IMPORTANT NOTICE

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IF YOU DO NOT AGREE TO THE TERMS CONTAINED IN THIS NOTICE YOU SHOULD NOT PROCEED ANY FURTHER AND SHOULD DELETE THE E-MAIL ATTACHING THIS OFFERING CIRCULAR. THE EMAIL ATTACHING THIS OFFERING CIRCULAR AND THIS OFFERING CIRCULAR ARE PERSONAL TO YOU, ARE CONFIDENTIAL AND MAY ONLY BE READ BY THE ADDRESSEE AND MAY NOT BE REPRODUCED OR REDISTRIBUTED ELECTRONICALLY OR OTHERWISE TO ANY OTHER PERSON.

Confirmation of your representation in relation to the United States: In order to be eligible to view this Offering Circular recipients must not be a U.S. person (within the meaning of Regulation S under the United States Securities Act of 1933, as amended (the "**Securities Act**")). You have accessed this Offering Circular on the basis that you have confirmed to us that, by accepting the e-mail attaching this Offering Circular and accessing this Offering Circular, you shall be deemed to have represented to us that: (1) you are not located in the United States of America, its territories and possessions, any State of the United States and the District of Columbia, you are not, and are not acting for the account or benefit of, a U.S. person, as defined in Regulation S under the Securities Act, and "possessions" include Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa, Wake Island and the Northern Mariana Islands, and the electronic mail address that you gave us and to which the e-mail attaching this Offering Circular has been delivered is not located in the United States; and (2) you consent to delivery of this Offering Circular and any amendments or supplements thereto by electronic transmission.

Confirmation of your representation in relation to the EU and EEA: You have also accessed this Offering Circular on the basis that you have confirmed to us that, by accepting the e-mail attaching this Offering Circular and accessing this Offering Circular, you shall be deemed to have represented to us that you are in the United Kingdom or in a jurisdiction outside the European Union and the European Economic Area, and are acquiring any securities to be issued for your own account or for the account only of person(s) domiciled in, and (if applicable) having their registered office in the United Kingdom or in a jurisdiction outside the European Union and the European Economic Area.

This Offering Circular has been made available to you in electronic form. You are reminded that documents transmitted via this medium may be altered or changed during the process of transmission and consequently none of CIMB Bank Berhad, Labuan Offshore Branch, J.P. Morgan Securities plc, Maybank Investment Bank Berhad, UBS AG Singapore Branch, Cerah Capital Ltd., Khazanah Nasional Berhad, the Trustee and any Agent or any of their respective affiliates, directors, officers, employees, agents, representatives or advisers accepts any liability or responsibility whatsoever in respect of any difference between this Offering Circular distributed to you in electronic format and the hard copy version. You are reminded that this Offering Circular has been delivered to you on the basis that you are a person into whose possession this Offering Circular may be lawfully delivered in accordance with the laws of the jurisdiction in which you are located and you may not, nor are you authorised to, deliver this Offering Circular, electronically or otherwise, to any other person.

Restrictions: Nothing in this electronic transmission constitutes an offer of securities for sale in the United States or any other jurisdiction where such offer or sale is not permitted. Any securities to be issued have not been and will not be registered under the Securities Act and may not be offered or sold in the United States or to, or for the account or benefit of, U.S. persons, unless registered under the Securities Act or pursuant to an available exemption from such registration. If you have gained access to this transmission contrary to the foregoing restrictions, you will be unable to purchase any of the securities.

The materials relating to the offering do not constitute, and may not be used in connection with, an offer or solicitation in any place where offers or solicitations are not permitted by law. If a jurisdiction requires that the offering be made by a licensed broker or dealer and CIMB Bank Berhad, Labuan Offshore Branch, J.P. Morgan Securities plc, Maybank Investment Bank Berhad, UBS AG Singapore Branch or any of their respective affiliates is a licensed broker or dealer in that jurisdiction, the offering shall be deemed to be made by CIMB Bank Berhad, Labuan Offshore Branch, J.P. Morgan Securities plc, Maybank Investment Bank Berhad, UBS AG Singapore Branch or such affiliate in such jurisdiction.

THIS OFFERING CIRCULAR MAY NOT BE FORWARDED OR DISTRIBUTED TO ANY OTHER PERSON AND MAY NOT BE REPRODUCED IN ANY MANNER WHATSOEVER. ANY FORWARDING, DISTRIBUTION OR REPRODUCTION OF THIS OFFERING CIRCULAR IN WHOLE OR IN PART IS UNAUTHORISED. FAILURE TO COMPLY WITH THIS DIRECTIVE MAY RESULT IN A VIOLATION OF THE SECURITIES ACT OR THE APPLICABLE LAWS OF OTHER JURISDICTIONS.

Offering Circular dated 11 August 2025

CERAH CAPITAL LTD.

(Company No.: LL15793)

(Incorporated in the Federal Territory of Labuan, Malaysia with limited liability under the Labuan Companies Act 1990)

U.S.$500,000,000

2.25 per cent. Guaranteed Exchangeable Bonds due 2030

unconditionally and irrevocably guaranteed by

KHAZANAH NASIONAL

KHAZANAH NASIONAL BERHAD

Registration Number: 199301020767 (275505-K)

(incorporated in Malaysia with limited liability under the Companies Act, 1965)

exchangeable into ordinary shares of Tenaga Nasional Berhad

Issue Price: 100.0 per cent.

Cerah Capital Ltd. (the "**Issuer**") will issue U.S.$500,000,000 in aggregate principal amount of 2.25 per cent. Guaranteed Exchangeable Bonds due 2030 (the "**Bonds**").

The Bonds will constitute (subject to Condition 4 of the terms and conditions of the Bonds (the "**Terms and Conditions**" and each a "**Condition**")) direct, unsubordinated, unconditional and unsecured obligations of the Issuer and shall at all times rank *pari passu* and without any preference or priority among themselves. The payment obligations of the Issuer under the Bonds shall, except for such exceptions mandatorily preferred by law and subject to Condition 4 of the Terms and Conditions, at all times rank at least equally with all of its other present and future direct, unsubordinated, unconditional and unsecured obligations. The Bonds will be unconditionally and irrevocably guaranteed (the "**Guarantee**") by Khazanah Nasional Berhad (the "**Guarantor**" and "**Khazanah**"). The obligations of the Guarantor in respect of the Guarantee are contained in the Trust Deed (as defined in the Terms and Conditions). The payment obligations of the Guarantor under the Guarantee shall, save for such exceptions mandatorily preferred by law and subject to Condition 4 of the Terms and Conditions, at all times rank at least equally with all of its other present and future direct, unsubordinated, unconditional and unsecured obligations.

Interest on the Bonds is payable semi-annually in arrear in equal instalments on 14 February and 14 August in each year, commencing on 14 February 2026.

Each Bondholder will have the right (subject as provided in Condition 6.1.2 of the Terms and Conditions) to exchange all or any of its Bonds at any time during the Exchange Period referred to below for a *pro rata* share of the Exchange Property (as defined in the Terms and Conditions), which consists of fully paid ordinary shares of Tenaga Nasional Berhad ("**TNB**") (the "**Shares**") whose Shares are currently listed on Bursa Malaysia Securities Berhad ("**Bursa Securities**") (stock code: 5347.KL; Bloomberg: TNB MK). Subject to and upon compliance with the Terms and Conditions, the Exchange Right (as defined in the Terms and Conditions) attaching to any Bond may be exercised by the holder thereof, at any time on or after 24 September 2025 and up to (and including) the earliest to occur of (i) the close of business (at the place where the Bond is deposited for exchange) on the date which falls 10 Business Days (as defined in the Terms and Conditions) prior to the Maturity Date (as defined below), (ii) if such Bond is to be redeemed pursuant to Condition 8.2 of the Terms and Conditions prior to the Maturity Date (as defined below), then up to the close of business (at the place aforesaid) on the date which falls 10 Business Days (as defined in the Terms and Conditions) prior to the date fixed for redemption thereof or (iii) if notice requiring redemption has been given by the holder of such Bond pursuant to Condition 8.5 of the Terms and Conditions, then up to the close of business (at the place aforesaid) on the date prior to the giving of such notice, unless the Bonds have become due and payable prior to the Maturity Date by reason of the occurrence of an Event of Default (as set out in Condition 10 of the Terms and Conditions), in which event the Exchange Right shall extend up to the close of business (at the place aforesaid) on the date on which the full amount of such payment is made and notice of such payment has been duly given to Bondholders in accordance with Condition 16 of the Terms and Conditions (the "**Exchange Period**"). Notwithstanding the Exchange Right of each Bondholder in respect of each Bond, at any time when the delivery of Exchange Property deliverable upon exchange of the Bonds is required to satisfy the Exchange Right in respect of an Exchange Notice (as defined in the Terms and Conditions), the Issuer shall, as an overriding right, have the option to satisfy all or part (in which case the other part of a Bondholder's Exchange Right shall be satisfied by the delivery of the relevant portion of Exchange Property) of its obligation to deliver Exchange Property in respect of the Bonds by making payment, or procuring that payment is made, to the relevant Bondholder for an amount of cash in U.S. dollars equal to the Cash Settlement Amount (as defined in the Terms and Conditions) (the "**Cash Settlement Right**") in respect of the relevant portion of Exchange Property.

See "*Terms and Conditions of the Bonds — Exchange — Exchange Period, Exchange Rights and Cash Settlement Right*".

The "**Exchange Price**" will initially be RM16.0310 per Share but will be subject to adjustment in the manner provided in the circumstances described under Condition 6.3 of the Terms and Conditions. See "*Terms and Conditions of the Bonds — Exchange — The Exchange Property and Adjustments to the Exchange Price*".

Unless previously redeemed, exchanged or purchased and cancelled as provided in the Terms and Conditions, the Issuer will redeem each Bond at 100 per cent. of its principal amount on 14 August 2030 (the "**Maturity Date**"). On or at any time after 28 August 2028 but not less than ten Business Days prior to the Maturity Date (the "**Issuer Optional Redemption Date**"), the Issuer may, having given not less than 30 nor more than 60 days' notice (the "**Issuer Optional Redemption Notice**") to the Bondholders (which notice will be irrevocable), the Trustee and the Principal Agent, redeem the Bonds in whole or in part, at their principal amount together with accrued but unpaid interest to the Issuer Optional Redemption Date, provided that the VWAP (as defined in the Terms and Conditions) of a Share (translated into U.S. dollars at the Prevailing Rate (as defined in the Terms and Conditions)) for 20 out of 30 consecutive Trading Days (as defined in the Terms and Conditions), the last of which occurs not more than five Trading Days prior to the date of the Issuer Optional Redemption Notice, was at least 130 per cent. of the Exchange Price (translated into U.S. dollars at the Fixed Exchange Rate (as defined in the Terms and Conditions)) then applicable.

If at any time the aggregate principal amount of the Bonds outstanding is less than 10 per cent. of the aggregate principal amount of the Bonds originally issued (including any Bonds issued pursuant to Condition 15 of the Terms and Conditions), the Issuer shall have the option to redeem such outstanding Bonds, in whole but not in part, at 100 per cent. of their principal amount together with accrued but unpaid interest on the date fixed for such redemption. The Bonds may also be redeemed at 100 per cent. of their principal amount, together with accrued but unpaid interest to the Tax Redemption Date (as defined in the Terms and Conditions) at the option of the Issuer, on the relevant date fixed for redemption, in whole but not in part, at any time in the event of certain changes in the laws and regulations relating to taxation of Malaysia (or any political subdivision or any authority thereof or therein having power to tax). Holders of the Bonds will have the right to require the Issuer to redeem the Bonds at 100 per cent. of their principal amount, together with accrued but unpaid interest to the Delisting Put Date (as defined in the Terms and Conditions), in the event the Exchange Property (other than any securities, property or assets (including cash) which may be added to the Exchange Property following the Closing Date (as defined in the Terms and Conditions) as a result of the provisions in Condition 6 of the Terms and Conditions) ceases to comprise Securities listed or admitted to trading on Bursa Securities or an Alternative Stock Exchange (as defined in the Terms and Conditions) or the trading of such Securities listed or admitted to trading on Bursa Securities or an Alternative Stock Exchange is suspended for a period equal to or exceeding 30 consecutive Trading Days. The Bonds may be redeemed at the option of the Bondholders at 100 per cent. of their principal amount, together with accrued but unpaid interest to the Bondholders' Optional Redemption Date (as defined in the Terms and Conditions), on 14 August 2028 (the "**Bondholders' Optional Redemption Date**") in whole or in part, on the Bondholder giving not less than 30 nor more than 60 days' notice to the Issuer (which notice shall be irrevocable and shall oblige the Issuer to redeem the Bonds on the Bondholders' Optional Redemption Date). See "*Terms and Conditions — Redemption, Purchase and Cancellation*" for more details.

See "*Risk Factors*" for a discussion of certain factors to be considered in connection with an investment in the Bonds.

Application has been made to Bursa Securities (under an exempt regime pursuant to which the Bonds will be listed but not quoted for trading) for the listing of the Bonds. Bursa Securities does not take any responsibility for the contents of this document, makes no representations as to its accuracy or completeness and expressly disclaims any liability whatsoever for any loss howsoever arising from or in reliance upon any part of the contents of this document. Admission of the Bonds to the official list of Bursa Securities (under the exempt regime) is not to be taken as an indication of the merits of the Issuer, the Guarantor, the Company and their associated companies or the Bonds.

Approval in-principle has been received from the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") for the listing of, and quotation for, the Bonds on the Official List of the SGX-ST. The SGX-ST assumes no responsibility for the correctness of any of the statements made or opinions expressed or reports contained in this Offering Circular. Admission to the Official List of the SGX-ST and quotation of the Bonds on the SGX-ST is not to be taken as an indication of the merits of the Issuer, the Guarantor, the Company, any of their respective subsidiaries, their respective associated companies or the Bonds. There can be no assurance that any such listings will occur on or prior to the Closing Date or at all. Investors are advised to read and understand the contents of this Offering Circular before investing. If in doubt, investors should consult his or her adviser.

The Bonds to which this Offering Circular relates may be illiquid and/or subject to restrictions on their resale. Prospective purchasers of the Bonds offered should conduct their own due diligence on the Bonds. Investors are advised to read and understand the contents of this Offering Circular before investing. If in doubt, investors should consult their advisers.

The Bonds, the Guarantee and the Shares to be delivered upon exchange of the Bonds have not been and will not be registered under the United States Securities Act of 1933, as amended (the "**Securities Act**") and, subject to certain exemptions, may not be offered or sold within the United States or to, or for the account or benefit of, U.S. persons (as defined in Regulation S under the Securities Act ("**Regulation S**")).

The Bonds will be in registered form in the denomination of U.S.$200,000 and integral multiples of U.S.$1,000 in excess thereof. Upon issue, the Bonds will be represented by a Global Certificate registered in the name of a nominee of, and deposited with, a common depositary for Euroclear Bank SA/NV ("**Euroclear**") and Clearstream Banking S.A. ("**Clearstream**") on the Closing Date. Definitive Certificates in respect of the Bonds will only be available in certain limited circumstances. See "*Summary of Provisions Relating to the Bonds in Global Form*". The Bonds offered by this Offering Circular may be cancelled at any time up to the Closing Date when subscription monies shall have been received and the Bonds issued.

Joint Global Coordinators, Joint Lead Managers and Joint Bookrunners

CIMB **J.P. MORGAN** **MAYBANK** **UBS**

The directors of the Issuer and the Guarantor collectively and individually accept full responsibility for the accuracy of the information contained in this Offering Circular and confirm, having made all reasonable enquiries, that to the best of their knowledge and belief, there are no other facts, the omission of which would make any statements herein misleading, save for disclosures in respect of the Company which have been drawn from publicly available information.

Each of the Issuer and the Guarantor, having made all reasonable enquiries, confirms that, save for the disclosures in respect of Tenaga Nasional Berhad (the "**Company**") which have been drawn from publicly available information only and which are limited, this Offering Circular contains all information with respect to the Issuer and the Guarantor, its subsidiaries, the Bonds and the Shares, which is material in the context of the issue and offering of the Bonds and the Shares, that the information contained herein is true and accurate in all material respects and is not misleading in any material respect, that the opinions and intentions expressed herein are honestly held and have been reached after considering all relevant circumstances and are based on reasonable assumptions, that there are no other facts the omission of which would, in the context of the issue and offering of the Bonds and the Shares, make this Offering Circular as a whole or any of such information contained herein or the expression of any such opinions or intentions herein misleading in any material respect. Each of the Issuer and the Guarantor accepts responsibility accordingly. Where information contained in this Offering Circular includes extracts from summaries of information and data from public sources, each of the Issuer and the Guarantor accepts responsibility for accurately reproducing such summaries and data and has sought to reproduce all publicly available information relating to the Company which it believes to be material in the context of the issue of the Bonds.

The Joint Global Coordinators, Joint Bookrunners and Joint Lead Managers are CIMB Bank Berhad, Labuan Offshore Branch, J.P. Morgan Securities plc, Maybank Investment Bank Berhad and UBS AG Singapore Branch (the "**Joint Lead Managers**").

Information on the Company contained in this Offering Circular has not been verified by the Issuer or the Guarantor. Neither the Issuer nor the Guarantor has undertaken a due diligence review of the operations and financial condition of the Company. Information with respect to the Company contained in this Offering Circular is based on or has been derived from publicly available sources on the Company or from information otherwise published or furnished by the Company. Where information contained in this Offering Circular includes extracts or summaries of information and data from various public or private sources (including the Company), each of the Issuer and the Guarantor accepts responsibility for accurately reproducing such summaries and data but accepts no further or other responsibility in respect of such information. None of the Issuer, the Guarantor, their directors and senior management, their employees, the Joint Lead Managers (as defined in "*Subscription and Sale*"), the Trustee or any of the Agents (each as defined in the Terms and Conditions), any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them takes any responsibility, express or implied, for such information. In addition, none of such aforementioned parties has taken any steps to verify the accuracy of any of the information relating to the Company included in this Offering Circular and no representation or warranty, express or implied, is made by any such aforementioned parties as to the accuracy or completeness of such information. Investors are cautioned not to place undue reliance on the Company information contained in this Offering Circular. See "*Risk Factors — Considerations relating to this Offering Circular — The information on the Company in this Offering Circular has not been verified*".

This Offering Circular does not constitute an offer of, or an invitation by or on behalf of, any of the Issuer, the Guarantor, the Trustee, any of the Agents or the Joint Lead Managers or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them to subscribe for or purchase any of, the Bonds or the Shares and may not be used for the purpose of an offer to, or a solicitation by, anyone in any jurisdiction or in any circumstances in which such offer or solicitation is not authorised or is unlawful. The distribution of this Offering Circular and the offering of the Bonds or the Shares in certain jurisdictions may be restricted by law. Persons into whose possession this Offering Circular comes are required by each of the Issuer, the Guarantor, the Joint Lead Managers, the Trustee and the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them to inform themselves about and to observe any such restrictions.

For a description of certain further restrictions on offers and sales of the Bonds and distribution of this Offering Circular, see "*Subscription and Sale*".

In particular, the Bonds, the Guarantee and the Shares to be delivered upon exchange of the Bonds have not been, and will not be, registered under the Securities Act and are subject to United States tax law requirements. Subject to certain exceptions, the Bonds, the Guarantee and the Shares may not be offered or sold in the United States or to U.S. persons.

No offers or sales of the Bonds may be made in, or to any person domiciled in, or having their registered office located in, any jurisdiction within the European Union or any member of the European Economic Area other than the United Kingdom.

No approval from the Securities Commission Malaysia (the "**SC**") is or will be obtained nor lodgement with the SC is or will be made for the offering of the Bonds on the basis that the Bonds will be issued and offered exclusively at the primary level to persons in Labuan or outside Malaysia or entities established or registered under the laws of Labuan. No approval from the Labuan Financial Services Authority is or will be obtained for the offering of the Bonds on the basis that the offer or invitation of the Bonds will fall within the categories of excluded offers or invitations set out in section 8 (5) of the Labuan Financial Services and Securities Act 2010 (the "**LFSSA**").

PRIIPs REGULATION — PROHIBITION OF SALES TO EEA RETAIL INVESTORS — The Bonds are not intended to be offered, sold or otherwise made available to and should not be offered, sold or otherwise made available to any retail investor in the European Economic Area ("**EEA**"). For these purposes, a retail investor means a person who is one (or more) of: (i) a retail client as defined in point (11) of Article 4(1) of Directive 2014/65/EU (as amended, "**MiFID II**"); or (ii) a customer within the meaning of Directive (EU) 2016/97 (as amended, the "**Insurance Distribution Directive**"), where that customer would not qualify as a professional client as defined in point (10) of Article 4(1) of MiFID II. Consequently no key information document required by Regulation (EU) No 1286/2014 (as amended, the "**PRIIPs Regulation**") for offering or selling the Bonds or otherwise making them available to retail investors in the EEA has been prepared and therefore offering or selling the Bonds or otherwise making them available to any retail investor in the EEA may be unlawful under the PRIIPS Regulation.

UK PRIIPs REGULATION — PROHIBITION OF SALES TO UK RETAIL INVESTORS — The Bonds are not intended to be offered, sold or otherwise made available to and should not be offered, sold or otherwise made available to any retail investor in the United Kingdom (the "**UK**"). For these purposes, a retail investor means a person who is one (or more) of: (i) a retail client, as defined in point (8) of Article 2 of Regulation (EU) No 2017/565 as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018 (the "**EUWA**"); or (ii) a customer within the meaning of the provisions of the Financial Services and Markets Act 2000 (the "**FSMA**") and any rules or regulations made under the FSMA to implement the Insurance Distribution Directive, where that customer would not qualify as a professional client, as defined in point (8) of Article 2(1) of Regulation (EU) No 600/2014 as it forms part of domestic law by virtue of the EUWA. Consequently no key information document required by the PRIIPs Regulation as it forms part of domestic law by virtue of the EUWA (the "**UK PRIIPs Regulation**") for offering or selling the Bonds or otherwise making them available to retail investors in the UK has been prepared and therefore offering or selling the Bonds or otherwise making them available to any retail investor in the UK may be unlawful under the UK PRIIPs Regulation.

None of the Joint Lead Managers, the Trustee or any of the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them have separately verified the information contained in this Offering Circular. Accordingly, no representation, warranty or undertaking, express or implied, is made and no responsibility or liability is accepted by the Joint Lead Managers, the Trustee or any of the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them as to the accuracy or completeness of the information contained in this Offering Circular or of any other information supplied in connection with the Bonds or the Shares. Each person receiving this Offering Circular acknowledges that such person has not relied on the Joint Lead Managers, the Trustee or any of the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them in connection with its investigation of the accuracy of such information or its investment decision.

This Offering Circular is not intended to provide the basis of any credit or other evaluation, nor should it be considered as a recommendation by any of the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or any of the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them that any recipient of this Offering Circular should purchase the Bonds. Each potential purchaser of the Bonds should determine for itself the relevance of the information contained in this Offering Circular and its purchase of the Bonds should be based upon such independent investigations and consultations with its own tax, legal and business advisers as it deems necessary. See "*Risk Factors*" for a discussion of certain factors to be considered in connection with an investment in the Bonds.

No person is authorised in connection with the issue, offering or sale of the Bonds to give any information or to make any representation not contained in this Offering Circular and any information or representation not contained herein must not be relied upon as having been authorised by the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or any of the Agents. Neither the delivery of this Offering Circular nor any sale or allotment made in connection with the issue of the Bonds shall, under any circumstances, constitute a representation or create any implication that there has been no change in the affairs of any of the Issuer, the Guarantor or its subsidiaries and associate companies since the date hereof or that the information contained herein is correct as at any time subsequent to its date.

Payment on the Bonds will be made after withholding for or on account of Malaysian taxes, if any, and the Issuer or the Guarantor, as the case may be, intends to pay additional amounts in respect of such withholding, if any, to the extent set forth under "*Terms and Conditions of the Bonds — Taxation*".

Notice to capital market intermediaries and prospective investors pursuant to paragraph 21 of the Hong Kong SFC Code of Conduct — Important Notice to Prospective Investors: Prospective investors should be aware that certain intermediaries in the context of this offering of the Bonds, including certain Joint Lead Managers, are "capital market intermediaries" (together, the "**CMIs**") subject to Paragraph 21 of the Code of Conduct for Persons Licensed by or Registered with the Securities and Futures Commission (the "**SFC Code**"). This notice to prospective investors is a summary of certain obligations the SFC Code imposes on such CMIs, which require the attention and cooperation of prospective investors.

Certain CMIs may also be acting as "overall coordinators" (together, the "**OCs**") for this offering and are subject to additional requirements under the SFC Code.

Prospective investors who are the directors, employees or major shareholders of the Issuer, the Guarantor, a CMI or its group companies would be considered under the SFC Code as having an association (an "**Association**") with the Issuer, the Guarantor, the CMI or the relevant group company. Prospective investors associated with the Issuer, the Guarantor or any CMI (including its group companies) should specifically disclose this when placing an order for the Bonds and should disclose, at the same time, if such orders may negatively impact the price discovery process in relation to this offering. Prospective investors who do not disclose their Associations are hereby deemed not to be so associated. Where prospective investors disclose their Associations but do not disclose that such order may negatively impact the price discovery process in relation to this offering, such order is hereby deemed not to negatively impact the price discovery process in relation to this offering.

Prospective investors should ensure, and by placing an order prospective investors are deemed to confirm, that orders placed are bona fide, are not inflated and do not constitute duplicated orders (i.e. two or more corresponding or identical orders placed via two or more CMIs). If a prospective investor is an asset management arm affiliated with any Joint Lead Manager, such prospective investor should indicate when placing an order if it is for a fund or portfolio where the Joint Lead Manager or its group company has more than 50% interest, in which case it will be classified as a "proprietary order" and subject to appropriate handling by CMIs in accordance with the SFC Code and should disclose, at the same time, if such "proprietary order" may negatively impact the price discovery process in relation to this offering. Prospective investors who do not indicate this information when placing an order are hereby deemed to confirm that their order is not a "proprietary order". If a prospective investor is otherwise affiliated with any Joint Lead Manager, such that its order may be considered to be a "proprietary order" (pursuant to the SFC Code), such prospective investor should indicate to the relevant Joint Lead Manager when placing such order. Prospective investors who do not indicate this information when placing an order are hereby deemed to confirm that their order is not a "proprietary order". Where prospective investors disclose such information but do not disclose that such "proprietary order" may negatively impact the price discovery process in relation to this offering, such "proprietary order" is hereby deemed not to negatively impact the price discovery process in relation to this offering.

Prospective investors should be aware that certain information may be disclosed by CMIs (including private banks) which is personal and/or confidential in nature to the prospective investor. By placing an order, prospective investors are deemed to have understood and consented to the collection, disclosure, use and transfer of such information by the Joint Lead Managers and/or any other third parties as may be required by the SFC Code, including to the Issuer, the Guarantor, any OCs, relevant regulators and/or any other third parties as may be required by the SFC Code, it being understood and agreed that such information shall only be used for the purpose of complying with the SFC Code, during the bookbuilding process for this offering. Failure to provide such information may result in that order being rejected.

NOTICE TO STATE OF QATAR RESIDENTS

The Bonds have not been and will not be offered, sold or delivered at any time, directly or indirectly, in the State of Qatar ("**Qatar**") (including the Qatar Financial Centre), in a manner that would constitute a public offering. This Prospectus has not been and will not be reviewed or approved by or registered with the Qatar Central Bank (the "**QCB**"), the Qatar Financial Markets Authority (the "**QFMA**"), the Qatar Financial Centre Regulatory Authority (the "**QFCRA**") or the Qatar Stock Exchange (the "**QSE**") in accordance with their regulations or any other regulations in Qatar (including the Qatar Financial Centre). The Bonds are not and will not be traded on the QSE. The Bonds and interests therein will not be offered to investors domiciled or resident in Qatar and do not constitute an issue of bonds by a Qatari company under the Qatar Commercial Companies Law No. (11) of 2015 or otherwise under the laws of Qatar.

CERTAIN TERMS AND CONVENTIONS

Unless indicated otherwise, in this Offering Circular, all references to (i) the "**Issuer**" are to Cerah Capital Ltd., (ii) the "**Guarantor**" and "**Khazanah**" are to Khazanah Nasional Berhad, (iii) the "**Khazanah Group**" are to the Issuer and the Guarantor and its subsidiaries, (iv) the "**Company**" is to Tenaga Nasional Berhad, and (v) the "**Shares**" is to ordinary shares of the Company.

All references in this Offering Circular to the "**Government**" are to the Government of Malaysia. All references in this Offering Circular to the "**United States**" and "**U.S.**" are to the United States of America. All references in this Offering Circular to the "**SGX-ST**" are to the Singapore Exchange Securities Trading Limited.

All references to "**U.S. dollars**" and "**U.S.$**" are to the currency of the United States of America, all references to "**Singapore dollars**" and "**S$**" are to the currency of Singapore, and all references to "**Ringgit**", "**RM**" and "**sen**" are to the currency of Malaysia.

Certain figures included in this Offering Circular have been subject to rounding adjustments; accordingly, figures shown for the same category presented in different tables may vary slightly and figures shown as totals in certain tables may not be an arithmetic aggregation of the figures which precede them.

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

Some statements in this Offering Circular may be deemed to be forward-looking statements. Forward-looking statements include statements concerning the Khazanah Group's plans, objectives, goals, strategies, future operations and performance and the assumptions underlying these forward-looking statements. When used in this Offering Circular, the words "estimates", "expects", "believes", "intends", "plans", "aims", "seeks", "may", "will", "should" and any similar expressions generally identify forward-looking statements. These forward-looking statements are contained in the sections entitled "*Risk Factors*", "*Use of Proceeds*", "*Khazanah Nasional Berhad*" and other sections of this Offering Circular. Khazanah has based these forward-looking statements on the current view of its management with respect to future events and financial performance. Although Khazanah believes that the expectations, estimates and projections reflected in its forward-looking statements are reasonable as of the date of this Offering Circular, if one or more of the risks or uncertainties inherent in the businesses in which Khazanah or entities within the Khazanah Group are involved materialise (including, without limitation, the risks identified in this Offering Circular), or if any of Khazanah's underlying assumptions prove to be incomplete or inaccurate, then Khazanah's and/or the Khazanah Group's actual results of operations may vary from those expected, estimated or predicted.

Any forward-looking statements contained in this Offering Circular speak only as at the date of this Offering Circular. Without prejudice to any requirements under applicable laws and regulations, each of the Issuer and Khazanah expressly disclaims any obligation or undertaking to disseminate after the date of this Offering Circular any updates or revisions to any forward-looking statements contained herein to reflect any change in expectations thereof or any change in events, conditions or circumstances on which any such forward-looking statements are based.

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PRESENTATION OF FINANCIAL INFORMATION

This Offering Circular contains the audited unconsolidated financial information of Khazanah as at and for the years ended 31 December 2023 and 31 December 2024, which has been extracted from Khazanah's audited consolidated financial statements respectively, each as at and for the years ended 31 December 2023 and 2024 (the "**Audited Financial Statements**") that were filed with the Companies Commission of Malaysia. The Audited Financial Statements are included in this Offering Circular, see "Index to Financial Statements".

The Audited Financial Statements were prepared and presented in accordance with Malaysian Financial Reporting Standards ("**MFRS**"), International Financial Reporting Standards ("**IFRS**") and the requirements of the Companies Act 2016 in Malaysia, which may differ in certain material respects from generally accepted accounting principles and auditing standards that prospective investors may be familiar with in other countries.

SUMMARY

The following summary is qualified in its entirety by the remainder of this Offering Circular. Words and expressions defined in the "Terms and Conditions of the Bonds" or elsewhere in this Offering Circular have the same meanings in this summary.

Khazanah Nasional Berhad is the sovereign wealth fund of Malaysia with the aim to grow long-term wealth for the nation. Khazanah was incorporated under the Companies Act 1965 of Malaysia on 3 September 1993 as a public limited company and commenced operations in 1994. Save for one ordinary share owned by the Federal Lands Commissioner (Incorporated), all of the ordinary share capital of Khazanah is owned by the Minister of Finance (Inc) pursuant to the Minister of Finance (Incorporation) Act, 1957. The Minister of Finance (Inc) is owned by the Government.

Khazanah has a seven-member Board comprising representatives from the public and private sectors. Dato' Seri Anwar Ibrahim, the Prime Minister of Malaysia, is the Chairman of the Board. The Board is assisted in the discharge of its duties by the Executive Committee, the Audit and Risk Committee and the Nomination and Remuneration Committee established by the Board.

Khazanah has an issuer credit rating of A3 and A- from Moody's Investors Service and S&P Global Ratings, respectively. These investment grade credit ratings affirm Khazanah's strong ability to fulfil its financial commitments, reflecting its history of prudent and sound investment and funding policies and important role in growing Malaysia's long-term wealth.

Khazanah's mandate to grow Malaysia's long-term wealth was refreshed in late 2018. Through its investments, Khazanah seeks to deliver sustainable economic and societal benefits for the nation that contribute towards "Advancing Malaysia". This is done through achieving long-term risk-adjusted returns across the portfolios, as well as undertaking investments that catalyse new growth areas, strengthen Malaysia's economic competitiveness, and contribute to impactful socio-economic outcomes. Khazanah invests and operates responsibly to ensure that everything done has long-lasting impact towards a better future for Malaysia.

Khazanah will pursue its overall mandate by focusing on four distinct areas — (1) Investments Portfolio, (2) Dana Impak Portfolio, (3) Developmental Assets and (4) Special Situation Assets. These four areas have been identified, each with its own distinct objectives, policies and strategies.

Moving forward, Khazanah seeks to execute the following strategic imperatives:

- Advancing Malaysia
- Building on Its Financial Strength
- Creating a Sustainable Future
- Developing a Winning Team

Khazanah's registered office is currently located at Level 22, Mercu UEM, Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Kuala Lumpur, Malaysia.

SELECTED COMPANIES AS AT 31 DECEMBER 2024. LIST IS NOT EXHAUSTIVE

The diagram below sets out a list of selected portfolio companies by sectors of the Khazanah Group as at 31 December 2024:

STRATEGY

Khazanah has identified the following four strategic imperatives for delivering on its purpose: (i) Advancing Malaysia; (ii) Building on its Financial Strength; (iii) Creating a Sustainable Future; and (iv) Developing a Winning Team.

Recent Developments

For recent developments relating to Khazanah, please see "*Khazanah Nasional Berhad — Recent Developments*" below.

SUMMARY OF THE OFFERING

The following is a general summary of the offering of the Bonds. This summary is partly derived from and should be read in conjunction with the full text of the Terms and Conditions of the Bonds, the Trust Deed, the Subscription Agreement and the Agency Agreement relating to the Bonds. The Terms and Conditions, the Trust Deed, the Subscription Agreement and the Agency Agreement will prevail to the extent of any inconsistency with the terms set out in this summary. Capitalised terms used herein and not otherwise defined have the respective meanings given to such terms in the Terms and Conditions.

Issuer	Cerah Capital Ltd.
Guarantor	Khazanah Nasional Berhad.
Issue	U.S.$500,000,000 2.25 per cent. Guaranteed Exchangeable Bonds due 2030 exchangeable into ordinary shares of Tenaga Nasional Berhad and unconditionally and irrevocably guaranteed by the Guarantor.
Issue Price	100 per cent. of the principal amount of the Bonds.
Maturity Date	14 August 2030.
Rate of Interest	The Bonds will bear interest on their outstanding principal amount from and including the Issue Date, at the rate of 2.25 per cent. per annum, payable semi-annually in arrear on 14 February and 14 August in each year, commencing on 14 February 2026.
Form and Denomination	The Bonds will be issued in registered form in the denomination of U.S.$200,000 and in integral multiples of U.S.$1,000 in excess thereof. Upon issue, the Bonds will be represented by a Global Certificate registered in the name of a nominee of, and deposited with, a common depositary for Euroclear and Clearstream.
Status of Bonds	The Bonds will constitute (subject to the provisions of Condition 4 of the Terms and Conditions) direct, unsubordinated, unconditional and unsecured obligations of the Issuer and shall at all times rank *pari passu* and without any preference or priority among themselves. The payment obligations of the Issuer under the Bonds shall, except for such exceptions mandatorily preferred by law and subject to Condition 4 of the Terms and Conditions, at all times rank at least equally with all of its other present and future direct, unsubordinated, unconditional and unsecured obligations.

Guarantee . . . . . The Guarantor will unconditionally and irrevocably guarantee (the "**Guarantee**") the due payment of all sums, including principal, interest, premium (if any) and of any additional amounts expressed to be payable by the Issuer under the Trust Deed and the Bonds, and the due and punctual performance of all the Issuer's obligations under the Trust Deed and the Bonds. The obligations of the Guarantor in respect of the Guarantee are contained in the Trust Deed.

The payment obligations of the Guarantor under the Guarantee shall, save for such exceptions mandatorily preferred by law and subject to Condition 4 of the Terms and Conditions, at all times rank at least equally with all of its other present and future direct, unsubordinated, unconditional and unsecured obligations.

Negative Pledge. . . . . So long as any of the Bonds remain outstanding (as defined in the Trust Deed), the Issuer shall not create, purport to create, or permit to be outstanding any mortgage, charge, pledge or other security interest (other than liens arising by operation of law) (an "**Encumbrance**") upon the whole or any part of its property, assets or revenues, present or future, except for any rights of set-off, netting or other similar rights arising from custodial arrangements relating to Shares or other shares which may be held by the Issuer.

So long as any of the Bonds remains outstanding (as defined in the Trust Deed), the Guarantor shall not create, purport to create, or permit to be outstanding any Encumbrance upon the whole or any of its property, assets or revenue, present or future, to secure for the benefit of the holders of any International Investment Securities (as defined below) (i) payment of any sum due in respect of any such International Investment Securities; (ii) any payment of any guarantee under any such International Investment Securities; or (iii) any payment under any indemnity or other like obligation relating to any such International Investment Securities, without in any such case at the same time according to all Bondholders as security for the performance of its obligations under the Guarantee, either the same security as is granted to or is outstanding in respect of such International Investment Securities, guarantee, indemnity or other like obligation or such other security as the Trustee in its absolute discretion shall deem to be not materially less beneficial to the Bondholders or as shall be approved by an Extraordinary Resolution (as defined in the Trust Deed) of the Bondholders.

"**International Investment Securities**" means bonds, debentures, notes, certificates, loan stock or investment securities of the Guarantor which (a) either (i) are by their terms payable, or confer a right to receive payment, in any currency other than Ringgit or (ii) are denominated or payable in Ringgit and more than 50 per cent. of the aggregate nominal amount thereof is initially distributed outside Malaysia by or with the authorisation of the issuer thereof and (b) are for the time being, or are capable of being, quoted, listed, ordinarily dealt in or traded on any stock exchange, quotation system or over-the-counter or other similar securities market.

Exchange Right and Exchange Period. . . . . .

Each Bondholder will have the right (subject as provided in Condition 6.1.2 of the Terms and Conditions) to exchange all or any of its Bonds at any time during the Exchange Period referred to below for a *pro rata* share of the Exchange Property. The right of a Bondholder to exchange a Bond for Exchange Property is herein referred to as the "**Exchange Right**".

Subject to and upon compliance with the Terms and Conditions, the Exchange Right attaching to any Bond may be exercised by the holder thereof, at any time on or after 24 September 2025 up to (and including) the earliest to occur of (i) the close of business (at the place where the Bond is deposited for exchange) on the date which falls 10 Business Days (as defined in Condition 8.9 of the Terms and Conditions) prior to the Maturity Date, (ii) if such Bond is to be redeemed pursuant to Condition 8.2 prior to the Maturity Date, then up to (and including) the close of business (at the place aforesaid) on the date which falls 10 Business Days prior to the date fixed for redemption thereof or (iii) if notice requiring redemption has been given by the holder of such Bond pursuant to Condition 8.5 of the Terms and Conditions, then up to the close of business (at the place aforesaid) on the date prior to the giving of such notice, unless the Bonds have become due and payable prior to the Maturity Date by reason of the occurrence of an Event of Default (as set out in Condition 10 of the Terms and Conditions), in which event the Exchange Right shall extend up to the close of business (at the place aforesaid) on the date on which the full amount of such payment is made and notice of such payment has been duly given to Bondholders in accordance with Condition 16 of the Terms and Conditions.

Cash Settlement Right . . . . . Notwithstanding the Exchange Right of each Bondholder in respect of each Bond, at any time when the delivery of Exchange Property deliverable upon exchange of the Bonds is required to satisfy the Exchange Right in respect of an Exchange Notice, the Issuer shall, as an overriding right, have the option to satisfy all or part (in which case the other part of a Bondholder's Exchange Right shall be satisfied by the delivery of the relevant portion of Exchange Property) of its obligation to deliver Exchange Property in respect of the Bonds by making payment, or procuring that payment is made, to the relevant Bondholder for an amount of cash in U.S. dollars equal to the Cash Settlement Amount (as defined in the Terms and Conditions) (the "**Cash Settlement Right**") in respect of the relevant portion of Exchange Property including any interest payable pursuant to Condition 5(c) of the Terms and Conditions.

Exchange Price . . . . . The "**Exchange Price**" will initially be RM16.0310 per Share but will be subject to adjustment in the manner provided in the circumstances described under Condition 6.3 of the Terms and Conditions.

Anti-Dilution Provisions . . . . The Bonds will contain provisions for the adjustment of the Exchange Price in the event of the occurrence of certain dilutive events including, among others, bonus issues, sub-division, consolidation and redenomination of relevant Securities (as defined in the Terms and Conditions), rights issues and capital distributions.

Redemption at Maturity . . . . Unless previously redeemed, exchanged or purchased and cancelled as provided herein, the Issuer will redeem each Bond at 100 per cent. of its principal amount on 14 August 2030.

The Issuer may not redeem the Bonds at its option prior to that date except as provided in the Terms and Conditions.

Redemption at the Option of the Issuer. . . . . .

On or at any time after 28 August 2028 but not less than ten Business Days prior to the Maturity Date (the "**Issuer Optional Redemption Date**"), the Issuer may, having given not less than 30 nor more than 60 days' notice (the "**Issuer Optional Redemption Notice**") to the Bondholders (which notice will be irrevocable), the Trustee and the Principal Agent, redeem the Bonds, in whole or in part, at their principal amount together with accrued but unpaid interest to the Issuer Optional Redemption Date, provided that no such redemption may be made the VWAP (as defined in the Terms and Conditions) of a Share (translated into U.S. dollars at the Prevailing Rate (as defined in the Terms and Conditions)) for 20 out of 30 consecutive Trading Days (as defined in the Terms and Conditions), the last of which occurs not more than five Trading Days prior to the date of the Issuer Optional Redemption Notice, was at least 130 per cent. of the Exchange Price (translated into U.S. dollars at the Fixed Exchange Rate (as defined in the Terms and Conditions)) then applicable.

If at any time the aggregate principal amount of the Bonds outstanding is less than 10 per cent. of the aggregate principal amount of the Bonds originally issued (including any Bonds issued pursuant to Condition 15 of the Terms and Conditions), the Issuer shall have the option to redeem such outstanding Bonds, in whole but not in part, at 100 per cent. of their principal amount together with accrued but unpaid interest on the date fixed for such redemption. The Issuer will give at least 30 days' but not more than 60 days' prior notice to the Bondholders, the Trustee and the Principal Agent for such redemption.

See "*Terms and Conditions of the Bonds — Redemption, Purchase and Cancellation — Redemption at the Option of the Issuer*".

Redemption for Taxation Reasons . . . . . .

The Bonds may be redeemed at 100 per cent. of their principal amount, together with accrued but unpaid interest to the Tax Redemption Date, at the option of the Issuer, on the relevant date fixed for redemption (the "**Tax Redemption Date**") in whole, but not in part, at any time, on giving not fewer than 30 nor more than 60 days' notice (a "**Tax Redemption Notice**") to the Bondholders (which notice will be irrevocable) in accordance with Condition 16 of the Terms and Conditions and to the Trustee and the Principal Agent if the Issuer or, if the Guarantee were called, the Guarantor satisfies the Trustee immediately prior to the giving of such notice that (i) it has or will become obliged to pay Additional Amounts (as defined in Condition 9 of the Terms and Conditions) or further Additional Amounts as provided or referred to in Condition 9 of the Terms and Conditions as a result of any change in, or amendment to, the laws (or any regulations, rulings or other administrative pronouncements promulgated thereunder) of Malaysia or any political subdivision or any authority thereof or therein having power to tax, or any change in the application or official interpretation of such laws, regulations, rulings or other administrative pronouncements which change or amendment becomes effective on or after 24 July 2025; and (ii) such obligation cannot be avoided by the Issuer or the Guarantor, as the case may be, taking reasonable measures available to it.

If the Issuer gives a Tax Redemption Notice, each Bondholder will have the right to elect that his Bond(s) shall not be redeemed and that the provisions of Condition 9 of the Terms and Conditions shall not apply in respect of any payments to be made in respect of such Bond(s) which falls due after the relevant tax redemption date specified in the Tax Redemption Notice (the "**Tax Redemption Date**") whereupon no Additional Amounts shall be payable in respect thereof pursuant to Condition 9 of the Terms and Conditions and payment of all amounts shall be made subject to the deduction or withholding of the Malaysian taxation required to be withheld or deducted. To exercise a right pursuant to Condition 8.3 of the Terms and Conditions, the relevant Bondholder must present the Certificate representing his Bond(s) together with a duly completed and signed notice of exercise in the form (for the time being current) obtainable from the specified office of any Paying Agent (a "**Tax Exercise Notice**") on or before the day falling 10 Business Days prior to the Tax Redemption Date at the specified office of any Paying Agent.

See "*Terms and Conditions of the Bonds — Redemption, Purchase and Cancellation — Redemption for Taxation Reasons*".

Redemption for Delisting. . . . In the event the Exchange Property (other than any securities, property or assets (including cash) which may be added to the Exchange Property following the Closing Date as a result of the provisions in Condition 6 of the Terms and Conditions) ceases to comprise Securities listed or admitted to trading on Bursa Securities or an Alternative Stock Exchange or the trading of such Securities listed or admitted to trading on Bursa Securities or an Alternative Stock Exchange is suspended for a period equal to or exceeding 30 consecutive Trading Days (a "**Delisting**"), each Bondholder shall have the right (the "**Delisting Put Right**"), at such Bondholder's option, to require the Issuer to redeem all (but not less than all) of such Bondholder's Bonds on the 20th Business Day after notice has been given to Bondholders regarding the Delisting referred to under Condition 8.4.2 of the Terms and Conditions or, if such notice is not given, the 20th Business Day after the Delisting (the "**Delisting Put Date**") at 100 per cent. of their principal amount, together with accrued but unpaid interest to such date.

See "*Terms and Conditions of the Bonds — Redemption, Purchase and Cancellation — Redemption for Delisting*".

Further Issues. . . . . The Issuer may from time to time, without the consent of the Bondholders, create and issue further bonds having the same terms and conditions as the Bonds in all respects or in all respects except for the first payment of interest on them and the first date on which Exchange Rights may be exercised and so that such further issue shall be consolidated and form a single series with the Bonds or upon terms as to interest, exchange, premium, redemption and otherwise as the Issuer may determine at the time of their issue. The creation of such further bonds shall be notified in writing to the Trustee and may be constituted by a deed supplemental to the Trust Deed.

Taxation. . . . . All payments to Bondholders made by or on behalf of the Issuer or, as the case may be, the Guarantor shall be made free and clear of, and without withholding or deduction for or on account of, any taxes, duties, assessments or governmental charges of whatever nature imposed, levied, collected, withheld or assessed by or within Malaysia or, in each case, any authority therein or thereof having power to tax, unless such withholding or deduction is required by law. In that event (but without limiting Condition 8.3 of the Terms and Conditions) the Issuer or, as the case may be, the Guarantor shall, subject to sufficient funds being available to it, pay such amounts as shall result in receipt by the Bondholders of such amounts as would have been received by them had no such withholding or deduction been required, save for such exceptions as set out in the Terms and Conditions.

Notwithstanding any other provision of the Terms and Conditions, in no event will the Issuer or the Guarantor, as the case may be, be required to pay any additional amounts in respect of the Bonds for, or on account of, any withholding or deduction required pursuant to FATCA (including pursuant to any agreement described in Section 1471(b) of the Code) or any law implementing an intergovernmental approach to FATCA.

See "*Terms and Conditions of the Bonds — Taxation*".

Events of Default . . . . . The terms of the Bonds contain certain events of default provisions as further described in Condition 10 of the Terms and Conditions.

See "*Terms and Conditions of the Bonds — Events of Default*".

Lock Up. . . . . Pursuant to the Subscription Agreement, each of the Issuer and the Guarantor agrees that it will not, and the Guarantor agrees that it shall procure that its subsidiaries will not, prior to the expiry of 60 days following the date of the Subscription Agreement, unless otherwise agreed by the Joint Lead Managers, offer, sell, transfer or otherwise dispose of or procure the sale, transfer or disposition of any Shares or any securities convertible into or exchangeable for or carrying rights to acquire Shares, or enter into or procure the entry into any derivative transaction that has the economic effect of such sale, transfer or disposition, whether settled in cash or otherwise, without the prior written consent of the Joint Lead Managers ("**Lock Up**").

The Lock Up does not apply to (i) the issuance of Bonds, (ii) the transactions that have been publicly announced prior to the date of the Subscription Agreement, (iii) the exercise of publicly-announced existing options (including warrants) by the Issuer, the Guarantor or the Guarantor's subsidiaries, in relation to securities of the Company, (iv) any transfers of Shares within the Khazanah Group, or (v) any securities lending arrangements or any equity swap transactions to be entered into by the Guarantor and any one or more of the Joint Lead Managers (or their related entities).

See "*Subscription and Sale*".

Selling Restrictions. . . . . There are restrictions on the offer, sale and transfer of the Bonds in, among others, the United States, the United Kingdom, the European Economic Area, Switzerland, Malaysia, Japan, Hong Kong, Singapore, United Arab Emirates (excluding the Dubai International Financial Centre), Dubai International Financial Centre and Qatar.

	For a description of the selling restrictions on offers, sales and deliveries of the Bonds, see "*Subscription and Sale*".
Listing and Trading of the Bonds	Application has been made for the listing of the Bonds on Bursa Securities (under the exempt regime) and an approval in-principle has been received from the SGX-ST for the listing of and quotation for the Bonds on the Official List of the SGX-ST. The Bonds will be traded on the SGX-ST in a minimum board lot size of S$200,000 (or its equivalent in foreign currency) for so long as the Bonds are listed on the SGX-ST and the rules of the SGX-ST so require.
Trustee	The Bank of New York Mellon, London Branch
Principal Agent and Exchange Agent	The Bank of New York Mellon, London Branch
Registrar and Transfer Agent	The Bank of New York Mellon SA/NV, Dublin Branch
Governing Law	The Trust Deed, the Agency Agreement, the Bonds and any non-contractual obligations arising out of or in connection with them, are governed by, and shall be construed in accordance with, English law.
Clearing	The Bonds have been accepted for clearance by Euroclear and Clearstream under the following Common Code and ISIN: Common Code: 311116088 ISIN: XS3111160886 Legal Entity Identifier: 213800QS96TD1F6Y6Z55
Use of Proceeds	See "*Use of Proceeds*".
Risk Factors	For a discussion of certain factors that should be considered in evaluating an investment in the Bonds, see "*Risk Factors*".

RISK FACTORS

Notwithstanding that this Offering Circular does not contain all information in relation to the Issuer, the Guarantor or the Company, prospective investors should carefully consider all the information set forth in this Offering Circular, including the risk factors set out below.

The risk factors set out below do not purport to be complete or comprehensive in terms of all the risk factors that may be involved in the businesses of the Issuer, the Guarantor, its subsidiaries and associated companies or the Company. There may also be additional risk factors which the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them are currently unaware of or which are not disclosed herein, which may also impair the financial condition, performance or results of operations of the Issuer, the Guarantor or the Company.

If any of the possible events described below occur, the Khazanah Group's financial condition or results of operations could be materially and adversely affected. In such case, the Issuer or the Guarantor may not be able to satisfy their respective obligations under the Bonds or the Guarantee and investors could lose all or part of their investment. This Offering Circular also contains forward-looking statements that involve risks and uncertainties. The Khazanah Group's actual results could differ materially from those anticipated in these forward-looking statements as a result of certain factors, including the considerations described below and elsewhere in this Offering Circular. Terms used but not defined in this section shall have the meanings given to them in "Terms and Conditions of the Bonds".

Considerations relating to this Offering Circular

This Offering Circular does not purport to, nor does it contain, all information in relation to the Issuer, the Guarantor or the Company.

This Offering Circular (or any part hereof) is not intended to provide the basis for any credit or other evaluation and should not be considered as a recommendation by any of the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or the Agents or any person who controls any of them, or any of their respective directors, officers, employees, agents, representatives, advisers or affiliates, that any recipient of this Offering Circular or any such other document or information (or such part thereof) should subscribe for or purchase any of the Bonds. Each person receiving this Offering Circular acknowledges that such person has not relied on any of the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or the Agents or any person who controls any of them, or any of their respective directors, officers, employees, agents, representatives, advisers or affiliates, in connection with its investigation of the accuracy of the information contained herein or of any additional information considered by it to be necessary in connection with its investment decision.

Any recipient of this Offering Circular contemplating subscribing for or purchasing any of the Bonds should determine for itself the relevance of the information contained herein and any such other document or information (or any part thereof) and its investment should be, and shall be deemed to be, based solely upon its own independent investigation of the financial condition and affairs, and its own appraisal of the prospects and creditworthiness of the Issuer, the Guarantor or the Company and their respective subsidiaries and associate companies (if any), the Terms and Conditions of the Bonds and any other factors relevant to its decision, including the merits and

risks involved. In particular, recipients of this Offering Circular should note that the latest financial statements of Khazanah incorporated herein are as at and for the year ended 31 December 2024.

This Offering Circular contains limited information on the Company.

Information and statements in this Offering Circular relating to the Company have been extracted solely from publicly available sources. No representation is made that such information as contained herein has been based on the latest publicly available information. Investors should further note that this Offering Circular contains no forward-looking statements or financials in relation to any estimates and/or assumptions made by the Company.

The Company is listed on Bursa Securities and is therefore subject to the continuous disclosure requirements imposed by Bursa Securities. As such, information relating to the Company can be obtained from a variety of sources. The Issuer and the Guarantor take no responsibility and accept no liability for, and make no representation or warranty (whether express or implied) as to the accuracy and completeness of any information obtained by an investor about the Company. Investors should make their own enquiries, and where appropriate, obtain prior advice in relation to any investment decision.

Tax Assessments from the Inland Revenue Board of Malaysia.

The Company and some of its subsidiaries has received several notices of additional assessment in relation to various years of tax assessment from the Inland Revenue Board of Malaysia (the "**IRB**"), some of which have also been subject to judicial review and other judicial processes which may be pending.

For example:

– The Company received a Notice of Additional Assessment dated 13 July 2020 for the sum of RM1,812,506,384.64 for the Year of Assessment 2018 (the "**2018 Tax Assessment**") from the IRB and a subsequent consent order leading to the penalty remission granted by IRB dated 29 December 2020 resulting in the net sum of RM1,250,004,403.20. The High Court and the Court of Appeal allowed a judicial review application by the Company to set aside the notice. On 2 July 2025, the Federal Court of Malaysia allowed the IRB's appeal against this decision by the High Court and the Court of Appeal, and the Company is assessing its further options in regard to such decision.

– The Company received Notices of Additional Assessment dated 19 August 2024 for the sum of RM685,821,382.08 and RM705,241,714.06 respectively for the Year of Assessment 2020 (the "**2020 Tax Assessment**") and the Year of Assessment 2021 (the "**2021 Tax Assessment**"). The High Court granted an interim stay on enforcement of the Notices on 9 September 2024 which remains in place pending judicial review of the 2020 Tax Assessment and 2021 Tax Assessment.

– The Company received a Notice of Additional Assessment dated 24 July 2025 for the Year of Assessment 2022 amounting to RM840,126,126.21 (the "**2022 Tax Assessment**"). The Company is currently evaluating its available legal options to address the Notice of Additional Assessment in relation to the 2022 Tax Assessment, taking into consideration that an application for Investment Allowance under Schedule 7B of the Income Tax Act 1967 has been submitted to the Minister of Finance.

– The Company received a Notice of Additional Assessment dated 30 July 2025 for the Year of Assessment 2023 amounting to RM609,026,835.60 (the "**2023 Tax Assessment**") (the 2018 Tax Assessment, the 2020 Tax Assessment, the 2021 Tax Assessment, the 2022 Tax Assessment and the 2023 Tax Assessment together, the "**Tax Assessments**"). The Company is currently evaluating its available legal options to address the Notice of Additional Assessment in relation to the 2023 Tax Assessment, taking into consideration that an application for Investment Allowance under Schedule 7B of the Income Tax Act 1967 has been submitted to the Minister of Finance.

The Tax Assessments could have a potential negative financial impact on the Company's earnings and net assets for the financial year ending 31 December 2025 and future financial periods. Furthermore, there can also be no assurance that (i) further notices will not be issued in the future by IRB or relevant authorities relating to additional tax assessments or amounts payable for these or any other Years of Assessment in the future, nor (ii) there will not be any further adverse rulings by the courts or relevant authorities following any further judicial review applications by the Company in respect of any such additional tax assessments or amounts payable for these or any other Years of Assessment, whether existing or that may arise in the future, any of which could also have an impact on the earnings, business, financial condition and/or share price of the Company.

The information on the Company in this Offering Circular has not been verified.

Information on the Company, including but not limited to any public filings by the Company, contained in this Offering Circular has not been verified or reviewed by the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or the Agents or any person who controls any of them, or any of their respective directors, officers, employees, agents, representatives, advisers or affiliates. None of the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or the Agents or any person who controls any of them, or any of their respective directors, officers, employees, agents, representatives, advisers or affiliates has undertaken a due diligence review of the operations and financial condition of the Company. Information with respect to the Company contained in this Offering Circular is based on publicly available information. Where information contained in this Offering Circular includes extracts or summaries of information and data from various private sources (including the Company), each of the Issuer and the Guarantor accepts responsibility for accurately reproducing such summaries and data but accepts no further or other responsibility in respect of such information. Such third party sources are identified in the text, as applicable. None of the Issuer, the Guarantor, their directors and senior management, their employees, the Joint Lead Managers, the Trustee or the Agents or any person who controls any of them, or any of their respective directors, officers, employees, agents, representatives, advisers or affiliates takes any responsibility, express or implied, for such information.

In addition, none of such parties has taken any steps to verify the accuracy of any of the information relating to the Company included in this Offering Circular and no representation or warranty, express or implied, is made by any such parties as to the accuracy or completeness of such information. Consequently, investors should not conclude that the issuance of the Bonds is any form of investment recommendation by the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or the Agents or any person who controls any of them, or any of their respective directors, officers, employees, agents, representatives, advisers or affiliates of the Shares. Investors are cautioned not to place undue reliance on information on the Company contained in this Offering Circular.

Considerations relating to the Issuer

The Issuer has conducted limited activities since its incorporation, has no material assets and is dependent on the Guarantor to pay amounts due and/or deliver the Exchange Property under the Bonds.

The Issuer is a special purpose vehicle in the form of a limited liability company incorporated in Labuan on 25 April 2019 pursuant to the Labuan Companies Act, 1990 of Malaysia and has not conducted any business activities since its incorporation other than issuing the U.S.$500 million Zero Coupon Guaranteed Exchangeable Bond due 2024 and the Bonds and engaging in activities incidental or related to such issuance. The Issuer will not conduct any business activity other than in connection with the issue of debt securities or borrowing of monies (or other arrangements having a similar commercial effect) for the purpose of lending the proceeds of such issues, borrowings or arrangements to the Guarantor or any of the Guarantor's subsidiaries. The Bonds will not be the obligations or responsibilities of, or guaranteed by, the Trustee, any of the Agents or the Joint Lead Managers or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them. The ability of the Issuer to pay amounts due and/or deliver the Exchange Property to the Bondholders will therefore be dependent upon the Guarantor fulfilling its obligations under the Trust Deed (including the Terms and Conditions) and the Agency Agreement (the "**Transaction Documents**"). As a consequence, the Issuer's ability to satisfy its obligations under the Bonds is subject to all the risks to which the Guarantor is subject that could negatively affect its ability to satisfy its obligations under the Transaction Documents.

Considerations relating to Khazanah

The Guarantor has no operations of its own and is dependent on investment income from its investments for revenue and to make any payments due under the Bonds.

The Guarantor is a holding company for investments in its subsidiaries and associate companies and has no operations of its own. As a result, the Guarantor will depend upon its investment income, including dividends and distributions from its subsidiaries, associate companies and investee companies and proceeds from divestments, to make payments if and when required, in its capacity as the Guarantor. The ability of such companies to pay dividends to their shareholders (including the Guarantor) is subject to, among other things, the results of operations and funding requirements of such companies, distributable reserves, the approval of their directors and shareholders, and applicable law and restrictions contained in debt instruments of such companies, if any. Moreover, further issues of equity interests by these companies could dilute the ownership interest of the Guarantor in such companies.

The Guarantee will be structurally subordinated to all existing and future obligations of Khazanah's subsidiaries and associate companies.

As a holding company with no independent operations, Khazanah's obligations will be effectively subordinated to all existing and future obligations of its direct and indirect subsidiaries and associate companies. All claims of creditors of these companies, including trade creditors, lenders, financiers and all other creditors, will have priority as to the assets of such companies over claims of the Guarantor and its creditors, including any claims relating to amounts payable by Khazanah pursuant to the Guarantee.

Khazanah and its portfolio companies are subject to macroeconomic, strategic, financial and political risks.

Geopolitical risks have continued to emerge globally. The incursion of Ukraine by Russia has heightened tensions and increased military activity in the Baltic Sea, while the Israeli-Palestinian conflict in the Middle East remains ongoing. In addition, the escalation of hostilities between Israel and Iran in 2025 has elevated the risk of broader regional instability in the Middle East, contributing to volatility in global energy markets and weakening investor sentiment. Such protracted conflicts may lead to a global economic slowdown, higher inflation, supply chain disruptions, reduced access to key commodities and increased volatility in financial markets.

Trade tensions between the United States and major trading partners, most notably China, remain heightened following the imposition of tariff measures by both countries and the introduction of a United States investment ban on several Chinese companies. These tensions are expected to continue in areas such as data and technology security, maritime claims in the South China Sea and East China Sea, China-Taiwan relations and human rights concerns. In addition, financial market volatility and economic uncertainty may arise due to specific country-related developments. For example, the Chinese government may maintain strict regulatory oversight over sectors such as property and platform technology, while also seeking to manage debt growth even as it aims to stabilise the broader economy. To the extent that economic uncertainty intensifies and negatively impacts consumer confidence or credit conditions globally or regionally, the business, financial condition or results of operations of the Khazanah Group could be significantly and adversely affected.

There has also been ongoing political unrest in several countries in Southeast Asia in recent years. Continued instability in the region could lead to slower economic growth, volatility in financial and commodity markets and capital outflows from emerging markets.

In this context, central banks across the world, including those in the United States and key emerging markets, have tightened monetary policy. Fixed income markets have faced pressure as interest rates rise and accommodative policies are withdrawn, while the U.S. dollars have appreciated. The global economic outlook remains highly uncertain. Heightened geopolitical tensions, rising inflation risks and tighter monetary conditions have increased the fragility of the global economy and raised the risk of recession. Global supply chains have been significantly disrupted due to geopolitical factors, and the time required to resolve bottlenecks and build new capacity may cause price levels to remain elevated for an extended period. These challenges present difficult policy trade-offs for central banks. As the environment becomes increasingly complex and downside risks grow, financial market volatility could continue to persist.

Downside risks and continued volatility in global financial markets have had and may continue to have a significant adverse impact on the value of Khazanah's portfolio, the financial performance and profitability of its portfolio companies and, in turn, the revenue and profitability of the Khazanah Group. In addition, these conditions may impair the ability of portfolio companies to pay dividends or make other payments to Khazanah, or may result in investments not achieving their expected returns.

Khazanah and its portfolio companies are subject to strategic risk.

Khazanah's investment portfolio is subject to investment and market risks as well as concentration risks. Khazanah's investment portfolio may be concentrated in certain sectors and geographic regions or in certain of its individual investments which may or may not be listed. Khazanah's investment portfolio profile may change from period to period depending on various factors, including market conditions, investment opportunities and the investments and divestments undertaken by Khazanah.

Khazanah will be guided by its investment philosophy of earning appropriate risk-adjusted financial returns, generating sustainable returns, and integrating ethical and responsible considerations into investment activities.

Khazanah and its portfolio companies are exposed to various regulatory and litigation risks.

Khazanah and its portfolio companies hold investments in Malaysia and other countries, which means that Khazanah and such entities are subject to a variety of legal and regulatory requirements (including sanctions laws and regulations) and judiciary systems in such jurisdictions. Laws and regulations (including sanctions laws and regulations) that are applied in such countries may change from time to time. Changes in laws or regulations, other regulatory matters or litigation actions involving Khazanah and its portfolio companies, or restrictions such as tariffs, trade barriers, requirements relating to withholding taxes on Khazanah or such entities in any jurisdiction may have a material adverse effect on the financial condition of Khazanah and the Khazanah Group or the business or results of operations of the Khazanah Group.

Khazanah may be exposed to claims or liabilities relating to investments and divestments.

In connection with an investment in, or divestment of, an interest in a company, Khazanah may be exposed to certain claims or liabilities relating to the subject company (or its ownership interest therein), including, without limitation, tax or environmental claims or liabilities. Pursuant to amendments to the Malaysian Income Tax Act 1967, a capital gains tax has been introduced for the disposal of certain unlisted shares by companies beginning in the year 2024, which may be applicable to Khazanah when it makes divestments in respect of relevant investee companies. There can be no assurance that any of the aforementioned claims or liabilities would not have a material adverse effect on the financial condition of Khazanah and the Khazanah Group or the business or results of operations of the Khazanah Group.

Khazanah is exposed to interest rate risk and currency fluctuation risk.

Khazanah is exposed to interest rate movements through its floating rate financing arrangements. As a result, the Khazanah Group is sensitive to changes in interest rates. Interest rates are sensitive to numerous factors not within the Khazanah Group's control, including the government and central bank policy in Malaysia and globally. See further risk factor entitled "—*Khazanah and its portfolio companies are subject to macroeconomic, strategic, financial and political risks*" above. The Khazanah Group cannot give any assurance that any current or future hedging activities will sufficiently protect it from the adverse effects of interest rate movements. An increase in interest rates would cause the Khazanah Group's debt service obligations to increase and could have a material adverse effect on the Khazanah Group's business, results of operations, financial condition and prospects.

In addition, because Khazanah has investments in different geographic regions that are denominated in different foreign currencies, Khazanah's returns on these investments, including any dividends received from these investments, are subject to foreign exchange rate risks. Fluctuations between these currencies and the Malaysian Ringgit, Khazanah's reporting currency, also expose Khazanah to translation risk when accounting for these investments in its financial statements. While Khazanah adopts a portfolio risk management approach and regularly monitors its portfolio in respect of such risks, these risks are inherent in Khazanah's business and cannot be eliminated. Any such risks, if they materialise, may adversely affect the Khazanah Group's financial condition and results of operations.

Government ownership of Khazanah.

Save for the one ordinary share owned by the FLC, a body corporate incorporated pursuant to the Federal Lands Commissioner (Incorporation) Act, 1957 of Malaysia, all the ordinary shares of Khazanah are owned by the Minister of Finance (Inc), a body corporate incorporated pursuant to the Minister of Finance (Incorporation) Act, 1957 of Malaysia (the "**Guarantor's Shareholder**") and Khazanah is the sovereign wealth fund of Malaysia. As such, the Government, as the sole shareholder of Khazanah, can exercise influence over the corporate objectives, strategies or actions of Khazanah. Although the Government has not to date taken any actions to exercise such influence, there can be no assurance that the Government will not do so in a manner that is inconsistent with the interests of the Bondholders.

Considerations relating to Malaysia

Political, economic and social developments in Malaysia may adversely affect the Khazanah Group.

As a company incorporated in Malaysia with significant investment exposure to the fiscal performance of Malaysia, the financial condition of Khazanah and the Khazanah Group or the business or results of operations of the Khazanah Group may be adversely affected by political, economic and social developments in Malaysia. Any change in Government policies, changes to senior positions within the Government or any political instability in Malaysia arising from these changes, may have a material adverse effect on the Khazanah Group, its business, operations and financial condition. Furthermore, any changes in the composition of the Government could result in a change in Government policies.

In addition to changes in the Government, other political and economic uncertainties include, but are not limited to, the outbreak of diseases, the risks of war, terrorism, riots, expropriation, nationalism, renegotiation or nullification of existing contracts, changes in interest rates and methods of taxation.

Developments in Malaysia and globally may negatively impact Khazanah and its portfolio companies.

The market and economic conditions in Malaysia and globally have been, and continue to be volatile. The adverse global economic conditions and the volatility of the capital markets have had, and may continue to have, an adverse impact on the value of Khazanah's portfolio, the value and profitability of Khazanah's portfolio companies' businesses and, in turn, the Khazanah Group's revenue and profitability. Ongoing events such as the continued instability of European and U.S. financial markets, as well as continued political instability and turmoil in certain Middle Eastern countries, including the Iran-Israel and Israeli-Palestinian conflicts, and the incursion of Ukraine by Russia, may adversely affect economic activity and financial markets. In addition, these conditions have had, and may continue to have, an adverse impact on the

ability of Khazanah's portfolio companies to pay dividends or make other distributions or payments to Khazanah, or may result in Khazanah's portfolio not generating the expected returns for Khazanah. See further risk factor entitled "— *Khazanah and its portfolio companies are subject to macroeconomic, strategic, financial and political risks*" above.

A re-imposition of capital controls may affect investors' ability to repatriate the proceeds from the sale of the Bonds and Shares from Malaysia.

As part of the package of policy responses to the 1997 economic crisis in Southeast Asia, the Government introduced selective capital control measures on 1 September 1998. The Government initiated the liberalisation of selective capital control measures in 1999 to allow foreign investors to repatriate principal capital and profits, subject to a system of graduated exit levies based on the duration of investment in Malaysia. On 1 February 2001, the Government revised the levy to apply only to profits made from portfolio investments retained in Malaysia for less than one year. Currently, there are no applicable repatriation levy measures in Malaysia.

However, there is no assurance that the Government will not re-impose these or other capital controls in the future. If the Government re-imposes foreign exchange controls, investors may not be able to repatriate the proceeds of the sale of the Bonds and Shares from Malaysia for a specified period of time or may only do so after paying a levy.

Malaysian corporate and other disclosure and accounting standards differ from those in other jurisdictions.

Khazanah's financial statements are prepared and presented in accordance with MFRS, IFRS and the requirements of the Companies Act 2016 in Malaysia, which may differ in certain material respects from generally accepted accounting principles and auditing standards which prospective investors may be familiar with in other countries. As a result, Khazanah's financial statements and reported earnings could be significantly different from those which would be reported under other jurisdictions. This Offering Circular does not contain a reconciliation of Khazanah's financial statements to generally accepted accounting principles of any other jurisdiction, and there is no assurance that such reconciliation would not reveal material differences.

COVID-19, Ebola, MERS-CoV, Influenza A (H1N1) and other infectious diseases may adversely affect the Khazanah Group.

The outbreak of an infectious disease in Asia (including Malaysia) and elsewhere, together with any resulting restrictions on travel or quarantines imposed, could have a negative impact on the economy and business activity in the region and thereby have a material adverse effect on the business, financial condition and results of operations of Khazanah.

There can be no assurance that any precautionary measures taken against infectious diseases would be effective. An outbreak of the COVID-19, Ebola virus, MERS-CoV, H1N1 or another contagious disease or the measures taken by the governments of affected countries, including Malaysia, against such potential outbreaks, could seriously interrupt the Khazanah Group's operations or the services or operations of its suppliers and customers, and have a material adverse effect on the business, cash flows, operational results, financial condition and prospects of the Khazanah Group. The perception that an outbreak of the COVID-19, Ebola virus, MERS-CoV, H1N1 or another contagious disease may occur may also have an adverse effect on the economic conditions of countries in Asia, where many of Khazanah's investments are located.

Considerations relating to the Shares

The Issuer and the Guarantor have not made searches and investigations relating to the Shares.

The Issuer and the Guarantor have not made or caused to be made, and may not make or cause to be made on their behalf all the enquiries, searches and investigations which a prudent purchaser of assets such as the beneficial ownership of the Shares would make and none of the Joint Lead Managers, the Trustee or the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them have made no such enquiries, searches or investigations. The Company has not participated in the preparation of this Offering Circular. Accordingly, the business and financial information relating to the Company may not be accurately reflected in this Offering Circular.

Inability to purchase further Shares in the market.

In the event that the Issuer or the Guarantor does not have sufficient Shares to deliver to exchanging Bondholders upon the exercise of their Exchange Rights, the Issuer or the Guarantor may choose to make purchases of the Shares in the open market to satisfy the exchanging Bondholders, but there can be no assurance that they will be successful in doing so or that they will have sufficient funds to acquire the relevant Shares and the occurrence of such event may result in the Issuer or the Guarantor being unable to deliver the Exchange Property or the requisite *pro rata* portion thereof upon exercise by Bondholders of their Exchange Rights.

Considerations relating to an Investment in the Bonds

The Bonds are complex instruments and may not be a suitable investment for all investors.

The Bonds are complex financial instruments and may be purchased as a way to reduce risk or enhance yield with a measured and appropriate addition of risk to the investor's overall portfolios. A potential investor should not invest in the Bonds unless they have the expertise (either alone or with the help of a financial adviser) to evaluate how the Bonds will perform under changing conditions, the resulting effects on the value of such Bonds and the impact this investment will have on the potential investor's overall investment portfolio.

Each potential investor in the Bonds must determine the suitability of that investment in light of its own circumstances. Furthermore, each potential investor in the Bonds should:

- have sufficient knowledge and experience to make a meaningful evaluation of the Bonds, the merits and risks of investing in the Bonds and the information contained or incorporated by reference in this Offering Circular or any applicable supplement;

- have access to, and knowledge of, appropriate analytical tools to evaluate, in the context of its particular financial situation, an investment in the Bonds and the impact such investment will have on its overall investment portfolio;

- have sufficient financial resources and liquidity to bear all of the risks of an investment in the Bonds including where the currency for principal or premium payments (if any) is different from the potential investor's currency;

- understand thoroughly the terms of the Bonds and be familiar with the behaviour of any relevant indices and financial markets; and

- be able to evaluate (either alone or with the help of a financial adviser) possible economic scenarios, such as interest rate and other factors that may affect its investment and its ability to bear the applicable risks.

In addition, the investment activities of certain investors are subject to legal investment laws and regulations, or review or regulation by certain authorities. Each potential investor should consult its legal advisers to determine whether and to what extent: (i) the Bonds constitute legal investments for it; (ii) the Bonds can be used as collateral for various types of borrowing; and (iii) other restrictions apply to any purchase or pledge of any Bonds by the investor. Financial institutions should consult their legal advisers or the appropriate regulators to determine the appropriate treatment of the Bonds under any applicable risk-based capital or similar rules and regulations.

The Bonds and the Guarantee are unsecured obligations.

Neither the Trust Deed nor the Bonds create any security interest in favour of the Bondholders either to secure the payment obligations arising under the Bonds or to secure the performance of the Exchange Rights thereunder. Accordingly, in the event of any insolvency of the Issuer or the Guarantor, the rights of Bondholders will rank *pari passu* with all other unsecured creditors of the Issuer or the Guarantor and the Bondholders will have no direct rights over the Exchange Property.

As the Bonds and the Guarantee are unsecured obligations of the Issuer and the Guarantor, respectively, the repayment of the Bonds and payment under the Guarantee may be compromised if:

- the Issuer or the Guarantor enters into bankruptcy, liquidation, reorganisation or other winding-up proceedings;

- there is default in payment under the Issuer's or the Guarantor's secured indebtedness or other unsecured indebtedness; or

- there is an acceleration of any of the Issuer's or the Guarantor's indebtedness.

If any of these events were to occur, the Issuer's or the Guarantor's (as the case may be) assets and any amounts received from the sale of such assets may not be sufficient to pay amounts due on the Bonds.

The Guarantor's obligations under the Guarantee are structurally subordinated to all existing and future liabilities of each of the Guarantor's subsidiaries, associates and jointly controlled entities.

A substantial part of the Guarantor's operations is conducted through its subsidiaries, associated companies and jointly controlled entities. Accordingly, the Guarantor is and will be dependent on the operations of its subsidiaries, associated companies and jointly controlled entities to service its indebtedness, including principal on the Bonds. The Guarantor's obligations under the Guarantee are structurally subordinated to all existing and future liabilities and obligations of each of the Guarantor's subsidiaries, associate and jointly controlled entities. The Guarantor's

obligations will not be guaranteed by any of its subsidiaries. Claims of creditors of such companies will have priority as to the assets of such companies over the Guarantor and its creditors, including holders of the Bonds seeking to enforce the Bonds and the Guarantee. In the event of an insolvency, bankruptcy, liquidation, reorganisation, dissolution or winding up of the business of any subsidiary of the Guarantor, creditors of such subsidiary generally will have the right to be paid in full before any distribution is made to the Guarantor. Moreover, the Guarantor's interests in its subsidiaries, associates and jointly controlled entities could be reduced in the future. Neither the Bonds nor the Guarantee contain any restriction on the ability of the Guarantor or its subsidiaries, associates or jointly controlled entities to incur additional indebtedness.

Neither the Issuer nor the Guarantor may be able to redeem the Bonds.

In the event the Exchange Property (other than any securities, property or assets (including cash) which may be added to the Exchange Property following the Closing Date as a result of the provisions in Condition 6 of the Terms and Conditions) ceases to comprise Securities listed or admitted to trading on Bursa Securities or an Alternative Stock Exchange or the trading of such Securities listed or admitted to trading on Bursa Securities or an Alternative Stock Exchange is suspended for a period equal to or exceeding 30 consecutive Trading Days, the Bondholders may require the Issuer to redeem all (but not less than all) of such holders' Bonds. If such an event were to occur, or at maturity of the Bonds, no assurance can be given that the Issuer or the Guarantor will have enough funds or would be able to arrange financing to pay the redemption amount for all tendered Bonds. The Issuer's and the Guarantor's ability to redeem the Bonds in such event may be limited by law or the terms of other debt instruments. The Issuer may be required to refinance its debt in order to make such payments.

The Khazanah Group has, and may in the future have, credit agreements or other agreements relating to its indebtedness that contain provisions stating that a change in control constitutes an event of default or accelerates its payment obligations under that agreement. If such an event were to occur, no assurance can be given that the Issuer or the Guarantor will have sufficient funds or be able to raise sufficient financing to meet its payment obligations under these agreements thereby affecting its ability to pay the redemption amount for the tendered Bonds.

The Issuer will have the right to redeem the Bonds prior to their maturity.

If certain conditions are met on or after 28 August 2028 or if the Issuer or the Guarantor has or will become obliged to pay Additional Amounts (as defined in the Terms and Conditions) as a result of any change in, or amendment to, the laws or treaties of Malaysia, the Issuer may redeem the Bonds at 100 per cent. of their principal amount together with accrued but unpaid interest on the date fixed for such redemption. In addition, the Issuer has the right to redeem the Bonds prior to the Maturity Date if the aggregate principal amount of the Bonds then outstanding is less than 10 per cent of the aggregate principal amount of the Bonds originally issued (including any additional Bonds issued pursuant to Condition 15 of the Terms and Conditions). The Issuer's right to redeem the Bonds reduces the value of the exchange option embedded in the Bonds, causing the Bonds to be worth less than they would be worth absent such redemption rights.

Bondholders will have no rights as holders of Shares until exchange of the Bonds.

Unless and until the Bondholders acquire the Shares upon exchange of the Bonds into Shares (if any), the Bondholders will have no rights with respect to the Shares, including any right to acquire the Shares, voting rights, any participating rights in the event of a potential merger or rights to receive any dividends or other distributions with respect to the Shares. Even if the

Shares are delivered, the holders will be entitled to exercise the rights of holders of the Shares only as to actions for which the applicable record date occurs after the relevant date of the exchange.

Following the exercise of the Exchange Right in respect of any Bonds, the Issuer is entitled to exercise its Cash Settlement Right and pay the relevant Cash Settlement Amount (both terms are as defined in the Terms and Conditions). Bondholders may not receive Shares following the exercise of their Exchange Right.

Bondholders have limited anti-dilution protection.

The Exchange Price will be adjusted in the event that there is a sub-division, consolidation or re-denomination, rights issue, bonus issue, reorganisation, capital distribution or other adjustment including an offer or scheme which affects the property comprising the Exchange Property, but only in the situations and only to the extent provided in the Terms and Conditions. There is no requirement that there should be an adjustment on the Exchange Price for every corporate or other event that may affect the value of the Exchange Property. Events in respect of which no adjustment is made may adversely affect the value of the Exchange Property and, therefore, adversely affect the value of the Bonds.

Bondholders will bear the risk of fluctuations in the price of the Shares.

The market price of the Bonds at any time will be affected by fluctuations in the price of the Shares. The Shares are currently listed on Bursa Securities. There can be no certainty as to the effect, if any, that future issues or sales of the Shares, or the availability of the Shares for future issue or sale, will have on the market price of the Shares prevailing from time to time and therefore on the price of the Bonds. Sales of substantial numbers of the Shares in the public market, or a perception in the market that such sales could occur, could adversely affect the prevailing market price of the Shares and the Bonds. The results of operations, financial condition, future prospects and business strategy of the Company could affect the value of the Exchange Property for so long as it is comprised of the Shares. The trading price of the Shares will be influenced by the operational results of the Company (which in turn are subject to the various risks to which its businesses and operations are subject, which are not described herein) and by other factors such as changes in the regulatory environment that can affect the markets in which the Company operates and capital markets in general. Corporate events such as share sales, reorganisations, take-overs or share buy backs may also adversely affect the value of the Shares. Any decline in the price of the Shares would adversely affect the market price of the Bonds.

If the Issuer or the Guarantor is unable to comply with the restrictions and covenants in their respective debt agreements (if any) or the Bonds, there could be a default under the terms of these agreements or the Bonds, which could cause repayment of the Issuer's or the Guarantor's debt to be accelerated.

If the Issuer or the Guarantor is unable to comply with the restrictions and covenants in the Bonds, or current or future debt obligations and other agreements (if any), there could be a default under the terms of these agreements. In the event of a default under these agreements, the holders of the debt could terminate their commitments to lend to the Issuer or the Guarantor, accelerate repayment of the debt, declare all amounts borrowed due and payable or terminate the agreements, as the case may be. Furthermore, some of the debt agreements of the Guarantor contain cross-acceleration or cross-default provisions. As a result, the default by the Issuer or the Guarantor under one debt agreement may cause the acceleration of repayment of debt, including the Bonds, or result in a default under its other debt agreements, including the Bonds. If any of these events occur, there can be no assurance that the Khazanah Group's assets and cash flows

would be sufficient to repay in full all of the Issuer's or the Guarantor's indebtedness, or that it would be able to find alternative financing. Even if the Issuer or the Guarantor could obtain alternative financing, there can be no assurance that it would be on terms that are favourable or acceptable to the Issuer or the Guarantor.

The insolvency laws of Labuan and Malaysia and other local insolvency laws may differ from those of another jurisdiction with which the Bondholders are familiar.

As the Issuer and the Guarantor are incorporated under the laws of Labuan and Malaysia, respectively, any insolvency proceeding relating to the Issuer or the Guarantor would likely involve Malaysian insolvency laws, the procedural and substantive provisions of which may differ from comparable provisions of the local insolvency laws of jurisdictions with which the Bondholders are familiar.

The Issuer is a special purpose company with no business activities on its own and limited assets and will be dependent on funds from the Guarantor and/or its subsidiaries to make payments under the Bonds.

The Issuer was established specifically for the purposes of issuing debt securities and the borrowing of monies (or other arrangements having a similar commercial effect) and on-lending the net-proceeds from such issues, borrowings or arrangements to the Guarantor or the Guarantor's subsidiaries. The Issuer does not and will not have any business activities other than such activities, and its ability to make payments under the Bonds will depend on its receipt of timely remittance of funds from the Guarantor and/or its subsidiaries. There is no assurance that the Issuer will be able to receive sufficient funds from the Guarantor and/or its subsidiaries to make payments under the Bonds.

Changes of law.

The Terms and Conditions are governed by English law. No assurance can be given as to the impact of any possible judicial decision or change to English law or administrative practice after the issue date of the Bonds. The Issuer and the Guarantor must also comply with various legal requirements including requirements imposed by securities laws and company laws in Labuan and Malaysia, respectively. Should any of those laws change over time, the legal requirements to which the Issuer, the Guarantor and the Khazanah Group may be subject could differ materially from current requirements.

Bondholders' ability to enforce claims is uncertain.

Substantially all the assets of the Guarantor and the Issuer and the assets of their respective directors and executive officers are located in Malaysia. Generally, since the United Kingdom is a reciprocating country, any judgment obtained against the Issuer, the Guarantor or any of their directors or executive officers in any of the superior courts of the United Kingdom or other reciprocating countries as listed in the Reciprocal Enforcement of Judgments Act, 1958 of Malaysia ("**REJA**"), other than a judgment of such a court given on appeal from a court which is not a superior court, can be registered in the Malaysian High Court without re-examination or re-litigation of the matters adjudicated upon, if:

(i) the judgment was not obtained by fraud;

(ii) the enforcement of the judgment would not be contrary to natural justice or the public policy of Malaysia;

(iii) the enforcement of the judgment would not be an enforcement of penal or revenue laws of England;

(iv) the judgment was not obtained in proceedings in which the defendant did not (notwithstanding that process may have been duly served on him in accordance with the laws of England) receive notice of those proceedings in sufficient time to enable it to defend the proceedings and did not appear;

(v) there has not been an earlier judgment of a competent court;

(vi) the judgment is for a fixed sum and not for multiple damages;

(vii) enforcement of proceedings is instituted within six years after the date of the judgment;

(viii) an appeal is not pending, and the judgment creditor is not entitled and intending to appeal, against the judgment;

(ix) the judgment was made by a court of competent jurisdiction; and

(x) the judgment has not been wholly satisfied and is enforceable by execution in the courts of England.

As a result, the Trustee and/or the Bondholders with claims against the Guarantor or the Issuer, their respective directors or executive officers, will generally be able to pursue such claims by registering such judgments obtained in the recognised English courts or those of other reciprocating countries in the Malaysian High Court.

In addition, where the sum payable under a judgment which is to be registered is expressed in a currency other than Malaysian currency, the judgment shall be registered as if it were a judgment for such sum in Malaysian currency as is equivalent to the sum so payable on the basis of the rate of exchange prevailing at the date of the judgment of the original court.

Risks attached to the exercise of Exchange Rights.

Bondholders should be aware that the Bonds, being exchangeable for the Exchange Property, bear certain risks. Depending upon the performance of the Exchange Property, the value of the Exchange Property may be substantially lower at such time that Bondholders seek to exercise their Exchange Rights, than at the time when the Bonds were initially purchased. In addition, the value of the Exchange Property to be delivered may vary substantially between the date on which the Exchange Rights are exercised and the date on which such Exchange Property is delivered.

In order to exercise Exchange Rights, the relevant Bondholder will be required to make certain certifications with respect to certain restrictions on transfer which may apply to the Exchange Property (initially comprising of the Shares) received upon exchange, including but not limited to the U.S. certification as further described under "*Terms and Conditions of the Bonds — Exchange — Exchange Procedure*".

There is a limited period for, and costs associated with, the exercise of Exchange Rights.

An investor in the Bonds will, subject as more fully described herein under "*Terms and Conditions — Exchange Period, Exchange Rights and Cash Settlement Right*", have the right (subject as provided in Condition 6.1.2 of the Terms and Conditions) to exchange a Bond at any time during the Exchange Period referred to below for a *pro rata* share of the Exchange Property, at any time on or after 24 September 2025 up to (and including) the earliest to occur of (i) the close of business (at the place where the Bond is deposited for exchange) on the date which falls 10 Business Days (as defined in Condition 8.9 of the Terms and Conditions) prior to the Maturity Date, (ii) if such Bond is to be redeemed pursuant to Condition 8.2 prior to the Maturity Date, then up to (and including) the close of business (at the place aforesaid) on the date which falls 10 Business Days prior to the date fixed for redemption thereof or (iii) if notice requiring redemption has been given by the holder of such Bond pursuant to Condition 8.5 of the Terms and Conditions, then up to the close of business (at the place aforesaid) on the date prior to the giving of such notice, unless the Bonds have become due and payable prior to the Maturity Date by reason of the occurrence of an Event of Default, in which event the Exchange Right shall extend up to the close of business (at the place aforesaid) on the date on which the full amount of such payment is made and notice of such payment has been duly given in accordance with Condition 16 of the Terms and Conditions. If the Exchange Rights are not exercised by the Bondholders during the Exchange Period, the Bonds may be redeemed at 100 per cent. of their principal amount together with accrued but unpaid interest.

The Trustee may request the Bondholders to provide an indemnity and/or security and/or pre-funding to its satisfaction.

In certain circumstances (including without limitation the giving of notice to the Issuer pursuant to Condition 10 of the Terms and Conditions and the taking of steps and/or actions and/or the instituting of proceedings as contemplated in Condition 12 of the Terms and Conditions), the Trustee may (at its discretion) request an indemnity and/or security and/or pre-funding to its satisfaction before it takes any steps and/or actions and/or institutes any proceedings on behalf of the Bondholders. The Trustee shall not be obliged to take any such steps and/or actions and/or to institute any such proceedings if it is not first indemnified and/or secured and/or prefunded to its satisfaction.

Negotiating and agreeing to an indemnity and/or security and/or pre-funding can be a lengthy process and may impact on when such actions can be taken. The Trustee may not be able to take action, notwithstanding the provision of an indemnity or security or pre-funding to it, in breach of the terms of the Trust Deed and the Bonds and in such circumstances, or where there is uncertainty or dispute as to the applicable laws or regulations, to the extent permitted by the agreements and the applicable law and regulations, it may be for the Bondholders to take such actions directly.

The Trust Deed and the Terms and Conditions do not contain restrictive financial or operating covenants.

The Trust Deed and the Terms and Conditions do not contain restrictive financial or operating covenants or restrictions on the payments of dividends, the incurrence of indebtedness or the issuance or repurchase of securities by the Issuer or the Guarantor. The Trust Deed and the Terms and Conditions also do not contain any other covenants or provisions that require the Issuer or the Guarantor to achieve or maintain any minimum financial results relating to its financial position or results of operations. The Issuer's or the Guarantor's ability to recapitalise, incur

additional debt and take other actions that are not limited by the terms of the Trust Deed or the Terms and Conditions could have the effect of diminishing the ability of the Issuer to make payments on the Bonds when due.

Decisions that may be made on behalf of all holders of the Bonds may be adverse to the interests of individual holders of the Bonds. Modifications and waivers may be made in respect of the Terms and Conditions and the Trust Deed or the Agency Agreement by the Trustee or less than all of the holders of the Bonds.

The Terms and Conditions contain provisions for calling meetings of holders of the Bonds to consider matters affecting their interests generally. These provisions permit defined majorities to bind all holders of the Bonds including holders who did not attend and vote at the relevant meeting and holders who voted in a manner contrary to the majority. Furthermore, there is a risk that the decision of the majority of Bondholders may be adverse to the interests of the individual Bondholder.

The Terms and Conditions also provide that the Trustee may (but shall not be obliged to), without the consent of the Bondholders, agree to any modification (subject to certain exceptions as provided in the Trust Deed) of the Trust Deed, the Bonds and/or the Agency Agreement which is in its opinion not materially prejudicial to the interests of the Bondholders. The Trustee may also, without the consent of the Bondholders, if in its opinion the interests of the Bondholders will not be materially prejudiced thereby, waive or authorise any breach or proposed breach by the Issuer or the Guarantor of the Trust Deed or the Terms and Conditions.

In addition, the Trustee may (but shall not be obliged to), without the consent of the Bondholders, agree to any modification of the Trust Deed, the Bonds and/or the Agency Agreement, which in the Trustee's opinion, is of a formal, minor or technical nature or which is made to correct a manifest error or to comply with mandatory provisions of applicable law.

The Issuer may issue additional Bonds in the future.

The Issuer may, from time to time, and without prior consultation of the Bondholders, create and issue further securities having the same terms and conditions as the Bonds in all respects or otherwise raise additional capital through such means and in such manner as it may consider necessary. There can be no assurance that such future issuance or capital raising activity will not adversely affect the market price of the Bonds.

Developments in other markets may adversely affect the market price of the Bonds.

The market price of the Bonds may be adversely affected by declines in the international financial markets and world economic conditions. The market for the Bonds is, to varying degrees, influenced by economic and market conditions in other markets, especially those in Asia. Although economic conditions are different in each country, investors' reactions to developments in one country can affect the securities markets and the securities of issuers in other countries, including Malaysia. Since the global financial crisis in 2008 and in more recent times, the international financial markets have experienced significant volatility. If similar developments occur in the international financial markets in the future, the market price of the Bonds could be adversely affected.

Securities law restrictions on the resale and exchange of the Bonds and the resale of Shares deliverable upon their exchange may impact the Bondholders' ability to sell the Bonds.

The Bonds and the Shares into which the Bonds are exchangeable have not been registered under the Securities Act, any state securities laws or the securities laws of any other jurisdiction. Unless and until they are registered, the Bonds and the Shares deliverable upon exchange may not be offered, sold or resold except pursuant to an exemption from registration under the Securities Act and applicable state laws or in a transaction not subject to such laws. The Bonds are being offered and sold only outside the United States to persons that are not, and are not acting for the account or benefit of, U.S. persons (as defined in Regulation S) in reliance on Regulation S. The Issuer is not required to register the Bonds and the Shares into which the Bonds are exchangeable under the terms of the Bonds. Hence, future resales of the Bonds and the Shares into which the Bonds are exchangeable may only be made pursuant to an exemption from registration under the Securities Act and applicable state securities laws or in a transaction not subject to such laws.

Short selling of the Shares by purchasers of the Bonds could materially and adversely affect the market price of the Shares.

The issue of the Bonds may result in downward pressure on the market price of the Shares. Many investors in exchangeable securities seek to hedge their exposure in the underlying equity securities, often through short selling of the underlying equity securities or similar transactions. Any short selling or similar hedging activity could place significant downward pressure on the market price of the Shares, thereby having a material adverse effect on the market value of the Shares owned by an investor as well as on the trading price of the Bonds.

The liquidity and price of the Bonds may be volatile.

The price and trading volume of the Bonds may be highly volatile. Factors such as variations in the revenues, turnover, earnings and cash flows of the Khazanah Group and proposals of new investments, strategic alliances and/or acquisitions, interest rates, fluctuations in prices for comparable companies, changes in government regulations and changes in general economic conditions nationally or internationally could cause the price of the Bonds to change. Any such developments may result in large and sudden changes in the volume and price at which the Bonds will trade. There can be no assurance that these developments will not occur in the future.

A trading market for the Bonds may not develop.

There is no existing market for the Bonds and there can be no assurance that a secondary market for the Bonds will develop, or if a secondary market does develop, that it will provide the Bondholders with liquidity of investment or that it will continue for the life of the Bonds. The Bonds are a new issue of securities for which there is currently no trading market.

Application has been made for the listing of the Bonds on Bursa Securities (under the exempt regime) and an approval in-principle has been received for the listing of the Bonds on the SGX-ST. However, there can be no assurance that the Issuer will obtain or be able to maintain such a listing or that, if listed, a trading market will develop for the Bonds on the SGX-ST. There can be no assurance as to the liquidity of the Bonds or that an active trading market will develop or be sustained or whether there will be any disruptions to trading in the Bonds that may result in volatility in prices. If such a market were to develop, the Bonds could trade at prices that may be higher or lower than the initial issue price depending on many factors, including prevailing

interest rates, the Khazanah Group's operations and the market for similar securities. The Joint Lead Managers are not obligated to make a market in the Bonds and any such market making, if commenced, may be discontinued at any time at the sole discretion of the Joint Lead Managers. If the Bonds are allocated to a limited number of investors and/or a limited number of investors hold a significant proportion of the Bonds, liquidity will be restricted and the development of a liquid trading market for the Bonds may be adversely affected.

Changes in market interest rates may adversely affect the value of the Bonds.

The Bondholders may suffer unforeseen losses due to fluctuations in interest rates. Generally, a rise in interest rates may cause a fall in the price of the Bonds, resulting in a capital loss for the Bondholders. However, the Bondholders may reinvest the interest payments at higher prevailing interest rates. Conversely, when interest rates fall, the price of the Bonds may rise. The Bondholders may enjoy a capital gain but interest payments received may be reinvested at lower prevailing interest rates.

The Bonds will carry a fixed interest rate. Consequently, investment in the Bonds involves the risk that subsequent changes in market interest rates may adversely affect the value of the Bonds. If Bondholders sell the Bonds they hold before the maturity of such Bonds, they may receive an offer less than their investment.

A holder of a significant portion of the Bonds may be able to significantly influence matters which require to be voted on by the Bondholders. Additionally, this may reduce the liquidity of the Bonds in the secondary trading market.

Any holder of a significant portion of the Bonds may be able to significantly influence matters which require to be voted on by the Bondholders. Additionally, the interests of these substantial investors may be different from the interests of the other holders of the Bonds and the significant portion of the Bonds to be held by them may reduce the liquidity of the Bondholders in the secondary trading market.

The trading price of the Shares has been, and may continue to be, volatile.

The trading price of the Shares has been, and may continue to be, subject to large fluctuations. The price of the Shares may increase or decrease in response to a number of events and factors, including quarterly variations in operating results, the operating and stock price performance of other companies in the same industry, developments affecting the Company, its customers or its competitors, changes in government regulation, changes in general economic conditions, changes in accounting policies and other events or factors described in this Offering Circular. In addition, the relatively small market capitalisation of, and trading volume on, Bursa Securities compared with stock exchanges in the United States and certain European and other countries has in the past and may in future cause the market price of securities listed on Bursa Securities, including the Shares, to fluctuate more than those listed on these larger stock exchanges. This volatility may adversely affect the price of the Shares regardless of the Company's operating performance. The market price of the Shares has experienced volatility in the past and it is impossible to predict whether the market price of the Shares will rise or fall. In addition, events that generate negative publicity for the Company may also affect the market price of the Shares. As a result, there can be no assurance that the market price of the Shares will not decline, and any decline in the market price of the Shares will also likely lead to a decline in the market price of the Bonds.

The Bonds will initially be represented by a Global Certificate and holders of a beneficial interest in the Global Certificate must rely on the procedures of the relevant Clearing system(s).

The Bonds will initially be represented by a Global Certificate. Such Global Certificate will be deposited with a common depositary for Euroclear and Clearstream (each of Euroclear and Clearstream, a "**Clearing System**"). Except in the circumstances described in the Global Certificate, investors will not be entitled to receive definitive certificates. The relevant Clearing System(s) will maintain records of the beneficial interests in the Global Certificate. While the Bonds are represented by the Global Certificate, investors will be able to trade their beneficial interests only through the Clearing Systems.

