INCH KENNETH KAJANG RUBBER PUBLIC LIMITED COMPANY

194602000041 (990261M)

Incorporated in Scotland

110

YEARS OF
ESTABLISHMENT

ANNUAL REPORT 2019

CONTENTS

CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Adnan bin Maaruf
Independent Non-Executive Chairman

Dato' Tik bin Mustaffa
Independent Non-Executive Director

Dato' Haji Muda bin Mohamed
Independent Non-Executive Director

Dr. Radzuan bin A. Rahman
Independent Non-Executive Director

Dato' Mohamed Salleh bin Bajuri
Independent Non-Executive Director

AUDIT COMMITTEE

Dato' Tik bin Mustaffa
Chairman

Dato' Haji Muda bin Mohamed
Member

Dato' Mohamed Salleh bin Bajuri
Member

SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

Dato' Tik bin Mustaffa

COMPANY SECRETARY

Lee Thai Thye (LS 0000737)

REGISTERED OFFICE IN UNITED KINGDOM

No 2 Lochrin Square
96 Fountainbridge
Edinburgh, EH3 9QA
Midlothian, United Kingdom
Tel : 44 0131 226 5541
Fax : 44 0131 226 2278

PRINCIPAL/REGISTERED OFFICE IN MALAYSIA

22nd Floor Menara Promet (KH)
Jalan Sultan Ismail
50250 Kuala Lumpur
Malaysia
Tel : 603-2144 4446
Fax : 603-2141 8463

BUSINESS OFFICE

26th Floor Menara Promet (KH)
Jalan Sultan Ismail
50250 Kuala Lumpur
Malaysia
Tel : 603-2144 4446
Fax : 603-21418463

PRINCIPAL REGISTRAR IN UNITED KINGDOM

Computershare Investor Services PLC
PO Box 82, The Pavilions
Bridgwater Road
Bristol BS99 6ZZ
United Kingdom
Tel : 44 0370 707 1073
Fax : 44 0370 703 6101

REGISTRAR IN MALAYSIA

Mestika Projek (M) Sdn Bhd
199101015233 (225545-V)
22nd Floor Menara Promet (KH)
Jalan Sultan Ismail
50250 Kuala Lumpur
Malaysia
Tel : 603-2144 4446
Fax : 603-2141 9650

UNITED KINGDOM COMPANY NUMBER

SC007574

MALAYSIA COMPANY NUMBER

194602000041 (990261-M)

AUDITORS

Milsted Langdon LLP
Freshford House
Redcliffe Way
Bristol
BS1 6NL
United Kingdom

PRINCIPAL BANKERS

Affin Hwang Asset Management Berhad
Bank Islam Malaysia Berhad
CIMB Bank Berhad

STOCK EXCHANGE LISTINGS

Bursa Malaysia Securities Berhad
Main Market
Stock Code : 2607
Stock Name : IncKen

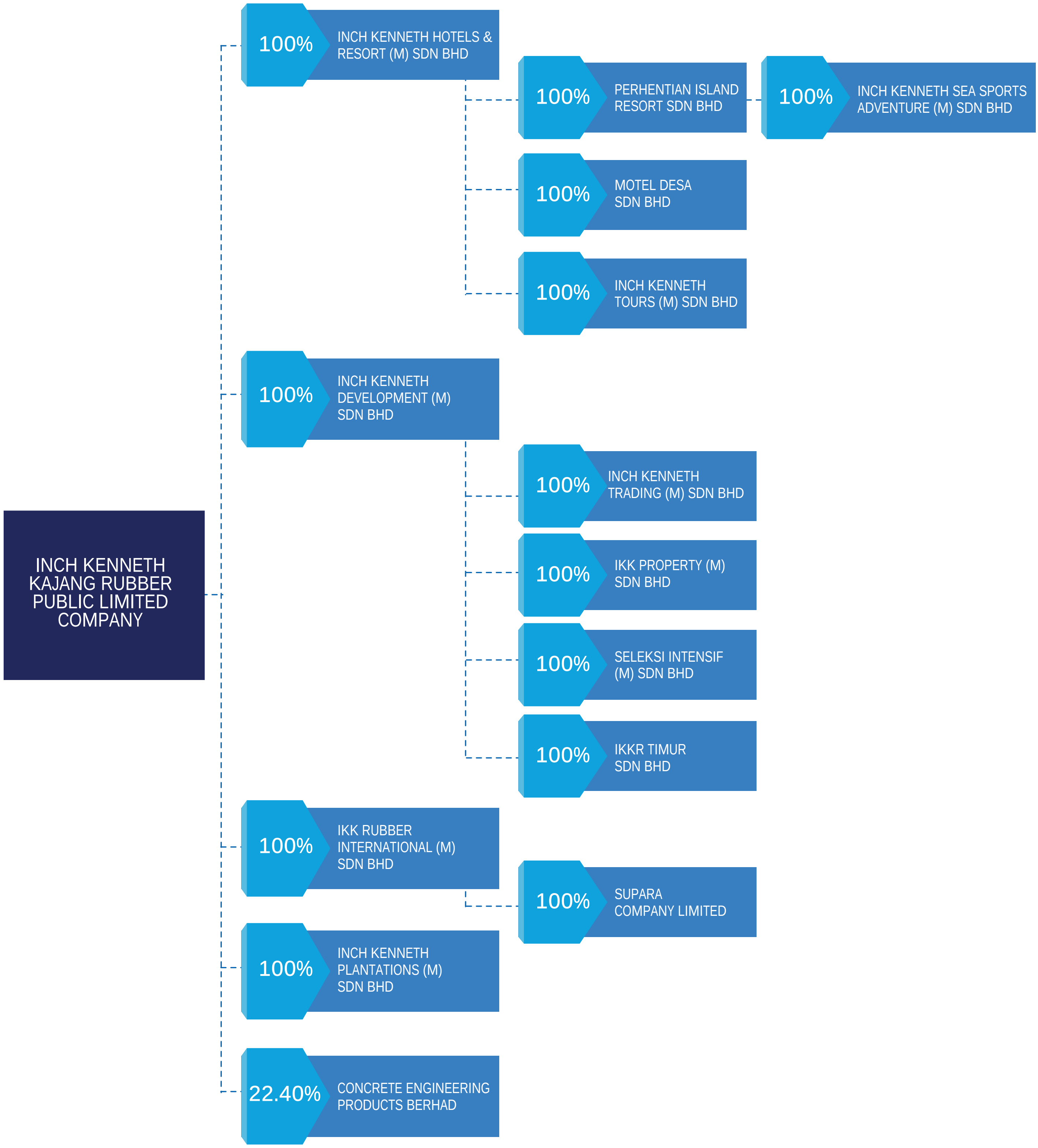
Singapore Exchange Securities Trading Limited

WEBSITE

www.ikkr.com.my

CORPORATE STRUCTURE

As at 31 December 2019




HUSSAIN AHMAD BIN ABDUL KADER
(Group Chief Operating Officer)
DR. RADZUAN BIN A. RAHMAN
LEE THAI THYE
(Company Secretary)
DATO' HAJI MUDA
BIN MOHAMED
DATO' TIK BIN MUSTAFFA
DATO' ADNAN
BIN MAARUF
DATO' MOHAMED
SALLEH BIN BAJURI

DIRECTORS' PROFILE

DATO' ADNAN BIN MAARUF
Independent Non-Executive Director, Chairman
Malaysian, aged 76

BOARD COMMITTEE MEMBERSHIP
- Member of Nomination Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES
- None

Dato' Adnan bin Maaruf was appointed to the Board on 22 April 2000.

He graduated from University of Malaya with a Bachelor of Arts (Honours) Degree and a Masters in Management from AIM Philippines. He started his career in the Government sector and after eighteen (18) years became the Deputy Secretary General in the Ministry of National and Rural Development. He then became the Managing Director of Mara Holdings Sdn Bhd for five (5) years and subsequently the Chairman of Malaysia Cooperative Insurance Society for ten (10) years.

He does not have any family relationship with any Director and/or major shareholder of the Company and there is no business arrangement with the Company in which he has a personal interest. He attended all the Board Meetings held in the financial year ended 31 December 2019.

He has had no convictions for any offences within the past five (5) years.

DATO' TIK BIN MUSTAFFA
Independent Non-Executive Director
Malaysian, aged 74

BOARD COMMITTEE MEMBERSHIP
- Chairman of Audit Committee
- Chairman of Nomination Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES
- None

Dato' Tik bin Mustaffa was appointed to the Board on 6 July 2012.

He holds a Bachelor's Degree in Economics from University of Malaya and a Master's Degree in Business Administration from University of Oregon, United States of America.

He started his career in the Malaysian Government Service where he served the Public Service Department, University Teknologi Malaysia, Ministry of Finance and Kuantan Port Authority. He also served the State Administrations of Pahang and Selangor as the State Finance Officer and State Secretary respectively.

In 1996, he joined Hicom Holdings Bhd as its Senior Vice President and was later appointed as its Senior Group Director for Operations in the merged entity of DRB-Hicom Bhd. He left in 2005, and in 2010, he became the Chairman of Eastern Pacific Industrial Corporation Berhad for a year. He is currently the Chairman/Director of Trumer International Sdn Bhd.

He does not have any family relationship with any of the Company's Directors and/or major shareholders and has no conflict of interest with the Company. He attended all the Board Meetings held in the financial year ended 31 December 2019.

He has had no convictions for any offences within the past five (5) years.

DIRECTORS' PROFILE
(cont'd)

DATO' HAJI MUDA BIN MOHAMED
Independent Non-Executive Director
Malaysian, aged 75

BOARD COMMITTEE MEMBERSHIP
- Chairman of Remuneration Committee
- Member of Audit Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES
- None

Dato' Haji Muda bin Mohamed was appointed to the Board on 15 February 2000.

He graduated with a Diploma in Civil Engineering and subsequently a Bachelor of Science, Civil Engineering Degree from University of Westminster, United Kingdom. A Fellow of the Institution of Engineers Malaysia, he started his career as an engineer in two Government agencies and an international oil company. After thirteen (13) years, he joined Sime UEP Properties Bhd and left ten (10) years later after becoming its Operation Director. He then went on to TTDI Development Sdn Bhd and left seven (7) years later after serving as its Group Chief Executive Officer. He is now an Executive Chairman of a company dealing in civil engineering contracting jobs.

He does not have any family relationship with any Director and/or major shareholder of the Company and there is no business arrangement with the Company in which he has a personal interest. He attended all the Board Meetings held in the financial year ended 31 December 2019.

He has had no convictions for any offences within the past five (5) years.

DR. RADZUAN BIN A. RAHMAN
Independent Non-Executive Director
Malaysian, aged 76

BOARD COMMITTEE MEMBERSHIP
- Member of Nomination Committee
- Member of Remuneration Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES
- Idaman Unggul Berhad
- Kulim (Malaysia) Berhad

Dr. Radzuan bin A. Rahman was appointed to the Board on 24 March 2005.

He graduated with a Bachelor's Degree in Agricultural Science from University of Malaya and later pursued his Masters in Science and Doctorate in Resource Economics at Cornell University, New York. He was a lecturer and Dean at the faculty of Resource Economics and Agribusiness, Universiti Pertanian Malaysia (now known as Universiti Putra Malaysia), until March 1980. He then went to Sime Darby Plantations Berhad and in 1984 joined Golden Hope Plantations Berhad as a Director of Corporate Planning and worked his way up to be Group Director of the plantation division. He was later appointed as the Managing Director of Island & Peninsular Berhad and Austral Enterprises Berhad and retired in 2004. He was a Director of Fraser & Neave Holdings Berhad and Kuwait Finance House (Malaysia) Berhad.

He does not have any family relationship with any Director and/or major shareholder of the Company and there is no business arrangement with the Company in which he has a personal interest. He attended four (4) of the Board Meetings held in the financial year ended 31 December 2019.

He has had no convictions for any offences within the past five (5) years.

DIRECTORS' PROFILE
(cont'd)

DATO' MOHAMED SALLEH BIN BAJURI
Independent Non-Executive Director
Malaysian, aged 69

BOARD COMMITTEE MEMBERSHIP
- Member of Audit Committee
- Member of Remuneration Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES
- Asian Pac Holdings Berhad
- Eden Inc. Berhad
- SAM Engineering & Equipment (M) Berhad (formerly known as LKT Industrial Berhad)

Dato' Mohamed Salleh bin Bajuri was appointed to the Board on 18 June 2019.

He obtained his Chartered Accountancy from the Institute of Chartered Accountant, Ireland.

After completing his studies in 1979, Dato' Mohamed Salleh returned to Malaysia and started his career as Senior Auditor with Peat Marwick & Co. He then joined Mayban Finance Berhad as a manager and was promoted to General Manager in 1982. Subsequently, he was seconded to Malayan Banking Berhad as a General Manager until 1992. He left the banking Group within the same year to take over JB Securities Sdn Bhd, a stock broking firm in Johor, and became its Managing Director until 1995. He then joined CRSC Group of Companies, involved in property development, and is presently its Deputy Chairman.

In between 1982 and 1987, he served as the Alternate Chairman of the Association of Finance Companies in Malaysia (AFCM) and the Chairman of AFCM Committees for Education and Public Relations. He was appointed as Director of Amanah Saham Sabah Berhad from 1997 until 1999. He was also one of the trustees for Yayasan Kebajikan SDARA and Tabung Melayu Pontian Sdn Bhd. From 2008 to 2010, he became the Chairman of Agrobank Berhad (formerly known as Bank Pertanian Malaysia Berhad).

Dato' Mohamed Salleh is currently the Vice President of Tan Sri Muhyiddin Charity Golf Foundation and a member of its Board of Trustees.

He does not have any family relationship with any Director and/or major shareholder of the Company and there is no business arrangement with the Company in which he has a personal interest. He attended all the Board Meetings held in the financial year ended 31 December 2019 following his appointment.

He has had no convictions for any offences within the past five (5) years.

PROFILE OF KEY SENIOR MANAGEMENT

HUSSAIN AHMAD BIN ABDUL KADER
Group Chief Operating Officer
Malaysian, aged 56

Encik Hussain Ahmad bin Abdul Kader was appointed to the current position in 2004.

He graduated from University Utara Malaysia (UUM) with a Bachelor of Accounting (Honours) Degree. He was an apprentice at Lim, Ali & Co (Arthur Young), Ipoh, and Azwan, Wong, Salleh & Co, Kuala Lumpur. He started his career with Ernst & Whinney, Kuala Lumpur, in 1989 (now known as Ernst & Young) for five (5) years until 1994. Thereafter he joined Inch Kenneth Kajang Rubber Public Limited Company as the Investment Development Manager. He has been also a Member of the Malaysia Institute of Accountants since 1992 and the Malaysia Institute of Taxation since 1994.

He does not have any family relationship with any Director and/or major shareholder of the Company and there is no other business arrangement with the Company in which he has a personal interest.

He has had no convictions for any offences within the past five (5) years.

DIRECTORS STANDING FOR RE-ELECTION AT THE ONE HUNDRED AND TENTH ANNUAL GENERAL MEETING ("110TH AGM") TO BE HELD ON 30 JUNE 2020

Pursuant to Article 86 of the Company's Articles of Association:

- Dato' Haji Muda bin Mohamed

Pursuant to Article 91 of the Company's Articles of Association:

- Dato' Mohamed Salleh bin Bajuri

Special Business

Pursuant to Guidance of the Malaysian Code on Corporate Governance 2017 ("MCCG 2017")

- Dato' Haji Muda bin Mohamed
- Dato' Adnan bin Maaruf
- Dr. Radzuan bin A. Rahman

CHAIRMAN'S STATEMENT

DEAR SHAREHOLDERS,

On behalf of the Board of Inch Kenneth Kajang Rubber Public Limited Company, I present herewith the One Hundred and Tenth Annual Report and Financial Statements of the Company and the Group for the financial year ended 31 December 2019.

CHAIRMAN'S STATEMENT
(cont'd)

DIVIDENDS

The Board has proposed an interim dividend payout of 2% (0.2 pence or 1.06 sen per share on 378,675,000 ordinary shares) as part of our commitment to deliver shareholders value, with the total dividends under the single tier system.

PERFORMANCE REVIEW

During the financial year under review, the Group recorded a revenue of RM14.214 million and a loss after tax of RM6.910 million compared to a revenue of RM15.737 million and a post-tax loss of RM11.123 million for the previous year. The decrease in Group's turnover by RM1.523 million is mainly due to the lower prices of the rubber blocks during the financial year under review.

The plantation division recorded a lower revenue at RM0.166 million (2018: RM0.171 million) due to the decline in yearly average price of crude palm oil ("CPO") by about 5% to RM2,119 (2018: RM2,235). Revenue from the Group's tourism division slightly decreased by 0.9% to RM11.220 million from RM11.318 million in 2018 due to lower average room rates achieved.

Included in the above results for the financial year under review was a share of loss after taxation of RM2.280 million versus a share of loss after taxation of RM1.822 million in 2018 from the Group's associate – Concrete Engineering Products Berhad ("CEPCO"), a manufacturer and distributor of prestressed spun concrete piles and poles. The decreased sales volume is attributable to the general slowdown in the construction industry.

Overall, the total loss after taxation for the Group was lower in 2019, as we received additional compensation of RM3.8 million for an earlier acquisition by Lembaga Lebuhraya Malaysia.

CORPORATE DEVELOPMENT

As at 31 December 2019, the Company has 42,075,000 ordinary shares held as treasury shares and the issued and paid-up share capital of the Company remained at 420,750,000 0rdinary shares of £0.10.

FUTURE OUTLOOK

The Master Plan to develop the land bank in Kajang, totalling approximately 140 hectares has been submitted to various agencies such as Lembaga Lebuhraya Malaysia, Jabatan Kerja Raya, Pejabat Tanah Daerah Hulu Langat and Tenaga Nasional Berhad for their final approval. We have also started the submission process to the One Stop Centre of Majlis Perbandaran Kajang.

Irrespective of any unfortunate circumstances, our Master Plan could get the final approval from Majlis Perbandaran Kajang towards the end of 2020. Once the approval is obtained, we will start the development of our commercial centre as this is expected to be the main catalyst for the overall development.

The tourism division performed well in 2019 in terms of revenue. However, due to the current Covid-19 outbreak, this division is not expected to do as well in 2020 as the overall travel industry is badly hit by the ongoing pandemic. The manufacturing division, however, is expected to remain at the same level. As such, we will take the necessary steps to reduce as many expenses as possible until the industry picks up again.

2020 will be a challenging year. We shall remain steadfast and committed to achieve our goals in the years to come.

APPRECIATION

On behalf of the Board, I wish to express my appreciation to all our customers, shareholders, business partners, bankers and government authorities for their continued support and encouragement during the year.

Special thanks go to the management and staff. Their invaluable efforts and firm dedication to the Group are truly appreciated. We are confident that success is in the pipeline.

I wish to offer my personal gratitude to my fellow Board members for their commitment and guidance.

I would also like to take this opportunity to welcome our newest Board member, Dato' Mohamed Salleh bin Bajuri. His expertise, experience and vast knowledge in property, financial and corporate matters would be important assets for the Group's future undertakings.

DATO' ADNAN BIN MAARUF
Chairman

29 May 2020

REVIEW AND PERFORMANCE OF THE BUSINESS

The Group's principal activities remain unchanged throughout the year 2019. The plantations in Kajang and Bangi are still providing revenues through the sale of the fresh fruit bunches ("FFB") they produce, albeit at a lower volume.

ESTATES

The total area of the Group's estates as at 31 December 2019 is as follows:

	Hectares	
	2019	**2018**
Oil Palm (Mature)	190	190
Roads, buildings, gardens, nurseries and wasteland	12	12
Total	202	202

The yields from the plantation activity for the year ended 31 December 2019 are as follows:

Harvested crops	**FFB**
2019 (tonnes)	467
2018 (tonnes)	380

TOURISM

In Terengganu, the hotels within the Group recorded almost the same revenues as per last year due to the lower average room rates received.

MANUFACTURING

The sales from our rubber manufacturing subsidiary in Thailand were lower at RM2.497 million (2018: RM3.980 million). This was mainly due to the drop in prices of the rubber blocks.

OVERALL

The Group's revenue was RM14.214 million for the year ended 31 December 2019 as compared to RM15.737 million in the preceding year, a decrease of about 10%, mainly due to the drop in selling prices of the rubber blocks during the financial year under review.

The Group's results after tax improved from a loss of RM11.123 million to a loss of RM6,910 million, or a loss per share of 1.83 sen (2018 : loss per share of 2.87 sen). The lower loss was due principally to the additional compensation of RM3.8 million received from Lembaga Lebuhraya Malaysia from an earlier acquisition made by them.

With this result, the Group's Net Assets are now RM627.861 million (2018: RM633.241 million) or RM1.66 (2018: RM1.64) per share, which is calculated after deducting the shares that were bought back. During the financial year ended 31 December 2019, the Company purchased a total of 8,354,300 shares under the share buy-back. A total of 42,075,000 shares were bought back and retained as treasury shares and there has been no resale or cancellation of the said shares.

STRATEGIC REPORT
(cont'd)

At 31 December 2019, the Group had total assets of RM718.628 million compared to RM725.063 million in 2018. The Group's total liabilities stood lower at RM90.767 million compared to RM91.822 million at the prior year end. The resulting net assets were RM627.861 million at 31 December 2019 (2018: RM633.241 million). The current ratio is now at 35.45 (2018: 31.5).

Thus, as a going concern, the Group is in a healthy position.

RESULTS AND DIVIDENDS

The Group's results for the year are set out on page 45. The Group's loss attributable to shareholders of the Company for the financial year ended 31 December 2019 amounted to RM6.910 million (2018: loss of RM11.123 million).

