating unit, including the goodwill, exceeds the recoverable amount of the cash-generating unit. The recoverable amount of the cash-generating unit is the higher of the cash-generating unit's fair value less cost to sell and its value in use.

(b) Non-financial assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired.

If such an indication exists, the asset's recoverable amount is estimated. The recoverable amount is the higher of an asset's fair value less cost to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the assets. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash-generating unit to which the asset belongs.

An impairment loss is recognised whenever the carrying amount of an asset or a cash-generating unit exceeds its recoverable amount. Impairment losses are charged to the income statement.

Any reversal of an impairment loss as a result of a subsequent increase in recoverable amount should not exceed the carrying amount that would have been determined (net of amortisation or depreciation, if applicable) had no impairment loss been previously recognised for the asset.

2.17 Employee benefits

(a) Short-term employee benefits

Wages, salaries, paid annual leave, paid sick leave, bonuses and non-monetary benefits are recognised as an expense in the period in which the associated services are rendered by employees.

(b) Defined contribution benefits

The Company and its Malaysian subsidiaries make monthly contributions to the Employees Provident Fund ("EPF") which is a defined contribution plan. Foreign subsidiaries make contributions to their respective statutory pension plans. The obligation of the Group and the Company is limited to the amount that they agree to contribute to those defined contribution plans. The contributions to those plans are recognised as an expense when employees have rendered service entitling them to the contribution.

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.18 Taxation

The income tax expense represents the aggregate amount of current tax and deferred tax.

Current tax and deferred tax are recognised in profit or loss. Current tax and deferred tax are recognised in other comprehensive income or directly in equity, if the tax relates to items that are recognised in other comprehensive income or directly in equity. Where deferred tax arises from a business combination, the tax effect is included in the accounting for the business combination.

(a) Current tax

Current tax is the expected income tax payable on the taxable profit for the year, estimated using the tax rates enacted or substantially enacted by the end of the reporting period.

A provision is recognised for those matters for which the tax determination is uncertain but it is considered probable that there will be a future payment to a tax authority. The provisions are measured at the best estimate of the amount expected to become payable.

(b) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences, investment tax allowance or unused tax losses can be utilised.

(c) International tax reform – Pillar Two model rules

The Group is in the scope of the Pillar Two model rules as its revenue is more than EUR 750 million per year. Pillar Two legislation has been enacted / substantively enacted in some of the jurisdictions where the Group operates (including Malaysia), which will be effective from 1 January 2025. In Vietnam, Pillar Two legislation has been enacted effective from 1 January 2024.

The Group has performed an assessment of the Group's potential exposure to Pillar Two income taxes and does not expect any material exposure in any of the jurisdictions where the Group operates for the financial year endings 31 December 2024.

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.19 Cash and cash equivalents

Cash and cash equivalents are cash in hand, short-term and highly liquid investments that are readily convertible to known amounts of cash which are subject to insignificant risk of changes in value.

For the purpose of the statements of cash flows, cash and cash equivalents are presented net of bank overdrafts and exclude deposits pledged to secure banking facilities.

2.20 Segment reporting

Segment reporting in the financial statements is presented on the same basis as that used by management internally for evaluating operating segment performance and in deciding on the allocation of resources to each operating segment. Operating segments are distinguishable components of the Group that engage in business activities from which they 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 results are reviewed regularly by the chief operating decision-maker to decide on the allocation of resources to the segment and assess its performance, and for which discrete financial information is available.

Segment revenue, expenses, assets and liabilities are those amounts resulting from operating activities of a segment that are directly attributable to the segment and a relevant portion that can be reasonably allocated to the segment.

Segment revenue, expenses, assets and liabilities are determined before intra-group balances and intra-group transactions are eliminated as part of the consolidation process, except to the extent that such intra-group balances and transactions are between group entities within a single segment.

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

3. REVENUE

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Revenue from contracts with customers				
(a) Recognised at a point in time				
Sales of goods	4,739,580	5,030,688	-	-
Sales of completed properties	420	71,617	-	-
Revenue from cinema operations	555,768	541,972	-	-
(b) Recognised over time				
Rendering of services	36,847	34,593	-	-
	5,332,615	5,678,870	-	-
Rental from leasing of investment properties	40,119	34,562	29,752	26,864
Dividend income				
- subsidiaries	-	-	56,000	97,981
- associates	-	-	696,410	673,892
- other investments	13,153	7,261	12,925	7,036
	5,385,887	5,720,693	795,087	805,773

Reconciliation of revenue from contract customers and segmental information:

	Grains & agribusiness RM'000	Consumer products RM'000	Film exhibition & distribution RM'000	Property RM'000	Other operations RM'000	Total RM'000
2024						
Sales of goods	3,948,675	784,241	-	6,664	-	4,739,580
Sales of completed properties	-	-	-	420	-	420
Revenue from cinema operations	-	-	555,768	-	-	555,768
Rendering of services	-	-	31,288	4,926	633	36,847
	3,948,675	784,241	587,056	12,010	633	5,332,615

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

3. REVENUE (CONTINUED)

Reconciliation of revenue from contract customers and segmental information: (continued)

	Grains & agribusiness RM'000	Consumer products RM'000	Film exhibition & distribution RM'000	Property RM'000	Other operations RM'000	Total RM'000
2023						
Sales of goods	4,255,957	761,035	-	5,733	7,963	5,030,688
Sales of completed properties	-	-	-	71,617	-	71,617
Revenue from cinema operations	-	-	541,972	-	-	541,972
Rendering of services	-	-	28,297	5,532	764	34,593
	4,255,957	761,035	570,269	82,882	8,727	5,678,870

Remaining unsatisfied performance obligations ("RUPO") represent the transaction price for goods and services for which the Group has a material right but work has not been performed. Transaction price of the RUPO includes the base transaction price, variable consideration and changes in transaction price. There is no amount of the transaction price allocated to the RUPO of the Group as at year end (2023: RM nil).

4. FINANCE COSTS

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Interest expense on:				
Banker's acceptance	-	890	-	-
Revolving credits	10,960	23,596	-	-
Bank term loans	9,388	25,455	-	-
Bank overdrafts	55	237	-	-
Interest expense on lease obligations	19,672	17,824	94	145
	40,075	68,002	94	145

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

5. PROFIT BEFORE TAXATION

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<i>Profit before taxation is stated after charging/(crediting):</i>				
Amortisation of other intangible assets	9,551	5,414	-	-
Auditors' remuneration				
- statutory audit	1,112	1,112	185	185
- non-audit services	517	12	37	7
Other auditors' remuneration				
- statutory audit	309	309	-	-
Net impairment/(Reversal of impairment) of trade and other receivables	29,368	21,680	(393)	(406)
Depreciation				
- property, plant and equipment	122,948	137,581	867	902
- investment properties	7,464	7,946	6,513	6,534
- right-of-use assets	52,595	48,006	1,382	1,387
- bearer plants	225	228	-	-
Direct operating expenses from investment properties	40,994	29,848	28,929	28,274
Directors' remuneration				
- fees	1,243	1,304	1,213	1,274
- other emoluments	4,685	7,369	4,681	7,369
Net foreign exchange loss/(gain)				
- realised	7,599	(14,173)	4,000	(2,861)
- unrealised	8,993	16,546	5,472	(5,975)
Net fair value (gain)/loss on				
- derivative financial instruments	(65,615)	(107,836)	(5,668)	5,356
- biological assets	6,430	(3,518)	-	-
Reversal of provision of restoration cost	(759)	-	-	-
Loss on strike-off of an associate	-	-	20	-
Net (gain)/loss on disposal of				
- property, plant and equipment	(132)	721	(1)	(168)
- investment properties	(3,337)	-	-	-
- subsidiaries	-	(55,786)	(1,186)	-
- associate	(14,275)	-	-	-

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

5. PROFIT BEFORE TAXATION (CONTINUED)

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
(Reversal of)/provision for impairment of				
- property, plant and equipment	(2,246)	47,341	-	-
- right-of-use asset	758	5,340	-	-
- other intangible assets	(4)	48	-	-
- investment in an associate	-	59,554	-	-
Rental rebate	(5,245)	(1,619)	-	-
Short-term and low value asset leases	1,700	1,101	-	-
Property, plant and equipment and other assets written off	4,317	1,336	49	10
Inventories written down	-	98	-	-
Interest income	(15,537)	(17,949)	(3,719)	(4,121)
Income from short-term fund placements	(46,612)	(40,661)	(40,466)	(35,448)
Rental income	(6,809)	(6,327)	-	-

6. TAX EXPENSE

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Malaysian taxation				
Current	60,259	35,183	1,034	104
Deferred	16,070	25,742	-	-
	76,329	60,925	1,034	104
Foreign taxation				
Current	2,717	2,229	-	-
Deferred	1,899	5,713	-	-
	4,616	7,942	-	-
	80,945	68,867	1,034	104
Under/(over) provision in prior financial year				
Malaysian taxation				
Current	810	7,637	422	154
Deferred	279	(8,669)	-	-
Foreign taxation				
Current	8,529	-	-	-
	9,618	(1,032)	422	154
	90,563	67,835	1,456	258

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

6. TAX EXPENSE (CONTINUED)

The difference between the provision for taxation and the amount of taxation determined by applying the applicable statutory tax rate of 24% to the profit before taxation is analysed as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Profit before taxation	1,332,518	1,488,474	774,489	788,135
Taxation at applicable tax rate	319,804	357,234	185,877	189,152
<i>Tax effects arising from:</i>				
Effect of share of results of:				
- associates	(253,351)	(318,592)	-	-
- joint ventures	(936)	(1,144)	-	-
Non-taxable income	(22,562)	(29,952)	(195,884)	(198,588)
Non-deductible expenses	32,606	63,380	11,041	9,540
Utilisation of reinvestment allowance	-	(5,251)	-	-
Utilisation of previously unrecognised tax losses	(1,099)	(2,235)	-	-
Withholding tax on undistributed profits of foreign associates	1,981	3,464	-	-
Deferred tax assets not recognised on other deductible temporary differences	4,502	1,963	-	-
Under/(over) provision in prior financial year	9,618	(1,032)	422	154
	90,563	67,835	1,456	258

7. EARNINGS PER SHARE

The basic and diluted earnings per share are calculated by dividing the Group's profit for the financial year attributable to owners of the parent by the number of ordinary shares in issue during the financial year.

	Group	
	2024	2023
Profit for the year attributable to owners of the parent (RM'000)	1,219,411	1,394,305
Number of ordinary shares in issue ('000)	1,422,599	1,422,599
Earnings per share - basic and diluted (sen)	85.7	98.0

The basic and diluted earnings per share are the same as the Group has no potential dilutive ordinary shares as at the end of the financial year.