While the Bonds are represented by the Global Certificate, the Issuer, will discharge its payment obligations under the Bonds by making payments to the common depositary for Euroclear and Clearstream for distribution to their respective accountholders. A holder of a beneficial interest in the Global Certificate must rely on the procedures of the relevant Clearing System to receive payments under the Bonds. The Issuer does not have any responsibility or liability for the records relating to, or payments made in respect of, beneficial interests in the Global Certificate.

Holders of beneficial interests in the Global Certificate will not have a direct right to vote in respect of the Bonds. Instead, such holders will be permitted to act only to the extent that they are enabled by the relevant Clearing System to appoint appropriate proxies. Similarly, holders of beneficial interests in the Global Certificate will not have a direct right thereunder to take enforcement action against the Issuer in the event of a default under the Bonds but will have to rely upon their rights under the Trust Deed in relation to the Bonds.

Bondholders should be aware that a Definitive Certificate which has a principal amount that is not an integral multiple of the minimum specified denomination may be illiquid and difficult to trade.

In relation to any Bond which has a principal amount consisting of a minimum specified denomination plus a higher integral multiple of another smaller amount, it is possible that the Bonds may be traded in amounts in excess of the minimum specified denomination that are not integral multiples of such minimum specified denomination. In such a case a Bondholder who, as a result of trading such amounts, holds a principal amount of less than the minimum specified denomination will not receive a Definitive Certificate in respect of such holding (should definitive certificates be printed) and would need to purchase a principal amount of Bonds such that it holds an amount equal to one or more specified denominations. If definitive certificates are issued, holders should be aware that a Definitive Certificate which has a principal amount that is not an integral multiple of the minimum specified denomination may be illiquid and difficult to trade.

Fluctuations in the exchange rate between the Ringgit and the U.S. dollar may have an adverse effect on the value of the Shares.

The Shares deliverable upon exchange of the Bonds are listed on the Main Market of Bursa Securities, where securities are quoted and traded in Ringgit. If there are any cash dividends on such Shares, these dividends will be paid in Ringgit. Fluctuations in the exchange rate between the Ringgit and the U.S. dollar may affect, among other things, the U.S. dollar value of the proceeds that a holder receives upon a sale of such Shares or in respect of any cash dividends paid on such Shares.

Certain Bondholders may be exposed to currency conversion risks due to the Bonds being denominated in U.S. dollars.

Payments to Bondholders will be made in U.S. dollars. If an investor's financial activities are principally denominated in a currency other than U.S. dollars, it will be subject to certain currency conversion risks. These risks include (i) the risk that exchange rates may significantly change (including changes due to the devaluation of the U.S. dollar or revaluation of the investor's currency); and (ii) the risk that authorities with jurisdiction over the investor's currency may impose or modify exchange controls which could adversely affect any applicable exchange rate. In recent years, exchange rates between certain currencies have been volatile and such exchange rate volatility with a variety of currencies may continue in the future. Any appreciation of an investor's currency relative to the U.S. dollar would decrease the investor's currency-equivalent value of the amounts payable in respect of the Bonds and the investor's currency equivalent market value of the Bonds. In addition, exchange controls could adversely affect the availability of a specified foreign currency at the time of payments of amounts on a Bond. As a result, investors may receive less payment than expected, or no payment at all.

Risks relating to further issues or sales of Shares.

There can be no certainty as to the effect, if any, that future issues or sales of Shares, or the availability of Shares for future issue or sale, would have on the market price of the Shares prevailing from time to time and therefore on the price of the Bonds. Sales of substantial numbers of Shares in the public market, or a perception in the market that such sales could occur, could adversely affect the prevailing market price of the Shares and in turn, the Bonds. There can be no assurance that such sales of the Shares will not occur.

Bondholders should rely on publicly available information on the Company.

The Company was not involved in the preparation of this Offering Circular and as such, any information on the Company in this Offering Circular has been derived from publicly available information. Accordingly, the Bondholders should rely on publicly available information on the business and operations of the Company and there can be no assurance that such information presents an accurate description of the business, results and operations of the Company and that it addresses any significant business changes of respective companies which could affect the value of the Bonds.

There is no obligation on the part of the Company in respect of the Bonds.

The Company has not participated in the preparation of this Offering Circular or in establishing the terms of the Bonds. As a consequence, there can be no assurance that all events occurring prior to the date hereof (including events that would affect the accuracy, completeness or adequacy of the information relating to the Company) that would affect the trading price of the Shares (and therefore the price of the Bonds) have been publicly disclosed. Subsequent disclosure of any such events or the disclosure of or failure to disclose material future events concerning the Company could affect the trading price of the Shares deliverable upon exchange of the Bonds and therefore the trading price of the Bonds. Further, the Company has no obligation with respect to the Bonds or amounts to be paid to the Bondholders, including any obligation to take into account, for any reason, the needs of the Issuer, the Guarantor or the Bondholders.

USE OF PROCEEDS

The Issuer will apply the proceeds arising from the issue of the Bonds as general investments, refinancing of borrowings and working capital requirements relating to the Guarantor's principal business activities.

EXCHANGE RATES AND EXCHANGE CONTROLS

Exchange Rates

The following table sets forth, for the periods indicated, information concerning the exchange rates between Ringgit and U.S. dollars since 2020 as reported in Bloomberg. The table illustrates how many Ringgit it would take to buy one U.S. dollar:

Period	Average	High	Low	Period End Mid Rate
		(RM per U.S. dollar)		
Calendar Year				
FY2020	4.2007	4.4470	4.0203	4.0203
FY2021	4.1457	4.2400	4.0055	4.1660
FY2022	4.4003	4.7480	4.1727	4.4040
FY2023	4.5658	4.7943	4.2430	4.5940
FY2024	4.5711	4.7987	4.1235	4.4723
Month				
January 2025	4.4734	4.5107	4.3775	4.4603
February 2025	4.4413	4.4735	4.4113	4.4625
March 2025	4.4339	4.4653	4.4120	4.4383
April 2025	4.4122	4.4960	4.3158	4.3158
May 2025	4.2623	4.3222	4.2013	4.2568
June 2025	4.2418	4.2925	4.2102	4.2103
July 2025	4.2364	4.2650	4.1965	4.2650
August 2025 (up till 7 August 2025)	4.2414	4.2790	4.2283	4.2328

Note:

Source: Bloomberg.

No representation is made that the Ringgit amounts stated in this Offering Circular could have been or could be converted into U.S. dollars at any particular rate, the above rates or at all.

Malaysian Exchange Controls

Pursuant to the notices issued by Bank Negara Malaysia under section 214 of the Financial Services Act 2013 and section 225 of the Islamic Financial Services Act 2013, the Issuer is deemed to be a non-resident in Malaysia for exchange control purposes and is therefore generally free to deal in non-Malaysian currencies.

However, the Issuer is not permitted to undertake or engage in any dealing or transaction with the State of Israel or its residents or any entity owned or controlled, directly or indirectly, by the State of Israel or its residents including any authority or agency of the State of Israel in whatever name or style. It is also not permitted to undertake or engage with any person in any dealing or transaction using or involving the currencies of the State of Israel.

There are no restrictions on repatriation of capital, profits, dividends, interest, fees or rental by foreign direct investors or portfolio investors. However, all remittances abroad must be made in foreign currencies other than the currency of the State of Israel.

Malaysian Exchange Control Approvals required to be obtained by the Guarantor

The Guarantor is a resident in Malaysia for exchange control purposes and is subject to certain restrictions in relation to dealing in foreign currencies.

Pursuant to Notice 2 of the Foreign Exchange Policy Notices issued by Bank Negara Malaysia under section 214 of the Financial Services Act 2013 and section 225 of the Islamic Financial Services Act 2013, a financial guarantee issued by a resident entity to secure borrowing by a non-resident borrower which is a special purpose vehicle (an entity which is set up for borrowing and is not an operating business unit) is deemed as a borrowing by that resident entity. A resident entity is allowed to borrow only up to RM100 million on a corporate group basis from non-residents. The Guarantor has obtained the required approval from Bank Negara Malaysia on 21 July 2025 to obtain foreign currency borrowing and to issue a guarantee.

THE ISSUER

Cerah Capital Ltd. (Company No. LL15793) was incorporated on 25 April 2019 in the Federal Territory of Labuan under the Labuan Companies Act 1990 with its registered office at Brumby Centre, Lot 42, Jalan Muhibbah, 87000 Labuan F.T. The Issuer is a special purpose vehicle and has been formed for the purpose of participating in the issue of the U.S.$500 million Zero Coupon Guaranteed Exchangeable Bond due 2024 ("**2019 Bonds**") which are no longer outstanding and the transactions contemplated by the Transaction Documents.

The issued and paid-up capital of the Issuer is U.S.$2.00 and is held by Khazanah Nasional Berhad. The directors of the Issuer and their designations are as follows:

Name	Principal Occupation
Ng Eu Gin	Director
Lai Wei Ming	Director

The Issuer has one employee based in Labuan and will have one employee as at the Closing Date. The Issuer has no subsidiaries.

The objects of the Issuer as set out in its Memorandum of Association include, among others, to carry on the business as a fund raising vehicle, to hold shares, debt obligations or securities in a domestic company incorporated under the Companies Act 2016 of Malaysia in accordance with such Act and to carry on business in the Malaysian currency when seeking to hold or otherwise invest in shares, debt obligations or other securities in a domestic company incorporated under the Companies Act 2016 of Malaysia.

The Issuer has not engaged, since its incorporation, in any material activities other than those relating or incidental to the issue of the 2019 Bonds, the Bonds and the matters contemplated in this Offering Circular and the Transaction Documents and the authorisation of its entry into any other transactions and documents referred to in this Offering Circular to which it is or will be a party, or any other activities permitted under its Memorandum of Association.

The fiscal year of the Issuer ends on 31 December of each year. The Issuer has prepared annual accounts since its incorporation in 2019. The auditors for the Issuer are Ernst & Young PLT.

Other than as otherwise disclosed in this Offering Circular, there has been no material change in the capitalisation of the Issuer as at the date hereof.

KHAZANAH NASIONAL BERHAD

OVERVIEW

Khazanah Nasional Berhad is the sovereign wealth fund of Malaysia with the aim to grow long-term wealth for the nation. Khazanah was incorporated under the Companies Act 1965 of Malaysia on 3 September 1993 as a public limited company and commenced operations in 1994. Save for one ordinary share owned by the Federal Lands Commissioner (Incorporated), all of the ordinary share capital of Khazanah is owned by the Minister of Finance (Inc) pursuant to the Minister of Finance (Incorporation) Act, 1957. The Minister of Finance (Inc) is owned by the Government.

Khazanah has a seven-member Board comprising representatives from the public and private sectors. Dato' Seri Anwar Ibrahim, the Prime Minister of Malaysia, is the Chairman of the Board. The Board is assisted in the discharge of its duties by the Executive Committee (the "**EXCO**"), the Audit and Risk Committee (the "**ARC**") and the Nomination and Remuneration Committee (the "**NRC**") established by the Board.

Khazanah has an issuer credit rating of A3 and A- from Moody's Investors Service and S&P Global Ratings, respectively. These investment grade credit ratings affirm Khazanah's strong ability to fulfil its financial commitments, reflecting its history of prudent and sound investment and funding policies and important role in growing Malaysia's long-term wealth.

Khazanah's mandate to grow Malaysia's long-term wealth was refreshed in late 2018. Through its investments, Khazanah seeks to deliver sustainable economic and societal benefits for the nation that contribute towards "Advancing Malaysia". This is done through achieving long-term risk-adjusted returns across the portfolios, as well as undertaking investments that catalyse new growth areas, strengthen Malaysia's economic competitiveness, and contribute to impactful socio-economic outcomes. Khazanah invests and operates responsibly to ensure that everything done has long-lasting impact towards a better future for Malaysia.

Khazanah will pursue its overall mandate by focusing on four distinct areas — (1) Investments Portfolio, (2) Dana Impak Portfolio, (3) Developmental Assets and (4) Special Situation Assets. These four areas have been identified, each with its own distinct objectives, policies and strategies.

For recent developments relating to Khazanah, please see "*Khazanah Nasional Berhad — Recent Developments*" below.

Moving forward, Khazanah seeks to execute the following strategic imperatives:

- Advancing Malaysia
- Building on Its Financial Strength
- Creating a Sustainable Future
- Developing a Winning Team

Khazanah's registered office is currently located at Level 22, Mercu UEM, Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Kuala Lumpur, Malaysia.

SELECTED COMPANIES AS AT 31 DECEMBER 2024. LIST IS NOT EXHAUSTIVE

The diagram below sets out a list of selected portfolio companies by sectors of the Khazanah Group as at 31 December 2024:

STRATEGY

Khazanah has identified the following four strategic imperatives for delivering on its purpose: (i) Advancing Malaysia; (ii) Building on its Financial Strength; (iii) Creating a Sustainable Future; and (iv) Developing a Winning Team.

Advancing Malaysia

Khazanah will undertake four key initiatives to deliver impactful outcomes for the nation through Advancing Malaysia. These include the following:

(1) Dana Impak

Dana Impak plays a catalytic role in Khazanah's Malaysia Investment strategy, anchored on 'A Nation That Creates' framework, in transforming firms to enhance economic competitiveness and resilience, while delivering positive socio-economic impact — all in support of Khazanah's broader commitment to Advancing Malaysia.

Through a structured, programmatic approach, Dana Impak investments build capacity and transform firms across the following key areas:

- **Catalysing Malaysia's Venture Capital ("VC") Ecosystem**: Supporting the growth of high-potential local VC fund managers and expanding access to early-stage funding for startups, whilst attracting regional capital and partners who can bring added expertise and scale to the ecosystem.

- **Levelling up Mid-Tier Companies ("MTC")**: Recognising both the critical role that MTCs play in Malaysia's economy and the challenges they face, Dana Impak acts as a strategic growth enabler — unlocking funding, fostering innovation and supporting capacity development to accelerate their growth.

- **Strengthening Malaysia's position in Semiconductor & Advanced Manufacturing**: Dana Impak accelerates Malaysia's role in the global semiconductor value chain, focusing on catalytic fund-based partnerships, direct investments, joint ventures and talent development to uplift the nation's economic complexity and industrial capacity.

In October 2024, Khazanah launched Jelawang Capital as a national fund-of-funds to grow the VC ecosystem through the following flagship initiatives:

- **Emerging Fund Managers' Programme ("EMP")** structured to support Malaysian fund managers in raising their first, second or third fund with the goal of creating regionally competitive VC fund managers by strengthening fund governance, building track record and crowding in capital.

- **Regional Fund Managers' Initiative ("RMI")** aimed to attract regional/global fund managers who are committed to enriching the local startup ecosystem, through supporting the growth of Malaysian startups to be regional and global players, facilitating the re-domiciliation of global companies in Malaysia to expand local job capabilities and attract quality talent in the Malaysian ecosystem.

Through this approach, Jelawang Capital plays a key role in the development of high-growth startups, advancing entrepreneurship and supporting innovation across various sectors.

In October 2024, Khazanah also announced the signing of a Memorandum of Understanding ("**MoU**") with the Securities Commission Malaysia to enhance MTCs' access to capital markets. Dana Impak launched the MTC Growth Innovation Programme ("**MGIP**") which aims to drive value creation by supporting firms at every stage of their growth. This aligns with the aspirations of Ekonomi MADANI to foster a dynamic and innovative economy. MGIP is a capacity building programme that is designed to enhance MTCs' competitiveness through innovation-led growth.

Dana Impak also facilitates access to capital and leverage partnerships to support MTC growth. It provides access to capital to mid-tier companies with clear ambition, strong fundamentals and innovation potential. Dana Impak also partners with Private Equity and Private Credit funds that bring sectoral insight and operational support, to create value for the MTCs.

In December 2024, Khazanah announced the following two (2) strategic investments to drive greater growth and innovation in Malaysia's Industrial Revolution 4.0 ("**IR4.0**") technologies and capacity development and boost Research & Development ("**R&D**") in Artificial Intelligence ("**AI**") and semiconductors technologies:

- **The Cambrian Fund** in partnership with the co-founders of Vitrox Corporation Berhad, a Malaysian champion in automated vision inspection equipment and solutions and Southern Capital Group, a leading SME-focused regional private equity firm. The fund is dedicated to support entrepreneurs and SMEs focusing on IR4.0 technologies such as machine vision, artificial intelligence and robotics, and will play a role in transforming the semiconductor and advanced manufacturing ecosystem in Malaysia and beyond by unlocking growth opportunities, nurturing greater local participation and supporting innovative entrepreneurs and SMEs to scale and compete regionally.

- **Investment in Syntiant Corp.**, a US-based edge AI company and global leader in providing innovative hardware and software solutions for edge AI deployment. Syntiant's purpose-built silicon and machine learning models are deployed globally across a wide range of consumer and industrial use cases, from earbuds to automobiles.

In line with the third Malaysian MADANI Budget 2025 and the Ekonomi MADANI framework, Khazanah, through Dana Impak will allocate RM1 billion to catalyse Malaysia's VC ecosystem through Jelawang Capital as the National Fund-of-Funds, RM1 billion to growing Malaysia's MTCs and RM1 billion to bolster Malaysia's semiconductor industry in line with the Government-Linked Enterprises Activation and Reform Programme spearheaded by the Ministry of Finance ("**MOF**").

(2) Active corporate player

Khazanah is an active participant in Malaysia's capital markets to create value therein and spur economic growth. While the majority of Khazanah's portfolio is in Malaysian public assets, Khazanah also constantly looks for opportunities to make new private investments along with driving best-in-class performance in its investee companies, and work with regulators to improve the overall regulatory environment. Khazanah aims to encourage its investee companies in future-proofing their businesses through embracing technology and sustainability to navigate the current challenging economic climate.

(3) Global investor

Khazanah will continue to invest globally across various asset classes to create wealth for Malaysia as well as look for opportunities to facilitate flows of knowledge, networks and investment opportunities into Malaysia. International investments for public and private markets comprised approximately 37 per cent. of Khazanah's Investment Portfolio as at 31 December 2024. Khazanah's strong international presence will allow it to continue to act as Malaysia's representative in the global markets, with partnerships and investments that act as flows between Malaysia and the rest of the world.

(4) Building capacity and vibrant communities

Building on its efforts since 2006, Khazanah will remain committed to building capacity and developing vibrant communities through corporate responsibility initiatives that aim to enhance societal value creation for the benefit of Malaysians. Such initiatives will be determined based on the current societal landscape and will be done either directly or via its affiliated entities such as Yayasan Hasanah, Khazanah Research Institute ("**KRI**"), Taman Tugu, Think City, Yayasan Khazanah, Khazanah Megatrends Forum and Galeri Khazanah. Some examples in 2023 include Yayasan Hasanah allocating RM54 million for 119 impact-based projects and policy recommendations by KRI on the Malaysian labour wage gap and government initiative Projek Perumahan Rakyat.

Pursuant to the Malaysia Budget 2023, Khazanah has been leading the formation of the National Heritage Fund, which has an estimated cost of RM700 million and aims to encourage private participation in restoring national heritage buildings. Khazanah will continue to lead the formation of the National Heritage Fund (or Tabung Warisan Negara) to safeguard and rejuvenate selected key Malaysia heritage buildings such as Bangunan Sultan Abdul Samad and Carcosa Seri Negara.

In line with the Malaysia MADANI Budget 2024, Khazanah remains committed to do its part in supporting the government initiative, MyFutureJobs, alongside other Government-Linked Companies ("**GLC**"). This includes offering job opportunities and upskilling programmes, which would improve the employability and wages of Malaysians. Khazanah will also collaborate with other GLCs and private companies in transforming technical and vocational education and training ("**TVET**") education in Malaysia.

Khazanah launched the #BerbudiBersama community outreach programme at Taman Tugu Lawn in Kuala Lumpur on 9 March 2024, in conjunction with its 30th Anniversary. The nationwide community outreach programme caters to all Malaysians from different socio-economic backgrounds, delivering various activities comprising up skilling activities and opportunities, financial literacy sessions, entrepreneurial guidance and educational workshops, health and wellbeing and others. This programme is the first of a series of other nationwide community outreach programmes. Through the initiative, Khazanah, its affiliated entities and Khazanah-linked companies hope to establish closer relationships with communities, encouraging greater collaboration and impact creation.

Building on its Financial Strength

Khazanah will continue to build on its financial strength by investing into a well-diversified portfolio to achieve its long-term risk-adjusted returns targets, as well as maintain financial discipline through prudent management of debt and liquidity. This includes Khazanah continuing its efforts towards rebalancing its portfolio in achieving its target Strategic Asset Allocation ("**SAA**") which should reduce risk while producing optimal returns. Khazanah will also look to turnaround some of its assets, especially those directly impacted by the pandemic and other structural issues.

Please see "*Khazanah Nasional Berhad — Investments — Investment Approach*" for more details.

Creating a Sustainable Future

Khazanah's mandate goes beyond financial value creation, with the organisation remaining conscious of the impact of its investments. A key focus of Khazanah will be on creating a sustainable future by embedding environmental, social, and governance ("**ESG**") considerations in all aspects of its business, including investment decisions and employees. Khazanah also aims to play a leading role in shaping an equitable and responsible ESG transition for corporate Malaysia.

Please see "*Khazanah Nasional Berhad — Sustainability*" for more details.

Developing a Winning Team

The development of a winning team is crucial in delivering Khazanah's mandate with the aim of instilling a culture of high performance and collaboration, equipping employees with future-proof skillsets, and adopting new technologies for higher productivity. The execution of Khazanah's long-term strategy is underpinned by Khazanah's core values of accountability, respect and support.

As part of its digital transformation journey, Khazanah has developed a strategy called "NexGen" which prioritises areas where Khazanah can optimise technology to improve agility and collaboration. NexGen is geared towards nurturing a culture of innovation and agility, enhancing Khazanah's data and digital applications, and upskilling its workforce, with the overarching goal of digitising Khazanah's processes to enable better business outcomes.

The NexGen strategy comprises of various programmes across three core pillars, which are detailed below:

Architecture	Culture	Enablement
Modernise technology architecture by implementing new digital platforms and building capabilities to continuously improve the quality of Khazanah's decisions towards generating better business outcomes with accurate data.	Accelerate awareness to adopt digital tools, be equipped with future skills, and aim to be agile in improving teamwork through collaboration.	Increases governance efficiency and monitoring structure with the shift to empower each team member to take control of its work through technology.

Khazanah also has in place numerous initiatives such as the Khazanah Scholarship Programme, which is a developmental platform available for high potential employees to pursue full-time postgraduate studies in premier universities, and the Staff Development Benefit programme, which provides financial assistance to staff who wish to undertake part-time study or professional certification which is of professional relevance to the staff's current and future roles in Khazanah.

Other Organisational Achievements

In 2021, Khazanah made significant strides in building and enhancing its organisational capabilities. Khazanah developed a holistic sustainability strategy and established a set of guiding principles to ensure its decisions and actions facilitate an equitable and responsible transition to sustainable practices.

Khazanah's digital transformation journey has also continued to be adopted, with stronger implementation of digital technology to improve workflow efficiency. For instance, Khazanah has implemented a cloud-based private markets platform to ensure better governance for Khazanah's investment and divestment decisions as well as a cloud-based human resource system that fully digitalises Khazanah's human resource function.

In 2023, Khazanah implemented several measures to work towards a sustainable future. Khazanah has achieved carbon neutral operations, established a Diversity, Equity and Inclusion Framework, as well as incorporated ESG-linked key performance indicators ("**KPIs**") for key leadership positions across its portfolio companies.

SEMARAK Framework was developed and launched in 2023. The SEMARAK Framework underscores Khazanah's focus on creating long-term societal impact through Dana Impak.

Khazanah continues to support energy transition efforts via its investee companies Tenaga Nasional, UEM Lestra and Cenviro. Tenaga Nasional is focused on its ongoing grid modernisation efforts for supply security and energy transition, UEM Lestra supports decarbonisation via renewable energy projects in Malaysia while Cenviro is advancing its Recycling and Recovery capabilities in the scheduled waste management space, in line with circular economy trends. In 2024, UEM Lestra acquired NUR Power to spearhead industrial decarbonisation. UEM Lestra also continues to drive renewable energy projects e.g. solar and biomass in support of the Government's target of achieving net-zero emissions by 2050. Khazanah's Airlines & Tourism assets performed well financially and operationally in 2024, requiring zero capital injection from Khazanah.

INVESTMENTS

Investment Approach

Khazanah's purpose is, first and foremost, to deliver sustainable economic and societal value and outcomes for all Malaysians. Khazanah strives to undertake investments which balance generating robust financial returns with its developmental mandate, to benefit Malaysians now as well as for future generations.

In accordance with its purpose, Khazanah applies a long-term investment horizon to deliver sustainable risk-adjusted returns guided by its long-term SAA. The SAA enables Khazanah to diversify its asset class, sector and geographical exposures whilst minimising concentration risks. Ultimately, the SAA is key in ensuring overall solvency and consistency in long-term returns, which in addition to being reinvested, fund Khazanah's various strategic initiatives.

Khazanah continues to rebalance its portfolio through a mix of active and direct investment strategies, external fund managers, as well as opportunistically monetising its investments at the appropriate valuations.

Notable examples of Khazanah's strategic divestments include the following:

- On 26 July 2021, Khazanah completed the divestment of its entire 100 per cent. equity interest in SilTerra Malaysia Sdn Bhd to the DNeX consortium for a total cash consideration of RM273 million.

- Over the course of 2019 and 2020, Khazanah divested a significant stake of its shareholdings in Alibaba Group Holding Ltd via its subsidiary, Gunung Korbu Investments (Cayman Islands) Limited. Further in 2022, Khazanah sold the remaining of 1.9 million units of shares in Alibaba Group Holding Ltd.

- On March 2022, Khazanah completed the divestment of its stake in Farm Fresh via its IPO, which was one of the largest IPOs in recent years on Bursa Malaysia, with shares oversubscribed by 18.74 times amongst the Malaysian public.

- On 10 October 2023, Khazanah, via its associate, Pulau Kapas Ventures Sdn. Bhd., an investment vehicle controlled by Global Transit International Sdn. Bhd. in partnership with Khazanah, divested its indirect stake of 67.5 million shares in TIME dotCom Berhad (representing 3.7% of TIME's total outstanding shares). All proceeds from this placement exercise have accrued to Khazanah.

A long-term investment approach enables Khazanah to weather short-term market volatilities and optimise returns while taking on measured risk over a long horizon. Khazanah is also disciplined in continually assessing its portfolio with an investor mindset. This includes actively engaging with its investee companies to ensure focus on delivering value to shareholders.

In addition, Khazanah advocates and demonstrates responsible and sustainable actions through its investments. Khazanah is committed to the Malaysian Code for Institutional Investors which promote the active integration of ESG considerations into investment analysis, decision-making and asset ownership.

Khazanah's primary source of funding is in the form of dividends, debt financing, as well as proceeds from the monetisation of its investments to finance its wide-ranging investment activities.

For the financial year ended 31 December 2022 ("**FY2022**") and beyond, Khazanah's investment portfolio reporting has moved away from the "Commercial Fund" and "Strategic Fund" nomenclatures into the following four distinct categories — (1) Investment Portfolio, (2) Dana Impak Portfolio, (3) Developmental Assets Portfolio and (4) Special Situation Assets Portfolio.

(1) Investment Portfolio

The Investment Portfolio is an intergenerational portfolio that seeks to generate risk-adjusted returns on a long-term basis to preserve and grow the long-term value of Khazanah's assets. It comprises all assets that are subjected to commercial returns expectations and prioritises the continuity of portfolio rebalancing efforts towards the target SAA.

(2) Dana Impak Portfolio

Dana Impak plays a catalytic role in Khazanah's Malaysia Investment strategy, anchored on 'A Nation That Creates' framework, in transforming firms to enhance economic competitiveness and resilience, while delivering positive socio-economic impact — all in support of Khazanah's broader commitment to Advancing Malaysia, as mentioned under *Khazanah Nasional Berhad — Strategy Advancing Malaysia — (1) Dana Impak.*

(3) Developmental Assets Portfolio

The Developmental Assets Portfolio comprises long-term developmental investments with the potential to deliver socio-economic impact. It focuses on shepherding companies towards long-term financial sustainability.

(4) Special Situation Assets Portfolio

The Special Situation Assets Portfolio comprises investments that require a turnaround in terms of profitability and sustainable operating cash flows. The priority for the companies within the Special Situation Assets Portfolio is to resolve the challenges faced through active management.

Selected Portfolio Companies

As at 31 December 2024, Khazanah had interests in more than 100 companies, either directly or indirectly through ownership of shares. These companies are involved in various sectors such as communication services, consumer, financials, healthcare, industrial services, transportation & logistics, real estate and renewable energy, amongst others.

A summary of Khazanah's selected portfolio companies by sector, which (in aggregate) represent more than 65 per cent. of its total investments as at 31 December 2024, is set out below:

Media and Communication Services

*Astro Malaysia Holdings Berhad ("**Astro**")*

Astro is Malaysia's largest content creator that principally engages in the provision of television services, radio services, film library licensing, aggregation and distribution, advertising, digital media and broadband. In 2024, Astro was voted the Platinum winner in the Media Networks category for the 15th year running at the Putra Brand Awards 2024.

As at 31 December 2024, Khazanah had an effective shareholding interest of 20.7 per cent. in Astro.

*Axiata Group Berhad ("**Axiata**")*

Axiata is a telecommunications company with operations in mobile network, infrastructure and digital services. Its footprint spans across Malaysia, Indonesia, Bangladesh, Sri Lanka and Cambodia. It received, amongst others, the Excellence Award (Silver) at the National Annual Corporate Report Awards 2024 and the Industry Excellence Award (Telecommunications & Media) at National Corporate Governance & Sustainability Award 2024.

In April 2025, Axiata completed the merger of its Indonesian mobile telco, XL Axiata with Smartfren to form XLSmart, one of the largest telco company listed on the IDX.

As at 31 December 2024, Khazanah had an effective shareholding interest of 36.7 per cent. in Axiata.

*EDOTCO Group Sdn Bhd ("**EDOTCO**")*

Established in 2012, EDOTCO is the first regional and integrated telecommunications infrastructure services company in Asia, providing end-to-end solutions in the tower services sector from tower leasing, colocations, build-to-suit, energy, transmission and operations and maintenance.

EDOTCO operates and manages a regional portfolio of over 55,000 towers across Malaysia, Indonesia, Bangladesh, Cambodia, Sri Lanka, Pakistan, Philippines and Laos. EDOTCO strives to deliver outstanding performance in telecommunications infrastructure services and solutions.

On 26 March 2025, Khazanah completed the acquisition of Innovation Network Corporation of Japan's 21.1 per cent. stake in EDOTCO, increasing its shareholding to 31.7 per cent.

*Telekom Malaysia Berhad ("**TM**")*

TM is the national connectivity and digital infrastructure provider and Malaysia's leading integrated telecommunications company; offering a comprehensive suite of communication services and solutions in fixed (telephony and broadband), mobility, content, WiFi, Cloud, Data Centre, cybersecurity, IoT and smart services. TM is the largest fixed broadband service provider in Malaysia with a subscriber base of 3.2 million subscribers as at 31 December 2024. At the Asian Telecom Awards 2023, TM Global (the wholesale business arm of TM) was awarded with Telecom Company of the Year and Wholesale Company Initiative of the Year.

As at 31 December 2024, Khazanah has an effective shareholding interest of 20.1 per cent. in TM.

Consumer Staples

*Farm Fresh Berhad ("**Farm Fresh**")*

Farm Fresh is one of Malaysia's leading homegrown brands and a prominent integrated dairy company with a comprehensive "grass-to-glass" value chain. In 2021, Farm Fresh was founded in 2009 with the vision to produce pure dairy for the Malaysian market, delivered fresh to supermarkets. Today, Farm Fresh operates seven dairy farms and four processing plants across Malaysia and Australia. The company offers a diverse portfolio of products and is poised to further strengthen its presence in both local Malaysian and regional markets.

Khazanah has been a committed investor since 2010 and contributed to Farm Fresh's successful initial public offering ("**IPO**") on Bursa Malaysia in March 2022. This was one of the largest IPOs in the market in recent years, which saw shares oversubscribed by 18.74 times among Malaysian public investors. Beyond returns, Farm Fresh has also contributed positively to the local community through establishing the home dealer network programme, a distribution network across rural regions which has created sustainable income opportunities for micro-entrepreneurs in underserved areas. Farm Fresh also collaborated with the Ministry of Education through the School Milk Programme to deliver 65 million packs of quality nutritional milk to more than 3,400 school canteens in Peninsular Malaysia.

As at 31 December 2024, Khazanah had an effective shareholding interest of 11.8 per cent. in Farm Fresh.

Consumer Discretionary

*Destination Resorts and Hotels Sdn Bhd. ("**DRH**")*

DRH is an investment holding company and strategic master developer of premium tourism destinations in Malaysia, namely Desaru Coast, Teluk Datai and LEGOLAND Malaysia, focusing on driving the tourism sector for the country, its economy and the local communities.

DRH Group's strategic undertakings include managing a homegrown, award-winning luxury resort brand and developing multifaceted destinations that draw domestic and international audiences. DRH adopts a long-term view as a hospitality investor, developer and operator, to uplift the sector for Malaysia and Malaysians while preserving the nation's natural and cultural heritage.

As a flagship development under DRH, Desaru Coast has recently entered into a dynamic phase of growth, being designated as one of the flagship zones under Johor-Singapore Special Economic Zone ("**JS-SEZ**"). More recently, the destination also welcomed Mandarin Oriental Desaru Coast, the brand's first beachfront resort in the region and Singapore's ONE°15 Marina to operate premium berthing facilities and curated sailing experiences.

As at 31 December 2024, Khazanah has an effective shareholding interest of 100 per cent. in DRH.

Financials

*Bank Muamalat Malaysia Berhad ("**Bank Muamalat**")*

Established in 1999, Bank Muamalat is one of two independent full-fledged Islamic Financial Institutions in Malaysia. Bank Muamalat has a nationwide network of 68 branches since December 2022, a kiosk and an offshore Labuan branch that provides a wide range of Islamic banking products and services including foreign currency deposits, investment accounts, foreign exchange trading, working capital financing, trade financing, project and contract financing, venture capital and Islamic capital market services to both Malaysians and foreigners.

*CIMB Group Holdings Berhad ("**CIMB**")*

Incorporated in Malaysia, CIMB is a leading Malaysia-based bank, which is a provider of banking products and financial services. It offers Consumer Banking, Commercial Banking, Investment Banking, Islamic Banking and Asset Management products and services. In 2022, CIMB swept a total of 20 awards in treasury solutions from three key industry awards, namely the Asia Risk Awards 2022, The Asset Triple A Islamic Finance Awards 2022 and The Asset Triple A Private Capital Awards 2022.

On 15 April 2022, it was announced that Khazanah had completed a placement of 105 million shares in CIMB at RM5.10 per share, raising gross proceeds of RM535.5 million. The placement price represents a 3.4 per cent. discount to the closing market price of RM5.28 on 13 April 2022. The share placement exercise was part of Khazanah's on-going efforts to rebalance its portfolio and recycle its investments into new assets in Malaysia and globally, including new investments under the Dana Impak initiative. As at 31 December 2024, Khazanah had an effective shareholding interest of 21.5 per cent. in CIMB.

*Sun Life Malaysia Assurance Berhad ("**Sun Life**")*

Incorporated in Malaysia, Sun Life is a joint venture by Sun Life Assurance Company of Canada and Khazanah that offers a comprehensive range of life insurance & Family Takaful products and services to Malaysians across the country. In 2022, Sun Life was awarded the Life Insurance Award at the Malaysia International Business Awards 2022.

Healthcare

*IHH Healthcare Berhad ("**IHH**")*

IHH is a Malaysia-based investment holding company that provides a full spectrum of integrated healthcare services. IHH's main revenue segments include Hospital and Healthcare, Labs, PLife REITs and others. It operates its Hospital and Healthcare segment in Singapore, Malaysia, India, Greater China, Turkiye and Europe. Its portfolio of brands includes Acibadem, Mount Elizabeth, Prince Court Medical Centre, Gleneagles, Fortis, Pantai, Parkway and most recently Timberland and Island. These brands offer its patients comprehensive and personalised care ranging from primary care, including check-ups and vaccinations; to secondary and tertiary care, involving specialist consultations and surgeries; and quaternary care encompassing complex procedures like organ transplants. IHH also provides complementary ancillary services, such as diagnostics, laboratory testing and rehabilitation.

As of 31 December 2024, Khazanah has an effective shareholding interest of 25.9 per cent. in IHH.

Industrial Services

*Cenviro Sdn Bhd ("**Cenviro**")*

Incorporated in Malaysia, Cenviro is Malaysia's leading circular waste management solutions provider, operating mainly in treatment and disposal, recycling and recovery of scheduled waste in Malaysia, and is highly driven towards ESG best practices. Cenviro, through its subsidiary, owns and operates Malaysia's first integrated toxic and hazardous scheduled waste management centre in Port Dickson, Negeri Sembilan, which has been in operation since 1998. The Kualiti Alam Waste Management Centre has an annual capacity to store, treat and dispose of more than 100,000 tonnes of scheduled waste daily.

On 20 May 2022, Khazanah announced that it had entered into a strategic partnership with SK ecoplant Co. Ltd. of South Korea to accelerate Cenviro growth into a regional waste management powerhouse. As at 31 December 2024, Khazanah had an effective shareholding interest of 70.0 per cent. in Cenviro.

*Cement Industries of Malaysia Berhad ("**CIMA**")*

CIMA is a Malaysia-based company that manufactures building materials including bag and bulk cement and ready-mixed concrete. CIMA also quarries limestone for their cement product. CIMA is the 2nd largest cement producer in Malaysia, and was involved in the construction of the Sultan Abdul Halim Mu'Adzam Shah Bridge which is the second longest bridge in Southeast Asia.

As at 31 December 2024, Khazanah had an effective shareholding interest of 100 per cent. in CIMA.

*UEM Edgenta Berhad ("**UEM Edgenta**")*

UEM Edgenta is a Malaysia-incorporated asset management and infrastructure solutions company with a presence in six countries spanning across Asia and the Middle East. UEM Edgenta's asset management segment provides integrated facilities management and engineering contracting services for a range of assets and building types specialising in healthcare support, and property and facility solutions while its infrastructure services segment focuses on highway network maintenance and also services other industries such as rail, airports, and the oil and gas industry. UEM Edgenta also offers asset consultancy services with a focus on energy efficiency and sustainability solutions, covering the end-to-end project and asset lifecycle, through Opus Consultants. In 2024, UEM Edgenta received the Gold Award at the National Annual Corporate Report Awards (NACRA), the Gold Award for Diversity, Equality & Inclusivity at The Star ESG Positive Impact Awards, and a Silver at the Malaysia Public Relations Awards for Best Use of Social Media.

As at 31 December 2024, Khazanah had an effective shareholding interest of 69.1 per cent. in UEM Edgenta.

Transportation & Logistics

*Malaysia Aviation Group Berhad ("**MAGB**")*

MAGB is a global aviation organisation comprising three focused business portfolios from airlines, loyalty and travel solutions ("**LTS**") and aviation services. Its current airlines business portfolio that serves the global, domestic and segmented market comprises Malaysia Airlines the national carrier of Malaysia, Firefly and MASwings the regional airlines focused on serving communities across Malaysia, and AMAL by Malaysia Airlines a leading one-stop pilgrimage travel solutions centre.

MAGB also focuses on aviation services business such as maintenance, repair and overhaul, cargo, ground handling and training that houses MAB Engineering, MASKargo an all-inclusive cargo logistic and terminal operations service provider, Aerodarat a multiservice ground handling solution provider and MAB Academy a one-stop Aviation and Hospitality Centre of Excellence.

The LTS business portfolio focuses on providing end-to-end travel solutions and loyalty programmes, complementing its established strength and expertise in the airline and aviation service businesses. It comprises Journify the integrated one-stop travel and lifestyle digital platform; Enrich the award-winning Travel & Lifestyle Loyalty Programme of Malaysia Airlines; and MHholidays and Firefly Holidays the tour operating arm for the MAGB Group.

MAGB has undertaken a comprehensive financial restructuring exercise and a review of its long term business plan for a sustainable aviation organisation. The restructuring of the MAGB group involved bilateral agreements with a number of key stakeholders, namely operating lessors, spare engine lessors, maintenance service providers, corporate lenders, and Government of Malaysia-related entities. In 2024, Malaysia Aviation Group ("**MAG**") recorded net income after tax of RM54 million and an operating profit of RM113 million, continuing its third successive year of positive financial performance. Moving forward, MAGB will continue to work closely with the Government of Malaysia and other industry stakeholders to drive the safe restart to air travel and to promote the recovery of the aviation industry.

As at 31 December 2024, Khazanah had an effective shareholding interest of 86.6 per cent. in MAGB.

*Malaysia Airports Holdings Berhad ("**MAHB**")*

MAHB is a Malaysia-incorporated company that manages, operates, maintains and develops airports. It is one of the largest airport groups in the world, operating a total of 39 airports, across Malaysia, (consisting of five international airports, 17 domestic airports and 17 short take-off and landing ports) as well as Istanbul Sabiha Gökçen International Airport in Türkiye, one of Europe's busiest airports. MAHB's non-airport operations comprise agriculture, horticulture activities, hotel operations and project and repair maintenance businesses.

Khazanah (via its wholly owned subsidiary UEM Group Berhad) has a 40 per cent. stake in MAHB through Gateway Development Alliance, a consortium which also includes the Employees Provident Fund, Abu Dhabi Investment Authority and Global Infrastructure Partners (the "**Consortium**").

The Consortium believes that its combined capabilities will effectively support its objectives to upgrade and modernise MAHB's operations, enhance passenger service, improve airline connectivity and stimulate traffic growth. These objectives are best achieved with MAHB becoming a private entity, allowing a long-term approach to decision-making and capital investment while benefitting from technical expertise.

*PLUS Malaysia Berhad ("**PLUS**")*

Incorporated in Malaysia, PLUS develops and manages highways spanning over 1,100 km as well as provides rest and service areas, overhead bridge restaurants, vista points, petrol stations, self-service kiosks, toll systems, and traffic monitoring centres in Malaysia. In 2023, PLUS was awarded the Recognition of Excellence (RoE) by OpenGov Asia, and in 2024 received the Sustainable Highway 2024 Award (*Anugerah Lebuh Raya Lestari*) from the Malaysia Highway Authority for its environmentally-conscious development and operations.

As at 31 December 2024, Khazanah had an effective shareholding interest of 51.0 per cent. in PLUS.

Real Estate

*M+S Pte Ltd ("**M+S**")*

Established in 2011, the joint venture between Khazanah and Temasek Holdings (Private) Limited, M+S is a real estate development company that manages and develops residential and commercial properties in Singapore. M+S developed two integrated developments, DUO and Marina One, in Singapore.

As at 31 December 2024, Khazanah had an effective shareholding interest of 60.0 per cent. in M+S.

*UEM Sunrise Berhad ("**UEM Sunrise**")*

UEM Sunrise is one of Malaysia's leading property developers. It is the flagship company for property development business of UEM Group Berhad and Khazanah. UEM Sunrise has core competencies in macro township development; high-rise residential, commercial, retail and integrated developments; as well as property management. It is the master developer of Iskandar Puteri (formerly known as Nusajaya), one of the flagship zones of Iskandar Malaysia and the Johor-Singapore Special Economic Zone. UEM Sunrise also has a presence in Australia with a focus on high rise residential developments.

As at 31 December 2024, Khazanah had an effective shareholding interest of 69.6 per cent. in UEM Sunrise.

*Iskandar Investment Berhad ("**Iskandar Investment**")*

Incorporated in 2006, Iskandar Investment is a Malaysia-based investment holding company and a strategic developer of catalytic projects in Iskandar Puteri, Johor. It plays a pivotal role in shaping the region's long-term growth by developing high-impact initiatives across education, leisure and tourism, creative industries, and health and wellness. IB is instrumental in cultivating a vibrant, liveable and investment-ready destination in southern Malaysia. Iskandar Investment operates in JS-SEZ's flagship Zone B, which focuses on business services, digital economy and education.

As at 31 December 2024, Khazanah had an effective shareholding interest of 60.0 per cent. in Iskandar Investment.

*Southern Marina Development Sdn Bhd ("**SMD**")*

SMD is a property developer which developed Southern Marina Residences, a freehold residential development located in Puteri Harbour, Iskandar Puteri, Johor. The project consists of high-rise towers offering views of Johor Bahru, Singapore and the harbour, and is positioned to appeal to investors seeking long-term value in a strategically located urban precinct.

As at 31 December 2024, Khazanah had an effective shareholding interest of 30.0 per cent. in SMD.

*Sunway Iskandar Sdn Bhd ("**Sunway Iskandar**")*

Sunway Iskandar is a property developer that owns and operates real estate properties with Sunway City Iskandar Puteri. It develops, builds and manages townships, retail facilities, residential building, apartment and infrastructure projects. The development spans about 2,000 acres of integrated township which includes residences, malls, offices and recreational spaces.

As at 31 December 2024, Khazanah had an effective shareholding interest of 40 per cent. in Sunway Iskandar.

Renewable Energy

*Cenergi SEA Berhad ("**Cenergi**")*

Incorporated in 2008, Cenergi is a premier sustainable energy solutions company specialising in reducing carbon footprint through investment in renewable energy and energy efficiency projects. Cenergi was recognised by the Malaysia Book of Records in May 2024 for its 5.5 MW POME biogas plant — the largest of its kind in Malaysia — and in December 2024, achieved its first Verra-certified carbon credit issuance. RAM Ratings also reaffirmed Cenergi's creditworthiness with an AA3/Stable/P1 rating in October 2024, reflecting its strong execution in the renewable energy sector.

As at 31 December 2024, Khazanah had an effective shareholding interest of 92.9 per cent. in Cenergi.

Utilities

*Tenaga Nasional Berhad ("**Tenaga**")*

Tenaga is the largest electricity utility company in Malaysia and a leading utility company in Asia with an international presence in the United Kingdom, Australia, Turkey, Saudi Arabia and Kuwait. As at 31 December 2024, it serves an estimated 11 million customers in Peninsular Malaysia and Sabah. Its operations cover the electricity production and supply value chain, including generation, transmission and distribution of energy. In 2024, TNB received multiple awards including from The Edge ESG Awards, Malaysia Excellent Technology Awards, and Enlit Asia, recognising its leadership in sustainability, innovation and grid infrastructure.

As at 31 December 2024, Khazanah had an effective shareholding interest of 20.4 per cent. in Tenaga.

Performance in respect of FY2023

Khazanah recorded an increase in its Net Asset Value ("**NAV**") of RM3.5 billion, from RM81.3 billion as at 31 December 2022 to RM84.8 billion as at 31 December 2023. For the financial year ended 31 December 2023 ("**FY2023**"), Khazanah continued to grow and safeguard its assets for the nation recording a CAGR of 5.1 per cent since 2004 as at 31 December 2023.

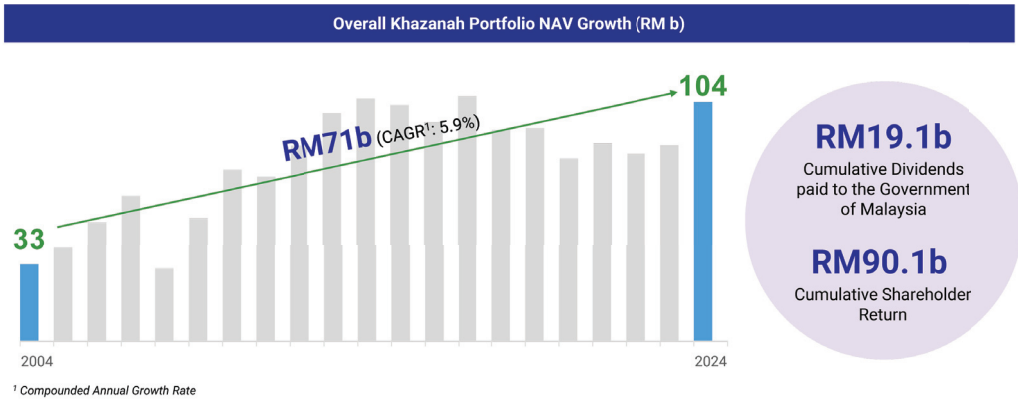
Khazanah recorded profit from operations of RM5.9 billion as at 31 December 2023 from RM1.6 billion as at 31 December 2022. The increase was driven by higher dividends and distributions from investee companies, fair value gains and cash capital preservation on the back of no capital injections for Special Situations assets.

Khazanah deployed RM7.3 billion in new investments in FY2023 and raised RM7.2 billion from monetisation of assets in its portfolio. Khazanah continued to maintain its financial discipline in FY2023. Debt increased marginally to RM50.2 billion in FY2023 from RM49.1 billion in the previous year, while its Realisable Asset Value ("**RAV**") over debt ratio remained healthy at 2.7 times. Khazanah also paid a dividend of RM1 billion to the Government of Malaysia for FY2023.

As at 31 December 2023, Khazanah had a total of RM131.3 billion in investments under its Investments Portfolio and Developmental Assets portfolio.

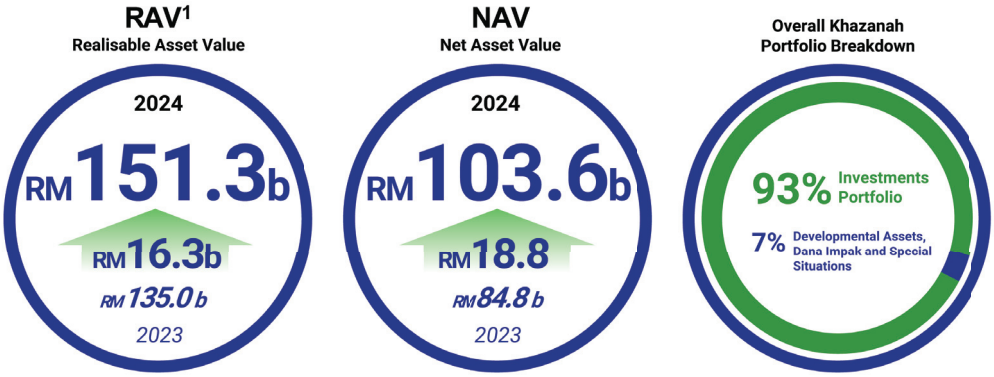
Performance in respect of FY2024

Khazanah has recorded an increase in its NAV of RM18.8 billion, from RM84.8 billion as at 31 December 2023 to RM103.6 billion as at 31 December 2024. For the financial year ended 31 December 2024 ("**FY2024**"), Khazanah recorded profit from operations of RM5.1 billion, compared to RM5.9 billion in the previous year. The performance was underpinned by steady dividend income, active and disciplined monetisation of assets in favourable market conditions, and value gains from global public equities.



Khazanah continued to exercise financial prudence in FY2024. RAV over debt ratio improved to 3.2 times as at 31 December 2024, from 2.7 times a year earlier. Gross debt declined slightly to RM47.7 billion as at 31 December 2024, from RM50.2 billion as at 31 December 2023.

The Group maintained its dividend payment of RM1.0 billion to the Government of Malaysia for FY2024. In addition, RM151 million was allocated towards Government-requested and social initiatives, including K-Youth, MySTEP, Tabung Cerdik and the Film in Malaysia Incentive.



[1]RAV includes Cash and Cash Equivalents, Other Current Assets, Other Current Liabilities and Bond Assets

Investments Portfolio

As at 31 December 2024, the Investments Portfolio's RAV was RM140.9 billion, achieving a 6-Year Rolling NAV Time-Weighted Rate of Return ("**TWRR**") of 6.2% and a 1-year NAV TWRR of 24.6% amidst the challenging market landscape within this period. The Investments Portfolio's 6-Year Rolling NAV TWRR was primarily driven by gains in public equities in Malaysia and developed markets, as Malaysia demonstrated robust economic growth during the year.

The diagram below sets out the portfolio weightings of Khazanah's Investments Portfolio as at 31 December 2024, as well as its annual return by asset class as at 31 December 2020, 31 December 2021, 31 December 2022 and 31 December 2023.

Investments Portfolio RAV TWRR by Asset Class	% of portfolio[1]	2020	2021	2022	2023	2024	6-Year Rolling	Role of Asset Class
Public Markets: Malaysia	57.5%	-7.4%	14.0%	-4.2%	4.5%	34.3%	6.5%	Exposure to domestic & global growth & liquidity
Public Markets: Global	17.4%	26.2%	1.6%	-16.3%	15.9%	10.9%	9.8%	
Public Markets	16.5%	-2.9%	15.6%	8.8%	3.1%	-6.6%	3.7%	Higher expected long-term returns achieved through programmatic deployment
Real Assets	8.6%	0.1%	11.2%	23.5%	8.7%	-3.5%	8.1%	Yield and diversifier to equities

[1] *as of 31 Dec 2024*

Dana Impak Portfolio

Dana Impak plays a catalytic role in Khazanah's Malaysia Investment strategy, anchored on 'A Nation That Creates' framework, in transforming firms to enhance economic competitiveness and resilience, while delivering positive socio-economic impact — all in support of Khazanah's broader commitment to Advancing Malaysia, as mentioned under *Description of Khazanah Nasional Berhad — Strategy Advancing Malaysia — (1) Dana Impak*.

Developmental Assets Portfolio

As at 31 December 2024, the Developmental Assets Portfolio's RAV was RM5.92 billion. Khazanah will continue to shepherd companies towards long-term financial sustainability.

Special Situations Assets Portfolio

MAGB and DRH demonstrated strong financial and operational performance in FY2024. In 2024, MAGB recorded net income after tax of RM54 million and an operating profit of RM113 million, continuing its third successive year of positive financial performance in spite of operational headwinds such as capacity reductions, supply chain delays and maintenance disruptions.

DRH demonstrated a strong recovery to pre-COVID levels, driven by from the resilient domestic demand, influx of international travellers and enhanced destination attractiveness. This is reflected in Desaru Coast's visitor numbers, which surged 80 per cent. from 410,000 in 2019 to 740,000 in 2024.

SUSTAINABILITY

Khazanah's foray into ESG began in 2004 with the launch of the GLC Transformation Programme, an acknowledgement that the key to the long-term sustainability of Malaysian corporates is by having good governance and social practices.

Throughout the 10-year GLC Transformation Programme, guidelines that emphasised the importance of performance orientation, best corporate practices and good governance practices were implemented across the participating companies, with favourable outcomes achieved by 2015.

As early as 2009, Khazanah has initiated studies to better understand the implications of ESG issues on its investment portfolio and companies. Khazanah began investing in sustainability themed opportunities, both locally and abroad, that looked to provide returns beyond financial value and would positively impact the environment and communities they operated in. These thematic investments include its ventures into Cenviro and Cenergi, investments that focus on improving the environment.

Sustainability approach

Khazanah's mandate is primarily to create a better Malaysia for future generations. It is therefore vital to embed sustainability principles into Khazanah's daily operations as part of the long-term objective to deliver impactful outcomes. As the sovereign wealth fund of Malaysia, Khazanah is responsible for creating value beyond monetary terms. Khazanah remains conscious of the impact of its investments on the broader society as well as the natural environment.

To ensure that Khazanah's decisions and actions facilitate an equitable and responsible transition in adopting ESG practices, Khazanah anchors itself on the following principles:

- **Do Good**: To aspire for positive outcomes and ensure Khazanah's actions today produce results towards a positive economic, social and environmental change for current and future generations.

- **Do Better**: Aim to build on the status quo, by identifying opportunities to create positive value through managing risks and preparing for the future.

- **Do No Harm**: To manage and mitigate risks to ensure that Khazanah's actions do not expose stakeholders to negative effects on the social fabric, the economy or the environment.

Since the development of the Sustainable Investment Policy in 2019, Khazanah has embarked on initiatives to deepen its understanding of ESG issues and its impact on portfolio companies. Khazanah is committed to ensuring optimal outcomes for its companies through an equitable and responsible transition, supported and driven by continuous active shareholder engagement.

Sustainability Framework

In June 2022, Khazanah launched its Sustainability Framework and ESG Targets, outlining the priorities and focus areas for the organisation.

Khazanah's purpose to incorporate sustainability is anchored on the mandate of investing to deliver sustainable value for Malaysians. As an organisation Khazanah plays a leading role in shaping an equitable and responsible transition towards a sustainable future for Malaysia.

Khazanah has identified the following eight sustainability targets under the three main pillars of (i) environment, (ii) social and (iii) governance, to tackle the various challenges affecting Khazanah's portfolio.

	Environmental	Social	Governance
Sustainability Focus Areas	Khazanah aim to reduce environmental impact of its operations and support the transition to a lower-carbon economy	Khazanah aim to develop a productive and inclusive workforce and drive societal impact	Khazanah aim to promote good governance and effective engagements with stakeholders and portfolio companies
Material ESG Issues and Relevant SDGs	**Carbon emissions** **Climate change vulnerability**	**Workforce management** **Workplace health & safety** **Diversity, equity and inclusion**	**Regulatory exposure** **Board composition** **Political influence** **Shareholder rights** **Board and executive remuneration** **Privacy and data security**
ESG Targets	**Net Zero emissions** by 2050 **Carbon neutral operations** by 2023	**30% women in Board and senior leadership** by 2025 **Enhance diversity, equity and inclusion framework and programmes** by 2023 **Measurable socio-economic impact targets** by 2023	**Enhance Board competencies** (including sustainability) at its portfolio companies by 2024 **Disclose general voting principles** by 2022 **Include ESG-linked KPIs for key leadership positions** for its portfolio companies by 2023

Khazanah Progress on its ESG Targets

Environment	Social	Governance
Net Zero Emissions by 2050 • Established carbon footprint baseline for its portfolio • Developed Climate Transition Pathways by identifying decarbonisation levers for impactful emission reduction. For more details on this, please refer to the section below — *Khazanah's Net Zero Journey*	30% female Board Directors and senior leadership by 2025 • As of 2024, women represent 29% of its Board Directors and 27% of its Senior Management Team.	Enhance Board competencies (including sustainability) at its portfolio companies by 2024 • The management process for nomination of directors (including selection, nomination and evaluation of Directors) have been formalised within the organisation. • To complement the above, Khazanah have implemented training programmes aimed at equipping its Board with skills and knowledge for effectiveness.
Carbon Neutral Operations by 2023 • Achieved carbon neutral operations for FY2023 by identifying high impact areas to reduce emissions, renewable energy certificates and carbon offsets.	Measurable socio-economic impact targets by 2023 • SEMARAK Framework was developed and launched in 2023. • The SEMARAK Framework underscores its focus on creating long-term societal impact through Dana Impak.	Disclose general voting principles by 2022 • A revised version of its Voting Guidelines can be found in its Shareholder Expectations and Investment Stewardship document.
	Enhance diversity, equity and inclusion ("**DEI**") framework and programmes by 2023 • In 2023, Khazanah developed a DEI Framework that is currently being applied throughout the organisation. • DEI awareness has been consistently promoted through ongoing initiatives and programmes and its principles are integrated across all engagement efforts.	Include ESG-linked KPIs for key leadership positions for its portfolio companies by 2023 • All key leadership positions for its portfolio companies have ESG-linked KPIs.

Khazanah's Net Zero Journey

In 2024, Khazanah completed the baselining of its finance emissions and established the foundation for its Net Zero Pathway. Khazanah have set interim 2030 targets to guide its efforts, recognising the need for near-term ambition while working towards achieving Net Zero by 2050. Khazanah's interim targets include:

- Finance emissions intensity reduction
- Finance emissions absolute emission reduction for special situations
- Commitment to investments in green technology to reduce emissions

Together, Khazanah's stewardship efforts and investment lens form climate action within its portfolio.

2024	2030	2050
Established Baseline & Targets	Interim target timeline	Achieve Net Zero

Shareholder Expectations and Investment Stewardship ("SEIS") and Voting Guidelines

Khazanah's approach to investment stewardship is guided by its responsibility to safeguard and grow the nation's wealth for current and future generations. As an active investor, they work closely with its portfolio companies to drive positive outcomes through sustained engagement, strategic Board participation and responsible voting at general meetings.

As a shareholder Khazanah have identified its expectations for its investments, and this generally applies in all instances and geographies. However, they are cognisant of local conditions, and in these instances, Khazanah will engage stakeholders to promote a reasonable, practical and equitable transition to meet its principles.

To accompany its shareholder expectations, Khazanah have also outlined its voting principles and guidelines with which Khazanah will exercise its shareholder right to vote at the general meetings of listed companies. To the extent that they are deemed applicable, the voting guidelines are used to improve corporate governance in companies for which shares are not publicly traded or in which Khazanah is a majority shareholder.

Khazanah's Sustainability Enablers: Sustainable Investing and Enterprise Sustainability

As part of the Sustainability Framework, Khazanah has identified Sustainable Investing and Enterprise Sustainability as two key action points to help achieve its sustainability targets.

Through Sustainable Investing, Khazanah has commenced integration of ESG considerations into its investment decision making and stewardship of all its investee companies and will continue to do so. For example, ESG risk assessments are included in all papers for new investments tabled to the Investment Committee. In addition, Khazanah also monitors ESG performance and ratings of its public markets portfolio that span multiple geographies and sectors, and provide quarterly updates to the investment committee — utilising several datasets subscribed from global ESG data providers. Flagged ESG issues are immediately escalated to the relevant departments for further deliberation on next steps.

Concurrently, via its Enterprise Sustainability approach, Khazanah will embed sustainability into its day-to-day operations through better management of its energy usage, material consumption patterns, as well as travel practices. In this regard, Khazanah has implemented sustainability enablers which include offering both in-house and external training and development opportunities to all employees, enhancing its ESG data and analytics capabilities, advocating sustainability matters with its stakeholders and building a culture of sustainability through internal initiatives to manage and reduce emissions and waste. Additionally, Khazanah has implemented training programmes aimed at equipping its Board with skills and knowledge for effectiveness and all key leadership positions for Khazanah's portfolio companies have ESG-linked KPIs.

Integrity at Khazanah

In accordance with Khazanah's Framework of Integrity, Governance and Risk Management, the integrity and anti-corruption agenda are embedded into its business-as-usual activities as part of an organisation-wide initiative. Having completed the development and implementation phases of its Integrity and Anti-Corruption Plan, its Board's Audit & Risk Committee ("**ARC**") approved the 'graduation' into an annual compliance and integrity programme, managed and operated at the working level from 2024. These matters are reported to the ARC by its Chief Risk Officer, who is Khazanah's designated Chief Integrity & Governance Officer per national directives and guidelines that apply to Khazanah.

ESG-related affiliations and community engagements

In Khazanah's ongoing efforts to improve its organisational practices and that of its portfolio companies, it is imperative that Khazanah continues to build knowledge about sustainability via engagements with other organisations and partners. Such organisations and partners include the Institutional Investor Council Malaysia, International Forum of Sovereign Wealth Funds and CEO Action Network.

Khazanah's mandate goes beyond financial value creation, with a strong national development agenda embedded in the ethos of the organisation. Khazanah's purpose to deliver societal returns to local communities is well established. In supporting the government's national development agenda, Khazanah hopes to generate better outcomes and quality of life for all Malaysians.

Khazanah continues to deliver sustainable societal returns through corporate responsibility initiatives. Khazanah achieved carbon neutral operations for FY2023 through identifying high impact areas to reduce emissions, renewable energy certificates and carbon offsets.

Key initiatives led by Khazanah and its affiliated organisations include the following.

<u>Yayasan Hasanah</u>

Yayasan Hasanah ("**YH**") is the impact-based foundation of Khazanah. YH was set up as an independent entity on 1 July 2015, building on nine years of corporate responsibility efforts previously driven by Khazanah. As a grant-giving organisation, YH aims to facilitate an ecosystem of transformation that complements Khazanah's goal of Advancing Malaysia, working in collaboration with multiple stakeholders, infusing a spirit of advocacy and building capacity in five key focus areas: Education; Community Development; Environment; Arts and Public Spaces; and Knowledge.

In FY2023, YH announced its impact of 2.9 million people reached in Malaysia across all layers of society, with RM223 million disbursed in 2023 bringing the total funds disbursed since 2015 at RM1.6 billion to date across core areas of Education, Community Development, Arts, Heritage, and Culture, Environment, and Knowledge which forms the vital pillars to nation-building. In FY2024, YH disbursed a total of RM86 million for 207 impact-based projects across art and public spaces, community development, education, environment, and knowledge.

Yayasan Khazanah

Yayasan Khazanah ("**YK**") was established in 2006 to support the growth of local talents which will increase national competitiveness on the global arena. YK plays an important role in identifying, supporting and nurturing top young talents in the country by facilitating full scholarships under various scholarship programmes to study at premier universities in the United States, the United Kingdom, Australia and Malaysia. YK also provides such students with a chance to develop further via job opportunities at GLCs, Government-Linked Investment Companies or government agencies, for the benefit of the nation. In 2023, YK sponsored a total of 315 individuals, with 115 individuals awarded scholarships across all YK programmes and 200 individuals received Khazanah Study Grants.

In FY2024, Yayasan Hasanah, Khazanah's impact-based foundation, supported a total of 814,563 individuals in Malaysia through its education, community development, environment, arts and heritage and knowledge initiatives.

Taman Tugu

Taman Tugu is a 66-acre green space located in the heart of Kuala Lumpur. The conservation, preservation and operation of this rainforest park has been undertaken as a corporate social responsibility project by Khazanah with the support of various public sector agencies and civil-society organisations. The project entailed the rehabilitation of the former illegal dumping ground which was earmarked for development into a pristine green space for the community and protecting it into perpetuity under a public trust, established by Khazanah for Taman Tugu and other potential assets of heritage value.

Since its opening in September 2018, the park has surpassed 1.3 million visitors and received global accolades including Lonely Planet's Top-10 New Openings in the World (2019) and Honorary Recognition from World Urban Parks Association (2020).

In June 2025, World Environment Day was celebrated at Taman Tugu in partnership with Yayasan Hasanah, featuring over 100 participating booths on themes like zero-waste lifestyle, environmental education and public engagement in conservation efforts. The event attracted hundreds of visitors and reinforced the park's role as a hub for civic sustainability awareness.

Moving forward, Taman Tugu will focus more on providing community centred nature education programmes and carbon offset activities to further create awareness around the importance of the sustainability agenda and encourage more public participation towards the conservation of nature.

Khazanah Research Institute

KRI was established in February 2014 to undertake analyses and research on the pressing issues of the nation, and based on the research, provide actionable policy recommendations to improve the well-being of Malaysians. In 2021, the institute released 32 publications (including discussion papers, reports and articles) with selected works such as "Psychological Vulnerabilities and its Relationship to Food During the Pandemic", "Data Transparency for Prison Reform", "Building Resilience: Towards Inclusive Social Protection in Malaysia", "Back to School: Reopening Schools Safely", "Electronic Health Records: Planning the Foundation for Digital Healthcare in Malaysia" and "Implications of the Dominant Shift to Industrial Crops in Malaysian Agriculture Phase 2: System Dynamics Model of Industrial Crops". In 2022, KRI continued to conduct research on key pressing issues for the country with a total of 26 publications released in 2022, in which the findings and recommendations would be used to assist the Government and other relevant stakeholders in developing policies to improve the well-being of Malaysians.

In 2023, KRI released 39 publications, providing crucial insights and policy recommendations. These studies played a pivotal role in supporting the Government and stakeholders in shaping policies for the well-being of Malaysians. Key policy proposals from KRI included studies on "Decent Shelter for the Urban Poor: A Study of Program Perumahan Rakyat" and "The Returns to Malaysian Labour Part II — Wage gaps within and between subgroups from 2010 to 2019".

In 2024, KRI led policy recommendations in 15 papers on climate change, inequality and finance. KRI published the policy report "The State of Households II: Households and the Pandemic 2019-2022" — a key analytical study on income disparities, welfare and post-pandemic household shifts in Malaysia — and released a working paper titled "Climate Policy: An Equitable Approach", offering actionable recommendations on climate adaptation and equitable growth.

Think City

Think City is a social purpose organisation which strives to be a catalyst for change in the way cities are planned, curated, developed and celebrated. It was established by Khazanah in 2009 to spearhead urban regeneration in George Town, Penang and the resulting impact and success has led to expansion into other areas of Penang, Kuala Lumpur and Johor Bahru. In 2021, Think City launched the Downtown Kuala Lumpur Grants Programme to enable communities to participate in the recovery and transformation of the historic centre of Kuala Lumpur into a creative and cultural district. In 2022, Think City played a catalytic role in the heritage conservation of Coronation Avenue with Johor Bahru City Council. Think City also implemented the Northern Region Archaeotourism Network in 2022 under the auspices of Ministry of Finance to preserve unique tangible and intangible cultural assets.

Pursuant to the Malaysia Budget 2023, RM30 million is allocated to increase the liveability of public housing in Kuala Lumpur, Malaysia. Kuala Lumpur City Hall will collaborate with Think City to revitalise life in the city centre through beautifying projects in focal locations as well as raising the potential of historic and cultural assets. The two parties have signed their third MoU in June 2023 and announced the launch of the Creative KL Grants Programme and the Creative KL Urban Challenge as part of the rejuvenation efforts of Kuala Lumpur. In 2023, Think City launched several initiatives. These include the Kita-Untuk-Kita programme which enhanced public housing communities and key revitalisation projects of Malaysian heritage buildings in the city to complement the overall Kuala Lumpur Creative and Cultural District strategic master plan.

In 2024, Think City collaborated with key entities and partners to realise the KLCCD and George Town Transformation Programme.

Malaysia Short Term Employment Programme ("**MySTEP**")

MySTEP is part of the government's Penjana Kerjaya 2.0 & 3.0 initiatives which are supported by Khazanah. MySTEP offers training and on-the-job placement through various industry partners, and is open to Malaysians aged 18 years and above, including school leavers and the special needs community. The programme aims to equip unemployed graduates with the right knowledge, skills and mindset which are in demand by the job market. In 2021, Khazanah and its related companies trained participants across Malaysia with most securing jobs in sectors such as manufacturing, hospitality, banking, and e-commerce. This project benefits from The Social Security Organisation incentives under the Penjana Kerjaya scheme.

RECENT DEVELOPMENTS

Transforming Firms

Khazanah continues to support firm-level transformation through various initiatives. It is committed to catalysing the venture capital ecosystem, levelling-up mid-tier companies and strengthening Malaysia's position in semiconductor and advanced manufacturing. In 2024, Khazanah established Jelawang Capital as a national fund-of-funds to support growth via the Emerging Fund Managers' Programme and the Regional Fund Managers' Initiative. It also signed a memorandum of understanding with the Securities Commission Malaysia to improve capital market access for mid-tier companies and rolled out the MTC Growth Innovation Programme. Khazanah made strategic investments in the Cambrian Fund, which supports entrepreneurs and SMEs in IR4.0 technologies, and in Syntiant Corp., an edge-AI company focused on AI, semiconductor and microphone technologies.

Energy Transition

Tenaga has allocated RM42.82 billion capex across three key themes, namely maintaining security of supply, unlocking demand growth and driving the energy transition, under the current Regulatory Period 4 ("**RP4**"), which commenced in January 2025 and runs through December 2027.

UEM Lestra continues to support decarbonisation via renewable energy projects in Malaysia. In 2025, Cenergi (UEM Lestra's subsidiary), has successfully secured several projects with total capacity of 18.4MW, under the Feed-in-Tariff mechanism, covering biogas and small hydro.

Connectivity

Operational performance at Malaysia Airlines improved in 2024, with on-time performance rising from 57 per cent. in August to 77 per cent. in December. The airline launched nine new destinations over the past 15 months, including Paris and the Maldives. The fleet was revitalised with upgrades to Boeing 738 NG aircraft and the introduction of Boeing 737-8 and Airbus A330neo aircraft. Enhancements were also made to in-flight catering, including the launch of a Best of Asia and Festive Menu.

SUMMARY OF FINANCIAL INFORMATION

The following tables present selected audited financial information for Khazanah on an unconsolidated basis as at and for each of the years ended 31 December 2022, 31 December 2023 and 31 December 2024. The selected audited unconsolidated financial information of Khazanah should be read in conjunction with the Audited Financial Statements and the notes thereto. The Audited Financial Statements are included in this Offering Circular, see "*Index to Financial Statements*".

The Audited Financial Statements have been prepared in accordance with MFRS, IFRS and the requirements of the Companies Act 2016 in Malaysia, which may differ in certain material respects from generally accepted accounting principles and auditing standards that prospective investors may be familiar with in other countries.

Statement of Comprehensive Income

	For the year ended 31 December		
	2022	**2023**	**2024**
		(audited)	
		(RM'000)	
Revenue	7,262,921	6,830,280	6,254,803
Operating expenses	(1,951,689)	(1,209,894)	(932,689)
Operating Profit	5,311,232	5,620,386	5,322,114
Finance costs	(1,936,980)	(2,110,606)	(2,156,659)
Profit before taxation	3,374,252	3,509,780	3,165,455
Tax Credit/(expense)	(18,054)	(28,518)	(44,479)
Profit for the year, net of taxation	3,356,198	3,481,262	3,120,976
Other comprehensive income ("OCI")			
Items that will not be reclassified subsequently to profit or loss			
Net (loss) on fair value through other comprehensive income financial assets, net of tax	–	–	–
Total comprehensive income for the year	3,356,198	3,481,262	3,120,976

Statement of Financial Position

	As at 31 December		
	2022	2023	2024
		(audited)	
		(RM'000)	
Assets			
Cash and bank balances	1,748,026	3,629,455	2,550,165
Investment in money market instruments	–	–	–
Other financial investments	5,209,729	2,917,645	2,084,505
Other receivables	1,289,262	1,086,364	2,175,032
Tax recoverable	23,836	26,202	10,379
Interest in subsidiaries	40,060,409	45,848,432	56,197,926
Interest in associates	25,226,670	24,467,869	22,554,803
Property, plant and equipment	19,790	59,441	18,242
Other intangible assets	1,291	2,616	41,048
Total assets	73,579,013	78,038,024	85,632,100
Liabilities			
Other liabilities	1,379,967	1,744,964	3,364,808
Borrowings	42,762,886	44,375,638	47,700,918
Derivative liabilities	–	–	–
Total liabilities	44,142,853	46,120,602	51,065,726
Equity attributable to Owners of the Company			
Share capital	12,284,201	12,284,201	12,816,100
Capital contribution from shareholders	2,324,423	2,324,423	2,324,423
Retained profits	14,827,536	17,308,798	19,425,851
Total equity	29,436,160	31,917,422	34,566,374
Total equity and liabilities	73,579,013	78,038,024	85,632,100

Statement of Cash Flows

	For the year ended 31 December		
	2022	2023	2024
		(audited)	
		(RM'000)	
Cash flows from operating activities			
Profit before taxation	3,374,252	3,509,780	3,165,455
Adjustments for:			
Gain from divestments	(376,253)	(1,445,694)	(1,891,394)
Dividend income	(6,516,337)	(4,980,917)	(4,016,946)
Interest income	(129,004)	(286,925)	(252,865)
Unrealised loss/(gain) on foreign exchange, net	(77,875)	(1,019)	685
Depreciation on property, plant and equipment	2,025	1,698	1,708
Depreciation on investment property	–	–	–
Other intangible assets written off	–	–	–
Amortisation of other intangible assets	254	512	7,556
Loss on disposal of property, plant and equipment	–	–	66
Allowance for impairment losses in investments and receivables, net of writebacks	542,187	8,000	210,989
Interest expense	1,936,980	2,110,606	2,156,659
Net (gain)/loss on financial assets designated as fair value through profit or loss	1,042,285	305,767	39,873
Net fair value loss/(gain) on revaluation of derivatives	(166,587)	–	–
Operating loss before working capital changes	(368,073)	(778,192)	(578,214)
Changes in receivables	1,003,272	(4,018,681)	(4,025,472)
Changes in payables	(2,470,802)	1,100,462	1,619,844
Income tax paid	(15,667)	(30,885)	(36,094)
Net cash used in operating activities	(1,851,270)	(3,727,296)	(3,019,936)

	For the year ended 31 December		
	2022	2023	2024
		(audited)	
		(RM'000)	
Cash flows from investing activities			
Proceeds from (purchase)/disposal of investments, net	1,480,515	1,859,755	2,734,682
Purchase of property, plant and equipment	(6,088)	(41,349)	(5,332)
Purchase of other intangible assets	(779)	(1,837)	(1,231)
Proceeds from disposal of property and equipment	–	–	–
Dividend received	6,212,926	5,284,328	4,016,946
Interest received	57,137	192,421	175,715
Net cash generated from investing activities	7,743,711	7,293,318	6,920,780
Cash flows from financing activities			
Repayment of borrowings	(9,020,670)	(7,209,295)	(12,163,140)
Drawdown of borrowings	5,592,000	8,380,800	10,150,730
Dividends paid	(500,000)	(1,000,000)	(1,000,000)
Interest paid	(1,495,003)	(1,856,098)	(1,967,724)
Net cash used in financing activities	(5,423,673)	(1,684,593)	(4,980,134)
Net changes in cash and cash equivalents	468,768	1,881,429	(1,079,290)
Cash and cash equivalents at the beginning of year	1,279,258	1,748,026	3,629,455
Cash and cash equivalents at the end of year	1,748,026	3,629,455	2,550,165
Cash and cash equivalents comprise			
Cash in hand and at bank	167,781	244,455	203,119
Deposits with licensed banks	1,580,245	3,385,000	2,347,046
	1,748,026	3,629,455	2,550,165

PRINCIPAL INDEBTEDNESS OF KHAZANAH

The following is a summary of Khazanah's principal financing arrangements.

The table below sets forth the total borrowings of Khazanah as at 31 December 2024.

	Amount Outstanding as at 31 December 2024
	(Audited)
	(RM'000)
Khazanah Bonds — Secured	1,616,036
Islamic Medium Term Notes issued by Danga Capital Berhad	9,500,000
Islamic Medium Term Notes issued by Danum Capital Berhad	8,500,000
Islamic Medium Term Notes issued by Dua Capital Ltd	4,471,800
Islamic Medium Term Notes issued by Rantau Abang Capital Berhad	3,000,000
Islamic Medium Term Notes issued by Ihsan Sukuk Berhad	–
Euro Medium Term Notes issued by Khazanah Capital Ltd.	5,589,750
Multicurrency Sukuk issued by Khazanah Global Sukuk Berhad	5,589,750
Medium term notes	2,609,008
Unsecured Term loans	3,395,800
Revolving Credit Facility	3,428,774
Total Borrowings	47,700,918

Khazanah Bonds — Secured

Since March 1999, Khazanah has from time to time issued various series of medium to long-term zero coupon Islamic bonds with maturities ranging between five and 15 years. Each series of zero coupon Islamic bonds is guaranteed by the Government and is based upon the Islamic financing concepts of "Murabahah" or "Musyarakah". The Government guaranteed zero coupon Islamic bonds were issued at a discount and will be redeemed at 100 per cent. of their nominal value on their relevant redemption dates. The aggregate nominal value of the outstanding Government guaranteed zero coupon Islamic bonds as at 31 December 2024 was RM2.0 billion. The accreted book value of such Islamic bonds as at 31 December 2024 was RM1.616 billion, which represented their nominal value less the unamortised discount on such Islamic bonds.

The table below sets forth the details of the Government guaranteed zero coupon Islamic bonds issued by Khazanah and outstanding as at 31 December 2024.

	Amount outstanding as at 31 December 2024		
	At nominal value Unamortised discount	Date of repayment	Yield to maturity at issuance
	(Audited)		
	(RM million)		(%)
Issued 3 September 2012 20-year	1,000	3 September 2032	0%
Issued 12 October 2012 15-year	1,000	12 October 2027	0%
Total	2,000		

Danga Capital Berhad (Islamic Medium Term Notes)

Khazanah has, via a Malaysian-incorporated independent special purpose vehicle, Danga Capital Berhad ("**Danga**"), established a Ringgit-Denominated Islamic Medium Term Notes Programme on 6 February 2009 which was updated on 30 December 2015 and a Multicurrency Islamic Medium Term Notes Programme on 10 February 2009 which was updated on 18 December 2015, with a combined programme limit of RM20.0 billion in nominal value.

On 29 January 2015, Danga issued RM1.5 billion in nominal value of Islamic medium term notes with a maturity of 15 years and profit payment of 4.88 per cent. per annum.

On 23 February 2016, Danga issued RM1.5 billion in nominal value of Islamic medium term notes with a maturity of 10 years and profit payment of 4.60 per cent. per annum.

On 6 September 2017, Danga issued RM1.5 billion in nominal value of Islamic medium term notes with a maturity of 10 years and profit payment of 4.52 per cent. per annum.

On 26 January 2018, Danga issued RM1.5 billion in nominal value of Islamic medium term notes with a maturity of 15 years and profit payment of 4.94 per cent. per annum.

On 21 March 2018, Danga issued RM2.0 billion in nominal value of Islamic medium-term notes with a maturity of 15.5 years and profit payment of 5.02 per cent. per annum.

On 25 January 2021, Danga issued RM1.5 billion in nominal value of Islamic medium-term notes with a maturity of seven years and profit payment of 2.96 per cent. per annum.

As at 31 December 2024, the aggregate nominal value of the outstanding Islamic medium term notes issued pursuant to the Ringgit-Denominated Islamic Securities Programme and the Multicurrency Islamic Securities Programme was RM9.5 billion.

Each of these financings has recourse to Khazanah pursuant to a purchase undertaking executed by Khazanah on the establishment of the Ringgit-Denominated Islamic Medium Term Notes Programme and the Multicurrency Islamic Medium Term Notes Programme.

Danum Capital Berhad (Islamic Medium Term Notes)

Khazanah has, via a Malaysian-incorporated independent special purpose vehicle, Danum Capital Berhad ("**Danum**"), established a RM10.0 billion Ringgit-Denominated Islamic Medium Term Notes Programme in February 2019. The programme limit was increased from RM10.0 billion to RM20.0 billion on 28 March 2022.

On 14 February 2019, Danum issued RM0.5 billion in nominal value of Islamic medium term notes with a maturity of seven years and profit payment of 4.30 per cent. per annum.

On 14 February 2019, Danum issued RM1.0 billion in nominal value of Islamic medium term notes with a maturity of 15 years and profit payment of 4.68 per cent. per annum.

On 21 February 2020, Danum issued RM0.5 billion in nominal value of Islamic medium term notes with a maturity of five years and profit payment of 3.07 per cent. per annum.

On 21 February 2020, Danum issued RM1.5 billion in nominal value of Islamic medium term notes with a maturity of 15 years and profit payment of 3.42 per cent. per annum.

On 13 May 2020, Danum issued RM0.5 billion in nominal value of Islamic medium term notes with a maturity of five years and profit payment of 2.97 per cent. per annum.

On 13 May 2020, Danum issued RM0.5 billion in nominal value of Islamic medium term notes with a maturity of seven years and profit payment of 3.14 per cent. per annum.

On 13 May 2020, Danum issued RM1.0 billion in nominal value of Islamic medium term notes with a maturity of 10 years and profit payment of 3.29 per cent. per annum.

On 30 June 2022, Danum issued RM1.2 billion in nominal value of Islamic medium term notes with a maturity of three years and profit payment of 4.02 per cent. per annum.

On 30 June 2022, Danum issued RM0.8 billion in nominal value of Islamic medium term notes with a maturity of seven years and profit payment of 4.68 per cent. per annum.

On 8 August 2024, Danum issued RM1.0 billion in nominal value of Islamic medium term notes with a maturity of ten years and profit payment of 3.87 per cent. per annum.

As at 31 December 2024, the nominal amount of outstanding Islamic medium term notes was RM8.5 billion issued pursuant to the Islamic Medium Term Notes Programme.

On 23 January 2025, Danum issued RM2.5 billion in nominal value of Islamic medium term notes with a maturity of ten years and profit payment of 4.00 per cent. per annum.

Dua Capital Ltd. (Islamic Medium Term Notes)

On 11 May 2021, Khazanah has, via a Labuan-incorporated special purpose vehicle, Dua Capital Berhad, issued a dual-tranche Sukuk comprising a five-year U.S.$400 million in nominal value Sukuk due 2026 with the profit payment of 1.66 per cent. per annum and a 10-year U.S.$600 million in nominal value Sukuk due 2031 with the profit payment of 2.78 per cent. per annum.

As at 31 December 2024, the nominal amount of outstanding Islamic medium term notes was approximately RM4.5 billion issued pursuant to the Sukuk financing.

Rantau Abang Capital Berhad (Islamic Medium Term Notes)

Khazanah has, via its wholly-owned subsidiary, Rantau Abang Capital Berhad, established a RM3.0 billion Ringgit-Denominated Commercial Paper/Islamic Medium Term Notes Programme ("**CP/IMTN Programme**") and RM7.0 billion Ringgit-Denominated Islamic Medium Term Notes Programme ("**IMTN Programme**") in March 2006. The CP/IMTN Programme expired in 2013.

Pursuant to the IMTN Programme, Khazanah has issued various series of Islamic medium term notes with maturities ranging between five to 20 years, which are based upon the Islamic financing concept of "Musyarakah". Each of these financings includes provisions for recourse to Khazanah pursuant to a purchase undertaking. As at 31 December 2024, the nominal amount of outstanding Islamic medium term notes was RM3.0 billion issued pursuant to the IMTN Programme.

Ihsan Sukuk Berhad (Islamic Medium Term Notes)

Khazanah has, via a Malaysian-incorporated independent special purpose vehicle, Ihsan Sukuk Berhad ("**Ihsan**"), established a RM1.0 billion Ringgit-Denominated Sukuk Programme in March 2015.

On 8 August 2017, Ihsan issued RM100 million in nominal value of Islamic medium term notes with a maturity of seven years and profit payment of 4.60 per cent. per annum.

As at 31 December 2024, the outstanding Islamic medium term notes were redeemed at RM96.82 million on 8 August 2024 as the key performance indicators ("**KPIs**") pursuant to the conditions of the Ihsan Sukuk were met.

Khazanah Capital Ltd (Euro Medium Term Notes)

Khazanah has, via a Labuan-incorporated special purpose vehicle, Khazanah Capital Ltd, established the U.S.$10 billion euro medium term note programme ("**Programme**") on 22 May 2023.

On 1 June 2023, Khazanah Capital Ltd issued U.S.$750 million in nominal value of euro medium term notes with a maturity of 10 years and a fixed interest rate of 4.876 per cent. per annum.

On 5 September 2024, Khazanah Capital Ltd issued U.S.$500 million in nominal value of euro medium term notes with a maturity of 10 years and a fixed interest rate of 4.759 per cent. per annum.

As at 31 December 2024, the nominal amount of outstanding notes was approximately RM5,590 million issued pursuant to the Programme.

Khazanah Global Sukuk Berhad (Multicurrency Sukuk)

Khazanah has, via a Malaysia-incorporated special purpose vehicle, Khazanah Global Sukuk Berhad, established a U.S.$5 billion Multicurrency Sukuk Issuance Programme (the "**Multicurrency Sukuk Programme**") on 22 May 2023.

On 1 June 2023, Khazanah Global Sukuk Berhad issued U.S.$750 million in nominal value of sukuk with a maturity of five years and profit payment of 4.687 per cent. per annum.

On 5 September 2024, Khazanah Global Sukuk Berhad issued U.S.$500 million in nominal value of sukuk with a maturity of five years and profit payment of 4.484 per cent. per annum.

As at 31 December 2024, the nominal amount of outstanding sukuk was approximately RM5,590 million issued pursuant to the Multicurrency Sukuk Programme.

Medium term notes

On 30 January 2020, Khazanah issued medium term notes with nominal value of RM2.9 billion with a maturity of 20 years and interest payments of 4.137 per cent. per annum.

Term loans — unsecured

Khazanah maintains unsecured loan facilities, denominated in Ringgit.

The Ringgit denominated unsecured fixed term loan of RM2.5 billion bore interest of 4.64 per cent. per annum and has matured in January 2025.

On 16 March 2021, Khazanah drew down a fixed term loan amounting to RM810.0 million. The unsecured fixed term loan bears interest of 2.35 per cent. per annum from 16 March 2021 to 16 March 2022. This fixed term loan has been refinanced with a floating term loan for another year to 16 March 2023 with a higher principal amount of RM842.0 million. The floating term loan bears interest of 2.435 per cent. to 4.105 per cent. between March 2022 to March 2023.

As at 31 December 2023, the principal amount outstanding on these loan facilities was RM3.4 billion. On 16 March 2023, the RM842.0 million floating term loan has been refinanced with a fixed term loan for another six months to September 2023 with a higher principal amount of RM895.8 million, bearing interest of 3.95 per cent. per annum from 16 March 2023 to 18 September 2023. This fixed term loan has been refinanced to 19 September 2025 with the same principal amount of RM895.8 million. The fixed term loan bears interest of 3.75 per cent. between 19 March 2025 to 19 September 2025.

Revolving credit facility

The revolving credit facilities for U.S. dollars and Ringgit facilities bear interest at rates ranging from 3.42 per cent. to 5.86 per cent. per annum in 2024 and from 3.14 per cent. to 5.86 per cent. per annum in 2023. As at 31 December 2024, RM3.43 billion remains outstanding on these revolving credit facilities.

MANAGEMENT AND CORPORATE GOVERNANCE

Overview

As Malaysia's sovereign wealth fund, since its inception Khazanah continues to uphold rigorous corporate governance standards and prioritises risk management as a key component of its culture. With the strategic refocus of its mandate in 2019, Khazanah underwent major enhancements of its governance and risk management capacity and capabilities to match the organisation's aspirations. Khazanah worked to elevate the firm's risk maturity level and strengthen its risk culture using risk tools, embedding formal risk management approaches in its core functions and further developing the skills of its dedicated team overseeing governance, risk management and compliance.

Governance and Accountability

Risk Appetite and Framework of Integrity, Governance and Risk Management

Khazanah's risk appetite reflects its commitment to balancing long-term sustainable returns with prudent risk-taking, in line with its mandate in investing to deliver sustainable value for future generations. Khazanah's risk appetite is the level of risk we are prepared to accept in pursuit of its dual mandate; generating risk-adjusted financial returns by pursuing commercial investments and delivering socio-economic outcomes. This is operationalised through its:

- **Strategic Asset Allocation:** designed to reflect the Board's risk appetite and incorporate long-term market assumptions, with the objective of optimising the balance between risk and return while ensuring disciplined and efficient capital deployment.

- **Risk Appetite Statements:** articulated limits and management action triggers ("**MATs**") for liquidity, insolvency and investment risks, and a defined appetite for operational and reputational risks.

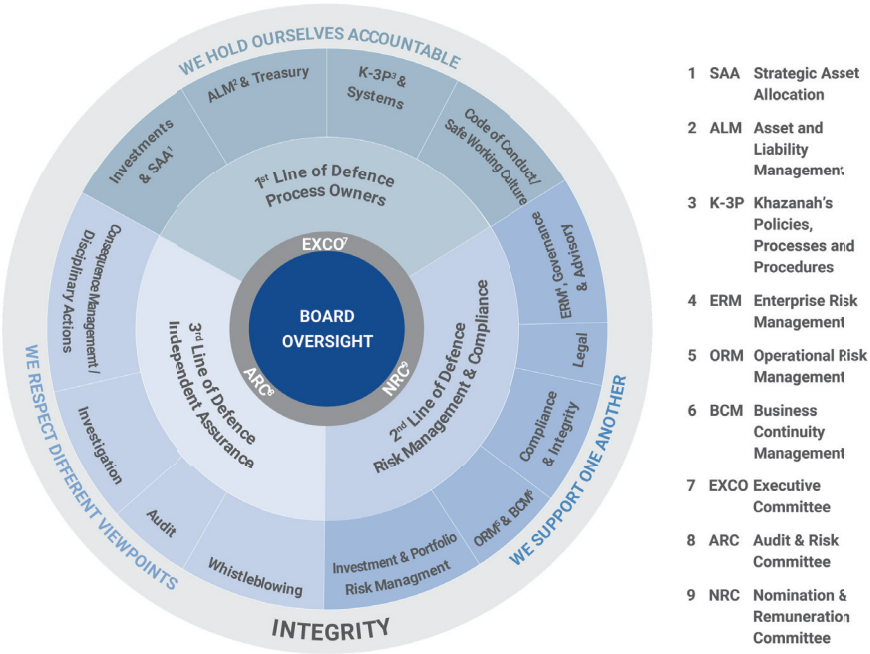
- **Stress Testing & Scenario Analysis:** used to assess portfolio resilience under extreme but plausible macroeconomic shocks.

- **Credit Rating Preservation and Liquidity Buffers:** maintained to uphold an investment-grade profile through strong discipline in asset and liability management.

- **Enterprise Risk Management:** monitors risk exposure across Investment, Asset and Liability Management ("**ALM**"), ESG, Operational and Strategic risk categories.

Khazanah's Framework of Integrity, Governance and Risk Management ("**FIGR**") outlines clear responsibilities, authority and governance structure in the "Three Lines of Defence" governance model that Khazanah has adopted since 2004. It guides us in effectively managing risks and inculcates a culture of good corporate governance and risk management.

Framework of Integrity, Governance and Risk Management



Governance Structure

The Board has the ultimate responsibility and oversight over its risks, which are managed based on the traditional Three Lines of Defence governance model. The FIGR incorporates its Core Values; that Khazanah hold itself accountable, they support one another, they respect different viewpoints, and with integrity in everything they do.

The Board, traditionally chaired by the Prime Minister of Malaysia, is supported by three key sub-committees — the Executive Committee ("**EXCO**"), the Audit and Risk Committee ("**ARC**") and the Nomination and Remuneration Committee ("**NRC**"). The EXCO supports the Board in deliberating key strategic, financial and investment decisions, whilst the ARC oversees the implementation of sound internal controls and risk processes, including the integrity of the audit processes. The NRC is responsible for making recommendations to the Board regarding human capital management matters pertaining to directors, senior management team and employees.

Khazanah's governance structure is anchored on the Schedule of Matters for the Board ("**SMB**") and Limits of Authority ("**LOA**"). The SMB outlines the jurisdictions of the Board, including the sub-committees, whereas the LOA outlines the limits of authority applicable to the senior management team, ensuring a robust governance structure. Complementing the SMB and LOA, the RICA matrix, based on components of (R)ecommend, (I)nform, (C)onsult and (A)pprove, provides the appropriate check and balance across the organisation to ensure proper governance and accountability.

At the management level, the Management Committee ("**MC**") deliberates both strategic and operational matters, including financial performance and overall organisational performance, while the Investment Committee ("**IC**") deliberates and approves matters related to investments and divestments within the authority limits as specified in the Limits of Authority.

Khazanah's accounts are audited by an independent external auditor, and the audited financial statements are submitted to the Companies Commission of Malaysia. Financial data is disclosed to Khazanah's shareholder (Minister of Finance, Inc). Khazanah publishes its audited financial statements on its website and through annual publications including The Khazanah Report.

Stakeholder engagement remains a priority for Khazanah. Various outreach programmes are organised for the media, asset managers and partners, government agencies, parliamentarians and civil society organisations, to inform them of Khazanah's operations, activities and performance. This is intended to enhance their understanding of Khazanah.

Risk Management

Based on the FIGR, Khazanah leverages on enterprise risk management that provides a coherent foundation for effective risk management by outlining the overarching methodology for governing risks, which includes components such as risk appetite, risk management structure, risk types, and monitoring and reporting.

Khazanah's risks are categorised into Strategic Risk, Investment Risk, ALM Risk, Operational Risk, ESG Risk and Reputational Risk. Strategic Risk is the overarching risk that cascades into the other risk categories, while Reputational Risk carries a second order effect as it is influenced by the exposure to other risks.

Khazanah's risks are identified, assessed and managed appropriately based on the risk types, after which they are diligently monitored and reported to the relevant authority platforms. Effective monitoring and reporting are key elements within Khazanah's risk management process to achieve comprehensive and effective control of all risks, with timely reporting to the ARC, which provides Board oversight over Khazanah's overall risks.

MANAGEMENT OF KHAZANAH

Board of Directors

The Directors of Khazanah as at the date of this Offering Circular are set forth below:

Name	Position
Dato' Seri Anwar Ibrahim	Chairman
Datuk Seri Amir Hamzah Azizan	Director
Goh Ching Yin	Director
Datuk Azian Mohd Aziz	Director
Wong Kang Hwee	Director
Datuk Mohaiyani Shamsudin	Director
Dato' Amirul Feisal Wan Zahir	Managing Director

The biographies of the Directors of Khazanah are set forth below.

Dato' Seri Anwar Ibrahim

Chairman

Dato' Seri Anwar Ibrahim was appointed as the Chairman of Khazanah effective 3 January 2023. He is the current Prime Minister of Malaysia and Minister of Finance. He was the Deputy Prime Minister from 1993 to 1998 and has also held various ministerial posts, including Minister of Education, Minister of Agriculture, and Minister of Culture, Youth and Sports.

Datuk Seri Amir Hamzah Azizan

Director

Datuk Seri Amir Hamzah Azizan was appointed as a Board member of Khazanah effective 12 January 2024. He is currently the Finance Minister II, effective 11 December 2023. Prior to assuming the role of Finance Minister II, he had helmed the Employees Provident Fund as Chief Executive Officer since March 2021.

With a corporate experience spanning more than 27 years, Datuk Seri Amir Hamzah began his career with a decade-long tenure at the Shell Group of Companies, holding diverse roles in Malaysia, Singapore and the United Kingdom. He has held several leadership positions, including President and CEO of MISC Berhad, Managing Director/CEO of PETRONAS Dagangan Berhad, Group Managing Director and CEO of PETRONAS Lubricants International, concurrently serving as the Vice-President for Downstream Marketing, and subsequently as Vice-President of Lubricants for the PETRONAS Group, Managing Director and CEO of Ekuiti Nasional Berhad, Group Chief Executive Officer at Themed Attractions Resorts and Hotel Sdn Bhd, a subsidiary of Khazanah Nasional Berhad and the President/CEO at Tenaga Nasional Berhad. He has also contributed to various organisations in non-executive capacities. He formerly served as the Non-Executive Chairman of Malaysian Resources Corporation Berhad and held directorial positions on the boards of Sime Darby Plantation Berhad and Sime Darby Oils International Limited.

Datuk Seri Amir Hamzah holds a Bachelor of Science Degree in Management (majoring in Finance and Economics) from Syracuse University, New York. He has also attended the Stanford Executive Programme at Stanford University and the Corporate Finance Evening Programme at London Business School.

Goh Ching Yin

Director, Chairman of EXCO, Member of ARC and Member of NRC

Mr Goh Ching Yin was appointed as a Board member of Khazanah effective 31 July 2018. He was a former Executive Director of the Chairman's Office, Strategy & Development, and Market Oversight at the Securities Commission Malaysia. Prior to that, he was CEO of Southern Investment Bank, Managing Director, Corporate Finance for BNP Paribas Group, and Chief Representative of BNP Peregrine Sdn Bhd. He also served at RHB Sakura Merchant Bankers Berhad, Renong Group and Price Waterhouse Associates. He is currently the Chairman and Independent Non-Executive Director of Allianz Life Insurance Malaysia Berhad, Maybank Asset Management Singapore Pte Ltd and Maybank Securities Pte Ltd. He also sits on the boards of Maybank Investment Bank Berhad, Maybank Asset Management Group Berhad, Allianz Malaysia Berhad and Shangri-La Hotels (Malaysia) Berhad.