On 9 April 2019, the Directors approved and declared a 2% interim dividend for the financial year ended 31 December 2018. The total amount of RM4.136 million was paid on 15 May 2019. The interim dividend was under the single tier system of RM0.0106 per share, on 378,841,100 ordinary shares. A dividend of 2% is proposed for the financial year ended 31 December 2019.

FUTURE DEVELOPMENTS AND PROJECTS

The Master Plan to develop the land bank in Kajang, totalling approximately 140 hectares has been submitted to various agencies such as Jabatan Alam Sekitar, Lembaga Lebuhraya Malaysia, Jabatan Kerja Raya, Pejabat Tanah Daerah Hulu Langat and Tenaga Nasional Berhad for their final approval. We have also started the submission process to the One Stop Centre of Majlis Perbandaran Kajang.

Irrespective of any unfortunate circumstances, our Master Plan could get the final approval from Majlis Perbandaran Kajang towards the end of 2020. Once the approval is obtained, we will start the development of our commercial centre as this is expected to be the main catalyst for the overall development.

The tourism division performed well in 2019 in terms of revenue. However, due to the current Covid-19 outbreak, this division is not expected to do as well in 2020 as the overall travel industry is badly hit by the ongoing pandemic. The manufacturing division, however, is expected to remain at the same level. As such, we will take the necessary steps to reduce as much expenses as possible, until the industry picks up again.

The statements above comply with Practice 1.1 of the MCCG 2017.

PRINCIPAL RISKS AND UNCERTAINTIES FACING THE BUSINESSES

The principal risks and uncertainties faced by the Group's businesses are:

(a) Exposure to the risks inherent in the oil palm and rubber industries

The Group is susceptible to certain business risks inherent in the oil palm and rubber industries as well as general business risks, which include but are not limited to:

(i) constraints and rising costs of labour supply and raw materials;
(ii) poor weather;
(iii) price fluctuations of commodity;
(iv) threat of substitute products; and
(v) change in regulatory, economic and business conditions.

(b) Exposure to the risks inherent in the property development industry

The Group is entering into property development. It will be exposed to the cyclical performance caused by the changes in the domestic and global economic conditions, which give rise to intense competition among the local players and new entrants in the property market. In addition, its profitability may also be affected by the changes in the economic and political environment such as changes in taxation, inflation, foreign exchange rates, government policies, population growth and accounting policies.

(c) Exposure to the risks inherent in the tourism industry

The Group is subject to risks inherent in the hotel and tourism sector. These may include general global and regional economic downturns, uncertainties from terrorism activities and war, socio-political instability, a decrease in demand or an oversupply of hotel and resort rooms, an increase in the operating costs due to inflation and other factors such as energy and labour costs, labour supply shortages, changes in credit conditions, changes in customers' preferences and the collectability of debts.

INFORMATION TO SHAREHOLDERS

The Group has its own website www.ikkr.com.my for the purpose of improving information flow to shareholders and potential investors.

On behalf of the Board

DATO' ADNAN BIN MAARUF
Director

DATO' HAJI MUDA BIN MOHAMED
Director

Kuala Lumpur, Malaysia
29 May 2020

CORPORATE SOCIAL RESPONSIBILITIES

The Group embraces the value of Corporate Social Responsibilities ("CSR") and has continued to extend its support to the communities. Thus, most of our CSR activities have been targeted for the benefit of our employees, hotel guests and the surrounding society.

Perhentian Island Resort ("PIR") has always placed high importance on the efforts of preserving the natural environment. On land, we strive to present a spotless beach for guests to bask on and retain a lush rainforest for them to venture and appreciate its offerings. Any development that may compromise the surrounding landscape would be considered with great care. Along the shore and in deep sea, we take serious concern in maintaining the cleanliness, as well as protecting and conserving all marine life within. Employees and guests alike are encouraged to share the same vision in defending and sustaining good ecological wisdom. Tree planting and general upkeep are among the frequently held activities for staff at the resort. The resort is in the process of developing a gymnasium, spa, gaming room and cafe to provide new experiences for the guests.

PIR acknowledges the importance of assisting the less fortunate by contributing back to the society. Among the humble efforts made that could have left a large impact on the community were blood donation and contribution to Ar-Rahman mosque in Kampung Perhentian Kecil. The Merdeka Day celebration and annual dinner have been a yearly occasion to show our commitment to the country and appreciation for the staff.

Annual dinner for staff

Merdeka Day celebration

Donation to Ar-Rahman Mosque

Blood Donation

CORPORATE SOCIAL RESPONSIBILITIES
(cont'd)

At Supara Company Limited ("Supara"), we have been consistent in our efforts to establish a conducive and healthy working environment. We conduct urine tests quarterly and hold biannual medical check-ups for the employees. We prohibit smoking and drinking within the factory premises and carry out internal audit and practice the procedures set by the authorities. We take steps to reduce wastage and pollution and ensure no contamination occurs during the discharge of our waste products.

Supara also make initiatives towards the surrounding social responsibilities and have been constantly participating with other organisations to serve the neighbouring society.

Supporting the activities on Children's Day held at the nearby school with Sub-district Administration Organisation and Takuapa Municipality

Helping to paint the steel structure for multipurpose hall of Bang Muang Temple

Cleaning the area around the Bo Hin waterfall near Khuk Khak district

At the Group level, employees are viewed as the key assets for its growth and also the main drivers of strength to each respective company. They are provided with appropriate environment for both work and social advantages. Accommodations and necessary facilities are provided at the rubber factory, hotels and resort. They are also given adequate medical and health insurance benefits. The Company even provides accommodations for the former estate workers in Kajang. We hope this social project has given an inspiration for other companies to emulate in the same direction.

CORPORATE SUSTAINABILITY STATEMENT

Environmental sustainability is an ethical responsibility and a moral issue. The Group is committed in exercising its best efforts to conserve the environment through the following programs:

(a) Reduces greenhouse gas emissions by increasing energy efficiency and lowering its consumption. We actively try to find ways to reduce carbon footprint while expanding energy supply to meet the needs of our businesses. We invest in renewable energy by changing from diesel to gas at Supara and using solar heaters at PIR.

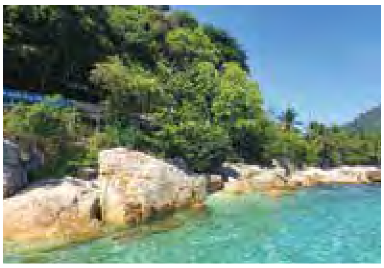
(b) Maintains water resources effectively by encouraging all of our business units to ensure sustainable consumption of water in their operations. We make an effort to develop efficient ways to recycle used water, and to explore alternative ways to generate clean water from the surrounding sources. At PIR, we use underground water supply for nurturing plants and general outdoor cleaning.

(c) Ensures all liquid discharged from business activities are properly filtered before it goes to the main drainage system.

(d) Improves energy efficiency by using LED lightings and encourages paperless operations within the Group.

(e) Develops our resort based on the original environment and enhances the landscape by planting appropriate tropical vegetation. We encourage the growth population of natural habitat creatures within the vicinity of the resort.

(f) Takes part in cleaning activities at the base of the ocean together with other environmental organisations to preserve the natural habitat of the marine park.



THE MALAYSIAN CODE ON CORPORATE GOVERNANCE

It is the policy of the Company to manage the affairs of the Group in accordance with the appropriate standards for good corporate governance. Set out below is a statement on how the Company has applied the principles and complied with the recommendations as set out in the Malaysian Code on Corporate Governance 2017 ("MCCG 2017") except where stated otherwise.

BOARD OF DIRECTORS

Board Charter

The Board Charter was established in year 2002 to set out strategic intent and outline the Board's structure and procedures, code of conduct, roles and responsibilities and relationship of the Board to the management in accordance with Practice 2.1 of the MCCG 2017. The following paragraphs detail out the Charter. The Board recognises the importance of the Board Charter and will adhere to it and will take steps to enhance the Board Charter from time to time.

Board Composition and Board Balance

The Board has five (5) members, comprising of all Independent Non-Executive Directors. This composition fulfils the requirements mandated by the Main Market Listing Requirements ("Main LR") of Bursa Malaysia Securities Berhad ("Bursa Securities"), which stipulates that at least two (2) Directors or one-third of the Board, whichever is higher, must be independent. The Directors have wide-ranging experience and all had occupied senior positions in the public and/or private sectors. Four of them have experiences related to the plantation, tourism and property sectors, which are the main business drivers of the Group. A brief profile of each Director is presented on pages 5 to 7 of this Annual Report.

The balance between Independent Non-Executive Directors together with the support from management is to ensure that there is an effective representation for the shareholders. It further ensures that issues of strategy, performance and resources are fully addressed and investigated to take into account long-term interests of shareholders, relevant stakeholders and the community in which the Group conducts its business. The Independent Non-Executive Directors also bring independent judgement and challenge standards of conduct and fulfil a pivotal role in corporate accountability.

The Directors, with their different backgrounds and specialisations, collectively bring considerable knowledge, judgement and experience to the Board that has been vital to the direction of the Group.

No individual or a group of individuals dominates the Board's decision-making and the number of Directors reflects fairly the investment of the shareholders. The Board of Directors must select among them a Chairman, who, in accordance with Practice 1.3 of the MCCG 2017, the positions of Chairman and Chief Operating Officer are held by different individuals. In accordance with Practice 4.1 of the MCCG 2017, the Board must comprise a majority of Independent Directors. The Chairman of the Board is Dato' Adnan bin Maaruf.

The Board has not set a gender diversity target as of the reporting period. It is of the view that the Board membership should be determined based on a candidate's skills, experience and other qualities regardless of gender. Thus, the Board is still looking for a female Director who will be able to complement the current representation.

A statement by the Directors and their responsibilities for preparing the financial statements is included on page 38.

Company Secretary

The Company Secretary plays an advisory role to the Board in relation to the Company's Articles of Association ("the Articles"), the Board's policies and procedures, and compliance with the relevant regulatory requirements, codes or guidance and legislations. The Company Secretary is suitably qualified, competent and capable of carrying out the duties required and has attended trainings and seminars conducted by relevant regulatory to keep abreast of the relevant updates on statutory and regulatory requirements and updates on the Main LR of Bursa Securities and the Malaysian Companies Act 2016 ("the Act").

Deliberations during the Board and Committee Meetings were properly minuted and documented by the Company Secretary.

CORPORATE GOVERNANCE
(cont'd)

Board Responsibilities

The Board plays a primary role in the conduct and control of the Group's business affairs. The Board is primarily responsible for the Group's overall strategic plans for business performance, succession planning, risk management, investor relations programmes, internal control, management information and statutory matters. The Board is required to commit its time in order to have an effective working partnership with the management in establishing the strategic direction and goals and in monitoring its achievement. This complies with Practice 1.1 of the MCCG 2017.

The presence of Independent Non-Executive Directors shall provide unbiased and independent views and judgements in the decison-making process at Board level and ensures that no significant decisions and policies are made by any individual and that the interest of the minority shareholders are safeguarded.

The Board delegates specific powers and responsibilities to three (3) Board Committees namely, Audit, Nomination and Remuneration Committees, and the day-to-day operation matters to the management headed by the Group Chief Operating Officer.

Whistle-Blower Policy

The Board has also adopted Whistle-Blowing Policies and Procedures, which outline when, how and to whom a concern may be properly raised about the actual or potential corporate fraud or breach of regulatory requirements involving employees, management or Director in the Group. The Board is aware of the need for adherence to the Company's policies and employees in the Group respectively and will take measures to put in place a process to ensure its compliance.

Appointments to the Board

Appointment to the Board is based on the recommendations of the Nomination Committee established by the Board. This includes subsidiary companies. The Nomination Committee considers the required mix of skills and experience that the Directors should bring to the Board in making these recommendations. The Nomination Committee is responsible, inter alia, for making recommendations to the Board on new nominees for the Board including Board Committees and for assessing Directors on an ongoing basis. The Nomination Committee also reviews the Board's required mix of skills and experience and other qualities, including core competencies which Non-Executive Directors should bring to the Board.The Board must show its commitment in terms of time and contribution.

Re-election

All Directors' appointment to the Board are subject to the rules and regulations of the Act and the Articles.

In accordance with the Articles, all Directors shall retire from office at least once in every three (3) years and a retiring Director is eligible for re-election.

An election of the Directors shall take place each year. At each Annual General Meeting ("AGM"), one-third of the Directors for the time being (or if their number is not a multiple of three (3), the number nearest to but no greater than one-third) shall retire from office provided that all Directors shall retire from office at least once every three (3) years but shall be eligible for re-election.

The Articles further provide that all newly appointed Directors shall retire from office but shall be eligible for re-election in the next AGM subsequent to their appointment.

The names of the Directors of the Company who are seeking re-election or re-appointment at the 110th AGM of the Company to be held on 30 June 2020 as set out in the Notice of AGM are as follows:

Directors Standing for Re-Election at the 110th AGM

Pursuant to Article 86 of the Articles:
Dato' Haji Muda bin Mohamed

Pursuant to Article 91 of the Articles:
Dato' Mohamed Salleh bin Bajuri

Special Business

Pursuant to Guidance of the MCCG 2017:
Dato' Haji Muda bin Mohamed
Dato' Adnan bin Maaruf
Dr. Radzuan bin A. Rahman

Tenure of Independent Directors

In accordance with Practice 4.2 of the MCCG 2017, Directors will remain independent for a period of up to nine (9) years. As such, the Board will recommend to retain those Directors who have exceeded nine (9) years and shall seek shareholders' approval at the forthcoming AGM. The recommendation for the extension is detailed out in the Notice of AGM on page 94.

Supply of Information

The Board meets on a quarterly basis with additional meetings held whenever necessary. There were five (5) Board of Directors meetings held during the financial year ended 31 December 2019 and the details of attendance are set out as follows:

Name of Directors	No. of Meetings Attended
Dato' Adnan bin Maaruf	5/5
Dato' Tik bin Mustaffa	5/5
Dato' Haji Muda bin Mohamed	5/5
Dr. Radzuan bin A. Rahman	4/5
Dato' Mohamed Salleh bin Bajuri (appointed w.e.f. 18 June 2019)	2/2

Five (5) of the meetings were held at 26th Floor Menara Promet (KH), Jalan Sultan Ismail, 50250 Kuala Lumpur.

The Company Secretary was present at all Board of Directors meetings held during the financial year ended 31 December 2019, in accordance with Practice 1.4 of the MCCG 2017.

Prior to the Board meetings, the agenda and the relevant documents and information are distributed to all Directors to ensure they have sufficient time to review and be prepared for discussion. The Group Chief Operating Officer and/or other relevant key management personnel will provide information on the Group's performance and clarification on relevant issues and management's recommendations for deliberation and discussion by the Board prior to decision-making. Proceedings of Board meetings are recorded and signed by the Chairman of the meeting.

Apart from the above, the Board members are updated on the Company's activities and its operations on a regular basis. Management's review and analysis on the Group's performance will be tabled to the Board every quarter for review. All Directors whether as a full board or in their individual capacity have access to all information of the Company on a timely basis in an appropriate form and quality necessary to enable them to discharge their duties and responsibilities.

All Directors have access to the advice and services of the Company Secretary and are entitled to seek independent professional advice, whenever necessary, at the expense of the Group. The appointment and removal of the Company Secretary are matters for the Board as a whole.

Directors' Training

The Board acknowledges the fact that continuous education is vital for the Board members to gain insight into the state of economic, manufacturing, technological advances in the core business and keep abreast of latest regulatory developments and management strategies.

The Board receives regular briefings and updates on the Group's businesses, operations, risk management, internal controls, corporate governance, finance and any new or changes to the relevant legislation, rules and regulations.

All the Directors have attended the Mandatory Accreditation Programme prescribed by Bursa Securities. During the year, the Senior Management are encouraged to attend courses, whether in-house or external, to help them in the discharge of their duties. The Directors have also attended the following seminars to broaden their perspective, skills and knowledge and to keep abreast of the relevant changes in law, regulations and the business environment:

Directors	Seminar Title
Dato' Adnan bin Maaruf	Power Talk- How Boards can Build Reputation Resilience
Dato' Tik bin Mustaffa	Corporate Liability on Corruption Audit Oversight Board: Conversation with Audit Committees
Dato' Haji Muda bin Mohamed	2019 Forum on Corporate Governance in the Capital Market – Building and Sustaining a Robust Malaysian Capital Market
Dr. Radzuan bin A. Rahman	Governance Awareness
Dato' Mohamed Salleh bin Bajuri	Key Disclosure Obligations of a Listed Company Cyber Security Awareness

The Directors will continue to undergo other training programmes and seminars from time to time as they consider necessary to equip themselves with the relevant knowledge and ideas to discharge their duties effectively.

BOARD COMMITTEES

The Board has set up Committees to delegate specific powers and responsibilities, all of which have their own written constitutions and terms of reference. The Chairman of the respective Committees reports to the Board the outcomes and recommendations thereon and minutes of such Committee meetings will be tabled for the Board's notation. The ultimate responsibility for the final decision on all matters of Board Committees lies with the entire Board. The Committees are as follows:

Audit Committee

The Audit Committee's terms of reference, which outline the Committee's functions, responsibilities and duties, are contained in the Audit Committee Report.

During the year, the Audit Committee has, inter alia, performed the following functions:

(a) Reviewed the Group's quarterly and annual financial statements before announcing to Bursa Securities and Singapore Exchange Securities Trading Limited ("SGX-ST");
(b) Reviewed with the external auditors, Messrs Milsted Langdon LLP, the scope of their engagement, fees, as well as the accounting and reporting matters emanating from their examination of the annual financial statements;
(c) Appraised significant risk, control, regulatory and financial matters that have come to the attention of the external auditors in the course of their audit; and
(d) Deliberated on the implications and effects of the relevant International Financial Reporting Standards which came into effect during the year.

The Committee is aware of the risk management, control and governance processes relating to critical corporate and operational areas. It also closely monitors the recommendations made in order to obtain assurance that all key risk and control concerns have been duly addressed and properly managed. This complies with Practice 9.1of the MCCG 2017.

More information on the Audit Committee is given in the Audit Committee Report on pages 26 to 28.

Nomination Committee

The Nomination Committee was established on 20 February 2003 and the members of the Nomination Committee comprises of:

Dato' Tik bin Mustaffa	Chairman, Independent Non-Executive Director
Dato' Adnan bin Maaruf	Member, Independent Non-Executive Director
Dr. Radzuan bin A. Rahman	Member, Independent Non-Executive Director

The functions of the Nomination Committee include:

(a) Assesses the effectiveness of the Board and the contribution of each individual Director;
(b) Assesses the size of the Board and reviews the mix of skills and experience and other qualities required by the Board to function completely and efficiently;
(c) Assesses and recommends new nominees for appointment to the Board and to the Boards of the Group's subsidiary companies;
(d) Assesses the independence of Independent Non-Executive Directors for recommendation to the shareholders for approval at the Company's general meeting.

The Company Secretary will ensure that all appointments are properly made and that all necessary information is obtained from the Directors.

The Nomination Committee has met six (6) times during the financial year ended 31 December 2019 to review all the Directors who are due for re-election and re-appointment at the Company's AGM and to deliberate and nominate Directors to attend seminars.

Remuneration Committee

The Remuneration Committee was established on 20 February 2003.

The members of the Remuneration Committee are:

Dato' Haji Muda bin Mohamed	Chairman, Independent Non-Executive Director
Dr. Radzuan bin A. Rahman	Member, Independent Non-Executive Director
Dato' Mohamed Salleh bin Bajuri (appointed w.e.f 18 June 2019)	Member, Independent Non-Executive Director

The Remuneration Committee has met once (1) during the financial year ended 31 December 2019.

DIRECTORS' REMUNERATION REPORT

The Level and Make-up of Remuneration

The Remuneration Committee endeavours to ensure that the remuneration package offered is competitive to attract, retain and motivate senior executives of high calibre who will strive to achieve the Group's objectives. This complies with Practice 6.1 of the MCCG 2017.

The package may include basic salary, benefits and annual bonuses that will be based on the individual performance and dependent upon the achievement of predetermined targets. The Directors' fees and meeting allowances paid to all Directors, individually and per meeting respectively, are disclosed in note 11 to the financial statements.

There were no performance-related bonuses or other benefits given to any of the Directors during the financial year ended 31 December 2019.

The fees for Non-Executive Directors are determined by the Board and approved by the shareholders. The only other remuneration of Non-Executive Directors is meeting allowances, which are set by the Board, having taken advice on appropriate levels. During the 109th AGM, all shareholders unanimously voted "FOR" and approved the payment for Directors' fees in respect of the year ended 31 December 2018.

The Committee has not set any policy on the Directors' Remuneration.

The Company does not have any pension scheme for its employees and Directors. The Company does, however, make the statutory contribution for its employees to the relevant regulatory body, the Employees Provident Fund, in Malaysia. The fund operates as a defined contribution scheme. The Company does not have any long-term incentive plans or share option schemes for its employees and Directors.

Procedure

The Remuneration Committee is responsible for making recommendations to the Board, within agreed terms of reference, on an overall remuneration package for the Directors. The Committee has not engaged any person to advise and assist on any matters relating to the Directors' remuneration during the financial year ended 31 December 2019.

DISCLOSURE

During the year ended 31 December 2019, none of the Directors had any interests in the shares of the Company or Group undertakings.