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8. PROPERTY, PLANT AND EQUIPMENT

Group	Land and buildings		Plant and machinery	Motor vehicles	Furniture, fittings, office and other equipment	Capital work-in-progress	Total
	Freehold RM'000	Leasehold RM'000					
Cost							
At 1.1.2024	180,765	1,007,597	1,013,498	78,808	228,140	109,410	2,618,218
Additions	1,552	10,627	22,974	7,078	15,180	59,231	116,642
Disposals	-	-	(959)	(2,334)	(1,026)	-	(4,319)
Exchange differences	(6)	(9,596)	(13,328)	(154)	(421)	(98)	(23,603)
Write-offs	-	(4,052)	(9,926)	(172)	(6,997)	-	(21,147)
Reclassifications	-	70,254	25,628	2,455	9,618	(107,955)	-
Transfer from investment properties (Note 9)	808	-	-	-	-	-	808
Transfer from/(to) other intangible assets (Note 14)	-	-	5	-	600	(3,851)	(3,246)
At 31.12.2024	183,119	1,074,830	1,037,892	85,681	245,094	56,737	2,683,353
Accumulated depreciation							
At 1.1.2024	92,523	466,593	606,799	37,045	158,342	-	1,361,302
Charge for the financial year	3,394	44,889	50,992	6,056	17,617	-	122,948
Disposals	-	-	(579)	(2,044)	(923)	-	(3,546)
Exchange differences	(1)	(4,041)	(7,474)	(126)	(593)	-	(12,235)
Write-offs	-	(2,331)	(7,693)	(120)	(6,744)	-	(16,888)
At 31.12.2024	95,916	505,110	642,045	40,811	167,699	-	1,451,581

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

8. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group	Land and buildings		Plant and machinery	Motor vehicles	Furniture, fittings, office and other equipment	Capital work-in-progress	Total
	Freehold RM'000	Leasehold RM'000					
Accumulated impairment losses							
At 1.1.2024	-	32,039	12,723	-	5,056	544	50,362
Disposal	-	(1,652)	(335)	-	(259)	-	(2,246)
At 31.12.2024	-	30,387	12,388	-	4,797	544	48,116
Net book value at 31.12.2024	87,203	539,333	383,459	44,870	72,598	56,193	1,183,656

Cost

At 1.1.2023	179,937	1,113,498	1,115,043	76,140	213,390	71,755	2,769,763
Additions	939	17,479	26,322	2,571	17,426	118,745	183,482
Disposals	-	(32)	(2,566)	(1,162)	(540)	-	(4,300)
Disposals of subsidiaries	-	(172,389)	(163,222)	(2,073)	(4,183)	-	(341,867)
Exchange differences	7	15,190	15,171	192	473	(22)	31,011
Write-offs	(118)	(808)	(8,279)	(77)	(9,902)	-	(19,184)
Reclassifications	-	34,659	31,029	3,217	11,476	(80,381)	-
Transfer to other intangible assets (Note 14)	-	-	-	-	-	(687)	(687)
At 31.12.2023	180,765	1,007,597	1,013,498	78,808	228,140	109,410	2,618,218

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

8. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group	Land and buildings		Plant and machinery	Motor vehicles	Furniture, fittings, office and other equipment	Capital work-in-progress	Total
	Freehold RM'000	Leasehold RM'000					
Accumulated depreciation							
At 1.1.2023	88,902	495,500	672,188	33,080	153,157	-	1,442,827
Charge for the financial year	3,695	51,006	58,314	5,957	18,609	-	137,581
Disposals	-	(18)	(1,322)	(940)	(478)	-	(2,758)
Disposal of subsidiary	-	(85,676)	(124,814)	(1,089)	(3,720)	-	(215,299)
Exchange differences	-	5,889	10,447	88	377	-	16,801
Write-offs	(74)	(108)	(8,014)	(51)	(9,603)	-	(17,850)
At 31.12.2023	92,523	466,593	606,799	37,045	158,342	-	1,361,302
Accumulated impairment losses							
At 1.1.2023	-	877	3,158	-	230	-	4,265
Charge for the financial year	-	31,162	10,809	-	4,826	544	47,341
Disposal	-	-	(1,244)	-	-	-	(1,244)
At 31.12.2023	-	32,039	12,723	-	5,056	544	50,362
Net book value at 31.12.2023	88,242	508,965	393,976	41,763	64,742	108,866	1,206,554

During the financial year, the Group has estimated the recoverable amounts of certain property, plant and equipment and right-of-use assets relating to cinema properties under film exhibition and distribution segment. As the recoverable amount was in excess of the carrying amount, no impairment was required on property, plant and equipment (FY2023: RM47 million) and on right-of-use assets (FY2023: RM5 million) as disclosed in Note 10 for a number of cinemas (FY2023: RM87 million aggregated recoverable amount). The impairment losses in the previous financial year which were recorded in other expenses in the Consolidated Income Statement, were attributable to the lower admission rates in certain non-strategic locations, coupled with the deferment of several key blockbuster titles as a result of the ongoing actors and writers' strikes in Hollywood, which halted production, postponement of movie releases and affected the supply of movie contents in the medium term.

The recoverable amounts have been determined by value-in-use calculation using cash flow projections based on financial budgets approved by the management, with a pre-tax discount rate of 12.5% (2023: 12.5%). The key assumptions used to determine the recoverable amounts include revenue growth rate and discount rate.

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

8. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Company	Motor vehicles RM'000	Furniture, fittings, office and other equipment RM'000	Total RM'000
Cost			
At 1.1.2024	1,024	7,354	8,378
Additions	-	548	548
Disposals	-	(10)	(10)
Write-offs	-	(107)	(107)
At 31.12.2024	1,024	7,785	8,809
Accumulated depreciation			
At 1.1.2024	625	5,204	5,829
Charge for the financial year	159	708	867
Disposals	-	(10)	(10)
Write-offs	-	(58)	(58)
At 31.12.2024	784	5,844	6,628
Net book value at 31.12.2024	240	1,941	2,181
Cost			
At 1.1.2023	1,049	5,418	6,467
Additions	398	2,221	2,619
Disposals	(423)	(250)	(673)
Write-offs	-	(35)	(35)
At 31.12.2023	1,024	7,354	8,378
Accumulated depreciation			
At 1.1.2023	851	4,772	5,623
Charge for the financial year	197	705	902
Disposals	(423)	(248)	(671)
Write-offs	-	(25)	(25)
At 31.12.2023	625	5,204	5,829
Net book value at 31.12.2023	399	2,150	2,549

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9. INVESTMENT PROPERTIES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Cost				
At 1 January	517,864	516,839	364,614	363,286
Additions	1,431	2,876	1,019	1,328
Reversal of provision	(12,195)	(1,851)	-	-
Disposal	(13,245)	-	-	-
Write-off	(356)	-	-	-
Transfer to property, plant and equipment (Note 8)	(808)	-	-	-
At 31 December	492,691	517,864	365,633	364,614
Accumulated depreciation				
At 1 January	153,301	145,355	81,607	75,073
Charge for the financial year	7,464	7,946	6,513	6,534
Disposal	(7,994)	-	-	-
Write-off	(356)	-	-	-
At 31 December	152,415	153,301	88,120	81,607
Accumulated impairment losses				
At 1 January	4,802	4,802	4,022	4,022
Disposal	(646)	-	-	-
At 1 January / 31 December	4,156	4,802	4,022	4,022
Net book value at 31 December	336,120	359,761	273,491	278,985
Fair value at 31 December	1,034,077	1,032,255	514,406	510,261

The fair value of the investment properties as at the financial year end was arrived at by reference to market evidence of transacted prices for similar properties and was performed by an experienced registered independent valuer for the locations and type of the properties being valued.

The fair value of the investment properties is within Level 3 of the fair value hierarchy.

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10. RIGHT-OF-USE ASSETS AND LEASE OBLIGATIONS

The Group and Company as Lessee:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Right-of-use assets:				
Properties	427,627	489,513	1,506	2,937
Less: Impairment loss	(758)	(5,340)	-	-
	426,869	484,173	1,506	2,937
Lease obligations:				
Non-current	400,967	455,548	614	1,755
Current	52,383	46,018	1,129	1,409
	453,350	501,566	1,743	3,164

The leases of properties are typically made for periods of 3 to 15 years. The lessors do not impose any covenants. The properties are mainly used for the Group's cinema operations and offices.

Additions to right-of-use assets during the current financial year for the Group amounted to RM25.8 million (2023: RM163.8 million).

Leases of land and buildings are disclosed in Notes 8 and 12.

The changes in lease obligations (fixed lease payments) are as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Balance as at 1 January	501,566	381,267	3,164	3,085
Lease payment	(65,254)	(52,903)	(1,515)	(1,487)
Rental rebate (Note 5)	(5,245)	(1,619)	-	-
Interest expense	19,672	17,824	94	145
Addition	25,828	157,293	-	1,421
Disposal of subsidiary	-	(339)	-	-
Adjustment on lease remeasurement	(23,153)	-	-	-
Exchange differences	(64)	43	-	-
Balance as at 31 December	453,350	501,566	1,743	3,164

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10. RIGHT-OF-USE ASSETS AND LEASE OBLIGATIONS (CONTINUED)

The Group and Company as Lessee: (continued)

For the leases in relation to the cinema operations, the lease payments can vary based on a certain percentage of the cinema's revenue. There are renewal options for the leases, whereby the lease liability has already incorporated the extension options based on the expected tenure.

The committed leases which have yet to commence at the reporting date are as follows:

	Group	
	2024 RM'000	2023 RM'000
- more than one year but less than five years	20,233	19,427
- over five years	21,300	21,300
	41,533	40,727

The Group and Company as Lessor:

Operating leases

Investment properties are leased out typically for 1 to 3 years.

Analysis of undiscounted lease payments to be received after the reporting date, on an annual basis:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
- within one year	29,039	28,295	21,470	21,176
- more than one year but less than five years	20,653	21,237	18,096	14,310
	49,692	49,532	39,566	35,486

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11. BIOLOGICAL ASSETS AND BEARER PLANTS

(a) **Bearer Plants**
(included under non-current assets)

	Group	
	2024 RM'000	2023 RM'000
Carrying amount	3,940	4,204

(b) **Livestock**
(included under current assets)

	Group	
	2024 RM'000	2023 RM'000
At 1 January	25,200	19,980
Changes in fair value	(6,430)	3,518
Purchases	7,776	7,189
Disposals	(7,606)	(5,487)
At 31 December	18,940	25,200

During the financial year, the Group produced approximately 35.3 million (2023: 29.7 million) day-old-chicks and 234.8 million (2023: 223.9 million) table eggs.

As at 31 December 2024, the quantities of poultry and hatchable eggs were 1.4 million birds and 2.4 million eggs (2023: 1.4 million birds and 3.2 million eggs) respectively.

The fair value measurements of biological assets are categorised at Level 3 of the fair value hierarchy.

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12. LAND HELD FOR PROPERTY DEVELOPMENT

Group	Freehold land RM'000	Leasehold land RM'000	Development expenditure RM'000	Total RM'000
Cost				
At 1 January 2024	66,104	263	31,803	98,170
Additions	38,314	-	-	38,314
At 31 December 2024	104,418	263	31,803	136,484
At 1 January 2023/31 December 2023	66,104	263	31,803	98,170

13. GOODWILL

	Group	
	2024	2023
	RM'000	RM'000
Cost		
At 1 January/31 December	70,232	70,232

Impairment testing of goodwill

Goodwill arising from business combinations had been allocated to the Group's cash-generating units ("CGU") identified according to business segments as follows:

	Group	
	2024	2023
	RM'000	RM'000
Film exhibition and distribution	70,232	70,232

Film exhibition and distribution

The recoverable amount of the CGU of film exhibition and distribution is determined by value-in-use calculation using cash flow projections based on financial budgets covering a five-year period. Cash flows beyond that five-year period have been extrapolated using a terminal growth rate of 2.0% (2023: 2.0%) per annum ("p.a."). A pre-tax discount rate of 12.5% (2023: 12.5%) is applied to cash flow projections which also reflects the specific risks relating to the CGU.

Sensitivity to changes in assumptions

All the above key assumptions are based on management knowledge in the industry and historical information. In assessing the value-in-use, management is of the view that no foreseeable changes in any of the above key assumptions are expected to cause the carrying values of the respective CGUs to materially exceed their recoverable amounts.

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14. OTHER INTANGIBLE ASSETS

Group	Film rights RM'000	Computer software RM'000	Total RM'000
Cost			
At 1 January 2024	123,059	33,677	156,736
Additions	2,203	3,144	5,347
Write-offs	-	(3,067)	(3,067)
Transfer from property, plant and equipment (Note 8)	-	3,246	3,246
Exchange differences	-	(80)	(80)
At 31 December 2024	125,262	36,920	162,182
Accumulated amortisation			
At 1 January 2024	118,166	20,514	138,680
Charge for the financial year	5,303	4,248	9,551
Write-offs	-	(3,009)	(3,009)
Exchange differences	-	142	142
At 31 December 2024	123,469	21,895	145,364
Accumulated impairment losses			
At 1 January 2024	-	48	48
Reversal for the financial year	-	(4)	(4)
At 31 December 2024	-	44	44
Carrying amount as at 31 December 2024	1,793	14,981	16,774
Cost			
At 1 January 2023	118,320	29,691	148,011
Additions	4,739	5,615	10,354
Disposal of a subsidiary	-	(1,366)	(1,366)
Write-offs	-	(1,019)	(1,019)
Transfer from property, plant and equipment (Note 8)	-	687	687
Exchange differences	-	69	69
At 31 December 2023	123,059	33,677	156,736
Accumulated amortisation			
At 1 January 2023	115,423	19,984	135,407
Charge for the financial year	2,743	2,671	5,414
Disposal of a subsidiary	-	(1,199)	(1,199)
Write-offs	-	(1,017)	(1,017)
Exchange differences	-	75	75
At 31 December 2023	118,166	20,514	138,680
Accumulated impairment losses			
At 1 January 2023	-	-	-
Charge for the financial year	-	48	48
At 31 December 2023	-	48	48
Carrying amount as at 31 December 2023	4,893	13,115	18,008

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15. INVESTMENT IN SUBSIDIARIES

	Company	
	2024 RM'000	2023 RM'000
Unquoted shares at cost	1,640,818	1,632,299
Impairment loss on unquoted shares at cost	(25,538)	(25,538)
	1,615,280	1,606,761

Details of the subsidiaries are set out in Note 39.