Mr Goh Ching Yin holds an MBA from Cranfield University, United Kingdom.

Datuk Azian Mohd Aziz

Director, Chairman of NRC, Member of EXCO and Member of ARC

Datuk Azian Mohd Aziz was appointed as a Board Member of Khazanah effective 26 June 2019. She is currently an advocate and solicitor of the High Court of Malaya, practising at Messrs. Mohamad Hanafiah Zakaria based in Kuala Lumpur, Malaysia. She began her career on 1 October 1987 with her appointment as a Federal Counsel in the Attorney General's Chambers. She held various positions throughout her careers, such as a Legal Advisor to the Ministry of Transport, Senior Federal Counsel in Advisory Division and Research Division of the Attorney General's Chambers, Senior Assistant Parliamentary Draftsman and Legal Advisor of the Ministry of Defence.

In 2009, Datuk Azian Mohd Aziz was appointed as the Corporation Secretary of Putrajaya Corporation. Later in 2010, she was appointed as the Director General of the Judicial and Legal Training Institute at the Prime Minister's Department. She also served as the Treasury Solicitor, Ministry of Finance, Deputy Head of Advisory Division (Municipal) I of the Attorney General's Chambers, Head of International Affairs Division, Attorney General's Chambers and Head of Advisory Division, Attorney General's Chambers. From 16 December 2020 to 26 June 2023, she was the Parliamentary Draftsman of the Attorney General's Chambers.

Datuk Azian Mohd Aziz has also sat on the boards of various entities such as the Inland Revenue Board of Malaysia, Sepang International Circuit, Amanah Raya Berhad, Amanah Raya Trustees, Syarikat Perumahan Negara Berhad, Institut Jantung Negara and Syarikat Prasarana Nasional Berhad. She has also previously sat on the Board of Advisors of Institut Latihan Islam Malaysia.

Datuk Azian Mohd Aziz holds a Bachelor of Laws (LL.B) (Hons) degree from the University of Malaya.

Wong Kang Hwee

Director, Chairman of ARC, Member of EXCO and Member of NRC

Mr Wong Kang Hwee was appointed as a Board member of Khazanah effective 5 December 2023. He was a former accountant in public practice with a broad range of experience in assurance and advisory services.

His long career extends across diverse industries, from small private firms to large public companies, including manufacturing, banking, stock broking, hotels, property development, investment holding and civil engineering. Post-retirement, he has served as an adviser and consultant in investment holding, financial services and properties.

Mr Wong Kang Hwee holds an economics degree from Leeds University, United Kingdom, and is a member of the Institute of Chartered Accountants in England and Wales, the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants. He also serves as a director for various private limited companies.

Datuk Mohaiyani Shamsudin

Director, Member of ARC and Member of NRC

Datuk Mohaiyani Shamsudin was appointed as a Board member of Khazanah effective 12 January 2024. She was formerly the Chairman of Malayan Banking Berhad, Maybank Investment Bank Berhad, Maybank Kim Eng Holdings Ltd, Maybank Asset Management Group Berhad, Maybank Asset Management Sdn Bhd, Maybank Foundation and the Director of Aberdeen Asset Management Sdn Bhd. She has over 40 years of experience in investment banking and stockbroking, including with Amanah Chase Merchant Bank Berhad and Seagroatt & Campbell Securities Sdn Bhd before establishing Mohaiyani Securities Sdn Bhd in 1985.

She has held key roles in the stockbroking industry, including as Director, Capital Market Development Fund of the Securities Commission, Deputy Chairman of the Kuala Lumpur Stock Exchange (now Bursa Malaysia Berhad) and Chairman of the Association of Stockbroking Companies Malaysia. She was also a member of several high-level national working groups, including the National Economic Action Council, the National Economic Consultative Council II, the National Information Technology Council, the Ministry of Finance High-Level Finance Committee for Corporate Governance and the Securities Commission-Capital Market Advisory Council.

She has also served on boards of entities such as Universiti Teknologi MARA, the National Unity Advisory Council, Perdana Leadership Foundation, the Federation of Women Entrepreneur Associations of Malaysia, the National Association of Bumiputra Women in Business and Profession Malaysia and the National Council of Women's Organisations of Malaysia. She currently sits on the Board of Trustees for IJN Foundation since 2007.

Datuk Mohaiyani holds a Bachelor of Arts in Economics from Knox College, United States, and an MBA (Finance) from Cornell University, United States.

Dato' Amirul Feisal Wan Zahir

Managing Director and Member of EXCO

Dato' Amirul Feisal Wan Zahir was appointed as the Managing Director of Khazanah effective 16 July 2021. Previously, he was Group Chief Financial Officer of Malayan Banking Berhad ("**Maybank**") since July 2016 and he was also the Group Head, Global Banking of Maybank from October 2014 until June 2016. Prior to Maybank, he joined Permodalan Nasional Berhad in 2010 as Executive Vice President of Special Projects and was seconded to Chemical Company of Malaysia Berhad, a public listed company, as Group Managing Director. In 2008, he was appointed as Managing Director, Head of Investment Banking for Maybank Investment Bank where he was responsible for the Investment Banking, Corporate Finance, Equity Capital Markets and Private Equity Divisions. He had also served as Executive Director at BinaFikir Sdn Bhd from 2004 to 2008. He is currently the Chairman of Iskandar Investment Berhad, M+S Pte Ltd, Yayasan Khazanah and Amanah Warisan Negara ("**AWAN**"). He sits on the Board of Trustee of Yayasan Hasanah and Khazanah Research Institute. Dato' Amirul Feisal Wan Zahir is a Fellow of the Institute of Chartered Accountants England and Wales, a member of the Malaysian Institute of Accountants, and a Chartered Banker, Asian Institute of Chartered Bankers.

Dato' Amirul Feisal Wan Zahir holds a Bachelor of Science degree in Economics majoring in Accounting and Finance from London School of Economics & Political Science, United Kingdom and completed the Advanced Management Program at Harvard Business School.

Senior Management

The senior management of Khazanah as at the date of this Offering Circular is set forth below:

Name	Position
Executive Management	
Dato' Amirul Feisal Wan Zahir	Managing Director
Datuk Hisham Hamdan	Chief Investment Officer and Head of Public Markets
Faridah Bakar Ali	Chief Financial Officer
Dato' Mohamed Nasri Sallehuddin	Executive Director, General Counsel, Company Secretary and Head of Corporate & Support Services
Wong Wai Seng	Head of Strategy and Head of CIO Office
Shahrizal Mohd Suffian	Executive Director, Head of Strategic Human Capital Management
Nicholas Khaw	Head of Research and Co-Head of Private Markets
Suhana Dewi Selamat	Executive Director, Head of Governance, Risk & Compliance
Dato' Shahira Ahmed Bazari	Head, Group Sustainability & Advocacy, Managing Director's Office
Investment Management	
Datuk Hisham Hamdan	Chief Investment Officer and Head, Public Markets
Wong Shu Hsien	Executive Director and Head of Connectivity Transport
Effizal Faiz Zulkifly	Head of Energy Transition
Dr Farid Mohamed Sani	Head of Digitalisation and Head of Transformation
Selvendran Katheerayson	Executive Director and Head of Real Assets
Nicholas Khaw	Head of Research and Co-Head of Private Markets
Vishal Agarwal	Co-Head of Private Markets and Head of Southeast Asia/South Asia
Wong Wai Seng	Head of Strategy and Head of CIO Office
Reagan Chan	Head of Connectivity, Leisure & Tourism
Thomas Tey	Co-Head of Public Markets
Faris Jamal	Co-Head of Public Markets
Kenneth Woo	Head of North Asia
Jason Goh	Head of Americas
Halil Ucarer	Head of Europe

The biographies of the senior management of Khazanah are as set forth below:

Dato' Amirul Feisal Wan Zahir

Refer to "*— Board of Directors — Dato' Amirul Feisal Wan Zahir*" above.

Datuk Hisham Hamdan

Chief Investment Officer and Head of Public Markets

Datuk Hisham Hamdan joined Khazanah in April 2011 from Sime Darby Berhad. Since 2018, he has served as Head of Public Markets in Khazanah, which has a mandate to invest in more than 10 countries worldwide. Prior to Public Markets, he was responsible for the Auto, Agrifood and Iskandar Malaysia in Khazanah's portfolio and served as Executive Director of Research. Datuk Hisham Hamdan also serves as the Chairman of UEM Sunrise and the Board of Trustees of the Khazanah Research Institute.

He has over 30 years of working experience in senior leadership and board positions. His expertise spans a variety of corporate structures, encompassing businesses in various sectors and multiple countries. During his career, he spent 12 years in the capital markets, focusing on equity research and investment banking, working with various international investment banks.

During his tenure at Sime Darby, he served in various capacities since 2004, covering strategy and business development, healthcare, energy and utilities, and China. Previously, he held the position of Chairman of UDA Holdings Berhad, a member of the Board of Directors of Iskandar Investments Berhad, and a member of the Board of ValueCap.

Datuk Hisham Hamdan holds two degrees in Chemical Engineering and Industrial management from Purdue University, United States. He has also attended the Harvard Business School's Advanced Management Program.

Faridah Bakar Ali

Chief Financial Officer

Ms Faridah Bakar Ali joined Khazanah in May 2006 after building a career in accountancy and finance with PricewaterhouseCoopers Malaysia and BP Malaysia.

In Khazanah, she delivered several notable Islamic Finance transactions including the world's first exchangeable sukuk and the inaugural retail offering of Sukuk Ihsan, Khazanah's sustainable and responsible investment sukuk.

Ms Faridah Bakar Ali graduated from Lancaster University in Accounting & Finance. She is a member of the Malaysian Institute of Accountants ("**MIA**") and a Fellow of the Institute of Chartered Accountants in England and Wales ("**ICAEW**").

Dato' Mohamed Nasri Sallehuddin

Executive Director, General Counsel, Company Secretary and Head of Corporate & Support Services

Dato' Mohamed Nasri Sallehuddin joined Khazanah in September 2009. Prior to that, he was a partner with a leading law firm in Malaysia, advising clients on corporate law and the legal aspects of corporate restructuring, takeovers and mergers.

Dato' Mohamed Nasri Sallehuddin obtained his Bachelor of Laws (Hons) degree from University of Wales, Aberystwyth, United Kingdom in 1993. He sat for his bar examination in 1994 and was admitted to Gray's Inn as a barrister-at-law in 1995. Having completed his pupillage, he was admitted to the High Court of Malaya as an advocate and solicitor in 1996. He also holds an MBA from University of Strathclyde, United Kingdom.

Wong Shu Hsien

Executive Director, Head of Connectivity

Ms Wong Shu Hsien joined Khazanah in February 2005 from Binafikir Sdn Bhd. Prior to that, she worked in a private equity firm, Emerging Markets Partnership, the Principal Adviser to AIG Infrastructure Fund II.

Ms Wong Shu Hsien holds a degree in Economics from University of Cambridge, United Kingdom and a Master in Economics and Political Science from London School of Economics, United Kingdom.

Selvendran Katheerayson

Executive Director, Head of Real Assets

Mr Selvendran Katheerayson has been with Khazanah since January 2006. Prior to this, he worked at Motorola Inc and Maxis Communications Berhad. He started his career at Ernst & Young in June 1994.

Mr Selvendran Katheerayson holds a Master in Public Administration degree from Harvard University, a Master of Business Administration (Finance) degree from the University of Hull, United Kingdom and an Honours degree in Law from the University of London, United Kingdom.

Shahrizal Mohd Suffian

Executive Director, Head of Strategic Human Capital Management

Mr Shahrizal Mohd Suffian joined Khazanah in July 2024. With over 29 years of experience in leadership roles within the consulting and corporate sectors, he has a distinguished track record in Human Resources and Organisational Development interventions, as well as mergers and acquisitions. His extensive work on public sector projects spans Malaysia, Indonesia, and Thailand, where he has spearheaded talent management initiatives and leadership development programmes.

Before joining Khazanah, Mr Shahrizal Mohd Suffian was a partner at Deloitte Southeast Asia, focusing on human resources transformation and strategic talent management. He has also held senior positions at Korn Ferry in Indonesia and Malaysia, Hay Group Malaysia, PETRONAS, IBM, and several leading Malaysian banks.

Mr Shahrizal Mohd Suffian holds two Bachelor of Administration degrees, one in Marketing from University of Texas and one in Finance from the University of Oklahoma.

Suhana Dewi Selamat

Executive Director, Head of Governance, Risk & Compliance

Ms Suhana Dewi Selamat joined Khazanah in November 2012 and was appointed Chief Risk Officer on 1 February 2017. She has over 25 years of experience in legal, regulatory, compliance and risk management roles in local firms and in multinational companies, including eight years as a Trustee of WWF Malaysia.

Ms Suhana Dewi Selamat read law at the London School of Economics and Political Sciences.

Wong Wai Seng

Head of Strategy and Head of CIO Office

Mr Wong Wai Seng joined Khazanah in August 2011. He is responsible for overall corporate strategy, strategic asset allocation and strategic planning to meet Khazanah's long-term mandate and sustainability goals.

Mr Wong Wai Seng holds a Bachelor's Degree in Management (Technology), majoring in Finance from Universiti Teknologi Malaysia, Masters in Business Administration from the Thunderbird School of Global Management as a Fullbright scholar and Master of Science in Management as a Sloan Fellow from the Stanford Graduate School of Business. He is also an Associate Chartered Management Accountant.

Effizal Faiz Zulkifly

Head of Energy Transition

Mr Effizal Faiz Zulkifly joined Khazanah in July 2007 and has covered the infrastructure and telecommunication space including the UEM Group, Telekom Malaysia and Astro Berhad. He currently serves as the Non-Executive Director of UEM Sunrise Berhad and Farm Fresh Berhad. Before Khazanah, he was a business analyst with Citibank Berhad.

Mr Effizal Faiz Zulkifly holds a Master of Commerce, Finance and Business Information System, University of Sydney, a Master of Business Administration, MIT Sloan Fellows Program from the Massachusetts Institute of Technology, United States and a Bachelor of Commerce, Accounting, University of Queensland, Australia.

Dr Farid Mohamed Sani

Head of Digitalisation and Head of Transformation

Dr Farid Mohamed Sani rejoined Khazanah in December 2018 after serving as Chief Strategy Officer of UEM Group. Prior to that, he was with Telekom Malaysia from 2012 to 2017. Dr Farid first joined Khazanah in July 2004 and stayed until 2011. He was previously a consultant at McKinsey & Co.

Dr Farid Mohamed Sani holds a Bachelor's and Master's degree in Chemical Engineering, as well as a PhD in Chemical Engineering, all three from the University of Cambridge, United Kingdom.

Nicholas Khaw

Head of Research and Co-Head of Private Markets

Mr Nicholas Khaw joined Khazanah in April 2011 from the Economic Planning Unit of the Prime Minister's Department, where he started his career as a macroeconomist. Currently, he is a Trustee at Khazanah Research Institute and is a monthly contributor to The Edge Malaysia's Forum column.

Mr Nicholas Khaw holds a Master's in Public Administration in International Development (MPA/ID) from Harvard Kennedy School and completed his Bachelor of Arts in Economics at Harvard College, United States. He is currently a part-time PhD student in Political Economy Research at King's College London.

Dato' Shahira Ahmed Bazari

Head of Group Sustainability & Advocacy, Managing Director's Office

Dato' Shahira Ahmed Bazari rejoined Khazanah in July 2024, following her tenure as the founding Managing Director of Yayasan Hasanah from 2015 to 2024. Previously she was with Khazanah from 2006 to 2015, where her last role was as Director in the Managing Director's Office, overseeing Strategic Communications and Corporate Responsibility.

Dato' Shahira brings over 25 years of expertise as a strategic advisor in sustainability and ESG, venture philanthropy, social financing, stakeholder engagement, public-private partnerships, and strategic communications. She holds trustee and board positions in various Malaysian organisations and contributes to global philanthropic networks and national councils.

Dato' Shahira holds a Bachelor of Arts in Mass Communication from the International Islamic University Malaysia and a Master of Arts in Public Communication from American University, Washington D.C.

Vishal Agarwal

Co-Head of Private Markets and Head of Southeast Asia/South Asia

Mr Vishal Agarwal joined Khazanah in September 2011 and is currently the Co-Head of the Private Markets asset class and a member of the Investment Committee. Prior to this role, he led Private Equity investments in India and Southeast Asia for Khazanah. He also serves as an Observer and Non-Executive Director on several boards.

Mr Vishal Agarwal holds an MBA from INSEAD and an Engineering degree from the University of Mumbai.

Kenneth Woo

Head of North Asia

Mr Kenneth Woo is based in Shanghai and has more than 24 years of professional experience in investments and corporate finance advisory, of which over 17 years are relating to China investments covering the internet and technology, sustainable development, financial services, infrastructure, education and consumer sectors.

Mr Kenneth Woo joined Khazanah in 2008 with about seven years prior experience with a prominent consulting firm specializing in M&A and project financing advisory as well as corporate finance and restructuring. He is a CFA charter holder and is also a Certified Practicing Accountant from CPA Australia as well as a Chartered Accountant under Malaysian Institute of Accountant ("**MIA**").

Mr Kenneth Woo received his Bachelor of Business (double majored in Accounting and Finance) from University of Technology, Sydney, Australia.

Jason Goh

Head of Americas

Mr Jason Goh joined Khazanah in 2021 and leads investment activities in North America. He has served in leadership roles in both private and public sectors, most recently as Deputy Chief of Staff to former New York City Mayor Bill de Blasio. Mr Jason Goh has over 15 years of private equity and corporate finance experience at Morgan Stanley, Usaha Tegas, TIME dotCom Berhad and UEM Group Berhad.

Mr Jason Goh holds a B.Sc. from the University of Southampton and an MBA from the Wharton School.

Halil Ucarer

Head of Europe

Mr Halil Ucarer joined Khazanah in July 2018 and based in Turkey. Prior to Khazanah, Halil was with International Finance Corporation ("**IFC**") where he led several IFC investments, mainly in Eastern Europe, across various debt and equity products. Mr Halil Ucarer is a Board Member of Istanbul Sabiha Gokcen Airport, Fajr Capital in Dubai and also attends various boards as an observer.

Mr Halil Ucarer holds an MBA from SDA Bocconi University of Italy and BA in Economics from Koc University Turkey.

None of the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them accept any responsibility for the accuracy, completeness or sufficiency of the Company information. The Company information has not been prepared in connection with the offering of the Bonds but has been derived from public sources and none of the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them has made any investigation or enquiry with respect to such public sources or such information. None of the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them makes any representation that such publicly available sources of the Company information are accurate or complete and each of the Issuer, the Guarantor, the Joint Lead Managers, the Trustee or the Agents or any of their respective directors, officers, employees, representatives, agents, affiliates or advisers or any person who controls any of them disclaims any liability with respect to the accuracy, completeness or sufficiency of any such information.

The Company's shares are listed on Bursa Securities. The Company files or issues periodic reports and other information with Bursa Securities, including audited financial statements for each financial year and interim reports for each six-month period.

Overview

Tenaga Nasional Berhad ("**TNB**") is Malaysia's largest electricity utility and a key player in the Southeast Asian energy sector. Established on 12 July 1990 and listed on the Main Market of Bursa Malaysia, TNB had total assets of RM205.1 billion and a market capitalisation of RM86.8 billion as at 31 December 2024. The Malaysian government, through Khazanah Nasional Berhad and other government-linked investment entities, collectively owns approximately 63.3 percent of the company. TNB supplies electricity to over 11 million customers across Peninsular Malaysia, Sabah, and beyond, and recorded electricity sales of 138,539 gigawatt hours in 2024, generating RM56.7 billion in revenue.

TNB operates across the entire electricity value chain, including generation, transmission, distribution and retail. It manages a transmission network of more than 29,000 kilometres and over 99,000 distribution substations, with cross-border interconnections to Thailand and Singapore. TNB accounts for 54 per cent. of Peninsular Malaysia's generation capacity and has a growing renewable energy portfolio of 4,547 megawatts, with assets in the United Kingdom, Ireland and Australia. The company is advancing its Net Zero 2050 ambition through strategic investments in clean energy, smart grids and large-scale battery storage projects under the National Energy Transition Roadmap. Its subsidiaries are also active in engineering, infrastructure services, equipment manufacturing and international consultancy.

The main operating businesses of TNB group are as follows:

TNB POWER GENERATION SDN. BHD.	TNB Power Generation Sdn. Bhd. is TNB's generation arm and the largest power producer in Malaysia, contributing approximately 54 per cent. of the total installed capacity in Peninsular Malaysia. Its generation mix includes thermal, hydro, and growing renewable energy assets, with operations supported by 222 power plants nationwide. TNB Genco also provides asset management, maintenance, diagnostics and engineering services.
SABAH ELECTRICITY SDN. BHD.	Sabah Electricity Sdn. Bhd. ("**SESB**") is TNB's subsidiary responsible for generation, transmission, distribution and retail of electricity in Sabah and the Federal Territory of Labuan. With 83 per cent. equity held by TNB, SESB supports Sabah's energy security and infrastructure development while contributing to national electrification goals.
TNB RENEWABLES SDN. BHD.	TNB Renewables Sdn. Bhd. ("**TNB Renewables**") leads the Group's clean energy initiatives and manages TNB's renewable energy portfolio, which reached 4,547 megawatts as at end 2024. Its assets span large-scale solar, mini hydro and international projects in the United Kingdom, Ireland and Australia. TNB Renewables is a key driver of the Group's Net Zero 2050 aspiration.
TNB ENERGY SERVICES SDN. BHD	TNB Energy Services Sdn. Bhd. offers energy efficiency, performance contracting, and green technology solutions. It partners with commercial and industrial clients to implement sustainable energy systems, including rooftop solar and energy monitoring platforms, supporting Malaysia's energy transition efforts.
TNB RETAIL SDN. BHD.	TNB Retail Sdn. Bhd. oversees customer engagement across Peninsular Malaysia through digital and physical touchpoints. It supports over 11 million customers and delivers smart energy solutions to residential, SME and corporate users, with a focus on digitalisation and customer experience.
TNB TRANSMISSION NETWORK	TNB's Transmission Division operates the National Grid across Peninsular Malaysia, comprising over 29,000 kilometres of transmission lines and 543 substations. It maintains cross-border interconnections with Thailand and Singapore, supporting regional power trade under the ASEAN Power Grid initiative.
TNB DISTRIBUTION NETWORK	The Distribution Division is responsible for the planning, operation and maintenance of medium- and low-voltage networks. As at 2024, it manages over 99,000 substations and more than 114,000 distribution transformers, enabling reliable power delivery to end-users.

Board of Directors

As at 31 December 2024, the board of directors of the Company consisted of thirteen directors, one of whom was a non-independent non-executive chairman, one of whom was a senior independent non-executive director, five of whom were independent non-executive directors, and five of whom were non-independent non-executive directors and one of whom is the Group Chief Executive Officer and executive director.

The directors of the Company as on 31 December 2024 are set forth below. For a list of the directors of the Company as of the date of this Offering Circular, see https://www.tnb.com.my/about-tnb/board-of-directors/.

Name	Position
Tan Sri Abdul Razak bin Abdul Majid	Non-Independent Non-Executive Chairman
Ong Ai Lin	Senior Independent Non-Executive Director
Gopala Krishnan A/L K.Sundaram	Independent Non-Executive Director
Juniwati Rahmat Hussin	Independent Non-Executive Director
Dato' Merina binti Abu Tahir	Independent Non-Executive Director
Dato Zulkifli Bin Ibrahim	Independent Non-Executive Director
Alan Hamzah Sendut	Independent Non-Executive Director
Datuk Ir. Megat Jalaluddin Bin Megat Hassan	President/Chief Executive Officer
Datuk Ramzi Bin Mansor	Non-Independent Non-Executive Director
Selvendran Katheerayson	Non-Independent Non-Executive Director
Rohaya Binti Mohammad Yusof	Non-Independent Non-Executive Director
Muazzam bin Mohamad	Non-Independent Non-Executive Director
Elaine Ong Yee Lynn	Non-Independent Non-Executive Director/ Alternate Director to Selvendran Katheerayson

Tan Sri Abdul Razak bin Abdul Majid

Tan Sri Abdul Razak bin Abdul Majid was appointed as Chairman of Tenaga Nasional Berhad, effective 27 March 2023.

He currently serves as a member of the Action Committee for the establishment of the National Energy Center and Independent Advisory Panel of Malaysian Petroleum Resources Corporation. He has held various leadership roles in the energy industry, including Chairman of the Energy Commission of Malaysia and CEO of MyPOWER Corporation. For 36 years, he had served in planning, construction, and operation roles across TNB's core Divisions, ultimately served as the Company's Vice President (Generation), and Senior Vice President (Corporate Affairs). He was seconded to the Economic Planning Unit of the Prime Minister's Department (1998 – 2001).

Tan Sri Abdul Razak graduated in Electrical Engineering from Brighton University, UK and holds a Masters in Business Administration from Ohio University, United States.

Ong Ai Lin

Ong Ai Lin is an Associate of the Institute of Chartered Accountants in England & Wales, a Certified Information Systems Auditor, and a Certified Business Continuity Professional. She is also a member of the Malaysian Institute of Accountants (MIA), the MIA Digital Economy Task Force, and the SIRIM ISO Technical Committee on Information Security. Ong served PwC Malaysia for 25 years in various senior roles. She has over 30 years of experience in providing Business Continuity Management, Governance Risk and Compliance, Information Security, Cyber Security, Technology Risk and Governance, and Data Privacy services in the UK, Singapore, Indonesia, Thailand, Vietnam, Philippines, Sri Lanka, Cambodia, and Malaysia.

Gopala Krishnan A/L K.Sundaram

Gopala Krishnan K.Sundaram was appointed as Independent Non-Executive Director of TNB with effect from 4 July 2018. He holds Bachelor of Law (Hons) from University of Malaya and has been working with law firm Abdullah Chan & Co. since 2012. He is currently a Consultant of Asian Development Bank and a leading advisor on the Financial Services Act 2013 and the Islamic Financial Services Act 2013. He has served as a Director of Kuwait Finance House (Malaysia) Berhad and held various positions in Bank Negara Malaysia.

Juniwati Rahmat Hussin

Juniwati Rahmat Hussin has 35 years of experience in Refinery Operations, Project Management, Corporate Planning, Human Resource and Marketing & Trading. Amongst other positions she has held were Chief Executive Officer of PETRONAS Refinery and Petrochemical Corporation Sdn. Bhd. and Vice President and Venture Director of the Pengerang Integrated Complex. She is currently a member of Advisory Council for Yayasan Peneraju Pendidikan Bumiputera (Yayasan Peneraju).

Dato' Merina binti Abu Tahir

Dato' Merina binti Abu Tahir was appointed as Independent Non-Executive Director of TNB on 1 February 2022. Previously, she was a director of Lembaga Tabung Haji Property Holdings Ltd Group of Companies and Chief Financial Officer of Lembaga Tabung Haji. She had served in several key positions at international and Malaysian corporations namely Malaysia Airlines Berhad, Sime Darby Berhad, PwC Malaysia and IBM (UK) Ltd. She is a Fellow Member of Association of Chartered Certified Accountants, UK. She is a member of the Malaysian Institute of Certified Public Accountants, Malaysian Institute of Accountants, ASEAN Chartered Professional Accountant and Institute of Internal Auditors Malaysia. She is currently a Director of S P Setia Berhad and AEON CO. (M) BHD.

Dato' Zulkifli Bin Ibrahim

Dato Zulkifli served as an Independent Director at Ranhill Holdings Berhad from 2015 to 2018. Prior to this, Dato' Zulkifli had served in a few electric utilities where he played a key role in power plant developments at Malakoff Berhad until 2002, leading projects including the 2100MW Tg. Bin and 1400MW Jimah Coal-fired plants. With a long association with TNB for 14 years since 1979 when it was known as the National Electricity Board, he made significant contributions to the power plant division and had a total of six power plant construction and commissioning as well as maintenance of 4X300 MW oil/gas/coal fired power plants in Malaysia. He holds a Bachelor of Science (Honours) in Electrical & Electronics Engineering from Leeds University, UK and a Member of Institution of Engineers, Malaysia.

Alan Hamzah Sendut

Alan Hamzah has over 35 years of leadership experience across multiple industries. He began his career at Price Waterhouse, London and held key positions at Shell Malaysia, CarnaudMetalbox and Sime Darby Group. Notable roles include Group Finance Director at Tractors Malaysia and Consolidated Plantations, as Executive Vice President and Managing Director in Sime Darby. His expertise encompasses Corporate Planning, Economics, Investment, Project Management and particularly Corporate Governance and Risk Management. Alan currently serves as an Independent Non-Executive Director for Hong Leong Islamic Bank and Hengyuan Refining Company. He holds a BSc (Hons) in Accountancy & Computer Science, University of Wales and is an ICAEW Chartered Accountant.

Datuk Ir. Megat Jalaluddin Bin Megat Hassan

Datuk Ir. Megat is the President and Chief Executive Officer. With a proven track record spanning over 30 years, he is a visionary leader adept at transforming organisations across operations, strategy, and customer services. As the former Chief Operating Officer, he propelled TNB's business growth and steered its energy transition agenda towards net-zero emissions, in line with Malaysia's carbon neutrality goal by 2050. Additionally, he previously served as the Chief Strategy and Ventures Officer and Chief Retail Officer. He also holds the position of an adjunct professor at the College of Engineering, UNITEN.

Datuk Ramzi Bin Mansor

Datuk Ramzi bin Mansor currently serves as the Deputy Secretary General of Treasury (Management), Management Sector of the Ministry of Finance, with extensive experience spanning various governmental departments. He began his career in the Prime Minister's Department since 1994. Prior to his current role, he has held significant positions within the Ministry of Education, the Ministry of Finance and the Prime Minister's Department including Deputy Secretary General (Management), Management Sector at the Ministry of Education. He holds a Masters in Arts from Hiroshima University, Japan, and a Degree in Administrative Management from Universiti Utara Malaysia.

Selvendran Katheerayson

Selvendran Katheerayson is currently the Executive Director, Head, Real Assets & Property of Khazanah Nasional Berhad. Prior to joining Khazanah, he worked at Motorola Inc. and Maxis Communication Berhad. His career started in 1994 at Ernst & Young. He holds a Master in Public Administration from Harvard University, United States of America, a Master of Business Administration (Finance) from the University of Hull, United Kingdom, and a Degree in Law from the University of London, United Kingdom.

Rohaya Binti Mohammad Yusof

Rohaya Binti Mohammad Yusof is currently the Chief Investment Officer of the Employees Provident Fund, where previously she was Head of Private Market, Investment Division, Head of Capital Market Department, and Head of Corporate Finance, Investment Division. She is experienced in corporate investment banking, having served in various positions at Maybank Investment Bank for 18 years. She holds a Bachelor of Commerce (Accountancy) from Australian National University, Canberra, Australia, and is an Associate Member of CPA, Australia. She also holds directorship positions in Malaysia Airports Holdings Berhad.

Muazzam bin Mohamad

Muazzam bin Mohamad holds the position as the Senior Vice President and Head of the Investment Stewardship Division at Permodalan Nasional Berhad (PNB). He has over 15 years of experience in corporate finance, mergers & acquisitions, and corporate strategy. He spearheaded the establishment of the stewardship framework for PNB Group and actively engages in sustainability initiatives. He holds a Bachelor of Engineering in Electronics Engineering (First Class) from the University of Southampton, United Kingdom.

Elaine Ong Yee Lynn

Elaine Ong currently serves as the Director of Investments at Khazanah Nasional Berhad. She holds a Degree BSc (Honours) in Accounting and Finance from the University of Warwick, United Kingdom, and is an Associate Chartered Accountant (ACA) from the Institute of Chartered Accountants in England and Wales (ICAEW). She had served as the Director of Cenergi SEA Berhad (2020 – 2023), Director of Southrop Sdn. Bhd. (2015 – 2018), Assistant Vice President, Investments, at Khazanah Nasional Berhad (2010 – 2015) and was with PwC Malaysia, as Assistant Manager in Assurance – Financial Services (2006 – 2010).

	Price per Share[1]		Average daily trading volume (in thousands of Shares)	FTSE Bursa Malaysia KLCI Index	
	High	Low		High	Low
2021					
First Quarter	10.94	9.65	6,551.09	1,646.24	1,557.55
Second Quarter	10.44	9.79	2,953.47	1,623.47	1,531.66
Third Quarter	10.56	9.60	3,543.70	1,604.98	1,483.73
Fourth Quarter	9.90	9.00	4,079.27	1,613.35	1,475.37
2022					
First Quarter	9.42	8.74	4,875.36	1,620.44	1,503.34
Second Quarter	9.25	7.89	4,319.17	1,615.17	1,427.78
Third Quarter	8.99	7.89	2,553.86	1,527.84	1,390.41
Fourth Quarter	9.63	7.99	3,698.21	1,504.16	1,372.57
2023					
First Quarter	10.00	9.06	3,001.52	1,501.86	1,391.04
Second Quarter	9.82	8.82	4,609.11	1,438.33	1,369.41
Third Quarter	10.20	8.99	6,286.83	1,465.93	1,377.56
Fourth Quarter	10.10	9.77	3,256.73	1,470.79	1,412.17
2024					
First Quarter	11.66	9.94	5,009.18	1,559.02	1,446.36
Second Quarter	14.28	11.24	9,425.18	1,632.79	1,532.49
Third Quarter	15.24	12.94	10,720.82	1,684.68	1,529.09
Fourth Quarter	15.04	13.02	9,302.28	1,657.32	1,586.39

	Price per Share[1]		Average daily trading volume (in thousands of Shares)	FTSE Bursa Malaysia KLCI Index	
	High	Low		High	Low
2025					
First Quarter.	14.94	12.96	6,997.29	1,641.32	1,478.84
Second Quarter	14.50	12.66	7,475.23	1,586.85	1,386.63

Note:

(1) Price per share in RM.

The closing price for the Shares on 24 July 2025 was RM13.94 per Share on Bursa Securities.

Description of the shares of the Company

Further information in relation to the shares of the Company is available under the Constitution of the Company which is published on its website at https://www.tnb.com.my/assets/files/TNB_Constitution_2022.pdf.

TERMS AND CONDITIONS OF THE BONDS

The following, subject to amendment and other than the paragraphs in italics, are the Terms and Conditions of the Bonds which will appear on the reverse of each of the definitive certificates evidencing the Bonds:

The issue of U.S.$500,000,000 in aggregate principal amount of 2.25 per cent. Guaranteed Exchangeable Bonds due 2030 (the "**Bonds**", which term shall include, unless the context requires otherwise, any further bonds issued in accordance with Condition 15 and consolidated and forming a single series therewith) of Cerah Capital Ltd. (the "**Issuer**"), was authorised by resolutions of the board of directors of the Issuer passed on 7 July 2025. The guarantee of the Bonds was authorised by a resolution of the executive committee of Khazanah Nasional Berhad (the "**Guarantor**") passed on 16 May 2025.

The Bonds are constituted by a trust deed (as amended or supplemented from time to time) (the "**Trust Deed**") to be dated on or about 14 August 2025 (the "**Closing Date**") and made between the Issuer, the Guarantor and The Bank of New York Mellon, London Branch as trustee for the holders of the Bonds (the "**Trustee**", which term shall, where the context so permits, include all successor trustee and other persons for the time being acting as trustee or trustees under the Trust Deed). The Issuer and the Guarantor have entered into a paying, exchange and transfer agency agreement (as amended or supplemented from time to time, the "**Agency Agreement**") to be dated on or about 14 August 2025 with the Trustee, The Bank of New York Mellon, London Branch as principal paying and exchange agent (the "**Principal Agent**", which expression shall include any additional or successor principal agent appointed from time to time in connection with the Bonds), The Bank of New York Mellon SA/NV, Dublin Branch as registrar and transfer agent (the "**Registrar**", which expression shall include any successor registrar appointed from time to time in connection with the Bonds, and "**Transfer Agent**", which expression shall include any additional or successor transfer agent appointed from time to time in connection with the Bonds) and the other paying agents, exchange agents and transfer agents appointed under it (each a "**Paying Agent**", an "**Exchange Agent**" or, as the case may be, a "**Transfer Agent**" and together with the Registrar and the Principal Agent, the "**Agents**") relating to the Bonds. References to "**Exchange Agents**" and to "**Paying Agents**" each include the Principal Agent and references to the "**Principal Agent**", the "**Registrar**", the "**Transfer Agent**" and the "**Agents**" below are references to the principal agent, the registrar, the transfer agent and the agents for the time being for the Bonds. The statements in these terms and conditions (these "**Conditions**") include summaries of, and are subject to, the detailed provisions of the Trust Deed. Unless otherwise defined in these Conditions, terms used in these Conditions have the meaning specified in the Trust Deed. Copies of the Trust Deed and of the Agency Agreement are available (i) for inspection at all reasonable times during normal business hours (being between 9.00 a.m. and 3.00 p.m.) at the principal place of business of the Trustee, being at the date hereof at 160 Queen Victoria Street London EC4V 4LA United Kingdom, and at the specified office of the Principal Agent following written request and proof of holding and identity satisfactory to the Trustee or, as the case may be, the Principal Agent, and (ii) electronically from the Principal Agent to any Bondholder following written request and proof of holding and identity to the satisfaction of the Principal Agent. The Bondholders (as defined in Condition 1.2) are entitled to the benefit of the Trust Deed and are bound by, and are deemed to have notice of, all the provisions of the Trust Deed and are deemed to have notice of those provisions of the Agency Agreement applicable to them.

1 Form, Denomination and Title

1.1 *Form and Denomination*

The Bonds are issued in registered form in the denomination of U.S.$200,000 and integral multiples of U.S.$1,000 in excess thereof. A bond certificate (each a "**Certificate**") will be issued to each Bondholder in respect of its registered holding of Bonds. Each Certificate will be numbered serially with an identifying number which will be recorded on the relevant Certificate and in the register of Bondholders (the "**Register**") which the Issuer will procure to be kept by the Registrar.

*Upon issue, the Bonds will be represented by a Global Certificate and registered in the name of a nominee of, and deposited with, a common depositary for Euroclear Bank SA/NV ("**Euroclear**") and Clearstream Banking S.A. ("**Clearstream**"). The Conditions are modified by certain provisions contained in the Global Certificate. Definitive Certificates in respect of the Bonds will not be issued in exchange for the Global Certificate, except in very limited circumstances described in the Global Certificate. The Bonds are not issuable in bearer form.*

1.2 *Title*

Title to the Bonds passes only by transfer and registration in the Register as described in Condition 3. The holder of any Bond will (except as otherwise required by law or as ordered by a court of competent jurisdiction) be treated as its absolute owner for all purposes (whether or not it is overdue and regardless of any notice of ownership, trust or any interest in it or any writing on, or the theft or loss of, the Certificate issued in respect of it) and no person will be liable for so treating the holder. In these Conditions "**Bondholder**" and (in relation to a Bond) "**holder**" means the person in whose name a Bond is registered (or in the case of a joint holding, the first named thereof).

2 Status and Guarantee

2.1 *Status*

The Bonds constitute (subject to the provisions of Condition 4) direct, unsubordinated, unconditional and unsecured obligations of the Issuer and shall at all times rank *pari passu* and without any preference or priority among themselves. The payment obligations of the Issuer under the Bonds shall, except for such exceptions mandatorily preferred by law and subject to Condition 4, at all times rank at least equally with all of its other present and future direct, unsubordinated, unconditional and unsecured obligations.

2.2 *Guarantee*

The Guarantor has unconditionally and irrevocably guaranteed (the "**Guarantee**") the due payment of all sums, including principal, interest and premium (if any) and of any additional amounts expressed to be payable by the Issuer under the Trust Deed and the Bonds, and the due and punctual performance of all the Issuer's obligations under the Trust Deed and the Bonds. The obligations of the Guarantor

in respect of the Guarantee are contained in the Trust Deed. The payment obligations of the Guarantor under the Guarantee shall, save for such exceptions mandatorily preferred by law and subject to Condition 4, at all times rank at least equally with all of its other present and future direct, unsubordinated, unconditional and unsecured obligations.

3 Transfers of Bonds; Issue of Certificates

3.1 *Register*

The Issuer will cause the Register to be kept at the specified office of the Registrar outside the United Kingdom and in accordance with the terms of the Agency Agreement, on which shall be entered the names and addresses of the holders of the Bonds and the particulars of the Bonds held by them and of all transfers, redemptions and exchanges of the Bonds. Each Bondholder shall be entitled to receive only one Certificate in respect of its entire holding of Bonds.

Except in the limited circumstances described in the Global Certificate, owners of interests in the Bonds will not be entitled to receive physical delivery of Bonds.

3.2 *Transfers*

Subject to Conditions 3.5 and 3.6 and the terms of the Agency Agreement, a Bond may be transferred by delivery of the Certificate issued in respect of that Bond, with the form of transfer on the back duly completed and signed by the holder or his attorney duly authorised in writing, to the specified office of the Registrar or any of the Transfer Agents together with any other evidence as the Registrar or such Transfer Agent may require to prove the title of the transferor and the authority of the individuals who have executed such form of transfer. No transfer of title to a Bond will be valid or effective unless and until entered on the Register.

Transfers of interests in the Bonds represented by the Global Certificate will be effected in accordance with the rules and procedures of the relevant clearing systems.

3.3 *Delivery of New Certificates*

3.3.1 Each new Certificate to be issued upon a transfer or exchange of Bonds will, within seven Transfer Business Days of receipt by the Registrar or, as the case may be, any Transfer Agent of the original Certificate and the form of transfer duly completed and signed, be made available for collection at the specified office of the Registrar or such Transfer Agent or, if so requested in the form of transfer, be mailed by uninsured mail at the risk of the holder entitled to the Bonds (but free of charge to the holder) to the address specified in the form of transfer. The form of transfer is available at the specified office of the Registrar and any Transfer Agent.

3.3.2 Where only part of a principal amount of the Bonds (being that of one or more Bonds) in respect of which a Certificate is issued is to be transferred, exchanged, redeemed or repurchased, a new Certificate in respect of the Bonds not so transferred, exchanged, redeemed or repurchased will, within seven Transfer Business Days of delivery of the original Certificate to the Registrar or the relevant Transfer Agent, be made available for collection at the specified office of the Registrar or the relevant Transfer Agent or, if so requested in the form of transfer, be mailed by uninsured mail at the risk of the holder of the Bonds not so transferred, exchanged, redeemed or repurchased (but free of charge to the holder) to the address of such holder appearing on the Register.

3.3.3 For the purposes of this Condition 3, "**Transfer Business Day**" shall mean a day other than a Saturday or Sunday or a public holiday on which banks are open for business in the city in which the specified office of the Registrar (if a Certificate is deposited with it in connection with a transfer or exchange) or the Agent with whom a Certificate is deposited in connection with a transfer or exchange, is located.

3.4 ***Formalities Free of Charge***

Registration of a transfer of Bonds and issuance of new Certificates will be effected without charge by or on behalf of the Issuer or any of the Agents, but (i) upon payment (or the giving of such indemnity and/or security and/or pre-funding as the Issuer or any of the Agents may require) in respect of any tax, duty or other governmental charges which may be imposed in relation to such transfer; (ii) the Registrar or the relevant Transfer Agent (as the case may be) being satisfied in its absolute discretion with the documents of title or identity of the person making the application and (iii) the relevant Agent being satisfied that the regulations concerning the transfer of Bonds have been complied with.

3.5 ***Closed Periods***

No Bondholder may require the transfer of a Bond to be registered (i) during the period of seven days ending on (and including) the Maturity Date (as defined in Condition 8.1); (ii) after an Exchange Notice (as defined in Condition 6.2) has been delivered in accordance with Condition 6.2; (iii) after an Issuer Optional Redemption Notice (as defined in Condition 8.2), or a Tax Redemption Notice (as defined in Condition 8.3), or a Delisting Put Exercise Notice (as defined in Condition 8.4), or a Bondholders' Optional Redemption Notice (as defined in Condition 8.5) has been deposited in respect of such Bond; or (iv) during a period of seven days ending on (and including) any Interest Record Date (as defined in Condition 7.1), each such period being a "**Closed Period**".

3.6 *Regulations*

All transfers of Bonds and entries on the Register will be made subject to the detailed regulations concerning the transfer of Bonds, the initial form of which is scheduled to the Agency Agreement. The regulations may be changed by the Issuer, with the prior written approval of the Trustee and the Registrar or by the Registrar, with the prior written approval of the Trustee. A copy of the current regulations will be mailed (free of charge to the holders) or provided electronically by the Registrar to any Bondholder following written request and proof of holding and identity satisfactory to the Registrar.

4 Negative Pledge

4.1 *Creation of Security*

So long as any of the Bonds remain outstanding (as defined in the Trust Deed), the Issuer shall not create, purport to create, or permit to be outstanding any mortgage, charge, pledge or other security interest (other than liens arising by operation of law) (an "**Encumbrance**") upon the whole or any part of its property, assets or revenues, present or future, except for any rights of set-off, netting or other similar rights arising from custodial arrangements relating to Shares or other shares which may be held by the Issuer.

So long as any of the Bonds remains outstanding (as defined in the Trust Deed), the Guarantor shall not create, purport to create, or permit to be outstanding any Encumbrance upon the whole or any of its property, assets or revenue, present or future, to secure for the benefit of the holders of any International Investment Securities (as defined below) (i) payment of any sum due in respect of any such International Investment Securities; (ii) any payment of any guarantee under any such International Investment Securities; or (iii) any payment under any indemnity or other like obligation relating to any such International Investment Securities, without in any such case at the same time according to all Bondholders as security for the performance of its obligations under the Guarantee, either the same security as is granted to or is outstanding in respect of such International Investment Securities, guarantee, indemnity or other like obligation or such other security as the Trustee in its absolute discretion shall deem to be not materially less beneficial to the Bondholders or as shall be approved by an Extraordinary Resolution (as defined in the Trust Deed) of the Bondholders.

4.2 *Definitions*

For the purposes of these Conditions, "**International Investment Securities**" means bonds, debentures, notes, certificates, loan stock or investment securities of the Guarantor which (a) either (i) are by their terms payable, or confer a right to receive payment, in any currency other than Ringgit or (ii) are denominated or payable in Ringgit and more than 50 per cent. of the aggregate nominal amount thereof is initially distributed outside Malaysia by or with the authorisation of the issuer thereof and (b) are for the time being, or are capable of being, quoted, listed, ordinarily dealt in or traded on any stock exchange, quotation system or over-the-counter or other similar securities market.

5 Interest

(a) Interest Rate

The Bonds bear interest from (and including) the Closing Date at the rate of 2.25 per cent. per annum of the principal amount thereof and payable semi-annually in arrear in equal instalments on 14 February and 14 August in each year (each an "**Interest Payment Date**"), the first Interest Payment Date being 14 February 2026 and the amount of interest payable on each Interest Payment Date will amount to U.S.$11.25 per U.S.$1,000 principal amount of the Bonds.

The period beginning on (and including) the Closing Date and ending on (but excluding) the first Interest Payment Date and each successive period beginning on (and including) an Interest Payment Date and ending on (but excluding) the next succeeding Interest Payment Date is called an "**Interest Period**".

If interest is required to be calculated for a period of less than a full Interest Period, it shall be calculated on the basis of a 360 day year consisting of 12 months of 30 days each and, in the case of an incomplete month, the number of days elapsed.

(b) Accrual of Interest

Each Bond will cease to bear interest (i) where the Exchange Right shall have been exercised in respect thereof, from, and including, the Interest Payment Date immediately preceding the relevant Exchange Date or, if none, the Closing Date (subject in any such case as provided in Condition 5(*c*) and to exchange of the relevant Bonds in accordance with Condition 6.2) or (ii) where such Bond is redeemed or repaid pursuant to Condition 8, from, and including, the due date for redemption or repayment unless, upon due presentation thereof, payment of the full amount due is improperly withheld or refused, in which event such Bond shall continue to bear interest at the rate specified in Condition 5(*a*) (both before and after judgment) until whichever is the earlier of (a) the day on which all sums due in respect of such Bond up to that day are received by or on behalf of the relevant holder and (b) the day seven days after the Trustee or the Principal Agent has notified Bondholders of receipt of all sums due in respect of all the Bonds up to that seventh day (except to the extent that there is any subsequent default in payment to the relevant Bondholder).

(c) Interest upon Exchange prior to Early Redemption

If:

(i) any notice requiring the redemption of any Bonds is given pursuant to Condition 16 on or after (or within 15 days before) the record date or other due date for the establishment of entitlement in respect of any dividend, distribution or interest payable in respect of the Exchange Property;

(ii) such notice specifies a date for redemption falling on or before (or within 14 days after) the Interest Payment Date next following such record date; and

(iii) the Exchange Date in respect of any Bond which is the subject of any such notice (a "**Relevant Bond**") falls after such record date or other due date for the establishment of entitlement in respect of any such dividend, distribution or interest and on or before the Interest Payment Date next following such record date or other due date for the establishment of entitlement,

then interest shall accrue on each Relevant Bond from, and including, the preceding Interest Payment Date (or, if the relevant Exchange Date falls on or before the first Interest Payment Date, from, and including, the Closing Date) to, but excluding, the relevant Exchange Date.

Any such interest shall be paid by the Issuer not later than 14 days after the relevant Exchange Date (or if such day is not a New York business day, the next following New York business day) by transfer to a U.S. dollar account maintained with a bank in New York City in accordance with instructions given by the relevant Bondholder in the relevant Exchange Notice.

6 Exchange

6.1 *Exchange Period, Exchange Rights and Cash Settlement Right*

6.1.1 **Exchange Right:** Subject to the right of the Issuer to make a Cash Election, each Bondholder shall have the right to exchange all or any of its Bonds at any time during the Exchange Period referred to below for a *pro rata* share of the Exchange Property as at the relevant Exchange Date. Such exchange of a Bond for a *pro rata* share of the Exchange Property (or, as the case may be, for payment of the Cash Settlement Amount) is referred to herein as an "**exchange**" and the right of a Bondholder to require an exchange is herein referred to as the "**Exchange Right**". Other than where a Cash Election is made by the Issuer and in respect of the Exchange Property to which such Cash Election relates, upon a due exercise of Exchange Rights, the relevant Bondholder shall be entitled to receive, and the Issuer shall deliver or procure the delivery of, a *pro rata* share of the Exchange Property calculated as at the relevant Exchange Date in accordance with this Condition 6.

The "**Exchange Price**" will initially be RM16.0310 per Share but will be subject to adjustment in the manner provided in Condition 6.3. For the purpose of these Conditions, "**Exchange Property**" means, at any time and in respect of all the Bonds which are outstanding at such time (excluding for this purpose the principal amount of any Bonds in respect of which Exchange Rights have been exercised by a Bondholder but the Exchange Property has not yet been delivered or paid), a number of Shares (unrounded) equal to the aggregate principal amount of the Bonds so outstanding divided by the Exchange Price (translated into U.S. dollars at the fixed rate of RM4.2175 = U.S.$1.00 (the "**Fixed Exchange Rate**")) in effect at such time. As set out in this Condition 6.1, the number of Shares forming the Exchange Property may be altered following an adjustment to the Exchange Price, with additional Shares forming part of the Exchange Property (subject as set out below).

Subject to applicable law and save as provided in these Conditions, the Exchange Right relating to any Bond may be exercised by the holder thereof, at any time during the period from (and including) 24 September 2025 up to (and including) the earliest to occur of (i) the close of business (at the place where the Bond is deposited for exchange) on the date which falls 10 Business Days (as defined in Condition 8.9) prior to the Maturity Date, (ii) if such Bond is to be redeemed pursuant to Condition 8.2 prior to the Maturity Date, then up to (and including) the close of business (at the place aforesaid) on the date which falls 10 Business Days prior to the date fixed for redemption thereof or (iii) if notice requiring redemption has been given by the holder of such Bond pursuant to Condition 8.5, then up to the close of business (at the place aforesaid) on the date prior to the giving of such notice (the "**Exchange Period**").

6.1.2 **Cash Settlement**: Notwithstanding the Exchange Right of each Bondholder in respect of each Bond, at any time when the delivery of Exchange Property deliverable upon exchange of the Bonds is required to satisfy the Exchange Right in respect of an Exchange Notice, the Issuer shall, as an overriding right, have the option to satisfy all or part (in which case the other part of a Bondholder's Exchange Right shall be satisfied by the delivery of the relevant portion of Exchange Property) of its obligation to deliver Exchange Property in respect of the Bonds by making payment, or procuring that payment is made, to the relevant Bondholder for an amount of cash in U.S. dollars equal to the Cash Settlement Amount (as defined below) (the "**Cash Settlement Right**") in respect of the relevant portion of Exchange Property, including any interest payable pursuant to Condition 5(*c*).

In order to exercise the Cash Settlement Right, the Issuer shall give notice of the exercise of the Cash Settlement Right (the "**Cash Settlement Notice**") to the relevant Bondholder and the Exchange Agent as soon as practicable but no later than the fifth Business Day following the date of the Exchange Agent's Notice (as defined in the Agency Agreement) to the Issuer (the "**Cash Settlement Notice Date**"). The Cash Settlement Notice must specify, *inter alia*, the *pro rata* share of the Exchange Property in respect of which the Issuer will make a cash payment in the manner described in this Condition 6. The Issuer shall pay the Cash Settlement Amount by not later than the Cash Settlement Payment Date (as defined below) by transfer to such bank account of the relevant Bondholder as is specified in the Exchange Notice in accordance with the instructions contained in the relevant Exchange Notice.

The exercise of the Cash Settlement Right by the Issuer shall be irrevocable (a "**Cash Election**").

If the Issuer exercises its Cash Settlement Right in respect of Bonds held by more than one Bondholder which are to be exchanged on the same Exchange Date, the Issuer shall make the same proportion of cash and *pro rata* share of the Exchange Property available to all such exchanging Bondholders.

"**Cash Settlement Amount**" means a sum in U.S. dollars equal to the product of (a) the number of Shares otherwise deliverable upon exercise of the Exchange Right in respect of the Bond(s) to which the Exchange Notice applies, and in respect of which the Issuer has exercised the Cash Settlement Right, and (b) the Cash Equivalent.

"**Cash Equivalent**" means an amount in U.S. dollars equal to the aggregate of the average value of the Shares and/or other publicly traded Securities included in the Exchange Property, for 20 consecutive Trading Days commencing from and including the Trading Day immediately after the Cash Settlement Notice Date which shall be the arithmetic average of the VWAP of such Securities on each Trading Day in such period converted into U.S. dollars at the applicable Screen Rate on each such Trading Day (provided that if no transaction in respect of the Securities takes place on any such Trading Day, that Trading Day shall be excluded from the 20 consecutive Trading Day period for the purposes of such calculation).

"**Cash Settlement Payment Date**" means such date which is not later than five Payment Business Days after (in the case of Shares and/or other publicly traded Securities included in the Exchange Property) the 20th Trading Day or (in the case of any cash included in the Exchange Property and/or in the case of all other assets and of publicly traded Securities included in the Exchange Property but for which value cannot be determined based on arithmetic average of the VWAP of such Securities on each Trading Day in the relevant period for determination) the fifteenth Business Day, as the case may be, following the Cash Settlement Notice Date (provided that if no transaction in respect of the Securities takes place on any Trading Day during the period of 20 consecutive Trading Days commencing from and including the Trading Day immediately after the Cash Settlement Notice Date, then the Issuer shall pay the Cash Settlement Amount no later than five Payment Business Days after the last day of the aforementioned period of 20 consecutive Trading Days).

The Cash Settlement Amount shall be calculated by the Issuer, failing which such calculation shall be made by the Guarantor. Any determination made by the Issuer or the Guarantor, as the case may be, shall be conclusive and binding save in the case of manifest error.

If the Issuer does not exercise its Cash Settlement Right as provided in this Condition 6.1.2, the relevant Bondholder shall, upon a due exercise of Exchange Rights, be entitled to receive a *pro rata* share of the Exchange Property calculated as at the relevant Exchange Date, and the Issuer shall, subject to Condition 6.1.3 below, deliver such *pro rata* share of the Exchange Property to or to the order of the relevant Bondholder.

6.1.3 **Fractions**: No fraction of a Share or any other property comprised in the Exchange Property which is not divisible shall be delivered on exercise of the Exchange Rights and the Issuer shall not be under any obligation to make any payment to Bondholders in respect of any such fractions and any such fraction will be rounded down to the nearest whole multiple of a Share or unit of any such other property.

Notwithstanding the foregoing, in the event that upon the exercise by any Bondholder of its Exchange Right, a fraction of a Share would but for the preceding sentence be deliverable and the value of such fraction (as determined by multiplying the VWAP of such Share on the Exchange Date (or if the Exchange Date is not a Trading Day, the VWAP on the immediately preceding Trading Day) by the relevant fraction) exceeds U.S.$100, the Issuer shall make or procure that there is made, on or before the date falling five Payment Business Days after the relevant Exchange Date, a cash payment equal to the product of (i) the VWAP on such day (or if such day is not a Trading Day, the VWAP on the immediately preceding Trading Day) of such Share and (ii) the relevant fraction, converted into U.S. dollars at the applicable Screen Rate on such day and the cash payments shall form part of the Exchange Property to be delivered upon exchange to Bondholders by no later than the Settlement Date.

If more than one Bond is to be exchanged by a Bondholder pursuant to any one Exchange Notice, the Exchange Property to be delivered and any sum payable to that Bondholder shall be calculated on the basis of the aggregate principal amount of such Bonds.

For the purposes of these Conditions:

"**VWAP**" means in respect of any Trading Day and with regards to any security, the volume weighted average price of such security as obtained or derived from Bloomberg on that Trading Day or if no transaction in respect of such security takes place on that Trading Day, the average of the closing bid and offer prices on that day in respect of such security as derived from the stock exchange or other securities market on which such security is principally traded; and

"**Settlement Date**" means the date falling 20 Trading Days after the relevant Exchange Date provided that in the event that a relevant Bondholder is entitled to receive Additional Exchange Property (as defined in Condition 6.2.4), the Settlement Date shall then be the later of (i) 20 Payment Business Days after the relevant Exchange Date; and (ii) 20 Trading Days (or in the case of a Rights Issue, 25 days) after the relevant Effective Date (as defined in Conditions 6.3.2, 6.3.3, 6.3.4, 6.3.5 and 6.3.6).

6.2 *Exchange Procedure*

6.2.1 To exercise the Exchange Right attaching to any Bond, the holder thereof must complete, execute and deposit at his own expense during normal business hours during the Exchange Period at the specified office of any Exchange Agent, a notice of exchange (an "**Exchange Notice**") (in duplicate) in the form (for the time being current) obtainable from the specified office of any Exchange Agent, together with such Bond (and any certificates and other documents as may be required by applicable law) and any amount to be paid by the Bondholders pursuant to this Condition 6.2.1. The Exchange Notice shall specify, *inter alia,* the number of the Securities Account (as defined below) to be credited with any Exchange Property comprising Shares which are cleared through BMD (as defined below), or in the case of Shares which are cleared through any other central depository or clearing system, the number of the relevant account, and irrevocably instruct BMD or such other central depository or clearing system as the case may be, to credit such Securities Account or as the case may be, such relevant account with any such Exchange Property. An Exchange Notice once delivered shall be irrevocable.

A Bondholder exercising Exchange Rights will be required to certify in the relevant Exchange Notice that (A) it and any person for whom it is acquiring Exchange Property on such exercise is not a "U.S. person" within the meaning of Regulation S ("**Regulation S**") under the U.S. Securities Act of 1933, as amended (the "**Securities Act**"); (B) it understands that the Exchange Property to be delivered upon such exercise has not been registered under the Securities Act; and (C) it is located outside the United States (within the meaning of Regulation S), is acquiring the Exchange Property in an "**offshore transaction**" (as defined in Regulation S) in accordance with Rule 903 or 904 of Regulation S and understands that the Shares and/or any other part of the Exchange Property may not be delivered within the United States upon such exercise and may not be offered, resold, pledged or otherwise transferred in the United States except pursuant to an exemption from the registration requirements of the Securities Act.

Exchange Rights must be exercised in respect of a whole denomination (being U.S.$200,000 and integral multiples of U.S.$1,000 thereafter) of a Bond only and not part thereof.

The exchange date in respect of a Bond (the "**Exchange Date**") will be the Payment Business Day immediately following the date of the delivery of the Exchange Notice and, if applicable, any payment or indemnity required to be made or given under these Conditions in connection with the exercise of such Exchange Right. The Exchange Date must fall within the Exchange Period. A Bondholder exercising Exchange Rights must pay any taxes and capital, stamp, issue, registration, documentary, transfer or other duties (including penalties), transaction or exercise charges imposed by BMD, clearing fees and other expenses (together with any value added or other tax thereon), arising on exchange and/or on the transfer, delivery or other disposition of Exchange Property arising on exercise of Exchange Rights or provide an indemnity or security in respect thereof in

such form as the Issuer may reasonably require, provided that any stamp duty payable as imposed by the laws of Malaysia or any other jurisdiction in which the register in respect of any Securities or other property comprising Exchange Property is located or in which any property comprising Exchange Property is situated shall be payable by the Issuer (and for the avoidance of doubt, neither the Trustee nor any Agent shall be obliged to pay any such taxes, duties, charges, fees, expenses or other amounts).

For the avoidance of doubt, an Exchange Notice must be completed fully and correctly before the occurrence of the relevant Exchange Date.

For the purposes of these Conditions:

"**BMD**" means Bursa Malaysia Depository Sdn Bhd;

"**Depositor**" means a person being a Depository Agent or a holder of a securities account maintained with BMD (but does not include a holder of a sub-account maintained with a Depository Agent) and "**Depository Agent**" means an entity registered with BMD for the purpose of maintaining securities sub-accounts for its own account and for the account of others; and

"**Securities Account**" means in respect of securities deposited with BMD, a securities account maintained by a Depositor with BMD and in respect of securities deposited with any other central depository or clearing system, a securities account maintained by the relevant depositor with such central depository or clearing system.

6.2.2 As soon as practicable (except in respect of Exchange Property for which the Issuer has exercised its Cash Settlement Right), and in any event not later than the Settlement Date:

(i) the Issuer shall procure, in the case of the Shares comprising the relevant *pro rata* share of the Exchange Property which are deposited with BMD or any other central depository or clearing system, the delivery of such Shares through and in accordance with the laws and regulations applicable to such central depository or clearing system, to the Securities Account designated for the purpose in the relevant Exchange Notice; and

(ii) the Issuer shall procure, in the case of the Shares comprising the relevant *pro rata* share of the Exchange Property that are not deposited in a clearing system and are only available in physical form, that duly stamped forms of transfer and share certificates together with all other documents of title and evidence of ownership and all other documents necessary to transfer the Shares to be delivered or transferred on exchange into such name (subject to any relevant provisions of the Trust Deed and the Agency Agreement) as the Bondholder shall direct, will be dispatched by mail, free of charge (but uninsured and at the risk of the person entitled thereto) to such address as the Bondholder may request (as specified in the relevant Exchange Notice).

If, at any time when the transfer or delivery of any Exchange Property (other than cash) is required, such transfer or delivery would, as certified in writing to the Trustee by an Authorised Signatory (as defined in the Trust Deed) of the Issuer, be unlawful under the laws of any applicable jurisdiction or contrary to any official declaration, order, directive or regulation in any applicable jurisdiction, the Issuer will make a cash payment equal to the aggregate of the VWAP of the Shares comprised in the whole or, as applicable, the relevant *pro rata* share of the Exchange Property for 20 consecutive Trading Days commencing from and including the Trading Day immediately after the Exchange Date, converted into U.S. dollars at the applicable Screen Rate on each such Trading Day (provided that if no transaction in respect of the Securities takes place on any such Trading Day, that Trading Day shall be excluded from the 20 consecutive Trading Day period for the purposes of such calculation). The Issuer will pay any such amount to the relevant Bondholders or, as the case may be, the Trustee, not later than five Payment Business Days after the 20th Trading Day.

For the avoidance of doubt, where the Exchange Property comprises securities which are cleared through BMD, the delivery of such Exchange Property shall be effected only by crediting the Securities Account designated by the Bondholder exercising the Exchange Right. Such securities will not be delivered to the Bondholders outside of the book-entry (scripless) settlement system of BMD.

6.2.3 The relevant Bondholder (or the person designated in the relevant Exchange Notice) will be treated as the owner of the *pro rata* share of the Exchange Property deliverable upon exchange with effect from the Exchange Date and, in respect of such *pro rata* share of the Exchange Property, will be entitled to all rights, distributions or payments in respect of such *pro rata* share of the Exchange Property from the Exchange Date.

6.2.4 If (A) the record date or other due date for the establishment of the relevant entitlement in relation to any exercise of the Exchange Rights shall be after the record date for any issue, distribution, grant, offer or other event as gives rise to the adjustment of the Exchange Price pursuant to Condition 6.3, but before the relevant adjustment becomes effective under the relevant Condition, and (B) the Exchange Date in relation to such exercise shall be before the date on which the relevant adjustment to the Exchange Price becomes effective under the relevant provisions pursuant to Condition 6.3 (the "**Retroactive Adjustment Reference Date**", and any such adjustment, a "**Retroactive Adjustment**"), upon the relevant adjustment to the Exchange Price becoming effective under the relevant Condition, the Issuer shall procure the delivery to the exchanging Bondholder (or in accordance with the instructions contained in the Exchange Notice, subject to applicable laws and regulations) such additional number of Shares (the "**Additional Exchange Property**") as is equal to the number of Shares which would have been required to be delivered on exchange of such Bond if the relevant adjustment to the Exchange Price had been made and become effective immediately prior to such the relevant Exchange Date and in such event and in respect of such

Additional Exchange Property references in this Condition 6.2.4 to the Exchange Date shall be deemed to refer to the date upon which the Retroactive Adjustment becomes effective (notwithstanding that the date upon which it becomes effective falls after the end of the Exchange Period).

Subject to Condition 6.1.2, all Exchange Property deliverable upon exchange (including the Additional Exchange Property) shall be deliverable by the Issuer only on the Settlement Date.

Exchange Property delivered on exercise of Exchange Rights shall not include any dividends or other income thereon or other distributions or rights in respect thereof, declared, paid or made by reference to a record date or other due date for the establishment of the relevant entitlement falling prior to the relevant Exchange Date.

Without prejudice to Condition 6.3, any Exchange Property delivered or transferred or to be delivered or transferred upon exchange shall rank for and be entitled to all dividends and other income, payments and distributions and rights thereon or in respect thereof declared, paid, made or granted by reference to a record date or other due date for the establishment of entitlement falling on or after the relevant Exchange Date.

If a Bondholder shall be entitled to receive in respect of the exercise of Exchange Rights any Additional Exchange Property, where a Cash Settlement Notice had been delivered, the Issuer shall pay to the relevant Bondholder an amount in relation to such Additional Exchange Property (the "**Further Amount**") equivalent to the value of such Additional Exchange Property calculated on the same basis, *mutatis mutandis*, as the Cash Settlement Amount (with references to the Cash Settlement Notice Date being replaced by the relevant Effective Date) and such Further Amount shall be paid to the relevant Bondholder not later than 10 Business Days (or in the case of a Rights Issue, 15 days) following such Effective Date.

6.2.5 Upon exercise of Exchange Rights, a Bondholder shall, in the relevant Exchange Notice, specify a bank account to which any cash amount payable on or in respect of the exercise of Exchange Rights by that Bondholder shall be credited and the Issuer shall pay such sum to the relevant Bondholder (or the person designated in the relevant Exchange Notice) in accordance with any such directions.

6.3 *The Exchange Property and Adjustments to the Exchange Price*

Upon the occurrence of any of the events described below, the Exchange Price shall be adjusted as follows:

6.3.1 **Consolidation, Subdivision or Re-classification:** If and whenever there shall be an alteration to the nominal value of the Shares as a result of consolidation, subdivision or re-classification, the Exchange Price shall be adjusted by multiplying the Exchange Price in force immediately before such alteration by the following fraction:

$$\frac{A}{B}$$

Where:

A is the nominal amount of one Share immediately after such alteration; and

B is the nominal amount of one Share immediately before such alteration. Such adjustment shall become effective on the date the alteration takes effect.

6.3.2 **Capitalisation of Profits or Reserves**:

(a) If and whenever the Exchangeable Company shall issue any Shares credited as fully paid to all or substantially all holders of the Shares ("**Shareholders**") by way of capitalisation of profits or reserves (including Shares paid up out of distributable profits or reserves and/or share premium account) except any Scrip Dividend, the Exchange Price shall be adjusted by multiplying the Exchange Price in force immediately before such issue by the following fraction:

$$\frac{A}{B}$$

Where:

A is the aggregate nominal amount of the issued Shares immediately before such issue; and

B is the aggregate nominal amount of the issued Shares immediately after such issue.

Such adjustment shall become effective on the date of issue of such Shares or if a record date is fixed therefor, immediately after such record date.

(b) In the case of a Scrip Dividend where the Current Market Price on the date of first public announcement of the terms of such Scrip Dividend (for the purpose of this Condition 6.3.2(b), the "**Determination Date**") multiplied by the number of such Shares to be issued or that may be issued pursuant to the terms of such Scrip Dividend exceeds 105 per cent. of the Fair Market Value of the Relevant Cash Dividend as at the Determination Date, the Exchange Price shall be adjusted by multiplying the Exchange Price in force immediately following the adjustment pursuant to Condition 6.3.3 in respect of the Relevant Cash Dividend by the following fraction:

$$\frac{A + B}{A + C}$$

Where:

A is the aggregate number of Shares in issue immediately before the Determination Date;

B is the aggregate number of Shares which the Fair Market Value of the Relevant Cash Dividend would purchase at such Current Market Price; and

C is the aggregate number of Shares issued or that may be issued pursuant to the terms of such Scrip Dividend, or by making such other adjustment to the Exchange Price to give effect to the foregoing as an Independent Adviser shall certify to the Bondholders is fair and reasonable.

Such adjustment shall become effective on the date (for the purpose of this Condition 6.3.2(b), the "**Effective Date**") which is the later of (i) the date on which the adjustment pursuant to Condition 6.3.3 in respect of the Relevant Cash Dividend becomes effective and (ii) the first date on which the fraction above is capable of being determined in accordance with these Conditions.

6.3.3 **Distribution:** If and whenever the Exchangeable Company shall pay or make any Distribution to all or substantially all Shareholders, the Exchange Price shall be adjusted by multiplying the Exchange Price in force immediately before the Effective Date by the following fraction:

$$\frac{A - B}{A}$$

Where:

A is the Current Market Price of one Share on the date on which the date of first public announcement of the terms of the Distribution; and

B is the Fair Market Value (on such date of first public announcement as aforesaid) of the portion of the Distribution attributable to one Share.

Such adjustment shall become effective on the date (for the purpose of this Condition 6.3.3 the "**Effective Date**") which is the later of (i) the date on which such Distribution is paid or made or if a record date is fixed therefor, the date falling immediately after such record date and (ii) the first date on which the fraction above is capable of being determined in accordance with these Conditions.

6.3.4 **Rights Issues of Shares or Options over Shares:** If and whenever the Exchangeable Company shall issue Shares to all or substantially all Shareholders as a class by way of rights, or shall issue or grant to all or substantially all Shareholders as a class by way of rights, options, warrants or other rights to subscribe for or purchase or otherwise acquire any Shares or any securities which by their terms of issue carry (directly or indirectly) rights of conversion into, or exchange or subscription for, any Shares (or shall grant any such rights in respect of existing securities so issued), in each case at a consideration receivable per Share which is less than 95 per cent. of the Current Market Price per Share on the date of the first public announcement of the terms of the issue or grant of such Shares, options, warrants or other rights (and notwithstanding that the relevant issue may be or be expressed to be subject to shareholder or other approvals or consents or other contingency or event occurring or not occurring) (for the purpose of this Condition 6.3.4, the "**Determination Date**"), the Exchange Price shall be adjusted by multiplying the Exchange Price in force immediately before the Effective Date by the following fraction:

$$\frac{A + B}{A + C}$$

Where:

A is the aggregate number of Shares in issue immediately before such Determination Date;

B is the number of Shares which the aggregate consideration (if any) receivable for the Shares issued by way of rights, or for the securities issued by way of rights, or for the options or warrants or other rights issued by way of rights and for the total number of Shares deliverable on the exercise thereof would purchase at such Current Market Price per Share; and

C is the aggregate number of Shares to be issued or, as the case may be, the maximum number of Shares which may be issued upon exercise of such options, warrants or rights calculated as at the date of issue of such options, warrants or rights or upon conversion or exchange or exercise of rights of subscription or purchase in respect thereof at the initial conversion, exchange, subscription or purchase price or rate.

Such adjustment shall become effective on the date (for the purpose of this Condition 6.3.4, the "**Effective Date**") which is the later of (i) the date of issue of such Shares or issue or grant of such options, warrants or other rights (as the case may be) or, where a record date is set, the date falling immediately after such record date and (ii) the first date on which the fraction above is capable of being determined in accordance with these Conditions.

6.3.5 **Rights Issues of Other Securities:** If and whenever the Exchangeable Company shall issue any securities (other than Shares or options, warrants or other rights to subscribe for, purchase or otherwise acquire Shares) to all or substantially all Shareholders as a class by way of rights, or shall issue or grant to all or substantially all Shareholders as a class by way of rights, options, warrants or other rights to subscribe for, purchase or otherwise acquire any securities (other than Shares or options, warrants or other rights to subscribe for, purchase or otherwise acquire Shares), the Exchange Price shall be adjusted by multiplying the Exchange Price in force immediately before the Effective Date by the following fraction:

$$\frac{A - B}{A}$$

Where:

A is the Current Market Price of one Share on the date of first public announcement of the terms of such issue or grant; and

B is the Fair Market Value on such date of first public announcement of the portion of the rights attributable to one Share.

Such adjustment shall become effective on the date (for the purpose of this Condition 6.3.5, the "**Effective Date**") which is the later of (i) the date of issue of the securities, or issue or grant of such rights, options or warrants (as the case may be) or, where a record date is set, the date falling immediately after such record date and (ii) the first date on which the fraction above is capable of being determined in accordance with these Conditions.

6.3.6 **Other Offers to Shareholders:** If and whenever the Exchangeable Company or any of its Subsidiaries or (at the direction or request of or pursuant to any arrangements with the Exchangeable Company or any of its Subsidiaries) any other company, person or entity shall offer any securities in connection with which the Shareholders as a class are entitled to participate in arrangements whereby such securities may be acquired by them (except where the Exchange Price falls to be adjusted under Conditions 6.3.4, or 6.3.5), the Exchange Price shall be adjusted by multiplying the Exchange Price in force immediately before the Effective Date by the following fraction:

$$\frac{A - B}{A}$$

Where:

A is the Current Market Price of one Share on the date of first public announcement of the terms of such issue; and

B is the Fair Market Value on such date of first public announcement of the portion of the rights attributable to one Share.

Such adjustment shall become effective on the date (for the purpose of this Condition 6.3.6, the "**Effective Date**") which is the later of (i) the date of issue, sale or delivery of the securities and (ii) the first date on which the fraction above is capable of being determined in accordance with these Conditions.

6.3.7 **Other Events:** If the Issuer determines that an adjustment should be made to the Exchange Price as a result of one or more circumstances not referred to in this Condition 6 (even if the relevant circumstance is specifically excluded from the operation of Conditions 6.3.1 through 6.3.6 (both inclusive)), the Issuer shall, at its own expense, request an Independent Adviser to determine as soon as practicable what adjustment (if any) to the Exchange Price is fair and reasonable to take account thereof, if the adjustment would result in a reduction in the Exchange Price, and the date on which such adjustment (if any) should take effect and upon such determination by the Independent Adviser such adjustment (if any) shall be made and shall take effect in accordance with such determination, *provided that* an adjustment shall only be made pursuant to this Condition 6.3.7 if such Independent Adviser is so requested to make a determination.

6.4 For the purposes of these Conditions:

"**Alternative Stock Exchange**" means if the listing of the Shares on Bursa Malaysia Securities Berhad ("**Bursa Securities**") is not maintained, such other internationally recognised stock exchange as the Issuer or the Guarantor may from time to time (with prior notice in writing to the Trustee) notify to the Bondholders in accordance with Condition 16 below or, if the Exchange Property comprises Securities other than the Shares and such Securities are not listed on Bursa Securities, the stock exchange on which such Securities are listed, provided that such stock exchange is an internationally recognised stock exchange (and all references in these Conditions to Bursa Securities shall consequently, *mutatis mutandis*, be deemed to be references to such Alternative Stock Exchange);

"**Current Market Price**" means, in respect of a Share on a particular date, the average of the daily VWAP on each of the 20 consecutive Trading Days ending on and including the Trading Day immediately preceding such date; *provided that*:

(A) for the purposes of determining the Current Market Price pursuant to Condition 6.3.4 in circumstances where the relevant event relates to an issue of Shares, if at any time during the said 20 Trading Day period (which may be on each of such 20 Trading Days) the Shares shall have been quoted ex-dividend (or ex- any other entitlement) and/or during

some other part of that period (which may be on each of such 20 Trading Days) the Shares shall have been quoted cum-dividend (or cum- any other entitlement) then:

(a) if the Shares to be issued or transferred and delivered do not rank for the dividend (or other entitlement) in question, the VWAP on the dates on which the Shares shall have been based on a price cum-dividend (or cum-any other entitlement) shall for the purpose of this definition be deemed to be the amount thereof reduced by an amount equal to the Fair Market Value of any such dividend or other entitlement per Shares; or

(b) if the Shares to be issued or transferred and delivered rank for the dividend or other entitlement in question, the VWAP on the dates on which the Shares shall have been based on a price ex dividend (or ex-any other entitlement) shall for the purpose of this definition be deemed to be the amount thereof increased by the Fair Market Value of any such dividend or other entitlement per Shares;

(B) for the purpose of determining the Current Market Price of any Share which is to be issued or may be issued pursuant to a Scrip Dividend pursuant to Condition 6.3.2(b), if on any day during the said 20 Trading Day period the VWAP of the Shares shall have been based (A) on a price cum the Relevant Cash Dividend (and/or any other dividend or other entitlement which the Shares that may be issued pursuant to terms of such Scrip Dividend do not rank for), the VWAP of a Share on any such day shall for the purposes of this definition be deemed to be the amount thereof reduced by an amount equal to the Fair Market Value of the Relevant Cash Dividend (and/or such other dividend or other entitlement) (as at the date of first public announcement of the terms of such Relevant Cash Dividend) per Share entitled to the Relevant Cash Dividend (and/or such other dividend or other entitlement) or (B) on a price ex- the Relevant Cash Dividend, the VWAP of a Share on any such day shall for the purposes of this definition be deemed to be the amount thereof (x) multiplied by the sum of one and the number of Shares which are to be issued or may be issued pursuant to such Scrip Dividend per Share entitled to the Relevant Cash Dividend and (y) reduced by the Fair Market Value of the Relevant Cash Dividend (as at the date of first public announcement of the terms of such Relevant Cash Dividend) per Share entitled to the Relevant Cash Dividend; and

(C) for any other purpose, if any day during the said 20 Trading Day-period was the ex-date in relation to any dividend (or any other entitlement) the VWAP that shall have been based on a price cum- such dividend (or cum-such entitlement) shall for the purpose of this definition be deemed to be the amount thereof reduced by an amount equal to the Fair Market Value of any such dividend (or other entitlement) per Share as at the date of first public announcement of the terms of such dividend (or other entitlement);

"**Distribution**" means (a) any distribution of assets in specie by the Exchangeable Company made to all or substantially all Shareholders for any financial period whenever paid or made and however described (and for these purposes a distribution of assets in specie includes without limitation an issue of Shares or other securities credited as fully or partly paid (other than Shares credited as fully paid) by way of capitalisation of reserves, but excludes a Scrip Dividend adjusted for under Condition 6.3.2(b)) and (b) any cash dividend or distribution (including for this purpose any Relevant Cash Dividend) of any kind by the Exchangeable Company to all or substantially all Shareholders for any financial period (whenever paid and however described) translated (if necessary) into RM at the Prevailing Rate as at the first public announcement of the terms of such distribution as is referred to under (a) and/or (b) of this definition;

"**Exchangeable Company**" means Tenaga Nasional Berhad ("**TNB**") whose Shares are currently listed on Bursa Securities (stock code: 5347.KL; Bloomberg: TNB MK);

"**Fair Market Value**" means, with respect to any asset, security, option, warrant or other right on any date, the fair market value of that asset, security, option, warrant or other right as determined by an Independent Adviser on the basis of a commonly accepted market valuation method and taking into account such factors as it considers appropriate, *provided that* an Independent Adviser will not be required to determine the fair market value where (i) the Distribution is paid in cash, in which case the fair market value of such cash Distribution per Share shall be the amount of such cash Distribution per Share determined as at the date of announcement of such cash Distribution, (ii) any other amounts are paid in cash, in which case the fair market value of such cash amount shall be the amount of cash, and (iii) options, warrants or other rights or securities are or will upon issuance be publicly traded in a market of adequate liquidity (as determined by such Independent Adviser), the fair market value of such options, warrants or other rights or securities shall equal the arithmetic mean of the daily closing prices of such options, warrants or other rights or securities during the period of five trading days on the relevant market commencing on the first such trading day such options, warrants or other rights or securities are publicly traded. Such amounts, if expressed in a currency other than RM shall be translated into RM in the case of any cash Distribution at the Prevailing Rate on such date. In addition, in the case of provisos (i) and (ii) above of this definition, the Fair Market Value shall be determined on a gross basis and disregarding any withholding or deduction required to be made for or on account of tax and disregarding any associated tax credit;

"**Independent Adviser**" means an independent institution or adviser of international repute selected and appointed by the Issuer or the Guarantor at its own expense and notified in writing to the Trustee provided that, for the avoidance of doubt, the Trustee shall bear no responsibility or liability for the selection of such Independent Adviser;

"**Market Disruption Event**" means, for the purposes of determining amounts due upon exchange, (i) a failure, in case of Shares, by the Relevant Exchange to open for business during its regular trading session or (ii) the occurrence or existence prior to 1:00 p.m. at the location of such venue, on any Trading Day for Shares for more than one half-hour period in the aggregate during regular trading hours of any suspension or limitation imposed on trading (by reason of movements in price exceeding limits permitted by such venue or otherwise) in the Shares or in any options contracts or futures contracts relating to the Shares;

"**Prevailing Rate**" means, in respect of any two currencies on any day, the spot rate of exchange between such currencies prevailing as at or about 11:00 am (Kuala Lumpur time) on that date as appearing on or derived from the Screen Rate or, if such a rate cannot be determined at such time, the rate prevailing as at or about 11:00 am (Kuala Lumpur time) on the immediately preceding day on which such rate can be so determined, in each case, as notified in writing by the Issuer to the Trustee and the relevant Agent(s) on the date of determination of the Prevailing Rate or any other amount calculated using the Prevailing Rate(s), as the case may be;

"**Relevant Cash Dividend**" means the aggregate cash dividend or distribution declared by the Exchangeable Company, including any cash dividend in respect of which there is any Scrip Dividend (which, for the avoidance of doubt, shall exclude a purchase or redemption of Shares, but include the Relevant Cash Dividend component of a Scrip Dividend);

"**Relevant Company**" means TNB, and any corporation or company derived from or resulting or surviving from the merger, consolidation, amalgamation, reconstruction or acquisition of TNB with, into or by such other corporation or company, and any other entity, all or part of the share capital of which is, or all or some of the Securities are, at the relevant time included in the Exchange Property;

"**Relevant Date**" means whichever is the later of (a) the date on which a payment under or in respect of the Bonds or the Trust Deed first becomes due and (b) if the full amount payable has not been received by the Trustee or the Principal Agent on or prior to such due date, the date on which, the full amount having been so received, notice to that effect shall have been given to the Bondholders;

"**Relevant Exchange**" means Bursa Securities or, if the Shares are no longer admitted to trading on Bursa Securities, the principal stock exchange or securities market on which the Shares are traded or dealt in;

"**RM**" means the Malaysian ringgit, the official currency of Malaysia;

"**Scrip Dividend**" means any Shares issued in lieu of the whole or any part of any Relevant Cash Dividend, being a dividend which the Shareholders concerned would or could otherwise have received (and, for the avoidance of doubt, to the extent that an adjustment is made under Condition 6.3.2 in respect of the Relevant Cash Dividend, no adjustment is to be made for the amount by which the Current Market Price of the Shares exceeds the Relevant Cash Dividend or part thereof for which an adjustment is already made under Condition 6.3.2(b));

"**Screen Rate**" means, on any day, and, in respect of the conversion of one currency into another currency, the spot mid-price rate of exchange between such currencies appearing on Bloomberg "BFIX" or as such page may be replaced from time to time, at 11.00 a.m. Kuala Lumpur time on that day, or, if that page is not available or that rate of exchange does not appear on that page at 11.00 a.m. Kuala Lumpur time on that day, the rate of exchange between such currencies appearing on such other screen or information service, or determined in such other manner, as the Issuer shall determine;

"**Securities**" means shares or other securities (including without limitation any options, warrants, convertible bonds, evidence of indebtedness or rights to subscribe or purchase shares or other Securities);

"**Shares**" means fully paid ordinary shares of the Exchangeable Company and all other (if any) shares or stock resulting from any subdivision, consolidation or reclassification of those shares which, as between themselves, have no preference in respect of dividends or amounts payable in the event of any voluntary or involuntary liquidation or winding-up of the Exchangeable Company; and

"**Trading Day**" means (i) in respect of the Shares, a day (other than a Saturday or Sunday) on which the Relevant Exchange is open for business; and (ii) in respect of any other Securities, a day (other than a Saturday or Sunday) on which the stock exchange or other securities market on which such other Securities are principally traded is open for business, and in each of cases (i) and (ii) *provided that* for the purposes of determining amounts due upon exchange only, "**Trading Day**" means a day on which (x) there is no Market Disruption Event and (y) in case of Shares, trading in Shares generally occurs on the Relevant Exchange; if the Shares are not traded on the Relevant Exchange, "**Trading Day**" means an Exchange Business Day.

6.5 ***Minor Adjustments, Multiple Events, Upward/Downward Adjustment***

On any adjustment, the resultant Exchange Price, if not an integral multiple of one RM cent, shall be rounded down to the nearest RM cent. No adjustment shall be made to the Exchange Price if such adjustment (rounded down if applicable) would be less than one per cent. of the Exchange Price then in effect. Any adjustment not required to be made, and/or any amount by which the Exchange Price has been rounded down, shall be carried forward and taken into account in any subsequent adjustment.

Where more than one event which gives or may give rise to an adjustment to the Exchange Price occurs within such a short period of time that in the opinion of an Independent Adviser, the foregoing provisions in this Condition 6 would need to be operated subject to some modification in order to give the intended result, such modification shall be made to the operation of the foregoing provisions as may be advised by such Independent Adviser to be in its opinion appropriate in order to give such intended result.

No adjustment resulting in an increase in the Exchange Price will be made, except in the case of a consolidation, subdivision or re-classification of the Shares as referred to in Condition 6.3.1. The Issuer may at any time and for a specified period of time only, following notice being given to the Trustee and the Principal Agent in writing and to the Bondholders in accordance with Condition 16, reduce the Exchange Price.

6.6 ***Notice of Adjustment of Exchange Price***

Notice of any adjustment of the Exchange Price shall be given by the Issuer to the Bondholders in accordance with Condition 16 and to the Trustee and the Principal Agent in accordance with the Trust Deed promptly in writing after the determination thereof.

6.7 ***Maintenance of Exchange Property***

Exchange Rights are not exercisable in respect of any specific Shares or other property comprising Exchange Property from time to time and no Shares or other Exchange Property have been or will be charged to secure or satisfy the Issuer's or the Guarantor's obligations in respect of the Exchange Rights. The composition of the Exchange Property may also change as a result of the operation of the Conditions.

The arrangements described and undertakings contained herein in relation to the Exchange Property do not amount to any security interest in favour of Bondholders to secure the debt obligations of the Bonds or to secure performance of the Exchange Rights thereunder.

Accordingly, in the event that the Issuer or, as the case may be, the Guarantor (or if the Issuer or the Guarantor at any time holds any Shares or other property comprising Exchange Property from time to time with another person, such person) is or becomes insolvent, bankrupt or in liquidation, such Exchange Property will form part of the assets of the Issuer or, as the case may be, the Guarantor (or such person) available on a pari passu basis to all unsecured creditors of the Issuer or, as the case may be, the Guarantor (or such person).

At any particular time, the Issuer and the Guarantor may or may not hold or be the beneficial owner of sufficient Exchange Property deliverable on exercise of Exchange Rights or otherwise pursuant to these Conditions in respect of all outstanding Bonds. However, these Conditions shall be read and construed as though at all times the Issuer and, as the case may be, the Guarantor shall be the holder and beneficial owner of any and all Exchange Property required to be delivered on exercise of Exchange Rights or otherwise pursuant to these Conditions in respect of all outstanding Bonds. Accordingly, for the purposes of determining whether and to what extent any adjustment should be made to the Exchange Property at any time, for the purposes of these Conditions, the Issuer and the Guarantor shall be deemed to have received such further or other Shares, securities, property or assets including cash and/or consideration on the date the Issuer or the Guarantor would have been entitled to receive the same, and to make any relevant elections in respect thereof or relating thereto, as it would have been entitled to receive and or make had it at all relevant times been the holder and

beneficial owner of any and all Exchange Property to satisfy exercise of Exchange Rights or otherwise required to be delivered pursuant to these Conditions in respect of all outstanding Bonds, and references in these Conditions to the Exchange Property being adjusted shall be construed accordingly.

6.8 ***Voting Rights etc.***

Bondholders and the Trustee shall have no voting rights in respect of the Shares or any other part of the Exchange Property prior to their delivery or transfer to the relevant Bondholder (or as it may direct) upon exercise of Exchange Rights.

In exercising any voting rights attaching to the Shares that it may have or making any such election to which it may be entitled, the Issuer is not obliged to take account of the interests of the Bondholders and accordingly the Issuer may act in a manner in connection therewith that is contrary to or may not be in the best interests of the Bondholders.

6.9 ***Trustee and Agents not Obliged to Monitor the Exchange Property***

None of the Trustee or any Agent shall be under any duty or obligation to monitor, and none of them will be responsible or liable to any Bondholder or any other person for not so monitoring, whether any event or circumstance which gives rise or may give rise to an adjustment to the Exchange Property has happened or exists as described in this Condition 6 and, unless it has express notice in writing from the Issuer to the contrary, may assume that no such event or circumstance has happened or does exist and shall not be liable to any Bondholder or any other person for so doing.

6.10 ***No Adjustments in Certain Circumstances***

Notwithstanding anything to the contrary in this Condition 6, the Exchange Price shall not be adjusted and there shall be no adjustments to the Exchange Property:

(i) except as expressly stated in this Condition 6, for the issuance of Shares or any securities convertible into or exchangeable for Shares or the right to purchase Shares or such convertible or exchangeable securities;

(ii) upon any modification of the rights of conversion, exchange, subscription, purchase or acquisition attaching to any securities (other than the Bonds);

(iii) except as expressly stated in this Condition 6, upon the issuance of any Shares pursuant to any present or future plan providing for the reinvestment of dividends or interest payable on any of the Issuer's, the Guarantor's or the Exchangeable Company's securities and the investment of additional optional amounts in Shares under any plan;

(iv) upon the issuance of any Shares or options or rights to purchase those Shares pursuant to any present or future employee, director or consultant benefit plan or program of or assumed by the Issuer, the Guarantor, the Exchangeable Company or any of their respective Subsidiaries or Consolidated Affiliated Entities or their Subsidiaries;

(v) upon the repurchase of any Shares pursuant to an open-market share repurchase program or other buy-back transaction, including derivative transactions or any other buy-back transaction;

(vi) upon the issuance of any Shares pursuant to any option, warrant, right or exercisable, exchangeable or convertible security not described in this Condition 6;

(vii) solely for a change in par value of the Shares; or

(viii) for accrued and unpaid interest, if any.

6.11 ***Covenants and Undertakings***

6.11.1 The Issuer has undertaken in the Trust Deed, *inter alia*, that so long as any Bond remains outstanding:

(i) it will obtain and/or maintain all applicable consents and approvals which are required for the performance of its obligations under the Bonds and the Trust Deed; and

(ii) it will forthwith notify the Trustee of the listing or delisting of the Shares (or any Shares as a class) by Bursa Securities or any Alternative Stock Exchange.

6.11.2 In the Trust Deed, the Guarantor has covenanted with the Trustee, *inter alia*, that so long as any Bond remains outstanding:

(i) it will obtain and/or maintain all applicable consents and approvals which are required for the performance of its obligations under the Bonds and the Trust Deed;

(ii) the Issuer shall remain a direct or indirect wholly-owned Subsidiary (as defined in Condition 8.9) of the Guarantor;

(iii) it will procure that the Issuer will not carry on any business activity whatsoever other than in connection with the issue of debt securities or borrowing of monies (or other arrangements having a similar commercial effect) for the purpose of lending the proceeds of such issues, borrowings or arrangements to the Guarantor or any of the Guarantor's Subsidiaries;

(iv) in the event that dividends and other income and other benefits and rights derived from the Exchange Property are received by the Guarantor, it will comply with the requirements of this Condition 6 (where applicable);

(v) it will not create or purport or attempt to create, assume or permit to subsist any mortgage, charge, pledge, hypothecation, lien, interest under a trust or other encumbrance over the Exchange Property or any part thereof other than that which arise by operation of law;

(vi) it will keep available for the purpose of effecting the exercise of the Exchange Rights such amount of Exchange Property as would be required to be delivered upon exercise of all of the Exchange Rights outstanding from time to time; and

(vii) it will deliver in accordance with the Trust Deed and these Conditions, the Exchange Property free and clear of all liens, claims, charges, security, encumbrances or like interests upon exchange of the Bonds.

7 Payments

7.1 *Principal and Interest*

Payment of principal, accrued interest payable on a redemption of the Bonds, any interest due other than on an Interest Payment Date and premium (if any) will be made by transfer to the registered account of the Bondholder. Payment of principal will only be made after surrender of the relevant Certificate at the specified office of any of the Agents.

Interest on Bonds due on an Interest Payment Date will be paid on the due date for the payment of interest to the holder shown on the Register at the close of business on the fifth day before the due date for the payment of interest (the "**Interest Record Date**"). Payments of interest on each Bond will be made by transfer to the registered account of the Bondholder.

Payment of all other amounts will be made as provided in these Conditions.

*So long as the Bonds are represented by a Global Certificate and such Global Certificate is held on behalf of a clearing system, such payments will be made to the holder appearing in the Register maintained by the Registrar at the close of business of the relevant clearing system on the Clearing System Business Day before the due date for such payment, where "**Clearing System Business Day**" means a weekday (Monday to Friday, inclusive) except 25 December and 1 January.*

References in these Conditions, the Trust Deed and the Agency Agreement to principal in respect of any Bond shall, where the context so permits, be deemed to include a reference to any premium payable thereon.

Notwithstanding the above, and for the avoidance of doubt, payment of all amounts (of whatever nature) contemplated to be paid to any exchanging Bondholder on or as a consequence of or following the exercise of any Exchange Right shall be paid directly to the relevant Bondholder (to the bank account indicated by the Bondholder in the Exchange Notice).

7.2 ***Registered Accounts***

For the purposes of this Condition 7, a Bondholder's registered account means the U.S. dollar account maintained by or on behalf of it with a bank in New York, details of which appear on the Register at the close of business on the fifth Payment Business Day before the due date for payment, and a Bondholder's registered address means its address appearing on the Register at that time.

7.3 ***Fiscal Laws***

All payments in respect of the Bonds are subject in all cases to (i) any applicable fiscal or other laws and regulations applicable thereto, but without prejudice to Condition 9 and (ii) any withholding or deduction required pursuant to an agreement described in Section 1471(b) of the U.S. Internal Revenue Code of 1986, as amended (the "**Code**"), or otherwise imposed pursuant to Sections 1471 through 1474 of the Code and any regulations or agreements thereunder or official interpretations thereof ("**FATCA**") or any law implementing an intergovernmental approach to FATCA.

7.4 ***Payment Initiation***

Payment instructions (for value on the due date or, if that is not a Payment Business Day, for value on the first following day which is a Payment Business Day) will be initiated on the due date for payment (or, if it is not a Payment Business Day, the immediately following Payment Business Day) or, in the case of a payment of principal and premium (if any), if later, on the Payment Business Day on which the relevant Certificate is surrendered at the specified office of an Agent.

7.5 ***Fractions***

When making payments to Bondholders, if the relevant payment is not of an amount which is a whole multiple of the smallest unit of the relevant currency in which such payment is to be made, such payment will be rounded down to the nearest unit.

7.6 ***Delay in Payment***

7.6.1 Bondholders will not be entitled to any interest or other payment for any delay after the due date in receiving the amount due if the due date is not a Payment Business Day or if the Bondholder is late in surrendering its Certificate (if required to do so).

7.6.2 If an amount which is due on the Bonds is not paid in full, the Registrar will annotate the Register with a record of the amount (if any) in fact paid.

7.7 ***Payment Business Day***

In these Conditions, "**Payment Business Day**" means a day other than a Saturday or Sunday or a public holiday on which commercial banks are open for business in Labuan, Kuala Lumpur, New York and, in the case of the surrender of a Certificate, in the place where the Certificate is surrendered.

8 Redemption, Purchase and Cancellation

8.1 *Redemption at Maturity*

Unless previously redeemed, exchanged or purchased and cancelled as provided herein, the Issuer will redeem each Bond at 100 per cent. of its principal amount on 14 August 2030 (the "**Maturity Date**").

The Issuer may not redeem the Bonds at its option prior to that date except as provided in Condition 8.2 or Condition 8.3 (but without prejudice to Condition 10).

8.2 *Redemption at the Option of the Issuer*

8.2.1 On or at any time after 28 August 2028 but not less than ten Business Days prior to the Maturity Date (the "**Issuer Optional Redemption Date**"), the Issuer may, having given not less than 30 nor more than 60 days' notice (the "**Issuer Optional Redemption Notice**") to the Bondholders (which notice will be irrevocable), the Trustee and the Principal Agent, redeem the Bonds, in whole or in part, at their principal amount together with accrued but unpaid interest to the Issuer Optional Redemption Date, provided that the VWAP of a Share (translated into U.S. dollars at the Prevailing Rate) for 20 out of 30 consecutive Trading Days, the last of which occurs not more than five Trading Days prior to the date of the Issuer Optional Redemption Notice, was at least 130 per cent. of the Exchange Price (translated into U.S. dollars at the Fixed Exchange Rate) then applicable.

If there shall occur an event giving rise to a change in the Exchange Price during any such 30 consecutive Trading Day period as mentioned above, appropriate adjustments for the relevant Trading Days shall be made, as determined by an Independent Adviser, for the purpose of calculating the VWAP for such days.

Upon the expiry of any such notice, the Issuer will be bound to redeem the Bonds at 100 per cent. of their principal amount together with accrued but unpaid interest on the date fixed for such redemption.