The Directors' total remuneration comprises the following:

	Basic Fees (RM)	Meeting Allowances (RM)	Total 2019 (RM)	Total 2018 (RM)
Non-Executive Directors				
Dato' Adnan bin Maaruf	40,000	6,000	46,000	46,000
Dato' Tik bin Mustaffa	30,000	8,250	38,250	37,000
Dato' Haji Muda bin Mohamed	30,000	7,000	37,000	37,000
Dr. Radzuan bin A. Rahman	30,000	4,500	34,500	33,750
Datuk Kamaruddin bin Awang (resigned w.e.f 7 January 2019)	-	-	-	38,250
Dato' Mohamed Salleh bin Bajuri (appointed w.e.f 18 June 2019)	15,000	2,500	17,500	-
	145,000	**28,250**	**173,250**	**192,000**

	RM'000	RM'000
Staff cost (note 10 to the financial statements)	6,201	6,942
Directors' fees (%)	2.8%	2.8%
Dividend paid	4,136	4,322
Directors' fees (%)	4.3%	4.5%

Senior Management Remuneration

Practice 7.2 of MCCG 2017 states that the Company should disclose on a named basis the top five (5) Senior Management's remuneration component including salary, bonus, benefit-in-kind and other emoluments in bands of RM50,000. The Board views that such disclosure will give rise to recruitment and talent retention issues and hence will not apply this Practice.

The Company has identified five (5) Senior Management personnel as its key Senior Management (please refer to note 30 to the financial statements) and their aggregated remuneration totalled RM579,700 in the financial year ended 31 December 2019.

Pension Entitlements

The Company does not have a pension scheme in place.

Long-Term Incentive Plans

The Company does not have a long-term incentive plan in place.

Interest in Share Options

The Company does not have a share option scheme in place.

Excess Retirement Benefits of Directors and Past Directors

The Company does not have a retirement benefit scheme in place.

Compensation for Past Directors

There was no compensation made to the past Directors in respect of loss of office and pensions.

PERFORMANCE GRAPH

The Company's performance graph required to be included in the Directors' Remuneration Report is shown on pages 31 to 32.

SHAREHOLDERS

Dialogue Between the Company and its Investors

The Group believes in clear communications with its shareholders. The Annual Report and the quarterly announcements are the primary methods of communication to report the Group's business activities and financial performance to all shareholders. All such reporting information can be obtained from the website of Bursa Securities or the Group's website www.ikkr.com.my. This complies with Practices 11.1 and 11.2 of the MCCG 2017. Shareholders also have the opportunity to put questions at the AGM where the Directors are available to discuss aspects of the Group's business activities and performance. The shareholders may also forward their questions to the Company via e-mail at ir@ikkr.com.my or contact the Principal/Registered Office in Malaysia.

The Annual General Meeting

The AGM remains the principal forum for dialogue with shareholders, wherein the Board presents the operations and performance of the Group. During the meeting, shareholders are given every opportunity to enquire and comment on matters relating to the Group's business. The Chairman, members of the Board and Senior Management personnel are available to respond to shareholders' queries during this meeting. This complies with Practice 12.2 of the MCCG 2017. On any matter that requires the members present to decide, as per Practice 12.3 of the MCCG 2017, poll voting is used.

CORPORATE GOVERNANCE
(cont'd)

ACCOUNTABILITY AND AUDIT

Financial Reporting

The Board aims to provide and present a balanced and meaningful assessment of the Group's financial performance and prospects at the end of every quarter and the financial year, primarily through the annual financial statements and quarterly announcements of results to shareholders as well as the Chairman's Statement in the Annual Report. The Audit Committee assists the Board by reviewing the disclosure of information to ensure completeness, accuracy and validity. This complies with Practice 8.5 of the MCCG 2017.

Internal Control and Risk Management System

The Directors acknowledge their responsibility for the Group's system of internal controls covering not only financial controls but also operational and compliance controls, as well as risk management. The internal control system involves each subsidiary business and is designed to meet the needs of each subsidiary to ensure that the risks faced by the business in pursuit of its objectives are identified and managed at known acceptable levels. The Group Chief Operating Officer has given his assurance that the Group's exposure to risk is limited to those mentioned in note 29.3 to the financial statements. The Group will be continuously reviewing the adequacy and integrity of its system of internal control. A full Statement on Internal Control is included on pages 29 and 30.

The Board also acknowledges the internal audit function as an integral part of an effective system of corporate governance. In this regard, the Board was given assurance that the internal audit function is present within the Group.

Relationship with Auditors

The Board, via the establishment of the Audit Committee, maintains a formal and transparent relationship with the Company's auditors. The roles of the Audit Committee in relation to the auditors are detailed in the Audit Committee Report on page 27.

COMPLIANCE STATEMENT

The Board is satisfied that the Company had in 2019 complied with the best practices of MCCG 2017.

ADDITIONAL COMPLIANCE INFORMATION

Share Buy-Back

The Company purchased a total of 8,354,300 shares on the share buy-back during the financial year.

Options, Warrants or Convertible Securities

There was no grant or exercise of options, warrants or convertible securities during the financial year.

American Depository Receipt ("ADR") or Global Depository Receipt ("GDR") Programme

The Company did not sponsor any ADR or GDR programme during the financial year.

Imposition of Sanctions and/or Penalties

There were no sanctions and/or penalties imposed on the Company and its subsidiaries, Directors or management by the relevant regulatory bodies for the financial year under review.

Non-Audit Fees

The non-audit fees paid to the Group's external auditors amounted to RM28,250 for the financial year under review.

Profit Estimate, Forecast, Projections and Variation in Results

The Company did not make any release on profit estimates, forecasts or projections for the financial year and there were no variations of 10% or more between the audited results for the financial year 31 December 2019 and the unaudited results previously announced.

Profit Guarantee

The Company did not give any profit guarantees during the financial year.

Material Contracts

There were no material contracts entered into by the Company and its subsidiaries involving Directors and major shareholders' interests.

Revaluation Policy on Freehold Land

The Group revalues its freehold lands whenever the market value of the assets has changed materially from the prior year and/or in at least every five (5) years.

Employee Share Option Scheme ("ESOS")

There was no ESOS offered during the financial year ended 31 December 2019.

Corporate Social Responsibility ("CSR")

The Group is aware of its responsibility to its shareholders, human capital, environment and the community. Details of CSR are disclosed on page 14.

Recurrent Related Party Transactions

There were no transactions with related parties undertaken by the Group during the period under review except as disclosed in notes 11 and 30 to the financial statements.

RESPONSIBILITY STATEMENT FOR PREPARING THE ANNUAL AUDITED FINANCIAL STATEMENTS

The Board has seen and approved the Annual Report and Audited Financial Statements for the year ended 31 December 2019 and it collectively and individually accepts full responsibility for the accuracy of the information given and confirms that, after making reasonable enquiries to the best of its knowledge and belief, there are no other facts, the omission of which would make any statement or information therein misleading.

This Corporate Governance Statement, including the information on Directors' Remuneration, is made in accordance with the resolution of the Board of Directors dated 29 May 2020.

DATO' HAJI MUDA BIN MOHAMED
Director

AUDIT COMMITTEE REPORT

The Directors are pleased to present the Audit Committee Report of the Company in respect of the financial year ended 31 December 2019.

COMPOSITION

The composition of the Audit Committee and designation of the Directors are as follows:

Members of the Committee

Dato' Tik bin Mustaffa	Chairman, Independent Non-Executive Director
Dato' Haji Muda bin Mohamed	Member, Independent Non-Executive Director
Dato' Mohamed Salleh bin Bajuri (appointed w.e.f 18 June 2019)	Member, Independent Non-Executive Director

Secretary to the Committee

Lee Thai Thye (LS 0000737)

TERMS OF REFERENCE

The terms of reference of the Audit Committee comprise mainly the constitution, membership, authority, duties and responsibilities of the Audit Committee.

Constitution

The Board of Directors has established a Committee of the Board known as the Audit Committee.

Membership and Meetings

The Committee is appointed by the Directors and shall at all times comprise not less than three (3) members of whom all are Independent Non-Executive Directors and must not be an Alternate Director. One (1) member resigned in January 2019. As such, there were only two (2) members until a new member joined in June 2019. All members of the Audit Committee shall also be financially literate, and at least one (1) of the members must fulfil the requirements of Rule 15.09 (c) of the Main LR of Bursa Securities. The Chairman of the Committee must be an Independent Non-Executive Director and shall be appointed by the Committee members. The Company Secretary shall act as the secretary to the Committee. There shall be at least four (4) meetings per year.

Attendance at Audit Committee Meetings

Attendance at Audit Committee Meetings during 2019 was as follows:

Name of Directors	No. of Meetings Attended
Dato' Tik bin Mustaffa	5/5
Dato' Haji Muda bin Mohamed	5/5
Dato' Mohamed Salleh bin Bajuri (appointed w.e.f 18 June 2019)	2/2

Five (5) of the meetings were held at 26th Floor Menara Promet (KH), Jalan Sultan Ismail, 50250 Kuala Lumpur.

Authority

The Audit Committee has the authority to investigate any activity within its terms of reference, and shall obtain the cooperation of the other Board members, employees and external auditors, and any other external professional bodies which it considers necessary.

Duties and Responsibilities

The Audit Committee's main duties and responsibilities are as follows:

(a) Reviews the audit plan with the external auditors.

(b) Reviews with the external auditors, the adequacy and effectiveness of the accounting and internal control systems.

(c) Acts upon problems and reservations arising from interim and final audits.

(d) Reviews the financial statements prior to the Directors' approval to ensure a fair and full presentation of the financial affairs of the Company and the Group, and that they comply with applicable financial reporting standards, as required by Practice 8.5 of the MCCG 2017.

(e) Assists in establishing an internal audit function and other appropriate control procedures, as required by Practice 10.1 of the MCCG 2017.

(f) Reviews internal audit reports and highlights to the Board on any significant issues.

(g) Assists in conducting of management audits or other sensitive matters.

(h) Assesses the suitability and independence of the external auditors, in accordance with Practice 8.3 of the MCCG 2017.

(i) Makes recommendations to retain or replace the firm of external auditors and the agreement of the audit fee for the ensuing year.

(j) Makes available at least one (1) member to attend the Head Office at least once in a month.

AUDIT COMMITTEE REPORT
(cont'd)

Summary of Activities

The Committee met five (5) times during the year for the following purposes:

(a) Reviewed the Group's quarterly and annual financial statements before recommending to the Board to approve for announcement to Bursa Securities and SGX-ST.

(b) Reviewed with the external auditors, Messrs Milsted Langdon LLP, the scope of their engagement, fees as well as the accounting and reporting matters emanating from their examination of the annual financial statements.

(c) Appraised significant risk, control, regulatory and financial matters that have come to the attention of the external auditors in the course of their audit, and reviewed if Internal Audit also indicated these findings.

(d) Deliberated on the implications and effects of the relevant International Financial Reporting Standards which came into effect during the year.

(e) At least one (1) member met with the external consultants on ongoing projects to get updates on the status and any issues faced by them due to external parties or management related.

(f) At least one (1) member met with the Heads of Business Units to enquire about the overall business operations.

(g) At least one (1) member attended sub-committee meetings on new business ventures.

Internal Audit Function

The Group's internal control system was reviewed by the outsourced internal auditor. The principal responsibility was to provide independent assessments on the adequacy, efficiency and effectiveness of the internal control systems to ensure compliance with the systems and standard operating procedures at all main business units in the Group.

Internal Audit during the financial year covers financial audits on main business units of the Group to ascertain the adequacy and integrity of their system of internal controls and make recommendations for improvement if any weaknesses were found. There were no actions needed to be taken by the management as there were no audit recommendations on adequacy, effectiveness and timeliness.

The tourism and plantation units are the main business units being subjected for the scope as they included some subjective variables. As for the manufacturing unit, it is audited yearly under the ISO 9001 audit.

After each audit, any findings and recommendations for improvement will be communicated to the respective management for their response and corrective actions. The findings would be looked into and responded to accordingly to avoid any financial impact. Any findings would also be checked against the external audit progress report. Internal Audit will add value by improving the control processes within the Group.

The total outgoing costs incurred for the Internal Audit function in 2019 amounted to RM1,752 compared to RM1,488 in 2018. This does not include the salary of the personnel performing the duty.

STATEMENT ON INTERNAL CONTROL

The Board is pleased to make the following disclosures pursuant to Paragraph 15.26(b) of the Main LR of Bursa Securities, which requires the Board of Directors of public listed companies to include in its annual report “A statement about the state of internal control of the listed issuer as a Group”. The Board confirms that there is an ongoing process of identifying, evaluating and managing the significant risks faced by the Group, and that the process will be regularly reviewed by the Board and accords with ‘The Statement on Internal Control - Guidance for Directors of Public Listed Companies’.

BOARD’S RESPONSIBILITY

In accordance with Practice 1.1 of the MCCG 2017, the Board is committed to maintaining a sound system of internal control to safeguard shareholders’ investments and the Group’s assets. Accordingly, the Board acknowledges its responsibility for the Group’s overall system of internal control, which includes the establishment of an appropriate control environment and framework as well as reviewing its adequacy and integrity. However, it should be noted that due to the limitations that are inherent in any system of internal control, such a system is designed to manage rather than eliminate the risk of failure to achieve the Group’s business objectives. Accordingly, it can only provide reasonable and not absolute assurance against material misstatement or loss.

REVIEW PROCESS FOR INTERNAL CONTROL SYSTEM

In view of the size and nature of the Group’s operations, the Group has an in-house function for its internal control evaluation. Currently the functions are focused on the active subsidiaries. An external consultant was contracted to provide certain system checks on the operational activities at PIR and later for the new property division.

Any adverse reports will be presented to the Audit Committee. Being an independent function, the reports will be presented with impartiality, proficiency and due professional care.

The internal audit function facilitates the Board, through the Audit Committee, in carrying out its responsibility to review and evaluate the adequacy and integrity of the Group’s internal control system. The Board notes the matters pertaining to internal control which, among others, includes the adequacy and integrity of the internal control systems of the Group. Reviews are carried out annually to provide independent assessments on the adequacy, efficiency and effectiveness of the Group’s internal control systems in anticipating potential risk exposures over key business systems and processes and in controlling the proper conduct of businesses within the Group.

The internal audit function adopts a risk-based approach whereby the strategies and plans are prepared based on the risk profile of the Group. Any adverse report will be reviewed by the Audit Committee and forwarded to the management for attention and necessary corrective actions. The management is responsible for ensuring any corrective actions on reported weaknesses are taken within the required time frame.

STATEMENT ON INTERNAL CONTROL
(cont'd)

OTHER CONTROL PROCEDURES

Apart from internal audit, there is an organisational structure with formally defined lines of responsibility and delegation of authority. This will provide a process of hierarchical reporting for an auditable trail of accountability.

The monitoring and management of the Group is delegated to the senior operational management. Through their involvement in the business operations and attendance at senior management level meetings, manages and monitors the Group's financial performance, key performance indicators, operational effectiveness and efficiency, discusses and resolves significant business issues and ensures compliance with applicable laws, regulations, rules, directives and guidelines. These meetings serve as a two-way platform for the Board to communicate and address significant matters in relation to the Group's business and financial affairs and provide updates on significant changes in the businesses and the external environment that may result in any significant risks to the Group.

Internal control procedures are set out in the standard operating practice and business process and internal memos to serve as internal control guidance for proper measures to be undertaken and are subject to regular review, enhancement and improvement.

REVIEW OF THIS STATEMENT

Pursuant to Paragraph 15.23 of the Main LR of Bursa Securities, the external auditors have reviewed this Statement for inclusion in the 2019 Annual Report, and reported to the Board that nothing has come to their attention that causes them to believe that the Statements are inconsistent with their understanding of the process adopted by the Board in reviewing the adequacy and integrity of the system of internal control.

This Statement on Internal Control is made in accordance with the resolution of the Board of Directors dated 29 May 2020.

DATO' HAJI MUDA BIN MOHAMED
Director

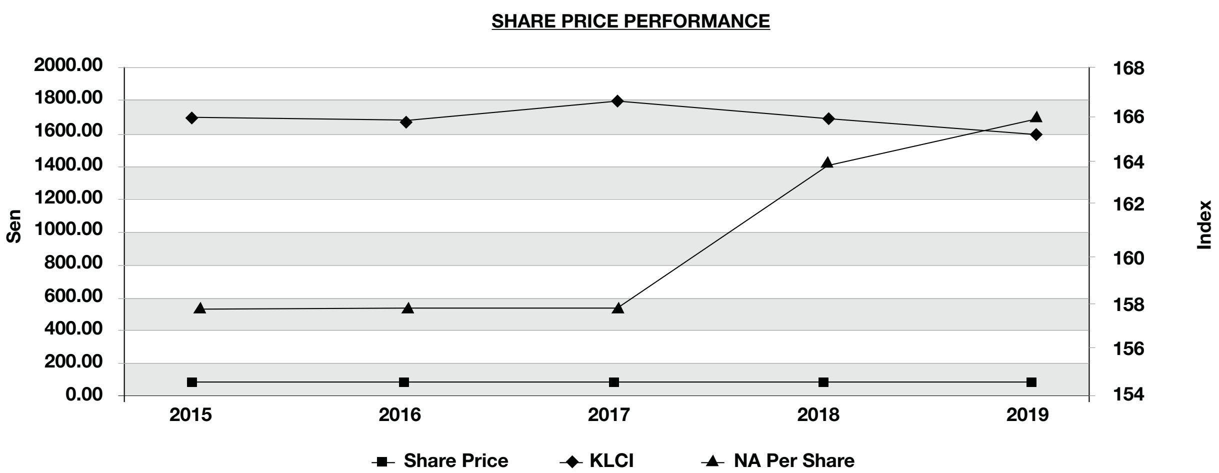
GROUP FINANCIAL HIGHLIGHTS

		2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Financial Performance											
Revenue	RM'000	14,214	15,737	15,839	10,834	10,289	23,639	14,073	16,408	20,173	28,165
(Loss)/Profit Before Taxation	RM'000	(6,917)	(10,884)	(14,347)	(3,389)	(1,898)	(6,988)	(28,189)	4,757	(3,973)	(4,223)
(Loss)/Profit for the Year	RM'000	(6,910)	(11,123)	(14,748)	(3,741)	(1,941)	(7,127)	(28,497)	4,430	(4,164)	(4,918)
(Loss)/Earnings Per Share	Sen	(1.83)	(2.87)	(3.66)	(0.93)	(0.48)	(1.77)	(7.05)	1.06	(0.99)	(1.17)
Dividend Per Share (proposed/paid)	Sen	1.06	1.09	1.111	1.116	1.118	1.090	1.099	1.455	-	-
Total Assets	RM'000	718,628	725,063	725,556	720,124	719,934	706,621	718,832	742,308	726,207	701,696
Share Capital	Shares'000	420,750	420,750	420,750	420,750	420,750	420,750	420,750	420,750	420,750	420,750
Treasury Shares	Shares'000	42,075	33,721	17,541	17,541	17,541	17,541	17,541	3,265	-	-
Shareholders' Equity	RM'000	627,861	633,241	637,235	636,441	638,309	630,951	713,807	737,855	719,023	653,182
Total Liabilities	RM'000	90,767	91,822	88,321	83,683	81,625	75,670	5,025	4,453	7,184	48,514
Borrowings	RM'000	-	-	-	-	-	-	-	24	94	15,455
Current Ratios	Times	35.45	31.47	31.40	34.90	41.66	64.15	44.65	55.90	36.77	8.24
Quick Ratios	Times	35.0	30.96	30.90	34.73	41.38	63.26	41.06	51.51	34.75	8.15
Debt-Equity Ratios	Times	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02
Net Assets Per Share	RM	1.66	1.64	1.58	1.58	1.58	1.56	1.78	1.77	1.71	1.55

All figures are in RM thousands unless otherwise stated.

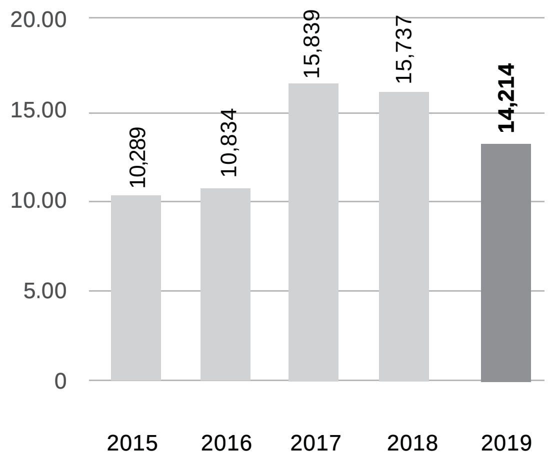
SHARE PRICE PERFORMANCE GRAPH

The graph below shows the movement of the Company's share price on Bursa Securities against the corresponding change in the Kuala Lumpur Composite Index ("KLCI") and the Group's Net Assets per share ("NA per share"). The KLCI was selected as it represents a broad equity market index in which the Company is a constituent member.