The Group has assessed the non-controlling interests in the subsidiaries of the Group and has determined that the non-controlling interests are not individually material to the Group's financial position, performance and cash flows.

For the previous financial year ended 31 December 2023

- a) On 28 February 2023, Chemquest Sdn Bhd ("CQ"), a 55%-owned subsidiary of the Company completed the disposal of its entire 99.57% equity interest in Malayan Adhesives and Chemicals Sdn Bhd ("MAC") for a consideration of RM57 million.
- b) On 11 September 2023, Mantap Aman Sdn Bhd, an indirect 100%-owned subsidiary of the Company held via the Company's 80% equity interest in FFM Berhad ("FFM"), completed the disposal of its entire 51% equity interest in PT Pundi Kencana for a cash consideration of Rp290.7 billion (equivalent to RM88.5 million).

The effects of the disposal of MAC and PT Pundi Kencana on cash flows were as follows:

Group	2023 RM'000
Net assets disposed	89,696
Total disposal proceeds	(145,482)
Gain on disposal recognised in profit or loss	(55,786)
Disposal proceeds settled by Cash	145,482
Cash inflow arising on disposals:	
Cash considerations	145,482
Cash and cash equivalents of subsidiaries disposed	(20,984)
Net cash inflow on disposal	124,498

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16. INVESTMENT IN ASSOCIATES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Quoted shares at cost	8,129,382	8,080,369	8,733,642	8,684,629
Unquoted shares at cost	726,176	740,506	316,007	313,167
	8,855,558	8,820,875	9,049,649	8,997,796
Impairment loss on unquoted shares	(86,286)	(87,995)	(25)	(25)
Group's share of post-acquisition reserves	13,878,591	14,702,195	-	-
	22,647,863	23,435,075	9,049,624	8,997,771
Market value of quoted shares	11,996,912	14,562,655	11,996,912	14,562,655

The Group's share of the associates' current year loss and accumulated losses amounted to RM99,000 and RM2,540,174 (2023: RM113,000 and RM2,440,910) respectively have not been recognised in the Group's income statement as equity accounting ceased when the Group's share of losses of these associates exceeded the carrying amount of its investment in these associates.

The Group regards Wilmar International Limited ("Wilmar") as material associate to the Group. The summarised financial information below represents the amounts in the financial statements of Wilmar and not the Group's share of those amounts:

	2024 RM'000	2023 RM'000
Non-current assets	117,976,525	125,926,650
Current assets	148,638,722	157,775,246
Non-current liabilities	(34,097,420)	(43,148,791)
Current liabilities	(132,303,952)	(136,122,266)
Net assets	100,213,875	104,430,839
Revenue	307,289,046	306,516,762
Profit for the financial year	5,602,551	7,568,404
Other comprehensive loss	(3,468,820)	(2,547,646)
Total comprehensive income	2,133,731	5,020,758
Other disclosures		
Cash and cash equivalents	13,617,729	20,107,679
Current financial liabilities (excluding trade and other payables and provision)	(101,109,498)	(109,183,840)
Non-current financial liabilities (excluding trade and other payables and provision)	(29,795,807)	(38,882,230)
Depreciation and amortisation	(5,923,175)	(5,566,114)
Finance income	1,804,547	2,296,559
Finance expense	(5,486,356)	(5,712,340)
Income tax expense	(2,356,179)	(1,360,527)

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16. INVESTMENT IN ASSOCIATES (CONTINUED)

The reconciliation of the summarised financial information of the Group's material associate to the carrying amount of interest in the associate is as follows:

	2024 RM'000	2023 RM'000
Net assets	100,213,875	104,430,839
Proportion of ownership interest held by the Group	18.8%	18.8%
Group's share of net assets	18,820,166	19,612,112
Goodwill	4,598,785	4,716,399
Other adjustments		
- Non-controlling interests' share of associate's net assets	(2,127,241)	(2,223,085)
- Others	(78,494)	(70,863)
Carrying amount of the Group's interest in the associate	21,213,216	22,034,563

The Company considers Wilmar as an associate by virtue of its ability to exercise significant influence over Wilmar's financial and operating policy decisions through its board representation.

During the financial year, the Company received dividends from Wilmar amounted to RM687.0 million (2023: RM671.5 million).

As at 31 December 2024, the market value of shares in Wilmar held by the Company was below its carrying amount. Accordingly, the Company had undertaken an impairment test on the carrying amount of the investment in the associate.

The recoverable amount of the investment in Wilmar was estimated using cash flow projections covering a five-year period. Cash flows beyond that five-year period have been extrapolated using a terminal growth rate of 3.5% (2023: 3.5%) p.a. A pre-tax discount rate of 9.5% (2023: 9.4%) was applied to the cash flow projections. All the above key assumptions are based on management knowledge in the respective industries and historical information. As the recoverable amount was in excess of the carrying amount, no impairment was required.

There was no impairment loss recorded by the Group for the financial year ended 31 December 2024. In the previous financial year, the Group recognised an impairment loss of RM60 million with recoverable amount of RM82 million, which was determined based on a fair value model on the investment in Galaxy Studio Joint Stock Company using a pre-tax discount rate of 15.0%. The impairment loss recognised in the previous financial year was due to the continued challenges and slower-than-expected recovery within the Vietnam cinema industry. The key assumptions used to determine the recoverable amounts include revenue growth rate and discount rate.

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16. INVESTMENT IN ASSOCIATES (CONTINUED)

The summarised aggregate financial information of the Group's share in other individually non-material associates as at 31 December are as follows:

	2024 RM'000	2023 RM'000
Profit for the financial year	63,389	28,128
Other comprehensive loss	(2,841)	(3,623)
Total comprehensive income	60,548	24,505
Carrying amount of the Group's interests in other associates	1,434,647	1,400,512

Details of the associates are set out in Note 40.

The Group has received dividends from non-material associates in the current financial year amounted to RM16.2 million (2023: RM3.2 million).

17. INVESTMENT IN A JOINT VENTURE

	Group	
	2024 RM'000	2023 RM'000
Group's share of post-acquisition reserves	3,512	36,614

The summarised financial information of the Group's share of a joint venture as at 31 December is as follows:

	Group	
	2024 RM'000	2023 RM'000
Profit for the financial year	3,899	4,766

Details of the joint ventures are set out in Note 41.

The distribution of profit from joint venture in the current financial year amounted to RM6.6 million (2023: RM6.8 million).

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18. OTHER INVESTMENTS

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
<u>Equity instruments designated at FVTOCI¹</u>				
Quoted shares	264,763	262,338	249,187	246,680
Unquoted shares	5,427	427	266	266
	270,190	262,765	249,453	246,946
<u>Financial instruments designated at FVTPL²</u>				
Other investments	69,652	58,664	10,889	5,425
	339,842	321,429	260,342	252,371

The Group and the Company received dividends of RM13.2 million (2023: RM7.3 million) and RM12.9 million (2023: RM7.0 million) respectively from these investments during the financial year.

Equity instruments designated at FVTOCI

The Group and the Company have elected to measure these equity instruments at FVTOCI due to the Group's and the Company's intention to hold these equity instruments for long-term appreciation.

FVTOCI¹ represents fair value through other comprehensive income

FVTPL² represents fair value through profit or loss

19. DEFERRED TAX ASSETS/(LIABILITIES)

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
At 1 January	(74,228)	(58,738)	-	-
Arising from disposal of subsidiary companies	-	7,610	-	-
Exchange differences	(10)	(314)	-	-
Recognised in profit or loss	(18,248)	(22,786)	-	-
At 31 December	(92,486)	(74,228)	-	-

Presented after offsetting as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Deferred tax assets	41,424	43,526	-	-
Deferred tax liabilities	(133,910)	(117,754)	-	-
	(92,486)	(74,228)	-	-

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19. DEFERRED TAX ASSETS/(LIABILITIES) (CONTINUED)

The components and movements of deferred tax assets and liabilities during the financial year prior to offsetting are as follows:

Deferred Tax Assets

Group	Unabsorbed tax losses and capital allowances RM'000	Others RM'000	Total RM'000
2024			
At beginning of the financial year	67,847	2,111	69,958
Recognised in profit or loss	(11,327)	2,559	(8,768)
Exchange differences	-	(10)	(10)
At end of financial year	56,520	4,660	61,180
Set-off deferred tax liability			(19,756)
			41,424

Deferred Tax Liabilities

Group	Property, plant and equipment RM'000	Withholding tax on undistributed profits of foreign associates RM'000	Total RM'000
2024			
At beginning of the financial year	(85,099)	(59,087)	(144,186)
Recognised in profit or loss	(7,499)	(1,981)	(9,480)
At end of financial year	(92,598)	(61,068)	(153,666)
Set-off deferred tax asset			19,756
			(133,910)

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19. DEFERRED TAX ASSETS/(LIABILITIES) (CONTINUED)

Deferred Tax Assets

Group	Unabsorbed tax losses and capital allowances RM'000	Others RM'000	Total RM'000
2023			
At beginning of the financial year	85,501	2,471	87,972
Recognised in profit or loss	(25,264)	(46)	(25,310)
Arising from disposal of subsidiary companies	7,610	-	7,610
Exchange differences	-	(314)	(314)
At end of financial year	67,847	2,111	69,958
Set-off deferred tax liability			(26,432)
			43,526

Deferred Tax Liabilities

Group	Property, plant and equipment RM'000	Withholding tax on undistributed profits of foreign associates RM'000	Total RM'000
2023			
At beginning of the financial year	(91,087)	(55,623)	(146,710)
Recognised in profit or loss	5,988	(3,464)	2,524
At end of financial year	(85,099)	(59,087)	(144,186)
Set-off deferred tax asset			26,432
			(117,754)

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19. DEFERRED TAX ASSETS/(LIABILITIES) (CONTINUED)

The temporary differences and unused tax credits exist as at 31 December of which the deferred tax assets have not been recognised in the financial statements are as follows:

	Group	
	2024	2023
	RM'000	RM'000
Unabsorbed tax losses, capital allowances and reinvestment allowance*	145,194	132,794

* Based on the tax rules enacted from Malaysia Finance Act 2021, the time limit for the carry forward of the unutilised tax losses has been extended from 7 years to 10 years. As a result of this change, the unutilised tax losses accumulated up to the YA 2018 are allowed to be carried forward for 10 consecutive years of assessment (i.e. from YA 2019 to 2028) and any balance of the unutilised tax losses thereafter shall be disregarded.

The Group has recognised the deferred tax assets based on the probability that sufficient taxable profit will be generated in the future against which the deferred tax assets can be utilised.