8.2.2 If at any time the aggregate principal amount of the Bonds outstanding is less than 10 per cent. of the aggregate principal amount of the Bonds originally issued (including any Bonds issued pursuant to Condition 15), the Issuer shall have the option to redeem such outstanding Bonds, in whole but not in part, at 100 per cent. of their principal amount together with accrued but unpaid interest on the date fixed for such redemption. The Issuer will give at least 30 days' but not more than 60 days' prior notice to the Bondholders, the Trustee and the Principal Agent for such redemption.

8.3 ***Redemption for Taxation Reasons***

8.3.1 The Bonds may be redeemed at 100 per cent. of their principal amount, together with accrued but unpaid interest to the Tax Redemption Date, at the option of the Issuer, on the relevant date fixed for redemption (the "**Tax Redemption Date**"), in whole, but not in part, at any time, on giving not fewer than 30 nor more than 60 days' notice (a "**Tax Redemption Notice**") to the Bondholders (which notice shall be irrevocable) in accordance with Condition 16 and to the Trustee and the Principal Agent if the Issuer or, if the Guarantee were called, the Guarantor satisfies the Trustee immediately prior to the giving of such notice that (i) it has or will become obliged to pay Additional Amounts (as defined in Condition 9) or further Additional Amounts as provided or referred to in Condition 9 as a result of any change in, or amendment to, the laws (or any regulations, rulings or other administrative pronouncements promulgated thereunder) of Malaysia or any political subdivision or any authority thereof or therein having power to tax, or any change in the application or official interpretation of such laws, regulations, rulings or other administrative pronouncements which change or amendment becomes effective on or after 24 July 2025; and (ii) such obligation cannot be avoided by the Issuer or the Guarantor, as the case may be, taking reasonable measures available to it.

8.3.2 No Tax Redemption Notice shall be given earlier than 90 days prior to the earliest date on which the Issuer or the Guarantor, as the case may be, would be obliged to pay such Additional Amounts were a payment in respect of the Bonds then due. Prior to the publication of any Tax Redemption Notice, the Issuer or the Guarantor, as the case may be, shall deliver to the Trustee a certificate signed by an Authorised Signatory of the Issuer or the Guarantor, as the case may be, stating that the Issuer or the Guarantor, as the case may be, is entitled to effect such redemption and setting forth a statement of facts showing that the conditions precedent to the right of the Issuer so to redeem have occurred and an opinion in form and substance satisfactory to the Trustee of independent legal advisers or qualified tax experts of recognised standing to the effect that the Issuer or the Guarantor, as the case may be, has or will become obliged to pay such Additional Amounts as a result of such change or amendment. The Trustee shall be entitled to accept without further enquiry such certificate and opinion as sufficient evidence of the satisfaction of the conditions precedent set out above in this Condition 8.3 and shall not be required to make any further enquiry into such circumstances and shall not incur liability to any person (including any Bondholder) as a result of relying on such certificate. Any such certificate so accepted by the Trustee shall be conclusive and binding on the Bondholders.

8.3.3 If the Issuer gives a Tax Redemption Notice, each Bondholder will have the right to elect that his Bond(s) shall not be redeemed and that the provisions of Condition 9 shall not apply in respect of any payments to be made in respect of such Bond(s) which falls due after the relevant tax redemption date specified in the Tax Redemption Notice (the "**Tax**

Redemption Date") whereupon no Additional Amounts shall be payable in respect thereof pursuant to Condition 9 and payment of all amounts shall be made subject to the deduction or withholding of the Malaysian taxation required to be withheld or deducted. To exercise a right pursuant to this Condition 8.3, the relevant Bondholder must present the Certificate representing his Bond(s) together with a duly completed and signed notice of exercise in the form (for the time being current) obtainable from the specified office of any Paying Agent (a "**Tax Exercise Notice**") on or before the day falling 10 Business Days prior to the Tax Redemption Date at the specified office of any Paying Agent.

8.4 ***Redemption for Delisting***

8.4.1 In the event the Exchange Property (other than any securities, property or assets (including cash) which may be added to the Exchange Property following the Closing Date as a result of the provisions in Condition 6) ceases to comprise Securities listed or admitted to trading on Bursa Securities or an Alternative Stock Exchange or the trading of such Securities listed or admitted to trading on Bursa Securities or an Alternative Stock Exchange is suspended for a period equal to or exceeding 30 consecutive Trading Days (a "**Delisting**"), each Bondholder shall have the right (the "**Delisting Put Right**"), at such Bondholder's option, to require the Issuer to redeem all (but not less than all) of such Bondholder's Bonds on the 20th Business Day after notice has been given to Bondholders regarding the Delisting referred to under Condition 8.4.2 below or, if such notice is not given, the 20th Business Day after the Delisting (the "**Delisting Put Date**") at 100 per cent. of their principal amount, together with accrued but unpaid interest to such date.

8.4.2 Promptly after becoming aware of a Delisting, the Issuer shall procure that notice regarding the Delisting Put Right shall be given to Bondholders (in accordance with Condition 16) stating:

(i) the Delisting Put Date;

(ii) the date of such Delisting and, briefly, the events causing such Delisting;

(iii) the date by which the Delisting Put Exercise Notice (as defined below) must be given;

(iv) the method by which the principal amount of the Bonds will be paid;

(v) the names and addresses of all Paying Agents;

(vi) the procedures that Bondholders must follow and the requirements that Bondholders must satisfy in order to exercise the Delisting Put Right or Exchange Right; and

(vii) that a Delisting Put Exercise Notice, once validly given, may not be withdrawn.

8.4.3 To exercise its rights to require the Issuer to purchase its Bonds, the Bondholder must deliver a written irrevocable notice of the exercise of such right (a "**Delisting Put Exercise Notice**"), in the then current form obtainable during normal business hours from the specified office of any Agent, to any Paying Agent on any Business Day prior to the close of business at the location of such Paying Agent on such day and which day is not less than 10 Business Days prior to the Delisting Put Date.

8.4.4 A Delisting Put Exercise Notice, once delivered, shall be irrevocable and the Issuer shall redeem the Bonds which form the subject of the Delisting Put Exercise Notices delivered as aforesaid on the Delisting Put Date.

8.4.5 Neither the Trustee nor any of the Agents shall be required to take any steps to ascertain whether a Delisting or any event which could lead to the occurrence of a Delisting has occurred and none of them shall be responsible or liable to the Bondholders or any other person for any loss arising from any failure by it to do so.

8.5 ***Redemption at the option of the Bondholders***

The Bonds may be redeemed at the option of the Bondholders at 100 per cent. of their principal amount, together with accrued but unpaid interest to the Bondholders' Optional Redemption Date, on 14 August 2028 (the "**Bondholders' Optional Redemption Date**") in whole or in part, on the Bondholder giving not less than 30 nor more than 60 days' notice (a "**Bondholders' Optional Redemption Notice**") to the Issuer (which notice shall be irrevocable and shall oblige the Issuer to redeem the Bonds on the Bondholders' Optional Redemption Date).

8.6 ***Purchases***

The Issuer, the Guarantor or any of the Guarantor's Subsidiaries may at any time purchase Bonds in the open market or otherwise at any price provided that no such purchase may be made in the period commencing on the date 15 Business Days prior to the date fixed for redemption from time to time of the Bonds. The Bonds so purchased, while held by or on behalf of the Issuer, the Guarantor or any of the Guarantor's Subsidiaries shall not entitle the Bondholder thereof to vote at any meetings of the Bondholders and shall not be deemed to be outstanding for certain purposes, including without limitation for the purpose of calculating quorums at meetings of the Bondholders or for the purposes of Condition 10, Condition 12 and Condition 13.

8.7 ***Cancellation***

Bonds purchased by the Issuer, the Guarantor or any Subsidiary of the Guarantor may be held, sold or cancelled. All Bonds redeemed or exchanged will be cancelled and may not be reissued or resold. Certificates in respect of all Bonds cancelled will be forwarded to or to the order of the Registrar and such Bonds may not be reissued or resold.

8.8 ***Redemption Notices***

Any redemption notice shall be irrevocable. Each such notice shall specify, *inter alia*, (i) the date when the relevant redemption will take place; (ii) the last day on which Exchange Rights may be exercised by a Bondholder pursuant to these Conditions; and (iii) the value of the *pro rata* share of the Exchange Property attributable to each Bond as at the most recent practicable date prior to the giving of the relevant notice (converted into U.S. dollars at the prevailing rate as at such date if necessary). All Bonds in respect of which a redemption notice is given shall be redeemed as provided in this Condition 8 on the relevant redemption date, other than any Bonds in respect of which Exchange Rights shall have been exercised pursuant to Condition 6.

Notwithstanding the giving of a redemption notice by the Issuer, Bondholders may continue to exercise Exchange Rights during the Exchange Period.

8.9 ***Definitions***

For the purposes of these Conditions:

(i) "**Business Day**" means a day (other than a Saturday or Sunday or public holiday) on which commercial banks are open for general business in Labuan, Kuala Lumpur and New York; and

(ii) "**Subsidiary**" means a subsidiary as defined in the Companies Act 2016, of Malaysia.

9 Taxation

9.1 All payments to Bondholders made by or on behalf of the Issuer or, as the case may be, the Guarantor shall be made free and clear of, and without withholding or deduction for or on account of, any taxes, duties, assessments or governmental charges of whatever nature imposed, levied, collected, withheld or assessed by or within Malaysia or, in each case, any authority therein or thereof having power to tax, unless such withholding or deduction is required by law. In that event (but without limiting Condition 8.3) the Issuer or, as the case may be, the Guarantor shall, subject to sufficient funds being available to it, pay such amounts as shall result in receipt by the Bondholders of such amounts as would have been received by them had no such withholding or deduction been required ("**Additional Amounts**"), except that no such Additional Amounts shall be payable with respect to any Bond:

9.1.1 to, or to a third party on behalf of, a holder who is liable to such taxes, duties, assessments or governmental charges in respect of such Bond by reason of his having some connection with Malaysia other than the mere holding of the Bond or the receipt of any sums due in respect of such Bond (including, without limitation, the holder being a resident or a permanent establishment in Malaysia); or

9.1.2 if the Certificate in respect of such Bond is presented for payment more than 30 days after the Relevant Date for payment in respect thereof except to the extent that the holder of it would have been entitled to such additional amounts on presenting it for payment on the 30th day.

9.2 Notwithstanding any other provision of these Conditions, in no event will the Issuer or the Guarantor, as the case may be, be required to pay any additional amounts in respect of the Bonds for, or on account of, any withholding or deduction required pursuant to FATCA (including pursuant to any agreement described in Section 1471(b) of the Code) or any law implementing an intergovernmental approach to FATCA.

9.3 References in these Conditions to principal, interest, premium, Cash Settlement Amount and/or any other amounts payable in respect of the Bonds shall be deemed to include any Additional Amounts that may be payable under this Condition 9 or under any obligations undertaken in addition thereto or in substitution therefore pursuant to the Trust Deed.

10 Events of Default

10.1 If any of the following events (each an "**Event of Default**") occurs and is continuing, the Trustee at its sole discretion may, and if so requested in writing by the holders of not less than 25.0 per cent., in aggregate principal amount of the Bonds then outstanding or if so directed by an Extraordinary Resolution shall (subject to the Trustee having been indemnified, pre-funded and/or secured to its satisfaction), give notice to the Issuer that the Bonds are, and they shall accordingly thereby become, immediately due and payable at 100 per cent. of their principal amount (subject as provided below and without prejudice to the right of Bondholders to exercise the Exchange Right in respect of their Bonds in accordance with Condition 6):

10.1.1 a default is made in the payment of any principal or interest due in respect of the Bonds (other than any Cash Settlement Amount) when due and such failure continues for a period of more than 10 Business Days; or

10.1.2 (i) failure by the Guarantor to deliver the Exchange Property (including the Additional Exchange Property, where applicable) as and when the Exchange Property (including the Additional Exchange Property, where applicable) is required to be delivered and such failure continues for a period of 10 Business Days or (ii) failure by the Issuer to pay any Cash Settlement Amount payable by it within 10 Business Days after it is due and payable, in each case, following the exercise of any Exchange Right in respect of any Bond; or

10.1.3 the Issuer or the Guarantor defaults in performance or observance of or compliance with any one or more of its other obligations (other than the obligations under Conditions 10.1.1 and 10.1.2) set out in the Bonds or the Trust Deed which default is, in the opinion of the Trustee, incapable of remedy or, if such default is, in the opinion of the Trustee, capable of remedy, such default is not remedied within 30 days after written notice of such default shall have been given to the Issuer or the Guarantor, as the case may be, by the Trustee; or

10.1.4 (i) any other indebtedness of the Issuer or the Guarantor in respect of monies borrowed or raised is or is declared to be or is capable of being rendered due and payable prior to its stated maturity by reason of any actual default, event of default or the like (however described) or is not paid when due or, as a result of any actual default, event of default or the like (however described) any facility relating to any such indebtedness is or is declared to be or is capable of being cancelled or terminated before its normal expiry date or any person otherwise entitled to use any such facility is not so entitled, or (ii) the Issuer or the Guarantor fails to pay when properly called upon to do so any guarantee of indebtedness for borrowed moneys, provided however, that no Event of Default will occur under this Condition 10.1.4:

(a) unless and until the aggregate amount of the indebtedness in respect of which one or more of the events mentioned in this Condition 10.1.4 has occurred equals or exceeds U.S.$50,000,000 or its equivalent in another currency; or

(b) if the Issuer or the Guarantor is contesting the relevant claim or declaration in good faith prior to an order or award being made against it; or

10.1.5 the Guarantee is not (or is claimed by the Guarantor not to be) in full force or effect; or

10.1.6 a resolution is passed or an order of a court of competent jurisdiction is made that the Issuer or the Guarantor be wound up or dissolved otherwise than for the purposes of or pursuant to and followed by a consolidation, amalgamation, merger or reconstruction the terms of which shall have previously been approved by an Extraordinary Resolution of the Bondholders;

10.1.7 the Government of Malaysia ceases for whatever reason, to own, directly or indirectly, the entire issued share capital of the Guarantor; or

10.1.8 the Guarantor ceases for whatever reason, to own, directly or indirectly, the entire issued share capital of the Issuer.

10.2 For the avoidance of doubt, the reference to an Event of Default being continuing in this Condition 10 shall mean that such Event of Default has occurred but the same has neither been waived in writing by the Trustee nor been remedied to the satisfaction of the Trustee. If the Bonds shall be declared due and payable as a result of or in connection with a failure by the Issuer or the Guarantor to comply with their respective obligations upon and in respect of an exercise of Exchange Rights by a Bondholder, each Bond shall be repayable (i) by delivery of the Exchange Property (including the Additional Exchange Property, where applicable) or (ii) at an amount equal to the relevant Cash Settlement Amount, in each case which would have been deliverable or payable on exchange had the date of such declaration been the Exchange Date.

10.3 In the event that the Bonds have become due and payable prior to the Maturity Date by reason of the occurrence of any of the events referred to in this Condition 10, the Exchange Right shall extend up to the close of business (at the place where the Certificate representing such Bond is deposited for exchange) on the date on which the full amount of such payment is made and notice of such payment has been duly given to Bondholders in accordance with Condition 16.

11 Prescription

Claims in respect of amounts due in respect of the Bonds will become prescribed unless made within 10 years (in the case of principal) or five years (in the case of interest) from the appropriate Relevant Date (as defined in Condition 6.4) in respect thereof.

12 Enforcement

At any time after the Bonds have become due and repayable, the Trustee may, at its sole discretion and without further notice, take such actions and/or steps and/or institute such proceedings against the Issuer or the Guarantor as it may think fit to enforce repayment of the Bonds and to enforce the provisions of the Trust Deed, but it will not be bound to take any such actions and/or steps and/or institute such proceedings unless (i) it shall have been so requested in writing by the holders of not less than 25.0 per cent. in principal amount of the Bonds then outstanding or shall have been so directed by an Extraordinary Resolution of the Bondholders and (ii) it shall have been indemnified and/or secured and/or pre-funded to its satisfaction.

No Bondholder will be entitled to proceed directly against the Issuer or the Guarantor unless the Trustee, having become bound to do so, fails to do so within a reasonable period and such failure shall be continuing.

13 Meetings of Bondholders, Modification and Waiver

The Trust Deed contains provisions for convening meetings of the Bondholders to consider any matter affecting their interests, including the sanctioning by Extraordinary Resolution of a modification of the Bonds, these provisions or any relevant provisions of the Trust Deed. Such a meeting may be convened by the Issuer, the Guarantor or the Trustee and shall be convened by the Trustee or at the request in writing of Bondholders holding not less than 25.0 per cent. in principal amount of the Bonds for the time being outstanding and subject to the Trustee being indemnified and/or secured and/or pre-funded to its satisfaction against all costs and expenses. The quorum at any such meeting for passing an Extraordinary Resolution is two or more persons holding or representing more than 50.0 per cent. in principal amount of the Bonds for the time being outstanding, or at any adjourned meeting two or more persons being or representing Bondholders whatever the principal amount of the Bonds so held or represented, except that at any meeting the business of which includes the modification of certain provisions of the Trust Deed, these provisions or the Bonds (including to modify any date (including the Maturity Date) on which any payment of interest or any other amount is to be made in respect of the Bonds, to reduce or cancel all or any part of the principal amount of, or any interest on, or any amounts stated to be due and owing on, the Bonds, or altering the currency of payment of the Bonds, or to reduce the rate of interest in respect of the Bonds or to vary the method or basis of calculating the rate of interest or the basis for calculating any other amount payable in respect of the Bonds or modifying or cancelling the Exchange Rights (other

than an increase in the Exchange Property deliverable on exercise of Exchange Rights, a unilateral and unconditional reduction in the Exchange Price or other adjustments already expressly permitted or provided for in these Conditions or the Trust Deed)), the quorum shall be two or more persons holding or representing not less than 75.0 per cent. in principal amount of the Bonds for the time being outstanding, or at any adjourned such meeting two or more persons holding or representing not less than 25.0 per cent. in principal amount of the Bonds for the time being outstanding. An Extraordinary Resolution passed at any meeting of the Bondholders shall be binding on all the Bondholders, whether or not they are present at the meeting. The Trust Deed provides that a written resolution signed by or on behalf of the holders of not less than 90.0 per cent. in principal amount of Bonds for the time being outstanding shall be as valid and effective as a duly passed Extraordinary Resolution.

The Trust Deed provides that the Trustee may (but shall not be obliged to) agree, without the consent of the Bondholders, (i) to any modification (subject to certain exceptions as provided in the Trust Deed) of, or to any waiver or authorisation of any breach or proposed breach of, any of these Conditions or any of the provisions of the Trust Deed or the Agency Agreement, or may determine that an Event of Default, shall not be treated as such if, in any such case, in the opinion of the Trustee, it is not materially prejudicial to the interests of the Bondholders or (ii) to any modification of any of these Conditions or the Bonds or any of the provisions of the Trust Deed or the Agency Agreement which is (in the opinion of the Trustee) of a formal, minor or technical nature or which is made to correct a manifest error or to comply with mandatory provisions of law. Any such modification, waiver, authorisation or determination shall be binding on the Bondholders and, unless the Trustee agrees otherwise, any such modification, waiver, authorisation or determination shall be notified by the Issuer to the Bondholders as soon as practicable thereafter in accordance with Condition 16.

The Trustee's agreement may be subject to any condition that the Trustee in its discretion requires, including, but not limited to, obtaining, at the expense of the Issuer, failing which the Guarantor, an opinion of any investment bank or legal or other expert.

In connection with the exercise by it of any of its trusts, powers, authorities or discretions (including, but without limitation, any modification, waiver, authorisation or substitution), the Trustee shall have regard to the interests of the Bondholders as a class and, in particular, but without limitation, need not have regard to the consequences of such exercise for individual Bondholders resulting from their being for any purpose domiciled or resident in, or otherwise connected with, or subject to the jurisdiction of, any particular territory and the Trustee shall not be entitled to require, nor shall any Bondholder be entitled to claim, from the Issuer, the Guarantor, the Trustee or any other person any indemnification or payment in respect of any tax consequence of any such exercise upon individual Bondholders.

So long as the Bonds are represented by the Global Certificate and the Global Certificate is held on behalf of Euroclear, Clearstream or the Alternative Clearing System, a resolution passed by Electronic Consent (as defined in the Trust Deed) shall for all purposes be as valid and effective as an Extraordinary Resolution passed at a meeting of Bondholders duly convened and held.

14 Replacement of Certificates

If any Certificate is mutilated, defaced, destroyed, stolen or lost, it may be replaced at the specified office of the Registrar or any Transfer Agent upon payment by the claimant of such costs as may be incurred in connection therewith and on such terms as to evidence and indemnity and/or security as the Issuer and such Agent may require. Mutilated or defaced Certificates must be surrendered before replacements will be issued.

15 Further Issues

The Issuer may from time to time, without the consent of the Bondholders, create and issue further bonds either having the same terms and conditions as the Bonds in all respects or in all respects except for the first payment of interest on them and the first date on which Exchange Rights may be exercised and so that such further issue shall be consolidated and form a single series with the Bonds or upon such terms as to interest, exchange, premium, redemption and otherwise as the Issuer may determine at the time of their issue. The creation of such further bonds shall be notified in writing to the Trustee and may be constituted by a deed supplemental to the Trust Deed.

16 Notices

All notices regarding the Bonds shall be validly given if mailed to them at their respective addresses in the register of Bondholders maintained by the Registrar or published in a daily newspaper of general circulation in Asia, which is expected to be *The Business Times*. Any such notice shall be deemed to have been given on the later of the date of such publication and the fifth day after being so mailed, as the case may be.

So long as the Bonds are represented by the Global Certificate and the Global Certificate is held on behalf of Euroclear or Clearstream or the Alternative Clearing System, notices to Bondholders may be given by delivery of the relevant notice to Euroclear or Clearstream or the Alternative Clearing System, for communication by it to entitled account holders in substitution for notification as required by these Conditions.

17 Agents

The names of the initial Agents and their specified offices are set out below. The Issuer reserves the right, subject to the prior written approval of the Trustee, at any time to vary or terminate the appointment of any Agent and to appoint additional or other Agents. The Issuer will at all times maintain (i) a Principal Agent and (ii) a Registrar outside the United Kingdom. Notice of any such termination or appointment, of any changes in the specified offices of any Agent and of any change in the identity of the Registrar or the Principal Agent will be given as soon as practicable by the Issuer to the Bondholders in accordance with Condition 16.

So long as the Bonds are listed on the SGX-ST and the rules of the SGX-ST so require, in the event that the Global Certificate is exchanged for definitive certificates, the Issuer shall appoint and maintain a paying agent in Singapore, where the Bonds may be presented or surrendered for payment or redemption. In addition, in the event that the Global Certificate is exchanged for definitive certificates, an announcement of such exchange shall be made through the SGX-ST and such announcement will include all material information with respect to the delivery of the definitive certificates, including details of the Singapore paying agent.

18 Indemnification and other matters

The Trust Deed contains provisions for the indemnification of the Trustee and for its relief from responsibility including without limitation provisions relieving it from taking proceedings to enforce repayment unless indemnified and/or secured and/or prefunded to its satisfaction. The Trust Deed provides that, when determining whether an indemnity or any security or pre-funding is satisfactory to it, the Trustee shall be entitled (i) to evaluate its risk in any given circumstance by considering the worst-case scenario and (ii) to require that any indemnity or security given to it by the Bondholders or any of them be given on a joint and several basis and be supported by evidence satisfactory to it as to the financial standing and creditworthiness of each counterparty and/or as to the value of the security and an opinion as to the capacity, power and authority of each counterparty and/or the validity and effectiveness of the security. The Trustee is entitled to enter into business transactions with the Issuer or the Guarantor and any entity related to the Issuer or the Guarantor without accounting for any profit.

The Trustee may rely without liability to Bondholders, the Issuer, the Guarantor or any other person on any report, information, confirmation or certificate from or any opinion or advice of any accountants, auditors, lawyers, valuers, auctioneers, surveyors, brokers, financial advisers, financial institution or any other expert, whether or not addressed to it and whether their liability in relation thereto is limited (by its terms or by any engagement letter relating thereto or in any other manner) by reference to a monetary cap, methodology or otherwise. The Trustee may accept and shall be entitled to rely on any such report, information, confirmation, certificate, opinion or advice and the Trustee shall not be liable to the Issuer, the Guarantor, any Bondholder or any other person for acting or refraining from acting in reliance on such report, information, confirmation, certificate, opinion or advice.

Whenever the Trustee is required or entitled by the terms of the Trust Deed, the Agency Agreement or these Conditions to exercise any discretion or power, take any action, make any decision or give any direction, the Trustee is entitled, prior to exercising any such discretion or power, taking any such action, making any such decision or giving any such direction, to seek directions from the Bondholders by way of Extraordinary Resolution, and the Trustee shall not be responsible for any loss or liability incurred by the Issuer, the Guarantor, the Bondholders or any other person as a result of any delay in it exercising such discretion or power, taking such action, making such decision or giving such direction as a result of seeking such direction from the Bondholders or in the event that no direction is given to the Trustee by the Bondholders.

None of the Trustee or any of the Agents shall be responsible for the performance by the Issuer, the Guarantor and any other person appointed by the Issuer or the Guarantor in relation to the Bonds of the duties and obligations on their part expressed in respect of the same and, unless it has written notice from the Issuer to the contrary, the Trustee and each Agent shall be entitled to assume that the same are being duly performed.

None of the Trustee or any Agent shall be liable to any Bondholder, the Issuer, the Guarantor or any other person for any action taken by the Trustee or such Agent in accordance with the instructions of the Bondholders. The Trustee shall be entitled to rely on any direction, request or resolution of Bondholders given by Bondholders holding the requisite principal amount of Bonds outstanding or passed at a meeting of Bondholders convened and held in accordance with the Trust Deed.

The Trustee and the Agents shall not be under any duty or obligation to monitor whether any event or circumstances has happened or exists pursuant to or as contemplated in Condition 6, Condition 7, Condition 8 and Condition 10 or whether a Potential Event of Default has occurred and each of them may assume until they receive notice in writing to the contrary addressed to each of them that no such event has occurred and neither the Trustee nor the Agents will be responsible or liable to the Bondholders or any other person for any loss arising from any such assumption or failure by it to so monitor.

Neither the Trustee nor the Agents shall be responsible or liable to the Bondholders or any other person for any failure of the Issuer or the Guarantor (i) to make any payments or (ii) to issue or cause to be issued, transfer or cause to be transferred or deliver or cause to be delivered any Exchange Property or other securities or property upon the surrender of any Bond for the purpose of exchange or any failure by the Issuer or the Guarantor to comply with any of its covenants set out in these Conditions. All calculations under these Conditions, the Trust Deed or the Agency Agreement shall be performed by the Issuer or the Guarantor or any other person nominated or appointed by the Issuer or the Guarantor. Neither the Trustee nor the Agents shall be liable in any respect for the accuracy or inaccuracy in any mathematical calculation or formula under these Conditions, the Trust Deed or the Agency Agreement, whether by the Issuer, the Guarantor or any other person so nominated or appointed by the Issuer or the Guarantor for the purposes of these Conditions, the Trust Deed or the Agency Agreement.

Each Bondholder shall be solely responsible for making and continuing to make its own independent appraisal and investigation into the financial condition, creditworthinesss, condition, affairs, status and nature of the Issuer or the Guarantor, and the Trustee shall not at any time have any responsibility for the same and each Bondholder shall not rely on the Trustee in respect thereof.

19 Contracts (Rights of Third Parties) Act 1999

No person shall have any right to enforce any term or condition of this Bond under the Contracts (Rights of Third Parties) Act 1999 but this shall not affect any right or remedy which exists or is available apart from such Act and is without prejudice to the rights of the Bondholders as set out in Condition 12.

20 Governing Law

The Bonds, the Trust Deed and the Agency Agreement, and any non-contractual obligations arising out of or in connection with them, are governed by, and shall be construed in accordance with, English law.

21 Jurisdiction

The courts of England and Wales are to have jurisdiction to settle any disputes which may arise out of or in connection with the Trust Deed or the Bonds and accordingly any legal action or proceedings arising out of or in connection with the Trust Deed or the Bonds ("**Proceedings**") may be brought in such courts. The Issuer and the Guarantor have in the Trust Deed irrevocably submitted to the jurisdiction of such courts and have waived any objections to Proceedings in such courts whether on the ground of venue or on the ground that the Proceedings have been brought in an inconvenient forum. This submission is made for the benefit of the Trustee and each of the Bondholders and shall not limit the right of

any of them to take Proceedings in any other court of competent jurisdiction nor shall the taking of Proceedings in one or more jurisdictions preclude the taking of Proceedings in any other jurisdiction (whether concurrently or not).

22 Agent for Service of Process

Each of the Issuer and the Guarantor has irrevocably appointed TMF Global Services (UK) Limited at its registered office for the time being, currently at 13th Floor, One Angel Court, London, United Kingdom, EC2R 7HJ as its agent in England to receive service of process in any Proceedings in England. Nothing herein or in the Trust Deed shall affect the right to serve process in any other manner permitted by law.

SUMMARY OF PROVISIONS RELATING TO THE BONDS IN GLOBAL FORM

The Bonds will be represented by a Global Certificate which will be registered in the name of a nominee of, and deposited with, a common depositary for Euroclear and Clearstream. The Global Certificate contains provisions which modify the Terms and Conditions as they apply to the Bonds evidenced by the Global Certificate. The following is a summary of certain of those provisions:

Exchange

The Global Certificate will become exchangeable in whole but not in part (free of charge to the holder) for definitive certificates if the Global Certificate is held on behalf of Euroclear or Clearstream or an alternative clearing system as shall be selected by the Issuer or the Guarantor and approved by the Trustee, the Principal Agent and the Registrar (an "**Alternative Clearing System**") and any such clearing system is closed for business for a continuous period of 14 days (other than by reason of holidays statutory or otherwise) or announces an intention permanently to cease business or does in fact do so.

Payments

Payments of the interest, principal and premium, if any, in respect of the Global Certificate shall be made to its holder represented by the Global Certificate and (if no further payment falls to be made on it) surrender of it to or to the order of the Principal Agent in respect of the Bonds (or to or to the order of such other Paying Agent as shall have been notified to the Bondholders for this purpose) which shall endorse such payment or cause such payment to be endorsed in the appropriate Schedule to the Global Certificate (such endorsement being *prima facie* evidence that the payment in question has been made). No person shall however be entitled to receive any payment on the Global Certificate falling due after the Exchange Date, unless exchange of the Global Certificate for definitive certificates is improperly withheld or refused by or on behalf of the Issuer.

Each payment will be made to, or to the order of, the person whose name is entered on the Register at the close of business on the Clearing System Business Day immediately prior to the date for payment, where "**Clearing System Business Day**" means Monday to Friday inclusive except 25 December and 1 January.

Notices

So long as the Global Certificate is held on behalf of Euroclear, Clearstream or any Alternative Clearing System, notices required to be given to Bondholders may be given by their being delivered to Euroclear and Clearstream or, as the case may be, the Alternative Clearing System, rather than by publication as required by the Terms and Conditions except that, so long as the Bonds are listed on any stock exchange, notices shall also be published in accordance with the rules of such exchange. Any such notice shall be deemed to have been given to the Bondholders at 1700 hours on the day the relevant clearing system receives such notice.

Meetings

The holder of the Global Certificate shall be treated at any meeting of Bondholders as being two persons for the purposes of any quorum requirements of a meeting of Bondholders and as having one vote in respect of each U.S.$1,000 principal amount of Bonds for which the Global Certificate may be exchanged. The Issuer may allow a person with an interest in Bonds in respect of which the Global Certificate has been issued to attend and speak at a meeting of Bondholders on appropriate proof of his identity and interest.

Purchase and cancellation

Cancellation of any Bonds represented by the Global Certificate which is required by the Terms and Conditions to be cancelled will be effected by reduction in the aggregate principal amount of the Global Certificate on its presentation to or to the order of the Principal Agent for notation in Schedule A of the Global Certificate.

Issuer's early redemption option

The option of the Issuer provided for in Conditions 8.2 and 8.3 shall be exercised by the Issuer giving notice to the Bondholders within the time limits set out in and containing the information required by the Terms and Conditions.

Bondholder's early redemption options

The Bondholders' redemption options in Conditions 8.4 and 8.5 may be exercised by the holder of the Global Certificate giving notice to the Principal Agent of the principal amount of Bonds together with accrued but unpaid interest in respect of which the option is exercised within the time limits specified in the Terms and Conditions.

Transfer

Transfers of interests in the Bonds will be effected through the records of Euroclear and Clearstream and their respective participants in accordance with the rules and procedures of Euroclear and Clearstream and their respective direct and indirect participants.

Exchange Right

For so long as the Global Certificate is held on behalf of any one or more of Euroclear, Clearstream or the Alternative Clearing System (and subject to their respective requirements), the Exchange Right may be exercised at any time during the Exchange Period by the presentation to or to the order of the Principal Agent of one or more Exchange Notices duly completed by or on behalf of a holder of a book-entry interest in the Bonds. Deposit of the Global Certificate with the Principal Agent together with the relevant Exchange Notice shall not be required. In such a case, the delivery of the Exchange Notice will constitute or be deemed to constitute confirmation by the beneficial owner of the Bonds to be exchanged that the information and representations in the Exchange Notice are true and accurate on the date of delivery. The exercise of the Exchange Right shall be notified by the Principal Agent to the Registrar and the holder of the Global Certificate.

The Global Certificate shall not become valid for any purpose until authenticated by or on behalf of the Registrar.

SUBSCRIPTION AND SALE

The Joint Lead Managers have, pursuant to a subscription agreement dated 24 July 2025 (the "**Subscription Agreement**"), severally and not jointly agreed, subject to the satisfaction of certain conditions, to procure subscribers to subscribe and pay for, or failing which, to subscribe and pay for the principal amount of the Bonds indicated in the following table at a price equal to 100 per cent. of their principal amount.

Joint Lead Managers	Principal amount of Bonds
	(U.S.$)
CIMB Bank Berhad, Labuan Offshore Branch	125,000,000
J.P. Morgan Securities plc	125,000,000
Maybank Investment Bank Berhad	125,000,000
UBS AG Singapore Branch	125,000,000
Total	**500,000,000**

The Issuer and the Guarantor have jointly and severally agreed to indemnify the Joint Lead Managers in respect of certain matters pursuant to the Subscription Agreement and to reimburse the Joint Lead Managers for certain expenses the Joint Lead Managers incurred in connection with certain matters. The Subscription Agreement contains provisions entitling the Joint Lead Managers to terminate the Subscription Agreement in certain circumstances prior to payment to the Issuer in respect of the Bonds.

The distribution of this Offering Circular or any offering material and the offering, sale or delivery of the Bonds is restricted by law in certain jurisdictions. Therefore, persons who may come into possession of this Offering Circular or any offering material are advised to consult with their own legal advisers as to what restrictions may be applicable to them and to observe such restrictions. This Offering Circular may not be used for the purpose of an offer or invitation in any circumstances in which such offer or invitation is not authorised.

The Joint Lead Managers and certain of their subsidiaries or affiliates have performed certain investment banking and advisory services for the Issuer, the Guarantor and/or their respective subsidiaries and affiliates from time to time for which they may have received fees and expenses. The Joint Lead Managers may, from time to time, engage in transactions with and perform services for the Issuer, the Guarantor and/or their respective subsidiaries and affiliates in the ordinary course of their business.

The Joint Lead Managers and their affiliates are full service financial institutions engaged in various activities, which may include securities trading, commercial and investment banking, financial advisory, investment management, principal investment, hedging, financing and brokerage activities. In the ordinary course of their various business activities, the Joint Lead Managers and their affiliates may make or hold a broad array of investments and actively trade debt and equity securities (or related derivative securities) and financial instruments (including bank loans) for their own account and for the accounts of their customers and may at any time hold long and short positions in such securities and instruments. Such investments and securities activities may involve securities and instruments of the Khazanah Group.

Concurrent with the offering of the Bonds, certain of the Joint Lead Managers and/or their respective subsidiaries or affiliates may facilitate hedging activities relating to the Shares by buyers of the Bonds who wish to hedge the market risk to which such buyers of the Bonds are exposed with respect to the Bonds that they acquire in the offering of the Bonds.

The Joint Lead Managers or their respective affiliates may purchase the Bonds for their or their own account and enter into transactions, including:

(i) credit derivatives, such as asset swaps, repackaging and credit default swaps relating to the Bonds and/or other securities; or

(ii) equity derivatives and stock loan transactions relating to the Shares at the same time as the offer and sale of the Bonds or in secondary market transactions.

Such transactions would be carried out as bilateral trades with selected counterparties and separately from any existing sale or resale of the Bonds to which this Offering Circular relates (notwithstanding that such selected counterparties may also be purchasers of the Bonds). A portion of the Bonds may be allocated to the Joint Lead Managers or their respective affiliates for the purpose of facilitating market making activities.

Notice to capital market intermediaries and prospective investors pursuant to paragraph 21 of the Hong Kong SFC Code of Conduct — Important Notice to CMIs (including private banks): This notice to CMIs (including private banks) is a summary of certain obligations the SFC Code imposes on CMIs, which require the attention and cooperation of other CMIs (including private banks).

Prospective investors who are the directors, employees or major shareholders of the Issuer, the Guarantor, a CMI or its group companies would be considered under the SFC Code as having an Association with the Issuer, the Guarantor, the CMI or the relevant group company. CMIs should specifically disclose whether their investor clients have any Association when submitting orders for the Bonds. In addition, private banks should take all reasonable steps to identify whether their investor clients may have any Associations with the Issuer, the Guarantor or any CMI (including its group companies) and inform the Joint Lead Managers accordingly.

CMIs are informed that the marketing and investor targeting strategy for this offering includes institutional investors, sovereign wealth funds, pension funds, hedge funds, family offices and high net worth individuals, in each case, subject to the selling restrictions and any MiFID II product governance language or any UK MiFIR product governance language set out elsewhere in this Offering Circular.

CMIs should ensure that orders placed are bona fide, are not inflated and do not constitute duplicated orders (i.e. two or more corresponding or identical orders placed via two or more CMIs). CMIs should enquire with their investor clients regarding any orders which appear unusual or irregular. CMIs should disclose the identities of all investors when submitting orders for the Bonds (except for omnibus orders where underlying investor information may need to be provided to any OCs when submitting orders). Failure to provide underlying investor information for omnibus orders, where required to do so, may result in that order being rejected. CMIs should not place "X-orders" into the order book.

CMIs should segregate and clearly identify their own proprietary orders (and those of their group companies, including private banks as the case may be) in the order book and book messages.

CMIs (including private banks) should not offer any rebates to prospective investors or pass on any rebates provided by the Issuer or the Guarantor. In addition, CMIs (including private banks) should not enter into arrangements which may result in prospective investors paying different prices for the Bonds.

The SFC Code requires that a CMI disclose complete and accurate information in a timely manner on the status of the order book and other relevant information it receives to targeted investors for them to make an informed decision. In order to do this, those Joint Lead Managers in control of the order book should consider disclosing order book updates to all CMIs.

When placing an order for the Bonds, private banks should disclose, at the same time, if such order is placed other than on a "principal" basis (whereby it is deploying its own balance sheet for onward selling to investors). Private banks who do not provide such disclosure are hereby deemed to be placing their order on such a "principal" basis. Otherwise, such order may be considered to be an omnibus order pursuant to the SFC Code.

In relation to omnibus orders, when submitting such orders, CMIs (including private banks) that are subject to the SFC Code should disclose underlying investor information in respect of each order constituting the relevant omnibus order (failure to provide such information may result in that order being rejected). Underlying investor information in relation to omnibus orders should consist of:

- The name of each underlying investor;
- A unique identification number for each investor;
- Whether an underlying investor has any "Associations" (as used in the SFC Code);
- Whether any underlying investor order is a "Proprietary Order" (as used in the SFC Code);
- Whether any underlying investor order is a duplicate order.

Underlying investor information in relation to omnibus order should be sent to Asian_ECM_Syndicate@jpmorgan.com and ol-asia-syndicate-core@ubs.com.

To the extent information being disclosed by CMIs and investors is personal and/or confidential in nature, CMIs (including private banks) agree and warrant: (A) to take appropriate steps to safeguard the transmission of such information to any OCs; and (B) that they have obtained the necessary consents from the underlying investors to disclose such information to any OCs. By submitting an order and providing such information to any OCs, each CMI (including private banks) further warrants that it and the underlying investors have understood and consented to the collection, disclosure, use and transfer of such information by any OCs and/or any other third parties as may be required by the SFC Code, including to the Issuer, the Guarantor, relevant regulators and/or any other third parties as may be required by the SFC Code, for the purpose of complying with the SFC Code, during the bookbuilding process for this offering. CMIs that receive such underlying investor information are reminded that such information should be used only for submitting orders in this offering. The Joint Lead Managers may be asked to demonstrate compliance with their obligations under the SFC Code, and may request other CMIs (including private banks) to provide evidence showing compliance with the obligations above (in particular, that the necessary consents have been obtained). In such event, other CMIs (including private banks) are required to provide the relevant Joint lead Manager with such evidence within the timeline requested.

Lock Up

Pursuant to the Subscription Agreement, each of the Issuer and the Guarantor agrees that it will not, and the Guarantor agrees that it shall procure that its subsidiaries will not, prior to the expiry of 60 days following the date of the Subscription Agreement, unless otherwise agreed by the Joint Lead Managers, offer, sell, transfer or otherwise dispose of or procure the sale, transfer or disposition of any Shares or any securities convertible into or exchangeable for or carrying rights to acquire Shares, or enter into or procure the entry into any derivative transaction that has the economic effect of such sale, transfer or disposition, whether settled in cash or otherwise, without the prior written consent of the Joint Lead Managers ("**Lock Up**").

The Lock Up does not apply to:

(i) the issuance of Bonds;

(ii) the transactions that have been publicly announced prior to the date of the Subscription Agreement;

(iii) the exercise of publicly-announced existing options (including warrants) by the Issuer, the Guarantor or the Guarantor's subsidiaries, in relation to securities of the Company;

(iv) any transfers of Shares within the Khazanah Group; or

(v) any securities lending arrangements or any equity swap transactions to be entered into by the Guarantor and any one or more of the Joint Lead Managers (or their related entities).

Selling Restrictions

General

The distribution of this Offering Circular or any offering material and the offering, sale or delivery of the Bonds is restricted by law in certain jurisdictions. Therefore, persons who may come into possession of this Offering Circular or any offering material are advised to consult with their own legal advisers as to what restrictions may be applicable to them and to observe such restrictions. This Offering Circular may not be used for the purpose of an offer or invitation in any circumstances in which such offer or invitation is not authorised.

Neither the Issuer, the Guarantor nor any of the Joint Lead Managers has made any representation that any action will be taken in any jurisdiction by such Joint Lead Manager or the Issuer or the Guarantor that would permit a public offering of the Bonds, or possession or distribution of this Offering Circular or any other offering or publicity material relating to the Bonds (including roadshow materials and investor presentations), in any country or jurisdiction where action for that purpose is required. No action has been or will be taken in any jurisdiction by any Joint Lead Manager or the Issuer or the Guarantor that would to the best of their knowledge permit a public offering of the Bonds, or possession or distribution of any offering or publicity material relating to the Bonds, in any country or jurisdiction where action for that purpose is required. The Issuer and the Guarantor will have no responsibility for, and each Joint Lead Manager will obtain any consent, approval or permission required by it for, the acquisition, offer, sale or delivery by it of the Bonds under the laws and regulations in force in any jurisdiction to which it is subject or in or from which it makes any acquisition, offer, sale or delivery.

United States

The Bonds, the Guarantee and the Shares to be delivered upon exchange of the Bonds have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the "**Securities Act**"), and may not be offered or sold within the United States or to, or for the account or benefit of, U.S. persons except in certain transactions exempt from the registration requirements of the Securities Act. Terms used in this paragraph have the meanings given to them by Regulation S under the Securities Act ("**Regulation S**").

Each Joint Lead Manager has agreed that, except as permitted by the Subscription Agreement, it will not offer or sell the Bonds, the Guarantee and the Shares to be delivered upon exchange of the Bonds (i) as part of their distribution at any time or (ii) otherwise until 40 days after the later of the commencement of the offering and the Closing Date, within the United States or to, or for the account or benefit of, U.S. persons, and it will have sent to each dealer to which it sells the Bonds, the Guarantee and the Shares to be delivered upon exchange of the Bonds during the distribution compliance period a confirmation or other notice setting forth the restrictions on offers and sales of the Bonds, the Guarantee or the Shares, as the case may be, within the United States or to, or for the account or benefit of, U.S. persons. Terms used in his paragraph have the meanings given to them by Regulation S.

The Bonds and the Guarantee are being offered and sold outside of the United States to non-U.S. persons in reliance on Regulation S.

In addition, until 40 days after the commencement of the offering of the Bonds and the Guarantee, an offer or sale of the Bonds, the Guarantee or the Shares to be delivered upon exchange of the Bonds within the United States by a dealer that is not participating in the offering may violate the registration requirements of the Securities Act.

Prohibition of Sales to UK Retail Investors

Each Joint Lead Manager represents and agrees that it has not offered, sold or otherwise made available and will not offer, sell or otherwise make available any Bonds to any retail investor in the United Kingdom. For the purposes of this provision the expression "**retail investor**" means a person who is one (or more) of the following:

(a) a retail client, as defined in point (8) of Article 2 of Regulation (EU) No 2017/565 as it forms part of domestic law by virtue of the EUWA; or

(b) a customer within the meaning of the provisions of the FSMA and any rules or regulations made under the FSMA to implement Directive (EU) 2016/97, where that customer would not qualify as a professional client, as defined in point (8) of Article 2(1) of Regulation (EU) No 600/2014 as it forms part of domestic law by virtue of the EUWA.

Prohibition of sales to EEA retail investors

Each Joint Lead Manager has represented and agreed that it has not offered, sold or otherwise made available and will not offer, sell or otherwise make available any Bonds to any retail investor in the European Economic Area. For the purposes of this provision:

(a) the expression "**retail investor**" means a person who is one (or more) of the following:

    (i) a retail client as defined in point (11) of Article 4(1) of MiFID II; or

    (ii) customer within the meaning of the Insurance Distribution Directive, where that customer would not qualify as a professional client as defined in point (10) of Article 4(1) of MiFID II; or

Switzerland

This Offering Circular is not intended to constitute an offer or solicitation to purchase or invest in the Bonds or the shares into which they are exchangeable. Neither the Bonds nor the shares into which they are exchangeable may be publicly offered, directly or indirectly, in Switzerland within the meaning of the Swiss Financial Services Act ("**FinSA**") and no application has or will be made to admit the Bonds or the shares into which they are exchangeable to trading on any trading venue (exchange or multilateral trading facility) in Switzerland. Neither this Offering Circular nor any other offering or marketing material relating to the Bonds or the shares into which they are exchangeable constitutes a prospectus pursuant to FinSA, and neither this Offering Circular nor any other offering or marketing material relating to the Bonds or the shares into which they are exchangeable may be publicly distributed or otherwise made publicly available in Switzerland.

Malaysia

Each Joint Lead Manager:

(i) has acknowledged that the issue of, offer for subscription or purchase of, or invitation to subscribe for or purchase the Bonds may only be made exclusively:

    (a) at the primary level to (1) persons in Labuan or outside Malaysia or entities established or registered under the laws of Labuan and (2) persons falling within the categories of excluded offers or invitation of securities and excluded offers or invitations of debenture set out in section 8(5)(a) and section 8(5)(b) of the Labuan Financial Services and Securities Act 2010 (the "**LFSSA**"); and

    (b) at the secondary level to persons falling within the categories of excluded offers or invitation of securities set out in section 8(5)(a) of the LFSSA; and

(ii) has represented, warranted and agreed that it has not offered, sold or issued an invitation to purchase or subscribe and will not offer, sell or issue an invitation to purchase or subscribe, the Bonds, and that it has not circulated or distributed and will not circulate or distribute this Offering Circular or any other offering document or material relating to the Bonds, directly or indirectly, to persons or parties other than those described in paragraph (i) above.

Japan

The Bonds have not been and will not be registered under the Financial Instruments and Exchange Act of Japan (Act No. 25 of 1948, as amended, the "**Financial Instruments and Exchange Act**"). Accordingly, each Joint Lead Manager has represented and agreed that it has not, directly or indirectly, offered or sold and will not, directly or indirectly, offer or sell any Bonds in Japan or to, or for the benefit of, any resident of Japan (which term as used herein means any person resident in Japan, including any corporation or other entity organised under the laws of Japan) or to others for re-offering or re-sale, directly or indirectly, in Japan or to or for the benefit of, any resident of Japan, except pursuant to an exemption from the registration requirements of, and otherwise in compliance with, the Financial Instruments and Exchange Act and other relevant laws and regulations of Japan.

Hong Kong

Each Joint Lead Manager has represented and agreed that:

(i) it has not offered or sold and will not offer or sell in Hong Kong, by means of any document, any Bonds other than (a) to "professional investors" as defined in the Securities and Futures Ordinance (Cap. 571) of Hong Kong (the "**SFO**") and any rules made under the SFO; or (b) in other circumstances which do not result in the document being a "prospectus" as defined in the Companies (Winding Up and Miscellaneous Provisions) Ordinance (Cap. 32) of Hong Kong (the "**C(WUMP)O**") or which do not constitute an offer to the public within the meaning of the C(WUMP)O; and

(ii) it has not issued or had in its possession for the purposes of issue, and will not issue or have in its possession for the purposes of issue, whether in Hong Kong or elsewhere, any advertisement, invitation or document relating to the Bonds, which is directed at, or the contents of which are likely to be accessed or read by, the public of Hong Kong (except if permitted to do so under the securities laws of Hong Kong) other than with respect to the Bonds which are or are intended to be disposed of only to persons outside Hong Kong or only to "professional investors" as defined in the SFO and any rules made under the SFO.

Singapore

Each Joint Lead Manager has acknowledged that this Offering Circular has not been registered as a prospectus with the Monetary Authority of Singapore. Accordingly, each Joint Lead Manager has represented and agreed that it has not offered or sold any Bonds or caused the Bonds to be made the subject of an invitation for subscription or purchase and will not offer or sell any Bonds or cause the Bonds to be made the subject of an invitation for subscription or purchase, and has not circulated or distributed, nor will it circulate or distribute, this Offering Circular or any other document or material in connection with the offer or sale, or invitation for subscription or purchase, of the Bonds, whether directly or indirectly, to any person in Singapore other than (i) to an institutional investor (as defined in Section 4A of the Securities and Futures Act 2001 of Singapore, as modified or amended from time to time (the "**SFA**")) pursuant to Section 274 of the SFA or (ii) to an accredited investor (as defined in Section 4A of the SFA) pursuant to and in accordance with the conditions, specified in Section 275 of the SFA.

United Arab Emirates (excluding the Dubai International Financial Centre)

Each Joint Lead Manager has represented and agreed that the Bonds have not been and will not be offered, sold or publicly promoted or advertised by it in the United Arab Emirates other than in compliance with any laws applicable in the United Arab Emirates governing the issue, offering and sale of securities.

Dubai International Financial Centre

Each Joint Lead Manager has represented and agreed that it has not offered and will not offer the Bonds to any person in the Dubai International Financial Centre unless such offer is:

(i) an "**Exempt Offer**" in accordance with the Markets Rules Module of the rulebook of the Dubai Financial Services Authority (the "**DFSA Rulebook**"); and

(ii) made only to persons who meet the Professional Client criteria set out in Rule 2.3.3 of the Conduct of Business Module of the DFSA Rulebook.

Qatar

Each Joint Lead Manager has represented and agreed that it has not offered, delivered or sold, and will not offer, deliver or sell at any time, directly or indirectly, any Bonds in the State of Qatar (including the Qatar Financial Centre), except:

(i) in compliance with all applicable laws and regulations of Qatar (including the Qatar Financial Centre); and

(ii) through persons or corporate entities authorised and licensed to provide investment advice and/or engage in brokerage activity and/or trade in respect of foreign securities in Qatar.

TAXATION

The description below is of a general nature and is only a summary of the law and practise currently applicable in Labuan and Malaysia. Prospective investors should consult their own professional advisers on the relevant taxation considerations applicable to the acquisition, holding and disposal of the Bonds.

Malaysia

Income Taxes/Withholding Taxes

As the Issuer is incorporated under the Labuan Companies Act 1990, from the year of assessment 2023 to year of assessment 2027, payments by the Issuer on the Bonds to non-resident holders will not be subject to income tax or withholding tax in Malaysia by virtue of a specific tax exemption, provided that such non-resident holders are not licenced to carry on a business under the Financial Services Act 2013 or the Islamic Financial Services Act 2013 and provided that the Issuer meets certain substance requirements prescribed by regulations (such substance requirements being the Issuer having at least one full time employee in Labuan and minimum annual operating expenditure of RM20,000). In addition, any proceeds and gains from the sale or transfer of the Bonds by non-resident holders would not be subject to Malaysian income tax or withholding tax, where the non-resident holders are not undertaking an investment trading business in or from Malaysia. Under the Malaysian Income Tax Act, 1967, a company is regarded as a "non-resident" if the management and control of its affairs are not exercised in Malaysia at any time by its directors or other controlling authority. The rules regarding the residency status of individuals are complex but are generally based upon the length of time spent in Malaysia.

Capital Gains

The issuance, disposition, redemption or transfer of the Bonds outside Malaysia will not give rise to any capital gains tax in Malaysia. Payments of or in respect of nominal value and interest on the Bonds, and any capital gains realised on the sale or exchange of the Bonds, are not subject to the payment of any repatriation levy under Malaysia's exchange control measures.

Gift or Inheritance Tax

There is neither gift nor inheritance tax in Malaysia.

Stamp Duty

All instruments relating to Bonds which are executed by the Issuer are exempted from stamp duty by virtue of a specific stamp duty exemption provided that the Issuer meets certain substance requirements prescribed by regulations (such substance requirements being the Issuer having at least one full time employee in Labuan and minimum annual operating expenditure of RM20,000). The Issuer intends to satisfy such substance requirements.

All instruments relating to the sale or transfer of the Bonds outside Malaysia will not give rise to any stamp duty in Malaysia.

GENERAL INFORMATION

(1) The Issuer is incorporated in the Federal Territory of Labuan, Malaysia with limited liability under the Labuan Companies Act 1990 and its company number is LL15793. The registered office of the Issuer is Brumby Centre, Lot 42, Jalan Muhibbah, 87000 Labuan F.T.

(2) The Guarantor is incorporated in Malaysia with limited liability under the Companies Act, 1965 and its company number is 275505-X. The registered office of the Guarantor is Level 22, Mercu UEM, Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Kuala Lumpur, Malaysia.

(3) The terms of the offering and the issue of the Bonds were approved by resolutions of the Board of Directors of the Issuer passed on 7 July 2025.

(4) The giving of the Guarantee and the exchange of the Bonds into Shares were authorised by resolutions of the Board of Directors of the Guarantor on 16 May 2025.

(5) Application has been made for the listing of the Bonds on Bursa Securities (under the exempt regime) and an approval in-principle has been received from the SGX-ST for the listing of and quotation for the Bonds on the Official List of the SGX-ST. The Bonds will be traded on the SGX-ST in a minimum board lot size of S$200,000 (or its equivalent foreign currency) for so long as the Bonds are listed on the SGX-ST and the rules of the SGX-ST so require.

So long as the Bonds are listed on the SGX-ST and the rules of the SGX-ST so require, the Issuer shall appoint and maintain a paying agent in Singapore, where the Bonds may be presented or surrendered for payment or redemption, in the event that the Global Certificate is exchanged for definitive certificates. In addition, in the event that the Global Certificate is exchanged for definitive certificates, an announcement of such exchange will be made by the Issuer through the SGX-ST and such announcement will include all material information with respect to the delivery of the definitive certificates, including details of the paying agent in Singapore.

(6) Copies of the Memorandum and Articles of Association of the Issuer, the Constitution of the Guarantor, the published financial statements of the Guarantor and copies of the Trust Deed and the Agency Agreement in relation to the Bonds will be available for inspection during usual business hours on any weekday (except Saturdays, Sundays and public holidays) at the Issuer's registered office for so long as any of the Bonds are outstanding.

(7) Copies of the Trust Deed and of the Agency Agreement are available (i) for inspection at all reasonable times during normal business hours (being between 9.00 a.m. and 3.00 p.m.) at the principal place of business of the Trustee, being at the date hereof at 160 Queen Victoria Street London EC4V 4LA United Kingdom, and at the specified office of the Principal Agent following written request and proof of holding and identity satisfactory to the Trustee or, as the case may be, the Principal Agent, and (ii) electronically from the Principal Agent to any Bondholder following written request and proof of holding and identity to the satisfaction of the Principal Agent for so long as the Bonds are outstanding.

(8) The Legal Entity Identifier of the Issuer is 213800QS96TD1F6Y6Z55.

(9) The Bonds have been accepted for clearance through Euroclear and Clearstream, with a Common Code of 311116088. The International Securities Identification Number for the Bonds is XS3111160886.

(10) The Issuer and the Guarantor have obtained all consents, approvals and authorisations in Malaysia required in connection with the issue and performance of the Bonds.

(11) Except as disclosed in this Offering Circular, there has been no material change in the business, assets or financial condition or other conditions, prospects, properties, assets, liabilities or results of operations of the Khazanah Group since 31 December 2024 and no material adverse change in the business, assets or financial condition or other conditions, prospects, properties, assets, liabilities or results of operations of the Khazanah Group since 31 December 2024.

(12) Neither the Issuer, the Guarantor nor any other member of the Khazanah Group is involved in any litigation or arbitration proceedings or any regulatory investigations relating to claims or amounts which are material in the context of the issue of the Bonds nor, so far as the Issuer and the Guarantor are aware, is any such litigation or arbitration pending or threatened.

(13) Ernst & Young have audited and rendered an unqualified audit report on the Khazanah Group's consolidated financial statements as at and for the year ended 31 December 2024 and have given and not withdrawn their consent to the issue of this Offering Circular, where relevant, of references to them and their report in the form and context in which they are included.

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KHAZANAH NASIONAL BERHAD
199301020767 (275505-K)
(Incorporated in Malaysia)

Directors' Report and Audited Financial Statements
31 December 2024

199301020767 (275505-K)

Khazanah Nasional Berhad
(Incorporated in Malaysia)

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Directors' report

The Directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

Principal activities

The principal activity of the Company is that of investment holding. The principal activities of the subsidiaries, associates and joint ventures of the Company and of the Group are described in Note 47 and Note 48 to the financial statements, respectively.

Results

	Group RM'000	Company RM'000
Profit for the financial year, net of tax	6,493,990	3,120,976
Profit attributable to:		
Owners of the Company	6,436,763	3,120,976
Non-controlling interests	57,227	-
	6,493,990	3,120,976

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

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, other than as disclosed in the notes to the financial statements.

Dividends

The amounts of dividends declared or paid by the Company were as follows:

In respect of the financial year ended 31 December 2024:	RM'000
Interim single-tier dividend on 5,478,049,351 ordinary shares, declared on 5 December 2024 and paid on 6 December 2024	1,000,000

Directors

The names of the Directors of the Company in office since the beginning of the financial year to the date of this report are:

Y.A.B. Dato' Seri Anwar bin Ibrahim
Mr. Goh Ching Yin
Y. Bhg. Datuk Azian binti Mohd Aziz
Mr. Wong Kang Hwee
Y. Bhg. Dato' Amirul Feisal bin Wan Zahir
Y.B. Senator Datuk Seri Amir Hamzah bin Azizan (Appointed on 12 January 2024)
Y. Bhg. Datuk Mohaiyani binti Shamsudin (Appointed on 12 January 2024)

The names of the directors of the Group's subsidiaries who served on the respective boards of the subsidiaries since the beginning of the current financial year to the date of this report are disclosed in Note 49 to the financial statements.

Directors benefits

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

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the Directors or the fixed salary of a full time employee of the Company as shown in Note 6 to the financial statements), by reason of a contract made by the Company or a related corporation with any Director, or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

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

	Group RM'000	Company RM'000
Wages and salaries	18,498	5,060
Fees and allowances	5,237	683
Statutory contributions to EPF	1,824	961
	25,559	6,704

Directors' interests

According to the register of Directors' shareholdings, none of the Directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

Insurance costs

During the financial year, the total insurance premium paid for Directors and Officers of the Group and the Company were RM3,150,343 and RM683,710 respectively.

Issuance of ordinary shares

During the financial year, the Company issued 34,096,122 units of ordinary shares at RM15.60 each amounting to RM531,899,503 for the purpose of acquisition of subsidiaries.

Holding company

The holding and ultimate holding body is the Minister of Finance Incorporated ("MoF Inc."), a body corporate, incorporated pursuant to the Minister of Finance (Incorporation) Act, 1957.

Other statutory information

(a) Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the Directors took reasonable steps:

(i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and

(ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.

Other statutory information (cont'd.)

(b) At the date of this report, the Directors are not aware of any circumstances which would render:

(i) the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and

(ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.

(c) At the date of this report, the Directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

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

(e) At the date of this report, there does not exist:

(i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or

(ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.

(f) In the opinion of the Directors:

(i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and

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

Subsequent events after the reporting date

Details of significant subsequent events after the reporting date are as disclosed in Note 46 to the financial statements.

Auditors

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

The details of the auditors' remuneration for the financial year as follows:

	Group RM'000	Company RM'000
Auditors' remuneration:		
- to Ernst & Young PLT	12,481	1,288
- to member firms of Ernst & Young Global	1,193	-
- to other firms	3,202	-
	16,876	1,288

Signed on behalf of the Board in accordance with a resolution of the Directors dated 21 April 2025.

**Signed* **Signed*

Goh Ching Yin Dato' Amirul Feisal bin Wan Zahir

Statement by directors
Pursuant to Section 251(2) of the Companies Act, 2016

We, Goh Ching Yin and Dato' Amirul Feisal bin Wan Zahir, being two of the Directors of Khazanah Nasional Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 11 to 368 are drawn up in accordance with the applicable MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act, 2016 in Malaysia and so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 21 April 2025.

**Signed*

Goh Ching Yin

**Signed*

Dato' Amirul Feisal bin Wan Zahir

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

I, Faridah Bakar Ali, being the officer primarily responsible for the financial management of Khazanah Nasional Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 11 to 368 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the
abovenamed Faridah Bakar Ali
at Kuala Lumpur in the Federal Territory
on

**Signed*

Faridah Bakar Ali
MIA 20744
Chartered Accountant

Independent auditors' report to the members of
Khazanah Nasional Berhad
(Incorporated in Malaysia)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Khazanah Nasional Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 11 to 368.

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

Basis for opinion

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

Independence and other ethical responsibilities

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

Information other than the financial statements and auditors' report thereon

The directors of the Company are responsible for the other information. The other information comprises the Directors' Report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

Information other than the financial statements and auditors' report thereon (cont'd.)

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial statements

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

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

Auditors' responsibilities for the audit of the financial statements

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

Auditors' responsibilities for the audit of the financial statements (cont'd.)

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

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

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

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

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

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

Auditors' responsibilities for the audit of the financial statements (cont'd.)

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

Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act, 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 47 and Note 48 to the financial statements.

Other matters

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

*Signed

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

*Signed

Ahmad Qadri Bin Jahubar Sathik
No. 03254/05/2026 J
Chartered Accountant

Kuala Lumpur, Malaysia
21 April 2025

Statements of comprehensive income
For the year ended 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Continuing operations					
Revenue	3	23,420,886	21,844,296	6,254,803	6,830,280
Operating expenses		(23,391,482)	(22,316,693)	(932,689)	(1,209,894)
Other income		4,634,433	3,755,112	-	-
Operating profit	4	4,663,837	3,282,715	5,322,114	5,620,386
Finance costs	8	(2,944,992)	(2,830,368)	(2,156,659)	(2,110,606)
Share of results of associates and joint ventures		5,080,744	3,340,209	-	-
Profit before taxation		6,799,589	3,792,556	3,165,455	3,509,780
Tax (expense)/credit	9	(305,599)	232,890	(44,479)	(28,518)
Profit for the year, net of taxation		6,493,990	4,025,446	3,120,976	3,481,262
Other comprehensive income:					
Items that may be reclassified subsequently to profit or loss:					
Foreign currency translation differences		(1,469,738)	2,186,478	-	-
Net gain/(loss) on fair value of cash flow hedges		26,310	(233,566)	-	-
		(1,443,428)	1,952,912	-	-

Statements of comprehensive income
For the year ended 31 December 2024 (cont'd.)

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Other comprehensive income (cont'd.):					
Items that will not be reclassified subsequently to profit or loss:					
Net loss on fair value through other comprehensive income financial assets, net of tax		(1,467,051)	(28,847)	-	-
Actuarial loss on defined benefit plans	35	(43,485)	(156,731)	-	-
		(1,510,536)	(185,578)	-	-
Other comprehensive (loss)/income for the year		(2,953,964)	1,767,334	-	-
Total comprehensive income for the year		3,540,026	5,792,780	3,120,976	3,481,262
Profit attributable to:					
Owners of the Company		6,436,763	4,023,418	3,120,976	3,481,262
Non-controlling interests		57,227	2,028	-	-
		6,493,990	4,025,446	3,120,976	3,481,262
Total comprehensive income attributable to:					
Owners of the Company		3,482,799	5,790,752	3,120,976	3,481,262
Non-controlling interests		57,227	2,028	-	-
		3,540,026	5,792,780	3,120,976	3,481,262

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

Consolidated statement of financial position
As at 31 December 2024

	Note	Group 2024 RM'000	2023 RM'000
Assets			
Non-current assets			
Property, plant and equipment	12	8,788,932	5,966,138
Land held for property development	13	5,745,406	5,846,744
Investment properties	14	3,542,033	3,733,334
Concession intangible assets	15	337,408	290,387
Goodwill on consolidation	16	1,843,398	1,463,234
Other intangible assets	17	584,467	512,144
Interest in associates	19	58,459,873	60,316,472
Interest in joint ventures	20	1,860,304	1,668,962
Other non-current financial investments	21	55,317,463	51,462,110
Other non-current assets	22	3,113,557	3,123,855
Right-of-use-assets	23	6,787,463	5,402,279
Deferred tax assets	25	801,095	561,408
		147,181,399	140,347,067
Current assets			
Property development-in-progress	26	1,290,872	1,156,501
Inventories and work-in-progress	27	2,058,814	1,430,939
Trade receivables	28	3,250,973	2,520,023
Other receivables	29	2,563,744	3,162,233
Tax recoverable		428,088	328,159
Derivative assets	24	1,230	7,152
Other current financial investments	21	1,252,628	894,426
Cash and bank balances	30	11,384,586	13,856,688
		22,230,935	23,356,121
Assets held for sale and assets of disposal group classified as held for sale	11	832,920	2,142,322
		23,063,855	25,498,443
Total assets		170,245,254	165,845,510

Consolidated statement of financial position
As at 31 December 2024 (cont'd.)

	Note	Group 2024 RM'000	2023 RM'000
Equity and liabilities			
Current liabilities			
Borrowings	31	10,303,852	11,397,884
Trade payables	32	1,674,801	1,606,221
Other current liabilities	33	13,245,883	10,845,550
Lease liabilities	37	1,341,479	1,489,239
Tax payable		209,626	109,379
Derivative liabilities	24	22,751	33,294
		26,798,392	25,481,567
Liabilities of disposal group classified as held for sale	11	72,634	693,088
		26,871,026	26,174,655
Non-current liabilities			
Borrowings	31	47,171,491	47,399,430
Other non-current liabilities	36	11,497,806	11,886,953
Deferred tax liabilities	25	689,191	464,597
Lease liabilities	37	6,103,821	5,607,152
		65,462,309	65,358,132
Total liabilities		92,333,335	91,532,787
Equity attributable to Owners of the Company:			
Share capital	38	12,816,100	12,284,201
Capital contribution from shareholders		2,683,223	2,683,223
Reserves		49,648,106	47,015,299
Shareholders' funds		65,147,429	61,982,723
Non-controlling interests		12,764,489	12,330,000
Total equity		77,911,918	74,312,723
Total equity and liabilities		170,245,253	165,845,510

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

Khazanah Nasional Berhad
(Incorporated in Malaysia)

Statement of financial position
As at 31 December 2024

	Note	Company 2024 RM'000	2023 RM'000
Assets			
Property, plant and equipment	12	18,242	59,441
Other intangible assets	17	41,048	2,616
Interest in subsidiaries	18	56,197,926	45,848,432
Interest in associates	19	22,554,803	24,467,869
Other financial investments	21	2,084,505	2,917,645
Other receivables	29	2,175,032	1,086,364
Tax recoverable		10,379	26,202
Cash and bank balances	30	2,550,165	3,629,455
Total assets		85,632,100	78,038,024
Liabilities			
Borrowings	31	47,700,918	44,375,638
Other liabilities	33	3,364,808	1,744,964
Total liabilities		51,065,726	46,120,602
Equity attributable to Owners of the Company			
Share capital	38	12,816,100	12,284,201
Capital contribution from shareholders		2,324,423	2,324,423
Retained profits		19,425,851	17,308,798
Total equity		34,566,374	31,917,422
Total equity and liabilities		85,632,100	78,038,024

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

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Khazanah Nasional Berhad
(Incorporated in Malaysia)

Consolidated statement of changes in equity
For the year ended 31 December 2024

	<---------- Attributable to Owners of the Company ---------->						
2024	**Share capital (Note 38) RM'000**	**Capital contribution from shareholders ("CCS") RM'000**	**Other reserves (Note 35) RM'000**	**Distributable retained profits RM'000**	**Total RM'000**	**Non-controlling interests RM'000**	**Total equity RM'000**
At 1 January	12,284,201	2,683,223	4,569,195	42,446,104	61,982,723	12,330,000	74,312,723
Profit for the year	-	-	-	6,436,763	6,436,763	57,227	6,493,990
Other comprehensive income							
- arising during the year	-	-	(2,953,964)	-	(2,953,964)	-	(2,953,964)
Total comprehensive income	-	-	(2,953,964)	6,436,763	3,482,799	57,227	3,540,026
Transactions with Owners							
Acquisition of subsidiaries	531,899	-	-	(3,923)	527,976	-	527,976
Dilution of interest in subsidiaries	-	-	-	(15,938)	(15,938)	-	(15,938)
Arising on business combination activity	-	-	-	-	-	434,988	434,988
Disposal of subsidiaries	-	-	400	78	478	28,200	28,678
Disposal of associates	-	-	3,226	-	3,226	-	3,226
and joint ventures	-	-	150,088	28,110	178,198	-	178,198
Defined benefit plan actuarial gains	-	-	-	(12,033)	(12,033)	-	(12,033)
Transfer from/(to):							
- capital reserve	-	-	23,099	(23,099)	-	-	-
- statutory reserve	-	-	147,350	(147,350)	-	-	-
- general reserve	-	-	80	(80)	-	-	-
- distributable retained profits	-	-	637,317	(637,317)	-	-	-
Dividend paid to non-controlling interests	-	-	-	-	-	(85,926)	(85,926)
Dividends paid to Owners	-	-	-	(1,000,000)	(1,000,000)	-	(1,000,000)
Total transactions with Owners	531,899	-	961,560	(1,811,552)	(318,093)	377,262	59,169
At 31 December	12,816,100	2,683,223	2,576,791	47,071,315	65,147,429	12,764,489	77,911,918

Khazanah Nasional Berhad
(Incorporated in Malaysia)

Consolidated statement of changes in equity
For the year ended 31 December 2024 (cont'd.)

	<---------- Attributable to Owners of the Company ---------->						
2023	**Share capital (Note 38) RM'000**	**Capital contribution from shareholders ("CCS") RM'000**	**Other reserves (Note 35) RM'000**	**Distributable retained profits RM'000**	**Total RM'000**	**Non-controlling interests RM'000**	**Total equity RM'000**
At 1 January	12,284,201	2,683,223	1,747,452	40,450,220	57,165,096	12,259,859	69,424,955
Profit for the year	-	-	-	4,023,418	4,023,418	2,028	4,025,446
Other comprehensive income							
- arising during the year	-	-	1,767,334	-	1,767,334	-	1,767,334
Total comprehensive income	-	-	1,767,334	4,023,418	5,790,752	2,028	5,792,780
Transactions with Owners							
Dilution of interest in subsidiaries	-	-	-	(120,630)	(120,630)	-	(120,630)
Arising on business combination activity	-	-	203	7,818	8,021	143,885	151,906
Disposal of associates	-	-	43,356	-	43,356	-	43,356
Share of reserves of associates and joint ventures	-	-	125,224	(1,293)	123,931	-	123,931
Defined benefit plan actuarial gain	-	-	-	(914)	(914)	-	(914)
Transfer from/(to):							
- capital reserve	-	-	(9,845)	(17,008)	(26,853)	-	(26,853)
- statutory reserve	-	-	212,521	(212,521)	-	-	-
- general reserve	-	-	(336)	336	-	-	-
- distributable retained profits	-	-	683,322	(683,322)	-	-	-
Shares based payment	-	-	(36)	-	(36)	-	(36)
Dividend paid to non-controlling interests	-	-	-	-	-	(75,772)	(75,772)
Dividends paid to Owners	-	-	-	(1,000,000)	(1,000,000)	-	(1,000,000)
Total transactions with Owners	-	-	1,054,409	(2,027,534)	(973,125)	68,113	(905,012)
At 31 December	12,284,201	2,683,223	4,569,195	42,446,104	61,982,723	12,330,000	74,312,723

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

199301020767 (275505-K)

Khazanah Nasional Berhad
(Incorporated in Malaysia)

Statement of changes in equity
For the year ended 31 December 2024

	Share capital (Note 38) RM'000	Capital contribution from shareholders RM'000	Distributable retained profits RM'000	Total equity RM'000
At 1 January 2024	12,284,201	2,324,423	17,308,798	31,917,422
Total comprehensive income for the year	-	-	3,120,976	3,120,976
Transactions with Owners				
Dividends (Note 10)	-	-	(1,000,000)	(1,000,000)
Acquisition of subsidiaries	531,899	-	(3,923)	527,976
Total transactions with Owners	531,899	-	(1,003,923)	(472,024)
At 31 December 2024	12,816,100	2,324,423	19,425,851	34,566,374
At 1 January 2023	12,284,201	2,324,423	14,827,536	29,436,160
Total comprehensive income for the year	-	-	3,481,262	3,481,262
Dividends (Note 10)	-	-	(1,000,000)	(1,000,000)
At 31 December 2023	12,284,201	2,324,423	17,308,798	31,917,422

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

Consolidated statement of cash flows
For the year ended 31 December 2024

	Group	
	2024	2023
	RM'000	RM'000
Cash flows from operating activities		
Profit before taxation	6,799,589	3,792,556
Adjustments for:		
(Gain)/loss from divestments of investments and investment properties	(871,711)	214,203
Dividend income from other investments	(387,146)	(283,209)
Interest income	(317,871)	(457,555)
Unrealised (gain)/loss on foreign exchange, net	(207,139)	176,016
Depreciation for property, plant and equipment	836,626	639,656
Depreciation for right-of-use assets	1,006,646	851,173
Net fair value gain on financial assets at fair value through profit or loss	(2,405,575)	(1,911,676)
(Writeback of)/allowance for impairment losses on investments and receivables, net	(270,045)	292,000
(Writeback of)/allowance for impairment losses on property, plant and equipment	(125,927)	14,577
Allowance for impairment on investment properties	22,112	3,497
(Writeback of)/allowance for impairment on right-of-use assets	(323,793)	9,793
Allowance for impairment on concession intangible assets	11,258	2,009
Net amortisation charge for concession assets	29,058	21,053
Amortisation of other intangible assets	75,295	35,533
Amortisation of government grants	(424,533)	(2,637)
Inventories (written back)/written off	(4,929)	32,938
Property, plant and equipment written off	169,912	61,573
Concession intangible assets written off	125	392
Gain on disposal of subsidiaries	-	(10,762)
(Gain)/loss on disposal of property, plant and equipment	(6,530)	175,979
Investment properties written off	35,729	980
Interest expense	2,944,992	2,830,368
Amortisation of deferred income	(367,929)	(24,707)
Depreciation of investment properties	39,432	17,760
Provision for aircraft redelivery costs	214,518	900,040
Share of results from associates and joint ventures	(5,080,744)	(3,340,209)
Gain on bargain purchase	(77,217)	-
Gain on disposal of land held for property development	(79,738)	-
Operating profit before working capital changes	1,234,465	4,041,341

Consolidated statement of cash flows
For the year ended 31 December 2024 (cont'd.)

	Group	
	2024	2023
	RM'000	RM'000
Cash flows from operating activities (cont'd.)		
Increase in property development-in-progress	(265,807)	(172,138)
(Increase)/decrease in inventories and work-in-progress	(627,875)	269,494
Decrease in trade and other receivables	2,873,453	6,868,929
Increase/(decrease) in trade and other payables	3,124,074	(3,088,236)
Interest paid	(2,873,385)	(2,573,068)
Interest received	319,183	453,713
Dividend received	387,146	283,209
Income tax paid	(407,041)	(482,187)
Net cash generated from operating activities	3,764,213	5,601,057
Cash flows from investing activities		
Net inflow of investments	46,342	4,325,667
Net cash inflow from disposal of subsidiaries	-	22,718
Net cash inflow from acquisition of subsidiaries	101,468	394
Purchase of property, plant and equipment	(1,218,901)	(1,781,562)
Purchase of other intangible assets	(57,872)	(71,481)
Proceeds from disposal of other intangible assets	9,847	56,982
Proceeds from disposal of property, plant and equipment	130,753	1,682
Proceeds from disposal of right-of-use assets	16,825	4,110
Addition in concession intangible assets	(93,282)	(46,931)
Addition in land held for property development	(402,420)	(308,745)
Proceeds from disposal of land held for property development	236,243	191,572
Purchase of investment properties	(253,173)	(47,391)
Net cash (used in)/generated from investing activities	(1,484,170)	2,347,015
Cash flows from financing activities		
Drawdown of borrowings	12,808,948	11,721,906
Repayment of borrowings	(15,049,375)	(15,745,187)
Dividends paid	(1,085,926)	(821,396)
Lease payment	(1,644,296)	(1,100,743)
Government grants received	75,000	-
Net cash used in financing activities	(4,895,649)	(5,945,420)

Consolidated statement of cash flows
For the year ended 31 December 2024 (cont'd.)

	Group	
	2024	**2023**
	RM'000	**RM'000**
Net changes in cash and cash equivalents	(2,615,606)	2,002,652
Cash and cash equivalents at the beginning of year	13,856,688	12,333,855
Exchange rate effects	143,504	(479,819)
Cash and cash equivalents at the end of year	11,384,586	13,856,688
Cash and cash equivalents comprise (Note 30):		
Cash in hand and at bank	3,954,050	3,870,451
Deposits with licensed banks	7,430,536	9,986,237
	11,384,586	13,856,688

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

Statement of cash flows
For the year ended 31 December 2024

	Company	
	2024	**2023**
	RM'000	**RM'000**
Cash flows from operating activities		
Profit before taxation	3,165,455	3,509,780
Adjustments for:		
Gain from divestments	(1,891,394)	(1,445,694)
Dividend income	(4,016,946)	(4,980,917)
Interest income	(252,865)	(286,925)
Unrealised loss/(gain) on foreign exchange, net	685	(1,019)
Depreciation on property, plant and equipment	1,708	1,698
Amortisation of other intangible assets	7,556	512
Loss on disposal of property, plant and equipment	66	-
Allowance for impairment losses in investments and receivables, net of writebacks	210,989	8,000
Interest expense	2,156,659	2,110,606
Net loss on financial assets designated as fair value through profit or loss	39,873	305,767
Operating loss before working capital changes	(578,214)	(778,192)
Changes in receivables	(4,025,472)	(4,018,681)
Changes in payables	1,619,844	1,100,462
Income tax paid	(36,094)	(30,885)
Net cash used in operating activities	(3,019,937)	(3,727,296)
Cash flows from investing activities		
Proceeds from disposal of investments, net	2,734,682	1,859,755
Purchase of property, plant and equipment	(5,332)	(41,349)
Purchase of other intangible assets	(1,231)	(1,837)
Dividend income	4,016,946	5,284,328
Interest received	175,715	192,421
Net cash generated from investing activities	6,920,780	7,293,318

Statement of cash flows
For the year ended 31 December 2024 (cont'd.)

	Company	
	2024	**2023**
	RM'000	**RM'000**
Cash flows from financing activities		
Repayment of borrowings	(12,163,140)	(7,209,295)
Drawdown of borrowings	10,150,730	8,380,800
Dividends paid	(1,000,000)	(1,000,000)
Interest paid	(1,967,724)	(1,856,098)
Net cash used in financing activities	(4,980,134)	(1,684,593)
Net changes in cash and cash equivalents	(1,079,291)	1,881,429
Cash and cash equivalents at the beginning of year	3,629,455	1,748,026
Cash and cash equivalents at the end of year	2,550,164	3,629,455
Cash and cash equivalents comprise (Note 30):		
Cash in hand and at bank	203,119	244,455
Deposits with licensed banks	2,347,046	3,385,000
	2,550,165	3,629,455

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

1. Corporate information

The principal activity of the Company is that of investment holding. The principal activities of the subsidiaries, associates and joint ventures of the Company and of the Group are described in Note 47 and Note 48, respectively.

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

The Company is a public limited liability company, incorporated and domiciled in Malaysia. The registered office of the Company is located at Level 22, Mercu UEM, Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Wilayah Persekutuan Kuala Lumpur.

The Company's holding and ultimate holding body is the Minister of Finance Incorporated ("MoF Inc."), a body corporate, incorporated pursuant to the Minister of Finance (Incorporation) Act, 1957.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 21 April 2025.

2. Material accounting policy information

2.1 Basis of preparation

The financial statements of the Group and of the Company are prepared in accordance with the provisions of the Companies Act, 2016 and comply with the MFRS Accounting Standards ("MFRS"), which is in compliance with IFRS Accounting Standards ("IFRS") issued by the International Accounting Standards Board ("IASB").

The financial statements have been prepared under the historical cost basis unless otherwise disclosed in the respective significant accounting policies below.

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

The Company presents its statement of financial position in order of liquidity.

2. Material accounting policy information (cont'd.)

2.2 Changes in accounting policies

On 1 January 2024, the Group and the Company adopted the new and amended MFRSs which are mandatory for annual financial periods beginning on or after 1 January 2024.

(a) Effective for financial periods beginning on or after 1 January 2024

Amendments to MFRS 7	Financial Instruments - Disclosure (Supplier Finance Arrangements)
Amendments to MFRS 16	Leases
Amendments to MFRS 101	Classification of liabilities as current or non-current
Amendments to MFRS101	Non-current Liabilities with Covenants
Amendments to MFRS 107	Statement of Cash Flows (Supplier Finance Arrangements)

The adoption of the amendments to MFRS Accounting Standards did not have any significant impact on the financial performance or position of the Group and of the Company.

2.3 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date.

A subsidiary is an entity over which the Group has all the following:

(i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);

(ii) Exposure, or rights, to variable returns from its involvement with the investee; and

(iii) The ability to use its power over the investee to affect its returns.

2. Material accounting policy information (cont'd.)

2.3 Basis of consolidation (cont'd.)

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

(i) The contractual arrangement(s) with the other vote holders of the investee;

(ii) Rights arising from other contractual arrangements; and

(iii) The Group's voting rights and potential voting rights.

The Group re-assesses 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. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets, liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group losses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interests and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

2. Material accounting policy information (cont'd.)

2.3 Basis of consolidation (cont'd.)

For transaction that meet the definition of a business combination, where the assets acquired and liabilities assumed constitute a business, subsidiary is consolidated using the acquisition method of accounting. The transaction constitute a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

2.4 Interests in subsidiaries, associates and joint ventures

The Group's investment in associate and joint venture is accounted for using the equity method. Equity accounting is discontinued when the Group's share of losses and negative reserves in an associate and joint ventures equals or exceeds its interest in the associate and joint venture, including any other unsecured receivables, unless the Group has incurred obligations or guaranteed obligations in respect of the associate and joint venture.

Unrealised gains on transactions between the Group and the associate and joint venture are eliminated to the extent of the Group's interest in the associate and joint venture. Unrealised losses are eliminated unless cost cannot be recovered.

2.5 Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition related costs are expensed as incurred and included in administrative expenses.

2. Material accounting policy information (cont'd.)

2.5 Business combinations and goodwill (cont'd.)

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 Financial Instruments ("MFRS 9"), is measured at fair value with the changes in fair value recognised in the statements of profit or loss in accordance with MFRS 9. Other contingent consideration that is not within the scope of MFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

If the business combination is achieved in stages, the acquirer's previously held equity interest in the acquiree is remeasured at fair value at the acquisition date through profit or loss.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After the initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

2. Material accounting policy information (cont'd.)

2.5 Business combinations and goodwill (cont'd.)

Where goodwill has been allocated to a cash-generating unit ("CGU") and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the CGU retained.

For business combination under common control, the assets and liabilities are consolidated at their per-combination carrying amounts, no adjustments are made to reflect the fair values, or recognise any new assets or liabilities at the date of transfer that would otherwise be done under the acquisition method. No new goodwill is recognised as a result of the transfer. Any difference between the consideration transferred and the equity acquired is reflected within equity as merger reserve or deficit.

The consolidated financial statements of the Group is not restated for periods prior to the transfer. The Group accounts for the combination prospectively from the date of transfer.

When the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. These provisional amounts are based on the best estimates available at the reporting date. The measurement period for completing the initial accounting shall not exceed one year from the acquisition date.

2.6 Investments in associates and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

2. Material accounting policy information (cont'd.)

2.6 Investments in associates and joint ventures (cont'd.)

The Group as a joint operator recognises in relation to its interest in a joint operation:

(i) its assets, including its share of any assets held jointly;

(ii) its liabilities, including its share of any liabilities incurred jointly;

(iii) its revenue from the sale of its share of the output arising from the joint operation;

(iv) its share of the revenue from the sale of the output by the joint operation; and

(v) its expenses, including its share of any expenses incurred jointly.

The consideration made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries.

The Group's investments in its associate and joint venture are accounted for using the equity method.

Under the equity method, on initial recognition the investment in an associate or a joint venture is recognised at cost. The carrying amount is adjusted to recognise the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

The statements of profit or loss reflects the Group's share of the results of operations of the associate or joint venture. Any change in other comprehensive income ("OCI") of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the statements of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

2. Material accounting policy information (cont'd.)

2.6 Investments in associates and joint ventures (cont'd.)

The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group applies MFRS 136 Impairment of Assets ("MFRS 136") to determine whether it is necessary to recognise any additional impairment loss with respect to its net investment in the associate or joint venture. When necessary, the entire carrying amount of the investment is tested for impairment in accordance with MFRS 136 as a single asset, by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount. Any impairment loss is recognised in profit or loss. Reversal of an impairment loss is recognised to the extent that the recoverable amount of the investment subsequently increases.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

2.7 Intangible assets

(a) Other intangible assets

Intangible assets acquired separately are measured initially at cost. The cost of intangible assets acquired in a business combination is their fair values as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. The policy for recognition and measurement of impairment loss is in accordance with Note 2.25.

The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are amortised on a straight-line basis over the estimated economic useful lives and assessed for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each reporting date.

2. Material accounting policy information (cont'd.)

2.7 Intangible assets (cont'd.)

(b) Other intangible assets (cont'd.)

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in profit or loss.

Intangible assets with indefinite useful lives or not yet available for use are tested for impairment annually, or more frequently if the events and circumstances indicate that the carrying value may be impaired either individually or at the CGU level. Such intangible assets are not amortised. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether the useful life assessment continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

Other intangible assets comprise the following, and are amortised over the following useful lives:

Intangible asset	Nature	Useful life
Computer software	Computer software and licenses	3 - 15 years
Brands	Brand name	Indefinite
Intellectual property	Customer contract and relationship	5 - 15 years
Licenses	License to operate Themed parks	3 - 15 years
Value of business acquired ("VOBA")	In-force contracts for insurance and takaful businesses acquired	Indefinite
Bancassurance	Bancassurance agreement entered into with an associate company	10 years
Concession intangible asset	Comprise Expressway Development Expenditure, Renewable Energy Power Plant Development Expenditure and Capital work-in-progress ("CWIP")	16 - 20 years

2. Material accounting policy information (cont'd.)

2.8 Aircraft, property, plant and equipment

All items of aircraft, property, plant and equipment are initially recorded at cost. The cost of an item of aircraft, property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

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

When significant parts of aircraft, property, plant and equipment are required to be replaced in intervals, the Group recognises such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Freehold land, which is stated at cost less impairment loss, has an unlimited useful life and therefore is not depreciated except for land held for scheduled waste treatment plant and disposal site in Port Dickson, Negeri Sembilan by a subsidiary of the Group, Kualiti Alam Sdn. Bhd. ("KASB").

Depreciation of other aircraft, property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value based on the following:

Freehold land:	
- new freehold land	Not depreciated
- held for scheduled waste treatment and disposal site	6.25%
- secured landfill	Utilisation basis
Hotel properties	37 years
Buildings	5 - 50 years
Roads, bridges, renovation, restoration costs and capital improvements	3 - 50 years
Plant and machinery	2 - 25 years
Furniture and fittings, motor vehicles and other equipments	3 - 30 years
Aircraft (from the age at the time of purchase)	18 - 20 years
Aircraft modifications/retrofits and spare engines	7 - 20 years

2. Material accounting policy information (cont'd.)

2.8 Aircraft, property, plant and equipment (cont'd.)

Capital work-in-progress consist of, amongst others, progress payments on aircraft, simulators and properties under construction. These capital work-in-progress are stated at cost and are not depreciated until the respective assets are ready for their intended use.

The carrying values of aircraft, property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each reporting date, and adjusted prospectively, if appropriate.

2.9 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(i) Financial assets

Initial recognition and measurement

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

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's and Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Company and Group have applied the practical expedient, the Company and Group initially measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Company and Group applied the practical expedient are measured at the transaction price determined under MFRS 15. Refer to the accounting policies in Note 2.22(e) Construction Contracts, contracts for sale of land and property development costs.

2. Material accounting policy information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Initial recognition and measurement (cont'd.)

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest' ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Company and Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Company and Group commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments);
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments);
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments);
- Financial assets at fair value through profit or loss.

Financial assets at amortised cost (debt instruments)

The Company and Group measure financial assets at amortised cost if both of the following conditions are met:

- The financial assets is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and .

2. Material accounting policy information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Subsequent measurement (cont'd.)

Financial assets at amortised cost (debt instruments) (cont'd.)

The Company and Group measure financial assets at amortised cost if both of the following conditions are met: (cont'd.)

- The contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at fair value through OCI (debt instruments)

The Company and Group measure debt instruments at fair value through OCI if both of the following conditions are met:

- The financial asset is held within a business model with the objective of both holding to collect contractual cash flows and selling; and

- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the statements of profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

The Company and Group's debt instruments at fair value through OCI include investments in quoted debt instruments included under other non-current financial assets.

2. Material accounting policy information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Subsequent measurement (cont'd.)

Financial assets at fair value through OCI (debt instruments) (cont'd.)

Upon initial recognition, the Company and Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under MFRS 132: Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the statements of profit or loss when the right of payment has been established, except when the Company and Group benefit from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

Financial assets designated at fair value through OCI (equity instruments

The Company and Group elected to classify irrevocably its not held for trading instruments under this category.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit and loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

2. Material accounting policy information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Subsequent measurement (cont'd.)

Financial assets at fair value through profit or loss (cont'd.)

Financial assets at fair value through profit or loss are carried in the statements of financial position at fair value with net changes in fair value recognised in the statements of profit or loss.

This category includes derivative instruments and listed equity investments which the Company and Group had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are also recognised as dividend income in the statements of profit or loss when the right of payment has been established.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

2. Material accounting policy information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's statements of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Company and Group have transferred its rights to receive cash flows from the asset or have assumed an obligation to pay the received cash flows in full to a third party under a 'pass-through' arrangement; and either (a) the Company and Group have transferred substantially all the risks and rewards of the asset, or (b) the Company and Group have neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company and Group have transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company and Group continue to recognise the transferred asset to the extent of its continuing involvement. In that case, the Company and Group also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company and Group have retained.
Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company and Group could be required to repay.

2. Material accounting policy information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Impairment of financial assets

Further disclosures relating to impairment of financial assets are also provided in the following notes:

- Disclosures for significant assumptions
- Debt instruments at fair value through OCI
- Trade receivables, including contract assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECLs). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECLs).

For trade receivables and contract assets, the Company and Group apply a simplified approach in calculating ECLs. Therefore, the Company and Group do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Company and Group have established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

2. Material accounting policy information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

For debt instruments at fair value through OCI, the Company and Group apply the low credit risk simplification. At every reporting date, the Company and Group evaluate whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Company and Group reassess the internal credit rating of the debt instrument. In addition, the Company and Group consider that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The Company and Group consider a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Company and Group may also consider a financial asset to be in default when internal or external information indicates that the Company and Group are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

(ii) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Company and Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, and derivative financial instruments.

2. Material accounting policy information (cont'd.)

2.9 Financial instruments (cont'd.)

(ii) Financial liabilities (cont'd.)

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Company and Group that are not designated as hedging instruments in hedge relationships as defined by MFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in the statement of profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in MFRS 9 are satisfied. The Company and Group have not designated any financial liability as at fair value through profit or loss.

Loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

This category generally applies to interest-bearing loans and borrowings. For more information, refer to Note 31.

2. Material accounting policy information (cont'd.)

2.9 Financial instruments (cont'd.)

(ii) Financial liabilities (cont'd.)

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

(iii) Offsetting of financial instruments

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

2.10 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cash at bank and deposits with financial institutions that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value, net of bank overdrafts.

2.11 Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(a) As lessee

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

2. Material accounting policy information (cont'd.)

2.11 Leases (cont'd.)

(a) As lessee (cont'd.)

Right-of-use assets

The Group recognises right-of-use at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentive received. Right-of-use assets are depreciated on a straight-line basis over the lease term of the assets. However, if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life and the lease term.

Aircraft	1 - 41 years
Land	2 - 81 years
Building	3 - 5 years
Other office equipment	3 years
Leasehold land	15 - 99 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in Note 2.25.

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

2. Material accounting policy information (cont'd.)

2.11 Leases (cont'd.)

(a) As lessee (cont'd.)

Lease liabilities (cont'd.)

The lease also include exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date or the interest rate implicit if it is determined in the contract. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Group's lease liabilities are included in Note 37.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases have a lease term of 12 months or less). The Group also applies the leases of low-value-assets recognition exemption to office equipments and IT equipments that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2. Material accounting policy information (cont'd.)

2.11 Leases (cont'd.)

(b) As lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an assets are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

2.12 Investment properties

Investment properties consist of land, completed properties and properties under construction ("IPUC") which are held for capital appreciation or rental purpose or both, and generally are not occupied for use or in the operations of the Group. Investment properties are treated as long term investments and are measured initially at cost, including transaction costs.

Following initial recognition, investment properties are carried at cost less any accumulated depreciation and accumulated impairment losses, except for freehold land which has an unlimited useful life and therefore is not depreciated. Completed investment properties are depreciated over the estimated economic useful lives of 10 - 80 years. IPUC are not depreciated as they are not ready for their intended use. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.25.

2.13 Land held for property development and property development costs

(a) Land held for property development

Land held for property development consists of land where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle. Such land is classified within non-current assets and is stated at lower of cost and net realisable value. Cost consists of land and development expenditure (including borrowing costs relating to the financing of active development).

2. Material accounting policy information (cont'd.)

2.13 Land held for property development and property development costs cont'd.)

(a) Land held for property development (cont'd.)

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

(b) Property development costs

Property development costs are those assets on which significant works have been undertaken and are expected to be completed within the normal operating cycle.

Property development costs are initially stated at cost. Cost includes:

- Freehold and leasehold rights for land;
- Amounts paid or payable to contractors for construction;
- Borrowing costs, planning and design costs, costs of site preparation, professional fees for legal services, property transfer taxes, construction overheads and other related costs; and
- Non-refundable commission cost.

Property development cost is recognised as an expense when the corresponding revenue is recognised as per accounting policy in Notes 2.22(e)(iii) and 2.22(e)(iv).

Any expected loss on a development project, including costs to be incurred over the defects liability period, is recognised as an expense immediately.

Property development cost not recognised as an expense is recognised as an asset, which is measured at the lower of cost or net realisable value.

Property development cost of unsold units or units pending transfer of control is transferred to inventories held for sale or inventories under contract of sale once the development is completed.

2. Material accounting policy information (cont'd.)

2.14 Inventories and work-in-progress

(a) Inventories

Inventories are stated at lower of cost and net realisable value. Cost of inventories are assigned on a weighted average cost basis, except for trading inventories which are determined on a First-In-First-Out ("FIFO") basis and are valued on the basis of lower of cost and net realisable value after making allowance for obsolete and slow-moving inventories.

The cost of raw materials comprise costs of purchase. The cost of finished goods comprise costs of direct materials, direct labour, a proportion of overhead expenses and all incidental costs incurred in bringing the inventories into store. Net realisable value is the estimated selling price in the ordinary course of business less all estimated costs of completion and the estimated costs to make the sale.

The amount of any write down of inventories to net realisable value and subsequent reversals of any write down, if any, is recognised in profit or loss.

Developed properties held for sale are stated at the lower of cost and net realisable value. Cost is determined on the specific identification basis and includes cost of land, construction and appropriate development overheads.

(b) Work-in-progress

Work-in-progress and manufactured finished goods are stated at lower of cost and net realisable value. Cost is made up of direct materials, labour and a proportion of overhead expenses. Net realisable value represents the estimated selling price less all estimated costs to completion and costs to be incurred in marketing, selling and distribution. Allowance is made for all anticipated losses on work-in-progress.

2. Material accounting policy information (cont'd.)

2.15 Contract related assets and contract liabilities

(i) Contract assets and contract liabilities

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

Contract assets are subject to impairment assessment based on ECL model. The amount of impairment losses is determined by comparing the contract asset's carrying amount and the present value of estimated future cash flows to be generated by the contract asset.

A contract asset becomes a receivable when the Group's and the Company's right to consideration is unconditional.

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier).

Contract liability is recognised as revenue when the Group and the Company perform the obligations under the contract.

(ii) Contract cost assets

(a) Incremental cost of obtaining a contract

The incremental costs of obtaining a contract are those costs that the Group incurs to obtain a contract with a customer which would not have incurred if the contract had not been obtained.

2. Material accounting policy information (cont'd.)

2.15 Contract related assets and contract liabilities (cont'd.)

(ii) Contract cost assets (cont'd.)

(b) Costs to fulfil a contract

Contract costs that relate directly to a contract or to an anticipated contract are capitalised as contract cost assets when the costs generate or enhance resources of the Group that will be used in satisfying performance obligations in the future and the costs are expected to be recovered.

Contract cost assets are utilised over the expected contract period using a systematic basis that mirrors the pattern in which the Group transfers control of the goods or services to the customer. The utilisation charge is included within cost of sales. An impairment loss is recognised in profit or loss when the carrying amount of the contract cost asset exceeds the remaining amount of consideration that the Group expects to receive less the costs that relate to providing goods or services under the relevant contract.