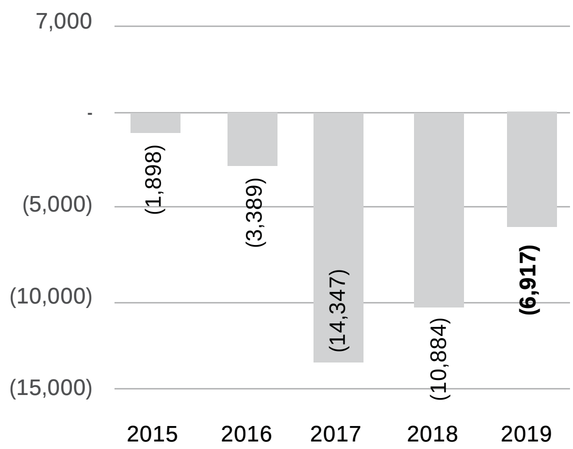


GROUP FINANCIAL HIGHLIGHTS
(cont'd)

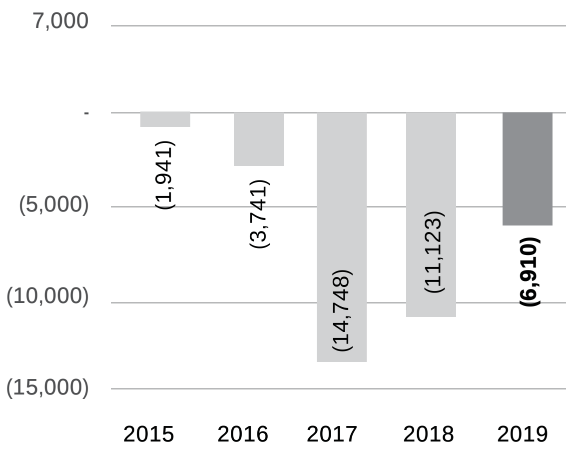
Total Revenue



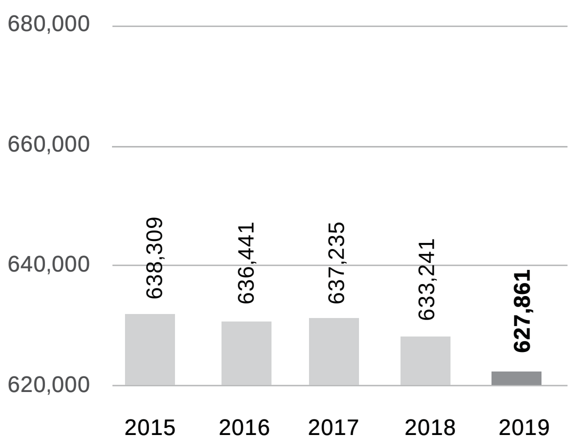
(Loss)/Profit Before Tax (RM'000)



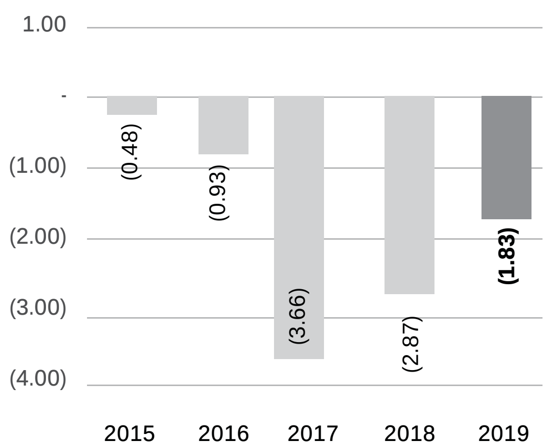
(Loss)/Profit After Tax (RM'000)



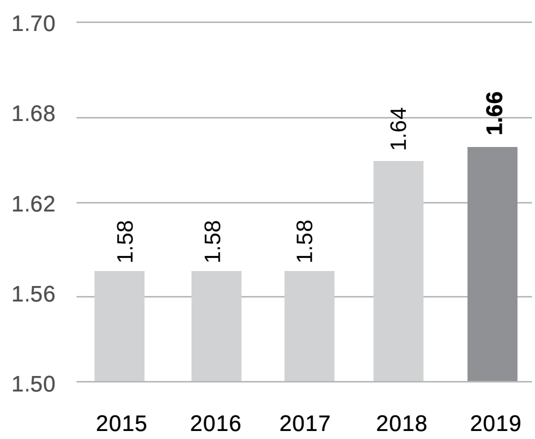
Shareholders' Equity (RM'000)

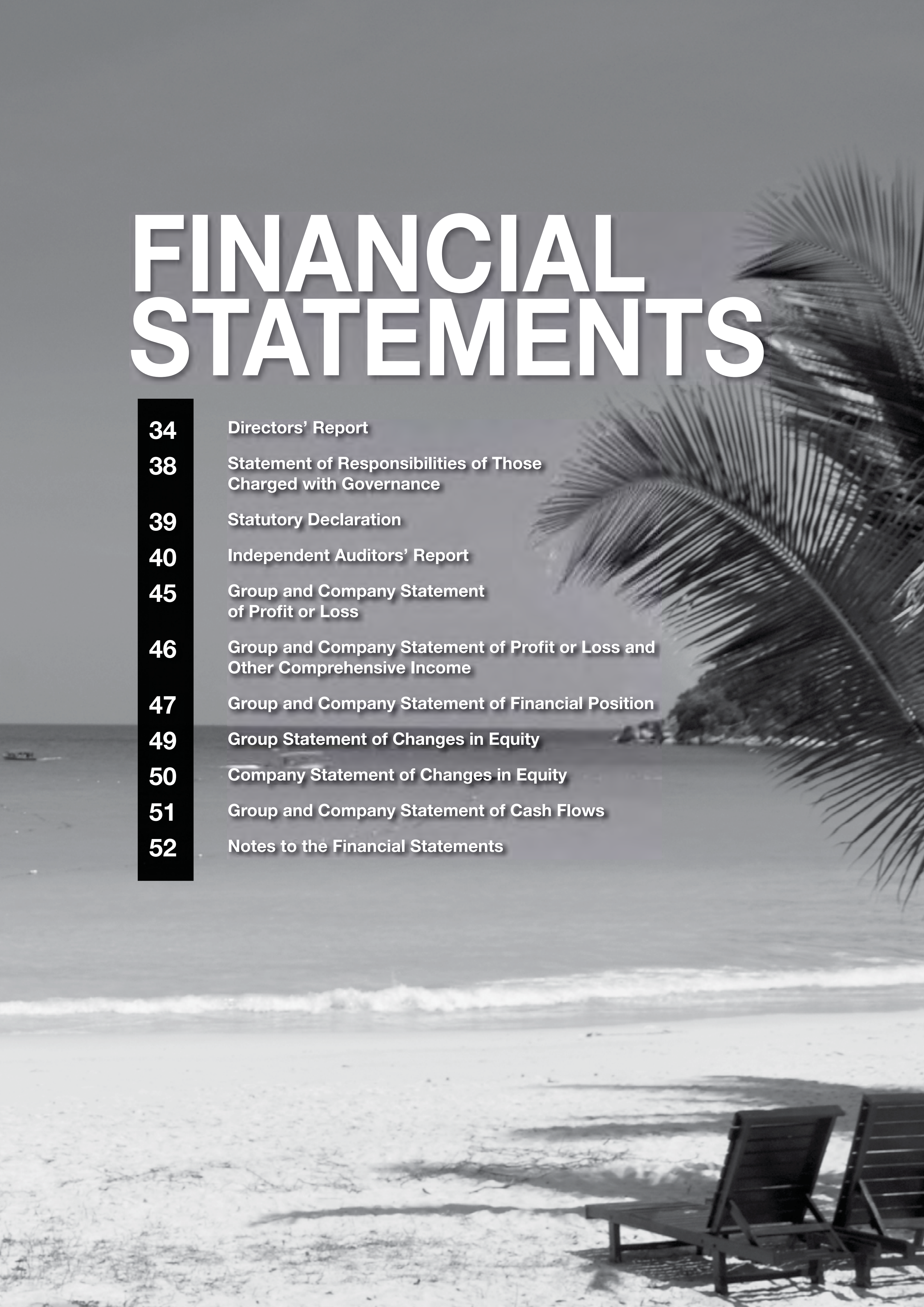


(Loss)/Earnings Per Share (Sen)



Net Assets Per Share (RM)





FINANCIAL STATEMENTS

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2019

The Directors have pleasure in presenting their report, together with the audited financial statements of Inch Kenneth Kajang Rubber Public Limited Company ("the Company" or "the Parent") and its subsidiaries (together "the Group") for the financial year ended 31 December 2019.

Principal Activities

The Company was incorporated in Scotland with company number SC007574, as a public company limited by shares.

The Company is involved in investment holding and carries on the business of an oil palm grower in Selangor, Malaysia.

The subsidiary undertakings are engaged in the operations of a block rubber manufacturer, tourist resort, retailing building supplies, property development and leasing of properties in Malaysia.

A more detailed review of the Group's operations is set out in the Chairman's Statement on page 9.

Group Structure

The Group operates through its Parent and subsidiary companies, details of which are set out in note 17 to these financial statements.

Results and Dividends

The Group's results for the year are set out on page 45. The Group's loss after taxation attributable to shareholders of the Company for the financial year ended 31 December 2019 amounted to RM6.910 million (2018: loss of RM11.123 million).

On 9 April 2019, the Directors approved and declared a 2% interim dividend for the financial year ended 31 December 2018. The total amount of RM4.136 million was paid on 15 May 2019. The interim dividend was under the single tier system of 1.06 sen per share, on 378,841,100 ordinary shares. A dividend of 2% is proposed for the financial year ended 31 December 2019.

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

The Board plays an active role in the development of the Company's strategy. It has in place a strategy planning process, whereby the management presents to the Board its recommended strategy annually, together with its proposed business and regulatory plans for the ensuing year at a dedicated session, for the Board's review and approval. At this session, the Board deliberates both the management's and its own perspectives, and challenges the management's views and assumptions, to ensure the best outcome. In conjunction with this, the Board also reviews and approves the annual budget for the ensuing year, and sets the Key Performance Indicators (KPIs) under the Corporate Balanced Scorecard (CBS), ensuring that the targets correspond to the Company's strategy and business plan, reflect competitive industry trends and internal capabilities as well as provide sufficient stretch for the management.

The following table indicates the areas that may be looked at for improvement:

Department	Areas
Finance	Return on Investment Cash Flow Return on Capital Employed Financial Results (Quarterly/Yearly)
Internal Business Processes	Number of activities per function Duplicate activities across functions Process alignment (is the right process in the right department) Process bottlenecks Process automation
Learning and Growth	Is there the correct level of expertise for the job Employee turnover Job satisfaction Training/Learning opportunities
Customer	Delivery performance to customer Quality performance for customer Customer satisfaction rate Customer percentage of market Customer retention rate

Post Balance Sheet Events

The Board proposed that a 2% interim dividend for the financial year ended 31 December 2019 be distributed to the shareholders during the year 2020. The interim dividend is under the single tier system of £0.002 or 1.06 sen per share on 378,675,000 ordinary shares.

The pandemic caused by Covid-19 will have a significant impact on PIR, as the business relies mainly on tourist arrival. As such, the turnover is expected to reduce significantly. Direct expenses will also reduce and we will try to reduce our fixed cost as much as possible to mitigate the impact.

For all other business components, the impact is not expected to be significant.

Directors

The Directors of the Company who held office during the year and at the date of this report are:

Dato' Adnan bin Maaruf
Dato' Tik bin Mustaffa
Dato' Haji Muda bin Mohamed
Dr. Radzuan bin A. Rahman
Dato' Salleh bin Bajuri (appointed w.e.f 18 June 2019)

Directors' Interests

Neither at the end of the financial year ended 31 December 2019, nor at any time during that year, was there any arrangement to which the Company was a party, whereby the Directors could acquire benefits by means of the acquisition of shares in or debentures of the Company or Group undertakings.

Since the end of the previous financial year, no Director has received or become entitled to receive any benefits (other than benefits included in the aggregate amount of emoluments received by the Directors as shown in the financial statements) by reason of a contract made by the Company or Group undertakings with any Director or with a firm of which he is a member, or with a company in which he has a substantial financial interest.

None of the Directors who held office during the financial year and to the date of this report, together with their immediate families, had any interests in the shares of the Company or Group undertakings.

Creditor Payment Policy and Practice

It is the Group’s policy that payments to suppliers are made in accordance with those terms and conditions agreed between the Group and its suppliers, provided that all trading terms and conditions have been complied with.

At 31 December 2019, the Group had an average of 15 days (2018: 17 days) purchase outstanding in trade payables.

Health and Safety

All aspects of health and safety at the Group’s plantations are handled by its agent, Akem Links Sdn Bhd, and reviewed by the Board. The Company also places a high level of importance on health and safety aspects at its principal trading subsidiaries, Perhentian Island Resort Sdn Bhd (“PIR”), Motel Desa Sdn Bhd and Supara Company Limited. Any health and safety issues at these subsidiaries may be detrimental to its image and hence may affect revenues achieved.

Employees

The number of staff employed by the Group at the year end was 197 (2018: 196). At the resort, factory and estates, we provide employees with full quarters and required facilities to provide a conducive environment, both for work and entertainment.

Political and Charitable Donations

There were no political or charitable donations made by the Group during the year ended 31 December 2019 except for community support by the subsidiary, PIR, to the village committee, as and when the need arose.

Environment

The Group’s business is situated within areas that are subject to environmental conditions imposed by the local government authorities. All conditions have been fulfilled throughout the year. There have been no issues raised by the authorities pertaining to the day-to-day operation in relation to these conditions.

Financial Instruments

Details of the Group’s financial instruments and risk management are disclosed in note 29.

Information to Shareholders

The Group has its own website www.ikkr.com.my for the purposes of improving information flow to shareholders and potential investors.

Going Concern

After making appropriate enquiries and examining those areas which could give rise to financial exposure, the Directors are satisfied that no material or significant exposures exist and that the Group has adequate resources to continue its operations for the foreseeable future. For this reason, and as further discussed in note 2.1, the Directors continue to adopt the going concern basis in preparing the Company's and Group's financial statements.

Auditors

In accordance with Section 489 of the United Kingdom's Companies Act 2006 ("UK Companies Act 2006"), a resolution proposing that Milsted Langdon LLP be appointed as auditors of the Company and that the Directors be authorised to fix their remuneration will be put to the next Annual General Meeting ("AGM").

On behalf of the Board

DATO' ADNAN BIN MAARUF
Director

DATO' HAJI MUDA BIN MOHAMED
Director

Kuala Lumpur, Malaysia
29 May 2020

STATEMENT OF RESPONSIBILITIES OF THOSE CHARGED WITH GOVERNANCE

FOR THE YEAR ENDED 31 DECEMBER 2019

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable United Kingdom company law and International Financial Reporting Standards ("IFRS") as adopted by the European Union ("EU").

The Directors are required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and of the Company and of the profit or loss and cash flows of the Group and of the Company for that period. In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Group will continue in business;
- provide additional disclosures when compliance with the specific requirements in IFRS is insufficient to enable users to understand the impact of particular transactions, other events and conditions on the entity's financial position and financial performance; and
- state that the Group and the Company has complied with IFRS, subject to any material departures disclosed and explained in the financial statements.

The Directors confirm that the financial statements comply with the above requirements.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and of the Company and to enable them to ensure that the financial statements comply with the UK Companies Act 2006 and Article 4 of the International Accounting Standards ("IAS") Regulation. The Directors are also responsible for safeguarding the assets of the Group and of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of Disclosure to Auditors

The Directors who were members of the Board at the time of approving this report are listed on page 2. Having made enquiries of fellow Directors and of the Company's auditors, each of these Directors confirms that:

- to the best of each Director's knowledge and belief, there is no relevant audit information of which the Company's auditors are unaware; and
- each Director has taken all the steps a Director might reasonably be expected to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Disclosures in Respect of the Malaysian Code on Corporate Governance 2017

As required by the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Annual Report contains a Corporate Governance Statement pursuant to the Malaysian Code on Corporate Governance 2017.

STATUTORY DECLARATION

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

I, **HUSSAIN AHMAD BIN ABDUL KADER** (MIA: 7439), being the officer primarily responsible for the financial management of **Inch Kenneth Kajang Rubber Public Limited Company**, do solemnly and sincerely declare that the accompanying financial statements set out on pages 45 to 87 are in my opinion correct and make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the above named
HUSSAIN AHMAD BIN ABDUL KADER (MIA: 7439)
at Kuala Lumpur in the Federal Territory
on 29 May 2020

Before me

HJ. WAN AZMAN BIN HJ. WAN ABDULLAH (W728)
Commissioner for Oaths

Kuala Lumpur, Malaysia
29 May 2020

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF INCH KENNETH KAJANG RUBBER PUBLIC LIMITED COMPANY

FOR THE YEAR ENDED 31 DECEMBER 2019

Opinion

We have audited the financial statements of Inch Kenneth Kajang Rubber Public Limited Company (the 'Parent company') and its subsidiaries ('the Group') for the year ended 31 December 2019 which comprise the:

- Group and Parent Company Statement of Profit or Loss;
- Group and Parent Company Statement of Other Comprehensive Income;
- Group and Parent Company Statement of Financial Position;
- Group and Parent Company Statements of Changes in Equity;
- Group and Parent Company Statement of Cash Flows; and
- related notes to the financial statements, including a summary of significant accounting policies.

In our opinion the financial statements:

- give a true and fair view of the state of the Group and Parent Company's affairs as at 31 December 2019 and of the Group and Parent Company's loss for the year then ended;
- have been properly prepared, in accordance with International Financial Reporting Standards as adopted by the European Union; and
- have been prepared in accordance with the requirements of the United Kingdom Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (United Kingdom) (ISAs (UK)) and applicable law. Our responsibilities for the audit of the financial statements section of our report describes our responsibilities under the IAS's (UK). We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements, including the Financial Reporting Council ("FRC") Ethical Standard (revised 2019), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) requires us to report to you where:

- the Directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in the audit of the financial statements and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by us, including those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team.

These matters were addressed, and our results are based on procedures undertaken, in the context of, and solely for the purpose of, our audit of the financial statements as a whole, and in forming our opinion thereon, and consequently are incidental to that opinion, and we do not provide a separate opinion on these matters.

Our assessment of risks of material misstatements

We identified the following key audit matters which were also brought specifically to the attention of the audit committee during the course of the audit process. This is not a complete list of all risks identified by our audit.

Key audit matter	How our audit addressed the key audit matter
Classification and valuation of land held for development In accordance with International Financial Reporting Standards (IFRS), the freehold lands held for development are carried at fair value. As the land is valued and classified by management, and an independent property valuation expert, there is an element of judgement arising.	We assessed International accounting standards 2, 16 and 40 to determine the classification of the land in the financial statements and our assessment is that the land held for development is correctly classified as management intend to develop the site. In our opinion the work undertaken to date does not constitute the commencement of the development in accordance with the standards. We met the valuer for the land in Kajang and Bangi and discussed his basis of valuation and the assumptions used in arriving at the valuations. We have also received the final valuation report as well as copies of the relevant land titles to confirm the ownership and valuation of this land within the financial statements.
Recoverability of investments in subsidiaries The debts due from group companies are reported in the financial statements as investments in subsidiaries and should be included at their recoverable amount. Due to the value of inter-company debts throughout the group and the trading results of subsidiaries and the group overall, we raised an additional risk covering their valuation and recoverability.	Our assessment is that the recoverable amount of group debtors is not materially different to the amounts reported in the draft financial statements. We have based our assessment on trading results and assets held in the subsidiary companies to assess their ability to repay inter-company balances.

Our application of materiality

The overall scope and focus of our audit was influenced by our assessment and application of materiality. The assessment of materiality was initially completed at the planning stage of our audit and reviewed throughout our audit work. The concept of materiality has therefore been applied throughout the planning and performance of our audit procedures, as well as in evaluating the effect of misstatements on our audit and on the financial statements.

Materiality for the Group was set at RM12 million, determined by reference to the assessed driving force of the business of balance sheet strength and was calculated applying an average of 1.5% of total assets and 3.67% of equity attributable to shareholders of the company, before being reduced by 25% to account for the fact that this is our first year as auditors.

Materiality for the Parent Company was set on a similar bases to the above at RM8 million.

We also determine a level of performance materiality, being the amount set at less than materiality for the financial statements as a whole to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole. This performance materiality has therefore been used in determining the extent of testing required throughout the audit.

Due to the additional risk arising from it being our first year auditing the Group and Parent Company, we assessed performance materiality for the group as 50% of financial statement materiality.

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF INCH KENNETH KAJANG RUBBER PUBLIC LIMITED COMPANY (cont'd)

FOR THE YEAR ENDED 31 DECEMBER 2019

An overview of the scope of our audit

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements as a whole are free from material misstatement, whether due to fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Directors and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

At the planning stage of our audit we considered our assessment of the financial statement materiality and an assessment of the risks of material misstatement within the financial statements.

This year, all group companies were subjected to full scope audits with work on all subsidiary companies being performed by component auditors. As auditors of the Group we provided component auditors with instructions as to the significant areas to be covered, including the relevant risks detailed above and the information to be reported back.

The component auditors were based in Malaysia and Thailand and the UK audit team visited both component auditors to perform detailed file reviews upon completion of the component auditors' engagements. Any further work required by the UK audit team was then performed by the component auditors.

We communicated with those charged with governance at the planning stage and during our onsite audit work the overall scope of our audit and matters which we are required by auditing standards to bring to their attention.

Responsibilities of Directors

As explained more fully in the Statement of Responsibilities of Those Charged with Governance (set out on page 38), the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Group's and the Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Parent 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 as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's 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 ISAs (UK) 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Other information

The Directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinions on other matters prescribed by the UK Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Strategic Report and Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Group and Parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the Parent Company, or returns adequate for our audit have not been received from branches not visited by us; or

- the Parent Company financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of Directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF INCH KENNETH KAJANG RUBBER PUBLIC LIMITED COMPANY (cont'd)

FOR THE YEAR ENDED 31 DECEMBER 2019

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the UK Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Nigel Fry (Senior Statutory Auditor)
For and on behalf of Milsted Langdon LLP, Statutory Auditor
Freshford House
Redcliffe Way
Bristol
BS1 6NL
United Kingdom

29 May 2020

The maintenance and integrity of the Inch Kenneth Kajang Rubber Public Limited Company website is the responsibility of the Directors. The work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website; and legislation governing the preparation and dissemination of financial statements may differ from one jurisdiction to another.