Pursuant to the relevant tax regulations, the unrecognised tax credits at the end of the reporting period will expire as follows:

	Group	
	2024	2023
	RM'000	RM'000
- With no expiry	38,309	38,771
- More than 12 months	106,885	94,023
	145,194	132,794

20. INVENTORIES

	Group	
	2024	2023
	RM'000	RM'000
At cost:		
Raw materials	501,986	571,755
Goods in transit - raw materials	240,751	9,384
Work-in-progress	6,630	8,130
Finished goods	125,333	129,618
Completed properties	14,416	14,612
Consumables	32,834	31,042
	921,950	764,541
Recognised in income statement:		
Inventories recognised in cost of sales	4,284,333	4,618,820

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21. PROPERTY DEVELOPMENT COSTS

	Group	
	2024	2023
	RM'000	RM'000
Freehold land - at cost	1,404	1,404
Development and construction costs	1,605	1,119
At 1 January	3,009	2,523
Additions	175	486
At 31 December	3,184	3,009

22. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Current				
Receivables from contract with customers				
- third parties	689,808	627,809	-	-
- associates	8,013	8,639	-	-
	697,821	636,448	-	-
Other trade receivables				
- third parties	759	1,770	527	1,554
	698,580	638,218	527	1,554
Impairment	(20,761)	(20,085)	(139)	(532)
Total trade receivables (a)	677,819	618,133	388	1,022
Other receivables (b)	232,421	172,499	4,194	3,040
Amount due from subsidiaries (c)	-	-	2,607	3,148
Amount due from associates (d)	52,228	94,281	-	-
Trade and other receivables	962,468	884,913	7,189	7,210

(a) Trade receivables

The balances are subject to normal credit terms of the Group and the Company ranging from 7 to 120 days.

Included in trade receivables of the Group is a retention sum of RM43,000 (2023: RM5.7 million) arising from contract customers.

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22. TRADE AND OTHER RECEIVABLES (CONTINUED)

(b) Other receivables

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Sundry receivables	122,865	92,322	1,959	1,907
Impairment	(44,823)	(15,147)	-	-
	78,042	77,175	1,959	1,907
Interest receivable	1,194	352	1,019	253
Deposits	85,748	55,300	666	666
Prepayments - shipment in transit	48,567	23,735	-	-
Prepayments - others	18,870	15,937	550	214
	232,421	172,499	4,194	3,040

Included in sundry receivables is an amount of RM57.9 million (2023: RM57.8 million) related to the remaining deferred payment for the disposal of CWM Group Sdn Bhd in prior financial years.

(c) Amount due from subsidiaries

The amount due from subsidiaries included under current assets is unsecured and is analysed as follows:

	Company	
	2024	2023
	RM'000	RM'000
Non-interest bearing	2,607	3,148

The non-interest bearing balances are non-trade in nature, unsecured and repayable on demand.

(d) Amount due from associates

The amount due from associates included under current assets is unsecured and is analysed as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Interest-bearing at 2.80% p.a.	-	50,622	-	-
Non-interest bearing	59,694	52,109	-	-
	59,694	102,731	-	-
Allowance for impairment	(7,466)	(8,450)	-	-
	52,228	94,281	-	-

Included in the non-interest bearing balance is an amount of RM49.0 million (2023: RM51.7 million) which is non-trade in nature, unsecured and has a tenure of 3 years.

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23. DERIVATIVE FINANCIAL ASSETS/(LIABILITIES)

Group	Notional value RM'000	Derivative financial assets RM'000	Derivative financial liabilities RM'000
2024			
Foreign currency forward contracts	285,948	2,351	(130)
Futures and options contracts	336,239	2,789	(10,205)
		5,140	(10,335)
2023			
Foreign currency forward contracts	97,566	70	(667)
Futures and options contracts	375,846	7,785	(6,408)
		7,855	(7,075)

The Group classifies all derivative financial instruments as financial assets/financial liabilities at fair value through profit or loss.

The Group enters into foreign currency forward contracts to manage the exchange rate risk associated with anticipated foreign currency payments or receipts.

The Group enters into commodity futures and options contracts to manage the commodity price risk associated with anticipated purchases of raw materials.

24. CASH AND BANK BALANCES

		Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Cash and bank balances	(a)	228,493	282,034	7,694	2,202
Deposits	(b)	173,580	160,411	95,880	97,617
Short-term fund placements	(c)	1,258,585	1,186,879	1,177,778	1,067,554
		1,660,658	1,629,324	1,281,352	1,167,373

(a) Cash and bank balances

Included in cash and bank balances of the Group is an amount of RM19.4 million (2023: RM76.3 million) maintained in Housing Development Accounts. Withdrawals from the Housing Development Accounts are restricted in accordance with the Housing Development (Housing Development Account) Regulations 1991.

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24. CASH AND BANK BALANCES (CONTINUED)

(b) Deposits

Short-term deposits were placed for varying periods up to 6 months, and the interest rate for the Group and Company is at 2.60% to 4.60% per annum (2023: 2.60% to 5.54% per annum) and 2.60% to 4.40% per annum (2023: 3.73% to 5.12% per annum) respectively.

(c) Short-term fund placements

Short-term fund placements represent investment in highly liquid money market instruments. This investment is readily convertible to cash and has insignificant risk of changes in value.

The amounts do not form part of cash and cash equivalents are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Deposits with maturities more than three months	83,937	-	83,937	-

25. SHARE CAPITAL

	2024		2023	
	Number of shares '000	RM'000	Number of shares '000	RM'000
Issued and fully paid ordinary shares:				
At 1 January/31 December	1,422,599	1,429,314	1,422,599	1,429,314

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regard to the Company's residual assets.

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26. OTHER NON-DISTRIBUTABLE RESERVES

		Group	
		2024	2023
		RM'000	RM'000
Exchange translation reserve	(a)	2,944,652	4,120,055
Fair value reserve	(b)	(277,403)	(237,383)
Hedge reserve	(c)	(35,111)	(31,305)
Capital reserve	(d)	888,741	798,353
		3,520,879	4,649,720

(a) Exchange translation reserve

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency and the share of exchange translation reserve of associates.

(b) Fair value reserve

Fair value reserve represents the cumulative fair value changes of equity instruments at fair value through other comprehensive income until they are disposed of or impaired.

Fair value reserve includes the share of fair value reserve of associates.

(c) Hedge reserve

Hedge reserve represents the share of associate's cumulative fair value changes net of tax of the derivative contracts which apply hedge accounting.

(d) Capital reserve

Capital reserve includes the share of all other reserves of associates, including the changes in ownership interests of subsidiaries of associates.

The transfer from retained earnings to capital reserve is attributable to the Group's share of associates' reserves. The associates transferred a specific amount of their net profit to reserve fund in accordance with the applicable local laws of the countries where they operate.

Capital reserve includes the share of all other reserves of associates.

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27. BORROWINGS

		Group	
		2024	2023
		RM'000	RM'000
Non-current			
Term loans			
- RM	(a)	16,000	38,800
- VND	(b)	7,749	16,644
		23,749	55,444
Current			
Term loans			
- USD		10,530	28,036
- VND		175,496	110,155
- RM	(a)	22,800	5,700
Revolving credits			
- RM		55,931	113,763
- RM	(a)	100,000	120,000
		364,757	377,654
Total borrowings		388,506	433,098

VND - Vietnam Dong

USD - United States Dollar

RM - Malaysian Ringgit

All of the above borrowings are unsecured except for the following:

- (a) The RM-denominated term loan and revolving credits are secured by a corporate guarantee from a subsidiary.
- (b) The VND-denominated term loan is secured by a corporate guarantee from a subsidiary.

The range of effective interest rates at the reporting date of the borrowings are as follows:

		2024	2023
		% p.a.	% p.a.
Term loans			
- USD		4.59	5.49
- VND		4.60 - 5.50	2.50 - 6.70
- RM		4.28	4.42
Revolving credits			
- RM		3.95 - 4.29	4.02 - 4.42

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27. BORROWINGS (CONTINUED)

The changes in borrowings are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Balance as at 1 January	433,098	1,347,207	-	14
Net repayment of debts	(34,214)	(675,323)	-	(14)
Disposal of a subsidiary	-	(275,514)	-	-
Exchange differences	(10,378)	36,728	-	-
Balance as at 31 December	388,506	433,098	-	-

28. PROVISION FOR RESTORATION COST

	Group	
	2024 RM'000	2023 RM'000
At 1 January	51,850	45,320
Additional provision	-	6,530
Utilisation of provision	(1,851)	-
Reversal of provision	(759)	-
At 31 December	49,240	51,850
Non-current	49,240	51,850

The provision represents the estimated cost of restoring the leased properties to the condition stipulated in the contracts, which is capitalised and included in the cost of right-of-use assets.

29. CONTRACT LIABILITIES

	Group	
	2024 RM'000	2023 RM'000
Provision for cinema redemption points and advanced sales	37,943	26,700

Contract liabilities represent customers' entitlement to future redemption of movie tickets and concessions and advance billing to screen advertisers for future obligations by the Group. The redemption points will expire if no transactions are made for a consecutive period of 180 days.

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29. CONTRACT LIABILITIES (CONTINUED)

	Group	
	2024 RM'000	2023 RM'000
Revenue recognised that was included in the contract liability balance at the beginning of the year	22,674	8,599

30. TRADE AND OTHER PAYABLES

		Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Trade payables					
- third parties		138,472	161,690	183	453
- associates		36,859	31,665	-	-
	(a)	175,331	193,355	183	453
Other payables		87,176	64,900	4,230	3,428
Accruals		177,716	158,445	7,115	10,573
Refund liabilities and expected rebates	(b)	25,171	18,880	-	-
Refundable deposits		15,789	13,888	9,158	8,443
Amount due to subsidiaries	(c)	-	-	79	660
		481,183	449,468	20,765	23,557

(a) Trade payables

The normal credit terms extended by suppliers range from 30 to 90 days. Retention sums for construction contracts of RM5.3 million (2023: RM5.3 million) are payable upon the expiry of the defects liability period of the respective construction contracts.

(b) Refund liabilities and expected rebates

Refund liabilities and expected rebates are estimated based on terms in trade agreements entered into with customers.

(c) Amount due to subsidiaries

The amount due to subsidiaries is interest-free, unsecured and repayable on demand.

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31. DIVIDENDS

	Group/Company	
	2024 RM'000	2023 RM'000
In respect of the financial year ended 31 December 2022:		
- Final dividend of 28 sen per share	-	398,328
In respect of the financial year ended 31 December 2023:		
- Interim dividend of 12 sen per share	-	170,712
- Final dividend of 30 sen per share	426,779	-
In respect of the financial year ended 31 December 2024:		
- Interim dividend of 12 sen per share	170,712	-
	597,491	569,040

A final dividend of 30 sen per share totaling RM426.8 million in respect of the financial year ended 31 December 2024 has been proposed for the forthcoming Annual General Meeting. The dividend, if approved, will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2025.

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32. RELATED PARTY DISCLOSURES

- (a) Other than those disclosed elsewhere in the financial statements, the significant related party transactions during the financial year are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Transactions with subsidiaries				
Management fee income	-	-	1,118	1,149
Management fee expense	-	-	4,369	3,905
Purchase of goods	-	-	452	379
Transactions with associates				
Purchase of goods	7,242	8,524	-	-
Sales of goods	11,501	11,358	-	-
Transactions with subsidiaries of ultimate holding company				
Sales of goods	30,600	14,619	-	-
Supervision fees income	2,263	2,778	-	-
Transactions with subsidiaries of associates				
Purchase of goods	709,883	649,833	-	-
Sales of goods	136,400	97,098	-	-
Rental income	3,872	3,398	-	-
Security and other services expense	15,047	15,996	-	-
Freight cost	157,187	95,754	-	-
IT service fee expenses	3,593	1,180	-	-
Supervision fees income	1,674	1,340	-	-
Disposal of a subsidiary	-	88,482	-	-
Disposal of an associate	35,619	-	-	-
Transactions with associates of ultimate holding company				
Rental expense	1,013	-	-	-

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32. RELATED PARTY DISCLOSURES (CONTINUED)

(b) Key management personnel compensation

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<i>Directors</i>				
Short-term employee benefits	5,306	8,093	5,272	8,063
Contributions to defined contribution plan	622	580	622	580
Sub-total	5,928	8,673	5,894	8,643
<i>Other key management personnel</i>				
Short-term employee benefits	23,456	21,531	6,720	5,784
Contributions to defined contribution plan	3,491	3,034	1,068	920
Sub-total	26,947	24,565	7,788	6,704
Total compensation	32,875	33,238	13,682	15,347

33. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Short-term employee benefits	421,290	418,283	25,416	25,944
Contributions to defined contribution plan	47,414	46,258	3,471	3,106
Total employee benefits expense	468,704	464,541	28,887	29,050

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34. CAPITAL AND OTHER COMMITMENTS

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<i>Capital commitments</i>				
Property, plant and equipment, investment properties, and other intangible assets				
- contracted	69,602	83,011	3,847	1,014
- not contracted	293,134	357,540	14,630	13,116
	362,736	440,551	18,477	14,130
<i>Other commitments</i>				
- contracted	333,383	395,998	31,758	34,884
	333,383	395,998	31,758	34,884
Total commitments	696,119	836,549	50,235	49,014

35. SEGMENTAL REPORTING

The Group's operating and reportable segments are business units engaged in providing different products and services and operating in different geographical locations.