2.16 Government grant

Government grants are assistance by government in the form of transfers of resources to an entity in return for past or future compliance with certain conditions relating to the operating activities of the entity. The grants are recognised at their fair value where there is a reasonable assurance that the grant will be received, and the Group will comply with all attached conditions.

Grant related income

Government grants relating to costs are deferred and recognised in the profit or loss over the period necessary to match them with the costs that they are intended to compensate. The grants are presented as a credit in the statements of profit or loss under "other income".

Grant related assets

Government grants relating to the assets are in the statements of financial position by deducting the grant in arriving at the asset's carrying amount.

2. Material accounting policy information (cont'd.)

2.17 Customer loyalty programme

Award credits/points granted by certain subsidiaries of the Group are a separately identifiable component of the sales transaction and represent rights granted to the customer. The consideration allocated to the points is measured at the fair value of the points. It is recognised as a deferred revenue in the consolidated statement of financial position and recognised as revenue when the points are redeemed, have expired or are no longer expected to be redeemed.

2.18 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.19 Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due. Financial guarantee contracts are recognised initially as a liability at fair value, net of transaction costs. Subsequent to initial recognition, financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee.

If the debtor fails to make payment relating to financial guarantee contract when it is due and the Group, as the issuer, is required to reimburse the holder for the associated loss, the liability is measured at the higher of the best estimate of the expenditure required to settle the present obligation at the reporting date and the amount initially recognised less cumulative amortisation.

2. Material accounting policy information (cont'd.)

2.20 Borrowing costs

Borrowing costs consist of interest and other costs that the Group and the Company incurred in connection with the borrowing of funds.

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale.

When the carrying amount of an asset inclusive of capitalised borrowing costs exceeds its recoverable amount, capitalisation is discontinued and such excess is written down or adjusted for an allowance for impairment, through an appropriate charge to profit or loss.

All other borrowing costs are recognised in profit or loss in the period they are incurred.

2.21 Employee benefits

(a) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees of the Group. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences, and short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

2. Material accounting policy information (cont'd.)

2.21 Employee benefits (cont'd.)

(b) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years.

Such contributions are recognised as an expense in the profit or loss as incurred. As required by law, companies in Malaysia make contributions to the state pension scheme, the Employees Provident Fund ("EPF"). Some of the Group's foreign subsidiaries also make contributions to their respective countries' statutory pension schemes.

(c) Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of MFRS 137 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

(d) Defined benefit plans

Certain subsidiaries of the Group operate a funded and unfunded defined benefit, Retirement Benefit Scheme ("the Scheme"), for their eligible employees.

2. Material accounting policy information (cont'd.)

2.21 Employee benefits (cont'd.)

(d) Defined benefit plans (cont'd.)

The Group's obligations under the Scheme are determined based on actuarial valuation where the amount of benefit that employees have earned in return for their service in the current and prior years is estimated. That benefit is discounted using the Projected Unit Credit Method in order to determine its present value. The fair value of plan assets for a funded scheme is determined by discounting expected future cash flows. The discount rate is the market yield at the reporting date on high quality corporate bonds or government bonds.

Actuarial gains and losses for the defined benefit plans are recognised in full in the period in which they occur in other comprehensive income. Such actuarial gains and losses are also immediately recognised in retained earnings and are not reclassified to profit or loss in subsequent periods.

Past service cost is recognised immediately to the extent that the benefits are already vested, and otherwise is amortised on a straight-line basis over the average period until the amended benefits become vested.

The amount recognised in the statements of financial position represents the present value of the defined benefit obligations less unrecognised past service costs, reduced by the fair value of the plan assets. The value of any defined benefit asset recognised is restricted to the sum of any unrecognised past service costs and the present value of any economic benefits available in the form of refunds from the plan or reductions in the future contributions to the plan.

(e) Employee entitlements

An indirect subsidiary makes provision for retirement leave entitlements of eligible employees and relate to rights which have been vested and unvested. These have been recognised based on independent actuarial valuations. The timing of such payments depends on when vesting occurs and the subsequent retirement date of the eligible employees.

2. Material accounting policy information (cont'd.)

2.22 Revenue and income recognition

Revenue and income are recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue and income can be reliably measured. Revenue and income are measured at the fair value of consideration received or receivable.

(a) Dividend income

Dividend income is recognised when the shareholders' right to receive payment is established and no significant uncertainty exist with regard to its receipts.

(b) Interest income

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

(c) Gain or loss on disposal of investment

Gain or loss on disposal of investment is recognised upon satisfaction of all terms of the agreement leading to sale of the investment.

(d) Sales of goods and rendering of services

Revenue from the sale of goods is recognised at the point in time when control of the goods is transferred to the customers.

Revenue from sale of services is recognised at the point in time or over time as the services are provided.

(e) Construction contracts, contracts for sale of land and property development costs

(i) Construction contracts

Revenue is recognised over time by reference to the progress towards completion, which is determined based on input method, i.e. cost incurred to date against the expected total construction costs. Revenue from construction contracts is recognised net of Liquidated Ascertained Damages ("LAD").

2. Material accounting policy information (cont'd.)

2.22 Revenue and income recognition (cont'd.)

(e) Construction contracts, contracts for sale of land and property development costs (cont'd.)

(i) Construction contracts (cont'd.)

For those construction contracts that contain significant financing component, the amount of consideration is discounted, using the rate that would be reflected in a separate financing transaction between the Group and its customer at contract inception, to take into consideration the significant financing component.

(ii) Sale of land

Revenue from sale of land is recognised at a point in time when control is transferred to the customer and it is probable that the Group will collect the consideration to which it will be entitled in exchange for the asset that will be transferred to the customer.

(iii) Sale of development properties

Revenue from sale of development properties is recognised as and when the control of the asset is transferred to the customer and it is probable that the Group will collect the consideration to which it will be entitled in exchange for the asset that will be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer in substance obtains control of the asset.

Revenue from sale of development properties is recognised net of consideration payable to the customers and variable considerations.

2. Material accounting policy information (cont'd.)

2.22 Revenue and income recognition (cont'd.)

(e) Construction contracts, contracts for sale of land and property development costs (cont'd.)

(iv) Multiple promises from sale of development properties and land

Multiple promises from sale of development properties and land are accounted for as separate performance obligations. The transaction price is allocated to each performance obligation based on the stand-alone selling prices, and if not directly observable, based on expected cost plus margin.

(f) Rental income

Rental income is recognised on a straight-line basis over the terms of the lease. The aggregate cost of incentives provided to lessees is recognised as a reduction of rental income over the lease term on a straight-line basis.

(g) Toll collection and toll compensation

Toll collection revenue is recognised based on the net collection from tolls designated under the Concession and Novation Agreement between the expressway companies and the Government.

Toll compensation for any concession year is recognised in the financial statements as revenue when receipt is probable and the amount that is receivable can be reliably measured.

(h) Airlines services

Passenger ticket and cargo space sales or airway bill sales (belly and freighter) including the related administration fees and various surcharges are recognised as revenue, net of discount, in profit or loss at the point in time upon satisfaction of the performance obligation, which generally coincides with passenger uplift. The value of unutilised tickets is included in current liabilities as sales in advance of carriage. The revenue from reissuance fees are recognised upon passenger uplift.

Passenger tickets, other service fees and surcharges that remain unutilised after 12 months subsequent to the date of issue are recognised in the profit or loss as unavailed credits on sales in advance of carriage.

2. Material accounting policy information (cont'd.)

2.22 Revenue and income recognition (cont'd.)

(h) Airlines services (cont'd.)

Revenue from other services such as charter revenue, catering, warehousing services, passenger handling services, provision of computerised reservation services, trucking and retailing of goods are recognised in profit or loss at the point in time upon satisfaction of the performance obligation, except for leases of aircraft.

(i) Airport handling and engineering services

Airport handling and engineering services are recognised based on the number of man-hours incurred and the cost of materials and spare parts supplied.

Revenue from Maintenance Repair and Overhaul ("MRO") training and consultancy services are recognised over-time as the services are rendered based on the contract value with intercompany and third parties.

(j) Frequent flyer programme

The Group operates a frequent flyer programme where points are purchased by partners or awarded to programme members based on accumulated miles travelled.

The award points are recognised as a separate performance obligation based on the stand-alone selling price ("SSP"), by allocating the SSP adjusted by expected forfeiture (breakage) of the consideration received between the award points and the other components of sale, such that the award miles are recognised at fair value. The points sold to partners and a portion of passenger revenue attributable to the award of frequent flyer benefits is accounted as liability (contract liabilities) in the statement of financial position until they are redeemed and utilised.

Revenue from the award points is recognised at the point in time when the points are expired. Revenue from the award points which are redeemed into flight tickets is recognised over time in line with passenger revenue. The amount of revenue recognised when the points are redeemed is based on the number of points redeemed relative to the total number of points expected to be redeemed.

2. Material accounting policy information (cont'd.)

2.22 Revenue and income recognition (cont'd.)

(k) Hotel, themed parks and golf revenues

Hotel room revenue is recognised when service is rendered to the customer over their stay at the hotel. Advance deposits on hotel rooms are recorded as contract liability until services are provided to the customer.

Revenue from sale of goods or services is recognised when the food, beverage, entertainment and retail goods are delivered, rendered or control transferred to the customers. Payment of the transaction price is due immediately when the customer purchases the food and beverage or retail goods. Ticket revenue and green fees are recognised at point of entry and advance ticket sales for theme parks are recorded as contract liability until services are rendered.

Revenue from annual passes that entitle a customer to continued visits to the parks or golf courses over a period of time is deferred and then recognised evenly over the period that the pass is valid.

Revenue from sponsorship which consists of initial and annual fees from sponsors are amortised across the tenure of the contracts or accrual basis subject to the terms and conditions of individual contract.

(l) Revenue on public-private service arrangements

Revenue on public-to-private service arrangements is recognised and measured based on the services performed/provided during the period.

The consideration received/receivable shall be allocated by reference to the relative fair values of the services delivered, if more than one service (i.e. construction of/or upgrade services and operation services) are performed under a single contract or arrangement.

2. Material accounting policy information (cont'd.)

2.22 Revenue and income recognition (cont'd.)

(l) Revenue on public-private service arrangements (cont'd.)

(i) Construction or upgrade service

Revenue is recognised in accordance with Note 2.22(e)(i).

The consideration receivable shall be recognised as:

(i) a financial asset to the extent that it has an unconditional contractual right to receive cash or another financial asset; or

(ii) an intangible asset to the extent that it receives a right (a licence) to charge users of the public service.

(ii) Operation services

Revenue is recognised in accordance with Note 2.22(d).

(m) Renewable energy and Energy efficiency projects

Revenue from sale of electricity is measured at fair value of the consideration receive or receivable, net of returns and allowances, trade discounts and volume rebates and taxes. Revenue is recognised when significant risks and rewards of ownership have been transferred to the customer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, there is no continuing management involvement with the goods, and the amount of revenue can be measured reliably.

Revenue generated from solar rooftop and energy efficiency projects are recognised on accrual basis upon satisfaction of their obligation.

2. Material accounting policy information (cont'd.)

2.23 Income tax

(a) Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date in the countries where the Group and the Company operate and generate taxable income.

Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

(b) Deferred tax

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

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

2. Material accounting policy information (cont'd.)

2.23 Income tax (cont'd.)

(b) Deferred tax (cont'd.)

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

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

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

2. Material accounting policy information (cont'd.)

2.23 Income tax (cont'd.)

(b) Deferred tax (cont'd.)

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

2.24 Foreign currencies

(a) Functional and presentation currency

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

(b) Foreign currency transaction

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items denominated in foreign currencies that are measured at historical cost are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items denominated in foreign currencies measured at fair value are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are recognised in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations, which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation.

2. Material accounting policy information (cont'd.)

2.24 Foreign currencies (cont'd.)

(b) Foreign currency transaction (cont'd.)

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised directly in equity. Exchange differences arising from such non-monetary items are also recognised directly in equity.

(c) Foreign operations

The assets and liabilities of foreign operations are translated into RM at the rate of exchange ruling at the reporting date and income and expenses are translated at exchange rates at the dates of the transactions. The exchange differences arising on the translation are taken directly to other comprehensive income. On disposal of a foreign operation, the cumulative amount recognised in other comprehensive income and accumulated in equity under foreign currency translation reserve relating to that particular foreign operation is recognised in profit or loss.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated at the closing rate at the reporting date.

2.25 Impairment of non-financial 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 an annual impairment assessment 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 fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units ("CGU")).

2. Material accounting policy information (cont'd.)

2.25 Impairment of non-financial assets (cont'd.)

In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss. Impairment loss on goodwill is not reversed in a subsequent period.

2.26 Share capital and share issuance expenses

An equity instrument is any contract that evidences a residual interest in the assets of the Group and the Company after deducting all of its liabilities.

(a) Ordinary shares

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity.

(b) Redeemable cumulative convertible preference shares ("RCCPS")

RCCPS are recorded at the proceeds received, net of directly attributable incremental transaction costs. RCCPS are classified as equity.

2. Material accounting policy information (cont'd.)

2.26 Share capital and share issuance expenses (cont'd.)

(c) Dividends

Dividends on ordinary shares and RCCPS are recognised in equity in the period in which they are declared.

(d) Capital contribution from shareholders

The capital contribution relates to contribution from the holding company, where no repayment is expected.

2.27 Insurance business

(a) Product classification

The Group issues insurance contracts/takaful certificates in the normal course of business, under which they accept significant insurance/takaful risk from their policyholders/certificate holders. As a general guidelines, the Group determines whether it has significant insurance/takaful risk, by comparing present value of benefits payable after an insured event with present value of benefits payable if the insured event had not occurred. Ratio of 105% and above means the products covered significant insurance/takaful risk.

(b) Accounting treatment

(i) Separating components from insurance and reinsurance contracts

The Group assesses their life insurance and reinsurance contracts/takaful and retakaful certificates held to determine whether they contain components which must be accounted for under another MFRS rather than MFRS 17 (distinct non insurance components). After separating any distinct components, an entity must apply MFRS 17 to all remaining components of the (host) insurance contract/takaful certificate. Currently, the Group's products do not include distinct components that require separation under MFRS 17. However, all contracts are evaluated periodically to ensure compliance with MFRS 17 requirements regarding distinct investment and service components.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(i) Separating components from insurance and reinsurance contracts (cont'd)

MFRS 17 defines investment components as the amounts that an insurance contract/takaful certificates requires an insurer to repay to a policyholder/takaful operator in all circumstances, regardless of whether an insured event has occurred. Investment components which are highly interrelated with the insurance contract/takaful certificate of which they form a part are considered non-distinct and are not separately accounted for. However, receipts and payments of the investment components are excluded from insurance/takaful revenue and insurance/takaful expenses. The surrender options are considered non distinct investment components as the Group is unable to measure the value of the surrender option component separately from the life insurance / family takaful portion of the contract/certificate.

Some reinsurance contracts/retakaful certificates held contain profit commission arrangements. Under these arrangements, there is a minimum guaranteed amount that the policyholder/participant will always receive - either in the form of profit commission, or as claims, or another contractual payment irrespective of the insured event happening. The profit commission components have been assessed to be highly interrelated with the insurance/takaful component of the reinsurance contracts/retakaful certificates and are, therefore, non-distinct investment components which are not accounted for separately. However, receipts and payments of these investment components are recognised outside of profit or loss.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(ii) Level of aggregation

MFRS 17 requires an entity to determine the level of aggregation for applying its requirements. The level of aggregation for the Group is determined firstly by dividing the business written into portfolios. Portfolios comprise groups of contracts with similar risks which are managed together. Portfolios are further divided based on expected profitability at inception into three categories: onerous contracts, contracts with no significant risk of becoming onerous, and the remainder. This means that, for determining the level of aggregation, the Group identifies a contract as the smallest 'unit', i.e., the lowest common denominator. However, the Group makes an evaluation of whether a series of contracts can be treated together in making the profitability assessment based on reasonable and supportable information, or whether a single contract contains components that need to be separated and treated as if they were stand-alone contracts. As such, what is treated as a contract for accounting purposes may differ from what is considered as a contract for other purposes (i.e., legal or management). MFRS 17 also notes that, for the purposes of level of aggregation, a group of contracts must not include contracts issued more than one year apart.

The Group has defined portfolios of insurance and reinsurance contracts /takaful and retakaful certificates held based on how the insurance/takaful liabilities are managed and the similar types of risks covered since the products are subject to similar risks and managed together. The expected profitability of these portfolios at inception is determined based on the existing latest actuarial valuation models which take into consideration existing in-force business. In determining groups of contracts, the Group has elected to include in the same group contracts where its ability to set prices or levels of benefits for policyholders / certificate holder with different characteristics is constrained by regulation.

The groups of contracts/certificates for which the modified retrospective and the fair value approach has been adopted on transition include contracts/certificates issued more than one year apart.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(ii) Level of aggregation (cont'd.)

The insurance contracts / takaful certificates issued portfolios are divided into:

- A group of contracts / certificates that are onerous at initial recognition;
- A group of contracts/certificates that at initial recognition have no significant possibility of becoming onerous subsequently; and
- A group of the remaining contracts/certificates in the portfolio

The reinsurance contracts / retakaful certificates held portfolios are divided into:

- A group of contracts/certificates on which there is a net gain on initial recognition;
- A group of contracts/certificates that have no significant possibility of a net gain arising subsequent; and
- A group of the remaining contracts/certificates in the portfolio

(iii) Recognition

The Group recognises groups of insurance contracts/takaful certificates that they issue from the beginning of the coverage period of the group of contracts/certificates.

This Group applys the same recognition date treatment for profitable and onerous group of contracts/certificates.

The Group recognises a group of reinsurance contracts/retakaful certificates held it has entered based on the beginning of the coverage period of the group of reinsurance contracts/retakaful certificates held. However, the Group delays the recognition of a group of reinsurance contracts/retakaful certificates held that provide proportionate coverage until the date when any underlying insurance contracts/takaful certificates is initially recognised, if that date is later than the beginning of the coverage period of the group of reinsurance contracts/retakaful certificates held.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(iii) Recognition (cont'd.)

Most of the reinsurance contracts/retakaful certificates held by the Group provide proportionate cover. Therefore, the Group does not recognise a proportional reinsurance contract/retakaful certificate held until at least one underlying direct insurance contract/takaful certificates has been recognised.

The Group treats the reinsurance contracts/retakaful certificates that provide non-proportionate cover to be based on the beginning of the coverage period of the group of reinsurance contracts/retakaful certificates held.

The Group adds new contracts/certificates to the group in the reporting period in which that contract meets the criteria set out above.

(iv) Contract boundary

The Group includes in the measurement of a group of insurance contracts/takaful certificates all the future cash flows within the boundary of each contract/certificate in the group. Cash flows are within the boundary of an insurance contract/takaful certificate if they arise from substantive rights and obligations that exist during the reporting period in which the Group can compel the policyholder/certificate holder to pay the premiums, or in which the Group has a substantive obligation to provide the policyholder/certificate holder with insurance contract/takaful certificates services. A substantive obligation to provide insurance contract/takaful certificate services ends when:

- The Group has the practical ability to reassess the risks of the policyholder/certificate holder and, as a result, can set a price or level of benefits that fully reflects those risks; or

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(iv) Contract boundary (cont'd.)

Both of the following criteria are satisfied:

- The Group has the practical ability to reassess the risks of the portfolio of insurance contracts/takaful certificate that contain the contract/certificate and, as a result, can set a price or level of benefits that fully reflects the risk of that portfolio.

- The pricing of the premiums up to the risk reassessment date does not take into account the risks associated with periods after the reassessment date.

A liability or asset relating to expected premiums or claims outside the boundary of the insurance contract/takaful certificate is not recognised, as such amounts relate to future insurance contracts/retakaful certificates.

(v) Initial and subsequent measurement

MFRS 17 introduces three new measurement models, reflecting a different extent of policyholder/participant participation in investment performance or overall insurance company performance. The general measurement model ("GMM"), also known as the building block approach ("BBA"), consists of the fulfilment cash flows ("FCF") and the contractual service margin ("CSM"), both held as liability for remaining coverage ("LFRC"). The FCF represent the risk-adjusted present value of an entity's rights and obligations to the policyholders, comprising estimates of expected future cash flows, discounting and risk adjustment ("RA") for non-financial risk. The CSM represents the unearned profit from in-force contracts that an entity will recognise as it provides services over the coverage period. The contractual service margin is adjusted for changes in cash flows related to future services (operating assumption change) and grows by interest accretion at locked-in interest rates at initial recognition. A release from the CSM is recognised in profit or loss each period to reflect the services provided in that period. If the CSM is unable to absorb the changes in cash flows related to future services, a loss component is established for the group of contracts.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(v) Initial and subsequent measurement (cont'd.)

The variable fee approach ("VFA") is a mandatory modification of the GMM regarding the treatment of the contractual/takaful service margin in order to accommodate direct participating contracts/certificates, if the following three requirements are met: the contractual terms specify that the policyholder/certificate holder participates in a share of a clearly identified pool of underlying items; the entity expects to pay to the policyholder/certificate holder an amount equal to a substantial share of the fair value returns on the underlying items; the entity expects a substantial proportion of any change in the amounts to be paid to the policyholder/certificate holder to vary with the change in fair value of the underlying items.

For contracts/certificates with direct participation features ("DPF"), the contractual service margin is adjusted for changes in the amount of the entity's share of the fair value of the underlying items arising from operating assumption change and adjustment for financial risks.

The premium allocation approach ("PAA") is an optional simplified measurement model in MFRS 17 when the approach provides a measurement which is not materially different from that under the GMM or if the coverage period of each contract in the group of insurance contracts/takaful certificates is one year or less. Under the PAA, the LFRC is measured as the amount of premiums received net of acquisition cash flows paid, less the net amount of premiums and acquisition cash flows that have been recognized in profit or loss over the expired portion of the coverage period based on the passage of time.

In determining the measurement models, the Group can first choose to use PAA if at the inception of the contract/certificate, the coverage period of each insurance contract in the group of insurance contracts/takaful certificates is one year or less. Alternatively, the Group can still apply PAA if they can reasonably expect that such simplification can produce a measurement of the LFRC which would not differ materially as compared to the LFRC computed under the GMM by performing the PAA Eligibility Testing. Should the Group's group of insurance contracts/takaful certificates fail the PAA and VFA eligibility test, GMM will be used as the measurement model of that group of insurance contracts/takaful certificates.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(v) Initial and subsequent measurement (cont'd.)

At the end of a reporting period, the carrying amount of a group of insurance contracts/takaful certificates is the sum of the LFRC and the liability of incurred claims ("LFIC").

LFIC consists of fulfilment cash flows related to past services, including claims that have been incurred but not yet reported. The measurement of the LFIC is identical under all three measurement models.

Estimates of future cash flows

The Group's objective of estimating future cash flows is to determine the expected value, or the probability-weighted mean, of the full range of possible outcomes, considering all reasonable and supportable information available at the reporting date without undue cost or effort. The Group estimate future cash flows considering a range of scenarios which have commercial substance and give a good representation of possible outcomes. The cash flows from each scenario are probability-weighted and discounted using current assumptions.

The estimate of expected future cash flows includes all cash flows that are within the contract/certificate boundary including:

- Premiums and related cash flows;
- Claims and benefits;
- Payments to policyholders/certificate holders resulting from embedded surrender value options;
- An allocation of insurance/takaful acquisition cash flows attributable to the portfolio to which the contract/certificate belongs;
- Claims handling costs;
- Policy administration and maintenance costs, including recurring commissions that are expected to be paid to intermediaries;
- An allocation of fixed and variable overheads directly attributable to fulfilling insurance contracts/takaful certificates; and
- Transaction-based taxes.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(v) Initial and subsequent measurement (cont'd.)

Risk Adjustment for non-financial risk

The RA for non-financial risk represents the compensation that the Group requires for bearing the uncertainty about the amount and timing of the cash flows of groups of insurance contracts/takaful certificates and covers insurance risk, lapse risk and expense risk. The risk adjustment reflects an amount that an insurer would rationally pay to remove the uncertainty that future cash flows will exceed the best estimate amount. The Group estimates the risk adjustment by referencing to provision of risk margin for adverse deviation ("PRAD") technique. The PRAD technique requires the Group to estimate the probability distribution of the fulfilment cash flows, and the additional provision that it requires at each future date in the cash flow projection, at the target confidence level of 75th percentile, in line with the regulatory requirement of BNM under the RBC Framework for Insurers. Besides that, the Group has decided to disaggregate the change in RA between the insurance/takaful service result and insurance finance income or expenses for GMM measured insurance contracts/takaful certificates.

Contractual Service Margin ("CSM")
The CSM is a component of the asset or liability for the group of insurance contracts/takaful certificates that represents the unearned profit the Group will recognise as they provide services in the future.

- CSM balances at transition date will be described in next section
- CSM post transition date is determined as the profit at the time of issues

An amount of the CSM releases for a group of insurance contracts/takaful certificates is recognised in profit or loss as insurance/takaful revenue in each period to reflect the insurance contract/takaful certificate services provided under the group of insurance contracts/takaful certificates in that period. The amount is determined by:

- Identifying the coverage units for the current and future period; and
- Recognising in profit or loss the amount allocated to coverage units provided in the current period.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(v) Initial and subsequent measurement (cont'd.)

Contractual Service Margin ("CSM") (cont'd.)

The coverage units are the quantity of insurance contract/takaful certificates services provided by the contracts/certificates, determined by considering the quantity of the benefits provided and the expected coverage period. For groups of life insurance contracts/family takaful certificates, the quantity of benefits is the face amount over the period of the contracts/certificates. The total coverage units of each group of insurance contracts/takaful certificates are reassessed at the end of each reporting period to adjust for the reduction of remaining coverage for claims paid, expectations of lapses and cancellation of contracts/certificates in the period. They are then allocated based on probability-weighted average duration of each coverage unit provided in the current period and expected to be provided in the future.

For reinsurance contracts/retakaful certificates held, the CSM amortisation is similar to the insurance contracts/takaful certificates issued and the coverage units is the sum at risk covered by reinsurer.

Loss components and loss recovery components

Where, during the coverage period, a group of insurance contracts/takaful certificates becomes onerous, the Group recognises a loss in profit or loss for the net outflow, resulting in the carrying amount of the liability for the group being equal to the fulfilment cash flows. A loss component is established by the Group for the liability for remaining coverage for such onerous group depicting the losses recognised.

Where a loss component has been set up subsequent to initial recognition of a group of underlying insurance contracts/takaful certificates, the portion of income that has been recognised from related reinsurance contracts/retakaful certificates held is disclosed as a loss-recovery component.

Where the Group has established a loss-recovery component, the Group adjusts the loss-recovery component to reflect changes in the loss component of an onerous group of underlying insurance contracts/takaful certificates.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(v) Initial and subsequent measurement (cont'd.)

Loss components and loss recovery components (cont'd.)

A loss-recovery component reverses consistent with reversal of the loss component of underlying groups of contracts/certificates issued, even when a reversal of the loss-recovery component is not a change in the fulfilment cash flows of the group of reinsurance contracts/retakaful certificates held. Reversals of the loss-recovery component that are not changes in the fulfilment cashflows of the group of reinsurance contracts/retakaful certificates held adjust the CSM.

Modification and derecognition

The Group derecognises insurance contracts/takaful certificates when:

- The rights and obligations relating to the contract/certificate is extinguished (i.e., discharged, cancelled or expired); or
- The contract/certificate is modified such that the modification results in a change in the measurement model, or the applicable standard for measuring a component of the contract. In such cases, the Group derecognises the initial contract/certificate and recognises the modified contract as a new contract/certificate.

(vi) Amounts recognised in comprehensive income

The Group disaggregates the amounts recognised in the statements of profit or loss and other comprehensive income into an insurance service result, comprising insurance/takaful revenue and insurance/takaful service expenses, and insurance/takaful finance income or expenses.

The Group disaggregate the change in risk adjustment for non-financial risk between a financial and non-financial portion.

The Group separately presents income or expenses from reinsurance contracts/retakaful certificates held from the expenses or income from insurance contracts/takaful certificates issued.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(vi) Amounts recognised in comprehensive income (cont'd.)

Revenue

The Group's insurance/takaful revenue represents the provision of services arising from a group of insurance contracts/takaful certificates at an amount that reflects the consideration to which the Group expect to be entitled in exchange for those services. Insurance/Takaful revenue from a group of insurance contracts/takaful certificates is therefore the relevant portion for the period of the total consideration for the contracts/certificates, (i.e., the amount of premiums paid to the Group adjusted for financing effect (the time value of money) and excluding any investment components). The total consideration for a group of contracts/certificates covers amounts related to the provision of services and is comprised of:

- Expected insurance/takaful service expenses, excluding any amounts relating to the risk adjustment for non-financial risk and any amounts allocated to the loss component of the liability for remaining coverage;
- Amounts related to income tax that are specifically chargeable to the policyholder/certificate holder;
- The risk adjustment for non-financial risk, excluding any amounts allocated to the loss component of the liability for remaining coverage;
- The CSM release; and
- Amounts related to insurance/takaful acquisition cash flows.

Benefits and claims expenses

Benefits and claims incurred during the financial year are recognised when a claimable event occurs and/or the insurer is notified.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(vi) Amounts recognised in comprehensive income (cont'd.)

Benefits and claims expenses (cont'd.)

Benefits and claims, including settlement costs, are accounted for using the case-by-case method and, for this purpose, the amounts payable under a life insurance policy/family takaful certificate are recognised as follows:

- maturity and other policy benefit payments due on specified dates are treated as benefits payable on the due dates;
- death, surrender, and other benefits without due dates are treated as claims payable, on the date of receipt of intimation of death of the assured or occurrence of contingency covered;
- benefits payable under the Investment-linked fund are in respect of net cancellation of units and are recognised as surrenders; or
- bonus on DPF policy upon its declaration.

Reinsurance/retakaful claims are recognised when the related gross insurance/takaful claim is recognised according to the terms of the relevant contracts/certificates.

Loss components

The Group has grouped set of contracts/certificates that are onerous al initial recognition separately from profitable set of contracts/certificates in the same portfolio at initial recognition. Groups that were not onerous at initial recognition can also subsequently become onerous if assumptions and experience changes. The Group have established a loss component of the liability for remaining coverage for any onerous group depicting the future losses recognised.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(vi) Amounts recognised in comprehensive income (cont'd.)

Loss components (cont'd.)

A loss component represents a notional record of the losses attributable to each group of onerous insurance contracts/takaful certificates (or profitable group of contracts/certificates at inception that have become onerous). The loss component is released based on a systematic allocation of the subsequent changes relating to future service in the fulfilment cash flows to: (i) the loss component: and (ii) the liability for remaining coverage excluding the loss component. The loss component is also updated for subsequent changes relating to future service in estimates of the fulfilment cash flows and the risk adjustment for non- financial risk. The systematic allocation of subsequent changes to the loss component results in the total amounts allocated to the loss component being equal to zero by the end of the coverage period of a group of contracts/certificates (since the loss component will have been materialised in the form of incurred claims).

Loss-recovery components

When the Group recognise a loss on initial recognition of an onerous group of underlying insurance contracts/takaful certificates or when further onerous underlying insurance contracts/takaful certificates are added to a group, the Group establishes a loss-recovery component of the asset for remaining coverage for a group of reinsurance contracts/retakaful certificates held depicting the recovery of losses.

Where a loss component has been set up after initial recognition of a group of underlying insurance contracts/takaful certificates, the portion of income that has been recognised from related reinsurance contracts/retakaful certificates held is disclosed as a loss-recovery component.

Where a loss-recovery component has been set up at initial recognition or subsequently, the Group adjusts the loss-recovery component to reflect changes in the loss component of an onerous group of underlying insurance contracts/takaful certificates.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(vi) Amounts recognised in comprehensive income (cont'd.)

Loss-recovery components (cont'd.)

The carrying amount of the loss-recovery component must not exceed the portion of the carrying amount of the loss component of the onerous group of underlying insurance contracts/takaful certificates that the Group expect to recover from the group of reinsurance contracts/retakaful certificates held. On this basis, the loss-recovery component recognised is reduced to zero in line with reductions in the onerous group of underlying insurance contracts/takaful certificates and is nil when loss component of the onerous group of underlying insurance contracts/takaful certificates is Nil.

Finance income or expenses

Insurance/Takaful finance income or expenses ("IFIE") comprise the change in the carrying amount of the group of insurance contracts arising from:

- The effect of the time value of money and changes in the time value of money; or
- The effect of financial risk and changes in financial risk

The Group does not disaggregate insurance/takaful finance income or expenses between profit or loss and OCI. The Group's financial assets backing the insurance/takaful issued portfolios are predominantly measured at fair value basis and measured at fair value through profit or loss. Finance income or expenses on the Group 's issued reinsurance contracts/retakaful certificates are not disaggregated because the related financial assets are managed on a fair value basis and measured at fair value through profit or loss.

The Group systematically allocates expected total insurance/takaful finance income or expenses over the duration of the group of contracts/certificates to profit or loss using discount rates determined on initial recognition of the group of contracts/certificates.

2. Material accounting policy information (cont'd.)

2.27 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(vi) Amounts recognised in comprehensive income (cont'd.)

Net income or expense from reinsurance contracts held

The Group presents separately on the face of the statement of profit or loss and other comprehensive income the amounts expected to be recovered from reinsurers/retakaful, and an allocation of the reinsurance/retakaful premiums paid. The Group treats reinsurance/retakaful cash flows that are contingent on claims on the underlying contracts as part of the claims that are expected to be reimbursed under the reinsurance contract/retakaful certificate held and excludes investment components from an allocation of reinsurance/retakaful premiums presented on the face of the statement of profit or loss and other comprehensive income. Amounts relating to the recovery of losses relating to reinsurance/retakaful of onerous direct contracts/certificates are included as amounts recoverable from the reinsurer/retakaful.

2.28 Fair value measurement

The Group measures financial instruments, such as, derivatives, and financial investments, at fair value at each reporting date. Fair values of financial instruments measured at amortised cost are disclosed in Note 40.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

(a) In the principal market for the asset or liability; or

(b) In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible to by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

2. Material accounting policy information (cont'd.)

2.28 Fair value measurement (cont'd.)

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

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

Level 2: Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3: Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting date.

2.29 Contingencies

A contingent liability or asset is a possible obligation or asset that arises from past events and whose existence will be confirmed only by the occurrence or non occurrence of uncertain future events not wholly within the control of the Group. Contingent liabilities and assets are not recognised in the statements of financial position.

2. Material accounting policy information (cont'd.)

2.30 Standards issued but not yet effective

At the date of authorisation of the financial statements, the following were issued but not yet effective and have not been adopted by the Group and the Company.

Description	Effective for financial periods beginning on or after
Amendments to MFRS 121: The Effects of Changes Rates (Lack of Exchangeability)	1 January 2025
Amendments to MFRS 7 and MFRS 9: Financial Instruments Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11: MFRS 1, MFRS 7, MFRS 9, MFRS 10, MFRS 107	1 January 2026
Amendments to MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
Amendments to MFRS 19: Subsidiaries without Public Accountability - Disclosure	1 January 2027
Amendments to MFRS 10: Consolidated Financial Statements (On Sale or Contribution of Assets between an Investor and its Associate or Joint Venture)	To be announced
Amendments to MFRS 128: Investments in Associates and Joint Ventures (On Sale or Contribution of Assets between an Investor and its Associate or Joint Venture)	To be announced

The directors expect that the adoption of the above standards will have no material impact on the financial statements in the period of initial application.

2.31 Material accounting judgements

The preparation of the Group's financial statements requires management to make judgements that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date are disclosed as below:

(a) Critical judgements made in applying accounting policies

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

2. Material accounting policy information (cont'd.)

2.31 Material accounting judgements (cont'd.)

(a) Critical judgements made in applying accounting policies (cont'd.)

(i) Impairment of investments

The Group determines whether its investments are impaired following certain indications of impairment such as, amongst others, prolonged shortfall between market value and carrying amount, significant changes with adverse effects on the investment and deteriorating financial performance of the investment.

Depending on their nature and the industries in which the investments relate to, judgements are made by management to select suitable methods of valuation such as, amongst others, discounted cash flow, realisable net asset value and sector average price-earning ratio method.

(ii) Recognition of expected losses on construction contracts

Any expected loss on construction contract is recognised by the Group as an expense immediately when it is probable that the total contract costs will exceed the total contract revenue, even though the project had yet to be completed. In determining the expected loss, the Group takes into account the total contract costs to be incurred to the completion of the project and the probability of claims to be approved by clients for specific items of cost escalation and variation order.

(iii) Contingent liabilities

As disclosed in Note 45, a contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of uncertain future events not wholly within the control of the Group. Contingent liabilities are not recognised in the statements of financial position of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

2. Material accounting policy information (cont'd.)

2.31 Material accounting judgements (cont'd.)

(a) Critical judgements made in applying accounting policies (cont'd.)

(iv) Income taxes and deferred taxation

Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the year in which such determination is made.

Deferred tax assets are recognised for unused tax losses and unabsorbed capital allowances to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine and assume the ability of each subsidiary to generate future taxable profit to utilise the relevant deferred tax assets by the respective subsidiary.

(v) Significant influence over investment in associates

The Group considers that it has significant influence over certain associates of the Group even though that it holds less than 20% of the voting rights. This is evidenced by, amongst others, the Group having representation on the board, having the ability to participate in the financial and operating policy decisions of the associates and others.

2.32 Material accounting estimates

(a) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

2. Material accounting policy information (cont'd.)

2.32 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(i) Impairment on investments and receivables

(1) Impairment on investments

Once a suitable method of valuation is selected, management makes certain assumptions concerning the future to estimate the recoverable amount of the investment. Depending on the specific individual investment, assumptions made by management may include, amongst others, assumptions on expected future cash flows, revenue growth, discount rate used for purposes of discounting future cash flows which incorporates the relevant risks, and expected future outcome of certain past events.

Sensitivity to changes in assumptions

Management believes that no reasonably possible change in the key assumptions described above would cause the carrying amounts of the investments to materially exceed their recoverable amounts.

(2) Impairment on receivables

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECLs). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECLs).

2. Material accounting policy information (cont'd.)

2.32 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(i) Impairment on investments and receivables (cont'd.)

(2) Impairment on receivables (cont'd.)

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Impairment review

The impairment review of those investments and receivables with indications of impairment carried out by management during the year led to the recognition of writeback of impairment losses on investments and receivables of approximately RM270 million (2023: impairment losses of RM292 million) for the Group and impairment losses on investments and receivables RM211 million (2023: RM8 million) the Company.

(ii) Impairment of goodwill

The Group determines whether goodwill is impaired at least once annually. This requires an estimation of the value-in-use of the cash-generating units to which the goodwill is allocated. Estimating the value-in-use requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to apply a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of the Group's goodwill as at 31 December 2024 is RM1,843 million (2023: RM1,463 million). Further details are disclosed in Note 16.

(iii) Impairment of aircraft included in property, plant and equipment

The Group assesses whether there are any indicators of impairment for aircraft included in property, plant and equipment at each reporting date. If any such indication exists, the asset's recoverable amount is estimated to determine the amount of impairment loss.

2. Material accounting policy information (cont'd.)

2.32 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(iii) Impairment of aircraft included in property, plant and equipment (cont'd.)

Management performed a review of the recoverable amounts based on a variety of estimations including the value in use of the cash-generating unit ("CGU") to which the aircraft included in property, plant and equipment is allocated and fair value less cost to sell. Value-in-use was determined by an estimate of the expected future cash flows from the CGU using a suitable discount rate in order to calculate the present value of those cash flows.

(iv) Deferred tax assets

Deferred tax assets of the Group are recognised for all unused tax losses and unabsorbed capital allowances to the extent that it is probable that taxable profit will be available against which the losses and capital allowances can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The details are as disclosed in Note 25.

(v) Provision for aircraft related direct operating expenses

The operation of air transportation services inevitably involve the making of various provisions on direct expenses, such as fuel, ground handling charges, landing and parking charges, in-flight meals, computer reservation systems booking fees and information technology related expenses. The estimates and associated assumptions used are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the provisions about carrying values of liabilities as at the financial year end.

2. Material accounting policy information (cont'd.)

2.32 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(vi) Net realisable value of completed property units held for sale classified as inventories

Properties held for sale classified as inventories are stated at the lower of cost or net realisable value. The Group estimates the net realisable value based on an assessment of expected sales prices. Properties held for sale are reviewed on a regular basis and the Group will make an allowance for impairment primarily based on historical trends and management estimates of expected and future product demand and related pricing. Demand and pricing levels could change from time to time. If such factors result in an adverse effect on the Group's products, the Group provides additional allowances for slow moving inventories.

(vii) Provision for aircraft delivery cost

The Group is obligated to carry out heavy duty maintenance checks on the airframe, engines, landing gears and auxiliary power units, being part of the return conditions of its leased aircraft under contract. Provision for heavy duty maintenance cost is made progressively in the financial statements based on intervals by either flight hour, cycle or passage of time. In arriving at the provision, assumptions are made on the estimated condition of the asset at the time of check, the maintenance rate to be incurred, the timing of when the check is to be carried out and the timing of the introduction of new fleet. These assumptions are formed based on past experience, and are regularly reviewed to ensure they approximate to the actual. Any revision in assumptions and estimations that causes a material effect to the provision would be adjusted prospectively in the financial statements.

(ix) Brokerage on customers' unexercised rights

(a) Sales in advance of carriage

Sales in advance of carriage ("SIAC") arising from obligations for unutilised tickets are initially recognised similar to contract liabilities in accordance with MFRS 15. Depending on the terms and conditions of flight tickets, contract liabilities consist of a range of possibilities for refund and services that have not yet been provided.

2. Material accounting policy information (cont'd.)

2.32 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(ix) Brokerage on customers' unexercised rights (cont'd.)

(a) Sales in advance of carriage (cont'd.)

A customer's non-refundable prepayment to the Group gives the customer a right to receive a good or service in the future (and obliges the entity to stand ready to transfer a good or service). However, customers may not exercise all of their contractual rights. Those unexercised rights are often referred to as breakage. Estimates on breakage have been determined for "no show" tickets and the probability is based on past trends.

(b) Frequent flyer programme deferred revenue

In determining the expected expiry of unredeemed points awarded under the frequent flyer programme ("FFP"), breakage has been estimated based on past trends of miles not expected to be redeemed by members.

(xi) Construction and consultancy contracts and property development

The Group recognises construction contracts and certain property development revenue and costs in the income statement over time by reference to the progress towards completion of the performance obligation based on input method.

Significant judgement is required in determining the percentage of completion, the extent of the costs incurred and the estimated total revenue and costs, as well as recoverability of the construction, consultancy and property development projects. In making the judgement, the Group evaluates based on past experience, external economic factors and by relying on the work of specialists.

The construction, consultancy and property development revenue and costs recognised in the current and prior years are disclosed in Note 22 and Note 26, respectively.

2. Material accounting policy information (cont'd.)

2.32 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(xii) Depreciation of aircraft, property, plant and equipment

The cost of aircraft, aircraft modifications/retrofits, spare engines, property, plant and equipment are depreciated on a straight-line basis over the assets' useful lives up to its residual value. Management reviews the residual values, useful lives and depreciation method at the end of each financial year and ensures consistency with previous estimates and patterns of consumption of the economic benefits that embodies the items in these assets. Changes in useful lives and residual values of these assets may result in a revision of future depreciation charges.

(xiii) Provision for liquidated ascertained damages ("LAD")

LAD is a possible obligation that arise from the late delivery of construction and development projects.

In assessing the probability that an outflow of resources will be required to settle the obligation, management considers the outcome of the extension of time application based on circumstances of the projects, past experiences and expert advice for construction projects; and the estimated date of completion for development projects.

(xiv) Provision for construction costs

The Group recognises a provision for construction costs relating to estimated final claims by contractors which have not been finalised.

Significant judgement is required in determining the extent of the costs to be incurred and in making the judgement, the Group evaluates based on past experience, external economic factors and by relying on the work of specialists.

2. Material accounting policy information (cont'd.)

2.32 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(xv) Provision for foreseeable losses for affordable housing

Significant judgement is required in estimating the amount of foreseeable losses for affordable housing, as the construction of low cost housing is typically over the life of township development of spanning more than few financial years. Regulatory, technological and economics changes may result in significant changes to the provision amount which will subsequently affect the profitability of premium housing.

(xvi) Deferred consideration payable

Deferred consideration payable arose from the acquisition of investment completed by the end of reporting date with consideration payable in future periods which is contingent upon meeting certain criteria and performance target. At each reporting date, the Group assesses the fair value of the deferred consideration payable based on the projected probability of the investee company meeting the criteria and performance target after considering the current and projected market conditions.

The amount recognised as deferred consideration payable is the net present value of the assessed fair value, using a discount rate appropriate to the cash flow risks associated with the liability.

(xvii) Impairment of investment properties

The Group carry its investment properties at cost. The Group engaged independent valuation specialists to assess fair value as at 31 December 2024 to determine the impairment assessment. Market comparison and income approach were used and the key assumptions used to determine the fair value of the investment properties are disclosed in Note 14.

(xviii) Fair value of financial instruments

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability.

2. Material accounting policy information (cont'd.)

2.32 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(xviii) Fair value of financial instruments (cont'd.)

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

For financial instruments where there is no active market, fair value is determined using valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

(xix) Impairment of intangible assets - landing slots for air transportation

The Group determines whether the landing slots which have indefinite useful lives, are tested for impairment either annually or on a more frequent interval, depending on events or changes in circumstances that indicate the carrying value may be impaired. This requires an estimation of the "value in use" of the CGU to which the landing slots belong.

In assessing value in use, the management is required to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

(xx) Insurance business

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, which have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

2. Material accounting policy information (cont'd.)

2.32 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(xx) Insurance business (cont'd.)

The Group primarily use deterministic projections to estimate the present value of future cash flows based on the current assumptions, reflecting the best estimate at the time of its determination plus a risk adjustment for non-financial risks.

The following assumptions were used when estimating future cash flows:

The main assumptions used relate to mortality, morbidity, investment returns, expenses, lapse and surrender rates, and discount rates. The Group base mortality and morbidity on established Malaysian industry tables which reflect historical experiences, adjusted when appropriate to reflect the Group's unique risk exposure, product characteristics, target markets, and own claims severity and frequency experiences.

Assumptions on future expenses are based on current expense levels, adjusted for expected expense inflation adjustments, if appropriate.

Lapse and surrender rates are based on the Group's historical experience of lapses and surrenders.

Discount rate and fund growth rates for non-participating policies, participating policies, and investment-linked policies is based on Malaysian Government Security ("MGS") plus illiquidity premium.

3. Revenue

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Investment-related revenue:				
Dividend income from subisidiaries	-	-	1,317,505	2,628,050
Dividend income from associates/joint ventures	-	-	2,644,983	2,307,369
Dividend income from fair value through other comprehensive income investments	24,623	59,961	-	-
Dividend income from fair value through profit or loss investments	362,523	223,248	54,458	45,498
Gain/(loss) from divestments of investments and investment properties	871,711	(214,203)	1,891,394	1,445,694
Interest income	317,871	457,555	252,865	286,925
Others	275,573	111,952	93,598	116,744
	1,852,301	638,513	6,254,803	6,830,280
Engineering and construction-related revenue:				
Land and property development sales	1,220,653	1,235,200	-	-
Rendering of services	3,696,797	2,912,514	-	-
Sale of goods	45,632	1,918	-	-
Others	349,192	138,462	-	-
	5,312,274	4,288,094	-	-

3. Revenue (cont'd.)

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Services-related revenue:				
Revenue from airlines and airport operations	12,592,360	13,081,519	-	-
Rendering of services	1,311,120	1,472,603	-	-
Others	2,352,831	2,363,567	-	-
	16,256,311	16,917,689	-	-
Total Revenue	23,420,886	21,844,296	6,254,803	6,830,280
Timing of revenue recognition:				
At a point in time	5,240,146	3,855,493	6,254,803	6,830,280
Over time	18,180,740	17,988,803	-	-
	23,420,886	21,844,296	6,254,803	6,830,280

4. Operating profit

Operating profit is stated after charging/(crediting) the following:

	Note	Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Staff costs	5	3,838,122	3,798,050	202,467	179,200
Auditors' remuneration:					
Statutory audits					
- to Ernst & Young PLT		12,481	11,508	1,288	1,227
- to member firms of Ernst & Young Global		1,193	997	-	-
- to other firms		3,202	4,080	-	-
Other services					
- to Ernst & Young PLT		916	3,610	423	1,697
- to member firms of Ernst & Young Global		10,045	1,090	5,356	-
- to other firms		1,589	5,204	-	4,653
Unrealised foreign exchange (gain)/loss, net		(207,139)	176,016	685	(1,019)

4. Operating profit (cont'd.)

Operating profit is stated after charging/(crediting) the following: (cont'd.)

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Depreciation for property, plant and equipment	12	836,626	639,656	1,708	1,698
(Writeback of)/allowance for impairment losses on investments and receivables, net		(270,045)	292,000	210,989	8,000
Amortisation of other intangible assets	17	75,295	35,533	7,556	512
Expenses arising from leases					
- low value assets	37	3,211	1,202	-	-
- short-term lease	37	33,875	18,941	14,115	14,672
Depreciation of investment properties	14	39,432	17,760	-	-
(Gain)/loss on disposal of property, plant and equipment		(6,530)	175,979	66	-
Gain on disposal of subsidiaries	18	-	(10,762)	-	-
Depreciation for right-of-use assets	23	1,006,646	851,173	-	-
Fuel costs		4,737,940	4,730,653	-	-
Handling, landing, parking, enroute charges, catering and other related costs		1,768,725	1,390,328	-	-
Aircraft maintenance and overhaul		2,980,210	995,773	-	-
Provision for aircraft redelivery costs	33	214,518	900,040	-	-
(Writeback of)/allowance for impairment losses on property, plant and equipment	12	(125,927)	14,577	-	-

4. Operating profit (cont'd.)

Operating profit is stated after charging/(crediting) the following: (cont'd.)

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
(Writeback of)/allowance for impairment losses on right-of-use assets	23	(323,793)	9,793	-	-
Net amortisation charge for concession assets	15	29,058	21,053	-	-
Amortisation of deferred income		(367,929)	(24,707)	-	-
Amortisation of Government grants	36(i)	(424,533)	(2,637)	-	-
Allowance for impairment losses on investment properties	14	22,112	3,497	-	-
Investment properties written off	14	35,729	980	-	-
Inventories (written back)/ written off		(4,929)	32,938	-	-
Property, plant and equipment written off	12	169,912	61,573	-	-
Concession intangible assets written off	15	125	392	-	-
Allowance for impairment losses on concession intangible assets	15	11,258	2,009	-	-
Net fair value (gain)/loss on financial assets at fair value through profit or loss		(2,405,575)	(1,911,676)	39,873	305,767
Gain on bargain purchase	18	(77,217)	-	-	-
Gain on disposal of land held for property development		(79,738)	-	-	-

5. Staff costs

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Wages, salaries, statutory contributions to EPF and social security		3,759,589	3,493,630	198,313	175,287
Employees service entitlement and retirement benefits	34	4,399	5,149	-	-
Others		74,134	299,271	4,154	3,913
		3,838,122	3,798,050	202,467	179,200

(i) Included in the staff costs of the Group and of the Company were the key management personnel's remuneration as disclosed in Note 7.

6. Directors' remuneration

	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Wages and salaries	18,498	18,377	5,060	3,972
Fees and allowances	5,237	6,669	683	455
Statutory contributions to EPF	1,824	2,242	961	755
	25,559	27,288	6,704	5,182

Included in the Group Directors' remuneration were the subsidiaries Directors' remuneration.

7. Key management personnel remuneration

	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Wages and salaries	143,469	117,355	35,013	29,347
Statutory contributions to EPF	19,911	15,603	6,532	5,565
	163,380	132,958	41,545	34,912

Key management personnel are staff who are involved in decision making and management of the Group and the Company.

8. Finance costs

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Interest expense on term loans and borrowings	482,554	385,735	122,801	241,215
Interest expense on revolving credit facility	357,748	174,830	357,748	174,830
Interest expense on bonds, Medium Term Notes and Islamic Medium Term Notes ("MTN and IMTN")	1,582,675	1,640,907	1,568,818	1,450,554
Interest expense on lease liabilities (Note 37)	351,283	238,073	-	-
Amortisation of discount on Khazanah Bonds (Note 31)	107,292	241,462	107,292	241,462
Amortisation of discount on Exchangeable Trust Certificates (Note 31)	-	2,545	-	2,545
Others	63,440	146,816	-	-
	2,944,992	2,830,368	2,156,659	2,110,606

9. Taxation

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Current income tax:				
Malaysian income tax	519,052	101,057	46,907	36,872
Foreign income tax	20,684	45,560	-	-
	539,736	146,617	46,907	36,872
Over provision in prior years:				
Malaysian income tax	(132,377)	(172,579)	(2,428)	(8,354)
	407,359	(25,962)	44,479	28,518

9. Taxation (cont'd.)

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Deferred tax (Note 25):				
Relating to origination and reversal of temporary differences	(101,730)	(200,657)	-	-
Over provision in in prior year	(30)	(6,271)	-	-
	(101,760)	(206,928)	-	-
Income tax expense/(credit) recognised in profit or loss	305,599	(232,890)	44,479	28,518

The tax treatment of the Company has fallen under the ambit of Section 60F Investment Holding Company ("Section 60F") of the Income Tax Act, 1967 for the current and prior financial years.

Under Section 60F, Investment Holding Company is defined as a company whose activities consist mainly of the holding of investment and not less than 80% of its gross income (whether exempt or not) is derived therefrom. Income from the holding of investment is not to be treated as business income whilst income other than income from holding of investment is to be treated as other non-business gains or profits under Section 4(f) of the Income Tax Act, 1967.

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2023: 24%) of the estimated assessable profit for the year. Income tax for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

9. Taxation (cont'd.)

The reconciliation between tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2024 and 2023 are as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Profit before taxation	6,799,589	3,792,556	3,165,455	3,509,780
Taxation at Malaysian statutory tax rate of 24% (2023: 24%)	1,631,901	910,213	759,709	842,347
Effect of different tax rates in foreign jurisdiction	15,273	12,290	-	-
Effect of income not subject to tax	(1,521,887)	(1,809,413)	(1,408,295)	(1,615,756)
Effect of expenses not deductible for tax purposes	1,377,490	2,017,275	695,493	810,281
Effect of utilisation of previously unabsorbed capital allowances	(211,624)	(784,370)	-	-
Deferred tax assets not recognised	366,232	401,615	-	-
Tax effect on share of associates and joint ventures' profit attributable to the equity holders	(1,219,379)	(801,650)	-	-
Over provision of income tax expense in prior year	(132,377)	(172,579)	(2,428)	(8,354)
Over provision of deferred tax expense in prior year	(30)	(6,271)	-	-
Tax expense/(credit) for the year	305,599	(232,890)	44,479	28,518

10. Dividends

	2024 RM'000	2023 RM'000
Dividends on ordinary shares:		
Interim single-tier dividend on ordinary shares	1,000,000	1,000,000

11. Assets held for sale

Non-current assets or disposal groups are classified as held for sale if they meet certain conditions and their carrying amounts will be recovered principally through sale transactions rather than through continuing use. The condition is regarded as met only when the asset or disposal group is available for immediate sale in its present condition subject to terms that are usual and customary and the sale is highly probable.

Non-current assets or disposal groups held for sale are not depreciated and are measured at the lower of carrying amount and fair value less costs to sell. Any differences are recognised in profit or loss.

The major classes of assets held for sale ("AHFS") and assets and liabilities of the disposal group classified as held for sale on the consolidated statement of financial position are as follows:

		Group	
	Note	2024 RM'000	2023 RM'000
Assets:			
Land held for property development	13	188,365	24,632
Investment in associate		4,950	6,787
Property, plant and equipment	12	200,074	1,211,066
Investment properties	14	177,659	42,556
Other intangible assets	17	11	3,499
Deferred tax assets	25	-	56,077
Short term investments		-	52,782
Right-of-use assets	23	20,304	69,176
Inventories		168,442	304,589
Receivables		66,504	219,917
Cash and bank balances		6,611	151,241
Assets held for sale and assets of disposal group classified as held for sale		832,920	2,142,322
Liability:			
Payables representing the liability of disposal group classified as held for sale		72,634	693,088

11. Assets held for sale (cont'd.)

(A) UEM Group Berhad ("UEM")

(i) On 26 January 2022, the Board of Directors of UEM Builders approved the dissolution of Buildcast via members' voluntary liquidation. During the year, Buildcast has been fully dissolved.

(ii) On 8 November 2022, the Board of Directors of UEM Edgenta Berhad ("UEM Edgenta") approved the proposed disposal of Faber Union Sdn Bhd, an indirect wholly-owned subsidiary of UEM Edgenta via Faber Development Holdings Sdn. Bhd.. As at the date of financial statements, the disposal is pending completion as UEM Edgenta is still negotiating terms and conditions of the sale.

(iii) On 25 August 2023, UEM Sunrise South Africa (Pty) Ltd ("UEMSSA"), an indirect subsidiary of UEM Sunrise Berhad ("UEM Sunrise"), entered into a sale of shares and claims agreement ("SSCA") for the divestment of its entire equity interest of 80.4% in Roc-Union (Proprietary) Ltd ("Roc-Union") at a total consideration of RAND118.4 million (equivalent to RM29.5 million). On 24 July 2024, the SSCA was cancelled following the purchaser's failure to honor its payment obligation. However, UEM Sunrise is open to other options for divestment.

(iv) On 5 September 2023, the Board of Directors of the Company approved the proposal to commence divestment process of Cement Industries of Malaysia Berhad ("CIMA"). On 19 March 2024, the Board of Directors of the Company decided to terminate the process as no bidders met the criteria set by UEM. Following this, CIMA is no longer available for immediate sale in its present condition and ceases to be classified as held for sale.

(v) On 31 May 2019, the Board of Directors of the Company approved the proposed disposal of certain plots of land and buildings held by the Company and its wholly-owned direct or indirect subsidiaries, namely Hydron (M) Sdn Bhd and Suria Siena Development Sdn Bhd. The Company and its subsidiries continue to classify these properties as AHFS as the delay in the planned disposal was caused by events/circumstances beyond their control, and they remain committed to their plan to dispose the properties.

(v) On 26 November 2024, Suria Siena Development Sdn Bhd entered into sale and purchase agreements with an external party to dispose 2 parcels of freehold land for a total cash consideration of RM22.0 million. The disposal is expected to complete within 1 year from the date of sale and purchase agreement.

Following the above, an impairment loss of RM3.0 million (2023: RM Nil) is recognised during the year to write-down the carrying amount of the assets held for sale to fair value less costs of disposal.

11. Assets held for sale (cont'd.)

(B) Iskandar Investment Berhad ("IIB")

(i) On 15 August 2023, Educity Iskandar Malaysia Sdn Bhd ("EIMSB") entered into a Sale and Purchase Agreement ("SPA") with Marquis Oil Sdn Bhd ("MOSB") to sell a freehold land under PTD 199637 measuring approximately 1.21 arces.

On 4 July 2024, Iskandar Capital Sdn Bhd ("IskCap") entered into a SPA with Apex Assets Sdn Bhd to sell a freehold land under PTD 226169 measuring approximately 3.88 arces.

Upon completion of the conditions stipulated in the agreement, the Group has recognised revenue of RM8,500,000 and cost of sales of RM4,116,339 during the year.

(ii) On 18 January 2024, River Retreat Sdn Bhd ("RRSB") entered into a SPA with Eco Botanic 3 Sdn Bhd ("EB3SB") to sell its land held for developments under EduEast and EduWest measuring approximately 144.295 acres and 96.019 acres respectively.

On 15 June 2024, RRSB entered into a SPA with ST Dynamo DC Sdn Bhd ("STDCSB") to sell a land held for development under PTD 213429 measuring approximately 41.75 acres.

The completion of the agreements above is pending fulfilment of certain conditions precedent as at 31 December 2024. As such, the said plots of land remain as non-current assets held for sale in the current year.

(C) Penerbangan Malaysia Berhad ("PMB")

Certain aircraft and spare engines with net book value of RM7,267,590 (2023: RM7,267,590) have been classified under assets held for sale.

(D) Malaysia Aviation Group Berhad ("MAGB")

In the previous financial year, the Sarawak State Government ("Sarawak government") announced its intention to acquire the business of MASwings Sdn. Bhd. ("MV"), a subsidiary company. The business met the requirements to be classified as held for held on 27 October 2023 following the signing of a memorandum of understanding between Sarawak government via its state-owned company, Hornbill Skyways Sdn. Bhd., and MAGB.

On 12 February 2025, FlyFirefly Sdn. Bhd., signed a Share Purchase Agreement ("SPA") with the Sarawak Government, via its state-owned company, AirBorneo Holdings Sdn. Bhd. ("AirBorneo") for the sale of stake in MASwings Sdn. Bhd. The SPA also covers the intent to acquire aircrafts, spares and rotables, takeover of existing lease agreements and aircraft orders placed with manufacturer in separate Aircrafts and Spares Acquisition Agreements to be completed within next five (5) months.

11. Assets held for sale (cont'd.)

(D) Malaysia Aviation Group Berhad ("MAGB") (cont'd.)

As a result of the classification of the business as held for sale, the net assets of the business are measured at the lower of carrying value or fair value less costs to sell. The fair value of MW business was assessed to be lower than the corresponding carrying value. This resulted in an impairment charge of RM2,277,000 in the previous financial year. No additional impairment is required in the current financial year.

12. Property, plant and equipment

Group	Note	Plant and machinery RM'000	Aircraft and spare engines RM'000	Furniture and fittings and other equipment RM'000	Land and buildings RM'000	Renovation, capital improvements and capital work-in-progress RM'000	Total RM'000
2024							
Cost							
At 1 January		3,869,173	5,679,587	1,276,721	4,029,942	871,543	15,726,966
Additions		72,815	480,579	140,230	78,311	446,966	1,218,901
Currency translation differences		(576)	-	-	-	-	(576)
Disposals		(12,694)	-	(30)	-	(144,567)	(157,291)
Write-offs	4	(9,784)	(17,132)	(8,209)	(17,637)	(215,245)	(268,007)
Acquisition of subsidiaries	18	494,883	-	16,716	229,463	909,600	1,650,662
Transfer to investment properties	14	-	-	-	(7,735)	-	(7,735)
Transfer from/(to) assets held for sale	11	2,743,888	(14,021)	13,617	138,486	132,372	3,014,342
Transfer to other intangible assets	17	-	-	-	-	(44,757)	(44,757)
Transfer to right-of-use assets	23	-	-	-	-	(720)	(720)
Reclassification		-	-	-	2,738	(2,738)	-
At 31 December		7,157,705	6,129,013	1,439,045	4,453,568	1,952,454	21,131,785

12. Property, plant and equipment (cont'd.)

Group (cont'd.)	Note	Plant and machinery RM'000	Aircraft and spare engines RM'000	Furniture and fittings and other equipment RM'000	Land and buildings RM'000	Renovation, capital improvements and capital work-in-progress RM'000	Total RM'000
2024 (cont'd.)							
Accumulated depreciation and impairment losses							
At 1 January		3,344,535	3,654,578	978,798	1,390,214	392,701	9,760,827
Charge for the year	4	229,211	279,976	116,409	78,886	132,144	836,626
Writeback of impairment losses	4	(5,181)	(82,698)	(432)	(8,220)	(29,396)	(125,927)
Currency translation differences		1,140	-	-	-	-	1,140
Disposals		(12,176)	-	(26)	-	(20,866)	(33,068)
Write-offs	4	(1,524)	(17,132)	(8,209)	(4,930)	(66,300)	(98,095)
Transfer to investment properties	14	-	-	-	(2,000)	-	(2,000)
Transfer from/(to) assets held for sale	11	1,980,048	(408)	594	23,116	-	2,003,350
At 31 December		5,536,053	3,834,316	1,087,134	1,477,066	408,283	12,342,853
Net book value							
At 31 December		1,621,652	2,294,697	351,911	2,976,501	1,544,171	8,788,932

12. Property, plant and equipment (cont'd.)

Group	Note	Plant and machinery RM'000	Aircraft and spare engines RM'000	Furniture and fittings and other equipment RM'000	Land and buildings RM'000	Renovation, capital improvements and capital work-in-progress RM'000	Total RM'000
2023							
Cost							
At 1 January		6,309,590	5,231,657	1,302,386	4,239,979	732,812	17,816,424
Additions		352,875	872,686	107,388	121,592	327,021	1,781,562
Currency translation differences		974	-	1,362	223	-	2,559
Disposals		(1,958,027)	(307,736)	(101,752)	-	(5,168)	(2,372,683)
Write-offs		(1,291)	-	(7,917)	(14,926)	(44,159)	(68,293)
Acquisition of subsidiaries		-	-	2,187	527	-	2,714
Transfer from/(to) inventories		-	-	38	-	(41,779)	(41,741)
Transfer from investment properties	14	-	-	-	501	-	501
Transfer to assets held for sale	11	(908,557)	(259,276)	(34,837)	(318,859)	-	(1,521,529)
Transfer to other intangible assets	17	-	-	-	-	(14,804)	(14,804)
Transfer from right-of-use assets	23	-	142,256	-	-	-	142,256
Reclassification		73,609	-	7,866	905	(82,380)	-
At 31 December		3,869,173	5,679,587	1,276,721	4,029,942	871,543	15,726,966

12. Property, plant and equipment (cont'd.)

Group (cont'd.)	Note	Plant and machinery RM'000	Aircraft and spare engines RM'000	Furniture and fittings and other equipment RM'000	Land and buildings RM'000	Renovation, capital improvements and capital work-in-progress RM'000	Total RM'000
2023 (cont'd.)							
Accumulated depreciation and impairment losses							
At 1 January		5,049,040	3,639,424	990,980	1,460,631	339,389	11,479,464
Charge for the year	4	276,662	106,617	107,157	99,523	49,697	639,656
Allowance for impairment losses	4	-	12,729	-	-	1,848	14,577
Currency translation differences		-	-	1,261	(223)	-	1,038
Disposals		(1,980,343)	(112,740)	(100,664)	(386)	(889)	(2,195,023)
Write-offs		(376)	-	(2,613)	(3,731)	-	(6,721)
Acquisition of subsidiaries		-	-	1,523	-	-	1,523
Transfer from investment properties	14	-	-	-	82	-	82
Transfer to assets held for sale	11	(448)	(128,145)	(16,104)	(165,766)	-	(310,463)
Transfer from right-of-use assets	23	-	136,693	-	-	-	136,693
Reclassification		-	-	(2,742)	85	2,657	-
At 31 December		3,344,535	3,654,578	978,798	1,390,214	392,701	9,760,827
Net book value							
At 31 December		524,638	2,025,009	297,923	2,639,727	478,842	5,966,138

12. Property, plant and equipment (cont'd.)

Company	Office equipment, furniture and fittings and computer equipment RM'000	Renovation and capital work-in-progress RM'000	Total RM'000
2024			
Cost			
At 1 January	27,257	85,528	112,785
Additions	369	4,963	5,332
Transfer to other intangible assets (Note 17)	-	(44,757)	(44,757)
Disposal	(2,625)	-	(2,625)
At 31 December	25,001	45,734	70,735
Accumulated depreciation			
At 1 January	25,960	27,384	53,344
Charge for the year (Note 4)	704	1,004	1,708
Disposal	(2,559)	-	(2,559)
At 31 December	24,105	28,388	52,493
Net carrying amount			
At 31 December	896	17,346	18,242
2023			
Cost			
At 1 January	26,737	44,699	71,436
Additions	520	40,829	41,349
At 31 December	27,257	85,528	112,785

12. Property, plant and equipment (cont'd.)

Company	Office equipment, furniture and fittings and computer equipment RM'000	Renovation and capital work-in-progress RM'000	Total RM'000
Accumulated depreciation			
At 1 January	25,301	26,345	51,646
Charge for the year (Note 4)	659	1,039	1,698
At 31 December	25,960	27,384	53,344
Net carrying amount			
At 31 December	1,297	58,144	59,441

13. Land held for property development

	Note	Group 2024 RM'000	2023 RM'000
At cost			
At 1 January		5,846,744	5,589,664
Additions		402,420	308,745
Disposals		(156,505)	(191,572)
Transfer from investment properties	14	175,277	28,273
Transfer from right-of-use assets	23	-	93,375
Disposal of a subsidiary	18 (iv)	-	(3,091)
Transfer to inventories		(204,088)	-
Transfer (to)/from property development-in-progress	26	(154,709)	21,350
Transfer to asset held for sale	11	(163,733)	-
At 31 December		5,745,406	5,846,744

13. Land held for property development (cont'd.)

As at the reporting date, freehold land and related development expenditure of:

(a) RM840.5 million (2023: RM838.6 million) are pledged as securities for the borrowing facilities granted to UEM Sunrise's subsidiaries.

Included in the current year additions are the following:

	Group	
	2024	2023
	RM'000	RM'000
Staff costs	128	335
Interest expense	63,812	56,675

14. Investment properties

	Note	Group	
		2024	2023
		RM'000	RM'000
Land and building			
Cost			
At 1 January		4,304,230	4,390,197
Additions		253,173	47,391
Disposal of subsidiaries		-	(9,753)
Write-offs		(92,204)	(39,436)
Transfer to assets held for sale	11	(186,474)	(55,395)
Transfer from/(to) property, plant and equipment	12	7,735	(501)
Transfer to land held for property development	13	(175,277)	(28,273)
At 31 December		4,111,183	4,304,230

14. Investment properties (cont'd)

	Note	Group 2024 RM'000	2023 RM'000
Land and building			
Accumulated depreciation and impairment losses			
At 1 January		570,896	601,973
Depreciation	4	39,432	17,760
Disposal of subsidiaries		-	(957)
Write-offs		(56,475)	(38,456)
Allowance for impairment losses	4	22,112	3,497
Transfer from/(to) property, plant and equipment	12	2,000	(82)
Transfer to assets held for sale	11	(8,815)	(12,839)
At 31 December		569,150	570,896
Carrying amount at 31 December		3,542,033	3,733,334
Fair value		6,165,856	8,665,067

Investment properties comprise of commercial properties, office lots and landed properties.

The direct operating expenses arising from investment properties of the Group that generate and that do not generate rental income during the year are RM17.7 million (2023: RM18.5 million) and RM5.1 million (2023: RM5.8 million) respectively.

14. Investment properties (cont'd.)

The fair values of investment properties are categorised as Level 3 under the fair value hierarchy as disclosed in Note 40, as the fair value is measured using inputs that are not based on observable market data.

The fair values of the investment properties are substantially arrived at via valuation performed by certified external valuers based on the following valuation techniques depending on the location and types of properties.

(i) The income approach converts estimated future amounts of cash flows or income to a single present value (discounted) amount by applying an appropriate, market-derived discount rate.

(ii) The comparison/cost method of valuation entails separate valuations of the land and buildings to arrive at the market value of the subject property. The land is valued by reference to transactions of similar lands in surrounding area with appropriate adjustments made for differences in the relevant characteristics of the land. Completed buildings are valued by reference to the current estimates on constructional costs to erect equivalent buildings, taking into consideration of similar accommodation in terms of size, construction, finishes contractors' overheads, fees and profits. Appropriate adjustments are then made for the factors of obsolescence and existing physical condition of the building.

(iii) The investment method is an analysis based on the relationship between the rate of return that an investor or buyer expects or requires and the net income that a property produces.

15. Concession intangible assets

	Note	Group 2024 RM'000	2023 RM'000
Cost			
At 1 January		510,988	454,649
Additions		93,282	46,931
Write-offs	4	(128)	(433)
Capitalisation		-	405
Modification on lease term		-	227
Exchange differences		(12,487)	9,209
At 31 December		591,655	510,988
Accumulated amortisation and impairment losses			
At 1 January		220,601	193,600
Charge for the year, net of reversal	4	29,058	21,053
Allowance for impairment losses	4	11,258	2,009
Capitalisation of depreciation		-	35
Write-offs	4	(3)	(41)
Exchange differences		(6,667)	3,945
At 31 December		254,247	220,601
Net carrying amount			
At 31 December		337,408	290,387

As at the reporting date, the Group has the following concession intangible assets:

Concession intangible asset	Concession companies	Concession period
Padalur-Trichy Highway India ("PTH")	Trichy Padalur Tollways Private Limited ("TPTPL")	up to 2031
REPPA arrangement	Cenergi SEA Berhad ("Cenergi Group")	up to 2043

16. Goodwill on consolidation

	Group	
	2024	2023
	RM'000	RM'000
At 1 January	1,463,234	1,436,628
Acquisition of subsidiaries (Note 18)	405,644	3,550
Exchange differences	(25,480)	23,056
At 31 December	1,843,398	1,463,234

During the year, the Group acquired the subsidiaries as disclosed in Note 18. The initial accounting for this business combination was incomplete as of December 31, 2024. Consequently, goodwill of RM405,644,000 has been recognised on a provisional basis. These provisional amounts are based on the best estimates available at the reporting date and are expected to be finalised within the measurement period, which will not exceed one year from the acquisition date. Adjustments to these provisional amounts during the measurement period will be recognized retrospectively, with a corresponding adjustment to goodwill.

(a) Impairment tests for goodwill

Allocation of goodwill

Goodwill has been allocated to the Group's cash-generating units ("CGUs") identified according to business segment as follows:

	2024	2023
	RM'000	RM'000
Goodwill - Business Segment		
Engineering, construction and expressway	1,041,304	1,066,784
Financial services	392,339	392,339
	1,433,643	1,459,123
Other business segments	409,755	4,111
	1,843,398	1,463,234

(b) Key assumptions used in recoverable amount

The recoverable amount of a CGU is determined based on the following methodology:

(i) where investments are listed, principally the market value is used.

(ii) where investments are not investment holding and where the underlying is unlisted, value-in-use is applied.

(iii) where investments themselves are investment holding, the market value of the underlying value-in-use is calculated using cash flow projections or earnings and book multiples of a comparable listed company in the same market and the same industry.

16. Goodwill on consolidation (cont'd.)

(b) Key assumptions used in recoverable amount (cont'd.)

The following describes each key assumption on which management has based its evaluation to undertake impairment testing of goodwill:

(i) Company earnings and book multiples
Earnings and book multiples are chosen based on acknowledged market norms for that industry and that geography with due consideration to asset size, market share, profitability and target market.

(ii) Growth rate
The average growth rate used in cash flow projections are consistent with the long term average growth rate for the industry.

(iii) Discount rate
The discount rates used are pre-tax and reflect specific risks relating to the relevant segments.

17. Other intangible assets

Group	Note	Development expenditure and work in progress RM'000	Software and related costs RM'000	Brand name RM'000	VOBA and banc-assurance RM'000	Intellectual property and licences RM'000	Total RM'000
2024							
At 1 January		1,255	170,603	16,098	241,066	83,122	512,144
Additions		3,929	33,173	-	-	20,770	57,872
Acquisition of subsidiaries	18	-	-	-	-	83,282	83,282
Disposal		-	(9,847)	-	-	-	(9,847)
Transfer from property, plant and equipment	12	-	44,757	-	-	-	44,757
Transfer to asset held for sale	11		(11)	-	-	-	(11)
Foreign exchange difference		-	(397)	-	-	(28,038)	(28,435)
		5,184	238,278	16,098	241,066	159,136	659,762
Less: Amortisation	4	(305)	(50,249)	-	-	(24,741)	(75,295)
At 31 December		4,879	188,029	16,098	241,066	134,395	584,467

17. Other intangible assets (cont'd.)

Group	Note	Development expenditure and work in progress RM'000	Software and related costs RM'000	Brand name RM'000	VOBA and banc-assurance RM'000	Intellectual property and licences RM'000	Total RM'000
2023							
At 1 January		15,303	109,152	16,098	269,682	98,318	508,553
Additions		655	70,310	-	4	512	71,481
Acquisition of subsidiaries		-	412	-	-	1,403	1,815
Disposal		(25,954)	(3,041)	-	(24,982)	(3,005)	(56,982)
Transfer from property, plant and equipment	12	14,804	-	-	-	-	14,804
Transfer to asset held for sale	11	(3,286)	(213)	-	-	-	(3,499)
Foreign exchange difference		-	204	-	-	11,301	11,505
		1,522	176,824	16,098	244,704	108,529	547,677
Less: Amortisation	4	(267)	(6,221)	-	(3,638)	(25,407)	(35,533)
At 31 December		1,255	170,603	16,098	241,066	83,122	512,144

17. Other intangible assets (cont'd.)

Company	Computer software 2024 RM'000	2023 RM'000
Cost		
At 1 January	11,057	9,220
Additions	1,231	1,837
Transfer from property, plant and equipment (Note 12)	44,757	-
Disposal	(778)	-
At 31 December	56,267	11,057
Accumulated amortisation		
At 1 January	8,441	7,929
Charge for the year (Note 4)	7,556	512
Disposal	(778)	-
At 31 December	15,219	8,441
Net carrying amount		
At 31 December	41,048	2,616

Computer software includes licence fees, professional fees and other directly attributable costs of preparing the asset for its intended use or for bringing the asset to its working condition.

18. Interest in subsidiaries

	Company 2024 RM'000	2023 RM'000
Unquoted shares in Malaysia		
- at cost	47,685,477	46,095,489
- at FVTPL	1,242,033	1,272,193
Unquoted shares outside Malaysia	13,598,393	1,979,005
	62,525,903	49,346,687
Less: Accumulated allowance for impairment losses	(26,510,071)	(26,342,149)
	36,015,832	23,004,538
Amount due from subsidiaries *	20,182,094	22,843,894
	56,197,926	45,848,432

* As the amount due from subsidiaries is, in substance, a part of the Company's net investments in the subsidiaries, it is stated at cost less accumulated impairment losses.

Details of the subsidiaries are shown in Note 47 and Note 48.

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries

(i) The Company subscribed to an additional 94,793,133 preference shares in Broga Hills Investments Limited ("Broga Hills"), for a total consideration of RM423.9 million, resulting in the Company maintaining its equity interest of 100%. Broga Hills, an unlisted company incorporated in Malaysia, is an investment holding company.

(ii) The Company subscribed to an additional 65,184,839 preference shares in Bukit Bendera Investments Limited ("Bukit Bendera"), for a total consideration of RM292.5 million, resulting in the Company maintaining its equity interest of 100%. Bukit Bendera, an unlisted company incorporated in Malaysia, is an investment holding

(iii) The Company subscribed to an additional 8,601,719 preference shares in Bukit Damar Investments Limited ("Bukit Damar"), for a total consideration of RM38.4 million, resulting in the Company maintaining its equity interest of 100%. Bukit Damar, an unlisted company incorporated in Malaysia, is an investment holding company.

(iv) The Company subscribed to an additional 497,212,000 preference shares in Bukit Puteri Investments Limited ("Bukit Puteri"), for a total consideration of RM2,223.4 million, resulting in the Company maintaining its equity interest of 100%. Bukit Puteri, an unlisted company incorporated in Malaysia, is an investment holding company.

(v) The Company subscribed to an additional 16,500,000 preference shares in Iskandar Ventures Sdn. Bhd. ("IVSB"), for a total consideration of RM16.5 million, resulting in the Company maintaining its equity interest of 100%. IVSB, an unlisted company incorporated in Malaysia, is an investment holding company.

(vi) The Company subscribed to an additional 62,568,000 preference shares in Mount Reskit Investments Limited ("Mount Reskit"), for a total consideration of RM279.8 million, resulting in the Company maintaining its equity interest of 100%. Mount Reskit, an unlisted company incorporated in Malaysia, is an investment holding company.

(vii) The Company subscribed to an additional 26,277,000 preference shares in Mount Suku Investments Limited (Mount Suku), for a total consideration of RM117.4 million, resulting in the Company maintaining its equity interest of 100%. Mount Suku, an unlisted company incorporated in Malaysia, is an investment holding company.

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(viii) The Company subscribed to an additional 442,140,010 ordinary shares in Mount Terra Investments Limited ("Mount Terra"), for a total consideration of RM1,983.9 million, resulting in the Company maintaining its equity interest of 100%. Mount Terra, an unlisted company incorporated in Malaysia, is an investment holding company.

(ix) The Company subscribed to an additional 12,644,088 preference shares in Pantai Air Papan Investments Limited ("PAPIL"), for a total consideration of RM56.5 million, resulting in the Company maintaining its equity interest of 100%. PAPIL, an unlisted company incorporated in Malaysia, is an investment holding company.

(x) The Company subscribed to an additional 524,335,928 preference shares in Pantai Juara Investments Limited ("Pantai Juara"), for a total consideration of RM2,344.7 million, resulting in the Company maintaining its equity interest of 100%. Pantai Juara, an unlisted company incorporated in Malaysia, is an investment holding company.

(xi) The Company subscribed to an additional 685,824,548 ordinary shares in Pantai Morib Ventures Sdn. Bhd. ("Pantai Morib"), for a total consideration of RM685.8 million, resulting in the Company maintaining its equity interest of 100%. Pantai Morib, an unlisted company incorporated in Malaysia, is an investment holding company.

(xii) The Company subscribed to an additional 69,650,000 preference shares in Pantai Sura Investments Limited ("Pantai Sura"), for a total consideration of RM312.5 million, resulting in the Company maintaining its equity interest of 100%. Pantai Sura, an unlisted company incorporated in Malaysia, is an investment holding company.

(xiii) The Company subscribed to an additional 30,013,151 preference shares in Pulau Aman Investments Limited ("Pulau Aman"), for a total consideration of RM134.1 million, resulting in the Company maintaining its equity interest of 100%. Pulau Aman, an unlisted company incorporated in Malaysia, is an investment holding company.

(xiv) The Company subscribed to an additional 43,557,304 preference shares in Pulau Kaca Investments Limited ("Pulau Kaca"), for a total consideration of RM194.8 million, resulting in the Company maintaining its equity interest of 100%. Pulau Kaca, an unlisted company incorporated in Malaysia, is an investment holding company.

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(xv) The Company subscribed to an additional 54,550,438 preference shares in Pulau Melaka Ltd. ("Pulau Melaka"), for a total consideration of RM243.8 million, resulting in the Company maintaining its equity interest of 100%. Pulau Melaka, an unlisted company incorporated in Malaysia, is an investment holding company.

(xvi) The Company subscribed to an additional 25,055,416 preference shares in Pulau Selingan Investments Limited ("Pulau Selingan"), for a total consideration of RM112 million, resulting in the Company maintaining its equity interest of 100%. Pulau Selingan, an unlisted company incorporated in Malaysia, is an investment holding company.

(xvii) The Company subscribed to an additional 20,394,742 preference shares in Sampadi Investments Limited ("Sampadi"), for a total consideration of RM91 million, resulting in the Company maintaining its equity interest of 100%. Sampadi, an unlisted company incorporated in Malaysia, is an investment holding company.

(xviii) The Company subscribed to an additional 25,293,541 preference shares in Southview Hills Sdn Bhd ("Southview Hills"), for a total consideration of RM25.3 million, resulting in the Company maintaining its equity interest of 100%. Southview Hills, an unlisted company incorporated in Malaysia, is an investment holding company.

(xix) The Company subscribed to an additional 10,009,000 preference shares in Sungai Kinabatangan Investments Limited ("Sungai Kinabatangan"), for a total consideration of RM44.9 million, resulting in the Company maintaining its equity interest of 100%. Sungai Kinabatangan, an unlisted company incorporated in Malaysia, is an investment holding company.

(xx) The Company subscribed to an additional 33,558,682 ordinary shares in Sungai Pulai Investments (Mauritius) Limited ("Sungai Pulai"), for a total consideration of RM111.8 million, resulting in the Company maintaining its equity interest of 100%. Sungai Pulai, an unlisted company incorporated in Mauritius, is an investment holding company.

(xxi) The Company subscribed to an additional 63,881,563 preference shares in Tanjung Manis Investments Limited ("Tanjung Manis"), for a total consideration of RM285.5 million, resulting in the Company maintaining its equity interest of 100%. Tanjung Manis, an unlisted company incorporated in Malaysia, is an investment holding company.

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(xxii) The Company subscribed to an additional 14,712,041 preference shares shares in Tanjung Rhu Investments Limited ("Tanjung Rhu"), for a total consideration of RM65.8 million, resulting in the Company maintaining its equity interest of 100%. Tanjung Rhu, an unlisted company incorporated in Malaysia, is an investment holding company.

(xxiii) The Company subscribed to an additional 85,720,574 preference shares shares in Tanjung Sedili Investments Limited ("Tanjung Sedili"), for a total consideration of RM384.6 million, resulting in the Company maintaining its equity interest of 100%. Tanjung Sedili, an unlisted company incorporated in Malaysia, is an investment holding company.

(xxiv) The Company subscribed to an additional 175,522,525 preference shares shares in Teluk Bahang Investments Limited ("Teluk Bahang"), for a total consideration of RM787.6 million, resulting in the Company maintaining its equity interest of 100%. Teluk Bahang, an unlisted company incorporated in Malaysia, is an investment holding company.

(xxv) The Company subscribed to an additional 60,044,636 preference shares shares in Teluk Dalam Investments Limited ("Teluk Dalam"), for a total consideration of RM309.8 million, resulting in the Company maintaining its equity interest of 100%. Teluk Dalam, an unlisted company incorporated in Malaysia, is an investment holding company.

(xxvi) The Company subscribed to an additional 139,658,194 preference shares shares in Teluk Gadong Investments Limited ("Teluk Gadong"), for a total consideration of RM626.3 million, resulting in the Company maintaining its equity interest of 100%. Teluk Gadong, an unlisted company incorporated in Malaysia, is an investment holding company.

(xxvii) The Company subscribed to an additional 34,331,278 preference shares shares in Western Hill Investments Limited ("Western Hill"), for a total consideration of RM154 million, resulting in the Company maintaining its equity interest of 100%. Western Hill, an unlisted company incorporated in Malaysia, is an investment holding company.

(xxviii) The Company subscribed to an additional 588,023,628 preference shares shares in Tanjung Bidara Sdn. Bhd. ("Tanjung Bidara"), for a total consideration of RM588 million, resulting in the Company maintaining its equity interest of 100%. Tanjung Bidara, an unlisted company incorporated in Malaysia, is an investment holding company.

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(xxix) The Company subscribed to an additional 6,581,373 preference shares shares in Pulau Manukan Ventures Sdn. Bhd. ("Pulau Manukan"), for a total consideration of RM6.6 million, resulting in the Company maintaining its equity interest of 100%. Pulau Manukan, an unlisted company incorporated in Malaysia, is an investment holding company.

(xxx) The Company subscribed to an additional 189,245,837 preference shares shares in Impeccable Vintage Properties Sdn. Bhd. ("IVP"), for a total consideration of RM189.2 million, resulting in the Company maintaining its equity interest of 100%. IVP, an unlisted company incorporated in Malaysia, is an investment holding company.

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(xxxi) On 10 July 2024, the Company has entered into a share purchase agreement with MoF Inc and Pembangunan Modal Penjana Sdn. Bhd. for the acquisition of Jelawang Capital Sdn. Bhd. (formerly known as Penjana Kapital Sdn. Bhd.). The total consideration paid is via issuance of the Company's share capital to MoF Inc.

The assets and liabilities recognised arising from above acquisition are as follows:

	Note	Fair value RM'000
Interest in associates		232,498
Interest in joint ventures		38,187
Property, plant and equipment	12	128
Right-of-use assets	23	160
Cash and bank balances		176,295
Other investments		189,153
Other receivables		609
Government grants	36 (i)	(590,000)
Lease liabilities	37	(214)
Other payables and accruals		(2,109)
Total value of net assets		44,707
Total purchase consideration		44,707

The effect of the acquisition on cash flows is as follows:

Cash and cash equivalents of subsidiaries acquired	176,295
Less: Purchase consideration satisfied by cash	-
Net cash inflow from acquisition of subsidiaries	176,295

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(xxxii) On 10 July 2024, the Company has entered into a share purchase agreement with MoF Inc and Federal Lands Commissioner for the acquisition of Malaysia Venture Capital Management Berhad ("MAVCAP"). The total consideration paid is via issuance of the Company's share capital to MoF Inc.

The assets and liabilities recognised arising from above acquisition are as follows:

	Note	Fair value RM'000
Investments designated as FVTPL		440,894
Investments designated as FVOCI		750
Property, plant and equipment	12	4
Interest in associates		11,190
Other investments		205,458
Right-of-use assets	23	19
Trade and other receivables		6,056
Cash and bank balances		314,716
Borrowings		(321,595)
Other payables and accruals		(91,377)
Lease liabilities	37	(20)
Government grants	36 (i)	(78,903)
Total value of net assets		487,192
Total purchase consideration		487,192

The effect of the acquisition on cash flows is as follows:

Cash and cash equivalents of subsidiaries acquired	314,716
Less: Purchase consideration satisfied by cash	-
Net cash inflow from acquisition of subsidiaries	314,716

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(xxxiii) (cont'd.)

(a) On 5 February 2024, Cenergi Hydro Sdn. Bhd., a wholly-owned subsidiary of Cenergi acquired 100% equity interest in Alaf Budi Sdn. Bhd. for a total cash consideration of RM12.5 million.

(b) On 6 February 2024, Edgenta International Investment LLC, an indirect subsidiary of UEM Edgenta completed the acquisition of 60% equity interest in Kaizen Owner Association Management ("KOA") and Kaizen AMS Property Supervision L.L.C ("KAMS") for total considerations amounting to AED67.0 million (RM86.3 million).

(c) On 4 October 2024, UEM Lestra acquired 49% equity interest in Roda Emas for a total cash consideration of RM1.0 million. Notwithstanding UEM Lestra's effective shareholding of less than 50% in Roda Emas, UEM Lestra Group does have the substantive rights and power to direct the relevant activities of Roda Emas and the ability to use the power to significantly affect its returns as stipulated in the shareholders' agreement. Hence, Roda Emas is consolidated as a subsidiary of the Group.

(d) On 7 November 2024, UEM Lestra completed the acquisition of 31,000,000 ordinary shares and subscription of 40,816,327 ordinary shares, representing 51% equity interest in Desaru Estate Sdn. Bhd. ("DESB"), for a total consideration of RM317.1 million and RM200.0 million respectively.

(e) On 20 November 2024, Cenergi EE Holdings Sdn Bhd, a subsidiary of UEM Group Berhad ("UEM") acquired 100% equity interest in Renewables Technology Solutions Sdn Bhd.

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(xxxiii) (cont'd.)

The assets and liabilities recognised arising from above acquisition were as follows:

	Note	Fair value RM'000
Property, plant and equipment	12	1,530,644
Right-of-use asset	23	62,775
Other intangible assets	17	16,628
Interest in associates		171
Deferred tax assets	25	571
Inventories and work-in-progress		33,499
Other receivables		174,144
Cash and bank balances		359,953
Borrowings		(605,255)
Provision for employee entitlements and retirement benefits	34	(1,417)
Other payables and accruals		(294,011)
Lease liabilities	37	(1,361)
Deferred tax liabilities	25	(102,261)
Total value of net assets		1,174,080
Less: Non-controlling interests		(563,269)
Group's share of net assets		610,811
Gain on bargain purchase	4	(67,689)
Goodwill on acquisition	16	80,969
Total purchase consideration		624,091

	Fair value RM'000
The purchase considerations were satisfied by:	
Cash considerations	433,216
Deferred considerations payable	178,375
Advances paid in prior year	12,500
	624,091

The effect of the acquisitions on cash flows was as follows:

Cash and cash equivalents of subsidiaries acquired	359,953
Less: Purchase consideration satisfied by cash	(433,216)
Net cash outflow from acquisition of subsidiaries	(73,263)

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(xxxiv) On 12 December 2024, Opus International (M) Sdn. Bhd., an indirect subsidiary of UEM acquired the remaining 70% equity interest in its associate, Opus Consultants (M) Sdn Bhd ("OCM") for a cash consideration of RM176,000, and OCM was transitioned from a 30%-owned associate to a wholly-owned subsidiary.

The financial impact from the accretion was as follows:

	Note	Fair value RM'000
Property, plant and equipment	12	828
Contract assets		23,106
Other receivables		36,403
Cash and bank balances		2,332
Other payables and accruals		(48,806)
Total value of net assets		13,863
Fair value of initial 30% interest in associate		(4,159)
		9,704
Gain on bargain purchase	4	(9,528)
Total purchase considerations		176

The effect of the above accretion on cash flows was as follows:

	Fair value RM'000
Cash and cash equivalents from consolidation of subsidiary	2,332
Less: Purchase consideration satisfied by cash	(176)
Net cash inflow from accretion	2,156

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(xxxv) On 20 March 2024, Cenviro Recycling and Recovery Sdn. Bhd. ("CRR"), a wholly owned subsidiary of the Cenviro Sdn Bhd, entered into a conditional Share Sale and Purchase agreement ("SSPA") with Dato' Seri Selvakumar A/L Shanmugam Chetty for acquisition of additional 60% equity interest in Shan Poornam Sdn Bhd ("SPSB"), the existing associate with a 40% equity interest.

The financial impact from the accretion was as follows:

	Note	Fair value RM'000
Property, plant and equipment	12	119,058
Right-of-use assets	23	3,250
Other intangible assets	17	66,654
Inventories		112,562
Other receivables		123,420
Cash and bank balances		40,511
Other payables and accruals		(109,109)
Lease liabilities	37	(3,787)
Borrowings		(92,797)
Total value of net assets		259,762
Fair value of initial 40% interest in associate		(225,490)
		34,272
Goodwill on acquisition	16	324,675
Total purchase considerations		358,947

The effect of the above accretion on cash flows was as follows:

Cash and cash equivalents from consolidation of subsidiary	40,511
Less: Purchase consideration satisfied by cash	(358,947)
Net cash outflow from accretion	(318,436)

18. Interest in subsidiaries (cont'd.)

(ii) Accretion of interest in a subsidiary

(i) On 20 December 2023, UEM had entered into a share purchase agreement with Najcom Sdn. Bhd. ("Najcom") to acquire remaining 35% equity interest in ProHAWK. The transaction is completed on 27 February 2024 and ProHAWK became a wholly-owned subsidiary of the Company.

The assets and liabilities recognised arising from above are as follows:

	Fair value RM'000
Property, plant and equipment	169
Right-of-use asset	115
Other intangible assets	5
Other receivables	1,227,938
Cash and bank balances	53,322
Borrowings	(625,000)
Lease liabilities	(120)
Trade and other payables	(539,824)
Total value of net assets	116,605
% of shareholding accreted	35%
Share of net assets by non-controlling interest	40,811
Total purchase considerations	(59,200)
Loss on accretion	(18,389)
The purchase considerations was satisfied by:	
Cash considerations	2,200
Settlement of amount due from Najcom	57,000
	59,200

(iii) Incorporation of subsidiaries

(i) On 15 May 2024, Aset Warisan Satu Sdn. Bhd. was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM1.

(ii) On 15 May 2024, Aset Warisan Dua Sdn. Bhd. was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM1.

18. Interest in subsidiaries (cont'd.)

(iii) Incorporation of subsidiaries (cont'd.)

(iii) On 14 June 2024, Aset Warisan Tiga Sdn. Bhd. was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM1.

(iv) On 19 June 2024, Aset Warisan Empat Sdn. Bhd. was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM1.

(v) On 20 June 2024, Aset Warisan Lima Sdn. Bhd. was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM1.

(vi) On 27 June 2024, Aset Warisan Enam Sdn. Bhd. was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM1.

(vii) During the year, the following indirect subsidiaries were incorporated:

	Group's effective interest	Date of incorporation
UEMS Services Pte Ltd	69.1%	3 January 2024
Edgenta Regional Headquater	69.1%	25 April 2024
Cenergi Kwantas Pintasan Sdn Bhd	46.5%	24 July 2024
OPUS HSS Sdn Bhd	41.5%	10 November 2024
Cenergi Alaf Sdn Bhd	92.9%	11 December 2024
CTS Biogas Sdn Bhd	92.9%	11 December 2024
Cenergi BVG Biogas Sdn Bhd	92.9%	13 December 2024
Cenergi Perdak Hydro Sdn Bhd	92.9%	16 December 2024
Cenergi Sia Hydro Sdn Bhd	92.9%	16 December 2024

(iv) Disposal of subsidiaries

(i) On 8 June 2023, Desaru Corniche Sdn Bhd has entered into a Sale of Shares Agreement to dispose its 100% equity interest in Desaru Corniche Property Sdn Bhd ("DCP"). The disposal was completed on 16 October 2023, resulting in a gain on disposal of RM 2,547,000 to the Group, recognised for a consideration of RM5,638,000 in the statements of comprehensive income. The net assets derecognised was RM3,091,000.

(ii) On 8 September 2023, Desaru Development Holdings One Sdn Bhd has entered into a Sale of Shares Agreement to dispose its 100% equity interest in Desaru Beachfront 2 Sdn Bhd ("DB2"). The disposal was completed on 16 November 2023, for a consideration of RM1,088,000 resulting in a gain on disposal of RM8,215,000 to the Group, recognised in the statements of comprehensive income. The net assets recognised was RM8,873,000.

18. Interest in subsidiaries (cont'd.)

(v) Special Purpose Vehicles ("SPVs")

Special purpose vehicles ("SPVs") are wholly-owned subsidiaries of the Company that have been set up to actively hold investments or as funding vehicles of the Company. The SPVs are disclosed in Note 47.

Certain financial statements' captions of the Company after including the assets and liabilities held through the SPVs as at 31 December are as follows:

	Extended Company	
	2024	2023
	RM'000	RM'000
Revenue #	6,978,391	7,812,439
Profit from operations*	5,089,569	5,890,420
Cash, bank balances and investment in money market	3,851,199	5,863,155
Other financial assets	46,893,781	43,835,144
Interest in subsidiaries	11,141,161	10,820,287
Interest in associates	28,597,393	30,752,427
Interest in joint ventures	636,242	599,323
Borrowings	47,700,918	50,238,133
Retained profits	24,640,157	21,043,944
Currency translation reserve	3,832,738	4,318,294
Fair value adjustment reserve	2,074,805	2,765,935
Capital contribution from shareholders	2,324,422	2,324,422

	Extended Company	
	2024	2023
	RM'000	RM'000
Total assets	94,317,318	93,923,899
Total liabilities	48,629,095	51,187,102

\# Revenue includes realised divestment gains from investments classified as fair value through other comprehensive income that was recycled to retained earnings upon divestment.

* Profit from operations consist of profit before tax and realised divestment gains, including realised divestment gains from investments classified as fair value through other comprehensive income ("FVOCI").

18. Interest in subsidiaries (cont'd.)

(vi) Segments with material non-controlling interests

Segments which have non-controlling interests that are material to the Group are listed below:

2024

(a) Summarised consolidated statement of comprehensive income

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Revenue	4,390	10	4,400
Profit/(loss) for the year	154	(12)	142
Profit/(loss) attributable to:			
Owners of the Company	108	(7)	101
Non-controlling interests	46	(5)	41
	154	(12)	142

(b) Summarised consolidated statement of financial position

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Non-current assets	9,983	2,827	12,810
Current assets	5,813	70	5,883
Total assets	15,796	2,897	18,693
Non-current liabilities	4,162	-	4,162
Current liabilities	3,031	74	3,105
Total liabilities	7,193	74	7,267
Net assets	8,603	2,823	11,426
Non-controlling interests	2,714	1,256	3,970
Non-controlling interests which are immaterial to the Group			8,794
			12,764

18. Interest in subsidiaries (cont'd.)

(vi) Segments with material non-controlling interests (cont'd.)