GROUP AND COMPANY STATEMENT OF PROFIT OR LOSS

FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	GROUP 2019 RM'000	GROUP 2018 RM'000	COMPANY 2019 RM'000	COMPANY 2018 RM'000
Revenue	4	14,214	15,737	166	171
Cost of sales		(5,093)	(6,927)	(181)	(269)
Gross profit		9,121	8,810	(15)	(98)
Other income	5	4,465	546	4,251	586
Administrative expenses		(20,343)	(19,844)	(9,289)	(9,883)
Selling and marketing expenses		(223)	(352)	-	-
Operating loss	6	(6,980)	(10,840)	(5,053)	(9,395)
Finance income	7	1,550	2,745	1,447	2,617
Other gains and losses	5	793	1,976	558	-
Share of results of associate	18	(2,280)	(1,822)	-	-
Impairment of investment	18	-	(2,943)	-	-
Loss before taxation		(6,917)	(10,884)	(3,048)	(6,778)
Taxation	8	7	(239)	-	-
Loss for the year		(6,910)	(11,123)	(3,048)	(6,778)
Attributable to:					
Equity holders of the Company		(6,910)	(11,123)	(3,048)	(6,778)
Loss per share (Sen):	9				
Basic		(1.8)	(2.9)		
Diluted		(1.8)	(2.9)		
Net dividend per share (Sen)		1.06	1.09		

The results for 2019 and 2018 relate entirely to continuing operations.

GROUP AND COMPANY STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2019

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Loss for the year	(6,910)	(11,123)	(3,048)	(6,778)
Other comprehensive income:				
Items that will not be reclassified subsequently to profit or loss				
Revaluation of properties, net of tax	10,972	21,245	6,412	9,500
Items that may be reclassified subsequently to profit or loss				
Revaluation of available-for-sale investments and short-term investments	669	737	637	808
Exchange differences on translating foreign operations	(369)	(178)	-	-
Other comprehensive income, net of tax	11,272	21,804	7,049	10,308
Total comprehensive income/(loss) for the year	4,362	10,681	4,001	3,530

GROUP AND COMPANY STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2019

	Notes	GROUP 2019 RM'000	GROUP 2018 RM'000	COMPANY 2019 RM'000	COMPANY 2018 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	12	47,065	45,563	1,393	1,530
Land held for development	13	516,885	492,940	145,658	138,840
Investment property	14	23,770	23,290	-	-
Intangible assets	15	19	44	8	20
Right-of-use assets	16	442	-	209	-
Investments in subsidiaries	17	-	-	271,615	259,522
Investment in associate	18	7,200	9,479	8,551	8,551
Available-for-sale investments	19	765	815	757	806
Goodwill	20	-	-	-	-
		596,146	572,131	428,191	409,269
Current assets					
Inventories	21	1,579	2,468	-	-
Trade and other receivables	22	72,564	76,407	995	1,015
Short term investments	23	18,619	43,618	14,253	39,400
Cash and cash equivalents	24	29,720	30,439	27,717	26,926
		122,482	152,932	42,965	67,341
TOTAL ASSETS		718,628	725,063	471,156	476,610
EQUITY AND LIABILITIES					
Equity attributable to shareholders of the Company					
Share capital	25	287,343	287,343	287,343	287,343
Share premium		8	8	8	8
Property revaluation reserve		286,123	275,151	88,412	82,000
Investment revaluation reserve		17,691	17,022	2,171	1,534
Foreign currency translation reserve		(1,045)	(676)	-	-
Retained earnings		69,680	80,726	99,575	106,759
		659,800	659,574	477,509	477,644
Less : Treasury shares	26	(31,939)	(26,333)	(31,939)	(26,333)
Total Equity		627,861	633,241	445,570	451,311
Current liabilities					
Trade and other payables	27	2,908	4,789	416	684
Lease liability	28	457	-	217	-
Taxation payable		83	90	-	-
		3,448	4,879	633	684
Non-current liabilities					
Employee entitlements	27	214	169	15	15
Deferred tax liabilities	8	85,771	85,362	24,938	24,600
Deferred government grant		1,334	1,412	-	-
		87,319	86,943	24,953	24,615
Total Liabilities		90,767	91,822	25,586	25,299
TOTAL EQUITY AND LIABILITIES		718,628	725,063	471,156	476,610

GROUP AND COMPANY STATEMENT OF FINANCIAL POSITION (cont'd)

AS AT 31 DECEMBER 2019

The financial statements of Inch Kenneth Kajang Rubber Public Limited Company [registered numbers: SC007574 (Scotland) and 194602000041 (990261-M) (Malaysia)] were approved by the Board of Directors on 29 May 2020 and signed on its behalf by:

DATO' ADNAN BIN MAARUF
Director

DATO' HAJI MUDA BIN MOHAMED
Director

GROUP STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2019

	Share Capital RM'000	Share Premium RM'000	Property Revaluation Reserve RM'000	Investment Revaluation Reserve RM'000	Foreign Currency Translation RM'000	Retained Earnings RM'000	Treasury Shares RM'000	Total Equity RM'000
Year ended 31 December 2019								
At 1 January 2019	287,343	8	275,151	17,022	(676)	80,726	(26,333)	633,241
Total comprehensive income for year	-	-	10,972	669	(369)	(6,910)	-	4,362
Dividends paid	-	-	-	-	-	(4,136)	-	(4,136)
Share buy-back	-	-	-	-	-	-	(5,606)	(5,606)
At 31 December 2019	287,343	8	286,123	17,691	(1,045)	69,680	(31,939)	627,861
Year ended 31 December 2018								
At 1 January 2018	287,343	8	253,906	16,285	(498)	96,171	(15,980)	637,235
Total comprehensive income for year	-	-	21,245	737	(178)	(11,123)	-	10,681
Dividends paid	-	-	-	-	-	(4,322)	-	(4,322)
Share buy-back	-	-	-	-	-	-	(10,353)	(10,353)
At 31 December 2018	287,343	8	275,151	17,022	(676)	80,726	(26,333)	633,241

Share capital represents the nominal value of ordinary shares issued to shareholders of the Company. The amount of share capital a company reports on its statement of financial position only accounts for the initial amount for which the original shareholders purchased the shares from the issuing company. Any price differences arising from price appreciation/depreciation as a result of transactions in the secondary market are not included.

Share premium is a contribution made by a shareholder when shares are issued and paid-up above the par value of such shares.

Property revaluation reserve is the capital reserve where changes in the value of the properties are recognised when they are revalued.

Investment revaluation reserve is the change in the value of investments recognised when they are revalued.

Foreign currency translation reserve represents the exchange differences resulting from the retranslation of net investments in subsidiary undertakings.

Retained earnings are net earnings not paid out as dividends, but retained by the Company to be reinvested in its core business.

Treasury shares are those issued but re-purchased by the Company. They are considered as issued but not outstanding and are not therefore included when calculating earnings per share and are not entitled to receive dividends. Treasury shares are treated as a reduction from equity.

COMPANY STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2019

	Share Capital RM'000	Share Premium RM'000	Property Revaluation Reserve RM'000	Investment Revaluation Reserve RM'000	Retained Earnings RM'000	Treasury Shares RM'000	Total Equity RM'000
Year ended 31 December 2019							
At 1 January 2019	287,343	8	82,000	1,534	106,759	(26,333)	451,311
Total comprehensive income for year	-	-	6,412	637	(3,048)	-	4,001
Dividends paid	-	-	-	-	(4,136)	-	(4,136)
Share buy-back	-	-	-	-	-	(5,606)	(5,606)
At 31 December 2019	287,343	8	88,412	2,171	99,575	(31,939)	445,570
Year ended 31 December 2018							
At 1 January 2018	287,343	8	72,500	726	117,859	(15,980)	462,456
Total comprehensive income for year	-	-	9,500	808	(6,778)	-	3,530
Dividends paid	-	-	-	-	(4,322)	-	(4,322)
Share buy-back	-	-	-	-	-	(10,353)	(10,353)
At 31 December 2018	287,343	8	82,000	1,534	106,759	(26,333)	451,311

GROUP AND COMPANY STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2019

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Cash flows from operating activities				
Operating loss	(6,980)	(10,840)	(5,053)	(9,395)
Adjustments for items not requiring an outflow of funds:				
Depreciation and amortisation	1,637	1,483	189	118
Depreciation of right of use assets	662	-	314	-
Operating loss before changes in working capital	(4,681)	(9,357)	(4,550)	(9,277)
Changes in working capital:				
(Increase)/decrease in inventories	889	970	-	-
(Increase)/decrease in trade and other receivables	3,843	19,672	20	(49)
Increase/(decrease) in trade and other payables	(1,424)	(1,464)	(51)	(1,237)
Taxation paid	7	(753)	-	-
Net cash generated from/(used in) operating activities	(1,366)	9,068	(4,581)	(10,563)
Investing activities				
Proceeds from disposal of investments	25,614	21,296	26,198	23,141
Proceeds from disposal of assets	-	5	-	-
Interest and dividends received	1,550	2,745	1,447	2,617
Loans granted to subsidiaries	-	-	(12,093)	(2,422)
Payments to acquire investments	(5,606)	(11,148)	(5,606)	(11,148)
Payments to acquire property, plant and equipment	(16,081)	(24,124)	(109)	(1,387)
Net cash generated from investing activities	5,477	(11,226)	9,837	10,801
Financing activities				
Dividends paid	(4,136)	(4,322)	(4,136)	(4,322)
Repayment of lease liability	(694)	-	(329)	-
Net cash used in financing activities	(4,830)	(4,322)	(4,465)	(4,322)
Increase in cash and cash equivalents	(719)	(6,480)	791	(4,084)
Cash and cash equivalents at 1 January	30,439	36,919	26,926	31,010
Cash and cash equivalents at 31 December	29,720	30,439	27,717	26,926
Cash and cash equivalents comprise of:				
Short-term deposits	25,750	24,898	25,668	24,856
Cash and bank balances	3,970	5,541	2,049	2,070
	29,720	30,439	27,717	26,926

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2019

1. Corporate Information

The consolidated financial statements of the Company and its subsidiaries (together "the Group") for the year ended 31 December 2019 were authorised for issue by the Directors on 29 May 2020. The Company is a public limited company incorporated in Scotland and is listed on Bursa Securities and SGX-ST. The principal activities of the Group are oil palm plantation owners, tourism resort operators, manufacturers of constant viscosity ("CV") block rubber and property development. Further information on the Company's subsidiaries is in note 17.

2. Accounting Policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation and going concern

The Group's financial statements were prepared on a going concern basis and in accordance with IFRS as adopted by the EU and in accordance with those parts of the UK Companies Act 2006 applicable to companies preparing their accounts in accordance with IFRS.

The Company's financial statements were also prepared in accordance with IFRS and the UK Companies Act 2006.

The financial statements of the Group and Company have been prepared using the historical cost basis as modified by the revaluation of freehold lands and available-for-sale investments.

The Group's financial statements are presented in Ringgit Malaysia and all values are rounded to the nearest thousand (RM'000) except where otherwise indicated. The exchange rate of Ringgit Malaysia to Pounds Sterling at 31 December 2019 was £1: RM5.3722 (RM1: £0.0.1861) and 31 December 2018 was £1: RM5.2532 (RM1: £0.1904).

Going concern

During the year ended 31 December 2019 the Group made a loss of RM6.910 million (2018: loss of RM11.123 million) and at the year end date the Group had net current assets of RM119.03 million (2018: RM148.05 million) and net assets of RM627.86 million (2018: RM633.24 million). The operations of the Group are currently being financed by funds raised from the Group's operations and proceeds from disposal of land in year 2011. The Group has adequate resources to continue its operations for the foreseeable future as there are assets available that could be converted to cash or cash equivalents, should the need arise. The financial statements have, therefore, been prepared on the going concern basis.

2.2 New IFRS standards and interpretations

The Group has adopted all relevant standards effective for accounting periods beginning on or after 1 January 2019 from the beginning of the reporting period.

2. Accounting Policies (cont'd)

2.2 New IFRS standards and interpretations (cont'd)

New and amended standards adopted by the Group

There have been a number of new and amended standards issued by the International Accounting Standards Board ("IASB") that became effective for the first time during the year ended 31 December 2019. The group has assessed each of them, and concluded that the following standards and amendments have not had a material impact on the Group's result or financial position.

IFRS 16 Leases
IFRIC 23 *Uncertainty over income tax treatments*
IAS 28 (amendments) *Long-term interests in associates and joint ventures*
IAS 19 (amendments) *Plan amendment, curtailment or settlement*
Annual Improvements to IFRS Standards 2015-2017 Cycle

New standards, amendments and interpretations issued but not effective for the year beginning 1 January 2019 and not adopted early

At the date of authorisation of these financial statements, a number of new and revised IFRSs have been issued by the IASB but are not yet effective, as listed below. The Directors have performed an initial review of each of the new and revised standards and, based on the Group's current operations and accounting policies, are of the view that their adoption will not lead to any material change in the Group's financial reporting.

IFRS 17 *Insurance contracts*
Amendments to references in the conceptual framework in IFRS Standards
IFRS 3 (amendments) *Definition of a business*
IAS 1 and IAS 8 (amendments) *Definition of material*
IFRS 9, IAS 39 and IFRS 7 (amendments) *Interest rate benchmarks reform*
IAS 1 (amendments) *Classification of liabilities as current or non-current*
IFRS 9 (amendments) *prepayment features with negative compensation*

2.3 Basis of consolidation and goodwill

The Group financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved where the Company: has power over the investee; is exposed, or has rights, to variable returns from its involvement with the investee; and has the ability to use its power to affect its return.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the period are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company gains control until the date the Company ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of the subsidiaries to bring their accounting policies into line with the Group's accounting policies.

The consolidated financial statements have been prepared using the principles of acquisition accounting ("the purchase method") which includes the results of the subsidiaries from their date of acquisition.

2. Accounting Policies (cont'd)

2.3 Basis of consolidation and goodwill (cont'd)

All intra-group balances, transactions, income and expenses and profits and losses resulting from intra-group transactions are eliminated fully on consolidation.

Goodwill is the difference between the amount paid on the acquisition of a subsidiary company or a business and the aggregate fair value of the identifiable assets and liabilities acquired. Goodwill is capitalised as an intangible asset. In accordance with IFRS 3 'Business Combinations', goodwill is not amortised but tested for impairment annually or when there are any other indications that its carrying value is not recoverable.

Goodwill is therefore stated at cost less any provision for impairment in value. If a subsidiary undertaking is subsequently sold, goodwill arising on acquisition is taken into account in determining the profit or loss on sale. Goodwill is allocated to cash generating units for the purpose of impairment testing. The allocation is made to those cash generating units or groups of cash generating units that are expected to benefit from the business combination in which the goodwill arose.

2.4 Investments in associated undertakings

Companies, other than subsidiary undertakings, in which the Group has an investment and over which it exerts significant influence but does not control, are treated as associated undertakings.

Investments in associated undertakings are equity accounted and carried in the Group statement of financial position at cost plus post-acquisition changes in the Group's share of net assets of the associate, less any impairment in value.

Any goodwill arising on the acquisition of an associate, representing the excess of the cost of the investment compared to the Group's share of the net fair value of the associate's identifiable assets and liabilities, is included in the carrying amount of the associate. Goodwill on the acquisition of associates is not amortised.

The Group statement of profit or loss includes the Group's share of the associate's profit after tax. To the extent that losses of an associate exceed the carrying amount of the investment, the Group discontinues including its share of further losses and the investment is reported at nil value. Additional losses are only provided if the Group has an obligation to a third party.

After application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss of the Group's investment in its associate at each period end date. The Group calculates the amount of impairment as being the difference between the fair value of the associate and the carrying value and recognises the amount in the Group statement of profit or loss.

Unrealised gains on transactions between the Group and its associate are eliminated to the extent of the Group's interest in the associate. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the associate are changed where necessary to ensure consistency with the accounting policies of the Group.

The Parent Company's investment in its associate is included in the Company statement of financial position at cost, less any provision for impairment.

2. Accounting Policies (cont'd)

2.5 Intangible assets

Intangible assets of the Group consist of computer software and are capitalised at their cost and are amortised through administrative expenses on a straight-line basis over their expected useful lives of five (5) years.

The carrying value of intangible assets is tested for impairment whenever events or changes in circumstances indicate the carrying value may not be recoverable.

2.6 Property, plant and equipment

Freehold lands are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated impairment losses.Revaluations are performed with sufficient regularity such that the carrying amounts do not differ materially from those that would be determined using fair values at the end of the reporting period. Fair value is based on periodic valuations made at least once in every five (5) years and an interim valuation every three (3) years based on management decision. Valuations are carried out by an independent external licensed valuer on an open market value basis. Any surplus or deficit arising on valuation is transferred directly to equity as a revaluation surplus in the property revaluation reserve, except for those deficits expected to be permanent, which are charged to the statement of profit or loss. Freehold lands are not depreciated.

Other property, plant and equipment is stated at cost less accumulated depreciation and any impairment losses.

Depreciation is calculated on a straight-line basis to write off the costs, less estimated residual values of each asset over their estimated useful lives, as follows:

Buildings	10 – 50 years
Land improvements	5 – 20 years
Other assets	5 – 10 years

The carrying values of property, plant and equipment are tested for impairment if events or changes in circumstances indicate the carrying values may not be recoverable. Any impairment losses are recognised in the statement of profit or loss.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each period end date. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within the statement of profit or loss.

When revalued assets are sold, the amounts included in property revaluation reserves are transferred to retained earnings.

2.7 Biological assets

The Group's biological assets consist of oil palm tree plantations. According to IAS 41 'Agriculture', biological assets should be valued annually at their fair values. The gain or loss in fair value of biological assets is to be included in the statement of profit or loss.

The Group has used IAS 41's cost model to value the biological assets because the Directors believe that fair values cannot be measured reliably as the trees on the plantations are mature (greater than 25 years old). At 31 December 2019, the costs of the biological assets have been fully depreciated. Even though the plantations are still producing income, the Directors believe that any attempt to revalue the plantations to their fair values would not be reliable as market-determined prices or values are not readily available and alternative estimates of fair value are unreliable. The biological assets (i.e. the oil palm trees) are therefore carried in the Company's and Group's financial statements at a nil net book value.

The freehold estate land is carried at its fair value as discussed in note 2.6 above.

The harvested produce, FFB, is sold immediately after being harvested. Therefore, the requirement under IAS 41 to value agricultural produce at market value as inventories does not apply.

2. Accounting Policies (cont'd)

2.8 Investment properties

Investment properties are held to earn rentals and for capital appreciation.

Investment properties are initially recognised at cost and subsequently carried at fair value, determined annually by independent professional valuers on the current use basis. Changes in fair values are recognised in the statement of profit or loss.

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are recognised in the statement of profit or loss. The cost of maintenance, repairs and minor improvements is recognised in the statement of profit or loss when incurred.

2.9 Land held for development

As the freehold land held under Inch Kenneth Development (M) Sdn Bhd has been earmarked for property development, the carrying value of the land and all expenditure incurred to realise the development project has been reclassified to Land Held For Development.

The freehold land in the Holding Company and all expenses incurred for the construction of the 22 units of low-cost terrace houses at Dunedin estate, Mukim of Semenyih, has also been reclassified to Land Held For Development, together with all other expenditure incurred.

2.10 Investments and other financial assets

Classification

The Group has classified its financial assets in the following measurement categories: those to be measured subsequently at fair value (either through other comprehensive income ("OCI") or through the statement of profit or loss), and those to be measured at amortised cost. The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in the statement of profit or loss or OCI. For investments in equity instruments that are not held-for-trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income ("FVOCI").

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

Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through the statement of profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in the statement of profit or loss. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payments of principal and interest.

2. Accounting Policies (cont'd)

2.10 Investments and other financial assets (cont'd)

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments: Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income in the statement of profit or loss using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in the statement of profit or loss and is presented in other gains and losses together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the statement of profit or loss.

FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in the statement of profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains and losses. Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains and losses and impairment expenses are presented as a separate line item in the statement of profit or loss.

FVPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in the statement of profit or loss and is presented net within other gains and losses in the period in which it arises.

Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to the statement of profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in the statement of profit or loss as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gains and losses in the statement of profit or loss as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

Impairment

The Group has assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables, see note 22 for further details.

2. Accounting Policies (cont'd)

2.10 Investments and other financial assets (cont'd)

Classification

The Group classifies its financial assets in the following categories:
- financial assets at fair value through the statement of profit or loss,
- loans and receivables,
- held-to-maturity investments,
- available-for-sale financial assets, and
- right-of-use assets.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluated this designation at the end of each reporting period.

Reclassification

The Group could choose to reclassify a non-derivative trading financial asset out of the held-for-trading category if the financial asset was no longer held for the purpose of being sold in the near term. Financial assets other than loans and receivables were permitted to be reclassified out of the held-for-trading category only in rare circumstances arising from a single event that was unusual and highly unlikely to recur in the near term. In addition, the Group could choose to reclassify financial assets that would meet the definition of loans and receivables out of the held for trading or available-for-sale categories if the Group had the intention and ability to hold these financial assets for the foreseeable future or until maturity at the date of reclassification.

Reclassifications made at fair value as of the reclassification date. Fair value became the new cost, or amortised cost as applicable, and no reversals of fair value gains or losses recorded before the reclassification date were subsequently made. Effective interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories were determined at the reclassification date. Further increases in estimates of cash flows adjusted effective interest rates prospectively.

Subsequent measurement

The measurement at initial recognition did not change on adoption of IFRS 9, see description above.

Subsequent to the initial recognition, loans and receivables and held-to-maturity investments were carried at amortised cost using the effective interest method.