There was no transaction with any single external customer which amounted to 10% or more of the Group's revenues for the current financial year (2023: none).

(a) By business segment

The Group's operations comprise the following reportable segments:

- (i) Grains and agribusiness - Flour milling and manufacturing of animal feed, wheat and maize trading, production of day-old-chicks, eggs and other related downstream activities, and oil palm plantations
- (ii) Consumer products - Marketing and distribution of edible oils and consumer products, manufacturing and distribution of frozen food and bakery products
- (iii) Film exhibition and distribution - Exhibition and distribution of movies and content
- (iv) Property - Letting of commercial properties and development of residential and commercial properties
- (v) Other operations - Investment holding, chemical trading and manufacturing, and others

(b) Segment capital expenditure

Segment capital expenditure is the total cost incurred during the financial year to acquire property, plant and equipment, investment properties, intangible assets and bearer plants.

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35. SEGMENTAL REPORTING (CONTINUED)

2024

	Grains & agribusiness RM'000	Consumer products RM'000	Film exhibition & distribution RM'000	Property RM'000	Other operations RM'000	Elimination RM'000	Total RM'000
REVENUE							
External sales	3,948,675	784,241	587,056	52,179	13,736	-	5,385,887
Inter-segment sales	111,394	6,252	-	831	-	(118,477)	-
Total revenue	4,060,069	790,493	587,056	53,010	13,736	(118,477)	5,385,887
RESULTS							
Segment results	275,418	4,436	(4,775)	8,899	25,080	-	309,058
Share of results of associates	45,838	2,018	8,435	2,621	996,719	-	1,055,631
Share of results of joint venture	-	-	-	-	3,899	-	3,899
Unallocated corporate expense	-	-	-	-	-	-	(36,070)
Profit before taxation	321,256	6,454	3,660	11,520	1,025,698	-	1,332,518
Tax expense							(90,563)
Profit for the financial year							1,241,955
OTHER INFORMATION							
Segment assets	2,357,347	580,167	904,386	572,747	1,667,060	(1,065)	6,080,642
Investment in associates	859,895	18,973	79,690	327,554	21,361,751	-	22,647,863
Investment in joint venture	-	-	-	-	3,512	-	3,512
Tax assets							49,807
Unallocated corporate assets							5,615
Consolidated total assets							28,787,439
Segment liabilities	230,615	80,472	662,942	46,337	2,610	(1,065)	1,021,911
Borrowings							388,506
Tax liabilities							152,297
Unallocated corporate liabilities							10,140
Consolidated total liabilities							1,572,854
Capital expenditure	55,830	23,624	41,514	2,208	-	-	123,176
Unallocated corporate capital expenditure							516
							123,692
Amortisation and depreciation	52,547	18,570	111,653	7,822	207	-	190,799
Amortisation and depreciation of unallocated capital expenditure							1,984
							192,783
Non-cash items other than amortisation and depreciation - gain/(loss)	5,674	2,319	(2,684)	812	33,740	-	39,861

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35. SEGMENTAL REPORTING (CONTINUED)

2023

	Grains & agribusiness RM'000	Consumer products RM'000	Film exhibition & distribution RM'000	Property RM'000	Other operations RM'000	Elimination RM'000	Total RM'000
REVENUE							
External sales	4,255,957	761,035	570,269	117,483	15,949	-	5,720,693
Inter-segment sales	112,936	5,497	-	602	-	(119,035)	-
Total revenue	4,368,893	766,532	570,269	118,085	15,949	(119,035)	5,720,693
RESULTS							
Segment results	214,565	26,571	(127,092)	14,985	62,300	-	191,329
Share of results of associates	15,346	(644)	6,692	2,415	1,303,656	-	1,327,465
Share of results of joint venture	-	-	-	-	4,766	-	4,766
Unallocated corporate expense	-	-	-	-	-	-	(35,086)
Profit/(loss) before taxation	229,911	25,927	(120,400)	17,400	1,370,722	-	1,488,474
Tax expense							(67,835)
Profit for the financial year							1,420,639
OTHER INFORMATION							
Segment assets	2,105,427	573,049	963,565	654,839	1,558,274	(861)	5,854,293
Investment in associates	876,688	9,965	83,243	328,528	22,136,651	-	23,435,075
Investment in joint venture	-	-	-	-	36,614	-	36,614
Tax assets							59,302
Unallocated corporate assets							23,080
Consolidated total assets							29,408,364
Segment liabilities	173,559	81,028	696,969	69,317	2,844	(861)	1,022,856
Borrowings							433,098
Tax liabilities							127,429
Unallocated corporate liabilities							13,803
Consolidated total liabilities							1,597,186
Capital expenditure	41,777	26,483	122,243	4,180	304	-	194,987
Unallocated corporate capital expenditure							2,288
							197,275
Amortisation and depreciation	63,447	17,281	107,915	7,888	585	-	197,116
Amortisation and depreciation of unallocated capital expenditure							2,059
							199,175
Non-cash items other than amortisation and depreciation							
- gain/(loss)	37,089	(306)	(110,829)	407	15,555	-	(58,084)

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35. SEGMENTAL REPORTING (CONTINUED)

(c) By geographical segment

The Group operates mainly in Asia. In determining the geographical segments of the Group, revenue is based on the geographical location of customers. Non-current assets are disclosed based on the geographical locations of the assets, and do not include goodwill, investments in associates and joint venture, other investments and deferred tax assets.

	Revenue		Carrying amount of non-current assets	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Malaysia	4,364,973	4,207,398	1,957,066	1,995,694
Indonesia	-	461,151	-	-
Vietnam	807,627	823,340	145,899	174,106
Other ASEAN countries	203,854	200,579	878	1,070
Other Asian countries	8,989	26,145	-	-
Others	444	2,080	-	-
	5,385,887	5,720,693	2,103,843	2,170,870

36. FINANCIAL INSTRUMENTS

(a) Classification of financial instruments

Financial assets	At amortised cost RM'000	At FVTOCI ¹ RM'000	At FVTPL ² RM'000	Total RM'000
Group				
2024				
Other investments	-	270,190	69,652	339,842
Receivables	856,973	-	-	856,973
Derivative financial assets	-	-	5,140	5,140
Deposits, cash and bank balances	402,073	-	-	402,073
Short-term fund placements	-	-	1,258,585	1,258,585
Total financial assets	1,259,046	270,190	1,333,377	2,862,613

FVTOCI¹ represents fair value through other comprehensive income

FVTPL² represents fair value through profit or loss

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36. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Classification of financial instruments (continued)

Financial assets	At amortised cost RM'000	At FVTOCI ¹ RM'000	At FVTPL ² RM'000	Total RM'000
Group				
2023				
Other investments	-	262,765	58,664	321,429
Receivables	836,923	-	-	836,923
Derivative financial assets	-	-	7,855	7,855
Deposits, cash and bank balances	442,445	-	-	442,445
Short-term fund placements	-	-	1,186,879	1,186,879
Total financial assets	1,279,368	262,765	1,253,398	2,795,531
Company				
2024				
Other investments	-	249,453	10,889	260,342
Receivables	6,639	-	-	6,639
Deposits, cash and bank balances	103,574	-	-	103,574
Short-term fund placements	-	-	1,177,778	1,177,778
Total financial assets	110,213	249,453	1,188,667	1,548,333
2023				
Other investments	-	246,946	5,425	252,371
Receivables	7,093	-	-	7,093
Deposits, cash and bank balances	99,819	-	-	99,819
Short-term fund placements	-	-	1,067,554	1,067,554
Total financial assets	106,912	246,946	1,072,979	1,426,837

FVTOCI¹ represents fair value through other comprehensive income

FVTPL² represents fair value through profit or loss

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36. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Classification of financial instruments (continued)

Financial liabilities	At amortised cost RM'000	At FVTPL ¹ RM'000	Total RM'000
Group			
2024			
Payables	479,017	-	479,017
Borrowings	388,506	-	388,506
Lease obligations	453,350	-	453,350
Derivative financial liabilities	-	10,335	10,335
Total financial liabilities	1,320,873	10,335	1,331,208
2023			
Payables	447,302	-	447,302
Borrowings	433,098	-	433,098
Lease obligations	501,566	-	501,566
Derivative financial liabilities	-	7,075	7,075
Total financial liabilities	1,381,966	7,075	1,389,041
Company			
2024			
Payables	20,765	-	20,765
Lease obligations	1,743	-	1,743
Total financial liabilities	22,508	-	22,508
Financial liabilities	At amortised cost RM'000	At FVTPL ¹ RM'000	Total RM'000
Company			
2023			
Payables	23,557	-	23,557
Lease obligations	3,164	-	3,164
Total financial liabilities	26,721	-	26,721

FVTPL¹ represents fair value through profit or loss

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36. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Fair value of financial instruments

The following summarises the methods used in determining the fair value of financial instruments:

(i) Other investments

Fair value of investments in quoted shares has been determined by reference to their quoted closing bid price at the end of the reporting period.

(ii) Derivatives

Fair value of foreign currency forward contracts has been determined by reference to current forward exchange rates for contracts with similar maturity profiles.

Fair value of commodities futures and options contracts have been determined by reference to current quoted market prices for contracts with similar maturity profiles.

(iii) Short-term fund

Fair value of the short-term fund has been determined by reference to the net assets value of the fund at the end of the reporting period as quoted by the fund managers.

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36. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Fair value of financial instruments (continued)

Financial assets and financial liabilities that are measured at fair value on a recurring basis:

Financial assets	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
Group				
2024				
Other investments	278,944	-	60,898	339,842
Short-term fund placements	1,258,585	-	-	1,258,585
Derivative financial assets	-	5,140	-	5,140
	1,537,529	5,140	60,898	1,603,567
2023				
Other investments	267,764	-	53,665	321,429
Short-term fund placements	1,186,879	-	-	1,186,879
Derivative financial assets	-	7,855	-	7,855
	1,454,643	7,855	53,665	1,516,163
Company				
2024				
Other investments	260,076	-	266	260,342
Short-term fund placements	1,177,778	-	-	1,177,778
	1,437,854	-	266	1,438,120
2023				
Other investments	252,105	-	266	252,371
Short-term fund placements	1,067,554	-	-	1,067,554
	1,319,659	-	266	1,319,925
			Level 2	Total
Financial liabilities			RM'000	RM'000
Group				
2024				
Forward contracts			130	130
Futures and options contracts			10,205	10,205
			10,335	10,335
2023				
Forward contracts			667	667
Futures and options contracts			6,408	6,408
			7,075	7,075

There were no transfers between Level 1, Level 2 and Level 3 assets and liabilities throughout the year.

The carrying amounts of the financial instruments of the Group and the Company, which are not measured at fair value on a recurring basis at the end of the reporting period approximated or were at their fair value, due to their short-term or interest-bearing nature.

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's business activities are exposed to a variety of financial risks. The Group's overall financial risk management objective is to minimise potential adverse effects on the financial performance of the Group.

The Group minimises risk associated to its business activity through risk reviews, internal control systems, insurance programmes and adherence to financial risk management policies.

The Group enters into derivative instruments, principally forward, futures and options contracts to hedge its exposure to financial risks. The Group does not trade in derivative instruments.

There have been no significant changes in the Group's exposure to financial risks from the previous year. Also, there have been no changes to the Group's risk management objectives, policies and processes since the previous financial year end.