Segments which have non-controlling interests that are material to the Group are listed below (cont'd.):

2024 (cont'd.)

(c) Summarised consolidated statement of cash flows

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Net cash generated from/ (used in):			
Operating activities	572	15	587
Investing activities	(2)	3	1
Financing activities	(501)	-	(501)
Net changes in cash and cash equivalents	69	18	87
Cash and cash equivalents at beginning of year	1,348	14	1,362
Cash and cash equivalents at end of year	1,417	32	1,449

2023

(a) Summarised consolidated statement of comprehensive income

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Revenue	4,220	25	4,245
Profit for the year	116	157	273
Profit attributable to:			
Owners of the Company	74	87	161
Non-controlling interests	42	70	112
	116	157	273

18. Interest in subsidiaries (cont'd.)

(vi) Segments with material non-controlling interests (cont'd.)

Segments which have non-controlling interests that are material to the Group are listed below (cont'd.):

2023 (cont'd.)

(b) Summarised consolidated statement of financial position

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Non-current assets	10,555	2,982	13,537
Current assets	5,373	55	5,428
Total assets	15,928	3,037	18,965
Non-current liabilities	4,176	-	4,176
Current liabilities	3,175	53	3,228
Total liabilities	7,351	53	7,404
Net assets	8,577	2,984	11,561
Non-controlling interests	2,701	1,334	4,035
Non-controlling interests which are immaterial to the Group			8,295
			12,330

(c) Summarised consolidated statement of cash flows

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Net cash generated from/ (used in):			
Operating activities	303	8	311
Investing activities	(199)	4	(195)
Financing activities	(383)	-	(383)
Net changes in cash and cash equivalents	(279)	12	(267)
Exchange rate effect	31	-	31
Cash and cash equivalents at beginning of year	1,596	2	1,598
Cash and cash equivalents at end of year	1,348	14	1,362

19. Interest in associates

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Shares at cost,				
Quoted shares in Malaysia	36,891,763	37,871,594	21,792,352	23,705,418
Quoted shares outside Malaysia	472,329	668,893	-	-
Unquoted shares in Malaysia	3,025,154	3,101,164	762,784	762,784
Unquoted shares outside Malaysia	1,031,604	958,674	-	-
	41,420,850	42,600,325	22,555,136	24,468,202
Share of post acquisition reserves	23,576,904	24,278,183	-	-
	64,997,754	66,878,508	22,555,136	24,468,202
Less: Allowance for impairment losses	(6,537,881)	(6,562,036)	(333)	(333)
	58,459,873	60,316,472	22,554,803	24,467,869
Market value of quoted shares				
In Malaysia	73,591,020	59,117,117	50,847,589	44,910,269
Outside Malaysia	226,974	278,086	-	-

During the current financial year:

Khazanah Nasional Berhad

(i) **CIMB Group Holdings Berhad ("CIMB")**

The Company had disposed 143,000,000 ordinary shares of CIMB, for a total cash consideration of RM933 million. Pursuant to the disposal, the Company's equity interest in CIMB reduced to 21.53%. CIMB, a company incorporated in Malaysia, is listed on Bursa Malaysia Main Market and is involved in investment holding, financial services, property management, provision of consultancy services and dealing in securities.

19. Interest in associates

Khazanah Nasional Berhad (cont'd.)

(ii) **Tenaga Nasional Berhad ("TNB")**

The Company had disposed 118,000,000 ordinary shares of TNB, for a total cash consideration of RM1.5 billion. Pursuant to the disposal, the Company's equity interest in TNB reduced to 20.91%. TNB, a company incorporated in Malaysia, is listed on Bursa Malaysia Main Market and is involved in the generation, transmission, distribution and sale of electricity.

(iii) **TimedotCom Berhad ("TdC")**

The Company had disposed 62,000,000 ordinary shares of TdC, for a total cash consideration of RM315 million. Pursuant to the disposal, the Company's equity interest in TdC reduced to 7.24%. TdC, a company incorporated in Malaysia, is listed on Bursa Malaysia Main Market and is involved in telecommunication and related services.

Details of the associates are shown in Note 47 and Note 48.

The summarised financial information in respect of each of the Group's aggregated material associates is set out below. The summarised financial information represents the amounts in the financial statements of the associates and not the Group's share of those amounts.

19. Interest in associates (cont'd.)

Summarised consolidated statement of comprehensive income

2024 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Revenue	149,625	188	195	150,008
Profit for the year	21,255	75	6	21,336

Summarised consolidated statement of financial position

2024 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Non-current assets	1,075,531	1,880	112	1,077,523
Current assets	72,053	682	127	72,862
Total assets	1,147,584	2,562	239	1,150,385
Non-current liabilities	851,480	-	160	851,640
Current liabilities	71,947	33	147	72,127
Total liabilities	923,427	33	307	923,767

Reconciliation of the summarised financial information presented above

2024 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Net assets	224,157	2,529	(68)	226,618
Share of net assets	49,117	906	6	50,029
Goodwill	11,321	-	-	11,321
	60,438	906	6	61,350
Carrying amount of the Group's immaterial interest in associates				3,648
				64,998

19. Interest in associates (cont'd.)

Summarised consolidated statement of comprehensive income

2023 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Revenue	140,492	131	228	140,851
Profit/(loss) for the year	13,632	3	(5)	13,630

Summarised consolidated statement of financial position

2023 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Non-current assets	1,054,001	1,868	144	1,056,013
Current assets	71,684	693	116	72,493
Total assets	1,125,685	2,561	260	1,128,506
Non-current liabilities	840,295	1	156	840,452
Current liabilities	66,139	85	161	66,385
Total liabilities	906,434	86	317	906,837

Reconciliation of the summarised financial information presented above

2023 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Net assets	219,251	2,475	(57)	221,669
Share of net assets	50,537	891	5	51,433
Goodwill	11,502	-	-	11,502
	62,039	891	5	62,935
Carrying amount of the Group's immaterial interest in associates				3,944
				66,879

20. Interest in joint ventures

	Note	Group 2024 RM'000	2023 RM'000
Shares at cost,			
Quoted shares in Malaysia		130,623	130,623
Unquoted shares in Malaysia	(i)	2,458,840	2,169,665
Unquoted shares outside Malaysia		23,174	23,572
Investments in unincorporated entities		141,146	141,146
		2,753,783	2,465,006
Share of post-acquisition reserves and others		(467,405)	(390,531)
		2,286,378	2,074,475
Less: Accumulated impairment losses		(610,937)	(589,605)
		1,675,441	1,484,870
Amount due from joint ventures		184,863	184,092
		1,860,304	1,668,962

During the current financial year:

UEM Group Berhad ("UEM")

(i) UEM Sunrise subscribed to additional 1,942,571 ordinary shares at an issue price of RM1.00 each in Nusajaya Lifestyle Sdn Bhd via conversion of shareholder's advances.

(ii) UEM Land Berhad ("UEM Land") subscribed to additional 1,290 RPS at an issue price of RM1,000 each in FASTrack for a cash consideration of RM1,290,000.

(iii) UEM Lestra Berhad ("UEM Lestra") subscribed to 1,224,000 ordinary shares at an issue price of RM1.00 each, representing 51% equity interest in Lestra Hexa JV Sdn Bhd for a cash consideration of RM1,224,000.

(iv) UEM Lestra subscribed to 510 ordinary shares at an issue price of RM1.00 each, representing 51% equity interest in Lestra Blueleaf JV Sdn Bhd.

Details of the joint ventures are disclosed in Note 48.

20. Interest in joint ventures (cont'd.)

Summarised consolidated statement of comprehensive income

2024 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Revenue	832	313	80	1,225
Profit/(loss) for the year	168	68	(28)	208

Summarised consolidated statement of financial position

Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Non-current assets	18,819	681	655	20,155
Current assets	516	830	316	1,662
Total assets	19,335	1,511	971	21,817
Non-current liabilities	10,842	123	31	10,996
Current liabilities	239	188	154	581
Total liabilities	11,081	311	185	11,577

Reconciliation of the summarised financial information presented above

Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Net assets	8,254	1,200	786	10,240
Share of net assets	139	599	315	1,053
Carrying amount of the Group's immaterial interest in joint ventures				1,233
				2,286

20. Interest in joint ventures (cont'd.)

Summarised consolidated statement of comprehensive income

2023 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Revenue	818	218	38	1,074
Profit for the year	317	58	11	386

Summarised consolidated statement of financial position

Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Non-current assets	19,881	670	731	21,282
Current assets	1,063	751	311	2,125
Total assets	20,944	1,421	1,042	23,407
Non-current liabilities	11,329	183	59	11,571
Current liabilities	308	110	169	587
Total liabilities	11,637	293	228	12,158

Reconciliation of the summarised financial information presented above

Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Net assets	9,307	1,128	814	11,249
Share of net assets	121	562	326	1,009
Carrying amount of the Group's immaterial interest in joint ventures				1,065
				2,074

21. Other financial investments

Group - 2024	Note	Current RM'000	Non-current RM'000	Total RM'000
Financial assets designated as fair value through profit or loss				
At fair value:				
Quoted shares		-	23,426,371	23,426,371
Unquoted shares		-	1,635,772	1,635,772
Quoted bonds		-	1,296,206	1,296,206
Unquoted bonds		-	4,524,453	4,524,453
Unquoted structured products		-	50,175	50,175
Unquoted fund		1,252,622	1,563,957	2,816,579
		1,252,622	32,496,934	33,749,556
Financial assets designated as fair value through other comprehensive income				
Quoted shares		6	230,887	230,893
Unquoted shares		-	2,179,707	2,179,707
Quoted bonds		-	226,912	226,912
Unquoted bonds		-	3,051,866	3,051,866
Unquoted fund		-	16,794,958	16,794,958
At cost:				
Unquoted shares		-	53,231	53,231
Unquoted shares outside Malaysia		-	13,276	13,276
		6	22,550,837	22,550,843
Amortised cost				
Loans receivable		-	306,303	306,303
Less: Allowance for impairment losses	(i)	-	(36,611)	(36,611)
Total		1,252,628	55,317,463	56,570,091

21. Other financial investments (cont'd.)

Group - 2023	Note	Current RM'000	Non-current RM'000	Total RM'000
Financial assets designated as fair value through profit or loss				
At fair value:				
Quoted shares		-	19,734,020	19,734,020
Unquoted shares		-	2,873,080	2,873,080
Quoted bonds		-	1,568,255	1,568,255
Unquoted bonds		7,533	3,923,780	3,931,313
Unquoted structured products		-	50,175	50,175
Unquoted funds		886,887	1,150,114	2,037,001
		894,420	29,299,424	30,193,844
Financial assets designated as fair value through other comprehensive income				
At fair value:				
Quoted shares		6	147,100	147,106
Unquoted shares		-	2,787,275	2,787,275
Quoted bonds		-	226,912	226,912
Unquoted bonds		-	3,051,866	3,051,866
Unquoted fund		-	15,457,918	15,457,918
At cost:				
Unquoted shares		-	53,231	53,231
Unquoted shares outside Malaysia		-	13,276	13,276
		6	21,737,578	21,737,584
Amortised cost				
Loans receivable		-	461,719	461,719
Less: Allowance for impairment losses	(i)	-	(36,611)	(36,611)
Total		894,426	51,462,110	52,356,537

21. Other financial investments (cont'd.)

(i) The movement of the allowance accounts used to record the impairment are as follows:

Group	2024 RM'000	2023 RM'000
At 1 January/31 December	36,611	36,611

Company - 2024	Note	Current RM'000	Non-current RM'000	Total RM'000
Financial assets designated as fair value through profit or loss				
At fair value:				
Quoted shares outside Malaysia		507,784	-	507,784
Quoted equity funds outside Malaysia		1,077,699	-	1,077,699
Unquoted bonds in Malaysia		41,723	445,776	487,499
Unquoted bonds outside Malaysia		9,193	-	9,193
		1,636,399	445,776	2,082,175
Loans receivable				
At amortised cost:				
Loans receivable	(i)	2,330	-	2,330
		1,638,729	445,776	2,084,505
Company - 2023				
Financial assets designated as fair value through profit or loss				
At fair value:				
Quoted shares outside Malaysia		764,663	-	764,663
Quoted equity funds outside Malaysia		1,552,834	-	1,552,834
Unquoted bonds in Malaysia		318,068	279,487	597,555
Unquoted bonds outside Malaysia		263	-	263
		2,635,828	279,487	2,915,315
Loans receivable				
At amortised cost:				
Loans receivable	(i)	-	2,330	2,330
		2,635,828	281,817	2,917,645

(i) The loans receivable consist of amounts due from a subsidiary which are unsecured, with 5% interest rate per annum for a period until 30 September 2025.

22. Other non-current assets

	Note	Group 2024 RM'000	2023 RM'000
Receivables under finance lease	(i)	144,235	62,491
Trade receivables		430,989	724,258
Prepaid land lease payments		1,611	238
Staff loans		14,964	17,703
Contract assets	(ii)	12,243	32,136
Concession receivables	(iii)	1,089,597	1,127,768
Others		1,419,918	1,159,261
		3,113,557	3,123,855

(i) Finance lease receivables comprise amounts receivable in respect to:

(a) financing of long term lease related to investment property of the Group.

(b) the energy saving performance agreements entered with third parties which requires the Group to design, devise, maintain and supply an energy conservation program for third parties' operational needs.

(c) the solar power purchase agreements entered with third parties which requires the Group to install, operate and maintain the solar photovoltaic electric power generation system for the purpose of providing renewable energy generated from solar.

22. Other non-current assets (cont'd.)

(i) (cont'd.)

As at the reporting date, the present value of lease receivables under non-cancellable lease agreements was as follows:

	Note	Group 2024 RM'000	2023 RM'000
Minimum lease receivables:			
Within one year		139,932	58,101
Between one and five years		24,547	25,036
More than five years		4,024	9,852
Total minimum lease payments		168,503	92,989
Less: Unearned finance revenues		(11,268)	(27,721)
Present value of minimum lease receivables		157,235	65,268
Present value of receivables:			
Within one year		13,000	2,777
Between one and five years		140,438	53,757
More than five years		3,797	8,734
		157,235	65,268
Less: Amount due within one year	29	(13,000)	(2,777)
Amount due after one year		144,235	62,491

(ii) Contract assets

Group

Contract assets

Current	28	1,033,388	771,729
Non-current		12,243	32,136
		1,045,631	803,865

Contract liabilities

Current	32	(55,771)	(98,419)
Non-current	36	(449,127)	(210,081)
		(504,898)	(308,500)

22. Other non-current assets (cont'd.)

(ii) Contract assets (cont'd.)

Group	Note	2024 RM'000	2023 RM'000
Contract assets			
Contract assets from property development and strategic land sales	(a)	527,509	330,423
Contracts assets from rendering services	(b)	518,122	473,442
		1,045,631	803,865
Contract liabilities			
Contract liabilities from property development and strategic land sales	(a)	(353,890)	(276,585)
Contract liabilities from rendering services	(b)	(33,727)	(31,915)
Contract liabilities from construction of electricity network assets	(c)	(117,281)	-
		(504,898)	(308,500)

(a) Contract assets from property development and strategic land sales

For property development, the Group issues progress billings to purchasers when the billing milestones are attained. The Group recognises revenue when the performance obligation is satisfied.

For land sales, the Group recognises revenue and issues billings to purchasers upon transfer of control. The contract assets and contract liabilities relating to the sale of properties and land sales as of each reporting period are shown as below:

Group	2024 RM'000	2023 RM'000
Contract assets	527,509	330,423
Contract liabilities	(353,890)	(276,585)
	173,619	53,838
At 1 January	53,838	29,952
Revenue recognised during the financial year	923,088	907,199
Progress billings during the financial year	(620,718)	(843,583)
Deferred during the financial year	(182,589)	(39,730)
At 31 December	173,619	53,838

22. Other non-current assets (cont'd.)

(ii) Contract assets (cont'd.)

(b) Contract assets from rendering services

Contract assets are initially recognised for revenue earned from services transferred which receipt of the consideration is conditional on the completion and final acceptance by customers. Upon final acceptance by the customers, the amounts recognised as contract assets becomes unconditional and are reclassified to trade receivables.

Contract liabilities include billings made in advance which represent amounts where customers have been invoiced ahead of the satisfaction of the performance obligation by the Group.

Group	2024 RM'000	2023 RM'000
Contract assets	518,122	473,442
Contract liabilities	(33,727)	(31,915)
	484,395	441,527
Revenue recognised from amounts included in contract liabilities at the beginning of the year	19,396	19,396

(c) Construction of electricity network assets

The contract liabilities primarily relate to the contributions paid by electricity customers for the construction of electricity network assets. The customers' contributions are expected to be recognised as revenue over a period of 21 years, being estimated average useful life of the electricity network assets used to connect the customers to the electricity supply.

Group	2024 RM'000	2023 RM'000
At 1 January	-	-
Acquisition of subsidiaries	(116,887)	-
Received during the period	(792)	-
Recognised in profit or loss	398	-
As at 31 December	(117,281)	-

22. Other non-current assets (cont'd.)

(iii) Concession receivables

Concession receivables are in relation to:

Group	Note	2024 RM'000	2023 RM'000
Non-current		1,089,597	1,127,768
Current	28	124,214	124,214
		1,213,811	1,251,982

(a) A concession arrangement in which the Group provides retro-fitting works and upgrades of infrastructure to turn existing buildings into green buildings. This amount is to be repaid over the remaining period of the concession. This amount also pledged as security for the borrowings obtained as disclosed in Note 31.

(b) A concession arrangement to develop and construct Tunku Azizah Hospital. This amount is to be repaid over the remaining period of the concession.

23. Right-of-use assets

	Group			
2024	Aircraft RM'000	Land and Building RM'000	Others RM'000	Total RM'000
At 1 January	4,263,311	1,062,635	76,333	5,402,279
Additions	1,337,392	86,843	58,751	1,482,986
Acquisition of subsidiaries (Note 18)	-	64,448	1,756	66,204
Charge for the year (Note 4)	(917,730)	(53,576)	(35,340)	(1,006,646)
Lease modification	488,759	3,392	6,074	498,225
Transfer from asset held for sale (Note 11)	-	48,872	-	48,872
Transfer from property, plant and equipment (Note 12)	-	720	-	720
Transfer from property development-in-progress (Note 26)	-	3,519	-	3,519
Disposal	-	(12,723)	(4,102)	(16,825)
Writeback of impairment (Note 4)	224,481	99,312	-	323,793
Foreign exchange difference	-	(944)	(14,720)	(15,664)
At 31 December	5,396,213	1,302,498	88,752	6,787,463

23. Right-of-use assets (cont'd)

	Group			
2023	Aircraft RM'000	Land and Building RM'000	Others RM'000	Total RM'000
At 1 January	4,483,867	1,384,425	57,060	5,925,352
Additions	512,988	17,158	58,753	588,899
Acquisition of subsidiaries	-	305	-	305
Charge for the year (Note 4)	(733,286)	(99,621)	(18,266)	(851,173)
Lease modification	35,402	(3,914)	-	31,488
Transfer to asset held for sale (Note 11)	(20,304)	(48,872)	-	(69,176)
Transfer to property, plant and equipment (Note 12)	(5,563)	-	-	(5,563)
Transfer to land held for property development (Note 13)	-	(93,375)	-	(93,375)
Transfer to property development-in-progress (Note 26)	-	(93,800)	-	(93,800)
Disposal	-	(136)	(3,974)	(4,110)
Impairment (Note 4)	(9,793)	-	-	(9,793)
Foreign exchange difference	-	465	(17,240)	(16,775)
At 31 December	4,263,311	1,062,635	76,333	5,402,279

24. Derivative financial instruments

		Group	
2024		**Assets RM'000**	**Liabilities RM'000**
Current			
Fuel hedging contracts (barrels)	(i)	1,230	(22,751)

		Group	
2023		**Assets RM'000**	**Liabilities RM'000**
Current			
Fuel hedging contracts (barrels)	(i)	7,152	(33,294)

(i) Fuel hedging contracts

The Group hold swaps designated as hedge of highly probable forecast fuel purchases to reduce the volatility of cash flows. The contracts are intended to hedge the volatility of the purchase price of fuel for a period up to 12 months forward.

The fair value of hedging contracts are based on movement in mark-to-market positions as at reporting period.

25. Deferred taxation

	Note	Group 2024 RM'000	2023 RM'000
As 1 January		96,811	(19,849)
Recognised in profit or loss	9	101,760	206,928
Acquisition of a subsidiaries	18	(101,690)	(205)
Transfer to asset held for sale	11	-	(56,077)
Exchange differences		15,023	(33,986)
At 31 December		111,904	96,811
Presented after appropriate offsetting as follows:			
Deferred tax assets		801,095	561,408
Deferred tax liabilities		(689,191)	(464,597)
		111,904	96,811

25. Deferred taxation (cont'd.)

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

Deferred tax liabilities of the Group:

	Accelerated capital allowances RM'000	Fair value adjustment of land and building RM'000	Interest capitalised RM'000	Other temporary differences RM'000	Total RM'000
At 1 January 2024	(102,929)	(185,750)	(71,309)	(104,609)	(464,597)
Recognised in profit or loss	5,053	78	(715)	(111,495)	(107,079)
Acquisition of subsidiaries (Note 18)	(94,993)	(7,268)	-	-	(102,261)
Exchange differences	369	-	-	(15,623)	(15,254)
At 31 December 2024	(192,500)	(192,940)	(72,024)	(231,727)	(689,191)
At 1 January 2023	(106,975)	(221,246)	(83,808)	(29,234)	(441,263)
Recognised in profit or loss	(122,369)	35,496	12,499	(42,537)	(116,911)
Acquisition of subsidiaries (Note 18)	(205)	-	-	-	(205)
Transfer to asset held for sale (Note 11)	127,189	-	-	-	127,189
Exchange differences	(569)	-	-	(32,838)	(33,407)
At 31 December 2023	(102,929)	(185,750)	(71,309)	(104,609)	(464,597)

25. Deferred taxation (cont'd.)

Deferred tax assets of the Group:

	Provision RM'000	Unutilised tax losses and unabsorbed capital allowance RM'000	Other temporary differences RM'000	Total RM'000
At 1 January 2024	370,502	164,366	26,540	561,408
Recognised in profit or loss	(2,542)	163,415	47,966	208,839
Acquisition of subsidiaries (Note 18)	-	-	571	571
Exchange differences	24,070	6,207	-	30,277
At 31 December 2024	392,030	333,988	75,077	801,095
At 1 January 2023	204,093	174,206	43,115	421,414
Recognised in profit or loss	179,641	160,773	(16,575)	323,839
Transfer to asset held for sale (Note 11)	(13,618)	(169,648)	-	(183,266)
Exchange differences	386	(965)	-	(579)
At 31 December 2023	370,502	164,366	26,540	561,408

25. Deferred taxation (cont'd.)

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2024	2023
	RM'000	RM'000
Unutilised tax losses	8,312,924	6,941,998
Unabsorbed capital allowances and investment tax allowance	5,155,253	6,037,020
Other temporary differences	8,919,527	8,764,485
	22,387,704	21,743,503

The expiry of unutilised business losses for which the tax effects have not been recognised in the financial statements are as follows:

	Group	
	2024	2023
	RM'000	RM'000
Unutilised tax losses		
- Expires in 2028	1,854,377	2,117,872
- Expires in 2029	616,925	418,862
- Expires in 2030	2,150,953	2,158,547
- Expires in 2031	1,185,297	661,714
- Expires in 2032	524,042	467,299
- Expires in 2033	768,666	1,117,704
- Expires in 2034	1,212,664	-
	8,312,924	6,941,998

The unutilised tax losses carried forward are available for offset against future taxable profit of the subsidiaries subject to no substantial changes in the shareholdings of the subsidiaries under Section 44(5A) and (5B) of the Income Tax Act, 1967 and guidelines issued by the tax authorities. With effect from 1 January 2022, any unabsorbed business lossses from the year of assessment 2019 onwards can be carried forward for a maximum period of 10 consecutive years of assessment to be utilised against income from any source. The amendment is based on Finance Bill 2021 which was gazetted on 31 December 2021.

26. Property development-in-progress

	Note	Group 2024 RM'000	2023 RM'000
Cumulative property development costs			
At 1 January		4,424,389	4,387,914
Development costs incurred during the year		265,807	172,849
Transfers from/(to)			
- Land held for property development	13	154,169	(20,118)
- Right-of-use assets	23	(3,519)	93,800
- Inventories		(11,571)	(31,393)
- contract assets		(291,460)	(178,663)
At 31 December		4,537,815	4,424,389

		Group 2024 RM'000	2023 RM'000
Cumulative costs recognised in statement of comprehensive income			
At 1 January		(3,267,888)	(3,280,567)
Addition		20,405	2,579
Recognised during the year		-	(30,447)
Transfers from/(to)			
- Land held for property development	13	540	(1,232)
- Capital work-in-progress		-	41,779
At 31 December		(3,246,943)	(3,267,888)
At 31 December		1,290,872	1,156,501

Included in costs incurred during the year are:

	Group 2024 RM'000	2023 RM'000
Staff costs	13,971	14,026
Interest expense	-	1,979

As at the reporting date, freehold land and related development expenditure totalling RM515.0 million (2023: RM350.3 million) are pledged as security for the banking facilities granted to UEM Sunrise Group.

27. Inventories and work-in-progress

	Group	
	2024	2023
	RM'000	RM'000
At cost:		
Raw materials	53,487	4,754
Work-in-progress	35,229	676
Finished goods	16,467	6,485
Consumables	255,003	24,501
Catering and general stores	50,001	38,048
Trading stocks	1,336	4,652
Property held for sale	900,931	907,931
Others	257,051	169,999
	1,569,505	1,157,046
At net realisable value:		
Finished goods	95,939	259
Consumable aircraft spares	308,825	166,203
Property held for sale	56,536	78,969
Golf memberships*	27,910	28,001
Others	99	461
	489,309	273,893
	2,058,814	1,430,939

* In accordance with the Development Agreement dated 16 June 2005 between Horizon Hills and Nusajaya Greens Sdn. Bhd., Horizon Hills has settled part of the purchase consideration of the golf course land in the form of rights to club membership (golf and non-golf) to be issued by Horizon Hills Resort Berhad, a wholly-owned subsidiary of Horizon Hills.

The cost of inventories and WIP recognised as cost of sales during the year amounted to RM1,199.8 million (restated 2023: RM1,169.2 million), excluding any impairment, write down or write-off of inventories.

28. Trade receivables

	Note	Group 2024 RM'000	2023 RM'000
Trade receivables	(i)	2,308,301	2,106,232
Less: Allowance for doubtful debts		(214,930)	(482,152)
		2,093,371	1,624,080
Contract assets	22(ii)	1,033,388	771,729
Concession receivables	22(iii)	124,214	124,214
		3,250,973	2,520,023

(i) Trade receivables

- The Group has no significant concentration of credit risk that may arise from exposures to a single debtor or to groups of debtors.

- Trade receivables are non-interest bearing and are generally on 30 to 90 days (2023: 30 to 90 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

The ageing analysis of the trade receivables is as follows:

	2024 RM'000	2023 RM'000
Group		
Neither past due nor impaired	1,474,650	1,161,493
1 to 30 days past due not impaired	184,948	138,456
31 to 60 days past due not impaired	62,083	67,860
More than 60 days past due not impaired	371,690	256,271
	618,721	462,587
Impaired	214,930	482,152
	2,308,301	2,106,232

28. Trade receivables (cont'd.)

(i) Trade receivables (cont'd.)

Receivables that are neither past due nor impaired

Receivables that are neither past due nor impaired are creditworthy debtors with good payment records with the Group.

Receivables that are past due but not impaired

The Group has trade receivables that are related to customers with good payment records with the Group or those with ongoing transactions, progressive payments and/or amounts owing by the Group.

Receivables that are impaired

The Group's trade receivables that are impaired are all individually impaired. There are no impairment arising from collective impairment.

The movement of the allowance account used to record impairment is as follows:

	Group	
	2024	**2023**
	RM'000	**RM'000**
At 1 January	482,152	572,958
Reversal for the year	(267,222)	(90,806)
At 31 December	214,930	482,152

29. Other receivables

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Interest income receivable		4,561	5,873	291,490	214,340
Dividend receivable		-	298	-	-
Amount due from MoF Inc.	(i)	851,580	851,580	851,580	851,580
Amount due from related companies	(ii)	242,899	170,474	977,707	1,738
Other deposits and prepayments		196,581	251,466	2,492	2,492
Amount due from a former director and shareholder of a subsidiary	(iii)	2,315,979	2,315,979	-	-
Amount due from associates	(iv)	82,415	85,495	-	-
Amount due from joint ventures		137,669	324,734	-	-
Receivable under finance lease	22(i)	13,000	2,777	-	-
Accrued income		437,526	6,266	-	-
Others	(v)	1,016,756	1,882,513	51,763	16,214
		5,298,966	5,897,455	2,175,032	1,086,364
Less: Allowance for impairment losses		(2,735,222)	(2,735,222)	-	-
		2,563,744	3,162,233	2,175,032	1,086,364

The movement of the allowance account used to record impairment is as follows:

	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
At 1 January	2,735,222	2,620,381	-	-
Charge for the year	-	114,841	-	-
At 31 December	2,735,222	2,735,222	-	-

29. Other receivables (cont'd.)

(i) The amount due from MoF Inc. is unsecured, interest free and is repayable on demand.

(ii) The amount due from related companies is unsecured, interest free and is repayable on demand.

(iii) On 11 December 2000, UEM exercised the Put Option granted by Tan Sri Dato' Seri Halim bin Saad ("TSHS"), a past director of UEM in 1998 in respect of UEM's investment in UEM Land. The cost of shares plus holding cost on the 720,959,000 UEM Land shares ("Put Option Shares"), representing 31.0% of the paid-up capital of UEM Land as at 11 December 2000 amounting to RM3,165.8 million became the principal amount of debt due from TSHS and accrued interest at a rate of 9.4% per annum compounded semi-annually until full repayment.

The amount of RM3,165.8 million repayable in 3 equal instalments of RM100.0 million each on 14 February 2001, 14 July 2001 and 14 December 2001 respectively and the balance including interest was to be paid on 14 May 2002. On 14 February 2001, UEM received the first instalment from TSHS and granted an Extension of Time for the second instalment to 12 September 2001.

On 12 September 2001, UEM announced that it had not received the second instalment payment from TSHS and considered TSHS to have defaulted. The Put Option agreement was terminated subsequently and a notice of termination was sent to TSHS on 21 November 2001. Resulting from the termination of the Put Option agreement, UEM retained the UEM Land shares and forfeited the RM100.0 million first instalment for its own account by way of set-off and in part satisfaction of its claim for compensation.

As TSHS had failed to repay the outstanding amount as scheduled, full provision of RM2,316.0 million had been made on the net amount due from TSHS.

(iv) The amount due from associates is unsecured, interest free and is repayable on demand.

(v) Included in others are:

(a) An amount of RM22.9 million (2023: RM22.9 million) representing tax penalty paid to IRB.

(b) PLUS BKSP Toll Limited net carrying value of concession intangible assets of RM115.7 million or INR2,212.1 million (2023: RM122.1 million or INR2,212.1 million) to be recovered through claim submitted to Maharashtra State Road Development Corporation ("MSRDC") for premature termination of the Concession Agreement with MSRDC. The amount had been fully impaired previously.

During the year, the other receivables of the Company are neither past due nor impaired.

30. Cash and bank balances

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Cash in hand and at bank	3,954,050	3,870,451	203,119	244,455
Deposits with licensed banks	7,430,536	9,986,237	2,347,046	3,385,000
	11,384,586	13,856,688	2,550,165	3,629,455

The range of interest rates and maturities of the term deposits as at 31 December 2024 is disclosed in Note 39(b).

31. Borrowings

Group	Note	Short term RM'000	Long term RM'000	Total RM'000
2024				
Khazanah bonds	(i)	-	1,616,036	1,616,036
Secured bonds and notes	(ii)	60,000	565,000	625,000
Unsecured bonds and notes	(iii)	3,099,676	42,056,482	45,156,158
Other borrowings	(iv)	7,144,176	2,933,973	10,078,149
		10,303,852	47,171,491	57,475,343

	Note	Short term RM'000	Long term RM'000	Total RM'000
2023				
Khazanah bonds	(i)	2,452,941	1,555,803	4,008,744
Secured bonds and notes	(ii)	60,000	565,000	625,000
Unsecured bonds and notes	(iii)	2,003,661	37,761,221	39,764,882
Other borrowings	(iv)	6,881,282	7,517,406	14,398,688
		11,397,884	47,399,430	58,797,314

31. Borrowings (cont'd.)

Company	Note	Short term RM'000	Long term RM'000	Total RM'000
2024				
Khazanah bonds	(i)	-	1,616,036	1,616,036
Unsecured bonds and notes	(iii)	2,200,000	37,060,308	39,260,308
Other borrowings	(iv)	6,824,574	-	6,824,574
		9,024,574	38,676,344	47,700,918

	Note	Short term RM'000	Long term RM'000	Total RM'000
2023				
Khazanah bonds	(i)	2,452,941	1,555,803	4,008,744
Unsecured bonds and notes	(iii)	1,100,000	34,071,094	35,171,094
Other borrowings	(iv)	2,695,800	2,500,000	5,195,800
		6,248,741	38,126,897	44,375,638

(i) Khazanah bonds

Company	Note	Short term RM'000	Long term RM'000	Total RM'000
2024				
Khazanah Bonds	(A)	-	1,616,036	1,616,036
2023				
Khazanah Bonds	(A)	2,452,941	1,555,803	4,008,744

31. Borrowings (cont'd.)

(i) Khazanah bonds (cont'd.)

(A) Khazanah Bonds

	Company	
	2024	2023
	RM'000	RM'000
At 1 January	4,008,744	5,767,282
Amortisation of discounts for the year (Note 8)	107,292	241,462
Less: Redeemed during the year	(2,500,000)	(2,000,000)
At 31 December	1,616,036	4,008,744

On 29 May 2006, the Company launched a Government Guaranteed Bond programme of up to a total of RM20 billion in nominal value.

The details of the Khazanah Bonds are as follows:

- Issued under the Shariah principle of Musyarakah;

- Bear no coupon and shall be redeemed by the Company in full at their face value on the maturity dates;

- Subject to any written law, the Khazanah Bonds rank pari passu among themselves and equal with all other unsecured obligations (other than subordinated obligations and priorities created by law, if any) of the Government of Malaysia; and

- Are irrevocably guaranteed by the Government of Malaysia.

31. Borrowings (cont'd.)

(i) Khazanah bonds (cont'd.)

(A) Khazanah Bonds (cont'd.)

Khazanah Bonds of RM2.5 billion (2023: RM2.0 billion) was fully redeemed during the year.

The maturity structure of Khazanah Bonds is as follows:

	Company	
	2024	2023
	RM'000	RM'000
Due within one year		
Zero coupon Khazanah bonds, at nominal value	-	2,500,000
Less: Unamortised discount *	-	(47,059)
	-	2,452,941
Due after one year, and within five years		
Zero coupon Khazanah bonds, at nominal value	1,000,000	1,000,000
Less: Unamortised discount *	(110,099)	(144,495)
	889,901	855,505
Due after five years		
Zero coupon Khazanah bonds, at nominal value	1,000,000	1,000,000
Less: Unamortised discount *	(273,865)	(299,702)
	726,135	700,298
	1,616,036	4,008,744
* The total unamortised discount is derived as follows:		
Total discount upon issuance	(7,819,164)	(7,819,164)
Total amortisation to date	7,435,200	7,327,908
Total unamortised discount at 31 December	(383,964)	(491,256)

31. Borrowings (cont'd.)

(ii) Secured bonds and notes

Group	Note	Short term RM'000	Long term RM'000	Total RM'000
2024				
Prohawk	(A)	60,000	565,000	625,000
2023				
Prohawk	(A)	60,000	565,000	625,000

(A) Konsortium ProHAWK Sdn. Bhd. ("Prohawk")

IMTN

On 18 June 2013, Prohawk established an IMTN Programme under the Shariah Principle of Murabahah, with a nominal amount of up to RM900.0 million.

The IMTN is secured by a first ranking charge over all of Prohawk's assets, rights, interests and titles, including granting the right to the security agent to appoint a substituted entity to take over the concession.

There are several series within the issued tranches, each with different tenure and profit rate. The details of the IMTN issuance are as follows:

Issuance date	Tenures (Years)	Profit rate (% per annum)	At 1 January 2024	Repayment during the year RM'million	At 31 December 2024
20 June 2013	17.5 - 20.0	5.24 - 5.35	200	-	200
20 December 2013	15.0 - 17.5	5.21 - 5.34	120	-	120
26 June 2014	13.0 - 15.0	5.21 - 5.32	120	-	120
22 December 2014	10.5 - 12.0	5.17 - 5.26	185	(60)	125
			625	(60)	565

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes

	Note	Short term RM'000	Long term RM'000	Total RM'000
2024				
Islamic CP/MTN Programme				
Khazanah				
Danga Capital Berhad	(a)	-	9,500,000	9,500,000
Danum Capital Berhad	(b)	2,200,000	6,300,000	8,500,000
Dua Capital Ltd	(c)	-	4,471,800	4,471,800
Rantau Abang Capital Berhad	(d)	-	3,000,000	3,000,000
Khazanah Capital Ltd	(e)	-	5,589,750	5,589,750
Khazanah Global Sukuk Berhad	(f)	-	5,589,750	5,589,750
Medium term notes	(g)	-	2,609,008	2,609,008
Total Company		2,200,000	37,060,308	39,260,308
Islamic CP/MTN Programme				
UEM Sunrise	(h)	899,676	3,837,900	4,737,576
UEM Edgenta	(i)	-	250,000	250,000
UEM Olive	(j)	-	700,000	700,000
UEM Lestra	(k)	-	208,274	208,274
Total Group		3,099,676	42,056,482	45,156,158

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

	Note	Short term RM'000	Long term RM'000	Total RM'000
2023				
Islamic CP/MTN Programme				
Khazanah				
Danga Capital Berhad	(a)	500,000	9,500,000	10,000,000
Danum Capital Berhad	(b)	600,000	7,500,000	8,100,000
Dua Capital Ltd	(c)	-	4,590,011	4,590,011
Rantau Abang Capital Berhad	(d)	-	3,000,000	3,000,000
Khazanah Capital Ltd	(e)	-	3,442,500	3,442,500
Khazanah Global Sukuk Berhad	(f)	-	3,442,500	3,442,500
Medium term notes	(g)	-	2,596,083	2,596,083
Total Company		1,100,000	34,071,094	35,171,094
Islamic CP/MTN Programme				
UEM Sunrise	(h)	903,661	3,132,548	4,036,209
UEM Edgenta	(i)	-	250,000	250,000
UEM Olive	(j)	-	100,000	100,000
UEM Lestra	(k)	-	207,579	207,579
Total Group		2,003,661	37,761,221	39,764,882

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(a) Danga Capital Berhad ("Danga")

	2024 RM'000	2023 RM'000
Islamic Medium Term Note 4 ("IMTN 4")	1,500,000	1,500,000
Islamic Medium Term Note 6 ("IMTN 6")	1,500,000	1,500,000
Islamic Medium Term Note 7 ("IMTN 7")	1,500,000	1,500,000
Islamic Medium Term Note 8 ("IMTN 8")	1,500,000	1,500,000
Islamic Medium Term Note 9 ("IMTN 9")	2,000,000	2,000,000
Islamic Medium Term Note 10 ("IMTN 10")	-	500,000
Islamic Medium Term Note 11 ("IMTN 11")	1,500,000	1,500,000
	9,500,000	10,000,000

On 19 November 2008, the Securities Commission of Malaysia ("SC") approved a RM10 billion IMTN and MIMTN programme to be issued by the Company, via a special purpose vehicle, Danga Capital Berhad. The programme has a tenure of 35 years from the date of the first drawdown.

On 12 October 2015, the SC approved for the programme to be increased to RM20 billion.

The Company uses the proceeds for financing of general investments, refinancing of borrowings and working capital requirements.

The details of the IMTNs are as follows:

	Issuance date	Maturity date	Tenure	Yield to Maturity	Nominal
IMTN 4	29-Jan-15	29-Jan-30	15 years	4.88%	RM1.5 billion
IMTN 6	23-Feb-16	23-Feb-26	10 years	4.60%	RM1.5 billion
IMTN 7	6-Sep-17	6-Sep-27	10 years	4.52%	RM1.5 billion
IMTN 8	26-Jan-18	26-Jan-33	15 years	4.94%	RM1.5 billion
IMTN 9	21-Mar-18	21-Sep-33	15.5 years	5.02%	RM2.0 billion
IMTN 11	25-Jan-21	25-Jan-28	7 years	2.96%	RM1.5 billion
					RM9.5 billion

The IMTNs are unsecured and were issued at par.

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(a) Danga Capital Berhad ("Danga") (cont'd.)

The IMTNs will make periodic distribution at the profit rate every six months from the issuance to maturity.

Danga IMTN 10 of RM500 million were fully redeemed during the financial year 2024.

The maturity structure of the IMTNs is as follows:

	2024 RM'000	2023 RM'000
Due within one year	-	500,000
Due after one year, and within five years	4,500,000	4,500,000
Due after five years	5,000,000	5,000,000
	9,500,000	10,000,000

(b) Danum Capital Berhad ("Danum")

	2024 RM'000	2023 RM'000
Islamic Medium Term Note 1 ("IMTN 1")	500,000	500,000
Islamic Medium Term Note 2 ("IMTN 2")	1,000,000	1,000,000
Islamic Medium Term Note 4 ("IMTN 4")	500,000	500,000
Islamic Medium Term Note 5 ("IMTN 5")	1,500,000	1,500,000
Islamic Medium Term Note 7 ("IMTN 7")	500,000	500,000
Islamic Medium Term Note 8 ("IMTN 8")	500,000	500,000
Islamic Medium Term Note 9 ("IMTN 9")	1,000,000	1,000,000
Islamic Medium Term Note 13 ("IMTN 13")	1,200,000	1,200,000
Islamic Medium Term Note 14 ("IMTN 14")	800,000	800,000
Islamic Medium Term Note 15 ("IMTN 15")	-	600,000
Islamic Medium Term Note 16 ("IMTN 16")	1,000,000	-
	8,500,000	8,100,000

On 14 February 2019, the SC approved a RM10 billion Sukuk financing to be issued by the Company, via a special purpose vehicle, Danum Capital Berhad. The programme has a tenure of 15 years from the date of the first drawdown.

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(b) Danum Capital Berhad ("Danum") (cont'd.)

On 28 March 2022, the SC approved for the programme to be upsized to RM20 billion.

The Company uses the proceeds for financing of general investments, refinancing of borrowings and working capital requirements.

The details of the Sukuk financing are as follows:

	Issuance date	Maturity date	Tenure	Yield to Maturity	Nominal
IMTN 1	14-Feb-19	13-Feb-26	7 years	4.30%	RM0.5 billion
IMTN 2	14-Feb-19	14-Feb-34	15 years	4.68%	RM1.0 billion
IMTN 4	21-Feb-20	21-Feb-25	5 years	3.07%	RM0.5 billion
IMTN 5	21-Feb-20	21-Feb-35	15 years	3.42%	RM1.5 billion
IMTN 7	13-May-20	13-May-25	5 years	2.97%	RM0.5 billion
IMTN 8	13-May-20	13-May-27	7 years	3.14%	RM0.5 billion
IMTN 9	13-May-20	13-May-30	10 years	3.29%	RM1.0 billion
IMTN 13	30-Jun-22	30-Jun-25	3 years	4.02%	RM1.2 billion
IMTN 14	30-Jun-22	29-Jun-29	7 years	4.68%	RM0.8 billion
IMTN 16	8-Aug-24	8-Aug-34	10 years	3.87%	RM1.0 billion
					RM8.5 billion

The Sukuk financing are unsecured and were issued at par.

The Sukuk financing will make periodic distribution at the profit rate every six months from the issuance to maturity.

During the year, the Company issued Danum IMTN 16 for investment, refinancing of borrowings and general working capital requirements.

Danum IMTN 15 of RM600 million were fully redeemed during the financial year 2024.

The maturity structure of the IMTNs are as follows:

	2024 RM'000	2023 RM'000
Due within one year	2,200,000	600,000
Due after one year, and within five years	1,800,000	3,200,000
Due after five years	4,500,000	4,300,000
	8,500,000	8,100,000

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(c) Dua Capital Ltd. ("Dua")

	2024 RM'000	2023 RM'000
Islamic Medium Term Note 1 ("IMTN 1")	1,788,720	1,836,010
Islamic Medium Term Note 2 ("IMTN 2")	2,683,080	2,754,001
	4,471,800	4,590,011

On 11 May 2021, the Company has issued a dual-tranche Sukuk comprising a 5-year USD400 million in nominal value Sukuk due 2026 and a 10-year USD600 million in nominal value Sukuk due 2031 via a special purpose vehicle, Dua Capital Ltd.

The Company uses the proceeds for financing of general investments, refinancing of borrowings and working capital requirements.

The details of the Sukuk financing are as follows:

	Issuance date	Maturity date	Tenure	Yield to Maturity	Nominal
IMTN 1	11-May-21	11-May-26	5 years	1.66%	USD0.4 billion
IMTN 2	11-May-21	11-May-31	10 years	2.78%	USD0.6 billion
					USD1.0 billion

The Sukuk financing are unsecured and were issued at par.

The Sukuk financing will make periodic distribution at the profit rate every six months from the issuance to maturity.

The maturity structure of the Sukuk financing is as follows:

	2024 RM'000	2023 RM'000
Due after one year, and within five years	1,788,720	1,836,010
Due after five years	2,683,080	2,754,001
	4,471,800	4,590,011

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(d) Rantau Abang Capital Berhad ("RACB")

	2024 RM'000	2023 RM'000
Medium Term Note 5 ("MTN 5")	1,000,000	1,000,000
Medium Term Note 6 ("MTN 6")	1,000,000	1,000,000
Medium Term Note 10 ("MTN 10")	1,000,000	1,000,000
	3,000,000	3,000,000

On 24 February 2006, the SC approved a RM7 billion Sukuk financing to be issued by the Company, via a special purpose vehicle, Rantau Abang Capital Berhad. The programme has a tenure of 35 years from the date of the first drawdown.

The Company uses the proceeds for financing of general investments, refinancing of borrowings and working capital requirements.

The details of the Sukuk financing are as follows:

	Issuance date	Maturity date	Tenure	Yield to Maturity	Nominal
MTN 5	12-May-11	12-May-31	20 years	5.05%	RM1.0 billion
MTN 6	26-Mar-14	26-Mar-29	15 years	5.20%	RM1.0 billion
MTN 10	17-Jan-17	16-Jan-32	15 years	5.00%	RM1.0 billion
					RM3.0 billion

The Sukuk financing are unsecured and were issued at par.

The Sukuk financing will make periodic distribution at the profit rate every six months from the issuance to maturity.

The maturity structure of the Sukuk financing is as follows:

	2024 RM'000	2023 RM'000
Due after one year, and within five years	1,000,000	-
Due after five years	2,000,000	3,000,000
	3,000,000	3,000,000

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(e) Khazanah Capital Limited ("KCL")

	2024 RM'000	2023 RM'000
Euro Medium Notes 1 ("EMTN 1")	3,353,850	3,442,500
Euro Medium Notes 2 ("EMTN 2")	2,235,900	-
	5,589,750	3,442,500

On 25 May 2023, the Company has issued a Euro Medium Notes ("EMTN") comprising a 10-years USD750 million in nominal value bond due 2033 via a special purpose vehicle, Khazanah Capital Ltd.

The Company uses the proceeds for financing of general investments, refinancing of borrowings and working capital requirements.

During the year, the Company issued KCL EMTN 2 for investment, refinancing of borrowings and general working capital requirements.

The details of the financing are as follows:

	Issuance date	Maturity date	Tenure	Yield to Maturity	Nominal
EMTN 1	1-Jun-23	1-Jun-33	10 years	4.88%	USD0.75 billion
EMTN 2	5-Sep-24	5-Sep-34	10 years	4.76%	USD0.50 billion
					USD1.25 billion

The financing are unsecured and were issued at par.

The financing will make periodic distribution at the profit rate every six months from the issuance to maturity.

The maturity structure of the financing is as follows:

	2024 RM'000	2023 RM'000
Due after five years	5,589,750	3,442,500

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(f) Khazanah Global Sukuk Berhad ("KGSB")

	2024 RM'000	2023 RM'000
Series 1	3,353,850	3,442,500
Series 2	2,235,900	-
	5,589,750	3,442,500

On 25 May 2023, the Company has issued a multicurrency sukuk issuance comprising a 5-year USD750 million in nominal value bond due 2028 via a special purpose vehicle, Khazanah Global Sukuk Berhad.

The Company will use the proceeds of financing for general investments, refinancing of borrowings and working capital requirements.

During the year, the Company issued Series 2 for investment, refinancing of borrowings and general working capital requirements.

The details of the financing are as follows:

	Issuance date	Maturity date	Tenure	Yield to Maturity	Nominal
Series 1	1-Jun-23	1-Jun-28	5 years	4.69%	USD0.75 billion
Series 2	5-Sep-24	5-Sep-29	5 years	4.48%	USD0.50 billion
					USD1.25 billion

The financing are unsecured and were issued at par.

The financing will make periodic distribution at the profit rate every six months from the issuance to maturity.

The maturity structure of the financing is as follows:

	2024 RM'000	2023 RM'000
Due after one year, and within five years	5,589,750	-
Due after five years	-	3,442,500
	5,589,750	3,442,500

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(g) Medium term notes ("MTN")

On 30 January 2020, the Company has issued a medium term notes ("MTN") with nominal value of RM2.9 billion. The MTN has a tenure of 20 years.

The details of the MTN is as follows:

Issuance date	30-Jan-20
Maturity date	30-Jan-40
Tenure	20 years
Profit rate	4.137%
Nominal amount	RM2.9 billion

The maturity structure of the MTN is as follows:

	2024 RM'000	2023 RM'000
Due after five years		
MTN at nominal value	2,901,000	2,901,000
Less: Unamortised discount	(291,992)	(304,917)
	2,609,008	2,596,083

(h) UEM Sunrise Berhad ("UEM Sunrise")

(i) UEM Sunrise ICPN and IMTN

In 2012, UEM Sunrise established an ICP Programme and an IMTN Programme, with a combined nominal value of RM2.0 billion and a sub-limit on the ICP Programme of RM500.0 million in nominal value. The ICP programme expired in 2019. Malaysian Rating Corporation Berhad ("MARC") has assigned a rating of AA-IS for the IMTN Programme.

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(h) UEM Sunrise Berhad ("UEM Sunrise") (cont'd.)

(i) UEM Sunrise ICPN and IMTN (cont'd.)

The details of the IMTN issuance and repayment are as follows:

Issuance date	Tenure (Years)	Profit rate (% per annum)	At 1 January 2024	Repayment during the year	At 31 December 2024
			←	RM'million	→
22 March 2019	5	4.75	300	(300)	-
20 May 2021	5	4.60	300	-	300
8 September 2021	5	4.40	290	-	290
21 September 2021	4	4.25	150	-	150
			1,040	(300)	740
Discount on issuance			(4)	2	(2)
			1,036	(298)	738

In 2016, UEM Sunrise established its second ICP Programme and IMTN Programme with a combined nominal value of RM2.0 billion and a sub-limit on the ICP Programme of RM500.0 million in nominal value. The ICP programme expired in 2023. MARC has assigned a rating of AA-IS for the IMTN Programme.

The details of the IMTN issuance and repayment are as follows:

Issuance date	Tenure (Years)	Profit rate (% per annum)	At 1 January 2024	Repayment during the year	At 31 December 2024
			←	RM'million	→
11 December 2017	7	5.32	100	(100)	-
31 October 2018	7	5.15	250	-	250
18 February 2021	3	4.00	230	(230)	-
18 February 2021	5	4.30	170	-	170
			750	(330)	420

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(h) UEM Sunrise Berhad ("UEM Sunrise") (cont'd.)

(i) UEM Sunrise ICPN and IMTN (cont'd.)

In 2021, UEM Sunrise established its third ICP Programme and IMTN Programme with a combined aggregate limit of up to RM4.0 billion in nominal value. MARC has assigned a rating of MARC-1IS /AA-IS for the ICP and IMTN Programmes respectively.

The details of the IMTN issuance and repayment are as follows:

Issuance date	Tenure (Years)	Profit rate (% per annum)	At 1 January 2024	During the year Issuance	During the year Repayment	At December 2024
			RM'million			
15 February 2022	3	4.60	40	-	-	40
12 April 2022	3	4.79	110	-	-	110
19 September 2022	5	5.37	145	-	-	145
19 September 2022	3	5.03	150	-	-	150
13 December 2022	3	5.50	120	-	-	120
30 January 2023	3	5.45	255	-	-	255
7 March 2023	3	5.39	165	-	-	165
7 April 2023	3	5.34	70	-	-	70
14 April 2023	1	5.05	160	-	(160)	-
14 April 2023	2	5.25	80	-	-	80
14 April 2023	5	5.44	100	-	-	100
19 April 2023	1	5.00	115	-	(115)	-
19 June 2023	3	5.30	120	-	-	120
20 June 2023	4	5.45	280	-	-	280
29 September 2023	5	4.87	200	-	-	200
29 September 2023	7	5.09	150	-	-	150
14 February 2024	5	4.50	-	200	-	200
14 February 2024	7	4.67	-	100	-	100
14 February 2024	10	4.84	-	200	-	200
23 August 2024	9	4.04	-	200	-	200
			2,260	700	(275)	2,685
Discount on issuance			(10)		5	(5)
			2,250	700	(270)	2,680

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(i) UEM Edgenta

UEM Edgenta had established an ICP Programme and an IMTN Programme under the Shariah Principle of Murabahah via a Tawarruq Arrangement, with a combined aggregate limit of up to RM1.0 billion in nominal value and a sub-limit on the ICP Programme of RM300.0 million in nominal value. The tenure for the ICP Programme and IMTN Programme are 7 and 30 years, respectively from the date of the first issue.

Upon reaching its maturity in 2021, UEM Edgenta redeeemed its outstanding ICPs and did not make any reissuance.

UEM Edgenta redeemed its outstanding IMTNs amounting to RM250.0 million in nominal value upon its maturity on 26 April 2022 and reissued the IMTNs with the same nominal value with a tenor of four years on the same date. The effective profit rates for IMTNs at the reporting date is 4.25% (2023: 4.25%).

(j) UEM Olive Capital Berhad ("UEM Olive")

On 7 November 2023, UEM Olive established an IMTN programme under the Shariah Principle of Wakalah Bi Al-Istithmar, with a nominal amount of up to RM7.0 billion.

On 6 December 2023, UEM Olive issued its first tranche of IMTN at RM100.0 million. The tenure of the IMTN is 5 years from the date of the first issue and carries a fixed profit rate of 4.30% per annum.

On 21 October 2024, UEM Olive issued its first tranche of IMTN at RM600.0 million. The tenure of the IMTN is 5 - 10 years from the date of the first issue and carries a fixed profit rate of 3.85% - 4.03% per annum.

31. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(k) UEM Lestra

On 10 November 2021, Cenergi set up a RM1.5 billion Green Corporate Sukuk Wakalah IMTN Programme. This is Malaysia's first renewable energy Green Corporate Sukuk programme that allows for the issuance of Senior Sukuk and Subordinated Perpetual Sukuk which based on the Shariah principle of Wakalah Bi Al-Istithmar in compliance with the Securities Commission Malaysia's SRI Sukuk framework, ASEAN Green Bonds Standards issued by the ASEAN Capital Markets Forum, and Green Bond Principles issued by the International Capital Market Association.

The details of the IMTNs are as follows:

Issuance date	Tenure (Years)	Profit rate (% per annum)	Amount RM'million
23 December 2021	5	5.30	84
23 December 2021	7	5.55	124
			208

(iv) Other borrowings

Group		Short term RM'000	Long term RM'000	Total RM'000
2024				
Secured:				
Other term loans and payables	(A)	1,616,429	1,674,692	3,291,121
Loan from Government	(B)	91,516	650,246	741,762
Others	(C)	4,604,661	-	4,604,661
		6,312,606	2,324,938	8,637,544
2024				
Unsecured:				
Other term loans and payables	(A)	223,332	462,480	685,812
Others	(C)	608,238	146,555	754,793
		831,570	609,035	1,440,605
Total		7,144,176	2,933,973	10,078,149

31. Borrowings (cont'd.)

(iv) Other borrowings (cont'd.)

Group (cont'd.)		Short term RM'000	Long term RM'000	Total RM'000
2023				
Secured:				
Other term loans and payables	(A)	1,153,801	6,179,730	7,333,531
Loan from Government	(B)	-	437,661	437,661
Others	(C)	5,085,755	-	5,085,755
		6,239,556	6,617,391	12,856,947
Unsecured:				
Other term loans and payables	(A)	223,332	753,513	976,845
Others	(C)	418,394	146,502	564,896
		641,726	900,015	1,541,741
Total		6,881,282	7,517,406	14,398,688

Company		Short term RM'000	Long term RM'000	Total RM'000
2024				
Unsecured:				
Others	(C)	6,824,574	-	6,824,574
2023				
Unsecured:				
Others	(C)	2,695,800	2,500,000	5,195,800

31. Borrowings (cont'd.)

(iv) Other borrowings (cont'd.)

(A) Other term loans and payables

Included in the Group's term loans and payables are secured and unsecured term loans with interest rates ranging from 1.0% to 6.04% (2023: 1.0% to 5.30%) per annum and facility terms of 1 to 5 years.

Secured term loans of the Group are secured by the followings:

(i) property, plant and equipment
(ii) deposit with licensed banks
(iii) investment assets
(iv) assignment of proceeds
(v) corporate guarantees

(B) Loan from Government

Iskandar Investment Berhad ("IIB"), a subsidiary of the Group, was granted a term loan facility of RM550 million from Ministry of Finance ("MOF"), Malaysia, to finance the Legoland Theme Park Project. The term loan is secured by way of debenture issued by IDR Assets Sdn. Bhd. ("IDRA"), a subsidiary of LL Malaysia Attractions Holdings Sdn. Bhd. ("LLMAH"), and is subject to interest charge at 3.75% per annum. The interest for the first 48 months is to be capitalised to the principal. The term loan including the capitalised interest is repayable from 2013 to 2026.

On 14 September 2020, MOF has granted the following:

(i) Deferment of principal and interest payment for year 2020 and 2021 amounting to RM141.2mil. The repayment schedule which was originally expected to end in 2026 has been revised to 2030 (2 years of deferment and 2 years for extension of repayment);

(ii) Transfer of IDRA assets to LL Malaysia Taman Tema Sdn. Bhd. ("LLMTT"), a subsidiary of Destination Resorts & Hotels Sdn. Bhd. ("DRHSB") and restructuring of loan to IIB with revised terms and conditions; and

(iii) Subject to Clause 19 of the agreement, item number (i) and (ii) need to be finalised in a supplemental loan agreement and amended towards all security documents related to this loan.

31. Borrowings (cont'd.)

(iv) Other borrowings (cont'd.)

(B) Loan from Government (cont'd.)

On 2 October 2020, DRHSB issued a letter of undertaking ("LOU") pursuant to the new terms approved by MOF to IIB Group and IIB confirming that IIB Group and IIB will remain as a party to the MOF loan and DRHSB will continue to indemnify IIB for any claims, actions in relation to the MOF Loan. IIB shall not be liable for any amount owing under the MOF loan and DRHSB will be fully responsible for the payment and settlement of all the amounts owing under the MOF loan.

On 29 August 2021, both supplemental agreement to the facility agreement between MOF and IIB as well as deed of novation agreement between IIB, IDRA and LLMTT has signed and thereby executed.

On 23 March 2023, a second supplemental agreement was signed between MOF and IIB which MOF has granted the following:

(i) The repayments of the annuity payment for the year 2022, 2023 and 2024 are deferred to the revised repayment schedule;

(ii) The capitalisation of interest of 3.75% imposed on the deferment of the principal repayments of the Facility;

(iii) The Second Loan Moratorium shall expire on 31 December 2024; and

(iv) Processing fee of 1% imposed has been fully paid by LLMTT to the Government on 8 November 2022.

(C) Others

Included in other borrowings are:

(i) Revolving credit facilities

The revolving credit facilities bear interest at rates ranging from 1.79% to 5.73% (2023: 1.79% to 5.73%) and from 3.42% to 5.86% (2023: 3.14% to 5.86%) per annum for Group and Company respectively.

31. Borrowings (cont'd.)

(iv) Other borrowings (cont'd.)

(C) Others (cont'd.)

(i) Revolving credit facilities (cont'd.)

(a) Company

The Company utilised RM3.4 billion in nominal value under the existing banking facilities of RM5.25 billion during the year.

The Company used the proceeds for Khazanah's investment and general working capital requirements.

The maturity structure of the revolving credit is as follows:

	2024 RM'000	2023 RM'000
Due within one year	3,428,774	1,700,000

(ii) Bank overdrafts

The bank overdrafts carry interest rates ranging of 5.64% (2023: 5.64%) per annum.

(iii) Term loans - unsecured

	Company		
	Short term RM'000	Long term RM'000	Total RM'000
2024			
Unsecured fixed term loans	2,500,000	-	2,500,000
Unsecured floating term loans	895,800	-	895,800
	3,395,800	-	3,395,800
2023			
Unsecured fixed term loans	-	2,500,000	2,500,000
Unsecured floating term loans	895,800	-	895,800
	895,800	2,500,000	3,395,800

31. Borrowings (cont'd.)

(iv) Other borrowings (cont'd.)

(C) Others (cont'd.)

(iii) Term loans - unsecured (cont'd.)

The unsecured fixed term loans bear interest rate of 4.64% (2023: 4.64%) per annum.

The unsecured floating term loans bear interest rate ranging from 3.76% to 3.85% (2023: 3.80% to 4.11%) per annum.

The maturity structure of the term loans are as follows:

	2024 RM'000	2023 RM'000
Due within one year	3,395,800	895,800
Due after one year, and within five years	-	2,500,000

(iv) Ihsan Sukuk Berhad

	Company	
	2024 RM'000	2023 RM'000
Medium Term Note 2 ("MTN 2")	-	100,000

On 11 March 2015, the SC approved a RM1 billion in nominal value, Sukuk Programme to be established under the Sustainable and Responsible Investment Sukuk framework ("Sukuk Programme") to be issued by the Company, via a special purpose vehicle, Ihsan Sukuk Berhad. The programme has a tenure of 25 years from the date of the first issuance under the Sukuk Programme.

The Company will use the proceeds for the purpose of funding Shariah-compliant Eligible Sustainable and Responsible Investment.

31. Borrowings (cont'd.)

(iv) Other borrowings (cont'd.)

(C) Others (cont'd.)

(iv) Ihsan Sukuk Berhad (cont'd.)

The details of the Ihsan Sukuk are as follows:

	MTN 2
Issuance date	08-Aug-17
Maturity date	08-Aug-24
Tenure	7 years
Profit rate	4.60%
Nominal amount	RM100 million

The Ihsan Sukuk are unsecured and issued at par. The proceeds were utilised to fund Yayasan Amir Trust Schools Programme ("Yayasan Amir"). Yayasan Amir is a not-for-profit foundation established on 26 October 2010 to improve accessibility to quality education in government schools through a Public-Private-Partnership with the Ministry of Education of Malaysia.

Ihsan Sukuk MTN 2 was redeemed at RM96.82 million during the financial year 2024 as the key performance indicators ("KPIs") pursuant to the conditions of the Ihsan Sukuk was met.

31. Borrowings (cont'd.)

The movement in the borrowings are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
At 1 January	58,797,314	58,403,599	44,375,638	42,762,886
Reassignment of debt from subsidiaries	-	-	5,862,494	-
Drawdown	12,808,948	11,721,906	10,150,730	8,380,800
Repayment	(15,049,375)	(15,745,187)	(12,163,140)	(6,192,000)
Redemption of Exchangeable Trust Certificates	-	(1,017,295)	-	(1,017,295)
Unrealised loss/(gain) on foreign exchange	811,164	5,190,284	(632,096)	197,240
Amortisation of discount on Exchangeable Trust Certificates (Note 8)	-	2,545	-	2,545
Amortisation of discounts on Khazanah Bonds (Note 8)	107,292	241,462	107,292	241,462
At 31 December	57,475,343	58,797,314	47,700,918	44,375,638

32. Trade payables

	Note	Group	
		2024 RM'000	2023 RM'000
Trade payables		1,619,030	1,507,802
Contract liabilities	22(ii)	55,771	98,419
		1,674,801	1,606,221

The payables are interest free and the normal trade credit terms granted to the Group range from 30 days to 90 days (2023: 30 days to 90 days).

33. Other current liabilities

		Group		Company	
		2024	2023	2024	2023
	Note	RM'000	RM'000	RM'000	RM'000
Interest payable	(i)	543,783	472,176	488,092	413,391
Amount due to related companies	(ii)	611,567	117,808	2,675,416	1,134,904
Accruals		2,977,113	2,132,268	100,976	100,135
Sales in advance of carriage	(iii)	2,296,483	2,188,255	-	-
Amount due to associates	(iv)	187	9,195	-	-
Insurance payables		5,997	6,359	-	-
Government grant	36(i)	119,172	2,884	-	-
Retirement benefit obligations and provision for employee entitlements	34	1,369	336	-	-
Deferred liabilities and income	36(iii)	70,152	116,407	-	-
Provision for aircraft redelivery costs	(v)	4,301,387	4,086,869	-	-
Other payables		2,318,673	1,712,993	100,324	96,534
		13,245,883	10,845,550	3,364,808	1,744,964

The terms and conditions of the above liabilities are as follows:

(i) Interest payable is normally settled quarterly, semi-annually or annually throughout the financial year, depending on the terms of the respective borrowings of the Group and the Company.

(ii) The amount due to related companies is unsecured, interest free and is repayable on demand.

(iii) Sales in advance of carriage represents the value of unutilised passenger tickets and cargo airway bills in respect of transportation services not yet rendered as at the reporting date.

(iv) The amount due to associates is unsecured, interest free and is repayable on demand.

33. Other current liabilities (cont'd.)

The terms and conditions of the above liabilities are as follows: (cont'd.)

(v) The Group leases majority of its aircraft and engines, whereby under the terms of the leases, these aircraft and engines are to be returned substantially in the original state when they were leased. Provisions are made based on the estimated hours flown and estimated costs of maintenance required. These estimates are based on past experiences and are regularly reviewed to ensure they approximate actual costs.

Group	2024 RM'000	2023 RM'000
At 1 January	4,086,869	3,186,829
Additional provision (Note 4)	833,004	1,423,901
Reversal of provision (Note 4)	(618,486)	(523,861)
At 31 December	4,301,387	4,086,869

All other balances of financial liabilities above are unsecured, interest free and are normally settled on 30 to 180 days (2023: 30 to 180 days) terms.

34. Retirement benefit obligations and provision for service entitlements

Group

	Note	Retirement benefit obligation RM'000	Provision for service entitlements RM'000	Total RM'000
At 1 January 2024		14,457	30,230	44,687
Acquisition of subsidiary	18	1,417	-	1,417
Exchange differences		1,127	(284)	843
Arising during the year	5	2,542	1,857	4,399
Payments made during the year		(4,083)	-	(4,083)
Transfer to AHFS		(11,156)	-	(11,156)
At 31 December 2024		4,304	31,803	36,107
Less: Current portion	33	(1,369)	-	(1,369)
Long term portion	36	2,935	31,803	34,738

34. Retirement benefit obligations and provision for service entitlements (cont'd.)

	Note	Retirement benefit obligation RM'000	Provision for service entitlements RM'000	Total RM'000
At 1 January 2023		29,657	30,378	60,035
Acquisition of subsidiary		1,901	-	1,901
Exchange differences		179	(319)	(140)
Arising during the year	5	4,978	171	5,149
Payments made during the year		(2,571)	-	(2,571)
Transfer to AHFS		(19,687)	-	(19,687)
At 31 December 2023		14,457	30,230	44,687
Less: Current portion	33	(336)	-	(336)
Long term portion	36	14,121	30,230	44,351

(a) Retirement benefit obligations

Provision for retirement benefits mainly arising from:

CIMA

The liabilities and costs relating to the benefit are provided by CIMA pursuant to the Collective Agreement entered between CIMA and Cement Industry Employees' Union. Under the scheme, eligible employees are entitled to retirement benefits upon reaching the retirement age of 60.

The retirement benefit is only payable to unionised employees who:
(a) retire on attainment of age 60, as appropriate; or
(b) are medically boarded out; or
(c) die in service; or
(d) resign voluntarily after 10 years of company service; or
(e) promoted to executive or supervisor level

CIMA Group maintains a book reserve in respect of the liabilities based on the actuarial valuation updated by an independent actuarist on 31 December 2024. The retirement plan is currently not funded and there are no physical assets set aside for the cost of the benefits.

Edgenta UEMS Ltd

Edgenta UEMS Ltd, a subsidiary of UEMS Pte Ltd, has a retirement plan covering all its regular employees who opted for defined benefits plan. Benefits under the plan are based on the length of service and estimated base pay at the time of retirement. The pension assets and liabilities are valued on annual basis by independent actuarist, taking into account gains and losses.

34. Retirement benefit obligations and provision for service entitlements (cont'd.)

(a) Retirement benefit obligations (cont'd.)

UEM Edgenta Berhad ("UEM Edgenta")

The plan assets, comprising cash and cash equivalents, are deposited with the Bank of Taiwan and are managed by the Government of Taiwan. The plan assets do not have quoted market prices in active market.

UEM Edgenta Group operates an unfunded, defined benefit retirement benefit scheme for its eligible employees ("Scheme"). The Scheme is closed to new employees. Under the Scheme, eligible employees are entitled to retirement benefits on attainment of the retirement age of 60, on medical incapacity or on death. The present value of defined benefit obligation is based on the actuarial valuation report by an independent actuarist dated 9 January 2024.

Edgenta Arabia Limited and MEEM for Facilities Management Company

Edgenta Arabia Limited and MEEM for Facilities Management Company operate unfunded retirement plans covering all their regular employees to comply with the requirement of the Saudi Arabian Labour Law. Benefits under the plan are based on the length of service and estimated base pay at the time of resignation, retirement, death and termination of the employees' service for reasons other than misconduct, negligence or incompetence. The pension assets and liabilities are valued on annual basis by independent actuary, taking into account gains and losses.

Trichy Padalur Tollways Private Limited ("TPTPL")

TPTPL operates a defined benefit plan for its employees for gratuity. Under the gratuity plan, every employee who has completed at least five years of service gets a gratuity on departure. The present value of defined benefit plan was based on the actuarial valuation report by an actuarist dated 14 January 2025.

(b) Provision for employee entitlements

Provision for employee entitlements comprises provision for retirement leave entitlements of eligible employees of a foreign subsidiary. The provisions are in respect of both vested and unvested entitlements, and are made by reference to independent actuarial valuations.

35. Other reserves

Group	Foreign currency translation reserve RM'000 Note (a)	Fair value adjustment reserve RM'000 Note (b)	Cash flow hedge reserve RM'000 Note (c)	Share option reserve RM'000 Note (d)	Statutory reserve RM'000 Note (e)	Retirement benefit reserve RM'000 Note (f)	Others RM'000	Total RM'000
2024								
At 1 January	5,446,967	2,043,333	(988,836)	(72,588)	(46,065)	(1,874,384)	60,768	4,569,195
Foreign currency translation differences of foreign operations	(1,469,738)	-	-	-	-	-	-	(1,469,738)
Net loss on fair value of other comprehensive income	-	(1,467,051)	-	-	-	-	-	(1,467,051)
Net loss on fair value of cash flow hedges	-	-	26,310	-	-	-	-	26,310
Actuarial loss on retirement benefit plan	-	-	-	-	-	(43,485)	-	(43,485)
Total other comprehensive income/(loss)	(1,469,738)	(1,467,051)	26,310	-	-	(43,485)	-	(2,953,964)

35. Other reserves (cont'd.)

Group (cont'd.)	Foreign currency translation reserve RM'000 Note (a)	Fair value adjustment reserve RM'000 Note (b)	Cash flow hedge reserve RM'000 Note (c)	Share option reserve RM'000 Note (d)	Statutory reserve RM'000 Note (e)	Retirement benefit reserve RM'000 Note (f)	Others RM'000	Total RM'000
2024 (cont'd.)								
Disposal of subsidiaries	-	400	-	-	-	-	-	400
Disposal of associates	(11,252)	6,223	7,093	(562)	2,719	-	(995)	3,226
Share of reserves of associates and joint ventures	-	(35,704)	-	(49,761)	-	165,134	70,419	150,088
Transfer to:								
- statutory reserve	-	-	-	-	147,350	-	-	147,350
- general reserve	-	-	-	-	-	-	80	80
- capital reserve	-	-	-	-	-	-	23,099	23,099
- distributable retained profits	-	637,317	-	-	-	-	-	637,317
Total transactions with Owners	(11,252)	608,236	7,093	(50,323)	150,069	165,134	92,603	961,560
At 31 December	3,965,977	1,184,518	(955,433)	(122,911)	104,004	(1,752,735)	153,371	2,576,791

35. Other reserves (cont'd.)

Group	Foreign currency translation reserve RM'000 Note (a)	Fair value adjustment reserve RM'000 Note (b)	Cash flow hedge reserve RM'000 Note (c)	Share option reserve RM'000 Note (d)	Statutory reserve RM'000 Note (e)	Retirement benefit reserve RM'000 Note (f)	Others RM'000	Total RM'000
2023								
At 1 January	3,263,556	1,362,968	(773,840)	(71,775)	(264,179)	(1,922,522)	153,244	1,747,452
Foreign currency translation differences of foreign operations	2,186,478	-	-	-	-	-	-	2,186,478
Net loss on fair value of other comprehensive income	-	(28,847)	-	-	-	-	-	(28,847)
Net loss on fair value of cash flow hedges	-	-	(233,566)	-	-	-	-	(233,566)
Actuarial loss on retirement benefit plan	-	-	-	-	-	(156,731)	-	(156,731)
Total other comprehensive income/(loss)	2,186,478	(28,847)	(233,566)	-	-	(156,731)	-	1,767,334

35. Other reserves (cont'd.)

Group (cont'd.)	Foreign currency translation reserve RM'000 Note (a)	Fair value adjustment reserve RM'000 Note (b)	Cash flow hedge reserve RM'000 Note (c)	Share option reserve RM'000 Note (d)	Statutory reserve RM'000 Note (e)	Retirement benefit reserve RM'000 Note (f)	Others RM'000	Total RM'000
2023 (cont'd.)								
Acquisition of subsidiaries	-	-	-	-	203	-	-	203
Disposal of associates	(3,067)	25,890	18,570	(1,209)	5,390	-	(2,218)	43,356
Share of reserves of associates and joint ventures	-	-	-	432	-	204,869	(80,077)	125,224
Transfer to:								
- statutory reserve	-	-	-	-	212,521	-	-	212,521
- general reserve	-	-	-	-	-	-	(336)	(336)
- capital reserve	-	-	-	-	-	-	(9,845)	(9,845)
- distributable retained profits	-	683,322	-	-	-	-	-	683,322
Share based payments	-	-	-	(36)	-	-	-	(36)
Total transactions with Owners	(3,067)	709,212	18,570	(813)	218,114	204,869	(92,476)	1,054,409
At 31 December	5,446,967	2,043,333	(988,836)	(72,588)	(46,065)	(1,874,384)	60,768	4,569,195

35. Other reserves (cont'd.)

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

(b) Fair value adjustment reserve represents the cumulative fair value changes, net of tax, of fair value through other comprehensive income financial assets until they are disposed of or impaired.

(c) The cash flow hedge reserve represents the cumulative effective portion of gains or losses arising on change in fair value of hedging instruments entered into for cash flow hedges. The cumulative gains or losses in fair value of cash flow hedges will be reclassified to profit or loss only when the hedged transaction affects the profit or loss.

(d) Share option reserve represents the equity-settled share options granted to employees of the Group. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of equity-settled share options.

(e) The statutory reserve of the Group is maintained in compliance with the requirements of Bank Negara Malaysia. This reserve is not distributable as cash dividends.

(f) The retirement benefit reserve relates to the actuarial gain or losses for the defined benefit plans of the Group.

(g) The capital contribution from the shareholders relates to contribution from the holding company, where no repayment is expected.

36. Other non-current liabilities

		Group	
		2024	2023
	Note	RM'000	RM'000
Retirement benefit obligation and provision for employee entitlements	34	34,738	44,351
Government grants	(i)	245,955	42,873
Insurance contract liabilities	(ii)	6,165,284	5,720,792
Deferred liabilities and income	(iii)	1,725,611	1,806,279
Contract liabilities	22(ii)	449,127	210,081
Others		2,877,091	4,062,577
		11,497,806	11,886,953

36. Other non-current liabilities (cont'd.)

(i) Government grants

	Note	Group 2024 RM'000	2023 RM'000
At 1 January		45,757	48,394
Acquisition of subsidiary	18 (i)	668,903	-
Grants received during the year		75,000	-
Recognised in profit or loss	4	(424,533)	(2,637)
At 31 December		365,127	45,757
Analysed as:			
Current	33	119,172	2,884
Non-current		245,955	42,873
		365,127	45,757

Government grants granted to subsidiaries comprise the following:

(i) Technology Development Cluster grant was given for the development of the University Supported Technology Incubation Centre Project under the Seventh Malaysian Plan.

(ii) A subsidiary of Agrifood Resources Holdings Berhad, Blue Archipelago Berhad, was given a grant to fund the implementation of the Integrated Aquaculture Shrimp Park Project.

(iii) Grant from Unit Kerjasama Awam Swasta ("UKAS") to fund Iskandar Malaysia Studios Sdn. Bhd. ("IMS") for the cost of eligible capital expenditure.

(iv) Cenergi SEA Berhad ("Cenergi") has received grants for the purchase of certain development costs of concession assets. There are no unfulfilled or contingencies attached to these grants. The grants were awarded to IRM Solar Sdn. Bhd. for the construction of the solar power plant at Titi Tinggi, Perlis.

(v) Jelawang Capital Sdn. Bhd. (formerly known as Penjana Kapital Sdn. Bhd.) has received grants for DPN fund. There are no unfulfilled conditions or contingencies attached to the grant.

36. Other non-current liabilities (cont'd.)

(i) Government grants (cont'd.)

(vi) Malaysia Venture Capital Management Berhad ("MAVCAP") has received the following grants from government agencies:

(a) RMK 11 and RMK 12
- conditional upon the disbursement of the funds for investments purposes.

(b) Malaysia Venture Capital Roadmap ("MVR") project
- conditional upon disbursement of funds following the appointment as strategic partner to cordinate and develop the MCR Project.

During the year, MAVCAP has received RM75,000,000 for RMK 12 purpose.

(ii) Insurance contract liabilities

	Group	
	2024	2023
	RM'000	RM'000
Gross		
Life insurance and family takaful	6,165,284	5,720,792

(iii) Deferred liabilities and income

	Group	
Deferred income	2024	2023
	RM'000	RM'000
2024		
Amount recognised	2,654,864	2,413,858
Accumulated realisation	(859,101)	(491,172)
	1,795,763	1,922,686
Due within 12 months (Note 33)	70,152	116,407
Due after 12 months	1,725,611	1,806,279
	1,795,763	1,922,686

36. Other non-current liabilities (cont'd.)

(iii) Deferred liabilities and income (cont'd.)

Included in deferred income is the following:

(a) Deferred lease rental income

Deferred lease rental income comprises lease rental income received in advance from a third party upon the assignment of the lease, with respect to long term leasehold land of a subsidiary, to the third parties. Deferred lease rental is amortised on a straight-line basis over the lease tenure period.

37. Lease liabilities

Under the terms of the finance lease, the Group has the option to buy the aircraft from the lessor at a predetermined price. In the event the lessee exercises the option to buy the aircraft at the purchase option date, the purchase price comprises total sum of the purchase option price and rent of the aircraft due and payable on the purchase option date.

The finance lease of the Group has tenure ranging between 5 to 12 years. The range of interest rate as at the reporting date ranging between 0.17% to 5.78%.

Set out below is the carrying amount of the lease liabilities and the movements during the year:

	Group	
	2024	**2023**
	RM'000	**RM'000**
At 1 January	7,096,391	7,389,132
Addition	1,399,874	553,842
Acquisition of subsidiaries (Note 18)	5,382	330
Accretion of interest (Note 8)	351,283	238,073
Payment	(1,644,296)	(1,100,743)
Lease modifications	492,148	22,738
Disposal	(3,672)	(1,620)
Transfer to assets held for sale	-	(4,316)
Foreign currency translation	(251,810)	(1,045)
	7,445,300	7,096,391

37. Lease liabilities (cont'd.)

Analysed as:

	Group	
	2024	2023
	RM'000	RM'000
Amount due within 12 months	1,341,479	1,489,239
Amount due after 12 months	6,103,821	5,607,152
	7,445,300	7,096,391

The maturities of the lease liabilities as at 31 December as at below:

	Group	
	2024	2023
	RM'000	RM'000
Not later than one year	1,341,479	1,489,239
More than 1 year and within 5 years	3,423,017	3,709,564
More than 5 years	2,680,804	1,897,588
	7,445,300	7,096,391

The following are the amounts recognised in profit or loss:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Depreciation expense of right-of-use assets	1,006,646	851,173	-	-
Interest expense on lease liabilities	351,283	238,073	-	-
Expenses relating to short term leases	33,875	18,941	14,115	14,672
Expenses relating to leases of low-value assets	3,211	1,202	-	-

38. Share capital

Issued and fully paid-up, at no par value:

	Number of ordinary shares		Amount	
	2024	2023	2024	2023
	'000	'000	RM'000	RM'000
At 1 January	5,443,953	5,443,953	12,284,201	12,284,201
Issued during the year	34,096	-	531,899	-
At 31 December	5,478,049	5,443,953	12,816,100	12,284,201

During the financial year, the Company issued 34,096,122 units of ordinary shares at RM15.60 each amounting to RM531,899,000 as discharge of purchase consideration for the acquisition of subsidiaries as disclosed in Note 18.

39. Financial risk management objectives and policies

The Group and the Company are exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include equity price, fuel price, interest rate, foreign currency, credit and liquidity risks. The Group and the Company have an approved set of guidelines and policies as well as internal controls which set out its overall business strategies to manage these risks. The Group's and the Company's overall financial risk management objective is to enhance shareholders' value through effective management of the Group's and the Company's risks. Although this guiding principle and objective is consistent throughout the Group, the Group consists of subsidiaries and subsidiaries group with their own governing Boards that will apply and determine the implementation of these policies in respect of each individual company.

The Board of Directors reviews and agrees policies and procedures for the management of these risks. The following sections provide details regarding the Group and the Company's exposure to the abovementioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Equity price risk

Equity price risk is the risk that the fair value or future cash flows of the Group and the Company's equity instruments will fluctuate because of changes in equity prices (other than interest or exchange rates).

The Group and the Company is exposed to equity price risk arising from its investment in quoted equity instruments. The quoted equity instruments are designated as fair value through profit or loss or FVOCI assets.

39. Financial risk management objectives and policies (cont'd.)

(a) Equity price risk (cont'd.)

The Group and the Company's quoted equity securities are susceptible to market price risk arising from the uncertainties on future values of the investment securities. The Group and the Company manages the equity price risk through diversification and placing limits on individual and total equity instruments. Reports on the equity portfolio monitoring are submitted to the Group and the Company's senior management on a regular basis. The Group and the Company's Board of Directors reviews and approves all equity investment decisions.

Equity/investment risk management includes due diligence in screening the investment proposals according to the Group investment guidelines and procedures, constant communication and close monitoring of the performance of investee companies.

Sensitivity analysis for equity price risk

The following table demonstrates the sensitivity to a reasonably possible change in the equity price, with all other variables held constant, of the Group and Company's equity (due to changes in the fair value of FVOCI investments) and profit or loss (due to changes in the fair value of equity investments designated at fair value through profit or loss).

	Effect on equity RM'000	Effect on profit or loss RM'000
Group		
2024		
Increase in 12% of equity price	2,698,120	4,049,947
Decrease in 12% of equity price	(2,698,120)	(4,049,947)
2023		
Increase in 12% of equity price	2,600,529	3,623,261
Decrease in 12% of equity price	(2,600,529)	(3,623,261)

39. Financial risk management objectives and policies (cont'd.)

(a) Equity price risk (cont'd.)

Sensitivity analysis for equity price risk (cont'd.)

	Company	
	2024	2023
	RM'000	RM'000
Effect on profit or loss		
Increase of 10% in equity price	208,200	291,500
Decrease of 10% in equity price	(208,200)	(291,500)

39. Financial risk management objectives and policies (cont'd.)

(b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group and the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group and the Company's exposure to the risk of changes in market interest rates relates primarily to the Group and Company's loans and borrowings with floating interest rates.

The Group actively manages its interest rate risk by maintaining a portfolio of financial instruments, including derivatives guided by its investment guidelines and policies, and regular reviews of its debt portfolio, interest rates and market expectations. The Company actively manages its interest rate risk by maintaining an interest cover ratio of at least one and a half times.

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Group and the Company's profit/(loss) before tax (due to changes in the interest expense on floating rate borrowings and interest rate derivatives) and equity (due to changes in the cash flow hedge).There is no impact on the Group and the Company's equity:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Effect on profit or loss				
Increase in 25 basis points	(17,061)	(6,490)	(17,061)	(6,490)
Decrease in 25 basis points	17,061	6,490	17,061	6,490

39. Financial risk management objectives and policies (cont'd.)

(b) Interest rate risk (cont'd.)

Weighted average interest rate and average maturity

The weighted average interest/profit rates per annum and the average maturity on the financial assets and financial liabilities as at 31 December were as follows:

Financial assets

Group	2024 Weighted average interest rates %	2024 Average maturity days	2023 Weighted average interest rates %	2023 Average maturity days
Licensed banks	4.39	1 to 365	4.51	1 to 365

Company	2024 Weighted average interest rates %	2024 Average maturity days	2023 Weighted average interest rates %	2023 Average maturity days
Licensed banks	3.60	40	3.60	35

Financial liabilities

Group	2024 Weighted average interest rates %	2024 Average maturity days	2023 Weighted average interest rates %	2023 Average maturity days
Bank overdrafts	6.88	Within 1 year	6.89	Within 1 year
Revolving credit	4.76	Within 1 year	4.46	Within 1 year
Finance lease and hire purchase	4.99	1 to 12 years	5.13	1 to 12 years
Term loans	3.57	1 to 5 years	3.93	1 to 5 years

39. Financial risk management objectives and policies (cont'd.)

(b) Interest rate risk (cont'd.)

Financial liabilities (cont'd.)

Company	2024 Interest rates %	2024 Years to maturity	2023 Interest rates %	2023 Years to maturity
Revolving credit	4.33	Within 1 year	3.65	Within 1 year
Term loans	4.41	Within 1 year	4.13	Within 3 years
Bonds and notes	4.02	Within 16 years	4.01	Within 17 years

(c) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group's and the Company's exposure to foreign exchange risk arises mainly from borrowings, operating revenues and expenses which are denominated in foreign currencies mainly US Dollar ("USD"), Chinese Renminbi ("CNY") and Singapore Dollar ("SGD").

Foreign exchange exposures in transactional currencies other than functional currencies of the operating entities are kept to an acceptable level and short term imbalances are addressed by buying or selling foreign currencies at spot rates.

39. Financial risk management objectives and policies (cont'd.)

(c) Foreign currency risk (cont'd.)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity to a reasonably possible change in respective foreign currency exchange rates, with all other variables held constant, of the Group and the Company's profit/(loss) before tax (due to translation of monetary items). The Group and Company's exposure to foreign currency changes for all other currencies is not material.

		Group		Company	
		Changes in rate	Effect on profit/(loss) before tax RM'000	Changes in rate	Effect on profit/(loss) before tax RM'000
2024					
USD/RM	- Strengthened	+5%	-	+5%	(888,468)
	- Weakened	-5%	-	-5%	888,468
SGD/RM	- Strengthened	+5%	-	+5%	(49,024)
	- Weakened	-5%	-	-5%	49,024
CNY/RM	- Strengthened	+5%	82,082	+5%	82,082
	- Weakened	-5%	(82,082)	-5%	(82,082)
2023					
USD/RM	- Strengthened	+5%	(487,119)	+5%	(229,439)
	- Weakened	-5%	487,119	-5%	229,439
SGD/RM	- Strengthened	+5%	97	+5%	97
	- Weakened	-5%	(97)	-5%	(97)
CNY/RM	- Strengthened	+5%	125,821	+5%	125,821
	- Weakened	-5%	(125,821)	-5%	(125,821)

39. Financial risk management objectives and policies (cont'd.)

(d) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group and the Company's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including investment securities, cash and bank balances and derivatives), the Group and the Company minimises credit risk by dealing exclusively with high credit rating counterparties.

Credit risk or the risk of counter parties defaulting is monitored and controlled by the application of credit approval, limits and monitoring procedures. Credit risk is minimised and monitored via strictly limiting the funding/borrowing to subsidiaries and associates.

Credit evaluations are performed on all customers requiring credit over a certain amount and strictly limiting the Group and the Company's associations to business partners with high credit worthiness. Trade and other receivables are monitored on an ongoing basis.

Deposits with banks and other financial institutions and derivatives that are neither past due nor impaired are placed with or entered with reputable financial institutions or companies with no history of default.

39. Financial risk management objectives and policies (cont'd.)

(d) Credit risk (cont'd.)

Exposure to credit risk

At the reporting date, the Group and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised on the balance sheet, including derivatives with positive fair values.

Financial assets that are neither past due nor impaired

Information regarding trade and other receivables that are neither past due nor impaired is disclosed in Note 28 and Note 29, respectively. Deposits with banks and other financial institutions, investment securities and derivatives that are neither past due nor impaired are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

Financial assets that either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 21, Note 22, Note 28 and Note 29.

(e) Liquidity risk

Liquidity risk is the risk that the Group and the Company will encounter difficulties in meeting their financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group and the Company actively manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that all refinancing, repayment and funding needs are met. As part of its overall prudent liquidity management, the Group endeavours to maintain sufficient level of cash or cash convertible investments to meet its working capital requirements.

39. Financial risk management objectives and policies (cont'd.)

(e) Liquidity risk (cont'd.)

In addition, the Group's objective is to maintain a balance of funding and flexibility through the use of credit facilities, short and long term borrowings. Short term flexibility is achieved through credit facilities and short term borrowings. As far as possible, the Group raises committed funding from both capital markets and financial institutions and prudently balances its portfolio with some short term funding so as to achieve the Group's asset and liability management strategy.

The table below summarises the maturity profile of the Group's and the Company's financial liabilities based on contractual undiscounted repayment obligations.

Group	On demand or within one year RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
2024				
Financial liabilities				
Trade payables	1,674,801	-	-	1,674,801
Other liabilities	4,981,971	4,376,006	12,113,521	21,471,498
Borrowings	10,303,852	20,892,375	25,490,282	56,686,509
Derivative liabilities	22,751	-	-	22,751
Total undiscounted financial liabilities	16,983,375	25,268,381	37,603,803	79,855,559
2023				
Financial liabilities				
Trade payables	1,606,221	-	-	1,606,221
Other liabilities	2,621,386	4,212,079	11,394,697	18,228,162
Borrowings	11,390,219	26,406,580	21,203,131	58,999,930
Derivative liabilities	33,294	-	-	33,294
Total undiscounted financial liabilities	15,651,120	30,618,659	32,597,828	78,867,607

39. Financial risk management objectives and policies (cont'd.)

(e) Liquidity risk (cont'd.)

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted repayment obligations.

Company 31 December 2024	On demand RM'000	Less than 3 months RM'000	3 to 12 months RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
Non-interest bearing financial liabilities						
Amount due to related companies	2,675,416	-	-	-	-	2,675,416
Other payables and accruals	-	100,324	-	-	-	100,324
Khazanah Bonds	-	-	-	1,000,000	1,000,000	2,000,000
	2,675,416	100,324	-	1,000,000	1,000,000	4,775,740
Interest bearing financial liabilities *						
Islamic Medium Term Notes						
- Danga	-	-	-	4,500,000	5,000,000	9,500,000
- Danum	-	500,000	1,700,000	1,800,000	4,500,000	8,500,000
- Dua	-	-	-	1,788,720	2,683,080	4,471,800
- RACB	-	-	-	1,000,000	2,000,000	3,000,000
	-	500,000	1,700,000	9,088,720	14,183,080	25,471,800

39. Financial risk management objectives and policies (cont'd.)

(e) Liquidity risk (cont'd.)

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted repayment obligations.

Company (cont'd.) 31 December 2024	On demand RM'000	Less than 3 months RM'000	3 to 12 months RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
(cont'd.)	-	500,000	1,700,000	9,088,720	14,183,080	25,471,800
Euro Medium Term Note - Khazanah Capital Limited ("KCL")	-	-	-	-	5,589,750	5,589,750
Multicurrency Sukuk - Khazanah Global Sukuk Berhad ("KGSB")	-	-	-	5,589,750	-	5,589,750
Medium Term Notes	-	-	-	-	2,901,000	2,901,000
	-	500,000	1,700,000	14,678,470	22,673,830	39,552,300
Total undiscounted financial liabilities	2,675,416	600,324	1,700,000	15,678,470	23,673,830	44,328,040

39. Financial risk management objectives and policies (cont'd.)

(e) Liquidity risk (cont'd.)

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted repayment obligations. (cont'd.)

Company 31 December 2023	On demand RM'000	Less than 3 months RM'000	3 to 12 months RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
Non-interest bearing financial liabilities						
Amount due to related companies	1,134,904	-	-	-	-	1,134,904
Other payables and accruals	-	96,534	-	-	-	96,534
Khazanah Bonds	-	-	2,500,000	1,000,000	1,000,000	4,500,000
	1,134,904	96,534	2,500,000	1,000,000	1,000,000	5,731,438
Interest bearing financial liabilities *						
Islamic Medium Term Notes						
- Danga	-	-	500,000	4,500,000	5,000,000	10,000,000
- Danum	-	-	600,000	3,200,000	4,300,000	8,100,000
- Dua	-	-	-	1,836,010	2,754,001	4,590,011
- RACB	-	-	-	-	3,000,000	3,000,000
- Ihsan Sukuk	-	-	100,000	-	-	100,000
	-	-	1,200,000	9,536,010	15,054,001	25,790,011

39. Financial risk management objectives and policies (cont'd.)

(e) Liquidity risk (cont'd.)

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted repayment obligations.

Company (cont'd.) 31 December 2023	On demand RM'000	Less than 3 months RM'000	3 to 12 months RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
(cont'd.)	-	-	1,200,000	9,536,010	15,054,001	25,790,011
Euro Medium Term Note - Khazanah Capital Limited ("KCL")	-	-	-	-	3,442,500	3,442,500
Multicurrency Sukuk - Khazanah Global Sukuk Berhad ("KGSB")	-	-	-	-	3,442,500	3,442,500
Medium Term Notes	-	-	-	-	2,901,000	2,901,000
	-	-	1,200,000	9,536,010	24,840,001	35,576,011
Total undiscounted financial liabilities	1,134,904	96,534	3,700,000	10,536,010	25,840,001	41,307,449

40. Fair value of financial instruments

(a) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value

	Group		Company	
	Carrying amount RM'000	Fair value RM'000	Carrying amount RM'000	Fair value RM'000
2024				
Financial assets				
- Unquoted shares at cost less impairment	66,507	66,507	-	-
Financial liabilities				
Borrowings	55,859,307	57,475,343	48,393,064	47,954,861
2023				
Financial assets				
- Unquoted shares at cost less impairment	66,507	66,507	-	-
Financial liabilities				
Borrowings	54,580,991	58,589,734	37,878,404	38,716,644

40. Fair value of financial instruments (cont'd.)

(a) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value (cont'd)

For the purpose of comparability, the above carrying amounts include the following:

(i) Exchangeable Trust Certificates include carrying amount of related embedded derivative liabilities.

(ii) For interest-bearing financial liabilities, interest payable as at reporting date is included.

(b) Determination of fair value

(i) Cash and cash equivalents, receivables and payables

The carrying amount of these financial assets and liabilities are reasonable approximation of fair value due to either their short term nature or they are repayable on demand.

(ii) Quoted shares

The fair value of quoted shares is determined directly by reference to their published market bid price at the reporting date.

(iii) Financial assets designated as fair value through profit and loss

The fair value of unquoted bonds and structured products are based on the indicative fair values obtained from Bond Pricing Agency of Malaysia, Bondweb, Bloomberg and/or respective licensed banks.

(iv) Financial assets designated as fair value through other comprehensive income

The fair values are determined using appropriate valuation techniques, which include the use of mathematical models, such as discounted cash flow models and option pricing models, comparison to similar instruments for which market observable prices exist and other valuation techniques. The valuation techniques used incorporate assumptions regarding discount rates, interest/profit rate yield curves, estimates of future cash flows and other factors, as applicable. Changes in these assumptions could materially affect the fair values derived. The Group generally use widely recognised valuation techniques with market observable inputs, if available, for the determination of fair value, which require minimal management judgment and estimation, due to the low complexity of the financial instruments held.

40. Fair value of financial instruments (cont'd.)

(b) Determination of fair value (cont'd.)

(v) Investment property

The fair value of the investment property is determined by reference to the valuations provided by accredited independent valuers. As at the reporting date, the Group's investment property has a remaining lease tenure of 99 years.

(vi) Loans receivable

The fair value of loans receivable are estimated by discounting the estimated future cash flows using current interest rates for financial assets with similar risk profile.

(vii) Embedded derivatives

The fair value of embedded derivatives are valued using the Binomial model with market observable inputs. The model incorporates various inputs including closing market prices of underlying shares, foreign exchange spot rates and market interest rates.

(viii) Derivatives

Forward currency contracts and interest rate swap contracts are valued using a valuation technique with market observable inputs. The most frequently applied valuation techniques include forward pricing and swap models, using present value calculations. The models incorporate various inputs including the credit quality of counterparties, foreign exchange spot and forward rates and interest rate curves.

(ix) Periodic Payment Exchangeable Trust Certificates

The fair value of Periodic Payment Exchangeable Trust Certificates is determined directly by reference to their published market ask price at the reporting date.

(x) Loans and borrowings

The carrying amount of the current portion of loans and borrowings is reasonable approximations of fair value due to the insignificant impact of discounting.

The carrying amount of certain loans and borrowings is reasonable approximations of fair value as they are floating rate instruments that are re-priced to market interest rates near the reporting date.

40. Fair value of financial instruments (cont'd.)

(b) Determination of fair value (cont'd.)

(x) Loans and borrowings (cont'd.)

The fair value of non-current loans and borrowings, other than floating rate instruments, are estimated by discounting expected future cash flows at market incremental lending rate for similar types of borrowing at the reporting date.

(c) Fair value measurement hierarchy

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

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

Level 2: other techniques for which all inputs that have a significant effect on the recorded fair value are observable, either directly or indirectly; or

Level 3: techniques that use inputs that have a significant effect on the recorded fair value that are not based on observable market data.