Available-for-sale financial assets and financial assets at FVPL were subsequently carried at fair value. Gains or losses arising from changes in the fair value were recognised as follows:
- for financial assets at FVPL – in the statement of profit or loss within other gains and losses;
- for available-for-sale financial assets that are monetary securities denominated in a foreign currency – translation differences related to changes in the amortised cost of the security were recognised in the statement of profit or loss and other changes in the carrying amount were recognised in other comprehensive income; and
- for other monetary and non-monetary securities classified as available-for-sale – in other comprehensive income.

Details on how the fair value of financial instruments is determined are disclosed in note 29.4.

When securities classified as available-for-sale were sold, the accumulated fair value adjustments recognised in other comprehensive income were reclassified to the statement of profit or loss as gains and losses from investment securities.

2. Accounting Policies (cont'd)

2.10 Investments and other financial assets (cont'd)

Impairment

The Group assessed at the end of each reporting period whether there was objective evidence that a financial asset or a group of financial assets was impaired. A financial asset or a group of financial assets was impaired and impairment losses were incurred only if there was objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) had an impact on the estimated future cash flows of the financial asset or group of financial assets that could be reliably estimated. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost was considered an indicator that the assets were impaired.

Assets carried at amortised cost

For loans and receivables, the amount of the loss was measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that had not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset was reduced and the amount of the loss was recognised in the statement of profit or loss. If a loan or held-to-maturity investment had a variable interest rate, the discount rate for measuring any impairment loss was the current effective interest rate determined under the contract. As a practical expedient, the Group could measure impairment on the basis of an instrument's fair value using an observable market price.

If, in a subsequent period, the amount of the impairment loss decreased and the decrease could be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss was recognised in the statement of profit or loss. Impairment testing of trade receivables is described in note 22.

Assets classified as available-for-sale

If there was objective evidence of impairment for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the statement of profit or loss – was removed from equity and recognised in the statement of profit or loss.

Impairment losses on equity instruments that were recognised in the statement of profit or loss were not reversed through the statement of profit or loss in a subsequent period.

If the fair value of a debt instrument classified as available-for-sale increased in a subsequent period and the increase could be objectively related to an event occurring after the impairment loss was recognised in the statement of profit or loss, the impairment loss was reversed through the statement of profit or loss.

2.11 Parent Company investments in subsidiaries and associates

The Parent Company's investments in subsidiaries and associated undertakings are included in the Company statement of financial position at cost less any provisions for impairments.

2.12 Inventories

Inventories are being held at the lower of cost and net realisable value.

No harvested FFB is held at the year end, therefore, the requirement under IAS 41 'Agriculture' to value agricultural produce at market value does not apply.

2. Accounting Policies (cont'd)

2.13 Cash and cash equivalents

Cash and cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes. For an investment to qualify as a cash equivalent it must be readily convertible to a known amount of cash and be subject to an insignificant risk of changes in value. The amount in the statement of financial position is stated at cost, which is approximately equal to the fair value, and comprises cash in hand, cash at bank, short-term deposits and short-term investments.

2.14 Impairment of non-current assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or a cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value of money and the risks specific to the asset. Impairment losses of continuing operations are recognised in the statement of the profit or loss in those expense categories consistent with the function of the impaired asset.

2.15 Financial liabilities and equity

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. Financial liabilities include trade and other payables and bank borrowings.

Trade and other payables are carried at cost, which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the Company.

All borrowings and overdrafts are recorded at the amount of the proceeds received, net of direct issue costs. Finance charges are charged to the statement of profit or loss on an accruals basis using the effective interest rate method.

Equity instruments are recorded at the fair value of the consideration received, net of direct issue costs.

2.16 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured at the fair value of consideration received or receivable net of value added tax, returns, rebates or discounts and after eliminating sales with the Group.

Revenue derived from plantation activities represents the sale of oil palm FFB and is recognised on an accruals basis.

Revenue derived from manufacturing activities is recognised as sales when the goods are delivered and the risks and rewards of ownership of the goods are transferred to buyers.

Revenue derived from resort activities represents room rentals, net of hotel room tax, and the sale of food and beverages. Accommodation revenue is recognised on the arrival of customers. Payments received in advance of the arrival of guests are included in current liabilities as accommodation rental received in advance.

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

2. Accounting Policies (cont'd)

2.16 Revenue (cont'd)

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

The Group's policy for recognition of revenue from operating leases is described in note 2.17 below.

2.17 Leases

All leases are recognised on the balance sheet by lessees. Under the new standard, an asset (the right to use the leased item) and a financial liability to pay rentals are recognised. The only exceptions are short-term and low-value leases.

The Group applied IFRS 16 from its mandatory adoption. The Group used the simplified transition approach and will not restate comparative amounts for the year prior to first adoption. Right-of-use assets for property leases will be measured on transition as if the new rules had always been applied. All other right-of-use assets will be measured at the amount of the lease liability on adoption (adjusted for any prepaid or accrued lease expenses).

2.18 Employee entitlements

The liability for employees' compensation for unutilised leave is accrued in relation to services rendered by employees and relates to rights which have been vested. These amounts are not discounted.

The Group's contribution to a defined contribution plan is charged to the statement of profit or loss in the period to which the contribution relates.

2.19 Provisions

Provisions are recognised when the Group has a legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, expected future cash flows are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability.

Where the Group expects some or all of a provision to be reimbursed, for example under an insurance policy, the reimbursement is recognised as a separate asset but only when recovery is virtually certain. The expense relating to any provision is presented in the statement of profit or loss net of any reimbursement. Where discounting is used, the increase in the provision due to unwinding of discount is recognised as a finance cost.

2.20 Dividend distributions

Dividend distributions proposed by the Board of Directors and unpaid at the year end are not recognised in the financial statements as a liability until they have been approved by the Company's shareholders at the AGM.

2. Accounting Policies (cont'd)

2.21 Related parties

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party, or exercise significant influence over the other party in making financial and operating decisions. Parties are also considered to be related if they are subject to common control or common significant influence. Related parties may be individuals or corporate entities.

2.22 Current and deferred income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the period end date and any adjustments to tax payable in respect of previous years.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the period end date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled. Deferred tax liabilities are recognised for the temporary timing differences associated with subsidiaries, joint ventures and associates, but only where the Group is able to control the timing of the reversal of the temporary difference.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the assets can be utilised.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities. For this purpose, the carrying amount of freehold lands measured at fair value is presumed to be recovered through sale after implementation of the Group business plan.

2.23 Foreign currency translation

Functional and presentational currency

Items included in the financial statements of each of the Group's entities 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 'Ringgit Malaysia' ("RM"), which is the Company's and the Group's functional and presentational currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of profit or loss.

The assets, liabilities and the results of the foreign subsidiary undertakings are translated into Ringgit Malaysia at the rates of exchange prevailing at the year end. Exchange differences resulting from the retranslation of net investments in subsidiary undertakings are treated as movements on reserves.

3. Significant Accounting Judgements and Estimates

In the process of applying the Group's accounting policies, which are described in note 2 above, the Directors have made the following judgments and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom exactly equal the related actual results. The estimates and assumptions that have a risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Carrying value of associate

The Directors assess the fair value of the Group's investment in its associated undertaking, CEPCO, and compare it to the carrying value. No impairment was charged in 2019.

Depreciation, useful lives and residual values of property, plant and equipment

The Directors estimate the useful lives and residual values of property, plant and equipment in order to calculate the depreciation charges. Changes in these estimates could result in changes being required to the annual depreciation charges in the statement of profit or loss and the carrying values of the property, plant and equipment in the statement of financial position.

Fair value measurements

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Group has an established control framework with respect to the measurement of fair values. When measuring the fair value of an asset or a liability, the management uses market observable data as far possible. Where Level 1 inputs are not available, the Group engages third party qualified valuers to perform the valuation. Information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities are included in the relevant notes.

Deferred tax assets

Deferred tax assets are recognised for all unutilised tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant judgement and measurement is required to determine the amount of deferred tax asset that can be recognised, based on the likely timing of future taxable profit together with future tax planning strategies. The carrying value of deferred tax assets recognised as at 31 December 2019 is RM Nil (2018: RM Nil) and the unrecognised tax losses as at 31 December 2019 is approximately RM10.01 million (2018: RM9.05 million) in respect of which the future economic benefit are uncertain. Further details are shown in note 8.

4. Segmental Information

The Group applies IFRS 8 'Operating Segments'. The accounting policy for identifying segments is based on internal management reporting information that is regularly reviewed by the chief operating decision-maker. In identifying its operating segments, management generally follows the Group's service lines, which represent the main products and services provided by the Group.

The Group's operating businesses are organised and managed separately according to the nature of products produced and services provided, with each segment representing a strategic business unit that offers different products and serves different markets.

4. Segmental Information (cont'd)

At 31 December 2019, the Group was organised into five operating segments as follows:

- Plantations – sale of FFB;
- Manufacturing – producing CV rubber blocks;
- Tourism – operation of two tourist resorts, sale of rooms and sale of food and beverages;
- Property development - development and sale of land and properties and leasing of buildings;
- Others being:
  i) Trading – trading of building materials; and
  ii) Investment – holding of equity interests in quoted shares.

The segment results for the year ended 31 December 2019 are as follows:

	Plantation RM'000	Tourism RM'000	Manufacturing RM'000	Property RM'000	Others RM'000	Total RM'000
Segment revenue						
From external customers	166	11,290	2,497	261	-	14,214
Finance income	-	102	1	-	1,447	1,550
Other gains and losses	-	281	-	156	4,821	5,258
Share of loss of CEPCO	-	-	-	-	(2,280)	(2,280)
Impairment in investment	-	-	-	-	-	-
Depreciation and amortisation	-	(1,234)	(35)	(111)	(257)	(1,637)
Tax expenses	-	-	-	7	-	7
Other expenses	(181)	(9,825)	(3,545)	(1,422)	(9,049)	(24,022)
Segment profit/(loss)	(15)	614	(1,082)	(1,109)	(5,318)	(6,910)
Segment assets	145,725	40,377	7,512	476,961	48,053	718,628
Segment liabilities	24,938	3,334	609	60,898	988	90,767
Other disclosures						
Investment in CEPCO	-	-	-	-	7,200	7,200
Capital expenditure						
Tangible	-	3,446	-	12,635	41	16,081
Assets under construction	-	-	-	-	-	-
Intangible	-	-	-	-	-	-

Segment revenue reported above represents revenue generated from external customers. Inter-segment sales within the Group amounted to approximately RM2.40 million (2018: RM3.98 million).

4. Segmental Information (cont'd)

The segment results for the year ended 31 December 2018 are as follows:

	Plantation RM'000	Tourism RM'000	Manufacturing RM'000	Property RM'000	Others RM'000	Total RM'000
Segment revenue						
From external customers	171	11,340	3,980	246	-	15,737
Finance income	-	127	-	-	2,618	2,745
Other gains and losses	-	337	-	2,185	-	2,522
Share of loss of CEPCO	-	-	-	-	(1,822)	(1,822)
Impairment in investment	-	-	-	-	(2,943)	(2,943)
Depreciation and amortisation	-	(1,169)	(104)	(91)	(119)	(1,483)
Tax expenses	-	(232)	-	(7)	-	(239)
Other expenses	(269)	(9,881)	(5,104)	(1,202)	(9,184)	(25,640)
Segment profit/(loss)	(98)	522	(1,228)	1,131	(11,450)	(11,123)
Segment assets	138,841	39,451	8,742	461,632	76,397	725,063
Segment liabilities	24,615	3,064	359	61,507	2,277	91,822
Other disclosures						
Investment in CEPCO	-	-	-	-	9,479	9,479
Capital expenditure						
Tangible	-	1,910	-	988	2,070	4,968
Assets under construction	8,840	-	-	-	-	8,840
Intangible	-	-	-	-	-	-

Geographic information

The Group operates in two principal geographical areas – Malaysia and Thailand.

The Group's revenue from continuing operations from external customers by location of operations and information about its non-current assets* by location of assets are detailed below:

	Revenue from external customers		Non-current assets	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Malaysia	11,717	11,757	591,604	567,498
Thailand	2,497	3,980	4,542	4,633
	14,214	15,737	596,146	572,131

*non-current assets for this purpose consist of property, plant and equipment, land held for development investment property, intangible assets, right of use asset, investment in associate and available for sale investment.

Information about major customers

Included in revenues arising from manufacturing are revenues of approximately RM0.85 million (2018: RM1.47 million) which arose from sales to the Group's largest customer. No other single customer contributed 10% or more to the Group's revenue for both 2019 and 2018.

5. Other Income and Other Gains and Losses

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Other income				
Rebates from investment in unit trust	74	285	74	285
Sundry income	45	35	43	1
Other rental income	188	209	-	-
Management fee to subsidiary	-	-	300	300
Gain on foreign exchange	324	17	-	-
Compensation from acquisition	3,834	-	3,834	-
	4,465	546	4,251	586
Other gains and losses				
Gain on revaluation of assets	156	1,892	-	-
Sale of asset	-	6	-	-
Government Grant	79	78	-	-
Cumulative gain reclassified from equity on redemption of short-term investment	558	-	558	-
	793	1,976	558	-

6. Operating Loss

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
The operating loss is stated after charging/(crediting):				
Auditors' remuneration:				
- Parent Company's auditor	240	240	240	240
- Subsidiaries' auditor	57	54	-	-
Depreciation	1,612	1,443	177	107
Amortisation of intangible assets	25	40	12	11
Operating leases	481	450	241	329
Staff costs (note 10)	6,201	6,942	2,706	3,049
Profit on foreign exchange	-	(1)	-	-
Impairment of investment	-	(2,943)	-	-

The non-audit fees paid to the Company's external auditors amounted to RM28,250 for the financial year 2019 (2018: RM27,690).

Direct operating expenses from investment property that generated rental income for the Group during the financial year amounted to RM15,145 (2018: RM19,921).

7. Finance Income

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Finance income				
Short-term deposits	22	789	20	787
Short-term investments	1,528	1,956	1,427	1,830
	1,550	2,745	1,447	2,617

8. Taxation

8.1 Income taxes recognised in profit and loss

The tax charge is made up as follows:

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
In Malaysia				
- Current taxation	216	407	-	-
- Over-provision in respect of prior years	(209)	(168)	-	-
	(7)	239	-	-

Other than the subsidiary in Thailand which is a tax resident there, the Company and the Group are tax residents in Malaysia. The Group is liable to corporation tax in Malaysia and Thailand but is not subject to United Kingdom corporation tax. The Group's effective tax rate differs from the standard rate of corporation tax in Malaysia of 24% (2018: 24%) as follows:

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Loss before taxation	(6,917)	(10,884)	(3,048)	(6,778)
Tax credit at standard corporation tax rate in Malaysia of 24% (2018: 24%)	(1,660)	(2,612)	(732)	(1,627)
Tax effects of:				
Expenses not deductible for tax purposes	4,472	3,031	3,851	2,366
Income not subject to tax	(1,539)	(2,888)	(1,462)	(2,415)
Utilisation of business losses	(145)	(96)	(74)	-
Temporary timing differences not recognised	(926)	2,972	(1,583)	1,676
Under/(over) provision in respect of prior years	(209)	(168)	-	-
Total tax charge for year	(7)	239	-	-

8. Taxation (cont'd)

8.2 Income taxes recognised in other comprehensive income

The tax charge relating to components of other comprehensive income is as follows:

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Fair value gain on freehold land				
Before tax	11,310	26,522	6,750	10,000
Tax charge	(338)	(3,897)	(338)	(500)
After tax	10,972	22,625	6,412	9,500
Other comprehensive income	10,972	22,625	6,412	9,500
Deferred tax liabilities	338	3,897	338	500

8.3 Deferred tax balances

The estimated deferred tax assets at 24% (2018: 24%) not recognised in these financial statements are as follows:

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Arising from:				
Unused tax losses	9,567	8,326	8,926	7,753
Unutilised capital allowances	443	722	113	392
	10,010	9,048	9,039	8,145

The key factors that may affect future tax charges include the ability to claim capital allowances in excess of depreciation, utilisation of unrelieved tax losses and changes in tax legislation. The Group expects to be able to claim capital allowances in excess of depreciation in future years based on its capital investment plans. The Group also has unutilised tax losses estimated to be RM41.7 million (2018: RM34.7 million) which arise mainly in relation to activities in Malaysia and which may generally be carried forward without time limits applying. The availability of the unused tax losses for offsetting against future taxable profits of the Company and its subsidiaries are subject to there being no substantial changes in shareholdings of the Company and its subsidiaries under Section 44 (5A) and (5B) of Income Tax Act, 1967 in Malaysia.

As for the subsidiary in Thailand, the unutilised tax losses are estimated to be THB71.1 million (approximate RM9.0 million) (2018: THB71.1 million (approximately RM9.0 million)) which may be carried forward for a maximum of five (5) years.

The revaluation of available-for-sale investments and short-term investments that has been reported as part of other comprehensive income on page 46 of these financial statements is not shown net of taxation. This is on the basis that the Group and the Company have unutilised losses which exceed the revalued amount. Unused tax losses carried forward at the end of reporting period, which is disclosed above, have been reduced correspondingly.

8. Taxation (cont'd)

8.3 Deferred tax balances (cont'd)

As disclosed in note 12, freehold lands have been revalued, and a revaluation surplus arises. Deferred tax has been provided in respect of the revaluation surplus where the carrying amount of freehold lands is presumed to be recovered through sale after implementation of the Group business plan.

The analysis of deferred tax liabilities is as follows:

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Deferred tax liabilities due more than 12 months	85,771	85,362	24,938	24,600
Deferred tax liabilities due within 12 months	-	-	-	-
	85,771	85,362	24,938	24,600

The movement in deferred tax liabilities during the year, without taking consideration of the offsetting of balances within the same jurisdiction, is as follow:

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
At 1 January	85,362	81,978	24,600	24,100
Adjustment	71	(513)	-	-
Charge to other comprehensive income	338	3,897	338	500
At 31 December	85,771	85,362	24,938	24,600

9. Loss Per Share

The calculation of loss per share is based on the Group's loss for the year and the weighted average number of shares in issue after adjusting for movement in treasury shares during the financial year. There are no potential dilutive shares or share options outstanding and therefore, the diluted loss per share is the same as the basic loss per share.

	2019	2018
Net loss attributable to the owners of the Company (RM'000)	6,910	(11,123)
Weighted average number of ordinary shares in issue after adjusting for movement in treasury shares [Number of shares in'000]	378,675	387,029
Basic and diluted loss per share (Sen)	(1.8)	(2.9)

10. Employee Information

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Staff costs comprises:				
Wages and salaries	5,770	6,528	2,569	2,911
Contribution to a statutory employees' provident fund	431	414	137	138
	6,201	6,942	2,706	3,049

The decrease of Group wages and salaries in 2019 is due to hiring lower number of staff.

The statutory employees' provident fund is a defined contribution scheme funded by a government body in Malaysia.

The average monthly number of employees employed by the Group during the year was as follows:

	GROUP		COMPANY	
	2019 Number	2018 Number	2019 Number	2018 Number
Plantation	20	20	20	20
Tourism	119	136	-	-
Manufacturing	30	30	-	-
Property development and leasing	8	8	-	-
Investment	2	2	2	2
	179	196	22	22

11. Directors' Emoluments

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Directors' fees and allowances	212	231	173	192
Highest paid Director	51	51	46	46

11. Directors' Emoluments (cont'd)

The above emoluments are made up as follows:

	Basic Salary and Fees (RM)	Meeting Allowances (RM)	Total 2019 (RM)	Total 2018 (RM)
Company				
Dato' Adnan bin Maaruf	40,000	6,000	46,000	46,000
Dato' Tik bin Mustaffa	30,000	8,250	38,250	37,000
Dato' Haji Muda bin Mohamed	30,000	7,000	37,000	37,000
Dr. Radzuan bin A. Rahman	30,000	4,500	34,500	33,750
Datuk Kamaruddin bin Awang (Resigned w.e.f 7 January 2019)	-	-	-	38,250
Dato' Salleh bin Bajuri	15,000	2,500	17,500	-
	145,000	28,250	173,250	192,000
Subsidiaries				
Dato' Tik bin Mustaffa	12,000	1,600	13,600	13,600
Other Directors	19,000	6,400	25,400	25,600
	31,000	8,000	39,000	39,200
Group	176,000	36,250	212,250	231,200

12. Property, Plant and Equipment

Group	Freehold lands RM'000	Prepaid land and improvements RM'000	Buildings RM'000	Assets under construction RM'000	Others RM'000	Total RM'000
Cost or valuation						
At 1 January 2018	479,811	10,601	31,145	9,064	11,045	541,666
Additions/Adjustments	-	-	1,353	1,129	2,486	4,968
Disposal/Adjustments	-	(623)	-	(968)	(173)	(1,764)
Transfer to Land Held Dev	(460,570)	-	-	(8,841)	-	(469,411)
Revaluations	1,000	-	-	-	-	1,000
Exchange differences	-	10	57	-	(10)	57
At 1 January 2019	20,241	9,988	32,555	384	13,348	76,516
Additions	-	-	988	1,623	876	3,487
Disposal	-	-	-	(385)	-	(385)
Transfer to Land Held Dev	-	-	-	-	-	-
Revaluations	-	-	-	-	-	-
Exchange differences	22	37	193	-	322	574
At 31 December 2019	20,263	10,025	33,736	1,622	14,546	80,192

12. Property, Plant and Equipment (cont'd)

Group	Freehold lands RM'000	Prepaid land and improvements RM'000	Buildings RM'000	Assets under construction RM'000	Others RM'000	Total RM'000
Accumulated depreciation						
At 1 January 2018	-	1,306	18,964	-	9,304	29,574
Charge for the year	-	34	734	-	675	1,443
On Disposal	-	-	-	-	(44)	(44)
Adjustments	-	(641)	624	-	(55)	(72)
Exchange differences	-	10	53	-	(11)	52
At 1 January 2019	-	709	20,375	-	9,869	30,953
Charge for the year	-	34	761	-	817	1,612
On Disposal	-	-	-	-	-	-
Exchange differences	-	38	201	-	323	562
At 31 December 2019	-	781	21,337	-	11,009	33,127
Carrying amount						
At 31 December 2019	20,263	9,244	12,399	1,622	3,537	47,065
At 31 December 2018	20,241	9,279	12,180	384	3,479	45,563

Fair value measurement of the Group's and Company's freehold lands

The Group's freehold lands are stated at their revalued amounts, being the fair value at the date of revaluation. In order to establish the 31 December 2019 valuation of the Group's freehold lands, valuations were obtained.