Summarised below are the key financial risks and risk management objectives and policies applied:

(a) Foreign currency exchange risk

The Group is exposed to currency risk as a result of foreign currency transactions entered into in currencies other than its functional currencies. The Group enters into forward foreign currency contracts to limit its exposure to foreign currency receivables and payables, and on cash flows from anticipated transactions denominated in foreign currencies.

The carrying amounts of material foreign currency denominated monetary assets and liabilities at the reporting date are as follows:

	Group	
	2024	2023
	RM'000	RM'000
Assets		
- United States Dollar ("USD")	104,253	108,838
- Singapore Dollar ("SGD")	13,782	15,049
- Vietnamese Dong ("VND")	75,348	52,937
Liabilities		
- USD	19,711	48,081
- SGD	3,732	3,515
- VND	253,919	147,296

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Foreign currency exchange risk (continued)

A sensitivity analysis has been performed on changes in exchange rates of key foreign currencies against RM for outstanding foreign currency denominated monetary items. Management has considered the recent volatility in exchange rates and has concluded that a 5% movement in exchange rates is a reasonably possible assumption. If the following foreign currencies appreciate against RM with all other variables held constant, the Group's profit before taxation would increase/(decrease) as follows:

	Group	
	2024 RM'000	2023 RM'000
USD	4,227	3,038
SGD	503	577
VND	(8,929)	(4,718)

(b) Commodity price risk

The prices of agricultural commodities are subject to wide fluctuations due to unpredictable factors such as weather, government policies, changes in global demand resulting from population growth and changes in standards of living, and global production of similar and competitive crops. During its ordinary course of business, the value of the Group's open sales and purchases commitments and inventory of raw material changes continuously in line with movements in the prices of the underlying commodities. To the extent that its open sales and purchases commitments do not match at the end of each business day, the Group is subjected to price fluctuations in the commodities market.

While the Group is exposed to fluctuations in agricultural commodities prices, its policy is to minimise its risks arising from such fluctuations by managing its raw materials purchases either through direct purchase of a similar commodity or through futures and option contracts on the commodity exchanges. The prices on the commodity exchanges are generally quoted up to twelve months forward.

In the course of managing its purchases, the Group may also be exposed to the inherent risk associated with trading activities conducted by its personnel. The Group has in place risk management policies to manage such risk exposure. Any increase in the commodity prices would generally decrease the group's profit before taxation.

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(c) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligation.

The Group's management has credit policies in place to ensure that transactions are conducted with creditworthy counterparties.

The Group's credit risk is primarily attributable to trade receivables arising from the sale of goods or services, unsecured loans to associates, and cash and cash equivalents.

An impairment analysis is performed at each reporting date to measure the ECL. The calculation reflects information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Trade receivables

Management applied a simplified approach (i.e. lifetime ECL) in measuring the loss allowance for trade receivables. The ECL on trade receivables are estimated using a provision matrix by reference to past default experience of the debtors and an analysis of the debtors' current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

Management writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Exposure to credit risk arising from sales made on deferred credit terms is managed through the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. If necessary, the Group may obtain collaterals from counterparties as a means of mitigating losses in the event of default.

Apart from two customers of subsidiaries (2023: two customers of subsidiaries), the Group does not have significant credit risk exposure to any single debtor or any group of debtors. The amount due from the said customers amounted to RM48.5 million (2023: RM74.5 million) as at the end of the reporting period in which certain ECL has been provided for. The credit risk associated with trade receivables from the customers are mitigated by immoveable property charged to the subsidiaries and personal guarantee pledged in favour of the subsidiaries.

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(c) Credit risk (continued)

The risk profile and aging analysis of trade receivables are as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Not past due	520,255	482,196	14	185
Less than 30 days past due	114,559	102,510	41	45
Between 30 and 90 days past due	34,735	27,024	58	125
More than 90 days past due	29,031	26,488	414	1,199
	698,580	638,218	527	1,554
Impaired	(20,761)	(20,085)	(139)	(532)
	677,819	618,133	388	1,022

Movements in the impairment of trade receivables are as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
At 1 January	20,085	13,122	533	938
Impairment recognised	3,524	9,255	-	-
Bad debts written off	(2,835)	(2,293)	-	-
Reversal of impairment	-	-	(393)	(405)
Exchange translation differences	(13)	1	-	-
At 31 December	20,761	20,085	140	533

Loans to associates

Exposure to credit risk arising from unsecured loans to associates is managed through credit evaluation and ongoing monitoring of the credit quality of the associates.

Management assessed the credit risk in respect of loans to associates with reference to the financial capability and probability of default.

Management concluded that the credit risk in respect of loans to associates is low.

Cash and cash equivalents

The Group seeks to invest its surplus cash prudently by depositing it with licensed banks and financial institutions.

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(d) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations when they fall due. The Group's exposure to liquidity risk arises principally from its various payables and borrowings.

The Group seeks to ensure all business units maintain optimum levels of liquidity at all times, sufficient for their operating, investing and financing activities.

Therefore, the policy seeks to ensure that each business unit, through efficient working capital management (i.e. inventory, accounts receivable and accounts payable management), must be able to convert its current assets into cash to meet all demands for payment as and when they fall due.

Owing to the nature of its businesses, the Group also seeks to maintain sufficient credit lines available to meet its liquidity requirements while ensuring effective working capital management within the Group.

The table below summarises the maturity profile of the Group's and the Company's financial liabilities based on contractual undiscounted cash flows.

Group	Less than 1 year RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
2024				
Payables	479,017	-	-	479,017
Borrowings	374,398	25,949	-	400,347
Derivative financial liabilities	10,335	-	-	10,335
Lease obligations	67,791	240,878	255,802	564,471
	931,541	266,827	255,802	1,454,170
2023				
Payables	447,302	-	-	447,302
Borrowings	396,667	62,939	-	459,606
Derivative financial liabilities	7,075	-	-	7,075
Lease obligations	60,052	245,046	327,173	632,271
	911,096	307,985	327,173	1,546,254

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(d) Liquidity risk (continued)

Company	Less than 1 year RM'000	1 to 5 years RM'000	Total RM'000
2024			
Payables	20,765	-	20,765
Lease obligations	1,186	253	1,439
	21,951	253	22,204
2023			
Payables	23,557	-	23,557
Lease obligations	1,522	1,895	3,417
	25,079	1,895	26,974

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

38. CAPITAL MANAGEMENT

The Group aims to maintain a strong capital base in order to support its existing business operations and enable future development of the businesses as well as maximise shareholders' value.

The capital structure of the Group consists of equity attributable to the owners of the parent (i.e. share capital, reserves) and total borrowings.

Management reviews and manages the capital structure regularly and makes adjustments to address changes in the economic environment and risk characteristics inherent in the Group's business operations. These initiatives may include adjustment to the amount of dividends to be distributed to shareholders. No changes were made in the objectives, policies and processes during the current financial year.

The total borrowings to capital ratio was as follows:

	Group	
	2024 RM'000	2023 RM'000
Share capital	1,429,314	1,429,314
Reserves	25,143,837	25,707,316
Total capital	26,573,151	27,136,630
Short-term borrowings	364,757	377,654
Long-term borrowings	23,749	55,444
Total borrowings	388,506	433,098
Total borrowings to capital ratio (times)	0.01	0.02

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

39. SUBSIDIARIES

The subsidiaries are as follows:

Companies	Group's equity interest		Place of incorporation	Principal activities
	2024 %	2023 %		
FFM Berhad	80.0	80.0	Malaysia	Investment holding, flour milling, animal feed manufacturing, grains trading and trading in rice products
Johor Bahru Flour Mill Sdn Bhd	100.0	100.0	Malaysia	Flour milling, manufacturing of animal feed and provision of management services
FFM (Sabah) Sdn Bhd	100.0	100.0	Malaysia	Manufacturing and trading of animal feed
FFM Feedmills (Sarawak) Sdn Bhd	100.0	100.0	Malaysia	Manufacturing and trading of animal feed and its by-products
Mantap Aman Sdn Bhd	100.0	100.0	Malaysia	Dormant
FFM Marketing Sdn Bhd	100.0	100.0	Malaysia	Distribution and marketing of edible oils, rice, sugar and consumer products
FFM Flour Mills (Sabah) Sdn Bhd	100.0	100.0	Malaysia	Provision of management services
Taloh Sdn Bhd	100.0	100.0	Malaysia	Investment holding
Waikari Sdn Bhd	100.0	100.0	Malaysia	Investment holding
* Buxton Ltd	100.0	100.0	Samoa	Investment holding
Friendship Trading Sdn Bhd	100.0	100.0	Malaysia	Provision of transportation management services
* Glowland Ltd	100.0	100.0	Samoa	Investment holding
JBFM Flour Mill Sdn Bhd	100.0	100.0	Malaysia	Provision of management services
FFM Farms Sdn Bhd	100.0	100.0	Malaysia	Poultry farming and breeding, production of organic fertilisers and oil palm cultivation
FFM Pulau Indah Sdn Bhd	100.0	100.0	Malaysia	Provision of management services
FFM Grains & Mills Sdn Bhd	100.0	100.0	Malaysia	Flour milling and manufacturing of animal feed
FFM SMI Sdn Bhd	100.0	100.0	Malaysia	Investment holding
* Vietnam Flour Mills Ltd	100.0	100.0	Vietnam	Flour milling
* VFM-Wilmar Flour Mills Company Ltd	51.0	51.0	Vietnam	Wheat flour milling and the sale of flour, flour based products and by-products
Tego Sdn Bhd	97.2	96.4	Malaysia	Investment holding
Tego Multifil Sdn Bhd	100.0	100.0	Malaysia	Under members' voluntary liquidation
The Italian Baker Sdn Bhd	100.0	100.0	Malaysia	Manufacturing and distribution of bakery products
FFM Further Processing Sdn Bhd	100.0	100.0	Malaysia	Manufacturing and processing of nuggets, sausages and burgers

* Subsidiaries not audited by Ernst & Young PLT

Subsidiaries audited by a network firm of Ernst & Young PLT

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39. SUBSIDIARIES (CONTINUED)

Companies	Group's equity interest		Place of incorporation	Principal activities
	2024 %	2023 %		
PPB Hartabina Sdn Bhd	100.0	100.0	Malaysia	Property development, and provision of project management and other property-related services
South Island Mining Company Sdn Bhd	100.0	100.0	Malaysia	Investment holding and oil palm cultivation
Seletar Sdn Bhd	100.0	100.0	Malaysia	Oil palm cultivation and property development
PPB Property Development Sdn Bhd	100.0	100.0	Malaysia	Provision of project management and other property-related services
Peakland Property Management Sdn Bhd	100.0	100.0	Malaysia	Dormant
PPB Leisure Holdings Sdn Bhd	100.0	100.0	Malaysia	Investment holding
Cathay Screen Cinemas Sdn Bhd	100.0	100.0	Malaysia	Property investment and investment holding
Cathay Theatres Sdn Bhd	100.0	100.0	Malaysia	Property investment
Golden Screen Cinemas Sdn Bhd	100.0	100.0	Malaysia	Exhibition of movies and content
Cinead Sdn Bhd	100.0	100.0	Malaysia	Advertising contractor and consultant
Glitters Café Sdn Bhd	100.0	100.0	Malaysia	Operator of cafés and sales of merchandise goods
Easi (M) Sdn Bhd	60.0	60.0	Malaysia	Provision of information technology solutions, consultation services and sales of related products and services
* Enterprise Advanced System Intelligence Pte Ltd	60.0	60.0	Singapore	Provision of information technology solutions, consultation services and sales of related products and services
Easi Ticketing Sdn Bhd	100.0	100.0	Malaysia	Provision of information technology services and sales of related products
GSC Movies Sdn Bhd	100.0	100.0	Malaysia	Distribution of movies and content
Mediamore Sdn Bhd	100.0	100.0	Malaysia	Investment holding
GSC Vietnam Ltd	100.0	100.0	Malaysia	Investment holding
GSC Cambodia Ltd	100.0	100.0	Malaysia	Investment holding
* Golden Screen Cinemas (Cambodia) Co., Ltd	60.0	60.0	Kingdom of Cambodia	Under dissolution and liquidation