Level 3 fair value measurement

Description of significant unobservable inputs to valuation

Available-for-sale investments - unquoted shares

Valuation technique	Significant unobservable input	Sensitivity of input to fair value
Market comparables	Discount range (ranging from 0% - 35%)	5% increase (decrease) in the discount would result in decrease (increase) in fair value by RM105 million (2023: RM139 million).

Discount for lack of marketability represents the amounts that the Group has determined that market participants would take into account when pricing the instruments.

40. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at 31 December 2024:

		Group		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Financial assets				
Financial assets designated as fair value through profit or loss				
- Shares	25,062,143	23,426,371	1,635,772	-
- Bonds	5,820,659	1,296,206	4,524,453	-
- Funds	2,816,579	-	2,816,579	-
Financial assets designated as fair value through other comprehensive income				
- Shares	2,410,600	230,893	-	2,179,707
- Bonds	3,278,778	226,912	3,051,866	-
- Funds	16,794,958	-	16,794,958	-
Derivative assets	1,230	-	1,230	-
Financial liabilities				
Derivative liabilities	22,751	-	22,751	-
Assets				
Interest in associates				
- Quoted shares	37,364,092	73,817,994	-	-
Investment properties	3,542,033	-	-	6,165,856
Liability				
Borrowings	55,859,307	-	57,475,343	-

40. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at 31 December 2023:

		Group		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Financial assets				
Financial assets designated as fair value through profit or loss				
- Shares	22,607,100	19,734,020	2,873,080	-
- Bonds	5,499,568	1,568,255	3,931,313	-
- Funds	2,037,001	-	2,037,001	-
Financial assets designated as fair value through other comprehensive income				
- Shares	2,934,381	147,106	-	2,787,275
- Bonds	3,278,778	226,912	3,051,866	-
- Funds	15,457,918	-	15,457,918	-
Derivative assets	7,152	-	7,152	-
Financial liabilities				
Derivative liabilities	33,294	-	33,294	-
Assets				
Interest in associates				
- Quoted shares	38,540,487	59,395,203	-	-
Investment properties	3,733,334	-	-	8,665,067
Liability				
Borrowings	40,182,303	-	44,191,046	-

40. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at 31 December 2024:

		Company		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Financial assets				
Financial assets designated as fair value through profit or loss				
- Quoted shares	507,784	507,784	-	-
- Quoted equity funds	1,077,699	1,077,699	-	-
- Unquoted bonds	496,692	-	496,692	-
Assets				
Investments in associates				
- Quoted shares	21,792,352	50,847,589	-	-
Liabilities				
Khazanah Bonds	1,616,036	-	1,642,520	-
Islamic Medium Term Notes				
- Danga	9,655,857	-	9,964,402	-
- Danum	8,574,067	-	8,520,334	-
- Dua	4,535,251	-	4,060,166	-
- RACB	3,043,278	-	3,201,208	-
- KCL	5,636,915	-	5,463,051	-
- KGSB	5,789,593		5,561,113	
Medium Term Notes	2,658,960	-	2,658,960	-
Term loans				
- unsecured	3,448,496	-	3,448,496	-

During the year, there were no transfers between Level 1 and Level 2 fair value measurements.

40. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for asset and liabilities as at 31 December 2023:

		Company		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Financial assets				
Financial assets designated as fair value through profit or loss				
- Quoted shares	764,663	764,663	-	-
- Quoted equity funds	1,552,834	1,552,834	-	-
- Unquoted bonds	597,818	-	597,818	-
Assets				
Investments in associates				
- Quoted shares	23,705,418	44,910,269	-	-
Liabilities				
Khazanah Bonds	4,008,744	-	4,065,611	-
Islamic Medium Term Notes				
- Danga	10,161,059	-	10,662,907	-
- Danum	8,161,926	-	8,219,785	-
- Dua	4,604,872	-	4,373,404	-
- RACB	3,039,939	-	3,040,636	-
- Ihsan Sukuk	101,827	-	97,253	-
Medium Term Notes	2,646,306	-	3,079,425	-
Term loans				
- unsecured	3,449,144	-	3,472,773	-

During the year, there were no transfers between Level 1 and Level 2 fair value measurements.

41. Financial instruments by category

31 December 2024

	Group			
	Amortised cost RM'000	Financial assets designated as fair value through profit or loss RM'000	Financial assets designated as fair value through other comprehensive income RM'000	Total RM'000
Financial assets				
Cash and bank balances	11,384,586	-	-	11,384,586
Other financial assets	306,303	33,749,556	22,550,843	56,606,702
Derivative assets	-	1,230	-	1,230
Other receivables	8,928,274	-	-	8,928,274
Total	20,619,163	33,750,786	22,550,843	76,920,792

	Financial liabilities designated as fair value through profit or loss RM'000	Financial liabilities at amortised cost RM'000	Total RM'000
Financial liabilities			
Derivative liabilities	22,751	-	22,751
Other payables	-	11,577,511	11,577,511
Total	22,751	11,577,511	11,600,262

41. Financial instruments by category (cont'd.)

31 December 2023

	Group			
	Amortised cost RM'000	Financial assets designated as fair value through profit or loss RM'000	Financial assets designated as fair value through other comprehensive income RM'000	Total RM'000
Financial assets				
Cash and bank balances	13,856,688	-	-	13,856,688
Other financial assets	461,719	30,193,844	21,737,584	52,393,147
Derivative assets	-	7,152	-	7,152
Other receivables	8,806,111	-	-	8,806,111
Total	23,124,518	30,200,996	21,737,584	75,063,098

	Financial liabilities designated as fair value through profit or loss RM'000	Financial liabilities at amortised cost RM'000	Total RM'000
Financial liabilities			
Derivative liabilities	33,294	-	33,294
Other payables	-	10,332,562	10,332,562
Total	33,294	10,332,562	10,365,856

41. Financial instruments by category (cont'd.)

31 December 2024

	Company		
	Amortised cost RM'000	Financial assets designated as fair value through profit or loss RM'000	Total RM'000
Financial assets			
Cash and bank balances	2,550,165	-	2,550,165
Other financial assets	2,330	2,082,175	2,084,505
Other receivables	2,175,032	-	2,175,032
Total	4,727,527	2,082,175	6,809,702

	Financial liabilities at amortised cost RM'000	Total RM'000
Financial liabilities		
Borrowings	47,700,918	47,700,918
Other payables	3,364,808	3,364,808
Total	51,065,726	51,065,726

41. Financial instruments by category (cont'd.)

31 December 2023

	Company		
	Amortised cost RM'000	Financial assets designated as fair value through profit or loss RM'000	Total RM'000
Financial assets			
Cash and bank balances	3,629,455	-	3,629,455
Other financial assets	2,330	2,915,315	2,917,645
Other receivables	1,086,364	-	1,086,364
Total	4,718,149	2,915,315	7,633,464

	Financial liabilities at amortised cost RM'000	Total RM'000
Financial liabilities		
Borrowings	44,375,638	44,375,638
Other payables	1,744,964	1,744,964
Total	46,120,602	46,120,602

42. Segment information

The Group is principally engaged in the following activities:

(i) Investment holding;
(ii) Infrastructure and construction;
(iii) Property;
(iv) Financial Institution Group;
(v) Transportation & Logistics;
(vi) Leisure & Tourism;
(vii) Agrifood; and
(viii) Others.

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker.

The Directors are of the opinion that all inter-segment transactions have been entered into in the normal course of business and have been established on terms and conditions that are not materially different from those obtainable in transactions with unrelated parties.

42. Segment information (cont'd.)

2024

	Investment Holding	Infrastructure & Construction	Property	Financial Institution Group	Transportation & Logistics	Leisure & Tourism	Agrifood	Others	Elimination	Total
	RM'mil									
REVENUE										
External sales	1,555	6,322	72	97	13,842	667	72	794	-	23,421
Inter-segment sales	4,584	-	-	-	-	-	-	-	(4,584)	-
Total revenue	6,139	6,322	72	97	13,842	667	72	794	(4,584)	23,421
RESULTS										
Operating profit/(loss)	7,523	901	50	188	170	(41)	(22)	(4,105)	-	4,664
Finance cost	(2)	(257)	(9)	-	(356)	(123)	(2)	(2,196)	-	(2,945)
Share of results from associates and joint venture	-	280	(15)	-	1	4	12	4,799	-	5,081
Profit/(loss) before tax	7,521	924	26	188	(185)	(160)	(12)	(1,502)	-	6,800
Taxation	(335)	(198)	(1)	(46)	262	26	(1)	(13)	-	(306)
Profit/(loss) after tax	7,186	726	25	142	77	(134)	(13)	(1,515)	-	6,494
Non controlling interests	-	(48)	7	(74)	(10)	60	-	8	-	(57)
Net profit/(loss) for the year	7,186	678	32	68	67	(74)	(13)	(1,507)	-	6,437
ASSETS AND LIABILITIES										
Segment assets	53,754	21,843	2,505	8,469	14,878	4,158	318	4,000	-	109,925
Investment in associates	53,985	4,130	136	-	6	-	203	-	-	58,460
Investment in joint ventures	640	1,027	73	-	-	49	-	71	-	1,860
Consolidated total assets	108,379	27,000	2,714	8,469	14,884	4,207	521	4,071	-	170,245
Segment liabilities	48,631	13,014	756	6,539	23,026	2,869	90	(2,592)	-	92,333
Consolidated total liabilities	48,631	13,014	756	6,539	23,026	2,869	90	(2,592)	-	92,333

42. Segment information (cont'd.)

2023

	Investment Holding	Infrastructure & Construction	Property	Financial Institution Group	Transportation & Logistics	Leisure & Tourism	Agrifood	Others	Elimination	Total
	RM'mil									
REVENUE										
External sales	542	5,890	34	227	13,996	688	95	373	-	21,845
Inter-segment sales	6,976	-	-	-	-	-	-	-	(6,976)	-
Total revenue	7,518	5,890	34	227	13,996	688	95	373	(6,976)	21,845
RESULTS										
Operating (loss)/profit	8,689	560	68	284	762	(56)	13	(7,037)	-	3,283
Finance cost	(2)	(246)	(8)	-	(331)	(123)	(1)	(2,119)	-	(2,830)
Share of results from associates and joint venture	-	11	(40)	-	-	(6)	10	3,365	-	3,340
(Loss)/profit before tax	8,687	325	20	284	431	(185)	22	(5,791)	-	3,793
Taxation	61	(82)	(3)	(42)	329	(13)	(1)	(16)	-	233
(Loss)/profit after tax	8,748	243	17	242	760	(198)	21	(5,807)	-	4,026
Non controlling interests	-	(29)	18	(133)	(7)	44	-	105	-	(2)
Net profit/(loss) for the year	8,748	214	35	109	753	(154)	21	(5,702)	-	4,024
ASSETS AND LIABILITIES										
Segment assets	51,756	19,177	2,534	8,029	14,298	4,307	322	3,438	-	103,861
Investment in associates	59,050	845	148	-	5	-	206	62	-	60,316
Investment in joint ventures	587	915	46	-	-	44	-	77	-	1,669
Consolidated total assets	111,393	20,937	2,728	8,029	14,303	4,351	528	3,577	-	165,846
Segment liabilities	51,187	10,465	690	6,077	22,526	2,879	84	(2,375)	-	91,533
Consolidated total liabilities	51,187	10,465	690	6,077	22,526	2,879	84	(2,375)	-	91,533

43. Capital management

The primary objective of the Group's and the Company's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Group regularly reviews and manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

No changes were made in the objectives, policies or processes in regards to the Group's management of its capital structure during the financial years ended 31 December 2024 and 31 December 2023.

Certain subsidiaries of the Group are subject to externally imposed capital requirements. This externally imposed capital requirement has been complied with by those subsidiaries for the financial years ended 31 December 2024 and 31 December 2023. The Company is not subjected to any externally imposed capital requirements.

The Group and Company monitor capital using a gearing ratio, which is defined as net debt divided by total capital. The Group and Company include within net debt, loans and borrowings less cash and bank balances. Capital represents equity attributable to the owners of the Group and of the Company.

Although this guiding principle and objective is consistent throughout the Group, the Group consists of subsidiaries and subsidiaries groups' with their own governing Boards and management that will apply different key measurements for its capital structure management including gearing ratio.

43. Capital management (cont'd.)

	Note	Group 2024 RM'000	Group 2023 RM'000
Long term borrowings	31	47,171,491	47,399,430
Short term borrowings	31	10,303,852	11,397,884
Less: Cash and bank balances	30	(11,384,586)	(13,856,688)
Net debt		46,090,757	44,940,626
Share capital	38	12,816,100	12,284,201
Capital contribution from shareholders		2,683,223	2,683,223
Reserves		49,648,106	47,015,299
Equity attributable to the owners of the Group		65,147,429	61,982,723
Gearing ratio (times)		0.71	0.73

	Note	Extended Company 2024 RM'000	Extended Company 2023 RM'000
Borrowings	18(v)	47,700,918	50,238,133
Less: Cash, bank balances and investment in money market	18(v)	(3,851,199)	(5,863,155)
Net debt		43,849,719	44,374,978
Share capital	38	12,816,100	12,284,201
Capital contribution from shareholders	18(v)	2,324,422	2,324,423
Retained profits	18(v)	24,640,157	21,043,944
Fair value adjustment reserve	18(v)	2,074,805	2,765,935
Currency translation reserve	18(v)	3,832,738	4,318,294
Equity attributable to the owners of the Company		45,688,222	42,736,797
Gearing ratio (times)		0.96	1.04

44. Commitments

Capital commitment

	Group	
	2024	2023
	RM'000	RM'000
Approved and contracted for	1,703,858	1,366,154
Approved but not contracted for	11,367,474	9,671,669
	13,071,332	11,037,823
Analysed as follows:		
Property, plant and equipment and land held for property development	2,531,332	1,977,823
Investments	10,540,000	9,060,000
	13,071,332	11,037,823

	Company	
	2024	2023
Approved but not contracted for:	RM'000	RM'000
Capital injection planned for investments	10,967,000	9,500,000
Property and equipment	19,791	26,026

45. Contingent liabilities

UEM Group Berhad ("UEM")

(a) On 3 October 2011, Bandar Nusajaya Development Sdn. Bhd. ("BND") received a notice of additional assessment from IRB for additional tax and penalty of RM50.9 million and RM22.9 million respectively in respect of year of assessment 2006.

On 4 September 2012, the High Court ruled in favour of BND and declared that IRB had no legal basis to raise the additional assessment. Following the decision held by the High Court, IRB filed an appeal to the Court of Appeal against the decision.

On 20 May 2014, the Court of Appeal agreed with the decision of the High Court which ruled in favour of BND.

On 18 October 2016, the Federal Court reversed the decisions of the Court of Appeal and the High Court, and ordered that BND appealed by way of filing a notice of appeal to the Special Commissioners of Income Tax ("SCIT"). This resulted in the additional assessment of RM73.8 million became due and the amount had been fully settled by BND on 5 December 2016 accordingly.

On 20 March 2017, BND filed the notice of appeal, of which was subsequently presented by IRB to SCIT on 14 March 2018.The hearing for the case took place on 2 October 2023. The SCIT had given instructions for filing and written submissions. The parties had attended clarification on 12 January 2024 and 3 May 2024. Following the last clarification proceeding, the SCIT instructed parties to file additional written submission.

On 28 June 2024, the SCIT dismissed BND's form Q and ruled that the Form JA was maintainted. On 3 July 2024, BND filed an appeal to the High Court against the SCIT's decision. The High Court had further fixed a case management for the appeal on 16 May 2025.

BND's solicitors are of the view that BND has a strong case to argue that IRB has no legal or factual basis neither to issue the notice of additional assessment nor to impose the penalty.

(b) On 3 May 2021, UEM Land and Symphony Hills Sdn Bhd ("SHSB") received notices of additional assessment from IRB dated 30 April 2021, for additional taxes with penalties of RM8.5 million and RM73.7 million respectively.

The notice issued to UEM Land was in relation to the removal of Bumiputra quota and low cost requirements for selected developments in Iskandar Puteri, Johor in respect of years of assessment from 2013 to 2015, whilst the notice issued to SHSB was in relation to the reversal of tax losses utilisation in respect of years of assessment from 2006 to 2017.

45. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(b) (cont'd.)

On 24 May 2021 and 25 May 2021, SHSB and UEM Land were both granted an interim stay of the notices by the Hight Court including the enforcement of the notices until the hearing of the application to intervene by IRB and disposal of the leave application.

The hearings for the intervenor's application and leave for judicial review application for UEM Land was held on 3 January 2023. On 13 March 2023, High Court's dismissed UEM Land's leave application to commence judicial review on IRB's decision to charge UEM Land additional assessments. This indicates that the interim stay of the additional assessments for UEM Land is no longer applicable resulting in UEM Land having to pay the additional taxes and penalties within 30 days of the High Court's decision. UEM Land has filed a Notice of Appeal to the Court of Appeal on 14 March 2023 and a Stay Application has been filed at the Court of Appeal on 23 March 2023.

On 18 July 2023, the Court of Appeal dismissed UEM Land's Stay Application. However, the appeal was still pending before the Court of Appeal. The hearing before the Court of Appeal was fixed on 21 May 2024. The decision before the Court of Appeal was delivered on 19 December 2024 and the Court of Appeal allowed UEM Land's appeal and stay of the payments of the remaining additional taxes, penalty and interest on instalments.

On 15 July 2025, the Attorney General's Chambers filed a Notice of Motion to Appeal to the Federal Court. The hearing before the Federal Court has been fixed on 13 May 2025.

On 8 November 2023, the High Court dismissed SHSB's leave application to commence judicial review. SHSB has filed a Notice of Appeal to the Court of Appeal on 22 November 2023 and a Stay Application has been filed at the High Court on 8 December 2023. The High Court granted an interim stay of the Notices pending the disposal of the Stay Application at the High Court. A case management before the Court of Appeal has been fixed on 30 May 2024 and the stay hearing before the High Court has been fixed on 27 June 2024.

The solicitors are of the view that both UEM Land and SHSB have reasonable grounds to appeal and contest the basis of the assessments.

45. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(c) On 10 February 2009, a legal proceeding was filed in the Court of First Instance ("CoFI") by the Director General of the Public Works Authority ("Plaintiff") against Parsons International Ltd. ("Parsons" or "the 1st Defendant"), UEM ("the 2nd Defendant") and Qatar Insurance Company ("the 3rd Defendant").

The legal action requested for a ruling to render the defendants jointly liable to settle in its benefit the amount of QR878.3 million or RM1,079.0 million as material and moral damage for the losses incurred as per the reasons detailed in the initiatory pleading, along with preserving the right of plaintiff to indemnity for delay in the project and any other damages. The claims were amended to QR1,171.8 million or RM1,439.6 million on 31 December 2009. An additional claim against UEM of QR11.0 million or RM13.5 million was filed on 24 February 2011.

UEM filed the short memorial of defence, together with a counterclaim of QR855.6 million or RM1,051.1 million on 15 October 2009. The counterclaim was subsequently amended to QR1,259.7 million or RM1,547.5 million.

The CoFI gave an oral judgment on 21 June 2017. The written judgment received on 13 July 2017 provided the breakdown of the amount awarded to UEM of QR208.2 million or RM255.9 million, as well as the amount awarded to Plaintiff of QR147.3 million or RM181.0 million.

The Plaintiff, the 1st Defendant and UEM had separately filed appeal against the CoFI's judgment. On 15 October 2017, the Court of Appeal decided to consolidate all the three appeals.

On 1 July 2020, the Court of Appeal decided to appoint a panel of experts to re-study the case file and scheduled the appeals till 6 October 2020 in order for the parties to make the payment of the experts' fees. The proceedings had been adjourned several times due to various reasons.

On 30 March 2022, the experts submitted their reports and the Court again adjourned the proceedings to 13 April 2022 for the parties to submit their comments on the experts' findings.

On 21 June 2022, the Court of Appeal issued its judgement that UEM is entitled to QR178.3 million or RM219.0 million to be paid by the Plaintiff whereas the Plaintiff is entitled to QR124.7 million or RM153.2 million, of which QR39.2 million or RM48.2 million to be paid by UEM and QR85.5 million or RM105.0 million to be paid by the 1st Defendant.

The Plaintiff, the 1st Defendant and UEM filed their respective appeals against the Court of Appeal's judgement to the Court of Cassation.

45. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(c) (cont'd.)

On 2 January 2023, the Court of Cassation dismissed the Plaintiff and 1st Defendant's appeal against UEM. For UEM's appeal against the Plaintiff and 1st Defendant, the Court of Cassation remanded the case back to the Court of Appeal to render a fresh judgement on the case by a new panel of judges.

On 20 December 2023, the Court of Appeal announced that the panel of experts have submitted their report and therefore decided to adjourn the proceedings to 17 January 2024.

On 17 January 2024, UEM submitted the memorandum commentating on the experts's report as well as the Plaintiff and the 1st Defendant.

On 28 February 2024, the Court decided to send the report back to the panel of experts, in order to look into parties' comments on the report.

On 12 March 2024, UEM submitted a memorandum containing comments on the supplementary report as well as QIC. The court decided to hold the appeal for judgement, and adjourned the proceedings until 27 March 2024, for pronouncement of judgement.

On 27 March 2024, the Court of Appeal pronounced its judgement as follows:

(a) Plaintiff to pay the amount of QR207.4 million or RM261.8 million to UEM, while UEM and the 1st Defendant to pay the amount of QR124.7 million or RM157.4 million to Plaintiff as previously shown throughout the case (QR39.2 million or RM49.5 million to be paid by UEM and QR85. million or RM107.9 million to be paid by Parsons).

(b) The 3rd Defendant shall be responsible for the amount of QR39.2 million or RM49.5 million as per the Insurance Agreement.

Plaintiff and 1st Defendant filed a cassation case challenging the judgment rendered in the Appeal on 22 May 2024 & 23 May 2024 respectively.

On 4 August 2024, the Court of Cassation dismissed the appeal by Plaintiff and 1st Defendant. The amount awarded to UEM remained at QR207.4 million or RM 254.8 million and that UEM and 1st Defendant were both liable to Plaintiff QR39.2 million or RM48.2 million respectively.

The enforcement order was issued by the court on 23 September 2024 and the net award of QR168.2 million or RM206.6 million was received by UEM on 16 January 2025.

45. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(d) On 10 November 2016, Jetpur Somnath Tollways Private Limited ("JSTPL")'s concession agreement with National Highway Authority of India ("NHAI") was terminated. Following the termination, on 27 March 2017, NHAI had released a payment in respect of the settlement of the termination payment amounting to INR225.1 Crore or RM142.7 million. JSTPL disputed the settlement amount from NHAI and had initiated arbitration proceedings thereon.

Following an order from the High Court of India, NHAI paid INR6.1 Crore or RM3.9 million to JSTPL on 1 August 2017. At the same time, the High Court also instructed NHAI to pay INR348.6 Crore or RM221.0 million to JSTPL as an interim relief upon furnishing a bank guarantee of the same amount, pending final arbitration award. The High Court order, which was subsequently challenged by NHAI, was upheld by the Supreme Court of India on 5 January 2018.

The amount, which was received by JSTPL on 29 January 2018, together with further injection from shareholders of JSTPL, were utilised to fully settle JSTPL's borrowing.

The balance of JSTPL's concession intangible assets, after taking into account the total termination payment received from NHAI above, was fully impaired.

On 24 March 2020, the Arbitral Tribunal for arbitration proceedings filed by JSTPL's lenders pronounced, inter alia, that NHAI is liable to pay 90% of debt due amount towards termination payment to JSTPL's lenders and NHAI has no valid reason for keeping the bank guarantee. The bank guarantee was returned by NHAI to Punjab National Bank on 17 March 2021.

On 31 March 2021, the Arbitral Tribunal awarded an amount of INR1,016.3 Crore or RM539.2 million, in addition to INR579.8 Crore or RM367.6 million received in 2017 and 2018. NHAI was given time period of 90 days to make the payment to JSTPL.

On 26 April 2021, JSTPL filed an application on the computation errors in the award dated 31 March 2021. Correction for the award received on 31 July 2021 with the awarded amount corrected to INR1,019.4 Crore or RM533.0 million. On 12 October 2021, JSTPL filed Execution Petition in Delhi High Court to execute the award dated 31 March 2021 and addendum award/order dated 31 July 2021, and direct NHAI to deposit the decretal amount of INR1,019.4 Crore or RM533.0 million including interest incurred thereon.

45. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(d) (cont'd.)

Pursuant to Section 34 of the Arbitration and Conciliation (Amendment) Act, 2015, NHAI may apply for setting aside the arbitral award within 3 months and further 30 days from the date of award. However, following the Supreme Court order dated 23 September 2021, the time period for filing Section 34 proceedings shall have a limitation period of 90 days from 3 October 2021. NHAI filed its petition for challenging the award under Section 34 on 10 December 2021, followed by the revised petition on 20 December 2021.

Several hearings were held for NHAI's appeal for challenging the award under Section 34 and Execution Petition filed by JSTPL.

On 1 February 2024, NHAI had filed computation sheet on the money deposited by it with prayer to release INR 57.8 crore or RM30.2 million in favour of NHAI being excess amount deposited by it in the Court along with interest accrued from the date of deposit till the date of released.

On 7 February 2024, the Court decided that the admitted excess amount of INR 39.3 crore or RM20.5 million including accrued interest to be transferred to NHAI's account.

On 26 September 2024, the High Court directed to release INR361.7 Crore or RM189.1 million being the amount deposited by NHAI plus interest accrued to JSTPL after verifying the bank guarantee. The next hearing was adjourned to 1 May 2025.

(e) On 3 February 2020, UEM Builders and UEM were served with a Notice of Arbitration filed by a foreign contract customer of UEM Builders ("Claimant") in Singapore in relation to the dispute arising from the following:

(a) contract between UEM Builders and the Claimant for the design, procurement, construction, commissioning, completion and maintenance of a housing project in Brunei Darussalam ("the Contract"); and

(b) Parent Company Guarantee ("PCG") provided by UEM to guarantee UEM Builders' performance of the Contract in the event of default by UEM Builders cause loss or damage to the client.

The Claimant alleged that UEM Builders and UEM had breached their obligations under the Contract and PCG respectively and claimed damages against both parties.

In January 2022, a second Notice of Arbitration was issued to UEM Builders and UEM as a pre-emptive measure should the first arbitration proceedings be found to be improperly commenced by the Claimant.

45. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(e) (cont'd.)

On 19 January 2023, the Tribunal ruled that the first arbitration proceedings had been properly commenced by the client. On 28 April 2023, the cleitn submitted its Statement of Claim against UEM and UEM Builders claiming for a sum of approximately BND103.9 or RM341.9 million. UEM Builders and UEM decided to appeal against this ruling to the Singapore International Commercial Court. On 30 August 2023, the Singapore International Commercial Court dismissed UEM Builders and UEM's appeal.

The arbitration hearing took place from 29 July 2024 until 9 August 2024. The parties concluded all post-hearing submissions on 4 March 2025. The award is expected to be delivered by the Tribunal within 4 to 6 months from the date of the hearing.

The counterparty of this case is not disclosed pursuant to the prohibition provided under Rule 39 of the Singapore International Arbitration Centre.

(f) On 18 April 2019, UEM Land was served with a Notice of Arbitration dated 17 April 2019 filed by Ireka Engineering & Construction Sdn. Bhd. ("IECSB") in relation to disputes arising from the Letter of Award dated 15 June 2012 for the construction of Imperia in Puteri Harbour, Iskandar Puteri, Johor. The Asian International Arbitration Centre has appointed Mr. Wayne Martin as the arbitrator on this matter.

Based on the Statement of Claim dated 27 December 2019, IECSB is seeking interalia, RM20.4 million for loss and expense, RM29.3 million for the amount allegedly due to IECSB pursuant to the Statement of Final Account or alternatively any other amount assessed by the Arbitral Tribunal, interest on all sums directed to be paid from such date as the Tribunal deems fit and costs.

In the Amended Statement of Defence and Amended Counterclaim dated 6 July 2020, UEM Land disputed liability on all IECSB's claims and sought counterclaims amounting to RM34.4 million, breakdown as follows:

(a) Liquidated ascertained damages in the sum of RM27.3 million being damages for delay in completion;
(b) Costs for defects rectification in the sum of RM 2.8 million;
(c) Back charges and losses and expenses payable amounting to RM3.2 million;
(d) All direct payments made by UEM Land to IECSB's sub-contractor amounting to RM1.1 million.

45. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(f) (cont'd.)

The list of issues to be addressed by the expert and list of non-contentious facts were filed on 18 May 2021. Witness statements were exchanged on 25 October 2021. Procedural hearing was fixed on 11 November 2021 for the purpose of, amongst others, setting timeline to exchange rebuttal witness statements and expert reports. The parties have exchanged the expert reports in reply on 14 February 2022, followed by rebuttal factual witness statements on 7 March 2022. The parties' respective experts held a without prejudice meeting on 7 March 2022, and delivered a joint expert report thereafter on 7 April 2022.

The hearing was commenced on 23 May 2022 and concluded on 2 June 2022. The parties to file and serve written submissions within 2 months from the date of receipt of the notes of proceeding. The notes of proceeding were finalised and submitted to the Tribunal on 29 July 2022 and the deadline to file the written submissions is on 29 September 2022.

On 8 August 2022, IECSB has been placed under Judicial Management. Pursuant to Section 410(c) of the Companies Act 2016, IECSB's solicitors will not be able to act for IECSB in this arbitration unless leave has been granted by the High Court. The Arbitrator had temporarily suspended the arbitration proceedings until 9 December 2022. Following the order for suspension, all further steps with regard to the proceedings including the direction to file written submissions were suspended.

On 25 January 2023, IECSB's solicitors have discharged themselves from acting for IECSB. Following the discharge, IECSB' s solicitors added the Interim Judicial Manager to address the Tribunal. There is no response or update from the Interim Judicial Manager till to date.

Based on the file search conducted, IECSB's judicial management proceedings were discontinued on 9 January 2023 which put the judicial management of IECSB to an end. UEM Land's solicitors have notifed the Tribunal that the judicial management of Ireka has ended and therefore the suspension of the arbitral proceeding shall be lifted.

The Tribunal had directed UEM Land to file the closing submission for its counterclaims by 9 July 2023. However, IECSB has been wound up on May 2023. The arbitration proceedings would have to be stayed and leave from the High Court was required if UEM Land continued with the proceeding against IECSB as provided under Section 451(2) of the Companies Act 2016. The counterclaims will be time-barred if UEM Land discontinued the proceedings. UEM Land had instructed the solicitors to proceed to seek leave from the High Court to continue the proceedings against IECSB.

45. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(f) (cont'd.)

UEM Land had filed the cause papers for the application for leave from court to continue with the arbitration proceedings on 31 October 2023. On 4 March 2024, the Court have granted leave order and UEM Land will continue the proceedings against IECSB.

In accordance with the direction from the Arbitrator, UEM Land had served its Written Submissions on 4 April 2024. The Arbitrator through his email dated 6 May 2024, enquired if IECSB's liquidator had issued a response requesting for 2 months' extension of time them to obtain notes of proceedings and appoint solicitors to continue with the arbitration. The Tribunal has granted IECSB's request for an extension of 2 months and directed IECSB to serve their submissions by 8 July 2024.

IECSB's newly appointed solicitors had requested for several extension of time and finally served their written submissions on 16 August 2024.

After serving their written submissions, IECSB's solicitors informed the Arbitrator that they were not aware the UEM Land has served the written submissions for its counterclaims on 4 April 2024 and proposed that the parties address submissions separately for the claim and counterclaims. The Arbitrator disagreed with IECSB's proposal and had directed IECSB to amend their written submissions to incorporate their response to UEM Land's counterclaim submissions by 19 September 2024 (which IECSB's solicitors have filed).

Bothe UEM Land and IECSB's solicitors had subsequently filed their submission in reply as directed by the Arbitrator from November 2024 to February 2025. There is no further submission pending from either parties and the next step is for the Arbitrator to declare the closure of proceedings and to deliver the award.

(g) In 2010, Madhucon Projects Ltd ("MPL") had initiated arbitration proceeding against UE Development India Pvt Ltd ("UEDI"), an indirect wholly-owned subsidiary of UEM Builders, under a joint venture agreement for the construction of Tuni-Anakapalli NH 5 Project. A claim of INR707.0 million or RM37.5 million had been claimed by MPL and UEDI had counterclaimed INR390.0 million or RM20.7 million.

In addition, MPL had claimed a sum of INR823.67million or RM43.1 million for the arbitration related to a joint venture agreement for the construction of Tambaram –Tindivanam NH 45 Road Project. UEDI had counterclaimed for a sum of INR284.7 million or RM14.9 million.

45. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(g) (cont'd.)

UEDI had raised several objections on the maintainability of the arbitrations and the scope of the claims that had been raised before the arbitrators.

In respect of the first arbitration pertaining to Tuni-Anakapalli NH-5 Project, the Arbitral Tribunal decided to terminate adjudication of MPL's claims and continue with adjudication of UEDI's counter claim due to no representative from MPL appeared during the hearing from 2 to 3 July 2022. On 30 and 31 July 2022, UEDI concluded the oral arguments. MPL requested the Arbitral Tribunal to adjudicate its claim but protested by UEDI as there is no such provision under the Arbitration & Conciliation Act. Subsequently, on 31 October 2022, the Arbitral Tribunal declared that the proceeding sare completed, and the award shall be published in due course.

MPL had filed an application requesting Arbitral Tribunal to adjudicate its claims but the Arbitral Tribunal had reserved its order. However, on 18 April 2023, the Arbitral Tribunal published an order allowing MPL's application requesting the Arbitral Tribunal to adjudicate its claims. Several hearings took place from May 2023 to October 2023.

On 26 October 2023, MPL's Counsel completed the oral arguments and the Arbitral Tribunal had directed MPL to file the written arguments before 21 June 2024.

During the hearing on 21 June 2024, MPL's Counsel had requested 2 days hearings to complete the oral arguments on certain clarification required by the Arbitral Tribunal who instructed them to complete the arguments for clarifications on 30 and 31 July 2024.

On 30 and 31 July 2024, MPL's Counsel continued oral arguments and completed response to UEDI's preliminary objections.

On 28 August 2024, MPL's Counsel completed arguments for claim No.1 to 12 (total claims: 54). MPL's Counsel continued with oral arguments across several hearings from October 2024 to January 2025. The next hearing was adjourned to 27 to 28 March 2025.

In respect of the second claim pertaining to Tambaram - Tindivanam NH-45 Road Project, MPL's Counsel had requested Arbitral Tribunal to re-frame the issues on 4 April 2023.

45. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(g) (cont'd.)

On 6 May 2023, the issues were framed and the Arbitral Tribunal directed both parties to file affidavits of witnesses by 1 June 2023. Several hearings for cross examination had been taken place and the cross examination was conducted by UEDI's Senior Counsel from September 2023 and was completed on 29 July 2024. MPL filed an application to include one more claim and supporting documents. On 30 July 2024, UEDI filed its response to MPL's application.

The Arbitral Tribunal heard the arguements and on 26 August 2024, raised certain queries on MPL's additional claim and asked UEDI to file rejoinder with supporting documents. The Arbitral Tribunal's concern is that the new claim is reflecting in some documents filed by MPL in support of claim No. 37, 38 and 39. The Arbitral Tribunal shall publish the order on admissibility of MPL application to include claim No. 40 upon receiving UEDI's rejoinder.

On 22 October 2024, the Arbitral Tribunal rejected MPL's application to include claim No. 40 and ask MPL to file affivadit of any other witness if it wish to adduce more evidence. On 17 December 2024, MPL informed that its first witness shall file certain additional documents in supports of its responses during cross examination and if required UEDI can cross examine the witness in relation to only those documents on 9 and 10 January 2025.

UEDI had filed affidavit of its witness on 11 January 2025 as directed. The next hearing was schedule on 25 and 26 March 2025 for cross examination of UEDI's witness.

46. Subsequent events

The following are the significant subsequent events of the Group and the Company after the financial year ended 31 December 2024:

(a) On 12 February 2025, Flyfirefly Sdn. Bhd. signed a Share Purchase Agreement (SPA) with the Sarawak Government, via its state-owned company, AirBorneo Holdings Sdn. Bhd. ("AirBorneo") for the sale of shares in MASwings Sdn. Bhd. The SPA also covers the intent to acquire aircrafts, spares and rotables, takeover of existing lease agreements and aircraft orders placed with manufacturer in separate Aircrafts and Spares Acquisition Agreements to be completed within the next 5 months.

(b) On 15 May 2024, AmInvestment Bank Berhad ("AmInvest") had, on behalf of the Company, PPSB, KASB and GIP (collectively, the "Joint Offerors"), announced that, subject to and contigent upon the satisfaction or waiver of the pre-conditions, the Joint Offerors intend to undertake a conditional voluntary take-over offer to acquire all the remaining 1,118,098,325 ordinary shares in MAHB ("MAHB shares") not already held by Joint Offerors, representing 67.01% of the total issued MAHB Shares, for a cash offer price of RM11.00 per Offer Share ("Offer").

46. Subsequent events (cont'd.)

(b) (cont'd.)

All the pre-conditions have on 15 November 2024 been satisfied or waived by the Joint Offerors, and the Joint Offerors announced their firm intention to make the Offer on even date. The offer document in relation to the Offer was issued to the shareholders of MAHB on 6 December 2024.

As at the closing date of the Offer (which had been extended from 8 January 2025 to 12 February 2025), the Joint Offerors have received valid acceptances by the holders of Offer Shares, which resulted in the Joint Offerors and Ultimate Joint Offerors, namely UEM and Employees Provident Fund Board, holding, together with such Shares that are already acquired, held or entitled to be acquired or held, of 98.7% of the total issued MAHB Shares. On 14 February 2025, the Joint Offerors invoked Section 222 of the Capital Markets and Services Act 2007 to compulsorily acquire any remaining shares from dissenting shareholders and necessary steps have been taken to de-list MAHB.

MAHB was delisted from the official list of Bursa Malaysia Securities Berhad on 25 February 2025.

(c) On 20 February 2025, Teluk Senangin Investments Limited has subscribed to 2,819,542 units of Primary Series E-1 shares of Turing Enterprises Inc., for a total cash consideration of USD21,428,519.

(d) On 2 April 2025, the United States (U.S) government signed an executive order imposing a minimum 10% tariff on all U.S imports effective 5 April 2025. On 9 April 2025, the US government announced a 90 day pause for the reciprocal tariffs for many countries. However, baseline tariffs remain, as well as tariffs related to certain countries and industries. These tariffs, some of which are subject to change, impact all US trading partners to varying degrees, including the Group and the Company. Much uncertainty remains as to the duration, possible exemptions and exclusions, as well as the extent of any retaliatory tariffs imposed on the US by other countries.

The financial statements of the Group and the Company have been prepared based upon existing conditions as at 31 December 2024 and the revised United States Tariffs were imposed after this date, its impact is considered to be an event that is indicative of conditions arose after the reporting date. Accordingly, no adjustments have been made to the financial statements as at 31 December 2024 in respect to the tariffs.

The Group and Company are currently evaluating the full impact of this tariff on its future financial results, including potential impacts on its pricing strategies, supply chain, and profitability.

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Agrifood Resources Holdings Sdn. Bhd. ("ARHSB")	Malaysia	100.0	100.0	-	-	Investment holding
Aset Warisan Satu Sdn Bhd #	Malaysia	100.0	-	-	-	Investment holding
Aset Warisan Dua Sdn Bhd #	Malaysia	100.0	-	-	-	Investment holding
Aset Warisan Tiga Sdn Bhd #	Malaysia	100.0	-	-	-	Investment holding
Aset Warisan Empat Sdn Bhd #	Malaysia	100.0	-	-	-	Investment holding
Aset Warisan Lima Sdn Bhd #	Malaysia	100.0	-	-	-	Investment holding
Aset Warisan Enam Sdn Bhd #	Malaysia	100.0	-	-	-	Investment holding
Atlantic Quantum Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding and provision of management services
Aur Investments (Cayman Islands) Limited #	Cayman Islands	100.0	100.0	-	-	Investment holding
Beyond Flying Sdn. Bhd.#	Malaysia	100.0	100.0	-	-	Investment holding
Brinchang Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Broga Hill Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Bendera Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Bukit Chini Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Damar Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Frasers Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Galla Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Puteri Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Carey Investments (Cayman Islands) Limited #	Cayman Islands	100.0	100.0	-	-	Investment holding
Cerah Capital Ltd. #	Malaysia	100.0	100.0	-	-	Fund raising on behalf of holding company
Cenviro Sdn. Bhd.	Malaysia	70.0	70.0	30.0	30.0	Investment holding and provision of management services
Chendering Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Cosmos Friendship Limited #	Hong Kong	100.0	100.0	-	-	Investment holding

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Dayang Bunting Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Dendana Investments (Mauritius) Limited #	Mauritius	100.0	100.0	-	-	Investment holding
Feringghi Capital Limited #	Malaysia	100.0	100.0	-	-	To provide funding for the operations of Special Purpose Vehicle on behalf of its holding company
Gemia Investments Limited #	Cayman Islands	100.0	100.0	-	-	Investment holding
Glam Ventures Pte Limited #	Singapore	100.0	100.0	-	-	Investment holding
Granatum Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Gunung Korbu Investments (Cayman Islands) Limited #	Cayman Islands	100.0	100.0	-	-	Investment holding
Gunung Nuang Ventures Limited #	Malaysia	100.0	100.0	-	-	Investment holding
i2M Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Promotion, marketing and administration of business service cluster

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Impeccable Vintage Properties Sdn. Bhd. ("IVP")	Malaysia	100.0	100.0	-	-	Activities of holding companies
Iskandar Investment Berhad ("IIB")	Malaysia	60.0	60.0	40.0	40.0	Investment holding, property investment, property and land development and the provision of shared services to the subsidiaries
Iskandar Ventures Sdn. Bhd. ("IVSB") #	Malaysia	100.0	100.0	-	-	Investment holding
Jerai Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Jelawang Capital Sdn. Bhd. (formerly known as Penjana Capital Sdn. Bhd.)	Malaysia	100.0	-	-	-	Investment holding and fund-of funds management company
Khazanah Americas Incorporated #	United States	100.0	100.0	-	-	Investment advisory
Khazanah Asset Management Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Khazanah Capital Ltd #	Malaysia	100.0	100.0	-	-	Fund raising on behalf of the company to issue Euro Medium Term Notes
Khazanah Digital Securities Limited #	Malaysia	100.0	100.0	-	-	Fund raising on behalf of the company

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Khazanah Global Sukuk Berhad #	Malaysia	100.0	100.0	-	-	Fund raising on behalf of the company to issue multicurrency Sukuk
Khazanah Nasional Consulting (Hong Kong) Company Limited #	Hong Kong	100.0	100.0	-	-	Investment holding
Klebang Capital Ltd. #	Malaysia	100.0	100.0	-	-	Fund raising on behalf of the company
Kuala Selangor Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Lankayan Investment Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding
Ledang Ventures Pte Ltd. #	Singapore	100.0	100.0	-	-	Investment holding
Lembong Ventures Sdn Bhd. #	Malaysia	100.0	100.0	-	-	Dormant
Lido Capital Ltd. #	Malaysia	100.0	100.0	-	-	Fund raising on behalf of its holding company
Malaysian Airline System Berhad ("MAS")	Malaysia	100.0	100.0	-	-	In liquidation
Malaysia Aviation Group Berhad ("MAGB") *	Malaysia	86.6	86.6	13.4	13.4	Investment holding

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Malaysian Technology Development Corporation Sdn. Bhd. *	Malaysia	100.0	100.0	-	-	Venture capital services activities, management of government grants, technology incubation management and technology support services
Malaysia Venture Capital Management Berhad	Malaysia	100.0	-	-	-	Venture capital management and provides venture capital funding
Mantanani Ventures Sdn Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Mataking Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Bintang Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Gading Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Hatton Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Raya Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Reskit Investments Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Mount Suku Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Terra Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Noring Investments (Mauritius) Limited #	Mauritius	100.0	100.0	-	-	Investment holding
Ophir Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pagon Hill Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Air Papan Investments Limited. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Barat Investments (Cayman Islands) Ltd. #	Cayman Islands	100.0	100.0	-	-	Investment holding
Pantai Cahaya Bulan Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Feringgi Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Juara Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Melawi Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Morib Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Murni Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Pantai Perhentian Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Remis Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Rusila Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Saujana Investments Limited. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Sura Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pasir Salak Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Penerbangan Malaysia Berhad ("PMB")	Malaysia	100.0	100.0	-	-	Carrying on business of acquiring, sale and leasing of aircraft and aircraft engines, investment holding, strategic management of the domestic airline business and other related services
Pine Tree Hill Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Aman Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Pulau Besar Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Kaca Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Kendi Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Manukan Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Melaka Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Memutik Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Putih Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Segantang Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Selingan Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Sibu Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Tiga Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Rantau Abang Capital Berhad #	Malaysia	100.0	100.0	-	-	Fund raising on behalf of the company to issue Islamic Commercial Papers and Islamic Medium Term Notes Sukuk Musyarakah
Redang Investments Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding
Sampadi Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Sipadan Investments (Mauritius) Ltd. #	Mauritius	100.0	100.0	-	-	Investment holding
STLR Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Selling, leasing and renting of properties
Studios Film Office Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Film production services
Sungai Kinabatangan Investments Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding
Sungai Pulai Investments (Mauritius) Ltd. #	Mauritius	100.0	100.0	-	-	Investment holding

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Taman Tugu Project Development Sdn. Bhd.	Malaysia	100.0	100.0	-	-	To carry out efforts of project management including but not limited to execution of projects relating to the refurbishment, rejuvenation and redevelopment of Taman Tugu in Kuala Lumpur and elsewhere in Malaysia
Tanjung Adang Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Bidara Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Buai Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Jara Investments Ltd. #	Hong Kong	100.0	100.0	-	-	In liquidation
Tanjung Manis Investments Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Pinang Investments Limited. #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Rhu Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Tanjung Sedili Investments Limited. #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Tuan Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Tasik Pedu Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Bahang Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Cempedak Investments (Mauritius) Ltd. #	Mauritius	100.0	100.0	-	-	Investment holding
Teluk Dalam Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Gadong Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Kalung Investments Limited. #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Kumbar Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Rubiah Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Senangin Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Destination Resorts & Hotels Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding and provision of management services

47. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Think City Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Promoting and preserving the living culture and heritage areas including but not limited to initiating projects relating to the rejuvenation and transformation of George Town, Penang and elsewhere in Malaysia
Titiwangsa Investments (Mauritius) Ltd. #	Mauritius	100.0	100.0	-	-	Investment holding
Tulai Beach Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
UEM Group Berhad ("UEM")	Malaysia	100.0	100.0	-	-	Project design, management and contracting in the fields of civil, electrical and mechanical engineering, undertaking of turnkey projects and investment holding
Wakeel Capital Sdn Bhd #	Malaysia	100.0	100.0	-	-	Investment holding
Western Hill Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding

47. Subsidiaries and associates of the Company

(B) Associate of the Company

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
Axiata Group Berhad *	Malaysia	36.7	36.7	Equity method	Telecommunication and related services
Bank Muamalat Malaysia Berhad	Malaysia	30.0	30.0	Equity method	Islamic commercial banking and finance
CIMB Group Holdings Berhad *	Malaysia	21.5	23.0	Equity method	Investment holding, management company, property management, provision of consultancy services and dealing in securities
Iskandar Capital Sdn. Bhd.	Malaysia	15.3	15.3	Equity method	Investment holding
Malaysia Airports Holdings Berhad	Malaysia	-	33.2	Equity method	Investment holding
Pulau Kapas Ventures Sdn. Bhd. *	Malaysia	19.8	19.8	Equity method	Investment holding
Putrajaya Holdings Sdn. Bhd.	Malaysia	15.6	15.6	Equity method	Investment holding
Telekom Malaysia Berhad *	Malaysia	20.1	20.2	Equity method	Telecommunication and related services
Tenaga Nasional Berhad *	Malaysia	20.4	22.6	Equity method	Generation, transmission and distribution and sale of electricity

47. Subsidiaries and associates of the Company

(B) Associate of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
TIME dotCom Berhad * ^	Malaysia	7.2	10.7	Equity method	Investment holding, provision of management and marketing/ promotional services and retailing of telecommunications products

* Subsidiaries and associates not audited by member firms of Ernst & Young Global.

\# SPV set up for investment or funding purposes, which are consolidated in the extended company financial statements as disclosed in Note 18(v).

~ Equals to proportion of voting rights held.

^ The Company has a total of 15.9% shareholding in TIME dotCom Berhad, comprising 7.2% held via the Company and 8.7% held by Pulau Kapas Ventures Sdn Bhd.

& Completion of liquidation in current year.

48. Subsidiaries, associates and joint ventures of the Group

Other than the subsidiaries, associates and joint venture of the Company as listed in Note 48, the subsidiaries and associates of the Group are as listed below:

(i) Subsidiaries, associates and joint ventures of UEM Group Berhad ("UEM"), are disclosed in Note 48(A).

(ii) Subsidiaries of Malaysian Airline System Berhad ("MAS"), are disclosed in Note 48(B).

(iii) Subsidiaries and associates of Malaysia Aviation Group Berhad ("MAGB"), are disclosed in Note 48(C).

(iv) Subsidiaries, associates and joint ventures of Iskandar Investment Berhad ("IIB"), are disclosed in Note 48(D).

(v) Subsidiaries, associates and joint ventures of Destination Resorts & Hotels Sdn. Bhd. ("DRHSB") are disclosed in Note 48(E).

(vi) Subsidiary of Malaysian Technology Development Corporation ("MTDC"), are disclosed in Note 48(F).

(vii) Other subsidiaries, associates and joint ventures of the Group are disclosed in Note 48(G).

(A) Subsidiaries, associates and joint ventures of UEM

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2024 %	2023 %	2024 %	2023 %	
Subsidiaries of UEM						
PLUS Expressways International Berhad ("PEIB")	Malaysia	100.0	100.0	-	-	Investment holding and provision of expressway operation services
UEM Sunrise Berhad ("UEM Sunrise")	Malaysia	69.6	69.6	30.4	30.4	Investment holding and provision of shares services for its subsidiaries
UEM Builders Berhad ("UEM Builders")	Malaysia	100.0	100.0	-	-	Investment holding and provision of management services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM (cont'd.)						
Cement Industries of Malaysia Berhad ("CIMA")	Malaysia	100.0	100.0	-	-	Provision of management services and investment holding
UEM Edgenta Berhad ("UEM Edgenta")	Malaysia	69.1	69.1	30.9	30.9	Investment holding and
Konsortium ProHAWK Sdn. Bhd.	Malaysia	100.0	65.0	-	35.0	Planning, design, financing, development, construction, landscaping, equipping, installation, completion, testing and commissioning of a hospital building, facilities and infrastructure at the identified project land and to carry out total asset and facilities management services at hospital or commercial or government buildings
Payar Investments Ltd.	Malaysia	100.0	100.0	-	-	In member's voluntary liquidation
UEM Lestra	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
UE Construction (Phil.) Inc.*<	Philippines	40.0	40.0	Equity method	Dormant
Joint Ventures of UEM					
PLUS Malaysia Berhad ("PLUS Malaysia")	Malaysia	51.0	51.0	Equity method	Investment holding
UEM – Essar Projects Limited	Unincorporated	51.0	51.0	Equity method	Construction and extension of roads

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of PEIB						
PLUS Kalyan (Mauritius) Private Limited *	Mauritius	100.0	100.0	-	-	Investment holding
Gemia Investments Lim						
PEIB Capital Sdn. Bhd. ("PEIBC")	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries, associat

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Joint venture of PEIB					
Jetpur Somnath Tollways Private Limited ("JSTPL")*//χα	India	64.4	64.4	Equity method	Ceased operations

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of PLUS Kalyan (Mauritius) Private Limited						
PLUS BKSP Toll Limited *## α	India	94.1	94.1	5.9	5.9	Ceased operations
Subsidiary of PLUS Plaza (Mauritius) Private Limited						
Trichy Padalur Tollways ("TPTPL") *α	India	74.0	74.0	26.0	26.0	Undertake construction, operation, maintenance and toll collection of the four laning and strengthening of Padalur-Trichy Highway section from KM285 to KM325 of NH-45 in the State of Tamil Nadu, India, on a Build, Operate and Transfer basis

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Joint venture of Ghir Investments (Mauritius) Limited					
Uniquest Infra Ventures Private Limited *xα	India	80.1	80.1	Equity method	Developing, owning and managing road infrastructure projects in India

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of Uniquest Infra Ventures Private Limited						
Khalghat Sendhwa Tollways Private Limited ("KSTPL") *α	India	80.1	80.1	19.9	19.9	Undertake the design, engineering, finance, construction, operation and maintenance of Khalghat-MP/Maharashtra Border Section on NH-3 from Km84.700 to Km167.500 in the State of Madhya Pradesh under NHDP Phase IIIA through a concession on Build, Operate and Transfer basis

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of PLUS Malaysia Berhad						
Projek Lebuhraya Usahasama Berhad	Malaysia	51.0	51.0	49.0	49.0	Undertake the operation, maintenance and toll collection of the expressways
Teras Teknologi Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Investment holding and engaged in supply, installation and maintenance of toll systems and equipment for expressway projects, secure access, automatic fare collection and artificial intelligence services
Expressway Lingkaran Tengah Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Inactive
JustGo Digital Berhad (formerly known Linkedua (Malaysia) Berhad	Malaysia	51.0	51.0	49.0	49.0	Operator of digital payment systems
Lebuhraya Pantai Timur 2 Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Undertake the operation, maintenance and toll collection of Lebuhraya Pantai Timur 2
Penang Bridge Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Inactive

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of PLUS Malaysia Berhad (cont'd.)						
Projek Lebuhraya Utara-Selatan Berhad	Malaysia	51.0	51.0	49.0	49.0	Inactive
Terra PLUS Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Real estate development
Zoom Interactive Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Inactive
Subsidiaries of UEM Sunrise						
UEM Land Berhad ("UEM Land")	Malaysia	69.6	69.6	30.4	30.4	Property development, property investment, project procurement, and management and strategic investment holding
Nusajaya Resort Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Operator of clubhouse and restaurant
Sunrise Berhad ("Sunrise")	Malaysia	69.6	69.6	30.4	30.4	Property development and investment holding
UEM Sunrise (Australia) Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding
UEM Sunrise (Canada) Sdn. Bhd.	Malaysia	-	69.6	-	30.4	Dissolved

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Sunrise (cont'd.)						
UEM Sunrise Management Services Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding
UEM Sunrise Properties Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding, property development and general trading
Nusajaya Five O Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Ceased operations

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Associate of UEM Sunrise					
UEM Sunrise Edgenta TMS Sdn. Bhd. β	Malaysia	69.3	69.3	Equity method	Investment holding and provision of real estate management services
Joint ventures of UEM Sunrise					
Nusajaya Lifestyle Sdn. Bhd. x	Malaysia	34.1	34.1	Equity method	Property and real estate development, management and property management
Nusajaya Premier Sdn. Bhd. x	Malaysia	55.7	55.7	Equity method	Property development and investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Joint ventures of UEM Sunrise (cont'd.)					
Desaru South Course Residences Sdn. Bhd. ("DSCR") x	Malaysia	35.5	35.5	Equity method	Property development
Desaru North Course Residences Sdn. Bhd. ("DNCR") x	Malaysia	35.5	35.5	Equity method	Property development
Desaru South Course Land Sdn. Bhd. ("DSCL") x	Malaysia	35.5	35.5	Equity method	Property development
Malaysian Bio-XCell Sdn. Bhd. *	Malaysia	27.8	27.8	Equity method	In receivership and liquidation

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Land						
Bandar Nusajaya Development Sdn. Bhd. ("BND")	Malaysia	69.6	69.6	30.4	30.4	Investment holding, property development, land trading and an agent for its subsidiaries
Finwares Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding
Fleet Group Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding
Hatibudi Nominees (Tempatan) Sdn. Bhd. *	Malaysia	69.6	69.6	30.4	30.4	In members' voluntary liquidation

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Land (cont'd.)						
Marina Management Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property management
Mahisa Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development and undertaking construction and turnkey development contracts
Marak Unggul Sdn. Bhd.	Malaysia	34.8	34.8	65.2	65.2	Dormant
Nusajaya Development Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Nusajaya Medical Park Sdn. Bhd. *	Malaysia	69.6	69.6	30.4	30.4	Construct, manage and/or operate specialised buildings for long term lease and property development
UEM Sunrise Nusantara Sdn. Bhd. *	Malaysia	69.6	69.6	30.4	30.4	In members' voluntary liquidation
UEM Sunrise Overseas Corporation Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
Associates of UEM Land					
Aura Muhibah Sdn. Bhd.*	Malaysia	-	27.8	Equity method	Disposed
Setia Haruman Sdn. Bhd. *	Malaysia	17.4	17.4	Equity method	Township development, property development, project development and sale of land
Scope Energy Sdn. Bhd.*	Malaysia	27.8	27.8	Equity method	Property development
Inneonusa Sdn. Bhd. *	Malaysia	27.1	27.1	Equity method	In members' voluntary winding up
Sarandra Malaysia	Malaysia	27.8	27.8	Equity method	Selling, leasing and renting of properties

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
Joint Ventures of UEM Land					
Cahaya Jauhar Sdn. Bhd. x	Malaysia	41.8	41.8	Equity method	Undertake the turnkey design and build contract for the development of the Johor State New Administrative Centre (now known as Kota Iskandar) and State Government Staff Housing in Iskandar Puteri, Johor, and provision of facilities maintenance and management services
Haute Property Sdn. Bhd. *	Malaysia	27.8	27.8	Equity method	Property development and property marketing
Horizon Hills Development Sdn. Bhd.	Malaysia	34.8	34.8	Equity method	Property development
Nusajaya Consolidated Sdn. Bhd. *	Malaysia	34.8	34.8	Equity method	Property development and related activities
Nusajaya Tech Park Sdn. Bhd.*	Malaysia	27.8	27.8	Equity method	Property development

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Joint Ventures of UEM Land (cont'd.)						
FASTrack Iskandar Sdn. Bhd.	Malaysia	20.9	20.9	Equity method		Property development and to develop, construct, operate and manage motorsport city with related facilities and services
Subsidiaries of BND						
Nusajaya Industrial Park Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Nusajaya Gardens Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Land trading and investment holding
Nusajaya Greens Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development, land trading and investment holding
Nusajaya Heights Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development, land trading and investment holding
Nusajaya Rise Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development, land trading, investment money lending activity
Nusajaya Seaview Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Land trading and investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of BND (cont'd.)						
Nusajaya Land Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Symphony Hills Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development, land trading and investment holding
Subsidiary of UEM Sunrise Nusantara Sdn. Bhd.						
P.T. Bias Permata*	Indonesia	69.6	69.6	30.4	30.4	Investment holding
Subsidiary of UEM Sunrise Overseas Corporation Sdn. Bhd.						
UEM Sunrise South Africa (Pty) Ltd. *	South Africa	69.6	69.6	30.4	30.4	Investment holding
Subsidiary of UEM Sunrise South Africa (Pty) Ltd						
Roc-Union (Proprietary) Limited *	South Africa	55.9	55.9	44.1	44.1	Investment holding
Subsidiary of Roc-Union (Proprietary) Limited						
Rocpoint (Proprietary) Limited *	South Africa	55.9	55.9	44.1	44.1	Acquisition and development of land

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Associate of Rocpoint (Proprietary) Limited					
Durban Point Development Company (Proprietary) Limited *	South Africa	28.0	28.0	Equity method	Property development

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Sunrise						
Arcoris Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment and development
Ascot Assets Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Allevia Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment, development and construction
Aurora Tower at KLCC Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Ibarat Duta Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Laser Tower Sdn Bhd	Malaysia	69.6	69.6	30.4	30.4	Property development
Lembah Suria Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Lucky Bright Star Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment and development

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Sunrise (cont'd.)						
Mega Legacy (M) Sdn. Bhd.	Malaysia	34.8	34.8	65.2	65.2	Property development
Milik Harta Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
New Planet Trading Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment and development
Prinsip Eramaju Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Solid Performance Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Summer Suites Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sun Victory Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment
Sunrise Alliance Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Benchmark Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Century Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Innovations Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Landmark Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Sunrise (cont'd.)						
Sunrise Mersing Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Oscar Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding
Sunrise Overseas Corporation Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding and provision of management services
Sunrise Paradigm Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Pioneer Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Project Services Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development and project management for property development projects
Sunrise Quality Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Region Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Sovereign Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development and investment holding
Sunrise International Development Ltd *	The Cayman Islands	-	69.6	-	30.4	Dissolved

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Sunrise (cont'd.)						
Sunrise Overseas (S) Pte Ltd	Singapore	69.6	69.6	30.4	30.4	Promotion and management services relating to UEM Sunrise Group's properties in Malaysia
Sunrise MS Pte Ltd	Singapore	69.6	69.6	30.4	30.4	Provision of consultancy, advisory and technical services in relation to project development

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Joint Ventures of Sunrise					
Sime Darby Property Sunrise Development Sdn. Bhd. *	Malaysia	34.8	34.8	Equity method	Property development
Sunrise MCL Land Sdn. Bhd.*	Malaysia	34.8	34.8	Equity method	Property development and property investment

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2024 %	2023 %	2024 %	2023 %	
Subsidiaries of UEM Sunrise (Australia) Sdn. Bhd.						
UEM Sunrise (Land) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Holding and financing company
UEM Sunrise (Developments) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Holding and financing company
Subsidiaries of UEM Sunrise (Land) Pty Ltd						
UEM Sunrise (Mackenzie Street) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Trustee company
UEM Sunrise (Mackenzie Street) Unit Trust	Australia	69.6	69.6	30.4	30.4	Landowning entity
UEM Sunrise (La Trobe Street) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Trustee company
UEM Sunrise (La Trobe Street) Unit Trust	Australia	69.6	69.6	30.4	30.4	Landowning entity
UEM Sunrise (Collingwood) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Trustee company
UEM Sunrise (Collingwood) Unit Trust	Australia	69.6	69.6	30.4	30.4	Land holding entity
UEM Sunrise (Subiaco East) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Trustee Company

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Sunrise (Land) Pty Ltd (cont'd.)						
UEM Sunrise (Subiaco East) Unit Trust	Australia	69.6	69.6	30.4	30.4	Land holding entity
Subsidiaries of UEM Sunrise (Developments) Pty Ltd						
UEM Sunrise (Mackenzie Street Development) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Development company
UEM Sunrise (La Trobe Street Development) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Development company
UEM Sunrise (La Trobe Street Development) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Development company
UEM Sunrise (Aurora Melbourne Central Property Management) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Property management services
UEM Sunrise (Collingwood Development) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Project development
UEM Sunrise (Conservatory Melbourne Property Management) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Property management services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Sunrise (Developments) Pty Ltd (cont'd.)						
UEM Sunrise (Subiaco East Development) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Project development
Subsidiaries of UEM Sunrise Properties Sdn. Bhd.						
Nusajaya DCS Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Provision of cooling plant facility services
Opera Retreat Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment
Puteri Harbour Convention Centre Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Own and operate a convention centre
UEM Sunrise Nusajaya Properties Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Joint venture of UEM Sunrise Properties Sdn. Bhd.					
UEM Sunrise WOTSO Malaysia Sdn. Bhd. *	Malaysia	34.8	34.8	Equity method	Provision of flexible commercial office tenancies

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Sunrise Management Services Sdn. Bhd.						
Rise Digital Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Provision of digital services
UEM Sunrise Project Services Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property management for property development
Subsidiary of Sunrise Oscar Sdn. Bhd.						
Sunrise DCS Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Provision of cooling plant facility services
Subsidiaries of UEM Builders						
Buildcast Sdn. Bhd.	Malaysia	-	100.0	-	-	Dissolved
Intria Bina Sdn. Bhd.	Malaysia	100.0	100.0	-	-	In members' voluntary liquidation
PATI Sdn. Bhd. ("PATI")	Malaysia	100.0	100.0	-	-	Civil engineering works and building construction
UEM Construction Sdn. Bhd. ("UEMC")	Malaysia	100.0	100.0	-	-	Contractors for the execution of construction and engineering works
UEM Construction (B) Sdn. Bhd. ~	Brunei	100.0	100.0	-	-	In members' voluntary liquidation

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Builders (cont'd.)						
UEMB – MRCB JV Sdn. Bhd.	Malaysia	-	51.0	-	49.0	Dissolved
UEMB - NAJCOM JV	Unincorporated	-	65.0	-	35.0	Dissolved
UEMB-PROPEL Consortium	Unincorporated	100.0	100.0	-	-	Civil engineering works and buildings construction
Subsidiaries of UEMC						
UEM (Mauritius) Co Ltd ("UEMM") *	Mauritius	100.0	100.0	-	-	Investment holding
UEMC - PPES Works (Sarawak) Sdn. Bhd. JV	Unincorporated	-	70.0	-	30.0	Dissolved

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Associate of UEMC					
Samsung C&T Corporation UEM Construction JV Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Main contractor for the execution of civil engineering works and and building construction

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Joint Venture of UEMC					
UEMC – Bina Puri JV *x	Unincorporated	60.0	60.0	Equity method	Design, construction, completion, testing, commissioning and maintenance of main terminal building, satellite building, sky bridge and piers

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEMM						
UE Development India Private Limited ("UEDI") *	India	100.0	100.0	-	-	Construction works and maintenance of expressways
UEM Builders – Ansalapi Contracts Pvt. Ltd. *Ω	India	60.0	60.0	40.0	40.0	Construction, execution and completion of various building and engineering works at Sushant Golf City, Lucknow

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Associate of PATI Sdn. Bhd.					
Pati Philippines Inc. *<	Philippines	40.0	40.0	Equity method	Dormant
Joint Ventures of PATI Sdn. Bhd.					
Road Builder (M) Sdn. Bhd. – PATI Sdn. Bhd. JV *	Unincorporated	50.0	50.0	Equity method	Construction and extension of roads
B. Seenaiah & Co – Road Builder (M) Sdn. Bhd. – PATI Sdn. Bhd. JV *	Unincorporated	25.0	25.0	Equity method	Construction and extension of roads
PATI Sdn. Bhd. - Bhagheeratha Engineering Ltd JV *	Unincorporated	50.0	50.0	Equity method	Construction and extension of roads

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of CIMA						
Cimaco Readymix Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
I-Mix Concrete Industries Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Inactive
Kuari Pati Sdn. Bhd.	Malaysia	100.0	100.0	-	-	In members' voluntary liquidation

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of CIMA (cont'd.)						
Negeri Sembilan Cement Industries Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Manufacture and sale of cement
Pemasaran Simen Negara Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Inactive
Profitlite Holding Sdn. Bhd.	Malaysia	100.0	100.0	-	-	In members' voluntary liquidation
Unipati Concrete Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Production and sale of ready-mixed concrete
Subsidiary of Kuari Pati Sdn. Bhd.						
Pati Bukit Perak Sdn. Bhd.	Malaysia	100.0	100.0	-	-	In members' voluntary liquidation
Subsidiaries of UEM Edgenta						
Opus Group Berhad ("Opus")	Malaysia	69.1	69.1	30.9	30.9	Investment holding
Edgenta PROPEL Berhad ("Edgenta PROPEL")	Malaysia	69.1	69.1	30.9	30.9	Maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways and industrial cleaning services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Edgenta (cont'd.)						
Edgenta Environmental & Material Testing Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Geotechnical investigation, instrumentation and pavement condition assessment works, maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways and industrial cleaning services
Faber Development Holdings Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding
Edgenta Healthcare Management Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of hospital support services
Edgenta Facilities Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding and provision of integrated facilities management services
Edgenta Energy Services Sdn. Bhd.	Malaysia	48.4	48.4	51.6	51.6	Energy performance management services and delivery of smart building solutions

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Edgenta (cont'd.)						
Opus Energy Sdn Bhd (formerly known as Edgenta Energy Projects Sdn Bhd)	Malaysia	69.1	69.1	30.9	30.9	Providing energy performance management services and renewable energy services
Edgenta (Singapore) Pte. Ltd.	Singapore	69.1	69.1	30.9	30.9	Investment holding
Edgenta Township Management Services Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding and management services of real estate
Edgenta GreenTech Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of asset development and facility management services
Sate Yaki Sdn. Bhd.	Malaysia	41.5	41.5	58.5	58.5	In Court's Winding Up
Edgenta NXT Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of digital technology services
Edgenta FIRST Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of management services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Edgenta (cont'd.)						
Edgenta Arabia Limited	Kingdom of Saudi Arabia	69.1	69.1	30.9	30.9	Investment holding and provision of integrated facilities management services and energy performance management services
Edgenta Academy Sdn Bhd	Malaysia	69.1	69.1	30.9	30.9	Provision of training and consultancy services
Subsidiaries of Opus						
Builders Credit & Leasing Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding
Opus International (NZ) Limited	New Zealand	69.1	69.1	30.9	30.9	Investment holding
Opus International (M) Berhad ("OIM")	Malaysia	69.1	69.1	30.9	30.9	Management of the planning, design and construction of infrastructure projects and provision of facilities management services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of OIM						
Opus Management Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Management of the planning, design and construction of infrastructure projects and provision of facilities management services
Pengurusan Lantas Berhad	Malaysia	69.1	69.1	30.9	30.9	Provision of technical management support, services for the planning, design and construction of projects
Opus International India Private Limited *	India	69.1	69.1	30.9	30.9	Provision of asset development and asset management services
Opus Al-Dauliyyah LLC ε	Kingdom of Saudi Arabia	69.1	69.1	30.9	30.9	Engineering consultancy services
Opus HSS Sdn Bhd	Malaysia	41.5	-	58.5	-	Provision of engineering, project management consultancy, asset management consultancy, energy efficiency and sustainability related services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Associate of OIM					
Opus Consultants (M) Sdn. Bhd.	Malaysia	69.1	20.7	Equity method	Engineering consultancy services
Joint Venture of OIM					
Opus Consultants (Sarawak) Sdn. Bhd.	Malaysia	33.9	33.9	Equity method	Provision of project management and engineering consultancy services

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Edgenta PROPEL						
Edgenta Infrastructure Services Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways and industrial cleaning services
PT Edgenta PROPEL Indonesia	Indonesia	69.0	69.0	31.0	31.0	Provision of management consultancy and advisory related to management of roads

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Edgenta PROPEL (cont'd.)						
Edgenta PROPEL (Sarawak) Sdn Bhd &	Malaysia	33.9	33.9	66.1	66.1	Construction, maintenance and repair of civil, mechanical and electrical works on infrastructure, roads, expressways and sewerage, and industrial cleaning services

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Jointly controlled operation of Edgenta PROPEL					
Edgenta PROPEL-NRC JO	Unincorporated	38.0	38.0	Equity method	Provision of highway maintenance services

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Faber Development Holdings Sdn. Bhd.						
Country View Development Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Property development and provision of facilities management services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Faber Development Holdings Sdn. Bhd. (cont'd.)						
Faber Grandview Development (Sabah) Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Property development
Faber Heights Management Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Property management
Faber Union Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Property development
Rimbunan Melati Sdn. Bhd.	Malaysia	38.0	38.0	62.0	62.0	Property development
Subsidiary of Edgenta Healthcare Management Sdn. Bhd.						
Edgenta Mediserve Sdn. Bhd. ("EMS") @	Malaysia	69.1	69.1	30.9	30.9	Provision of hospital support services
Subsidiaries of EMS						
Cermin Cahaya Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of cleansing services to hospitals
Edgenta Healthtronics Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of hospital support services
Edgenta Mediserve (Sarawak) Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding
Edgenta Mediserve (Sabah) Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Edgenta Facilities Sdn. Bhd.						
Edgenta Facilities Management Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Facilities management services
General Field Sdn. Bhd.	Malaysia		-		-	Provision of energy performance management services
Faber Star Facilities Management Limited	India	69.1	69.1	30.9	30.9	Facilities management services in India

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Associates of Edgenta Mediserve (Sarawak) Sdn. Bhd.					
One Medicare Sdn. Bhd.*	Malaysia	27.7	27.7	Equity method	Provision of hospital support services
Biomedix Solutions Sdn. Bhd. *	Malaysia	27.7	27.7	Equity method	Provision of biomedical engineering maintenance services
Associate of Edgenta Mediserve (Sabah) Sdn. Bhd.					
Sedafiat Sdn. Bhd.*	Malaysia	27.7	27.7	Equity method	Provision of hospital support services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of Edgenta Township Management Services Sdn. Bhd.						
UEM Sunrise Edgenta TMS Sdn. Bhd. β	Malaysia	69.3	69.3	30.7	30.7	Investment holding and management of real estate
Subsidiary of UEM Sunrise Edgenta TMS						
Edgenta TMS Sdn. Bhd.	Malaysia	48.5	48.5	51.5	51.5	In members' voluntary liquidation
Subsidiaries of Edgenta GreenTech Sdn. Bhd.						
KFM Projects Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	In members' voluntary liquidation
KFM Systems Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Consultancy and contractors for building management systems for the built environment
KFM Solutions Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Consultancy services in green, smart and connected urban ecology and integrated facility management services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Edgenta GreenTech Sdn. Bhd. (cont'd.)						
KFM Energy Services Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of consultancy and other services relating to energy conservation and renewable energy
Veridis PPP One Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Concession holder specialising in retro-fitting works of building utilising green technology
Operon Malaysia Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of supervising officer for activities related to Green technology and other solutions for the built environment
Operon Consulting Sdn. Bhd.	Malaysia	48.4	48.4	51.6	51.6	In members' voluntary liquidation
Operon Middle East Limited	British Virgin Islands	69.1	69.1	30.9	30.9	Facilities management and building cleaning services
KFM Middle East Limited *	British Virgin Islands	48.4	48.4	51.6	51.6	Dormant

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Edgenta (Singapore) Pte Ltd						
UEMS Pte Ltd	Singapore	69.1	69.1	30.9	30.9	Investment holding
Edgenta International Investments L.L.C	United Arab Emirates	69.1	69.1	30.9	30.9	Investment holding and management of commercial, healthcare and energy enterprises
Edgenta Regional Headquarter	The Kingdom of Saudi Arabia	69.1	-	30.9	-	Provision of management services
Subsidiaries of UEMS Pte Ltd (cont'd.)						
UEMS Solutions Pte Ltd	Singapore	69.1	69.1	30.9	30.9	Property management, facilities engineering, facilities management, energy management, corporate real estate, environmental services, project management and technology optimisation, learning and development, and specialised services
ServiceMaster Hong Kong Limited	Hong Kong	69.1	69.1	30.9	30.9	Dormant

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEMS Pte Ltd (cont'd.)						
Edgenta UEMS Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of maintenance and support services for hospitals, public centres, manufacturing facilities and commercial buildings
Edgenta UEMS Ltd	Taiwan	69.1	69.1	30.9	30.9	Provision of cleaning, portering and consulting services for hospitals, medical care institutes commercial, high-tech companies, education center, transportation and shopping mall
Subsidiary of UEMS Solutions Pte Ltd						
UEMS Services Pte Ltd	Singapore	69.1	-	30.9	-	Provision of facilities management, facilities engineering, building operational maintenance, project management, repair and redecoration works and services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Edgenta International Investments L.L.C						
Edgenta Facilities Management L.L.C	United Arab Emirates	69.1	69.1	30.9	30.9	Facilities management services
Edgenta Technical Service L.L.C	United Arab Emirates	69.1	69.1	30.9	30.9	Provision of technical services
Kaizen Owner Association Management Services LLC	United Arab Emirates	41.5	-	58.5	-	Jointly owned property management services
Kaizen AMS Property Supervision LLC	United Arab Emirates	41.5	-	58.5	-	Provision of real estate buying and selling brokerage, real estate management supervision services and leasing property brokerage
Subsidiary of Edgenta Arabia Limited						
MEEM for Facilities Management Company	The Kingdom of Saudi Arabia	41.5	41.5	58.5	58.5	Real estate management, cleaning and maintanence services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of Edgenta UEMS Ltd						
Edgenta UEMS SC Ltd	Taiwan	69.1	69.1	30.9	30.9	Provision of cleaning, portering and consulting services for hospitals, medical care institutes, commercial, high-tech companies, education center, transportation and shopping mall
Subsidiaries of UEM Suria Berhad						
Suria Siena Development Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Property development and land trading
Subsidiaries of UEM Lestra Berhad						
Cenergi SEA Berhad	Malaysia	92.9	92.9	7.1	7.1	Investment holding and management services and to carry out energy efficiency project
Dulang Ekuiti Sdn Bhd	Malaysia	51.0	-	49.0	-	Investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of UEM Lestra Berhad (cont'd.)						
Roda Emas Industries Sdn Bhd	Malaysia	49.0	-	51.0	-	Engaged in business of energy efficiency and renewable energy service inclusive of mechanical, electrical and civil engineering works and construction services
Joint venture of UEM Lestra Berhad						
Lestra HEXA JV Sdn Bhd	Malaysia	51.0	-	49.0	-	Development, construction and/or operation of solar power plants in Peninsular Malaysia, with the intention to sell the power generated by the Project to Domestic Commercial, Industrial and/or Governmental Customers and potentially for export to Singapore

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Joint venture of UEM Lestra Berhad (cont'd.)						
Lestra Blueleaf JV Sdn Bhd	Malaysia	51.0	-	49.0	-	Development, construction and/or operation of solar power plants in Peninsular Malaysia, with the intention to sell the power generated by the Project to Domestic Commercial, Industrial and/or Governmental Customers
Subsidiaries of Cenergi SEA Berhad						
Cenergi Carbon Ltd.	Malaysia	92.9	92.9	7.1	7.1	Emission reduction project operations
Cenergi Operations and Maintenance Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	To provide operation and maintenance services for renewable energy power plants
Cenergi EE Holdings Sdn. Bhd. ("CEEH")	Malaysia	92.9	92.9	7.1	7.1	Renewable energy developers in solar and energy efficiency and investment holding and provision of management services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi SEA Berhad (cont'd.)						
Cenergi RE Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Investment holding and provision of operation and maintenance services
Cenergi Refuel Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	To develop and operate biomass pellet manufacturing facilities and conducting manufacturing activities to produce biomass pellets.
Cenergi Hydro Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Renewable energy developers in hydroelectricity and investment holding
Cenergi Carbon Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	To undertake project development for the registration, marketing and trading of carbon credits and renewable energy certificates for internal and external clients

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi EE Holdings Sdn. Bhd.						
Cenergi EE Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Energy efficiency project operations
Cenergi Sunseap Energy Solutions Sdn. Bhd.	Malaysia	55.7	55.7	44.3	44.3	Renewable energy developer in solar and energy efficiency
Cenergi Solar Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Renewable energy developer in solar and energy efficiency, investment holding and provision of management services
Cenergi Solar Kuala Ketil Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Renewable energy developer in solar and energy efficiency, investment holding and provision of management services
Neda Power (Sg. Tiong) Sdn Bhd	Malaysia	92.9	92.9	7.1	7.1	Supplying electricity generated from solar photovoltaic power plant, renewable energy developers in solar photovoltaic power plant projects

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi EE Holdings Sdn. Bhd. (cont'd.)						
Cenergi JLG Sdn Bhd	Malaysia	60.4	92.9	39.6	7.1	Renewable energy developers in solar and energy efficiency, investment holding and provision of management services
Renewables Technology Solutions Sdn Bhd	Malaysia	92.9	-	7.1	-	Renewable energy developer in solar and energy efficiency, investment holding and provision of management services
Subsidiaries of Cenergi RE Sdn. Bhd.						
Cenergi Palong Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Cenergi Sua Betong Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Producing and distributing electricity from renewable energy plant

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi Cheekah Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Construction, investment and providing consultancy for renewable energy projects
Cenergi Sri Jelutung Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Cenergi Pantai Remis Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Cenergi Tennamaram Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Construction of renewable energy facilities and operating such facilities for the purpose of generating electrical power from renewable resources to be sold to the national grid

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi EPC Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Project management activities involving amongst others, coordinating, managing, advising, maintaning control over project schedule and budget related to construction, engineering design and development of new infrastructures, buildings, facilities, power plants and any such installations; and to provide engineering, procurement and construction services for renewable energy plant
Cenergi Hamparan Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi KF Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi Elphil Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Cenergi Alam Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintanence of renewable energy facilities for the purpose of generating electrical power from renewable resources
Cenergi Lestari Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintanence of renewable energy facilities for the purpose of generating electrical power from renewable resources

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi Tanah Merah Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintanence of renewable energy facilities for the purpose of generating electrical power from renewable resources
Cenergi West Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Bell Cenergi Paloh Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Cenergi Sg Dingin Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Cenergi Classic Sdn. Bhd.	Malaysia	47.4	47.4	52.6	52.6	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi YPPH Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Bell Cenergi Linggi Sdn. Bhd.	Malaysia	46.5	46.5	53.6	53.6	Contracting and construction of a renewable energy plant
Bell Cenergi YP Sdn. Bhd.	Malaysia	46.5	46.5	53.6	53.6	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi Lawiang Sdn. Bhd.	Malaysia	55.7	55.7	44.3	44.3	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Bell Cenergi Lingga Sdn. Bhd.	Malaysia	46.5	46.5	53.6	53.6	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi JK Sdn Bhd (formerly known as Cenergi GM Sdn Bhd)	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi Chersonese Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Construction of renewable energy facilities and operating such facilities for the purpose of generating electrical power from renewable resources to be sold to the national grid

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi Ayer Item Sdn. Bhd.	Malaysia	47.4	47.4	52.6	52.6	Ownership, operation and maintenance of renewable energy facilities for the purpose purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi Kwantas Pintasan Sdn Bhd	Malaysia	46.5	-	53.5	-	Production of bio-methane
Cenergi Sri Ganda Sdn. Bhd.	Malaysia	69.7	69.7	30.3	30.3	Contracting and construction of a renewable energy plant
Cenergi Langkap Sdn. Bhd.	Malaysia	65.0	65.0	35.0	35.0	Contracting and construction of a renewable energy plant
Cenergi Endah Sdn. Bhd.	Malaysia	65.0	65.0	35.0	35.0	Contracting and construction of a renewable energy plant

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi Alaf Sdn Bhd	Malaysia	92.9	-	7.1	-	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
CTS Biogas Sdn Bhd	Malaysia	92.9	-	7.1	-	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi BVG Biogas Sdn Bhd	Malaysia	92.9	-	7.1	-	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
BVG Power Venture Sdn Bhd	Malaysia	47.4	-	52.6	-	Operation of a biomass power plant
Cenergi FJP Sdn. Bhd. ("CFJP") *	Malaysia	47.4	47.4	52.6	52.6	Operation of green power generation facilities and plants
Subsidiaries of Cenergi Hamparan Sdn. Bhd.						
PT Gree Hamparan	Indonesia	88.3	88.3	11.7	11.7	Electricity generation field of 1-10mw (MegaWatt) and other electric power support activities
Subsidiaries of Cenergi Hydro Sdn Bhd						
Alaf Budi Sdn Bhd	Malaysia	92.9	-	7.1	-	Renewable energy developers in hydroelectricity
Cenergi Perdak Sdn Bhd	Malaysia	92.9	-	7.1	-	Renewable energy developers in hydroelectricity
Cenergi Sia Hydro Sdn Bhd	Malaysia	92.9	-	7.1	-	Renewable energy developers in hydroelectricity

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of Dulang Ekuiti Sdn Bhd						
N.U.R Power Sdn Bhd	Malaysia	51.0	-	49.0	-	Development and management of an independent power utility and investment holding
Subsidiaries of N.U.R Power Sdn Bhd						
N.U.R. Generation Sdn Bhd	Malaysia	51.0	-	49.0	-	Generation of electricity in accordance with the license granted by the Energy Commission of Malaysia
N.U.R. Distribution Sdn Bhd	Malaysia	51.0	-	49.0	-	Distribution of electricity to tenants within the gazetted area of Kulim Hi-Tech Park in accordance with the license granted by the Energy Commission of Malaysia
NUR Energy Services Sdn Bhd	Malaysia	51.0	-	49.0	-	Provision of operation, maintenance and management services to the power industry

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of N.U.R Power Sdn Bhd (cont'd.)						
NUR Power Ventures Sdn Bhd	Malaysia	51.0	-	49.0	-	Investment holding
NUR Renewables Sdn Bhd	Malaysia	51.0	-	49.0	-	Operation of solar farm that generate electricity energy
Subsidiaries of NUR Power Ventures Sdn Bhd						
NUR Solar Sdn Bhd	Malaysia	51.0	-	49.0	-	Development and operation of solar generation power plant
NUR CarbonX Sdn Bhd	Malaysia	51.0	-	49.0	-	Engaged in activities of green certificate investments
Subsidiaries of Cenergi Sunseap Energy Solutions Sdn. Bhd.						
CSES Rooftop Alpha Sdn. Bhd.	Malaysia	55.7	55.7	44.3	44.3	Developing, constructing, owning and operating the rooftop solar projects for residential, commercial and industrials buildings in Malaysia

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenergi Sunseap Energy Solutions Sdn. Bhd. (cont'd.)						
IRM Solar Sdn. Bhd.	Malaysia	53.0	53.0	47.0	47.0	Supplying electrical generated from solar power plant
Digital Awan Sdn. Bhd.	Malaysia	55.7	55.7	44.3	44.3	Ownership, operation, and maintanence of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Marudu Power Sdn. Bhd.	Malaysia	55.7	55.7	44.3	44.3	Ownership, operation, and maintanence of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of Roda Emas Industries Sdn Bhd						
GO TO U (M) Sdn Bhd	Malaysia	49.0	-	51.0	-	ICT solution (smart city and e-mobility infrastructure, operations, maintenance and retails solution)
Subsidiary of Cenergi FJP Sdn. Bhd.						
CFJP Biogas Sdn. Bhd. ("CFJPB")*	Malaysia	47.4	47.4	52.6	52.6	Operation of green power generation facilities and plants
Other subsidiaries of UEM						
First Impact Sdn. Bhd. ("FISB")	Malaysia	100.0	100.0	-	-	Investment property holding, provision of maintenance and other related activities of its office building
Hydron (M) Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Ceased operations

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Other subsidiaries of UEM (cont'd)						
Infrared Advanced Technologies Sdn. Bhd.	Malaysia	75.0	75.0	25.0	25.0	Research, development design, manufacture, implementation, marketing and supply of electronic toll collection system
Pantai Panorama Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Serayin Sdn. Bhd.	Malaysia	100.0	100.0	-	-	In member's voluntary liquidation
UEM International (West Asia) Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
United Growth Berhad	Malaysia	100.0	100.0	-	-	In member's voluntary liquidation
Vistajati Holdings Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Property development
UEM Suria Berhad	Malaysia	100.0	100.0	-	-	Investment holding
UEM Olive	Malaysia	100.0	100.0	-	-	A special purpose vehicle incorporated specifically for the issuance of IMTN Programme

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of UEM Suria Berhad						
Suria Siena Development Sdn Bhd	Malaysia	100.0	100.0	-	-	Property development and land trading

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Other associates and joint venture of UEM					
Puncak Vista Sdn. Bhd. *	Malaysia	30.0	30.0	Equity method	Under compulsory liquidation
Mekar Idaman Sdn. Bhd.*	Malaysia	45.0	45.0	Equity method	Liquidation by Court
UEM MMC Joint Venture Sdn. Bhd.	Malaysia	50.0	50.0	Equity method	Investment holding
Malaysia Airports Holdings Berhad	Malaysia	33.0	-	Equity method	Investment holding

* Audited by firms other than Ernst & Young PLT or its affiliates

α For the purpose of applying the acquisition method and equity method of accounting for subsidiaries and joint ventures with financial year end other than 31 December, the last audited financial statements available and the management financial statements to the end of the accounting period of the subsidiaries and joint ventures have been used.

x Deemed to be joint ventures of the Group pursuant to MFRS 11: Joint Arrangements as the parties involved are undertaking economic activities that are subject to joint control.

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

// The Group has a total of 64.4% shareholding in JSTPL, comprising 26.0% held via PEIB and 38.4% held via Uniquest Infra Ventures Private Limited.

The Group has a total of 94.1% shareholding in PLUS BKSP comprising 0.1% held by PEIB and 94.0% held by PLUS Kalyan (Mauritius) Private Limited, a wholly-owned subsidiary of PEIB.

β The Group has a total of 69.3% shareholding in UEM Sunrise Edgenta TMS Sdn. Bhd., comprising 20.9% held by UEM Sunrise and 48.4% held by Edgenta Township Management Services Sdn. Bhd.

< Some of the shares in the company are held in trust by individuals.

~ The Group has a total of 100.0% shareholding in UEM Construction (B) Sdn. Bhd., comprising 78.7% held by UEM Builders and 21.3% held by UEMC.

€ UEMB-PROPEL Consortium is deemed 100% subsidiary as Edgenta PROPEL Berhad relinquished all its rights and benefits in the Consortium.

Ω The Group has a total of 60.0% shareholding in UEM Builders – Ansalapi Contracts Pvt Ltd comprising 50.0% held via UEM (Mauritius) Co Ltd and 10.0% held via UE Development India Pvt Ltd.

@ The Group has a total of 69.1% shareholdings in Edgenta Mediserve Sdn. Bhd., comprising 39.4% held by Edgenta Healthcare Management Sdn. Bhd. and 29.7% held by UEM Edgenta.

^ The Group holds 100.0% of the equity in UEM Al-Dauliyyah LLC, comprising 90.0% held by UEM International (West Asia) Sdn. Bhd. and 10.0% held directly by UEM.

ε The Group holds 69.1% of the equity in Opus Al-Dauliyyah LLC, comprising 65.7% held directly by Opus International (M) Berhad, 3.4% held by Opus Management Sdn. Bhd..

€ Edgenta NXT Sdn. Bhd. (formerly known as Green Field Sdn. Bhd.) was transferred from Edgenta Facilities Sdn Bhd to UEM Edgenta.

& Notwithstanding Edgenta PROPEL's effective shareholding of less than 50% in Edgenta PROPEL (Sarawak) Sdn Bhd ("EPS"), the Group does have the substantive rights and power to direct the relevant activities of EPS and the ability to use the power to significantly affect its returns as stipulated in the shareholder's agreement. Therefore, EPS is consolidated in the Group's consolidated financial statements.

^^ The company has been disposed on 28 June 2024.

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(B) Subsidiaries of MAS

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries						
Delima Insurance (Labuan) Limited	Malaysia	100.0	100.0	-	-	Captive insurance business. Ceased operations in prior year.
MASkargo Sdn. Bhd. ^^	Malaysia	100.0	100.0	-	-	Air cargo operations, charter freighter and all warehousing activities relating to air cargo operations. Ceased operations in 2015.
MAS Golden Boutiques Sdn. Bhd. - In Liquidation	Malaysia	100.0	100.0	-	-	Carried on the business related to travel retail and mail order. Ceased operations in 2015.
Malaysia Airlines Capital (L) Limited	Malaysia	100.0	100.0	-	-	Labuan leasing
Malaysia Airlines Capital II (L) Limited	Malaysia	100.0	100.0	-	-	Labuan leasing
Malaysia Airlines Capital III (L) Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Malaysia Airlines Capital IV (L) Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Kelip-Kelip Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(B) Subsidiaries of MAS (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries (cont'd.)						
Kelip-Kelip II Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Kelip-Kelip II Cayman Limited - In Liquidation	Cayman Islands	100.0	100.0	-	-	Leasing business
Kelip-Kelip III Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Kunang Kunang Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Dormant
Malaysia Airlines A330 Capital Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Malaysia Airlines B738 Capital Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Malaysia Airlines B738 Capital Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Malaysia Airlines Capital IV Cayman Limited - In Liquidation	Cayman Islands	100.0	100.0	-	-	Leasing business
Malaysia Airlines Capital V Cayman Limited	Cayman Islands	100.0	100.0	-	-	Leasing business

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(B) Subsidiaries of MAS (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries (cont'd.)						
MAS Academy Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Malaysian Aerospace Engineering Sdn. Bhd. ("MAE") - In Liquidation	Malaysia	100.0	100.0	-	-	Dormant
MAS Aerotechnologies Sdn. Bhd. - In Liquidation	Malaysia	100.0	100.0	-	-	Dormant
MAS Golden Holidays Sdn. Bhd. - In Liquidation	Malaysia	100.0	100.0	-	-	Dormant
MH Loyalty Programme Sdn. Bhd. - In Liquidation	Malaysia	100.0	100.0	-	-	Dormant

^^ On 25 May 2015, MASkargo Sdn. Bhd. was placed under Administration pursuant to the MAS Act.