The fair value measurement of the Group's freehold lands in Kajang and Bangi as at 31 December 2019 and 31 December 2018 were performed by Nilai Properties Consultants Sdn Bhd (V(1) 0065), an independent valuer not related to the Group, using the open market basis method. These lands are currently being used for the Group's plantation activities for the growing of oil palm FFB. The Group has been given consent for the change of use of the lands. Further commentary on the Group's plans for its land is included in the Chairman's Statement.

In the opinion of the Directors, there is no indication of any significant difference between the carrying amount and market values of the other freehold lands of the Group at 31 December 2019.

The historical cost of the above freehold lands of the Group is RM107.242 million and of the Company is RM0.407 million. There are no restrictions on the title of the Group's property, plant and equipment.

The fair values of all the freehold lands of the Group and Company are classified as Level 2. There were no transfers between Levels 1 and 2 during the year.

Assets under construction

In 2018, this represented the 22 units of low-cost terrace houses under construction at Dunedin estate, Mukim of Semenyih. The total contract sum is approximately RM8.8 million. The construction has been completed pending the issuance of the certificate of occupancy. All expenditure incurred has been reclassified as Land Held For Development.

12. Property, Plant and Equipment (cont'd)

Company	Freehold lands RM'000	Buildings RM'000	Assets under construction RM'000	Others RM'000	Total RM'000
Cost or valuation					
At 1 January 2018	120,000	477	8,787	756	130,020
Additions	-	-	54	1,333	1,387
Revaluations	-	-	-	-	-
Reclassification	(120,000)	-	(8,841)	-	(128,841)
At 1 January 2019	-	477	-	2,089	2,566
Additions	-	28	-	12	40
Revaluation	-	-	-	-	-
Reclassification	-	-	-	-	-
At 31 December 2019	-	505	-	2,101	2,606
Accumulated depreciation					
At 1 January 2018	-	477	-	452	929
Charge for the year	-	-	-	107	107
At 1 January 2019	-	477	-	559	1,036
Charge for the year	-	3	-	174	177
At 31 December 2019	-	480	-	733	1,213
Carrying amount					
At 31 December 2019	-	25	-	1,368	1,393
At 31 December 2018	-	-	-	1,530	1,530

13. Land Held for Development

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Cost				
At 1 January	492,940	-	138,840	-
Additions – Land*	-	460,570	-	120,000
Revaluation	11,310	23,530	6,750	10,000
Development expenditure*	12,635	8,840	68	8,840
At 31 December	516,885	492,940	145,658	138,840

* Additions and development expenditure represent transfers from property, plant and equipment (note 12 to the financial statements).

14. Investment Property

Group	31 December 2019 RM'000	31 December 2018 RM'000
Cost		
At 1 January	23,290	330
Addition	-	20,000
Renovation work	324	968
Revaluation	156	1,992
At 31 December	23,770	23,290

Included in investment property is an apartment at Cheras, Kuala Lumpur and a factory building in Jenjarom, Selangor, which was acquired during the year.

The fair value of the investment property at 31 December 2019 has been arrived at on the basis of a valuation carried out at that date by the Directors. The fair value was determined based on the market comparable approach that reflects recent transaction prices for similar properties. In estimating the fair value of the properties, the highest and best use of the properties is their current use.

15. Intangible Assets

Computer software and corporate website creation

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Cost				
At 1 January	268	268	120	120
Additions	-	-	-	-
At 31 December	268	268	120	120
Accumulated amortisation				
At 1 January	224	184	100	89
Amortisation for the year	25	40	12	11
At 31 December	249	224	112	100
Carrying amount				
At 31 December	19	44	8	20

16 Right-of-use assets

	GROUP RM	COMPANY RM
As at 1 January 2019	-	-
Additions	1,104,041	522,967
Depreciation	(662,424)	(313,780)
As at 31 December 2019	441,617	209,187

The Group and the Company leases an office building that run to 3 years, with an option to renew the lease after that date.

17. Investments in Subsidiaries

	COMPANY 2019 RM'000	COMPANY 2018 RM'000
Cost		
Shares in subsidiary undertakings	6,338	6,338
Provision for impairment loss on investment in subsidiary	(5,338)	(5,338)
Loans to subsidiary undertakings	277,584	265,491
Allowance for doubtful debts	(6,969)	(6,969)
	271,615	259,522

The loans to subsidiary undertakings are interest free and have no fixed repayment terms.

The subsidiaries of the Group are as follows:

Name of company	Country of incorporation	Nature of business	Type of holding	Percentage of share capital held 2019	Percentage of share capital held 2018
Inch Kenneth Hotels & Resorts (M) Sdn Bhd	Malaysia	Investment holding	Ordinary shares	100	100
Perhentian Island Resort Sdn Bhd#	Malaysia	Operation of tourist resort	Ordinary shares	100	100
Inch Kenneth Development (M) Sdn Bhd	Malaysia	Property development and leasing	Ordinary shares	100	100
Inch Kenneth Trading (M) Sdn Bhd#	Malaysia	Dormant	Ordinary shares	100	100
IKK Property (M) Sdn Bhd#	Malaysia	Dormant	Ordinary shares	100	100
Inch Kenneth Plantations (M) Sdn Bhd	Malaysia	Dormant	Ordinary shares	100	100
IKKR Timur Sdn Bhd	Malaysia	Dormant	Ordinary shares	100	100
Inch Kenneth Sea Sports Adventure (M) Sdn Bhd#	Malaysia	Dormant	Ordinary shares	100	100
IKK Rubber International (M) Sdn Bhd	Malaysia	Trading of rubber blocks	Ordinary Shares	100	100

17. Investments in Subsidiaries (cont'd)

Name of company	Country of incorporation	Nature of business	Type of holding	Percentage of % share capital held 2019	2018
Motel Desa Sdn Bhd#	Malaysia	Operation of a motel	Ordinary shares	100	100
Inch Kenneth Tours (M) Sdn Bhd#	Malaysia	Dormant	Ordinary shares	100	100
Seleksi Intensif (M) Sdn Bhd#	Malaysia	Rental of property	Ordinary shares	100	100

These subsidiaries are held indirectly by the Company.

18. Investment in Associated Undertaking

Group

The Group's investment in its associated undertaking represents a 22.40% (2018: 22.40%) interest in CEPCO, a public company incorporated in Malaysia. The principal activity of CEPCO is the manufacture and distribution of prestressed spun concrete piles and poles. The Group's investment in CEPCO is accounted for under the equity accounting method as follows:

	2019 RM'000	2018 RM'000
Shares		
At 1 January and 31 December	40,914	40,914
Share of retained profits		
At 1 January	12,719	14,541
Share of loss	(2,280)	(1,822)
At 31 December	10,439	12,719
Share of dividend		
At 1 January	(1,104)	(1,104)
Share of dividend	-	-
At 31 December	(1,104)	(1,104)
Accumulated impairment		
At 1 January	(43,049)	(40,106)
Impairment charge	-	(2,943)
At 31 December	(43,049)	(43,049)
Carrying amount	7,200	9,479

18. Investment in Associated Undertaking (cont'd)

Group (cont'd)

The Group's share of the net assets of CEPCO is as follow:

	2019 RM'000	2018 RM'000
Share of assets		
Share of non-current assets	19,802	19,836
Share of current assets	18,065	21,054
	37,867	40,890
Share of liabilities		
Share of non-current liabilities	(1,827)	(1,810)
Share of current liabilities	(14,848)	(23,671)
	(16,675)	(25,481)
Share of net assets	21,192	15,409
Goodwill (net of impairment) arising on the acquisition of CEPCO	(13,992)	(5,930)
Carrying value of CEPCO	7,200	9,479

The Group's share of the results of CEPCO is as follow:

	2019 RM'000	2018 RM'000
Share of revenue	23,572	31,942
Share of operating (loss)	(1,786)	(1,251)
Share of finance costs	(494)	(784)
Share of taxation	-	213
Share of loss which is included in Group statement of profit or loss	(2,280)	(1,822)

CEPCO's shares are quoted on Bursa Securities and the market value of the Group's investment in CEPCO at the end of reporting period was RM9.780 million (2018: RM9.479 million).

The financial year end for CEPCO is 31 August while for the Group it is 31 December. In order to equity account for the associate as at 31 December the results from 1 September to 31 December are added to the results for the year ended 31 August 2019 while the results for the period in the prior year are deducted. Accordingly, the accounting period used to equity account for CEPCO is the same as the financial year for the Group.

18. Investment in Associated Undertaking (cont'd)

Company

The movement in the Company's investment in CEPCO is as follows:

	2019 RM'000	2018 RM'000
Cost		
At 1 January and 31 December	40,236	40,236
Accumulated impairment		
At 1 January	31,685	31,685
Impairment charge	-	-
At 31 December	31,685	31,685
Carrying amount	8,551	8,551

19. Available-for-sale investments

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Quoted shares:				
At 1 January	815	66	806	11
Addition of investments	-	795	-	795
Fair value adjustments	(50)	(46)	(49)	-
At 31 December	765	815	757	806

The above available-for-sale investments are stated at their fair values. The historical cost of the above investments of the Group is RM882,000 and of the Company is RM792,000.

20. Goodwill

	GROUP	
	2019 RM'000	2018 RM'000
At cost		
At 1 January and 31 December	4,573	4,573
Accumulated impairment		
At 1 January	4,573	4,573
Impairment charge	-	-
At 31 December	4,573	4,573
Carrying amount	-	-

21. Inventories

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Resort stores	107	687	-	-
Rubber blocks	1,472	1,781	-	-
	1,579	2,468	-	-

No harvested FFB are shown as inventory at the year end because they are all sold immediately after being harvested.

The amount stated at the resort is within the normal inventories level.

22. Trade and Other Receivables

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Trade receivables	642	244	-	8
Other receivables and prepayments	71,566	75,807	655	619
Corporation tax recoverable	356	356	340	388
	72,564	76,407	995	1,015

At 31 December 2019 and 2018, included in other receivables was approximately RM71 million relating to a settlement signed to acquire a leasehold industrial land with an area of approximately 8.75 acres (Plot 64006 of Parent Lot PT 16708) in Mukim Petaling, whose title is expected to be registered to the Group in 2020. This land has been valued to ensure that the amount is recoverable by the fair value of the land to be transferred.

At 31 December 2019 the trade and other receivables balances are mainly incurred during the normal course of business. The receivables outside their payment terms yet not provided for are as follows:

	GROUP		COMPANY	
	2019 RM'000	2018 RM'000	2019 RM'000	2018 RM'000
Within credit terms	70,810	73,764	340	396
Outside credit terms but not impaired:				
0-1 month	-	-	-	-
1-2 months	-	-	-	-
More than 2 months	1,754	2,643	655	619
	72,564	76,407	995	1,015

The Directors are of the opinion that the receivables, both within and outside the credit terms, are creditworthy and there should be no issues on their recoverability.

23. Short Term Investments

	GROUP		COMPANY	
	2019 RM'000	**2018 RM'000**	**2019 RM'000**	**2018 RM'000**
Investments on unit trusts with:				
At 1 January	43,618	62,304	39,400	61,732
Redemption	(27,265)	(21,424)	(27,259)	(24,969)
Income Distribution	1,528	1,955	1,427	1,829
Fair Value Adjustments	738	783	685	808
At 31 December	18,619	43,618	14,253	39,400

Unquoted unit trusts are measured at mark-to-market based on the net asset value at each reporting date. The time-weighted rates of return of these investments at the reporting date were between 3.5% and 3.8% (2018: 3.2% to 3.8%).

24. Cash and Cash Equivalents

	GROUP		COMPANY	
	2019 RM'000	**2018 RM'000**	**2019 RM'000**	**2018 RM'000**
Cash at bank	3,728	5,299	2,038	2,059
Cash in hand	45	52	1	1
Deposits with licensed banks	25,750	24,898	25,668	24,856
Investments with licensed banks	197	190	10	10
	29,720	30,439	27,717	26,926

The effective interest rates of deposits at the reporting date was 3.05% (2018: 3.3%). Included in deposits with licensed banks are the short-term deposits totalling to RM42,382 (2018: RM41,108) which were pledged with commercial banks as collateral for issuing letters of guarantee.

The investments with licensed banks are qualified as a cash equivalent as they are readily convertible to a known amount of cash with an insignificant risk of changes in value.

25. Share Capital

Group and Company

	2019 GBP'000	**2018 GBP'000**
Authorised		
1,000,000,000 ordinary shares of 10p each	100,000	100,000

	2019 RM'000	**2018 RM'000**	**2019 GBP'000**	**2018 GBP'000**
Allotted, called up and fully paid 420,750,000 ordinary shares of 10p each	287,343	287,343	42,075	42,075

No ordinary shares were allotted during the year and the Company does not have any share options or share warrants in issue at 31 December 2019.

26. Treasury Shares

Group and Company

	2019 Number of shares	2019 Amount RM	2018 Number of shares	2018 Amount RM
At 1 January	33,720,700	26,332,968	17,540,800	15,979,529
Addition	8,354,300	5,605,895	16,179,900	10,353,439
At 31 December	42,075,000	31,938,863	33,720,700	26,332,968

The shareholders of the Company approved an ordinary resolution at the One Hundred and Ninth AGM held on 12 June 2019 for the Company to repurchase its own shares up to a maximum of 10% of the issued and paid-up capital of the Company ("Share Buy-Back"). The Directors of the Company are committed to enhancing the value of the Company and believe that the purchase plan is being implemented in the best interests of the Company and its shareholders.

During the financial year, the Company repurchased 8,354,300 of its issued share capital. Pursuant to the provisions of Section 127(1) of the Malaysian Companies Act 2016 (the "Act"), the Company may either retain the repurchased shares as treasury shares or cancel the repurchased shares or a combination of both. The repurchased shares held as treasury shares may either be distributed as share dividends, resold on Bursa Securities in accordance with the relevant rules of Bursa Securities and subsequently cancelled or any combination of the three.

As treasury shares, the rights attached as to voting, dividends and participation in other distributions and otherwise are suspended and the treasury shares shall not be taken into account in calculating the number or percentage of shares or of a class of shares for any purposes including substantial shareholdings, takeovers, notices, the requisitioning of meetings, the quorum for a meeting and the result of a vote on a resolution at a meeting.

27. Trade and Other Payables

The normal trade credit terms granted to the Group ranges from 7 to 90 days.

	GROUP 2019 RM'000	GROUP 2018 RM'000	COMPANY 2019 RM'000	COMPANY 2018 RM'000
Trade payables	77	107	-	-
Other payables	2,831	4,682	416	684
	2,908	4,789	416	684

Employee entitlements	Provision for employee entitlements Group RM'000	Provision for employee entitlements Company RM'000
At 1 January	169	15
Current service cost	45	-
At 31 December	214	15

28. Lease liability

	Group RM	Company RM
Amount due for settlement within 12 months	457,181	216,559
Maturity analysis		
Not more than 1 year	457,181	216,559

Set out below are the carrying amounts of lease liabilities and the movement during the financial year:

	Group RM	Company RM
As at 1 January 2019	1,126,054	533,394
Addition	-	-
Accretion of interest	18,152	11,669
Paid during the financial year	(693,508)	(328,504)
As at 31 December 2019	450,698	216,559

29. Financial Instruments

29.1 Capital risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Group may return capital to shareholders, issue new shares or sell assets to reduce debt. The Group is not subjected to any externally imposed capital requirement.

29.2 Classification of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost. The principal accounting policies of the Group describe how the classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised. The following table analyses the financial assets and liabilities at the reporting date by the classes of financial instruments to which they are assigned, and therefore by the measurement basis.

29. Financial Instruments (cont'd)

29.2 Classification of financial instruments (cont'd)

Group

31 December 2019	Loans and receivables RM'000	Available-for-sale investments RM'000	Financial liabilities at amortised cost RM'000	Total RM'000
Financial Assets				
Available-for-sale investments	-	765	-	765
Right-of-use assets	442	-	-	442
Trade and other receivables	72,564	-	-	72,564
Short-term investments	-	18,619	-	18,619
Cash and cash equivalents	29,720	-	-	29,720
	102,726	19,384	-	122,110
Financial Liabilities				
Trade and other payables	-	-	2,908	2,908
Lease liability	-	-	457	457
	-	-	3,365	3,365
31 December 2018				
Financial Assets				
Available-for-sale investments	-	815	-	815
Trade and other receivables	76,407	-	-	76,407
Short-term investments	-	43,618	-	43,618
Cash and cash equivalents	30,439	-	-	30,439
	106,846	44,433	-	151,279
Financial Liabilities				
Trade and other payables	-	-	4,789	4,789
	-	-	4,789	4,789

29. Financial Instruments (cont'd)

29.2 Classification of financial instruments (cont'd)

Company

31 December 2019	Loans and receivables RM'000	Available-for-sale investments RM'000	Financial liabilities at amortised cost RM'000	Total RM'000
Financial Assets				
Available-for-sale investments	-	757	-	757
Right-of-use assets	209	-	-	209
Trade and other receivables	995	-	-	995
Short-term investments	-	14,253	-	14,253
Cash and cash equivalents	27,717	-	-	27,717
	28,921	15,010	-	43,931
Financial Liabilities				
Trade and other payables	-	-	416	416
Lease liability	-	-	217	217
	-	-	633	633
31 December 2018				
Financial Assets				
Available-for-sale investments	-	806	-	806
Trade and other receivables	1,015	-	-	1,015
Short-term investments	-	39,400	-	39,400
Cash and cash equivalents	26,926	-	-	26,926
	27,941	40,206	-	68,147
Financial Liabilities				
Trade and other payables	-	-	684	684
	-	-	684	684

29.3 Financial risk management objectives and policies

The Group's principal financial instruments consist of cash, short-term deposits and short-term investments. The main purpose of these financial instruments is to finance the Group's operations and investments. The Group has other financial instruments such as receivables and payables that arise directly from its operations.

The Directors recognise that financial risk management is an area in which they may need to develop specific policies should the Group become exposed to further financial risks as the business develops.

The main risks arising from the Group's financial instruments are credit risk and market risk which include foreign exchange rates and equity prices. The Board reviews and agrees policies for managing each of these risks as and when they arise. Currently, the Group is not exposed to interest rate risk and liquidity risk.

29. Financial Instruments (cont'd)

29.3 Financial risk management objectives and policies (cont'd)

Credit risk

The Group has adopted a policy of only dealing with recognised creditworthy third parties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults.

The Group and the Company manage the exposures to credit risk by performing credit evaluations on all of their major customers requiring credit, and where appropriate, credit guarantee insurance is purchased. The Group's maximum exposure to credit risk is represented by the carrying amount of financial assets in the financial statements which amounts to RM122.1 million.

As the Group trades only with recognised creditworthy third parties, there is no requirement for collateral. The credit risk on liquid funds is limited because counterparties are banks with high credit ratings.

Foreign currency risk

The Group has some structural currency exposure as some of its investments and operations are in Thai Baht. Apart from the proceeds derived in Ringgit Malaysia, the Group also receives proceeds from rubber block sales in US Dollars. However, the foreign currency risk is considered immaterial to the Group and the Company as a whole.

Market price risk

The Group is exposed to unquoted unit trusts market price and equity securities price risk, from the investments held by the Group and classified as short term investments and available-for-sale investments respectively.

Market price sensitivity analysis

The following table demonstrates the sensitivity to a reasonably possible change in market price, with all other variables held constant, of the Group's and the Company's profit before tax (through the impact on fair value through profit or loss):

	Group RM'000	Company RM'000
31 December 2019		
Investment in Malaysia		
Market price increase by 10 percentage points	2,577	2,541
Market price decrease by 10 percentage points	(2,577)	(2,541)
31 December 2018		
Investment in Malaysia		
Market price increase by 10 percentage points	5,537	5,077
Market price decrease by 10 percentage points	(5,537)	(5,077)

Hedges

The Group did not enter into any interest rate swaps or forward currency contracts to hedge against interest rate risk or foreign currency risk.

29. Financial Instruments (cont'd)

29.4 Fair values measurements

The fair values of financial assets and financial liabilities of the Group and the Company approximates to their carrying amounts, as disclosed in the statement of financial position and related notes.

Fair value hierarchy

The Group's and the Company's financial instruments carried at fair value are analysed as follows:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (i.e. as prices) or indirectly (i.e. derived from prices);

Level 3: Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

As at the reporting date, the Group's and the Company's quoted other investments are classified as Level 1.

There were no material transfers between Level 1, Level 2 and Level 3 during the financial year. The Group and the Company do not have any financial instruments classified as Level 2 and Level 3 as at 31 December 2019.

30. Related Party Transactions

Transactions within the Group have been eliminated in the preparation of the financial information set out in this report and are not disclosed in this note. Balances and transactions with other related parties and key personnel are either disclosed under the relevant notes or disclosed below.