* Subsidiaries not audited by Ernst & Young PLT

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

39. SUBSIDIARIES (CONTINUED)

Companies	Group's equity interest		Place of incorporation	Principal activities
	2024 %	2023 %		
PPB Corporate Services Sdn Bhd	100.0	100.0	Malaysia	Provision of corporate secretarial, and share nominee services
PPB Ventures Sdn Bhd	100.0	100.0	Malaysia	Investment holding
PPB Venture Capital Holdings Sdn Bhd	100.0	-	Malaysia	Investment holding
Hexarich Sdn Bhd	100.0	100.0	Malaysia	Investment holding
* Masuma Trading Co Ltd	100.0	100.0	Hong Kong	Investment holding
Chemquest Sdn Bhd	55.0	55.0	Malaysia	Investment holding and letting of properties
* Chemquest (Overseas) Ltd	100.0	100.0	British Virgin Islands	Investment holding
* PT Healthcare Glovindo	99.9	99.9	Indonesia	Dormant
* Kerry Utilities Ltd	50.0	50.0	Samoa	Investment holding
* Beijing KVV Wastewater Technology Company Ltd.	51.0	51.0	The People's Republic of China	Investment holding
* Beijing CQ Environmental Management Consultancy Services Co Ltd	100.0	100.0	The People's Republic of China	Provision of consultancy services
* Chemquest Pte. Ltd.	-	100.0	Singapore	Struck off on 8 July 2024

* Subsidiaries not audited by Ernst & Young PLT

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

40. ASSOCIATES

The associates are as follows:

Companies	Group's equity interest		Place of incorporation	Principal activities
	2024 %	2023 %		
* Shaw Brothers (M) Sdn Bhd	34.0	34.0	Malaysia	Investment holding, property investment, and hotel ownership and operation
Vita Tenggara Fruit Industries Sdn Bhd	40.0	40.0	Malaysia	Property development, investment in real properties and aquaculture
* Trinity Coral Sdn Bhd	25.0	25.0	Malaysia	Investment holding
Huge Quest Realty Sdn Bhd	40.0	40.0	Malaysia	Investment holding
* Kerry Flour Mills Ltd	43.4	43.4	Thailand	Wheat flour milling and distribution
Berjaya-GSC Sdn Bhd	50.0	50.0	Malaysia	Commenced members' voluntary winding up on 18 October 2024
* Veolia Water Kerry Water Services Ltd	49.0	49.0	Hong Kong	Investment holding
* Meizan CLV Corporation	50.0	50.0	Vietnam	Manufacturing of value added grain food processed from all kinds of grains
# Wilmar International Limited	18.8	18.8	Singapore	Investment holding and the provision of management services to its subsidiaries, joint ventures and associates
* PT Tri Persada Mulia	30.0	30.0	Indonesia	Dormant
* Kart Food Industries Sdn Bhd	45.0	45.0	Malaysia	Manufacturing and trading of food products
* Kart Food Marketing Sdn Bhd	45.0	45.0	Malaysia	Under members' voluntary liquidation
* Yihai Kerry (Quanzhou) Oils, Grains & Foodstuffs Industries Co., Ltd	20.0	20.0	The People's Republic of China	Flour milling
* Yihai Kerry (Anyang) Foodstuffs Industries Co., Ltd	20.0	20.0	The People's Republic of China	Flour milling
* Yihai Kerry (Beijing) Oils, Grains & Foodstuffs Industries Co., Ltd	20.0	20.0	The People's Republic of China	Flour milling
* Yihai Kerry (Shenyang) Oils, Grains & Foodstuffs Industries Co., Ltd	-	20.0	The People's Republic of China	Disposed on 26 March 2024

* Associates not audited by Ernst & Young PLT

Associates audited by a network firm of Ernst & Young PLT

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

40. ASSOCIATES (CONTINUED)

Companies	Group's equity interest		Place of incorporation	Principal activities
	2024 %	2023 %		
* Dongguan Yihai Kerry Oils, Grains & Foodstuffs Industries Co., Ltd	20.0	20.0	The People's Republic of China	Flour milling
* Yihai (Zhoukou) Wheat Industries Co., Ltd	20.0	20.0	The People's Republic of China	Flour milling
* Yihai Kerry (Zhengzhou) Foodstuffs Industries Co., Ltd	20.0	20.0	The People's Republic of China	Flour milling
* Yihai Kerry (Kunshan) Foodstuffs Industries Co., Ltd	20.0	20.0	The People's Republic of China	Flour milling
Raintree Profits Sdn Bhd	31.5	31.5	Malaysia	Intellectual property owner and production of cinematography films
* Galaxy Studio Joint Stock Company	40.0	40.0	Vietnam	Exhibition and distribution of movies and content
Vietnam Investment Ltd	50.0	50.0	Malaysia	Investment holding
Hillcrest Gardens Sdn Bhd	16.8	16.8	Malaysia	Real property development, property holding and management
# Orion Fund Pte Ltd	40.0	40.0	Singapore	Investment holding
# Orion Fund II Pte Ltd	40.0	40.0	Singapore	Investment holding
* Techbond Group Berhad	16.8	-	Malaysia	Investment holding and provision of management services

* Associates not audited by Ernst & Young PLT

Associates audited by a network firm of Ernst & Young PLT

The financial year ends of the associates are co-terminous with that of the Group except for the following:

Company	Financial year end
Shaw Brothers (M) Sdn Bhd	31 March

For the purpose of applying equity accounting, management financial statements of the associate is prepared to the same reporting date as the Group.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

41. JOINT VENTURE

The joint venture is as follows:

	Proportion of ownership interest		Place of operation	Principal activities
	2024 %	2023 %		
* Beijing Drainage Group Co Ltd Veolia Kerry Wastewater Treatment Plant	42.0	42.0	The People's Republic of China	Own, operate and maintain a waste water treatment plant

* Joint venture not audited by Ernst & Young PLT

42. CONTINGENT LIABILITY RELATED TO AN ASSOCIATE OF THE GROUP

In January 2024, Yihai (Guangzhou) Oils & Grains Industries Co., Ltd. ("Guangzhou Yihai"), a subsidiary of Wilmar in China, received a criminal indictment from the People's Procuratorate of Huaibei City alleging that: (1) Guangzhou Yihai and its former general manager colluded with third parties to commit contract fraud; and (2) the former general manager illegally accepted bribes from a third party from 2008 to 2014 (the "Case").

Wilmar had considered the opinion of its external legal counsel and believes that the allegation against Guangzhou Yihai is not justified. As at the date of this audited financial statements, the court proceedings in respect of the Case are ongoing and Wilmar's management has determined that they cannot reasonably predict the eventual outcome of the Case. Accordingly, no provision has been recognised as at year end.

Wilmar operates in various jurisdictions where there could arise inquiries or inspections by authorities on Wilmar's activities, including compliance with regulations governing import and export of products. Wilmar is of the view that it is in compliance with the laws and regulations of those jurisdictions.

43. AUTHORISATION FOR ISSUE OF FINANCIAL STATEMENTS

These financial statements were authorised for issue in accordance with a resolution of the Directors on 26 March 2025.

FINANCIAL STATEMENTS

STATEMENT BY DIRECTORS

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

We, YIP JIAN LEE and SOH CHIN TECK, being two of the Directors of PPB Group Berhad, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 70 to 154 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 so as to give a true and fair view of the financial position of the Group and the Company at 31 December 2024 and of the financial performance and cash flows for the year ended on that date.

On behalf of the Board

YIP JIAN LEE

Director

SOH CHIN TECK

Director

Kuala Lumpur
26 March 2025

FINANCIAL STATEMENTS

STATUTORY DECLARATION

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

I, YAP CHOI FOONG, being the person primarily responsible for the accounting records and financial management of PPB Group Berhad, do solemnly and sincerely declare that the financial statements of the Group and the Company set out on pages 70 to 154 are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

YAP CHOI FOONG

Subscribed and solemnly declared by the
abovenamed Yap Choi Foong, MIA No. CA 7287,
at Kuala Lumpur in the Federal Territory
on this 26th day of March, 2025.

Before me,

MAZLEE BIN ISMAIL

Commissioner for Oaths
Malaysia
No. W864

FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF PPB GROUP BERHAD

Report on the audit of the financial statements

Opinion

We have audited the financial statements of PPB Group Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and the income statements, statements of comprehensive income, statement of changes in equity and statement of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 70 to 154.

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

Basis for opinion

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

FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF PPB GROUP BERHAD

Report on the audit of the financial statements (continued)

Key audit matter

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. We have determined that there are no key audit matters to communicate in our report on the financial statements of the Company. The key audit matters for the audit of the financial statements of the Group are described below. These matters were addressed in the context of our audit of the financial statements of the Group as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditors' responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

Impairment assessment of investment in an associate, Wilmar International Limited (Refer to Note 16 to the financial statements)

As at 31 December 2024, the Group's investment in an associate, Wilmar International Limited, amounted to RM21,213 million, representing 84% and 74% of the Group's total non-current assets and total assets respectively. In accordance with MFRS 136: Impairment of Assets, the Group is required to assess at each reporting date, whether there are any indications of impairment for investment in associates. If indicators of impairment exist, an impairment test is carried out by comparing the carrying amount of the investment in associates with its recoverable amount. Recoverable amount is defined as the higher of fair value less cost of disposal and value-in-use ("VIU"). Brought about by the lower market capitalisation of the investment in associate as compared to its the carrying amount, the Group estimated the recoverable amount of the said investment in associate using the VIU method.

In estimating the VIU, management exercised significant judgement in preparing the discounted cash flow forecast. It involves determining the key assumptions such as forecasted earnings, growth rate and discount rate which have a significant impact on the estimated VIU. The key assumptions made in relation to the impairment assessment are disclosed in Note 16 to the financial statements.

We considered this as an area of audit focus due to the magnitude of the carrying value of the investment in the associate. Further, significant judgement is involved in the estimation, which requires substantial audit effort in the assessment of possible variations in the assumptions used by management.

FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF PPB GROUP BERHAD

Report on the audit of the financial statements (continued)

Key audit matter (continued)

*Impairment assessment of investment in an associate, Wilmar International Limited
(Refer to Note 16 to the financial statements) (continued)*

In addressing the matters above, we have amongst others, performed the following audit procedures:

- i) Obtained an understanding of the relevant processes and internal controls over the impairment assessment process;
- ii) Evaluated the key assumptions used by management in the cash flow projections on whether they are reasonable by comparing to historical results and cash flows of the associate;
- iii) Corroborated the key assumptions with industry analysts' views and available market information;
- iv) Evaluated the discount rates, growth rates and methodology used in deriving the present value of the cash flows with the support of our valuation specialist;
- v) Performed sensitivity analysis on the key inputs to understand the impact that alternative assumptions would have had on the overall carrying value;
- vi) Considered other facts and circumstances to indicate whether any impairment exists; and
- vii) Assessed the adequacy of the disclosures made in the financial statements.

Information other than the financial statements and auditors' report thereon

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

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

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

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

FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF PPB GROUP BERHAD

Report on the audit of the financial statements (continued)

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 MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the 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 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 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 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 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 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 Company to cease to continue as a going concern.

FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF PPB GROUP BERHAD

Report on the audit of the financial statements (continued)

Auditors' responsibilities for the audit of the financial statements (continued)

- Evaluate the overall presentation, structure and content of the financial statements of the Company, including the disclosures, and whether the financial statements of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the 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 deficiency in internal control, that we identify during our audit.

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

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

Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 39 to the financial statements.

Other matters

This report is made solely to the member 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.

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Liu Sai Kong
No. 03711/01/2027 J
Chartered Accountant

Kuala Lumpur, Malaysia
26 March 2025

FURTHER INFORMATION

ADDITIONAL COMPLIANCE INFORMATION

The following additional information is provided in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad :

1. Audit and non-audit fees

The audit and non-audit fees paid or payable to the external auditors of PPB Group Berhad (“PPB”) by the Group and the Company in financial year ended (“FYE”) 31 December 2024 were as follows:

	Group RM'000	Company RM'000
Audit fees	1,112	185
Non-audit fees	517	37

2. Material contracts

There were no material contracts entered into by PPB involving the interests of directors and major shareholders since the end of the previous financial year nor still subsisting at the end of FYE 31 December 2024.