Compensation of key management personnel of the Group

Key management personnel of the Group are defined as those persons having authority and responsibility for the planning, directing and controlling of the activities of the Group, directly or indirectly. Key management of the Group is therefore considered to be the Directors and top management personnel of the Company. The following table summarises compensation paid to key personnel:

	Group and Company	
	2019	**2018**
	RM'000	**RM'000**
Short-term employment benefits	580	697

Further information about the remuneration of individual Directors is shown in note 11 and in the Corporate Governance Statement.

31. Control

The Company and Group are controlled by their shareholders. No one individual has overall control of the Company.

32. Events After the Balance Sheet Date

The Board proposed that a 2% interim dividend for the financial year ended 31 December 2019 be distributed to the shareholders during the year 2020. The interim dividend is under the single tier system of £0.002 or 1.06 sen per share on 378,675,000 ordinary shares.

The pandemic caused by Covid-19 will have a significant impact on PIR, as the business relies mainly on tourist arrival. As such, the turnover is expected to reduce significantly. Direct expenses will also reduce and we will try to reduce our fixed cost as much as possible to mitigate the impact.

For all other business components, the impact is not expected to be significant.

33. Realised and Unrealised Profits

The breakdown of retained profits of the Group, pursuant to the format prescribed by Bursa Securities, is as follows:

	As at 31 Dec 2019 RM'000	As at 31 Dec 2018 RM'000
Total Retained Profits of the Company and its subsidiaries:		
- Realised b/f	92,904	106,527
- Realised	(6,910)	(11,123)
- Dividends	(4,136)	(4,322)
- Unrealised	2,280	1,822
	84,138	92,904
Total share of Retained Profits from associated company:		
- Realised b/f	(4,871)	(3,049)
- Unrealised	(2,280)	(1,822)
	(7,151)	(4,871)
Less : Consolidation effects	(7,307)	(7,307)
Total Group Retained Profit	69,680	80,726

ANALYSIS OF SHAREHOLDINGS
AS AT 12 MAY 2020

Issued Shares	:	420,750,000 Ordinary Shares
Class of Shares	:	Ordinary Shares of 10 Pence Each
Voting Rights	:	One vote per share

A. DISTRIBUTION OF SHAREHOLDERS

Size of Holdings	No of Holders	%	* No of Shares	%
Less than 100	36	1.19	981	0.00
100 - 1,000	350	11.54	248,859	0.06
1,001 - 10,000	1,434	47.28	7,720,659	2.04
10,001 - 100,000	952	31.39	30,941,352	8.17
100,001 - less than 5% of issued shares	257	8.47	196,672,683	51.94
5% and above of issued shares	4	0.13	143,090,466	37.79
Total	**3,033**	**100.00**	**378,675,000**	**100.00**

* *The number of 378,675,000 ordinary shares was arrived at after deducting the number of 42,075,000 treasury shares retained by the Company from the original issued and paid-up share capital of 420,750,000 ordinary shares of the Company.*

B. SUBSTANTIAL SHAREHOLDERS

	Name	No of Shares	%
1.	Concrete Engineering Products Berhad	58,088,000	15.34
2.	Hamptons Property Sdn Bhd	49,327,700	13.03
3.	Ng Ah Chai	42,783,200	11.30
4.	FA Securities Sdn Bhd	31,340,700	8.28
5.	Euston Technologies Sdn Bhd	22,662,066	5.98

C. THIRTY (30) LARGEST REGISTERED SHAREHOLDERS

	Name	No of Shares	%
1.	Hamptons Property Sdn Bhd	47,405,700	12.52
2.	UOBM Nominees (Tempatan) Sdn Bhd for Concrete Engineering Products Berhad	40,000,000	10.56
3.	FA Securities Sdn Bhd	33,022,700	8.72
4.	Euston Technologies Sdn Bhd	22,662,066	5.98
5.	Concrete Engineering Products Berhad	15,000,000	3.96
6.	JF Apex Nominees (Tempatan) Sdn Bhd for Ng Ah Chai	9,467,000	2.50
7.	Kenanga Nominees (Tempatan) Sdn Bhd for Ng Ah Chai	8,098,200	2.14
8.	Kenanga Nominees (Tempatan) Sdn Bhd for Norazlina binti Awang	7,994,000	2.11

ANALYSIS OF SHAREHOLDINGS (cont'd)
AS AT 12 MAY 2020

C. THIRTY (30) LARGEST REGISTERED SHAREHOLDERS (cont'd)

	Name	No of Shares	%
9.	RHB Capital Nominees (Tempatan) Sdn Bhd for Ng Ah Chai	6,596,300	1.74
10.	Sumber Berkat Sdn Bhd	5,881,800	1.55
11.	Norani binti Supar	5,628,000	1.49
12.	Vidacos Nominees Ltd	5,610,000	1.48
13.	Masmanis Sdn Bhd	5,413,100	1.43
14.	Amsec Nominees (Tempatan) Sdn Bhd for Ng Ah Chai	4,950,000	1.31
15.	Muhammad Firdaus bin Muhamad Fasri	4,854,700	1.28
16.	Glenmarie Estates Sdn Berhad	4,488,000	1.19
17.	United Investment Co Sdn Bhd	3,825,000	1.01
18.	Maybank Nominees (Tempatan) Sdn Bhd for Ng Ah Chai	3,604,800	0.95
19.	Muhamad Faris bin Muhamad Fasri	3,394,500	0.90
20.	RHB Nominees (Tempatan) Sdn Bhd for Ng Ah Chai	3,160,100	0.83
21.	Concrete Engineering Products Berhad	3,088,000	0.82
22.	Che Muhamad Fasir bin Samsudin	3,015,900	0.80
23.	Miss Asura Salaeh	2,948,600	0.78
24.	Che Yam @ Rusnah binti Hussin	2,913,600	0.77
25.	RHB Capital Nominees (Tempatan) Sdn Bhd for Chen Khai Voon	2,829,300	0.75
26.	Ambank (M) Berhad for Sumber Berkat Sdn Bhd	2,805,000	0.74
27.	Kenanga Nominees (Tempatan) Sdn Bhd for Ng Ah Chai	2,510,000	0.66
28.	Khatijah binti Lebar	2,308,100	0.61
29.	Alliancegroup Nominees (Tempatan) Sdn Bhd for Ng Ah Chai	2,226,400	0.59
30.	Alliancegroup Nominees (Tempatan) Sdn Bhd for Ng Ah Chai	2,052,700	0.54

LIST OF PROPERTIES REGISTERED UNDER THE GROUP OF COMPANIES

AS AT 31 DECEMBER 2019

	Leasehold/ Title Number(s)	Tenure	Existing Use	Land Area (Hectare)	Age of Property (Year)	Net Book Value 31.12.2019 (RM'000)	Date of Acquisition/ Last Revaluation
1.	Lot Nos: 204, 505, 626, 1005, 1091, 653, 1204, 1874, 1910, 1912, 1880, 1881, 1882, 23802, 23803, 23804, 23805, 23806, 23807, 24375, 25269, 25270, 25275	Freehold	Oil Palm Plantation	140.004	104	371,227	Acquired on 24.03.1914 – 16.06.1916 and last revalued on 11.02.2019
	Kajang estate, Mukim of Semenyih, Daerah Ulu Langat, Selangor						
2.	Lot Nos: 540, PT 21625 PT 21630	Freehold	Oil Palm Plantation	61.944	104	145,658	Acquired on 24.03.1914 – 16.06.1916 and last revalued on 11.02.2019
	Dunedin estate, Mukim of Semenyih, Daerah Ulu Langat, Selangor						
3.	H.S.(D) 1470 PT Lot 354	Leasehold Expiring in 2050	Resort Land and Buildings	9.995	30	9,781	Acquired on 18.08.1990
	Mukim of Pulau Perhentian, Daerah Besut, Terengganu						
4.	Title No. 9654	Freehold	Land, Factory and Office Building	5.18	20	4,543	Acquired on 24.08.2009 and last revalued on 14.03.2018
	77/17 Moo 4 Bangmaruan Road, Tambon Bang Muang, Takuapa 82190, Phangnga, South Thailand						
5.	Lot No. 3468	Freehold	Motel, Land and Buildings	2.38	35	20,381	Acquired on 30.10.2009 and last revalued on 12.02.2019
	Mukim of Bukit Besar, Kuala Terengganu						
6.	H.S.(D) 22923 Bandar Port Swettenham	Leasehold expiring in 2088	Leasehold Land	902.42 sq.m	30.5	2,253	Acquired on 31.12.2012
	District of Klang, State of Selangor						

LIST OF PROPERTIES REGISTERED UNDER THE GROUP OF COMPANIES (cont'd)

AS AT 31 DECEMBER 2019

	Leasehold/ Title Number(s)	Tenure	Existing Use	Land Area (Hectare)	Age of Property (Year)	Net Book Value 31.12.2019 (RM'000)	Date of Acquisition/ Last Revaluation
7.	TL077512817 to 862 TL077517170 to 830 TL0775256720to 681 TL 077517358 to 545	Leasehold expiring in 2029 to 2069	Commercial, Residential, and Open Space Land	5.278	50	6,948	Acquired on 12.03.2014
	District of Sandakan, Sabah						
8.	15-06A Amber Tower Seri Mas Condominium Batu 3 ½ Cheras 56000 Kuala Lumpur	Leasehold expiring in 2085	Apartment	91 sq. m.	25	330	Acquired on 30.06.2003 and last revalued on 31.12.2017
	Lot 51810, Mukim of Kuala Lumpur, Wilayah Persekutuan						
9.	Lot 100, GM 8245	Freehold	Factory Land and Building	4.046	28	23,440	Acquired on 28.12.2018 and last revalued on 12.02.2019
	District of Kuala Langat, State of Selangor						

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the One Hundred and Tenth Annual General Meeting ("110th AGM") of Inch Kenneth Kajang Rubber Public Limited Company ("IKKR") or (the "Company") will be held at Bilik Perdana, Dewan Perdana Felda, Jalan Maktab, Off Jalan Semarak, 50400 Kuala Lumpur, Malaysia, on Tuesday, 30 June 2020 at 10:00 a.m. for the following purposes:

1. To lay before the meeting the financial statements for the year ended 31 December 2019 and the Reports of the Directors and Auditors thereon.

2. To approve the payment of Directors' fees in respect of the year ended 31 December 2019. **Resolution 1**

3. To re-appoint Dato' Haji Muda bin Mohamed who retires pursuant to Article 86 of the Company's Articles of Association, and being eligible, offers himself for re-appointment. **Resolution 2**

4. To re-appoint Dato' Mohamed Salleh bin Bajuri who retires pursuant to Article 91 of the Company's Articles of Association, and being eligible, offers himself for re-appointment. **Resolution 3**

5. To re-appoint Messrs Milsted Langdon LLP as Auditors of the Company and to authorise the Directors to fix their remuneration. **Resolution 4**

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following Ordinary Resolutions:

6. **CONTINUITY AS INDEPENDENT DIRECTOR**

   THAT subject to the passing of Resolution 2, Dato' Haji Muda bin Mohamed who has served as Independent Non-Executive Director for a cumulative term of more than nine (9) years, continue to act as Independent Non-Executive Director of the Company pursuant to Practice 4.2 of the Malaysian Code on Corporate Governance 2017 ("MCCG 2017"). **Resolution 5**

7. **CONTINUITY AS INDEPENDENT DIRECTORS**

   THAT the following Directors who have served as Independent Non-Executive Directors for a cumulative term of more than nine (9) years, continue to act as Independent Non-Executive Directors of the Company pursuant to Practice 4.2 of the MCCG 2017:

   7.1 Dato' Adnan bin Maaruf **Resolution 6**
   7.2 Dr. Radzuan bin A. Rahman **Resolution 7**

8. **PROPOSED RESOLUTION TO EMPOWER THE DIRECTORS OF THE COMPANY TO ISSUE SHARES PURSUANT TO SECTION 551 OF THE UNITED KINGDOM COMPANIES ACT 2006 ("UK COMPANIES ACT 2006")**

   The New Mandate will enable the Directors to take swift action in case of, inter alia, a need for corporate exercises or in the event of business opportunities or other arising circumstances which involve the issue of new shares, and to avoid delay and cost in convening general meetings to approve such issue of shares. **Resolution 8**

To transact any other business of which due notice shall have been given.

By order of the Board

LEE THAI THYE (LS 0000737)
Company Secretary

Kuala Lumpur, Malaysia
2 June 2020

NOTICE OF ANNUAL GENERAL MEETING
(cont'd)

NOTES:

Appointment of Proxy

1. A member of the Company entitled to attend and vote is entitled to appoint a proxy or proxies to attend and vote in his/her stead. A proxy need not be a member of the Company.
2. The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing, or if the appointor is a corporation, either under its common seal or signed by an officer or attorney duly authorised.
3. A member shall appoint not more than two (2) proxies to attend and vote at the same meeting. Where a member appoints more than one (1) proxy, the appointment shall not be valid unless he specifies the proportion of his holding to be represented by each proxy.
4. Any alteration in the Form of Proxy must be initialled.
5. The instrument appointing a proxy must be deposited at the Registrar's Office, 22nd Floor Menara Promet (KH), Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia, not less than forty-eight (48) hours before the time for holding the meeting or any adjournment thereof. For shareholders residing outside of Malaysia, the Form of Proxy could be forwarded by fax at +603 2141 8463 or by email to ir@ikkr.com.my.
6. For the purpose of determining a member who shall be entitled to attend the 110th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to issue a General Meeting Record of Depositors ("ROD") as at 24 June 2020. Only a depositor whose name appears on the Register of Members/ROD therein shall be entitled to attend the said meeting or appoint a proxy to attend and/or vote on his/her behalf.

Audited Financial Statements

7. The Audited Financial Statements laid at this meeting pursuant to Section 340(1)(a) of the Malaysian Companies Act 2016 ("the Act") are meant for discussion only. It does not require shareholders' approval, and therefore, are not put forward for voting.

Directors' Fees

8. Section 230(1) of the Act provides that "the fees" of the Directors and "any benefits" payable to the Directors of a listed company and its subsidiaries shall be approved at a general meeting. The Board agreed that the shareholders' approval shall be sought at the 110th AGM on the Directors' fees.

Re-election of Directors Who Retire Pursuant to Article 86 of the Company's Articles of Association ("the Articles")

9. Article 86 of the Articles provides that an election of the Directors shall take place each year. At each AGM, one-third of the Directors for the time being (or if their number is not a multiple of three (3), the number nearest to but no greater than one-third) shall retire from office provided always that all Directors shall retire from office at least once every three (3) years but shall be eligible for re-election.

   With the current Board size of five (5), one (1) Director, Dato' Haji Muda bin Mohamed, is to retire in accordance with Article 86 of the Articles, and being eligible, offers himself for re-appointment.

   The Board has, through the Nomination Committee, considered the assessment of Dato' Haji Muda bin Mohamed and agreed that he meets the criteria as prescribed by Paragraph 2.20A of the Main Market Listing Requirements ("Main LR") of Bursa Malaysia Securities Berhad ("Bursa Securities") on character, experience, competence and time to effectively discharge his role as Director.

Re-election of Directors Who Retire Pursuant to Article 91 of the Company's Articles of Association ("the Articles")

10. Article 91 of the Articles provides that the Directors shall have power at any time and from time to time to appoint any person to be a Director either to fill a casual vacancy or as an additional Director, but so that the total number of Directors shall not at any time exceed the maximum number (if any) fixed by or in accordance with these presents. Any Director so appointed shall hold office only until the next Annual General Meeting and shall then be eligible for re-election, but shall not be taken into account in determining the number of Directors who are to retire by rotation at such meeting.

    Dato' Mohamed Salleh bin Bajuri who was appointed on 18 June 2019 is to retire in accordance with Article 91 of the Articles, and being eligible, offers himself for re-appointment.

    The Board has through the Nomination Committee, considered the assessment of Dato' Mohamed Salleh bin Bajuri. The Board agreed with the Nomination Committee that he has discharged his duties with reasonable skill and competence, bringing independent judgement and depth into the Board's decision-making in the interest of the Company and its shareholders.

EXPLANATORY NOTES ON SPECIAL BUSINESS:

Continuity as Independent Non-Executive Directors

11. THAT subject to the passing of Resolution 2, Dato' Haji Muda bin Mohamed who has served as Independent Non-Executive Director continue to act as Independent Non-Executive Director of the Company pursuant to Practice 4.2 of the MCCG 2017.

    The Nomination Committee of the Company has conducted an assessment on the independence of Dato' Haji Muda bin Mohamed and is satisfied that he complied with the criteria on independence as prescribed in Practice 4.2 of the MCCG 2017. The Board has vide the Nomination Committee's recommendation that Dato' Haji Muda bin Mohamed be retained as Independent Non-Executive Director.

12. In line with Practice 4.2 of the MCCG 2017, the Board has vide the Nomination Committee's recommendation that Dato' Adnan bin Maaruf and Dr. Radzuan bin A. Rahman be retained as Independent Non-Executive Directors.

    The Committee is of the opinion that the Directors have complied with the independence criteria as prescribed in Practice 4.2 of the MCCG 2017. The justifications for their re-appointment are:

    (a) They fulfilled the criteria under the definition on Independent Non-Executive Directors as stated in the Main LR of Bursa Securities, and hence, they would be able to provide an element of objectivity, independent judgement and balance to the Board;

    (b) They have been with the Company for more than nine (9) years and their length of service on the Board does not in any way interfere with their exercise of objective judgement or their ability to act in the best interests of the Company. They have continued to exercise their independence and due care during their tenure as Independent Non-Executive Directors of the Company and the Group. They are familiar with the Group's business operations and have devoted sufficient time and commitment to their role and responsibilities as Independent Non-Executive Directors for informed and balanced decision-making;

    (d) They consistently challenged the management in an effective and constructive manner and actively participated in Board's discussion and provided an independent voice on the Board.

Issue Shares Pursuant to Section 551 of the UK Companies Act 2006

13. This Resolution is proposed pursuant to Section 551 of the UK Companies Act 2006 and, if passed, will give the Directors of the Company, from the date of the above AGM, authority to issue ordinary shares in the Company not exceeding 10% of the issued capital of the Company. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company.

    As at the date of this Notice, no new shares in the Company were issued pursuant to the mandate granted to the Directors at the 109th AGM held on 12 June 2019, which will lapse at the conclusion of the 110th AGM.

    The renewal of this mandate will enable the Directors to avoid any delay and cost involved in convening a general meeting. It is thus appropriate to seek members' approval.

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INCH KENNETH KAJANG RUBBER PUBLIC LIMITED COMPANY 194602000041 (990261M)

FORM OF PROXY

CDS Account No.	
No. of Shares Held	

I/We____________________________________(NRIC/CO NO): __________________
(FULL NAME IN BLOCK LETTERS)

of____
(ADDRESS)

being a shareholder/shareholders of Inch Kenneth Kajang Rubber Public Limited Company, hereby appoint *The Chairman of the Company or

____(________)
(FULL NAME OF PROXY) %

of____
(ADDRESS)

*and/or failing whom ____(________)
(FULL NAME OF PROXY) %

of____
(ADDRESS)

as *my/our proxy to vote on *my/our behalf at the 110th Annual General Meeting of the Company to be held at Bilik Perdana, Dewan Perdana Felda, Jalan Maktab, Off Jalan Semarak, 50400 Kuala Lumpur, Malaysia, on Tuesday, 30 June 2020 at 10:00 a.m. for the following purposes:

NO	RESOLUTION	FOR	AGAINST
1	To approve the payment of Directors' fees		
2	To re-appoint Dato' Haji Muda bin Mohamed		
3	To re-appoint Dato' Mohamed Salleh bin Bajuri		
4	To re-appoint Messrs Milsted Langdon LLP as Auditors of the Company and to authorise the Directors to fix their remuneration		
5	SPECIAL BUSINESS – ORDINARY RESOLUTION To re-appoint Dato' Haji Muda bin Mohamed		
6	SPECIAL BUSINESS – ORDINARY RESOLUTION To re-appoint Dato' Adnan bin Maarof		
7	SPECIAL BUSINESS – ORDINARY RESOLUTION To re-appoint Dr. Radzuan bin A. Rahman		
8	SPECIAL BUSINESS – ORDINARY RESOLUTION To approve the proposed resolution to empower the Directors of the Company to issue shares pursuant to section 551 of the UK Companies Act 2006		

Please indicate with an 'X' in the appropriate spaces how you wish your votes to be casted. If no specific direction as to voting is given, your proxy will vote or abstain from voting at his/her discretion.

_______________________ Dated this day _____ of _______ 2020
Signature/Seal of Shareholder(s)

Tel No: __________________

*Delete whichever is not applicable.

Note:
A member of the Company entitled to attend and vote is entitled to appoint a proxy or proxies to attend and vote in his/her stead. A proxy need not be a member of the Company. A member shall appoint not more than two (2) proxies to attend and vote at the same meeting. Where a member appoints more than one (1) proxy, the appointment shall not be valid unless he specifies the proportion of his holding to be represented by each proxy. Any alteration in the Form of Proxy must be initialled. The instrument appointing a proxy must be deposited at the Registrar's Office of the Company, not less than forty-eight (48) hours before the time for holding the meeting. For shareholders residing outside of Malaysia, the Form of Proxy could be forwarded by fax at +603 2141 8463 or by email to ir@ikkr.com.my. Only members whose names appear in the Record of Depositors as at 24 June 2020 shall be entitled to attend, vote and speak at the meeting or appoint proxy(ies) to attend, vote and speak on their behalf.

AFFIX
STAMP

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22nd Floor Menara Promet (KH)
Jalan Sultan Ismail
50250 Kuala Lumpur
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