3. Recurrent related party transactions of a revenue or trading nature (“RRPT”)

The actual values of RRPTs entered into by PPB with PGEO Group Sdn Bhd (“PGSB”) and/or its connected persons in FYE 31 December 2024 pursuant to the shareholders’ mandate obtained at the 55th Annual General Meeting are as follows :

Nature of transactions undertaken by PPB and/or its subsidiaries	Transacting party	FYE 2024 Actual RM'000	Nature of relationship
Purchase of cooking oil, soya bean and related products from PGSB Group FFM Berhad* (“FFM”) Group	PGSB Group	294,794	PGSB is a major shareholder of FFM.
Charter hire of vessels from RSI FFM Group	Raffles Shipping International Pte Ltd (“RSI”)	157,187	RSI is a 100%-owned subsidiary of Wilmar International Limited (“Wilmar”), a person connected with PGSB.
Purchase of crude palm oil and refined palm products from Wilmar Group FFM Group	Wilmar Group	30,924	Wilmar is a person connected with PGSB.
Sale of flour, pollard and soya bean meal to Wilmar Group FFM Group	Wilmar Group	135,757	Wilmar is a person connected with PGSB.

FURTHER INFORMATION

ADDITIONAL COMPLIANCE INFORMATION

3. Recurrent related party transactions of a revenue or trading nature (“RRPT”) (continued)

Nature of transactions undertaken by PPB and/or its subsidiaries	Transacting party	FYE 2024 Actual RM'000	Nature of relationship
Payment of agency commission and brokerage fee to Wilmar Group for sale of flour, pollard, corn and soya bean meal FFM Group	Wilmar Group	9,084	Wilmar is a person connected with PGSB.
Rental of land and buildings to PGEO Taloh Sdn Bhd	PGEO Edible Oils Sdn Bhd (“PGEO”)	1,980	PGEO is a wholly-owned subsidiary of PGSB.
Purchase of meat bone meal, wheat, gluten and soya bean related products FFM Group	Wilmar Group	355,426	Wilmar is a person connected with PGSB.
Payment of advisory fee to WTA FFM	Wilmar Trading (Asia) Pte Ltd (“WTA”)	2,549	WTA is an indirect 100%-owned subsidiary of Wilmar.
Purchase of consumer products FFM Group	Goodman Fielder Pte Ltd (“GFP”)	23,146	GFP is an indirect 100%-owned subsidiary of Wilmar.
Purchase of consumer products Golden Screen Cinemas Sdn Bhd	FFM Marketing Sdn Bhd (“FFMM”)	6,252	FFMM is a wholly-owned subsidiary of FFM, a person connected with PGSB.

* FFM is an 80%-owned subsidiary of PPB.

FURTHER INFORMATION

LIST OF TOP 10 PROPERTIES

OWNED BY PPB GROUP BERHAD AND ITS SUBSIDIARIES

Location	Description & existing use of properties	Date of acquisition/ revaluation	Age of buildings in years	Land area	Built up area	Tenure	Year of expiry	Net book value at 31.12.2024 RM'000
Lot 64531-64532 Lot 142827 Mukim Klang Daerah Klang	Factory, warehouse & vacant industrial land	6.6.1995	8 to 23	207,499 sq metres	82,285 sq metres	Leasehold	2097	183,508
Megah Rise Mall No Hakmilik: 334105, Lot 60949 Seksyen 39, Bandar Petaling Jaya, Petaling, Selangor (formerly known as PT Nos. 10989 & 10991, Jalan SS24/10 & SS24/5, Taman Megah, Petaling Jaya, Selangor (Commercial))	Shopping mall	16.4.1990	3	13,615 sq metres	36,426 sq metres	Freehold	-	107,641
Cheras LeisureMall Jln Manis 6, Taman Segar, Cheras, 56100 Kuala Lumpur	Shopping mall	9.3.1982	30	21,225 sq metres	73,339 sq metres	Leasehold	2077 & 2080	63,998
Lots 2824-2827 & PT 45125 Mukim Sg Buloh Daerah Petaling Jaya	Warehouse cum office & vacant industrial land	19.10.1993 1.6.1994	14 to 27	243,419 sq metres	13,177 sq metres	Freehold	-	58,766
GM 59 Lot 3582 & GM 60 Lot 3583 Mukim 18, Tempat Vale of Tempe, Daerah Timor Laut, Negeri Pulau Pinang	Land for property development	20.4.2016	-	23,548 sq metres	-	Freehold	-	46,234
Lot 66243 Mukim Plentong Daerah Johor Bahru	Factory & office building	7.1.1989	8 to 50	36,394 sq metres	20,823 sq metres	Leasehold	2057	44,791
Kwasa Damansara Land Geran 335257 Lot No. 87248 of Mukim Sungai Buloh, Daerah Petaling, Negeri Selangor	Land for property development	16.12.2024	-	15,838 sq metres	-	Freehold	-	38,314
Lot 504, 523, 834-852, 857, 863, 870-891, 902-904, 907-917, 944-961, 1016, 1032-1040, 1089, 1111 1125-1126, 1131-1132, 1148, 1178, 1192, 1244, 2380-2382, 2387, 2389, 2394-2401, 2405-2408, 2410 & 3485 Mukim Trong, Daerah Larut and Matang	Layer farm & oil palm plantation	25.10.1996	26	221 hectares	47,606 sq metres	Freehold	-	30,358
PT 876-2360, 2363-2372, & 2390-2398 3726-3733, 3774-3781, 4027-4350 & 4681-4728, Mukim Semeling, Daerah Kuala Muda	Land for property development	13.4.1981	15	501,774 sq metres	-	Freehold	-	23,781
CL 015582233 Kota Kinabalu Industrial Park Kota Kinabalu	Factory & office building	19.10.2006	14	14,520 sq metres	5,230 sq metres	Leasehold	2096	20,629

FURTHER INFORMATION

STATEMENT OF SHAREHOLDINGS

AS AT 21 MARCH 2025

Class of Shares : Ordinary Shares
Voting Rights : One vote per Ordinary Share

DISTRIBUTION OF SHAREHOLDINGS

Size of Holdings	No. of Holders	% of Holders %	No. of Issued Shares	% of Issued Shares %
Less than 100	1,374	12.48	25,019	0.00
100 - 1,000	3,043	27.64	1,481,979	0.10
1,001 - 10,000	4,683	42.53	17,231,472	1.21
10,001 - 100,000	1,538	13.97	47,390,518	3.33
100,001 to less than 5% of issued shares	371	3.37	519,398,259	36.51
5% and above of issued shares	2	0.02	837,071,692	58.84
Total	11,011	100.00	1,422,598,939	100.00

DIRECTORS' INTERESTS IN SHARES

	Direct Interest		Deemed Interest	
	No. of Issued Shares	% of Issued Shares %	No. of Issued Shares	% of Issued Shares %

IN THE COMPANY

Dato' (Dr) Capt Ahmad Sufian @ Qurnain bin Abdul Rashid	-	-	30,000	0.00
Tam Chiew Lin	7,200	0.00	12,000	0.00

IN RELATED CORPORATIONS

Kuok Brothers Sdn Berhad - Holding company

Lim Soon Huat	-	-	200,000	0.04
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Save as disclosed above, none of the other Directors had any direct nor deemed interest in shares of the Company or its related corporations.

FURTHER INFORMATION

STATEMENT OF SHAREHOLDINGS

AS AT 21 MARCH 2025

SUBSTANTIAL SHAREHOLDERS

Name of Substantial Shareholders	Direct Interest		Deemed Interest		Total	
	No. of Issued Shares	% of Issued Shares %	No. of Issued Shares	% of Issued Shares %	No. of Issued Shares	% of Issued Shares %
Kuok Brothers Sdn Berhad	719,370,514	50.57	3,401,638	0.24	722,772,152	50.81
Employees Provident Fund Board	189,090,724	13.29	-	-	189,090,724	13.29

THIRTY LARGEST SHAREHOLDERS (as per Record of Depositors)

Name of Shareholder	No. of Issued Shares	% of Issued Shares %
1. Kuok Brothers Sdn Berhad	567,253,646	39.87
2. Kuok Brothers Sdn Berhad	152,118,300	10.69
3. Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board</i>	117,699,746	8.27
4. Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (Islamic)</i>	60,760,178	4.27
5. Nai Seng Sdn Berhad	48,991,800	3.44
6. Kuok Foundation Berhad	20,543,664	1.44
7. HSBC Nominees (Asing) Sdn Bhd <i>Exempt AN for Morgan Stanley & Co. International PLC (Client)</i>	19,600,562	1.38
8. Kumpulan Wang Persaraan (Diperbadankan)	14,516,080	1.02
9. Citigroup Nominees (Asing) Sdn Bhd <i>Exempt AN for UBS AG Singapore (Foreign)</i>	14,213,100	1.00
10. Citigroup Nominees (Asing) Sdn Bhd <i>Exempt AN for UBS AG Hong Kong (Foreign)</i>	14,213,100	1.00
11. DB (Malaysia) Nominee (Asing) Sdn Bhd <i>Exempt AN for State Street Bank & Trust Company (West CLT OD67)</i>	14,090,139	1.00
12. Chinchoo Investment Sdn Berhad	12,220,920	0.86
13. UOB Kay Hian Nominees (Asing) Sdn Bhd <i>Exempt AN for UOB Kay Hian (Hong Kong) Limited (A/C Clients)</i>	11,839,895	0.83
14. UOBM Nominees (Asing) Sdn Bhd <i>United Overseas Bank Nominees (Pte) Ltd For Sin Heng Chan (1960) Pte Ltd</i>	10,320,000	0.73
15. HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA for Vanguard Total International Stock Index Fund</i>	9,764,345	0.69

FURTHER INFORMATION

STATEMENT OF SHAREHOLDINGS

AS AT 21 MARCH 2025

THIRTY LARGEST SHAREHOLDERS (as per Record of Depositors)

Name of Shareholder	No. of Issued Shares	% of Issued Shares %
16. HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA for Vanguard Emerging Markets Stock Index Fund</i>	9,094,360	0.64
17. Cartaban Nominees (Tempatan) Sdn Bhd <i>PAMB for Prulink Equity Fund</i>	8,901,460	0.63
18. Cartaban Nominees (Tempatan) Sdn Bhd <i>Prudential Assurance Malaysia Berhad for Prulink Strategic Fund</i>	7,347,800	0.52
19. Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (CGS CIMB)</i>	7,112,000	0.50
20. Key Development Sdn Berhad	6,000,000	0.42
21. HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA For Flexshares Morningstar Global Upstream Natural Resources Index Fund</i>	5,813,600	0.41
22. Cartaban Nominees (Tempatan) Sdn Bhd <i>PBTB for Takafulink Dana Ekuiti</i>	5,121,700	0.36
23. HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA for Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II</i>	5,023,200	0.35
24. Cartaban Nominees (Asing) Sdn Bhd <i>BNYM SA/NV for People's Bank of China (SICL ASIA EM)</i>	4,687,740	0.33
25. Ang Poon Tiak	4,655,000	0.33
26. Amanahraya Trustees Berhad <i>Public Ittikal Sequel Fund</i>	4,550,620	0.32
27. HSBC Nominees (Asing) Sdn Bhd <i>Exempt AN for CACEIS Bank (CBLB-UCITSCLT)</i>	4,494,940	0.32
28. HSBC Nominees (Asing) Sdn Bhd <i>Exempt AN for Bank Julius Baer & Co. Ltd. (Singapore Branch)</i>	4,279,478	0.30
29. HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA for Blackrock Institutional Trust Company, N.A. Investment Funds for Employee Benefit Trusts</i>	4,270,400	0.30
30. Citigroup Nominees (Asing) Sdn Bhd <i>Exempt AN for Bank of Singapore Limited (Foreign)</i>	4,111,892	0.29
Total	1,173,609,665	82.51

NOTES





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