(C) Subsidiaries and associates of MAGB

Subsidiaries of MAGB

Malaysia Airlines Berhad ("MAB")	Malaysia	100.0	100.0	-	-	Business of air transportation and the provision of related services
AeroDarat Services Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Ground services activities on airfields

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(C) Subsidiaries and associates of MAGB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of MAGB (cont'd.)						
FlyFirefly Sdn. Bhd. ("Firefly")	Malaysia	100.0	100.0	-	-	Air transportation and the provision of related services
MAB Kargo Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Cargo holding activities
MAB Leasing Limited	Malaysia	100.0	100.0	-	-	To carry on business of purchase, sale, lease, obtaining lease financing and refinancing of commercial aircraft
MAG Culinary Solutions Sdn. Bhd. (formerly known as MAB Pesawat Sdn. Bhd.)	Malaysia	100.0	100.0	-	-	Airline/inflight catering, culinary and hospitality solutions
Hijrah Biru Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Air transportation and the provision of related services
MAB Academy Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Other education
Malaysia Airlines Holidays Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Tour and travel related operations
MAB Engineering Services Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Service activities incidental to air transportation
FlyFirefly Holiday Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Tour and travel related operation

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(C) Subsidiaries and associates of MAGB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Malaysia Airlines Berhad						
Bakawali (Labuan) Limited	Malaysia	100.0	100.0	-	-	Labuan leasing business
MAS Awana Services Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Provision of catering and cabin handling services
Subsidiary of FlyFirefly Sdn. Bhd.						
MASwings Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Air transportation and the provision of related services
Subsidiary of MAB Leasing Limited						
Malaysia Airline Capital V Cayman Limited	Cayman Islands	100.0	100.0	-	-	To carry on business of purchase, sale, lease, obtaining lease financing and refinancing of commercial aircraft
Subsidiary of MAB Kargo Sdn. Bhd.						
MASkargo Logistics Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Providing trucking, clearance and warehousing services

* The Group has de facto control due to its ability to control and direct the key decisions of Anggerik Labuan Limited

** This entity is not required to be audited under the laws of country of incorporation.

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(C) Subsidiaries and associates of MAGB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Associates of MAGB					
Brahim's Food Service Sdn. Bhd.	Malaysia	30.0	30.0	Equity method	Carry on airline catering related
Pan Asia Pacific Aviation Services Limited ("PAPAS")	Hong Kong	20.0	20.0	Equity method	Provision of aircraft maintenance services

(D) Subsidiaries, associates and joint ventures of IIB

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of IIB						
Iskandar Coast Sdn. Bhd. ("ICSB")	Malaysia	80.0	80.0	20.0	20.0	Investment holding and property development
IIB Land Sdn Bhd	Malaysia	100.0	100.0	-	-	Civil engineering construction and project management
Peak Alpha Express Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding and real estate activity
Educity Iskandar Malaysia Sdn. Bhd. ("EIMSB")	Malaysia	100.0	100.0	-	-	Investment holding, property development and management services
Iskandar Assets Sdn. Bhd. ("IASB")	Malaysia	100.0	100.0	-	-	Investment holding and real estate activity

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(D) Subsidiaries, associates and joint ventures of IIB

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of IIB (cont'd.)						
Iskandar Harta Holding Sdn. Bhd. ("IHHSB")	Malaysia	100.0	100.0	-	-	Investment holding and real estate activity
IIB Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Facilitation consultancy service and property investment
Medini Land Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding and real estate activity
IIB Property Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Facilities management services, facility management consultancy and property management services
Wurawari Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding, property development and management services
Iskandar Capital Sdn. Bhd. ("IskCap")	Malaysia	55.5	55.5	44.5	44.5	Investment holding and property development

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(D) Subsidiaries, associates and joint ventures of IIB

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of ICSB						
River Retreat Sdn. Bhd.	Malaysia	80.0	80.0	20.0	20.0	Property development and investment
Teladan Tekun Sdn. Bhd.	Malaysia	80.0	80.0	20.0	20.0	Investment holding
Iskandar Medical Education Sdn. Bhd.	Malaysia	80.0	80.0	20.0	20.0	Investment holding
Subsidiary of IIBL						
Iskandar Development Management Services Sdn Bhd ("IDMS")	Malaysia	100.0	100.0	-	-	Property development and project management
Subsidiaries of IDMS						
Iskandar Management Services Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Project management
Medini City Management Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Project management
Subsidy of IHHSB						
Ujung Medini Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Property investment

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(D) Subsidiaries, associates and joint ventures of IIB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of EIMSB						
Iskandar Education Village Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Property development and management services and operation of Educity International College
Iskandar Education Enterprise Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Property development, investment, management services for education sector
Subsidiary of IIBPS						
Virtua Realm Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Operation of virtual reality theme park
Subsidiary of IskCap						
Iskandar British Education Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Property development and management services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(D) Subsidiaries, associates and joint ventures of IIB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
Joint ventures of IIB					
Nusajaya Lifestyle Sdn. Bhd.	Malaysia	51.0	45.0	Equity method	Property development
Metrogold Assets Sdn. Bhd.	Malaysia	20.0	20.0	Equity method	Property development
Raffles Iskandar Sdn. Bhd. *	Malaysia	20.0	20.0	Equity method	Property development
Nusajaya Premier Sdn. Bhd.	Malaysia	16.0	16.0	Equity method	Property development
Inneonusa Sdn. Bhd. *	Malaysia	10.0	10.0	Equity method	Property development
Subsidiary of JASB					
Medini Iskandar Malaysia Sdn. Bhd.	Malaysia	80.0	80.0	Equity method	Property investment holding and the provision of construction services

* Audited by a firm other than Ernst & Young Global

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of DRHSB						
Themed Attractions and Resorts Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Balau Hospitality Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Desaru Corniche Sdn. Bhd. ("DCSB")	Malaysia	100.0	100.0	-	-	Investment holding
Desaru Land 3 Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Subsidiaries of Themed Attractions and Resort Sdn. Bhd.						
TAR PH Holdings Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding and provision of management services
TAR Riverwalk Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding and to own and operate water park (Adventure Waterpark)
LL Malaysia Attractions Holdings Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Subsidiaries of TAR PH Holdings Sdn. Bhd.						
TAR KB Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of TAR PH Holdings Sdn. Bhd. (cont'd.)						
TAR PH Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Own and operate Hotel Jen
TAR PH Family Entertainment Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
PH Marina Boulevard Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Subsidiary of TAR Riverwalk Sdn. Bhd.						
Park Three Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Own land for park development
Subsidiaries of LL Malaysia Attractions Holdings Sdn. Bhd.						
IDR Resorts Sdn. Bhd.	Malaysia	80.0	80.0	20.0	20.0	Investment holding and provision of management services
LL Themed Hotel Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Own and operate Legoland Hotel Malaysia
Subsidiaries of IDR Resorts Sdn. Bhd.						
IDR Assets Sdn. Bhd.	Malaysia	80.0	80.0	20.0	20.0	Dormant

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of IDR Resorts Sdn. Bhd. (cont'd.)						
LL Malaysia Taman Tema Sdn. Bhd.	Malaysia	80.0	80.0	20.0	20.0	Manage and operate Legoland Malaysia Theme Park, Water Park and Sealife Aquarium Edutainment facility
Subsidiaries of Balau Hospitality Sdn. Bhd.						
Stulang Ventures Sdn. Bhd.	Malaysia	78.5	78.5	21.5	21.5	Investment holding
Elite Sun Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Andaman Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Desaru Estate Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Own and operate an international class hotel (Hard Rock Hotel Desaru Coast)
DRH Green Homes (M) Sdn. Bhd.	Malaysia	84.3	84.3	15.7	15.7	Property development
Asia Pioneer Capital Sdn. Bhd. ("APC")	Malaysia	100.0	100.0	-	-	Dormant
Datai Hotels and Resorts Sdn. Bhd. ("DHR")	Malaysia	100.0	100.0	-	-	Hotel management
Desaru Beach Parks Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Chalet owner

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of Stulang Ventures Sdn. Bhd.						
Desaru Development Corporation Sdn. Bhd. ("DDC")	Malaysia	55.0	55.0	45.0	45.0	Investment holding and master developer of Desaru Coast
Subsidiary of Elite Sun Sdn. Bhd.						
Crustacea Enterprise Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Subsidiaries of Pantai Andaman Ventures Sdn. Bhd.						
Teluk Datai Resorts Sdn. Bhd. ("TDR")	Malaysia	100.0	100.0	-	-	Investment holding and own and operate The Datai Langkawi
TD Langkawi Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Subsidiaries of DDC						
DDC Resort Sdn. Bhd. ("DDCR")	Malaysia	55.0	55.0	45.0	45.0	Investment holding
DDC Peladang Sdn. Bhd.	Malaysia	55.0	55.0	45.0	45.0	Investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of DDC (cont'd.)						
Desaru Development Holdings One Sdn. Bhd. ("DH1")	Malaysia	66.5	66.5	33.5	33.5	Investment holding company, master developer and provides staff accommodation, destination marketing, common area maintenance and management services to its subsidiaries
Subsidiaries of DH1						
Desaru Peace Holdings Sdn. Bhd. ("DPH")	Malaysia	33.9	33.9	66.1	66.1	Investment holding
Desaru North Course Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Owner and operator of golf course and management of golf membership (Els Club Valley Course) and property development activities
Desaru South Course Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Own and operate golf course (Els Club Ocean Course) and property development activities

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of DH1 (cont'd.)						
Desaru Riverwalk Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Own and operate retail space (Desaru Coast Riverside)
Desaru Convention Centre Sdn. Bhd.	Malaysia	82.9	82.9	17.1	17.1	Own and operate convention centre (Desaru Coast Conference Centre)
Desaru Land Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Ferry Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Ferry terminal operator
Desaru Coast Travels Sdn. Bhd. (formerly known as DC Resort Marketing Sdn. Bhd.)	Malaysia	66.5	66.5	33.5	33.5	Operate e-commerce business
Desaru Beachfront 1 Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Beachfront 3 Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Beachfront 4 Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Beachfront 5 Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Land 2 Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Boutique Hotel Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of DPH						
Desaru Peace Holdings Club Sdn. Bhd.	Malaysia	33.9	33.9	66.1	66.1	Own and operate branded resort (One & Only Desaru Coast)
Desaru Peace Holdings Villas Sdn. Bhd.	Malaysia	33.9	33.9	66.1	66.1	Investment holding, property development and construction
Subsidiary of Desaru Peace Holdings Villas Sdn. Bhd.						
Desaru Peace Holdings Villas Two Sdn. Bhd.	Malaysia	30.3	30.3	69.7	69.7	Property development
Subsidiary of Desaru Corniche Sdn. Bhd.						
Desaru Corniche Hotel Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Own and operate hotel (Westin Desaru Coast Resort)
Subsidiary of DDC Resort Sdn. Bhd.						
Variasi Kesuma Sdn. Bhd.	Malaysia	55.0	55.0	45.0	45.0	Dormant
Subsidiaries of Teluk Datai Resorts Sdn. Bhd.						
TDR Villas Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Property developer
Anak Datai Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of TDR Villas Sdn. Bhd.						
TDR Golf Resorts Bhd	Malaysia	100.0	100.0	-	-	Own and operate golf course (Els Club Rainforest Course)
Subsidiary of DHR						
Kasturi Pasifika Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Owner of the "Datai" brand

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Joint ventures of Destination Resorts and Hotels Sdn. Bhd.					
MHG Desaru Villas Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Property development
MHG Desaru Hotel Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Hotel owner
Joint ventures of Desaru South Course Sdn. Bhd.					
Desaru South Course Residences Sdn. Bhd. ("DSCR")	Malaysia	32.6	32.6	Equity method	Property development
Desaru South Course Land Sdn. Bhd. ("DSCL")	Malaysia	32.6	32.6	Equity method	Property development

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Accounting model applied	Principal activities
Joint venture of Desaru North Course Sdn. Bhd. (cont'd.)					
Desaru North Course Residences Sdn. Bhd. ("DNCR")	Malaysia	32.6	32.6	Equity method	Property development

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
(F) Subsidiaries of MTDC						
Malaysian Technology Consultants Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Provision of technical consultancy and commercialisation of research and development ventures
MTDC-BSF Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Management of business start-up fund
MTDC-BGF Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Management of business growth fund
MTDC HTDF Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Management of halal technology development fund

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of ARHSB						
Agro Treasures Sdn. Bhd. ("ATSB")	Malaysia	100.0	100.0	-	-	Agriculture venture capital fund
Blue Archipelago Berhad ("BAB")	Malaysia	100.0	100.0	-	-	Investment holding and trading of shrimp aquaculture products
Biotropics Malaysia Berhad ("BMB")	Malaysia	100.0	100.0	-	-	Business in the research and development, marketing and sales of products based on Malaysia's biodiversity such as plants and other medicinal herbs
Malaysian Agrifood Corporation Berhad ("MAFC")	Malaysia	100.0	100.0	-	-	Investment holding, production and trading of agriculture products and management of food supply chain
Subsidiaries of BAB						
Arca Biru Sdn. Bhd.	Malaysia	100.0	100.0	-	-	To carry on the business of shrimp aquaculture

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of BAB (cont'd.)						
Isharp Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Trade and produce of aquaculture products
Subsidiaries of BMB						
Phytes Biotek Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Formulation and manufacturing of herbal extracts and other herbal products
Subsidiaries of Phytes Biotek Sdn. Bhd.						
Nu-Prep (M) Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Plante Resources Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Subsidiaries of MAFC						
Cameron Fresh Farms Sdn. Bhd.	Malaysia	-	100.0	-	-	Investment in agriculture property
Lotus Logistics Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
MAFC International (M) Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Trading of agricultural produce. The entity became dormant since 31 December 2016

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of Aur Investments (Cayman Islands) Limited						
Tuba Investments W.L.L. * +	Kingdom of Bahrain	99.5	99.5	-	-	Investment holding
Subsidiary of Bukit Damar Investments Limited						
Gobi MAVCAP Asean Superseed Fund, L.P. *	Malaysia	67.0	67.0	33.0	33.0	Micro venture capital
Subsidiaries of Cenviro Sdn. Bhd.						
Abu Dhabi Kualiti Alam Environmental Services LLC ("ADKA") *	Abu Dhabi	70.0	70.0	30.0	30.0	Under members voluntary liquidation
Cenviro Services Sdn Bhd ("CS")	Malaysia	70.0	70.0	30.0	30.0	Sole agent for marketing, collecting and transporting scheduled waste
Cenviro Special Builders Sdn. Bhd. ("CSB")	Malaysia	70.0	70.0	30.0	30.0	Under members voluntary liquidation
Cenviro Recycling and Recovery Sdn. Bhd. ("CRR")	Malaysia	70.0	70.0	30.0	30.0	Provision of waste recycling and recovery services
Cenviro (Johor) Sdn. Bhd. ("CJSB")	Malaysia	70.0	70.0	30.0	30.0	Has not commenced business operations

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Cenviro Sdn. Bhd. (cont'd.)						
Cenviro Green Energy Sdn. Bhd. ("CGE")	Malaysia	70.0	70.0	30.0	30.0	Investment holding
Environmental, Preservation and Innovation Centre Sdn. Bhd. ("EPIC")	Malaysia	70.0	70.0	30.0	30.0	Provision of training, consultancy, research and development, publication, innovation and commercialisation services
Kualiti Alam Sdn. Bhd. ("KASB")	Malaysia	70.0	70.0	30.0	30.0	Undertake the collection, transportation, treatment and disposal of scheduled waste
Subsidiaries of CRR						
Recycle for Life Sdn. Bhd. ("RFL")	Malaysia	70.0	70.0	30.0	30.0	Under members voluntary liquidation
Shan Poornam Sdn. Bhd. ("SPSB")	Malaysia	70.0	28.0	30.0	-	Investment holding
Cenviro Aura Technolo Sdn. Bhd. (CENURA)	Malaysia	52.5	52.5	47.5	47.5	Under members voluntary liquidation
Subsidiaries of Shan Poornam Sdn. Bhd.						
Shan Poornam Metals Sdn. Bhd. ("SPM")	Malaysia	70.0	28.0	30.0	-	Collection, processing and recycling of scraps

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Shan Poornam Sdn. Bhd. (cont'd.)						
Shan Poornam Global Sdn. Bhd.	Malaysia	70.0	28.0	30.0	-	Industrial waste recovery
ENS 4R Sdn. Bhd.	Malaysia	70.0	28.0	30.0	-	Collection, processing and recycling of scraps
Shan Poornam Metals (Sarawak) Sdn. Bhd.	Malaysia	70.0	28.0	30.0	-	Collection, processing and recycling of scraps
Shan Poornam Metals (Selangor) Sdn. Bhd.	Malaysia	70.0	28.0	30.0	-	Collection, processing and recycling of scraps
Shan Poornam Metals (Johor) Sdn. Bhd.	Malaysia	70.0	28.0	30.0	-	Collection, processing and recycling of scraps
Shan Poornam Green Tech Sdn. Bhd.	Malaysia	70.0	28.0	30.0	-	Dormant
Subsidiaries of Granatum Ventures Sdn. Bhd.						
Iskandar Malaysia Studios Sdn. Bhd. ("IMS")	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of Iskandar Malaysia Studios Sdn. Bhd.						
IMS Production Services Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Production activities
Subsidiary of Iskandar Ventures Sdn. Bhd.						
Jasmine Acres Sdn. Bhd.	Malaysia	66.7	66.7	33.3	33.3	Investment holding
Southview Hills Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Subsidiary of Khazanah Nasional Consulting (Hong Kong) Company Limited						
Khazanah Nasional Business Consulting (Shanghai) Co. Ltd	China	100.0	100.0	-	-	Consultancy services on business, market information, project management, etc.
Subsidiary of Mantanani Ventures Sdn. Bhd.						
Khazanah Turkey Regional Office Danismanlik Hizmetleri A.S.	Turkey	100.0	100.0	-	-	Investment holding
Subsidiary of Noring Investments (Mauritius) Limited						
Mostyn Investments (Mauritius) Limited	Mauritius	100.0	100.0	-	-	Investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiary of Ophir Ventures Sdn. Bhd.						
ReGen Rehabilitation International Sdn. Bhd.	Malaysia	-	74.0	-	26.0	Disposed
Subsidiaries of Pulau Manukan Ventures Sdn. Bhd.						
Xeraya Capital Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment support services
Subsidiaries of Xeraya Capital Sdn. Bhd.						
Xeraya Capital Labuan Ltd.	Malaysia	100.0	100.0	-	-	Investment management services
Xeraya Americas Inc.*	State of Delaware, The United States of	100.0	100.0	-	-	Investment support services
Subsidiary of Pulau Memutik Ventures Sdn. Bhd.						
Pantai Support Services Sdn. Bhd. *	Malaysia	100.0	100.0	-	-	Investment holding
Subsidiary of Chendering Investments Limited						
Khazanah India Advisors Private Ltd. ***	India	100.0	100.0	-	-	Investment advisory
Subsidiaries of Titiwangsa Investments (Mauritius) Limited						
Panorama Investments (Mauritius) Limited	Republic of Mauritius	100.0	100.0	-	-	Investment holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	Effective interest~ 2023 %	Non-controlling interest~ 2024 %	Non-controlling interest~ 2023 %	Principal activities
Subsidiaries of Titiwangsa Investments (Mauritius) Limited (cont'd.)						
Ramunia Investments (Mauritius) Limited	Republic of Mauritius	100.0	100.0	-	-	Investment holding
Subsidiary of Tulai Beach Ventures Sdn. Bhd.						
Avicennia Capital Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Subsidiaries of Avicennia Capital Sdn. Bhd.						
Renggis Ventures Sdn. Bhd.	Malaysia	96.0	96.0	4.0	4.0	Investment holding
Burau Ventures Sdn. Bhd.	Malaysia	-	100.0	-	-	Liquidated
Subsidiaries of Renggis Ventures Sdn. Bhd.						
SunLife Malaysia Assurance Bhd.	Malaysia	51.0	51.0	49.0	49.0	Underwriting of life insurance and investment-linked business
SunLife Malaysia Takaful Bhd.	Malaysia	51.0	51.0	49.0	49.0	Management of family takaful, general takaful and investment-linked takaful business

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied		Principal activities
Subsidiary of Pantai Sura Investment Limited						
Gobi Dana Impak Ventures, L.P.*	Malaysia	99.0	99.0	-	-	Investment holding
Associate of ARHSB						
Farm Fresh Berhad *	Malaysia	11.8	11.8	Equity method		Involved in dairy farming, processing and distribution of fresh dairy produce
Associate of Cosmos Friendship Limited						
Beijing Enterprises Environment Group Ltd *	Hong Kong	23.1	23.1	Equity method		Waste incinerator, investment holding, property investment
Associate of Gemia Investments Limited						
Fajr Capital Limited *	United Arab Emirates	22.5	22.5	Equity method		Provision in Islamic finance services
Associate of MAFC						
Monoluxury Sdn. Bhd.*	Malaysia	35.0	35.0	Equity method		Cultivation, processing and trading of vegetables and related vegetable products

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
Associate of Mount Bintang Ventures Sdn. Bhd.					
Edotco Group Sdn. Bhd. *	Malaysia	10.6	10.6	Equity method	Integrated telecommunications infrastructure services
Associate of Mount Reskit Investments Limited					
Shanghai Lian Ji Biotechnology Co. Ltd.	China	21.5	21.5	Equity method	Investment holding
Associate of Pantai Cahaya Bulan Ventures Sdn. Bhd.					
Astro Malaysia Holdings Berhad *	Malaysia	20.7	20.7	Equity method	Media entertainment
Associate of Pantai Juara Investments Limited					
Adicon Holdings Limited	China	3.7	4.7	Equity method	Independent clinical laboratory
Associate of Pantai Support Services Sdn. Bhd.					
Unitab Medic Sdn. Bhd. *	Malaysia	30.0	30.0	Equity method	Investment holding and supervision of medical examination of foreign workers in Malaysia

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
Associate of Pulau Kapas Ventures Sdn. Bhd.					
TIME dotCom Berhad	Malaysia	8.7	8.7	Equity method	Investment holding, provision of management and marketing / promotional services and retailing of telecommunications products
Associate of Pulau Memutik Sdn. Bhd.					
IHH Healthcare Bhd. *	Malaysia	25.9	25.9	Equity method	Investment holding and healthcare service healthcare service provider
Associate of Pulau Tiga Sdn. Bhd.					
Continuum Capital II Limited Partnership	Malaysia	99.0	99.0	Equity method	Venture capital fund
Associate of Ramunia Investments (Mauritius) Limited					
Vas Data Services Private Limited *	India	14.6	14.6	Equity method	Online retailer
Associate of Pantai Sura Investments Limited					
Funding Asia Group Pte Ltd (Funding Societies)*	Singapore	3.0	3.0	Equity method	Investment Holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
Joint venture of ARHSB					
Commerce-KNB Agro Teroka Sdn. Bhd. ("CKAT") *	Malaysia	67.0	67.0	Equity method	Agriculture venture capital
Associate of Sungai Kinabatangan Investments Limited					
Polisea Pte Ltd*	Singapore	16.6	16.6	Equity method	Insurtech company
Joint venture of BAB					
AB Hatchery Sdn. Bhd.	Malaysia	51.0	51.0	Equity method	Post larvae farming and trading
Joint venture of Cenviro Sdn. Bhd.					
E-Idaman Sdn. Bhd. ("EISB")	Malaysia	35.0	35.0	Equity method	Investment holding, provision of project management, consultancy and contracting services in the field of solid waste management
Environment Idaman Sdn. Bhd.	Malaysia	35.0	35.0	Equity method	Provision of integrated solid waste and public cleansing management services

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
Joint ventures of EISB (cont'd.)					
Environment Idaman (Kedah and Perlis) Sdn. Bhd.	Malaysia	35.0	35.0	Equity method	Provision of integrated solid waste collection and public cleansing management services, including technical expert services in waste management
Green Resources Recovery Sdn. Bhd.	Malaysia	35.0	35.0	Equity method	Provision of project management, consultancy and contracting services in the field of solid waste and public cleansing management services and dealing with recyclable items and facilities
Environment Idaman (Perak) Sdn. Bhd.	Malaysia	35.0	35.0	Equity method	Provision of integrated solid waste collection and public cleansing management services, including technical expert services in waste management

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
Joint venture of Dayang Bunting Ventures Sdn. Bhd.					
Sunway Iskandar Sdn. Bhd. *	Malaysia	40.0	40.0	Equity method	Investment holding
Joint venture of Pantai Cahaya Bulan Ventures Sdn. Bhd.					
Astro Holdings Sdn. Bhd. *	Malaysia	29.3	29.3	Equity method	Investment holding
Joint venture of Sungai Pulai Investments (Mauritius) Limited					
M+S Pte. Ltd.	Singapore	60.0	60.0	Equity method	Property development
Joint venture of Tanjung Bidara Ventures Sdn. Bhd.					
Southern Marina Development Sdn. Bhd.	Malaysia	30.0	30.0	Equity method	Property development
Joint venture of Teluk Rubiah Ventures Sdn. Bhd.					
Pulau Indah Ventures Sdn. Bhd. *	Malaysia	50.0	50.0	Equity method	Township development
Joint ventures of Pulau Manukan Ventures Sdn. Bhd.					
MLSCF II (DP) Ltd *	Malaysia	50.0	50.0	Equity method	Investment management holding

48. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2024 %	2023 %	Accounting model applied	Principal activities
Joint ventures of Pulau Manukan Ventures Sdn. Bhd. (cont'd.)					
MLSCF Management (Labuan), LLP	Malaysia	50.0	50.0	Equity method	Investment management services
MLSCF II (GP) (Labuan), LLP	Malaysia	50.0	50.0	Equity method	General partner of MLS Capital Fund II, LP
Joint venture of Pantai Feringgi Ventures Sdn. Bhd.					
Sunway FutureX DI Sdn. Bhd. *	Malaysia	45.0	45.0	Equity method	Providing education and training services

* Audited by firms of auditors other than Ernst & Young PLT or its affiliate.

^^ Although the Company does not hold ordinary shares in the associates, the Company exerts significant influence by virtue of the Company's holding in the preference shares in the respective associates which gives the Company the right to appoint directors on the board of the respective associates.

\+ The Group's effective interest in Tuba Investments WLL is 100%, comprising 99.5% held by Aur Investments (Cayman Islands) Limited and 0.5% held by Carey Investments (Cayman Islands) Limited.

*** The Group's effective interest in Khazanah India Advisors Private Ltd. is 100%, comprising 17.1% held by Teluk Cempedak Investments (Mauritius) Limited and 82.9% held by Chendering Investments Ltd.

49. Directors of subsidiaries

The names of the directors of the Company's subsidiaries in office since the beginning of the financial year to the date of this report (not including Directors of the Company who have been listed in the Directors' Report) are:

Aarti Shetty
Abdul Manan bin Mohd Najib
Adi Saufi bin Mohamad Daud
Adil bin Othman
Ahmad Zakri bin Ismail
Ahmad Jauhari bin Yahya
Aida Salfaraz binti Ahmad Fadzil
Ainol Roznain bin Yaacob
Aleef Ashraf Bin Borhan
Aliza binti Sulaiman
Amin Ashari bin Shafie
Aminah Othman
Amirul Fares bin Wan Zahir
Amlah binti Yassin
Amr Ahmed Youssef Ahmad Mahmoud
Andrew Raj A/L Varatharaju
Angel Yogesh Vora
Anil Abraham
Anil Thadani
Anoop Damodar Gupta
Arnaud Arman Paul Daniel Girodon
Aubrey Lim Ying Yueh
Azam bin Mohamed
Azim bin Juzer
Azri Zaharuddin
Bang Jong Young
Boo Hui Yee
Bryan Foong Chee Yeong
Calvin Raqeem Jacob
Cham Tian Hoong
Chan Chee Yean
Chari Thandalam Veeravalli Thirumala
Chen Wen Yin
Chen Yen-Yu
Cheryl Goh Ching Ling
Chew Poh Chuan
Chia Shwu Wei
Chinta Madhav

49. Directors of subsidiaries (cont'd.)

Chok Kwee Bee
Chong Chai Wea
Choo Boon Kwee Colin
Choo Ning
Chong Chooi Wan
(Alternate Director to Mohd Haniz)
Chong Tao Boon
Christina Foo
Chua Pei Sum
Chua Yong Howe
Datin Hayati Aman Hashim
Datin K.Komalavalli A/P K.R. Gopal
Datin Sri Badrunnisa Mohd Yasin Khan
Datin Zainabbi Binti Abubacker
Dato' Amirul Feisal bin Dato' Wan Zahir
Dato' Darawati Hussain
Dato Dr Nadzri Yahaya
Dato' Dr. Omar Abd Hamid
Dato Dr Zaininah Mohd Zain
Dato' George Stewart LaBrooy
Dato' Haja Najmudeen bin K P M Abd Kader
Dato' Haji Mohd Salleh bin Yeop Abd. Rahman
Dato' Idzham Mohd Hashim bin Zahrain Mohd Hashim
Dato' Lukman bin Abu Jari @ Abu Bakar
Dato' Mohamed Nasri bin Sallehuddin
Dato' Mohammad Imran bin Ismail
Dato' Norazman bin Abd. Aziz
Dato' Norhalim bin Yunus
(Alternate Director to Datuk Amran Hafiz bin Affifudin)
Dato' Seri Mohammed Anwar a/l Fazal Mohammed
Dato' Sr. Hisham bin Jafrey
Dato' Haji Ramlee bin Haji A Rahman
Dato' Mohd Khalis bin Abd Rahim
Dato' Ts. Dr. Hj. Aminuddin bin Hassim
Datuk Amran Hafiz bin Affifudin
Datuk Khairil Anwar bin Ahmad
Datuk Izham bin Ismail
Datuk Mohamad Hishammudin bin Hamdan
Datuk Seri Wong Siew Hai
Dr. Farid bin Mohamed Sani
Dr. Johari Jalil
Dr. Lydia binti Abdul Latif

49. Directors of subsidiaries (cont'd.)

Dr. Mohamed Imran Markar
Dumisani Blessing Mnganga
Dzulkifly bin Hassan
(Alternate Director to Dato' Haji Ramlee bin A Rahman)
Effreeza binti Mohamad
Eke Nazri bin Rahim
Erika Mushtarina Mat Ariffin
Eysa Zulkifli
Faizal bin Mohd Yusof
Faridah Bakar Ali
Fariza binti Ali @ Taib
Fatweena Bibi Ameen Uteene Mahamod
Fitriolah Nadiah
Fizulin Bin Mohamed Zin
Foo Yoke Luan
Fu Yueh Yee
Gan Chia Siang
Gan Hsiang Lin
Goh Ah Peng
Goh Hiang Keat
Grace Nesam Poore A/P J. Kannuthurai
Guna Segaran A/L Alagappan
Hafizam bin Shamsudin
Hairol Azizi bin Tajudin
Hajah Rosni binti Haji Tarip
Hamdan bin Abdul Majeed
Hamdan bin Che Ismail
Hannah Lyana Lee Abdullah
Hanseung Ok
Haris Hardi bin Zakaria
Harman Faiz bin Habib Muhamad
Hasniza Mohamed
Hau Yean Ching
Hawariiah binti Abdul Wahid
Haziah binti Hamzah
Helmuth Blasch
Heo Kwanyoung
Hislahuddin bin Majid
Ibrahim bin Mohamed Salleh
Idjarmiizuan bin Ibrahim
Imran bin Abdul Rahim
Ir Dr. Sanjayan A/L K.V Velautham

49. Directors of subsidiaries (cont'd.)

Ir. Vekneswaran A/L T.Arasappan
Iwan Rashman bin Gulamoydeen
Izdihar binti Ibrahim
Izham bin Ismail
Jamaludin bin Bujang
Jenifer Thien Bit Leong
Jesudason Selvaraj
Johan bin Mohd Roslie
Johari bin Jalil
Johari Shukri bin Jamil
Josephine Wong Foong Yin
Kamalam Pillay Rungapadiachy
Kang Kee Yen
Karina binti Ridzuan
Karuna Ahuja
Kenneth Anak Tuba
Khairudin bin Hasan
Khairul bin Anuar
Khairul Anwar bin Mohd Dewan
Khoo Suet Ling
Lai Wei Ming
Latifah binti Mohamed Yusof
Laurence Loh Kwong Yu
Laxman Deepak Vaidya
Lee Kon How
Lee Lin Chien
Lee Pek Kee
Leong Kar Yung
Leong Soon Kong
Liaw Long Lot
Liew Irene
Liew Kim Choi
Liew Teen Chai
Lim Chen Herng
(Alternate Director to Tan Sri Dato' Lim Kang Hoo)
Lim Kooi June
Lim Su San
Lim Tong Hee
Lim Wah Seng
Lim Wei Hsien Kenny
Lim Wei Kuan
Liong Kok Kit

49. Directors of subsidiaries (cont'd.)

Liu Hsiao Fan
Marilyn Teoh May Lyn
Mariamah binti Daud
Mariam Jamilah binti Hishamuddin
Mark Jason Thomas
Marzuki bin Hj Madon
Maslina binti Mansor
May Cheong Su Wei
Mazli bin Mohamed Ayob
Mohamad Muhazni bin Mukhtar
Mohamad Zamani bin Razali
Mohammad Farish Nizar bin Othman
Mohd Azarull Ahadi bin Abdullah
Mohd Fuad bin Mohd Sharuji
Mohd Hafis bin Mohd Shahar
Mohd Haniz bin Mohd Nazlan
Mohd Nadziruddin bin Mohd Basri
Mohd Norsuradi Man
Mohd Shafie Ismail
Mok Jia Mei
Muhammad Fauzan bin Mansor
Muhammad Najmi bin Mansor
Muhammad Syauqi bin Ab Samad
Naiken Veerasamy
Natasha Su A/P Sivarajah
Nazim Mohamed bin Tan Sri Dato' Sri Haji Esa
Ng Eu Gin
Ngan Chu Chu
Nigel Robin Hazell
Nik Nazhah binti Nik Abdul Aziz
Noorasma binti Sulaiman
Nor Azree bin Md Daros
Nor Shafahana Shaik binti Abdul Shukkor
Nur Aisyah binti Osman
Nuraida binti Ismail
Nurul Iman binti Mohd Zaman
Nurul Shazrin Binti Mat Rahim
Ong Chee Wei
Ooi Say Teng
Paramjit Singh Gill A/L Gurdev Singh
Park Deok Seop

49. Directors of subsidiaries (cont'd.)

Peter Kjaer-Pedersen
(Alternate Director to Siegfried Boerst)
Philip See Yew Jin
Phuan Ling Fong
Poh Ying Loo
Prof Dr Rofina Yasmin binti Othman
Professor Philip Sutton Cox
Quek Pei Lynn
Raihana binti Ahmad
Rais bin Imran
Rajgopal Rajkumar
Rakesh Devasish Jena
Ramana a/l Rajalingam
Razman bin Ismail
Reagan Chan Chung Cheng
Roli Shukla
Ronnie Khoo Boo Eam
Roslina binti Arbak
Rosliza binti Zukkafli
Rowina Ghazali Seth
Ruziah binti Abdul Latif
Saffiyah binti Mohd Farid
Samir Balkrishna Pansare
Saniman Md Apandi
Savinilorna Payandi Pillay Ramen
Sawkut Oomarally Bundhoo
Selvendran Katheerayson
Seow Hai Yoong
Shahira binti Ahmed Bazari
Shahnaz binti Abdul Samad
Shahril Anas bin Hasan Aziz
Shaiful Zahrin bin Subhan
Shamsuddin bin Sulaiman
Shankar Menon a/l Krishnan @ Vasuthavan
Shariman Yusuf bin Mohamed Zain
Sharmanand Jhurreea
Sharuddin bin Omar Hashim
Simon Kua Choo Kai
Siti Nor Zainab Binti Taib
Sivanesan Perumal Sundreson
Soo Kian Sin

49. Directors of subsidiaries (cont'd.)

Sufian Abdullah
Suresh a/l Singam
Suryani Senja Binti Alias
Syahrunizam bin Samsudin
Syed Abdul Rahman Bin Syed Zaid
Tan Cheh Tian
Tan She Yen
Tan Sri Abd Rahman bin Mamat
Tan Sri Dato' Chen Kooi Chiew @ Cheng Ngi Chong
Tan Sri Dato' Lim Kang Hoo
Tan Sri Dato' Sri Haji Esa Bin Haji Mohamed
Tan Sri Dato' Yap Suan Chee
Tan Sri Datuk Chen Lok Loi
Tan Sri Dr. Azmil Khalili Bin Dato' Khalid
Tan Sri Hj. Mohammad Hazani bin Hj. Hassan
Tan Sri Tan Boon Seng @ Krishnan
Tan Sri Ter Leong Yap
Tan Wan San
Tang Chee Wai
Tengku Mohamad Azharuddin Bin Tengku Mohd Ariff
(Alternate Director to Wong Wai Seng)
Tengku Norlinda binti Tengku Hamzah
Teoh Zheat-Hei
Tinesh Thambaiya Yogarajah
Toh Tau Book
Tuan Haji Lukman Bin Abu Jari @ Abu Bakar
Victor Johan Zacharias
Vijayan Balan
Vincent Michael Gin
Vinod Kumar Saigal
Vivien Kmusumowardhani
Watt Miew Ling
William Edward Walters
Wolfgang Boh
Wong Ah Kow
Wong Chin See
Wong Hee Chai
Wong Hong Yee
Wong Su Yen Caroline
Wong Shu Hsien
Wong Koon Keng
Wong Peck Ling

49. Directors of subsidiaries (cont'd.)

Wu Jueh Ming Lawrence (Wu Jiemin)	
Yap Seong Yong	
Yasmin Thaseen binti Sikkandar	
Yeo Kar Peng	
Yeow Wai Siaw	
Yong Kean Kun	
Yong Kean Seong	
Yong Toi Mee	
Yu Byung Chul	
Yusnianti binti Muhamed Yusoff	
Zaida Khalida Shaari	
Zainal Abidin bin Zakaria	
Dato' Zaiviji Ismail bin Abdullah	
Zalinah binti A. Hamid	
Zanita binti Mohamed Zin	
Zhi Ying Kenneth Woo	
Amiroel Shazrie bin Mohd Yussof	(Appointed on 8 January 2024)
Au Yong Choon Mun (Alternate director to Arnaud Arman Paul Daniel Girodon)	(Appointed on 1 November 2024)
Azlan bin Aziz	(Appointed on 18 October 2024)
Badrul Hisham Bin Dahalan	(Appointed on 7 February 2025)
Christian Berngruber Woller	(Appointed on 23 July 2024)
Dato' Haji Asman Shah bin Abd. Rahman	(Appointed on 1 December 2024)
Dato' Sr. Azmar bin Talib	(Appointed on 11 March 2024)
Hussein bin Md Nor (Alternate Director to Zainal Abidin bin Zakaria)	(Appointed on 1 January 2025)
John Jakobsen	(Appointed on 29 October 2024)
Lim Ping Jun	(Appointed on 7 December 2024)
Lim Tsin-Lin	(Appointed on 29 July 2024)
Lim Wei Lih	(Appointed on 26 March 2024)
Lim Wei Yen	(Appointed on 8 January 2024)
Loo Kin Han	(Appointed on 10 October 2024)
Melissa Long Li Yi	(Appointed on 6 August 2024)
Mohamad Rafiq bin Mubarak Ali	(Appointed on 15 February 2025)
Mohammed Ruhiezad Bin Mohammed Rushdan	(Appointed on 15 February 2025)
Mohd Zulkifly bin Ujang	(Appointed on 2 January 2024)
Muhamad Faizal Bin Razali	(Appointed on 1 November 2023)
Muhmat Hilme Bin Hassan	(Appointed on 9 September 2024)
Nasaruddin bin A. Bakar	(Appointed on 25 July 2024)
Ng Yen Shan	(Appointed on 19 March 2024)

49. Directors of subsidiaries (cont'd.)

Nicholas Khaw Hock-Lu	(Appointed on 13 January 2025)
Norhayati binti Hanapiah	(Appointed on 2 January 2024)
Pieter Hendrik Pieters	(Appointed on 23 January 2024)
Puneet Nayyar	(Appointed on 9 October 2024)
Reagan Chan Chung Cheng	(Appointed on 20 June 2024)
Ruswati binti Othman	(Appointed on 9 February 2024)
Sadassiva Shankar Namasivayam	(Appointed on 1 October 2024)
Sagar Sanjay Dighe	(Appointed on 4 December 2024)
Samson Hong Sheng-Song	(Appointed on 23 February 2024)
Siti Kamariah Binti Ahmad Subki	(Appointed on 21 May 2024)
Surapong Somrudeethaveekij	(Appointed on 11 March 2025)
Tan Sri Bashir Ahmad bin Abdul Majid	(Appointed on 12 August 2024)
Tinesh Thambaiya Yogarajah	(Appointed on 15 February 2025)
Tsen Lee Yee	(Appointed on 1 November 2024)
Wong Wai Seng	(Appointed on 18 October 2024
Yvonne Lau	(Appointed on 24 May 2023)
Ahmad Luqman bin Mohd Azmi	(Resigned on 9 January 2025)
Dato' Haji Ashari bin Haji Kasnan	(Appointed on 13 February 2024 and resigned on 1 October 2024)
Ariff Riza bin Abdullah	(Resigned on 23 September 2024)
Azhar bin Mohd Zabidi	(Resigned on 15 July 2024)
Brett Thomas Adolf Rubi	(Resigned on 23 January 2024)
Daniel Tan Sze Hun	(Resigned on 26 March 2024)
Dato' Haji Mohammed Ridha bin Dato' Haji Abd Kadir	(Resigned on 10 January 2024)
Dato' Haji Mohd Redzuan bin Hasan	(Resigned on 29 July 2024)
Dato' Mohd Izani bin Ghani	(Resigned on 31 July 2024)
Dato' Sri Ghazali bin Mohd Ali	(Resigned on 7 February 2025)
Effizal Faiz bin Zulkifly	(Resigned on 11 March 2025)
Goh Keat Siang	(Resigned on 20 February 2024)
Hafriz Bin Abdul Rahman	(Resigned on 8 January 2024)
Hui Zhao	(Resigned on 23 July 2024)
Ingrid Gail Johnson	(Resigned on 30 June 2024)
Iszad Jeffri bin Ismail	(Resigned on 29 July 2024)
Jason Leong Chong Beng	(Resigned on 12 July 2024
Kazrin Bin Khairul Anuar	(Resigned on 7 February 2024)
Lau Yin May	(Resigned on 7 November 2024)
Low Guat Peng	(Resigned on 1 October 2024)
Manokaran A/L Mottain	(Resigned on 14 May 2024)
Mohd Asrul bin Ab Rahim (Alternate Director to Datuk Amran Hafiz bin Affifudin)	(Resigned on 28 February 2025)
Mohd Firdaus bin Hisham	(Resigned on 31 January 2024)

49. Directors of subsidiaries (cont'd.)

Muhammad Hazrul bin Ismail	(Resigned on 29 July 2024)
Muhammad Razin Bin Rozman	(Resigned on 4 January 2023)
Mustapha bin Hussein	(Resigned on 1 January 2025)
Ng Yen Shan	(Resigned on 20 May 2024)
Ong King How	(Resigned on 31 January 2025)
Salmah Bee binti Mohd Mydin	(Resigned on 29 July 2024)
Shin Changyoon	(Resigned on 16 December 2024)
Siegfried Boerst	(Resigned on 23 July 2024)
Stephanie Saw Ai Lin	(Resigned on 30 September 2024)
Tan Sri Wan Zulkiflee bin Wan Ariffin	(Resigned on 20 September 2024)
Tunku Alizakri bin Raja Muhammad Alias	(Resigned on 29 July 2024)
Yeoh Keat Seng	(Resigned on 31 March 2023)
Zainani binti Jusoh	(Resigned on 28 June 2024)

KHAZANAH NASIONAL BERHAD

199301020767 (275505-K)
(Incorporated in Malaysia)

Directors' Report and Audited Financial Statements
31 December 2023

199301020767 (275505-K)

Khazanah Nasional Berhad
(Incorporated in Malaysia)

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Directors' report

The Directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2023.

Principal activities

The principal activity of the Company is that of investment holding. The principal activities of the subsidiaries, associates and joint ventures of the Company and of the Group are described in Note 48 and Note 49 to the financial statements, respectively.

Results

	Group RM'000	Company RM'000
Profit for the financial year, net of tax	4,025,446	3,481,262
Profit attributable to:		
Owners of the Company	4,023,418	3,481,262
Non-controlling interests	2,028	-
	4,025,446	3,481,262

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

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, other than as disclosed in the notes to the financial statements.

Dividends

The amounts of dividends declared or paid by the Company were as follows:

In respect of the financial year ended 31 December 2023:	RM'000
Interim single-tier dividend on 5,443,953,229 ordinary shares, declared on 4 December 2023 and paid on 11 December 2023	1,000,000

Directors

The names of the Directors of the Company in office since the beginning of the financial year to the date of this report are:

Y.A.B. Dato' Seri Anwar bin Ibrahim	
Y. Bhg. Datuk Azian binti Mohd Aziz	
Y. Bhg. Dato' Amirul Feisal bin Wan Zahir	
Mr. Goh Ching Yin	
Mr. Wong Kang Hwee	(Appointed on 5 December 2023)
Datuk Mohaiyani Shamsudin	(Appointed on 12 January 2024)
Y. Bhg. Datuk Seri Amir Hamzah bin Azizan	(Appointed on 12 January 2024)
Y. Bhg. Tan Sri Mohammed Azlan bin Hashim	(Resigned on 5 December 2023)
Mr. Lau Seng Yee	(Resigned on 5 December 2023)
Y. Bhg. Dato' Zainal Abidin bin Putih	(Resigned on 5 December 2023)

The names of the directors of the Group's subsidiaries who served on the respective boards of the subsidiaries since the beginning of the current financial year to the date of this report are disclosed in Note 50 to the financial statements.

Directors benefits

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

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the Directors or the fixed salary of a full time employee of the Company as shown in Note 6 to the financial statements), by reason of a contract made by the Company or a related corporation with any Director, or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

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

	Group RM'000	Company RM'000
Wages and salaries	18,377	3,972
Fees and allowances	6,669	455
Statutory contributions to EPF	2,242	755
	27,288	5,182

Directors' interests

According to the register of Directors' shareholdings, none of the Directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

Insurance costs

During the financial year, the total insurance premium paid for Directors and Officers of the Group and the Company were RM3,150,343 and RM683,710 respectively.

Holding company

The holding and ultimate holding body is the Minister of Finance Incorporated ("MoF Inc."), a body corporate, incorporated pursuant to the Minister of Finance (Incorporation) Act, 1957.

Other statutory information

(a) Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the Directors took reasonable steps:

(i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and

(ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.

(b) At the date of this report, the Directors are not aware of any circumstances which would render:

(i) the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and

(ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.

Other statutory information (cont'd.)

(c) At the date of this report, the Directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

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

(e) At the date of this report, there does not exist:

(i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or

(ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.

(f) In the opinion of the Directors:

(i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and

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

Subsequent events after the reporting date

Details of significant subsequent events after the reporting date are as disclosed in Note 47 to the financial statements.

Auditors

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

The details of the auditors' remuneration for the financial year as follows:

	Group RM'000	Company RM'000
Auditors' remuneration:		
- to Ernst & Young PLT	11,508	1,227
- to member firms of Ernst & Young Global	997	-
- to other firms	4,080	-
	16,585	1,227

Signed on behalf of the Board in accordance with a resolution of the Directors dated 26 April 2024.

*Signed

Goh Ching Yin

*Signed

Dato' Amirul Feisal bin Wan Zahir

199301020767 (275505-K)

Khazanah Nasional Berhad
(Incorporated in Malaysia)

Statement by directors
Pursuant to Section 251(2) of the Companies Act, 2016

We, Goh Ching Yin and Dato' Amirul Feisal bin Wan Zahir, being two of the Directors of Khazanah Nasional Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 11 to 367 are drawn up in accordance with the applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 2016 in Malaysia and so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2023 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 26 April 2024.

*Signed
Goh Ching Yin

*Signed
Dato' Amirul Feisal bin Wan Zahir

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

I, Faridah Bakar Ali, being the officer primarily responsible for the financial management of Khazanah Nasional Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 11 to 367 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the
abovenamed Faridah Bakar Ali
at Kuala Lumpur in the Federal Territory
on

*Signed
Faridah Bakar Ali
MIA 20744
Chartered Accountant

Independent auditors' report to the members of
Khazanah Nasional Berhad
(Incorporated in Malaysia)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Khazanah Nasional Berhad, which comprise the statements of financial position as at 31 December 2023 of the Group and of the Company, and statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policies information, as set out on pages 11 to 367.

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

Basis for opinion

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

Independence and other ethical responsibilities

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

Information other than the financial statements and auditors' report thereon

The directors of the Company are responsible for the other information. The other information comprises the Directors' Report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

Information other than the financial statements and auditors' report thereon (cont'd.)

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial statements

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

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

Auditors' responsibilities for the audit of the financial statements

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

Auditors' responsibilities for the audit of the financial statements (cont'd.)

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

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

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

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

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

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Auditors' responsibilities for the audit of the financial statements (cont'd.)

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

Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act, 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 48 and Note 49 to the financial statements.

Other matters

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

*Signed
Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

*Signed
Ahmad Zahirudin Bin Abdul Rahim
No. 02607/12/2024 J
Chartered Accountant

Kuala Lumpur, Malaysia
26 April 2024

Statements of comprehensive income
For the year ended 31 December 2023

	Note	Group 2023 RM'000	Group 2022 RM'000	Company 2023 RM'000	Company 2022 RM'000
Continuing operations					
Revenue	3	21,844,296	20,224,031	6,830,280	7,262,921
Operating expenses		(22,316,693)	(24,193,693)	(1,209,894)	(1,951,689)
Other income		3,755,112	5,450,679	-	-
Operating profit	4	3,282,715	1,481,017	5,620,386	5,311,232
Finance costs	8	(2,830,368)	(2,663,031)	(2,110,606)	(1,936,980)
Share of results of associates and joint ventures		3,340,209	6,964,903	-	-
Profit before taxation		3,792,556	5,782,889	3,509,780	3,374,252
Tax credit/(expense)	9	232,890	(428,629)	(28,518)	(18,054)
Profit for the year, net of taxation		4,025,446	5,354,260	3,481,262	3,356,198
Other comprehensive income:					
Items that may be reclassified subsequently to profit or loss:					
Foreign currency translation differences		2,186,478	1,283,049	-	-
Net loss on fair value of cash flow hedges		(233,566)	(237,894)	-	-
		1,952,912	1,045,155	-	-

Statements of comprehensive income
For the year ended 31 December 2023 (cont'd.)

	Note	Group 2023 RM'000	Group 2022 RM'000	Company 2023 RM'000	Company 2022 RM'000
Other comprehensive income (cont'd.):					
Items that will not be reclassified subsequently to profit or loss:					
Net loss on fair value through other comprehensive income financial assets, net of tax		(28,847)	(667,394)	-	-
Actuarial (loss)/gain on defined benefit plans	36	(156,731)	164,304	-	-
		(185,578)	(503,090)	-	-
Other comprehensive income for the year		1,767,334	542,065	-	-
Total comprehensive income for the year		5,792,780	5,896,325	3,481,262	3,356,198
Profit/(loss) attributable to:					
Owners of the Company		4,023,418	5,606,879	3,481,262	3,356,198
Non-controlling interests		2,028	(252,619)	-	-
		4,025,446	5,354,260	3,481,262	3,356,198
Total comprehensive income/ (loss) attributable to:					
Owners of the Company		5,790,752	6,148,944	3,481,262	3,356,198
Non-controlling interests		2,028	(252,619)	-	-
		5,792,780	5,896,325	3,481,262	3,356,198

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

Consolidated statement of financial position
As at 31 December 2023

		Group	
		2023	2022
	Note	RM'000	RM'000
Assets			
Non-current assets			
Property, plant and equipment	12	5,966,138	6,336,960
Land held for property development	13	5,846,744	5,589,664
Investment properties	14	3,733,334	3,788,224
Concession intangible assets	15	290,387	261,049
Goodwill on consolidation	16	1,463,234	1,436,628
Other intangible assets	17	512,144	508,553
Interest in associates	19	60,316,472	61,274,700
Interest in joint ventures	20	1,668,962	2,098,727
Other non-current financial investments	21	51,462,110	44,413,145
Other non-current assets	22	3,123,855	2,907,077
Right-of-use-assets	23	5,402,279	5,925,352
Derivative assets	24	-	5,353
Deferred tax assets	25	561,408	421,414
		140,347,067	134,966,846
Current assets			
Property development-in-progress	26	1,156,501	1,107,347
Inventories and work-in-progress	27	1,430,939	1,700,433
Trade receivables	28	2,520,023	2,635,229
Other receivables	29	3,162,233	5,099,474
Tax recoverable		328,159	162,521
Derivative assets	24	7,152	6,698
Other current financial investments	21	894,426	1,006,590
Cash and bank balances	30	13,856,688	12,333,855
		23,356,121	24,052,147
Assets held for sale and assets of disposal group classified as held for sale	11	2,142,322	160,605
		25,498,443	24,212,752
Total assets		165,845,510	159,179,598

Consolidated statement of financial position
As at 31 December 2023 (cont'd.)

	Note	Group 2023 RM'000	2022 RM'000
Equity and liabilities			
Current liabilities			
Borrowings	32	11,397,884	15,973,384
Trade payables	33	1,606,221	1,820,910
Other current liabilities	34	10,845,550	11,422,920
Lease liabilities	38	1,489,239	1,216,116
Tax payable		109,379	478,846
Derivative liabilities	24	33,294	799
		25,481,567	30,912,975
Liabilities of disposal group classified as held for sale	11	693,088	3,170
		26,174,655	30,916,145
Non-current liabilities			
Borrowings	32	47,399,430	42,430,215
Other non-current liabilities	37	11,886,953	9,793,851
Deferred tax liabilities	25	464,597	441,263
Lease liabilities	38	5,607,152	6,173,016
Derivative liabilities	24	-	153
		65,358,132	58,838,498
Total liabilities		91,532,787	89,754,643
Equity attributable to Owners of the Company:			
Share capital	39	12,284,201	12,284,201
Capital contribution from shareholders		2,683,223	2,683,223
Reserves		47,015,299	42,197,672
Shareholders' funds		61,982,723	57,165,096
Non-controlling interests		12,330,000	12,259,859
Total equity		74,312,723	69,424,955
Total equity and liabilities		165,845,510	159,179,598

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

Khazanah Nasional Berhad
(Incorporated in Malaysia)

Statement of financial position
As at 31 December 2023

	Note	Company 2023 RM'000	2022 RM'000
Assets			
Property, plant and equipment	12	59,441	19,790
Other intangible assets	17	2,616	1,291
Interest in subsidiaries	18	45,848,432	40,060,409
Interest in associates	19	24,467,869	25,226,670
Other financial investments	21	2,917,645	5,209,729
Other receivables	29	1,086,364	1,289,262
Tax recoverable		26,202	23,836
Cash and bank balances	30	3,629,455	1,748,026
Total assets		78,038,024	73,579,013
Liabilities			
Borrowings	32	44,375,638	42,762,886
Other liabilities	34	1,744,964	1,379,967
Total liabilities		46,120,602	44,142,853
Equity attributable to Owners of the Company			
Share capital	39	12,284,201	12,284,201
Capital contribution from shareholders		2,324,423	2,324,423
Retained profits		17,308,798	14,827,536
Total equity		31,917,422	29,436,160
Total equity and liabilities		78,038,024	73,579,013

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

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Khazanah Nasional Berhad
(Incorporated in Malaysia)

Consolidated statement of changes in equity
For the year ended 31 December 2023

	<---------- Attributable to owners of the Company --------->						
2023	**Share capital (Note 39) RM'000**	**Capital contribution from shareholders ("CCS") RM'000**	**Other reserves (Note 36) RM'000**	**Distributable retained profits RM'000**	**Total RM'000**	**Non-controlling interests RM'000**	**Total equity RM'000**
At 1 January	12,284,201	2,683,223	1,747,452	40,450,220	57,165,096	12,259,859	69,424,955
Income for the year	-	-	-	4,023,418	4,023,418	2,028	4,025,446
Other comprehensive income							
- arising during the year	-	-	1,767,334	-	1,767,334	-	1,767,334
Total comprehensive income	-	-	1,767,334	4,023,418	5,790,752	2,028	5,792,780
Transactions with owners							
Dilution of interest in subsidiaries	-	-	-	(120,630)	(120,630)	-	(120,630)
Arising on business combination activity	-	-	203	7,818	8,021	143,885	151,906
Disposal of associates	-	-	43,356	-	43,356	-	43,356
Share of reserves of associates and joint ventures	-	-	125,224	(1,293)	123,931	-	123,931
Defined benefit plan actuarial gains	-	-	-	(914)	(914)	-	(914)
Transfer from/(to):							
- capital reserve	-	-	(9,845)	(17,008)	(26,853)	-	(26,853)
- statutory reserve	-	-	212,521	(212,521)	-	-	-
- general reserve	-	-	(336)	336	-	-	-
- distributable retained profits	-	-	683,322	(683,322)	-	-	-
Share based payment	-	-	(36)	-	(36)	-	(36)
Dividend paid to non-controlling interests	-	-	-	-	-	(75,772)	(75,772)
Dividends paid to owners	-	-	-	(1,000,000)	(1,000,000)	-	(1,000,000)
Total transactions with owners	-	-	1,054,409	(2,027,534)	(973,125)	68,113	(905,012)
At 31 December	12,284,201	2,683,223	4,569,195	42,446,104	61,982,723	12,330,000	74,312,723

Khazanah Nasional Berhad
(Incorporated in Malaysia)

Consolidated statement of changes in equity
For the year ended 31 December 2023 (cont'd.)

	<---------- Attributable to owners of the Company ---------->						
2022	**Share capital (Note 39) RM'000**	**Capital contribution from shareholders ("CCS") RM'000**	**Other reserves (Note 36) RM'000**	**Distributable retained profits RM'000**	**Total RM'000**	**Non-controlling interests RM'000**	**Total equity RM'000**
At 1 January	12,284,201	2,683,223	1,344,057	35,492,842	51,804,323	11,746,784	63,551,107
Income/(loss) for the year	-	-	-	5,606,879	5,606,879	(252,619)	5,354,260
Other comprehensive income							
- arising during the year	-	-	542,065	-	542,065	-	542,065
Total comprehensive income/(loss)	-	-	542,065	5,606,879	6,148,944	(252,619)	5,896,325
Transactions with owners							
Dilution of interest in subsidiaries	-	-	-	(176,765)	(176,765)	-	(176,765)
Arising on business combination activity	-	-	(8,480)	(239,880)	(248,360)	693,000	444,640
Disposal of associates	-	-	37,551	-	37,551	-	37,551
Disposal of other financial investments	-	-	-	-	-	(11,867)	(11,867)
Share of reserves of associates and joint ventures	-	-	157,478	(68,316)	89,162	-	89,162
Derecognition of put option	-	-	(4)	-	(4)	-	(4)
Defined benefit plan actuarial gain	-	-	-	113	113	-	113
Transfer to:							
- capital reserve	-	-	12,629	(12,629)	-	-	-
- statutory reserve	-	-	82,380	(82,380)	-	-	-
- general reserve	-	-	50,177	(50,177)	-	56,231	56,231
- distributable retained profits	-	-	(480,533)	480,533	-	-	-
Shares based payment	-	-	10,132	-	10,132	-	10,132
Dividend paid to non-controlling interests	-	-	-	-	-	28,330	28,330
Dividends paid to owners	-	-	-	(500,000)	(500,000)	-	(500,000)
Total transactions with owners	-	-	(138,670)	(649,501)	(788,171)	765,694	(22,477)
At 31 December	12,284,201	2,683,223	1,747,452	40,450,220	57,165,096	12,259,859	69,424,955

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

Khazanah Nasional Berhad
(Incorporated in Malaysia)

Statement of changes in equity
For the year ended 31 December 2023

	Share capital (Note 39) RM'000	Capital contribution from shareholders RM'000	Distributable retained profits RM'000	Total equity RM'000
At 1 January 2023	12,284,201	2,324,423	14,827,536	29,436,160
Total comprehensive income for the year	-	-	3,481,262	3,481,262
Dividends (Note 10)	-	-	(1,000,000)	(1,000,000)
At 31 December 2023	12,284,201	2,324,423	17,308,798	31,917,422
At 1 January 2022	12,284,201	2,324,423	11,971,338	26,579,962
Total comprehensive income for the year	-	-	3,356,198	3,356,198
Dividends (Note 10)	-	-	(500,000)	(500,000)
At 31 December 2022	12,284,201	2,324,423	14,827,536	29,436,160

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

Consolidated statement of cash flows
For the year ended 31 December 2023

	Group	
	2023	**2022**
	RM'000	**RM'000**
Cash flows from operating activities		
Profit before taxation	3,792,556	5,782,889
Adjustments for:		
Loss/(gain) from divestments of investments and investment properties	214,203	(817,084)
Gain from restructuring of investment in a joint venture	-	(4,080,000)
Dividend income from other investments	(283,209)	(387,596)
Interest income	(457,555)	(433,133)
Unrealised loss on foreign exchange, net	176,016	314,954
Depreciation for property, plant and equipment	639,656	938,386
Depreciation for right-of-use assets	851,173	1,037,974
Net fair value (gain)/loss on financial assets at fair value through profit or loss	(1,911,676)	1,706,686
Net fair value loss on derivatives	-	366,000
Allowance for impairment losses on investments and receivables, net	292,000	664,799
Allowance for impairment losses on property, plant and equipment	14,577	54,347
Allowance for impairment on investment properties	3,497	57,247
Allowance for impairment on right-of-use assets	9,793	-
Allowance for impairment on concession intangible assets	2,009	-
Net amortisation charge for concession assets	21,053	18,905
Amortisation of other intangible assets	35,533	58,618
Amortisation of government grants	(2,637)	(2,637)
Inventories written off	32,938	28,618
Property, plant and equipment written off	61,573	34,177
Concession intangible assets written off	392	-
Gain on disposal of subsidiaries	(10,762)	-
Loss on disposal of property, plant and equipment	175,979	268,018
Interest expense	2,830,368	2,663,031
Amortisation of deferred income	(24,707)	(53,840)
Depreciation of investment properties	17,760	40,712
Provision for aircraft redelivery costs	900,040	694,322
Share of results from associates and joint ventures	(3,340,209)	(6,964,903)
Operating profit before working capital changes	4,040,361	1,990,490

Consolidated statement of cash flows
For the year ended 31 December 2023 (cont'd.)

	Group	
	2023	**2022**
	RM'000	**RM'000**
Cash flows from operating activities (cont'd.)		
Increase in property development-in-progress	(172,138)	(545,052)
Decrease/(increase) in inventories and work-in-progress	269,494	(835,523)
Decrease in trade and other receivables	6,868,929	6,087,845
Decrease in trade and other payables	(3,087,256)	(2,240,988)
Interest paid	(2,573,068)	(2,583,713)
Interest received	453,713	431,365
Dividend received	283,209	387,596
Income tax paid	(482,187)	(322,029)
Net cash generated from operating activities	5,601,057	2,369,991
Cash flows from investing activities		
Net inflow of investments	4,325,667	813,574
Net cash inflow from disposal of subsidiaries	22,718	441,193
Net cash inflow from acquisition of subsidiaries	394	-
Purchase of property, plant and equipment	(1,781,562)	(1,164,504)
Purchase of other intangible assets	(71,481)	(28,254)
Proceeds from disposal of other intangible assets	56,982	50,472
Proceeds from disposal of property, plant and equipment	1,682	5,077
Proceeds from disposal of investment properties	-	39,561
Proceeds from disposal of right-of-use assets	4,110	85,810
Addition in concession intangible assets	(46,931)	(22,560)
Addition in land held for property development	(308,745)	(104,125)
Proceeds from disposal of land held for property development	191,572	162,415
Purchase of investment properties	(47,391)	(499,550)
Net cash generated from/(used in) investing activities	2,347,015	(220,891)
Cash flows from financing activities		
Drawdown of borrowings	11,721,906	13,508,086
Repayment of borrowings	(15,745,187)	(13,805,126)
Dividends paid	(821,396)	(544,030)
Lease payment	(1,100,743)	(934,159)
Net cash used in financing activities	(5,945,420)	(1,775,229)

Consolidated statement of cash flows
For the year ended 31 December 2023 (cont'd.)

	Group	
	2023	**2022**
	RM'000	**RM'000**
Net changes in cash and cash equivalents	2,002,652	373,871
Cash and cash equivalents at the beginning of year	12,333,855	11,966,285
Exchange rate effects	(479,819)	(6,301)
Cash and cash equivalents at the end of year	13,856,688	12,333,855
Cash and cash equivalents comprise (Note 30):		
Cash in hand and at bank	3,870,451	4,993,554
Deposits with licensed banks	9,986,237	7,340,301
	13,856,688	12,333,855

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

Statement of cash flows
For the year ended 31 December 2023

	Company	
	2023	**2022**
	RM'000	**RM'000**
Cash flows from operating activities		
Profit before taxation	3,509,780	3,374,252
Adjustments for:		
Gain from divestments	(1,445,694)	(376,253)
Dividend income	(4,980,917)	(6,516,337)
Interest income	(286,925)	(129,004)
Unrealised gain on foreign exchange, net	(1,019)	(77,875)
Depreciation on property, plant and equipment	1,698	2,025
Amortisation of other intangible assets	512	254
Allowance for impairment losses in investments and receivables, net of writebacks	8,000	542,187
Interest expense	2,110,606	1,936,980
Net loss on financial assets designated as fair value through profit or loss	305,767	1,042,285
Net fair value gain on revaluation of derivatives	-	(166,587)
Operating loss before working capital changes	(778,192)	(368,073)
Changes in receivables	(4,018,681)	1,003,272
Changes in payables	1,100,462	(2,470,802)
Income tax paid	(30,885)	(15,667)
Net cash used in operating activities	(3,727,296)	(1,851,270)
Cash flows from investing activities		
Proceeds from disposal/(purchase) of investments, net	1,859,755	1,480,515
Purchase of property, plant and equipment	(41,349)	(6,088)
Purchase of other intangible assets	(1,837)	(779)
Dividend received	5,284,328	6,212,926
Interest received	192,421	57,137
Net cash generated from investing activities	7,293,318	7,743,711

Statement of cash flows
For the year ended 31 December 2023 (cont'd.)

	Company	
	2023	**2022**
	RM'000	**RM'000**
Cash flows from financing activities		
Repayment of borrowings	(7,209,295)	(9,020,670)
Drawdown of borrowings	8,380,800	5,592,000
Dividends paid	(1,000,000)	(500,000)
Interest paid	(1,856,098)	(1,495,003)
Net cash used in financing activities	(1,684,593)	(5,423,673)
Net changes in cash and cash equivalents	1,881,429	468,768
Cash and cash equivalents at the beginning of year	1,748,026	1,279,258
Cash and cash equivalents at the end of year	3,629,455	1,748,026
Cash and cash equivalents comprise (Note 30):		
Cash in hand and at bank	244,455	167,781
Deposits with licensed banks	3,385,000	1,580,245
	3,629,455	1,748,026

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

1. Corporate information

The principal activity of the Company is that of investment holding. The principal activities of the subsidiaries, associates and joint ventures of the Company and of the Group are described in Note 48 and Note 49 to the financial statements, respectively.

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

The Company is a public limited liability company, incorporated and domiciled in Malaysia. The registered office of the Company is located at Level 22, Mercu UEM, Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Wilayah Persekutuan Kuala Lumpur.

The Company's holding and ultimate holding body is the Minister of Finance Incorporated ("MoF Inc."), a body corporate, incorporated pursuant to the Minister of Finance (Incorporation) Act, 1957.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 26 April 2024.

2. Material accounting policies information

2.1 Basis of preparation

The financial statements of the Group and of the Company are prepared in accordance with the provisions of the Companies Act, 2016 and comply with the Malaysian Financial Reporting Standards ("MFRS"), which is in compliance with International Financial Reporting Standards issued by the International Accounting Standards Board ("IASB").

The financial statements have been prepared under the historical cost basis unless otherwise disclosed in the respective material accounting policies below.

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

The Company presents its statement of financial position in order of liquidity.

2. Material accounting policies information (cont'd.)

2.2 Changes in accounting policies

On 1 January 2023, the Group and the Company adopted the new and amended MFRSs which are mandatory for annual financial periods beginning on or after 1 January 2023.

Effective for financial periods beginning on or after 1 January 2023

MFRS 17	Insurance Contracts
Amendment to MFRS 17	Insurance Contracts (Initial Application of MFRS 17 and MFRS 9 Comparative Information)
Amendments to MFRS 112	Income Taxes (Deferred Tax related to Asset and Liabilities arising from a Single Transaction)

MFRS 17 Insurance Contracts

MFRS 17 Insurance Contracts was issued in May 2017, replacing MFRS 4 Insurance Contracts. The Group has adopted MFRS 17 Insurance Contracts, including any consequential amendments to other standards and subsequent amendments to MFRS 17, effective 1 January 2023.

The adoption of MFRS 17 did not change the classification of the Group's insurance contracts/takaful certificates. MFRS 17 establishes specific principles for the recognition and measurement of insurance contracts/takaful certificates issued and reinsurance contracts/retakaful certificates held by the Group. The key principles of MFRS 17 are that the Group:

a) Identify insurance contracts/takaful certificates as those under which the Group accepts significant insurance risk from another party (the policyholder and certificate holder) by agreeing to compensate the policyholder and certificate holder if a specified uncertain future event (the insured event) adversely affects the policyholder/certificate holder;

b) Separate specified embedded derivatives, distinct investment components and distinct goods or services other than insurance contract services from insurance contracts/takaful certificate services from takaful certificates and accounts for them in accordance with other standards (MFRS 9 for embedded derivatives and investment components or MFRS 15 for non-insurance goods and services);

2. Material accounting policies information (cont'd.)

2.2 Changes in accounting policies (cont'd.)

MFRS 17 Insurance Contracts (cont'd.)

c) Divides the insurance and reinsurance contracts/takaful and retakaful certificates into groups it will recognise and measure; and

d) Recognise profit from a group of insurance contracts/takaful certificates over each period the Company provide insurance contract/takaful certificate services, as the Group is released from risk. If a group of contracts/certificates are expected to be onerous (i.e. loss-making) over the remaining coverage period, the Group recognise the loss immediately.

The adoption of the above amendments did not have any material impact on the financial performance or position of the Group and of the Company.

2.3 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date.

A subsidiary is an entity over which the Group has all the following:

(i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);

(ii) Exposure, or rights, to variable returns from its involvement with the investee; and

(iii) The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

(i) The contractual arrangement(s) with the other vote holders of the investee;

(ii) Rights arising from other contractual arrangements; and

(iii) The Group's voting rights and potential voting rights.

2. Material accounting policies information (cont'd.)

2.3 Basis of consolidation (cont'd.)

The Group re-assesses 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. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets, liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group losses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interests and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

For transaction that meet the definition of a business combination, where the assets acquired and liabilities assumed constitute a business, subsidiary is consolidated using the acquisition method of accounting. The transaction constitute a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

2. Material accounting policies information (cont'd.)

2.4 Interests in subsidiaries, associates and joint ventures

The Group's investment in associate and joint venture is accounted for using the equity method. Equity accounting is discontinued when the Group's share of losses and negative reserves in an associate and joint ventures equals or exceeds its interest in the associate and joint venture, including any other unsecured receivables, unless the Group has incurred obligations or guaranteed obligations in respect of the associate and joint venture.

Unrealised gains on transactions between the Group and the associate and joint venture are eliminated to the extent of the Group's interest in the associate and joint venture. Unrealised losses are eliminated unless cost cannot be recovered.

2.5 Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree’s identifiable net assets. Acquisition related costs are expensed as incurred and included in administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 Financial Instruments ("MFRS 9"), is measured at fair value with the changes in fair value recognised in the statements of profit or loss in accordance with MFRS 9. Other contingent consideration that is not within the scope of MFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

If the business combination is achieved in stages, the acquirer’s previously held equity interest in the acquiree is remeasured at fair value at the acquisition date through profit or loss.

2. Material accounting policies information (cont'd.)

2.5 Business combinations and goodwill (cont'd.)

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After the initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit ("CGU") and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the CGU retained.

For business combination under common control, the assets and liabilities are consolidated at their per-combination carrying amounts, no adjustments are made to reflect the fair values, or recognise any new assets or liabilities at the date of transfer that would otherwise be done under the acquisition method. No new goodwill is recognised as a result of the transfer. Any difference between the consideration transferred and the equity acquired is reflected within equity as merger reserve or deficit.

The consolidated financial statements of the Group is not restated for periods prior to the transfer. The Group accounts for the combination prospectively from the date of transfer.

2.6 Investments in associates and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

2. Material accounting policies information (cont'd.)

2.6 Investments in associates and joint ventures (cont'd.)

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group as a joint operator recognises in relation to its interest in a joint operation:

(i) its assets, including its share of any assets held jointly;

(ii) its liabilities, including its share of any liabilities incurred jointly;

(iii) its revenue from the sale of its share of the output arising from the joint operation;

(iv) its share of the revenue from the sale of the output by the joint operation; and

(v) its expenses, including its share of any expenses incurred jointly.

The consideration made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries.

The Group's investments in its associate and joint venture are accounted for using the equity method.

Under the equity method, on initial recognition the investment in an associate or a joint venture is recognised at cost. The carrying amount is adjusted to recognise the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

The statements of profit or loss reflects the Group's share of the results of operations of the associate or joint venture. Any change in other comprehensive income ("OCI") of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group’s share of profit or loss of an associate and a joint venture is shown on the face of the statements of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

2. Material accounting policies information (cont'd.)

2.6 Investments in associates and joint ventures (cont'd.)

The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group applies MFRS 136 Impairment of Assets ("MFRS 136") to determine whether it is necessary to recognise any additional impairment loss with respect to its net investment in the associate or joint venture. When necessary, the entire carrying amount of the investment is tested for impairment in accordance with MFRS 136 as a single asset, by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount. Any impairment loss is recognised in profit or loss. Reversal of an impairment loss is recognised to the extent that the recoverable amount of the investment subsequently increases.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

2.7 Intangible assets

(a) Research and development costs

Research and development costs are recognised as an expense except that costs incurred on individual development projects are recognised as development asset to the extent that such expenditure is expected to generate future economic benefits. Development costs are only recognised as an asset when it is probable that future economic benefits will be realised as a result of the specific expenditure and the costs can be measured reliably.

Following the initial recognition of the development expenditure, the asset is carried at cost less any accumulated amortisation and any accumulated impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.28. These costs are derecognised upon disposal or when no future economic benefits are expected from its use.

Amortisation of development costs that have been capitalised begins when development is complete and the asset is available for use. It is amortised over the period of expected future economic benefits from the related project.

2. Material accounting policies information (cont'd.)

2.7 Intangible assets (cont'd.)

(b) Other intangible assets

Intangible assets acquired separately are measured initially at cost. The cost of intangible assets acquired in a business combination is their fair values as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are amortised on a straight-line basis over the estimated economic useful lives and assessed for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each reporting date.

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in profit or loss.

Intangible assets with indefinite useful lives or not yet available for use are tested for impairment annually, or more frequently if the events and circumstances indicate that the carrying value may be impaired either individually or at the CGU level. Such intangible assets are not amortised. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether the useful life assessment continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

2. Material accounting policies information (cont'd.)

2.7 Intangible assets (cont'd.)

(b) Other intangible assets (cont'd.)

Other intangible assets comprise the following, and are amortised over the following useful lives:

Intangible asset	Nature	Useful life
Computer software	Computer software and licenses	3 - 15 years
Brands	Brand name	Indefinite
Intellectual property	Customer contract and relationship	5 - 15 years
Licenses	License to operate Themed parks	3 - 15 years
Value of business acquired ("VOBA")	In-force contracts for insurance and takaful businesses acquired	Indefinite
Bancassurance	Bancassurance agreement entered into with an associate company	10 years
Concession intangible asset	Comprise Expressway Development Expenditure, Renewable Energy Plant Development Expenditure and Capital work-in-progress ("CWIP")	16 - 20 years

2.8 Aircraft, property, plant and equipment

All items of aircraft, property, plant and equipment are initially recorded at cost. The cost of an item of aircraft, property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

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

When significant parts of aircraft, property, plant and equipment are required to be replaced in intervals, the Group recognises such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Freehold land, which is stated at cost less impairment loss, has an unlimited useful life and therefore is not depreciated except for land held for scheduled waste treatment plant and disposal site in Port Dickson, Negeri Sembilan by a subsidiary of the Group, Kualiti Alam Sdn. Bhd. ("KASB").

2. Material accounting policies information (cont'd.)

2.8 Aircraft, property, plant and equipment (cont'd.)

Depreciation of other aircraft, property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value based on the following:

Freehold land:	
- new freehold land	Not depreciated
- held for scheduled waste treatment and disposal site	6.25%
- secured landfill	Utilisation basis
Hotel properties	37 years
Buildings	5 - 50 years
Roads, bridges, renovation, restoration costs and capital improvements	3 - 50 years
Plant and machinery	2 - 25 years
Furniture and fittings, motor vehicles and other equipments	3 - 30 years
Aircraft (from the age at the time of purchase)	18 - 20 years
Aircraft modifications/retrofits and spare engines	7 - 20 years

Capital work-in-progress consist of, amongst others, progress payments on aircraft, simulators and properties under construction. These capital work-in-progress are stated at cost and are not depreciated until the respective assets are ready for their intended use.

The carrying values of aircraft, property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each reporting date, and adjusted prospectively, if appropriate.

2. Material accounting policies information (cont'd.)

2.9 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(i) Financial assets

Initial recognition and measurement

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

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's and Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Company and Group have applied the practical expedient, the Company and Group initially measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Company and Group applied the practical expedient are measured at the transaction price determined under MFRS 15. Refer to the accounting policies in Note 2.25(e) Construction Contracts, contracts for sale of land and property development costs.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest' ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Company and Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Company and Group commits to purchase or sell the asset.

2. Material accounting policies information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments);
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments);
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments); and
- Financial assets at fair value through profit or loss.

Financial assets at amortised cost (debt instruments)

The Company and Group measure financial assets at amortised cost if both of the following conditions are met:

- The financial assets is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and

- The contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

2. Material accounting policies information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Subsequent measurement (cont'd.)

Financial assets at fair value through OCI (debt instruments)

The Company and Group measure debt instruments at fair value through OCI if both of the following conditions are met:

- The financial asset is held within a business model with the objective of both holding to collect contractual cash flows and selling; and

- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the statements of profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

The Company and Group's debt instruments at fair value through OCI include investments in quoted debt instruments included under other non-current financial assets.

Upon initial recognition, the Company and Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under MFRS 132: Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the statements of profit or loss when the right of payment has been established, except when the Company and Group benefit from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

2. Material accounting policies information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Subsequent measurement (cont'd.)

Financial assets designated at fair value through OCI (equity instruments)

The Company and Group elected to classify irrevocably its not held for trading instruments under this category.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit and loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statements of financial position at fair value with net changes in fair value recognised in the statements of profit or loss.

2. Material accounting policies information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Subsequent measurement (cont'd.)

Financial assets at fair value through profit or loss (cont'd.)

This category includes derivative instruments and listed equity investments which the Company and Group had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are also recognised as dividend income in the statements of profit or loss when the right of payment has been established.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's statements of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Company and Group have transferred its rights to receive cash flows from the asset or have assumed an obligation to pay the received cash flows in full to a third party under a 'pass-through' arrangement; and either (a) the Company and Group have transferred substantially all the risks and rewards of the asset, or (b) the Company and Group have neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

2. Material accounting policies information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Derecognition (cont'd.)

When the Company and Group have transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company and Group continue to recognise the transferred asset to the extent of its continuing involvement. In that case, the Company and Group also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company and Group have retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company and Group could be required to repay.

Impairment of financial assets

Further disclosures relating to impairment of financial assets are also provided in the following notes:

- Disclosures for significant assumptions
- Debt instruments at fair value through OCI
- Trade receivables, including contract assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

2. Material accounting policies information (cont'd.)

2.9 Financial instruments (cont'd.)

(i) Financial assets (cont'd.)

Impairment of financial assets (cont'd.)

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECLs). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECLs).

For trade receivables and contract assets, the Company and Group apply a simplified approach in calculating ECLs. Therefore, the Company and Group do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Company and Group have established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For debt instruments at fair value through OCI, the Company and Group apply the low credit risk simplification. At every reporting date, the Company and Group evaluate whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Company and Group reassess the internal credit rating of the debt instrument. In addition, the Company and Group consider that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The Company and Group consider a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Company and Group may also consider a financial asset to be in default when internal or external information indicates that the Company and Group are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2. Material accounting policies information (cont'd.)

2.9 Financial instruments (cont'd.)

(ii) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Company and Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, and derivative financial instruments.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Company and Group that are not designated as hedging instruments in hedge relationships as defined by MFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in the statement of profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in MFRS 9 are satisfied. The Company and Group have not designated any financial liability as at fair value through profit or loss.

2. Material accounting policies information (cont'd.)

2.9 Financial instruments (cont'd.)

(ii) Financial liabilities (cont'd.)

Subsequent measurement (cont'd.)

Loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

This category generally applies to interest-bearing loans and borrowings. For more information, refer to Note 32 to the financial statements.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

(iii) Offsetting of financial instruments

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

2. Material accounting policies information (cont'd.)

2.10 Hedge accounting

The Group uses derivatives to manage its exposure to foreign currency risk, interest rate risk, liquidity risk and fuel hedging contracts. The Group applies hedge accounting for certain hedging relationships which qualify for hedge accounting.

For the purpose of hedge accounting, hedging relationships are classified as:

- Fair value hedges, when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment (except for foreign currency risk);

- Cash flow hedges, when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probably forecast transaction or the foreign currency risk in an unrecognised firm commitment; or

- Hedges of a net investment in a foreign operation.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and how the entity will assess the hedging instrument's effectiveness in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Hedges are expected to be highly effective and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they were designated.

Hedges which meet the strict criteria for hedge accounting are accounted for as follows:

(a) Fair value hedges

The changes in the fair value of a derivative hedging instrument are recognised in profit or loss, together with any gain or loss on the hedged item attributable to the hedged risk, which is adjusted to the carrying amount of the hedged item.

For fair value hedges relating to items carried at amortised cost, the adjustment to carrying value is amortised through profit or loss over the remaining term to maturity. Effective interest rate amortisation may begin as soon as an adjustment exists and shall begin no later than when the hedged item ceases to be adjusted for changes in its fair value attributable to the risk being hedged.

2. Material accounting policies information (cont'd.)

2.10 Hedge accounting (cont'd.)

(a) Fair value hedges (cont'd.)

If the hedge item is derecognised, the unamortised fair value is recognised immediately in profit or loss.

When an unrecognised firm commitment is designated as a hedged item, the subsequent cumulative change in the fair value of the firm commitment attributable to the hedged risk is recognised as an asset or liability with a corresponding gain or loss recognised in profit or loss. The changes in the fair value of the hedging instrument are also recognised in profit or loss.

The Group discontinues fair value hedge accounting if the hedging instrument expires or is sold, terminated or exercised, the hedge no longer meets the criteria for hedge accounting or the Group revokes the designation.

(b) Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised directly in other comprehensive income, while any ineffective portion is recognised in profit or loss.

If a hedge of a forecast transaction subsequently results in the recognition of a financial asset or a financial liability, the associated gains or losses that were recognised directly in equity are reclassified into profit or loss in the same period or periods during which the asset acquired or liability assumed affects profit or loss.

If a hedge of a forecast transaction subsequently results in the recognition of a non-financial asset or a non-financial liability, or a forecast transaction for a non-financial asset or non-financial liability becomes a firm commitment for which fair value hedge accounting is applied, then the Group removes the associated gains and losses that were recognised directly in other comprehensive income, and includes them in the initial cost or other carrying amount of the asset or liability.

For other cash flow hedges, amounts recognised directly in other comprehensive income are recognised in profit or loss in the same period or periods during which the forecast transaction affects profit or loss.

2. Material accounting policies information (cont'd.)

2.10 Hedge accounting (cont'd.)

(b) Cash flow hedges (cont'd.)

Cash flow hedge accounting shall be discontinued prospectively if the hedging instrument is sold, terminated or exercised or the hedge no longer meets the criteria for hedge accounting. The cumulative gain or loss on the hedging instrument remains separately recognised in equity until the forecast transaction occurs at which stage it is accounted for in accordance with the guidance given above depending on whether or not the forecast transaction results in the recognition of a financial or non-financial asset or liability. If the forecast transaction is no longer expected to occur, any related cumulative gain or loss on the hedging instrument that remains in equity is recognised immediately in profit or loss.

If the Group revokes the designation for a hedge of a forecast transaction, the cumulative gain or loss recognised in equity remains separately recognised in equity until the forecast transaction occurs or is no longer expected to occur. If the transaction occurs, the cumulative gain is accounted for in accordance with the guidance given above depending on whether or not the forecast transaction results in the recognition of a financial or non-financial asset or liability. If the forecast transaction is no longer expected to occur, any related cumulative gain or loss on the hedging instrument that remains in equity is recognised immediately in profit or loss.

(c) Hedges of a net investment

Hedges of a net investment in a foreign operation, including a hedge of a monetary item that is accounted for as part of the net investment are accounted for in a way similar to cash flow hedges. Gains or losses on the hedging instrument relating to the effective portion of the hedge are recognised in other comprehensive income while any gains or losses relating to the ineffective portion are recognised in profit or loss.

On disposal of the foreign operation, the cumulative gain or loss on the hedging instrument relating to the effective portion of the hedge which was recognised in other comprehensive income is reclassified from equity to profit or loss.

2.11 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cash at bank and deposits with financial institutions that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value, net of bank overdrafts.

2. Material accounting policies information (cont'd.)

2.12 Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(a) As lessee

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

Right-of-use assets

The Group recognises right-of-use at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentive received. Right-of-use assets are depreciated on a straight-line basis over the lease term of the assets. However, if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life and the lease term.

Aircraft	1 - 41 years
Land	2 - 81 years
Building	3 - 5 years
Other office equipment	3 years
Leasehold land	15 - 99 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in Note 2.28.

2. Material accounting policies information (cont'd.)

2.12 Leases (cont'd.)

(a) As lessee (cont'd.)

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

The lease also include exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date or the interest rate implicit if it is determined in the contract. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Group's lease liabilities are included in Note 38.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases have a lease term of 12 months or less). The Group also applies the leases of low-value-assets recognition exemption to office equipments and IT equipments that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2. Material accounting policies information (cont'd.)

2.12 Leases (cont'd.)

(b) As lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an assets are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

2.13 Concession assets

(a) Concession intangible assets

In order to fall within the scope of concession contract, a contract must satisfy the following two criteria:

- the grantor controls or regulates what services the operator must provide with the infrastructure/assets, to whom it must provide them, and at what price; and

- the grantor controls the significant residual interest in the infrastructure/assets at the end of the term of the arrangement.

Concession intangible assets comprise Expressway Development Expenditure ("EDE"), Capital Work-In-Progress, Concession rights and Other Concession Assets.

2. Material accounting policies information (cont'd.)

2.13 Concession assets (cont'd.)

(a) Concession intangible assets (cont'd.)

Such assets are not recognised by the Group as property, plant and equipment but as concession intangible assets. The intangible asset model applies where the operator is paid by the users or where the concession grantor has not provided a contractual guarantee in respect of the amount recoverable. The intangible asset corresponds to the right granted by the concession grantor to the operator to charge users of the public service. Under the intangible asset model, revenue includes revenue from the construction of the infrastructure/assets and operating revenue of the infrastructure.

(i) Expressway Development Expenditure ("EDE")

EDE comprises construction development and upgrading expenditure (including borrowing costs relating to the financing of the development) incurred in connection with the concession intangible assets.

EDE is stated at cost less accumulated amortisation and accumulated impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.28.

EDE is amortised over its concession period. The amortisation formula applied in the preparation of the financial statements to arrive at the annual amortisation charge for each financial year is as follows:

$$\frac{\text{Traffic volume for the year}}{\text{(Actual traffic volume for the year + Projected total traffic volume for the subsequent years to end of concession period)}} \times \text{(Net carrying value of EDE at beginning of the year + Net additions for the year)}$$

The projected total traffic volume is based on the latest available traffic volume projections prepared by independent traffic consultants. The traffic volume projections are independently reviewed on a periodic basis.

(ii) Capital work-in-progress

Capital work-in-progress is not amortised until the asset is fully completed and brought into use.

2. Material accounting policies information (cont'd.)

2.13 Concession assets (cont'd.)

(a) Concession intangible assets (cont'd.)

(iii) Concession rights

Concession rights relate to the rights to build, own and operate the asset for solar panel and biogas activities in accordance with the Renewable Energy Power Purchase Agreements ("REPPA") entered with Tenaga Nasional Berhad ("TNB").

These concession rights, with finite useful lives, are amortised on a straight-line basis over the estimated economic useful lives and assessed for impairment whenever there are indications that the concession rights may be impaired.

(iv) Other concession assets

Other concession assets comprise toll equipment, video surveillance equipment, telecommunication networks, centralised lighting, and toll operation computer hardware and software, and are stated at cost less accumulated amortisation and impairment losses. The policy for recognition and measurement of impairment losses is in accordance with Note 2.28. The annual amortisation in respect of these assets is computed on a straight-line basis over their estimated useful lives at the following rates:

Software and computers	12.5% to 14.3%
Others	10%

2.14 Investment properties

Investment properties consist of land, completed properties and properties under construction ("IPUC") which are held for capital appreciation or rental purpose or both, and generally are not occupied for use or in the operations of the Group. Investment properties are treated as long term investments and are measured initially at cost, including transaction costs.

Following initial recognition, investment properties are carried at cost less any accumulated depreciation and accumulated impairment losses, except for freehold land which has an unlimited useful life and therefore is not depreciated. Completed investment properties are depreciated over the estimated economic useful lives of 10 - 80 years. IPUC are not depreciated as they are not ready for their intended use. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.28.

2. Material accounting policies information (cont'd.)

2.15 Land held for property development and property development costs

(a) Land held for property development

Land held for property development consists of land where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle. Such land is classified within non-current assets and is stated at lower of cost and net realisable value. Cost consists of land and development expenditure (including borrowing costs relating to the financing of active development).

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

(b) Property development costs

Property development costs are those assets on which significant works have been undertaken and are expected to be completed within the normal operating cycle.

Property development costs are initially stated at cost. Cost includes:

- Freehold and leasehold rights for land;
- Amounts paid or payable to contractors for construction;
- Borrowing costs, planning and design costs, costs of site preparation, professional fees for legal services, property transfer taxes, construction overheads and other related costs; and
- Non-refundable commission cost.

Property development cost is recognised as an expense when the corresponding revenue is recognised as per accounting policy in Notes 2.25(e)(iii) and 2.25(e)(iv).

Any expected loss on a development project, including costs to be incurred over the defects liability period, is recognised as an expense immediately.

Property development cost not recognised as an expense is recognised as an asset, which is measured at the lower of cost or net realisable value.

Property development cost of unsold units or units pending transfer of control is transferred to inventories held for sale or inventories under contract of sale once the development is completed.

2. Material accounting policies information (cont'd.)

2.16 Inventories and work-in-progress

(a) Inventories

Inventories are stated at lower of cost and net realisable value. Cost of inventories are assigned on a weighted average cost basis, except for trading inventories which are determined on a First-In-First-Out ("FIFO") basis and are valued on the basis of lower of cost and net realisable value after making allowance for obsolete and slow-moving inventories.

The cost of raw materials comprise costs of purchase. The cost of finished goods comprise costs of direct materials, direct labour, a proportion of overhead expenses and all incidental costs incurred in bringing the inventories into store. Net realisable value is the estimated selling price in the ordinary course of business less all estimated costs of completion and the estimated costs to make the sale.

The amount of any write down of inventories to net realisable value and subsequent reversals of any write down, if any, is recognised in profit or loss.

Developed properties held for sale are stated at the lower of cost and net realisable value. Cost is determined on the specific identification basis and includes cost of land, construction and appropriate development overheads.

(b) Work-in-progress

Work-in-progress and manufactured finished goods are stated at lower of cost and net realisable value. Cost is made up of direct materials, labour and a proportion of overhead expenses. Net realisable value represents the estimated selling price less all estimated costs to completion and costs to be incurred in marketing, selling and distribution. Allowance is made for all anticipated losses on work-in-progress.

2.17 Contract related assets and contract liabilities

(i) Contract assets and contract liabilities

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

2. Material accounting policies information (cont'd.)

2.17 Contract related assets and contract liabilities (cont'd.)

(i) Contract assets and contract liabilities (cont'd.)

Contract assets are subject to impairment assessment based on ECL model. The amount of impairment losses is determined by comparing the contract asset's carrying amount and the present value of estimated future cash flows to be generated by the contract asset.

A contract asset becomes a receivable when the Group's and the Company's right to consideration is unconditional.

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier).

Contract liability is recognised as revenue when the Group and the Company perform the obligations under the contract.

(ii) Contract cost assets

(a) Incremental cost of obtaining a contract

The incremental costs of obtaining a contract are those costs that the Group incurs to obtain a contract with a customer which would not have incurred if the contract had not been obtained.

2. Material accounting policies information (cont'd.)

2.17 Contract related assets and contract liabilities (cont'd.)

(ii) Contract cost assets (cont'd.)

(b) Costs to fulfil a contract

Contract costs that relate directly to a contract or to an anticipated contract are capitalised as contract cost assets when the costs generate or enhance resources of the Group that will be used in satisfying performance obligations in the future and the costs are expected to be recovered.

Contract cost assets are utilised over the expected contract period using a systematic basis that mirrors the pattern in which the Group transfers control of the goods or services to the customer. The utilisation charge is included within cost of sales. An impairment loss is recognised in profit or loss when the carrying amount of the contract cost asset exceeds the remaining amount of consideration that the Group expects to receive less the costs that relate to providing goods or services under the relevant contract.

2.18 Non-current assets or disposal groups held for sale and discontinued operations

Non-current assets or disposal groups are classified as held for sale if they meet certain conditions and their carrying amounts will be recovered principally through sale transactions rather than through continuing use. The condition is regarded as met only when the asset or disposal group is available for immediate sale in its present condition subject to terms that are usual and customary and the sale is highly probable.

Non-current assets or disposal groups held for sale are not depreciated and are measured at the lower of carrying amount and fair value less costs to sell. Any differences are recognised in profit or loss.

A component of the Group is classified as a discontinued operation when the criteria to be classified as held for sale have been met or it has been disposed of and such component represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of a separate major line of business or geographical area of operations or is a subsidiary acquired exclusively with a view to resale.

2. Material accounting policies information (cont'd.)

2.19 Government grant

Government grants are assistance by government in the form of transfers of resources to an entity in return for past or future compliance with certain conditions relating to the operating activities of the entity. The grants are recognised at their fair value where there is a reasonable assurance that the grant will be received, and the Group will comply with all attached conditions.

Grant related income

Government grants relating to costs are deferred and recognised in the profit or loss over the period necessary to match them with the costs that they are intended to compensate. The grants are presented as a credit in the statement of profit or loss under “other income”.

Grant related assets

Government grants relating to the assets are in the statement of financial position by deducting the grant in arriving at the asset’s carrying amount.

2.20 Customer loyalty programme

Award credits/points granted by certain subsidiaries of the Group are a separately identifiable component of the sales transaction and represent rights granted to the customer. The consideration allocated to the points is measured at the fair value of the points. It is recognised as a deferred revenue in the consolidated statement of financial position and recognised as revenue when the points are redeemed, have expired or are no longer expected to be redeemed.

2.21 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2. Material accounting policies information (cont'd.)

2.22 Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due. Financial guarantee contracts are recognised initially as a liability at fair value, net of transaction costs. Subsequent to initial recognition, financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee.

If the debtor fails to make payment relating to financial guarantee contract when it is due and the Group, as the issuer, is required to reimburse the holder for the associated loss, the liability is measured at the higher of the best estimate of the expenditure required to settle the present obligation at the reporting date and the amount initially recognised less cumulative amortisation.

2.23 Borrowing costs

Borrowing costs consist of interest and other costs that the Group and the Company incurred in connection with the borrowing of funds.

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale.

When the carrying amount of an asset inclusive of capitalised borrowing costs exceeds its recoverable amount, capitalisation is discontinued and such excess is written down or adjusted for an allowance for impairment, through an appropriate charge to profit or loss.

All other borrowing costs are recognised in profit or loss in the period they are incurred.

2. Material accounting policies information (cont'd.)

2.24 Employee benefits

(a) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees of the Group. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences, and short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(b) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years.

Such contributions are recognised as an expense in the profit or loss as incurred. As required by law, companies in Malaysia make contributions to the state pension scheme, the Employees Provident Fund ("EPF"). Some of the Group's foreign subsidiaries also make contributions to their respective countries' statutory pension schemes.

(c) Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of MFRS 137 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

2. Material accounting policies information (cont'd.)

2.24 Employee benefits (cont'd.)

(d) Defined benefit plans

Certain subsidiaries of the Group operate a funded and unfunded defined benefit, Retirement Benefit Scheme ("the Scheme"), for their eligible employees.

The Group's obligations under the Scheme are determined based on actuarial valuation where the amount of benefit that employees have earned in return for their service in the current and prior years is estimated. That benefit is discounted using the Projected Unit Credit Method in order to determine its present value. The fair value of plan assets for a funded scheme is determined by discounting expected future cash flows. The discount rate is the market yield at the reporting date on high quality corporate bonds or government bonds.

Actuarial gains and losses for the defined benefit plans are recognised in full in the period in which they occur in other comprehensive income. Such actuarial gains and losses are also immediately recognised in retained earnings and are not reclassified to profit or loss in subsequent periods.

Past service cost is recognised immediately to the extent that the benefits are already vested, and otherwise is amortised on a straight-line basis over the average period until the amended benefits become vested.

The amount recognised in the statements of financial position represents the present value of the defined benefit obligations less unrecognised past service costs, reduced by the fair value of the plan assets. The value of any defined benefit asset recognised is restricted to the sum of any unrecognised past service costs and the present value of any economic benefits available in the form of refunds from the plan or reductions in the future contributions to the plan.

(e) Employee entitlements

An indirect subsidiary makes provision for retirement leave entitlements of eligible employees and relate to rights which have been vested and unvested. These have been recognised based on independent actuarial valuations. The timing of such payments depends on when vesting occurs and the subsequent retirement date of the eligible employees.

2. Material accounting policies information (cont'd.)

2.25 Revenue and income recognition

Revenue and income are recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue and income can be reliably measured. Revenue and income are measured at the fair value of consideration received or receivable.

(a) Dividend income

Dividend income is recognised when the shareholders' right to receive payment is established and no significant uncertainty exist with regard to its receipts.

(b) Interest income

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

(c) Gain or loss on disposal of investment

Gain or loss on disposal of investment is recognised upon satisfaction of all terms of the agreement leading to sale of the investment.

(d) Sales of goods and rendering of services

Revenue from the sale of goods is recognised at the point in time when control of the goods is transferred to the customers.

Revenue from sale of services is recognised at the point in time or over time as the services are provided.

(e) Construction contracts, contracts for sale of land and property development costs

(i) Construction contracts

Revenue is recognised over time by reference to the progress towards completion, which is determined based on input method, i.e. cost incurred to date against the expected total construction costs. Revenue from construction contracts is recognised net of Liquidated Ascertained Damages ("LAD").

2. Material accounting policies information (cont'd.)

2.25 Revenue and income recognition (cont'd.)

(e) Construction contracts, contracts for sale of land and property development costs (cont'd.)

(i) Construction contracts (cont'd.)

For those construction contracts that contain significant financing component, the amount of consideration is discounted, using the rate that would be reflected in a separate financing transaction between the Group and its customer at contract inception, to take into consideration the significant financing component.

(ii) Sale of land

Revenue from sale of land is recognised at a point in time when control is transferred to the customer and it is probable that the Group will collect the consideration to which it will be entitled in exchange for the asset that will be transferred to the customer.

(iii) Sale of development properties

Revenue from sale of development properties is recognised as and when the control of the asset is transferred to the customer and it is probable that the Group will collect the consideration to which it will be entitled in exchange for the asset that will be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer in substance obtains control of the asset.

Revenue from sale of development properties is recognised net of consideration payable to the customers and variable considerations.

2. Material accounting policies information (cont'd.)

2.25 Revenue and income recognition (cont'd.)

(e) Construction contracts, contracts for sale of land and property development costs (cont'd.)

(iv) Multiple promises from sale of development properties and land

Multiple promises from sale of development properties and land are accounted for as separate performance obligations. The transaction price is allocated to each performance obligation based on the stand-alone selling prices, and if not directly observable, based on expected cost plus margin.

(f) Rental income

Rental income is recognised on a straight-line basis over the terms of the lease. The aggregate cost of incentives provided to lessees is recognised as a reduction of rental income over the lease term on a straight-line basis.

(g) Toll collection and toll compensation

Toll collection revenue is recognised based on the net collection from tolls designated under the Concession and Novation Agreement between the expressway companies and the Government.

Toll compensation for any concession year is recognised in the financial statements as revenue when receipt is probable and the amount that is receivable can be reliably measured.

(h) Airlines services

Passenger ticket and cargo space sales or airway bill sales (belly and freighter) including the related administration fees and various surcharges are recognised as revenue, net of discount, in profit or loss at the point in time upon satisfaction of the performance obligation, which generally coincides with passenger uplift. The value of unutilised tickets is included in current liabilities as sales in advance of carriage. The revenue from reissuance fees are recognised upon passenger uplift.

Passenger tickets, other service fees and surcharges that remain unutilised after 12 months subsequent to the date of issue are recognised in the profit or loss as unavailed credits on sales in advance of carriage.

2. Material accounting policies information (cont'd.)

2.25 Revenue and income recognition (cont'd.)

(h) Airlines services (cont'd.)

Revenue from other services such as charter revenue, catering, warehousing services, passenger handling services, provision of computerised reservation services, trucking and retailing of goods are recognised in profit or loss at the point in time upon satisfaction of the performance obligation, except for leases of aircraft.

(i) Airport handling and engineering services

Airport handling and engineering services are recognised based on the number of man-hours incurred and the cost of materials and spare parts supplied.

Revenue from Maintenance Repair and Overhaul ("MRO") training and consultancy services are recognised over-time as the services are rendered based on the contract value with intercompany and third parties.

(j) Frequent flyer programme

The Group operates a frequent flyer programme where points are purchased by partners or awarded to programme members based on accumulated miles travelled.

The award points are recognised as a separate performance obligation based on the stand-alone selling price (“SSP”), by allocating the SSP adjusted by expected forfeiture (breakage) of the consideration received between the award points and the other components of sale, such that the award miles are recognised at fair value. The points sold to partners and a portion of passenger revenue attributable to the award of frequent flyer benefits is accounted as liability (contract liabilities) in the statement of financial position until they are redeemed and utilised.

Revenue from the award points is recognised at the point in time when the points are expired. Revenue from the award points which are redeemed into flight tickets is recognised over time in line with passenger revenue. The amount of revenue recognised when the points are redeemed is based on the number of points redeemed relative to the total number of points expected to be redeemed.

2. Material accounting policies information (cont'd.)

2.25 Revenue and income recognition (cont'd.)

(k) Hotel, themed parks and golf revenues

Hotel room revenue is recognised when service is rendered to the customer over their stay at the hotel. Advance deposits on hotel rooms are recorded as contract liability until services are provided to the customer.

Revenue from sale of goods or services is recognised when the food, beverage, entertainment and retail goods are delivered, rendered or control transferred to the customers. Payment of the transaction price is due immediately when the customer purchases the food and beverage or retail goods. Ticket revenue and green fees are recognised at point of entry and advance ticket sales for theme parks are recorded as contract liability until services are rendered.

Revenue from annual passes that entitle a customer to continued visits to the parks or golf courses over a period of time is deferred and then recognised evenly over the period that the pass is valid.

Revenue from sponsorship which consists of initial and annual fees from sponsors are amortised across the tenure of the contracts or accrual basis subject to the terms and conditions of individual contract.

(l) Revenue on public-private service arrangements

Revenue on public-to-private service arrangements is recognised and measured based on the services performed/provided during the period.

The consideration received/receivable shall be allocated by reference to the relative fair values of the services delivered, if more than one service (i.e. construction of/or upgrade services and operation services) are performed under a single contract or arrangement.

2. Material accounting policies information (cont'd.)

2.25 Revenue and income recognition (cont'd.)

(l) Revenue on public-private service arrangements (cont'd.)

(i) Construction or upgrade service

Revenue is recognised in accordance with Note 2.25(e)(i).

The consideration receivable shall be recognised as:

(i) a financial asset to the extent that it has an unconditional contractual right to receive cash or another financial asset; or

(ii) an intangible asset to the extent that it receives a right (a licence) to charge users of the public service.

(ii) Operation services

Revenue is recognised in accordance with Note 2.25(d).

(m) Training income

Income from training is recognised in the year the services are provided. Advance payment received from training is recognised as deferred income under current liabilities in the statements of financial position.

(n) Renewable Energy and Energy Efficiency Projects

Revenue from sale of electricity is measured at fair value of the consideration receive or receivable, net of returns and allowances, trade discounts and volume rebates and taxes. Revenue is recognised when significant risks and rewards of ownership have been transferred to the customer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, there is no continuing management involvement with the goods, and the amount of revenue can be measured reliably.

Revenue generated from solar rooftop and energy efficiency projects are recognised on accrual basis upon satisfaction of their obligation.

(o) Service charge income

Service charge income is recognised when service is rendered to the customer over their stay at certain hotel.

2. Material accounting policies information (cont'd.)

2.26 Income tax

(a) Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date in the countries where the Group and the Company operate and generate taxable income.

Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

(b) Deferred tax

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

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

2. Material accounting policies information (cont'd.)

2.26 Income tax (cont'd.)

(b) Deferred tax (cont'd.)

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

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

2. Material accounting policies information (cont'd.)

2.26 Income tax (cont'd.)

(b) Deferred tax (cont'd.)

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

2.27 Foreign currencies

(a) Functional and presentation currency

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

(b) Foreign currency transaction

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items denominated in foreign currencies that are measured at historical cost are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items denominated in foreign currencies measured at fair value are translated using the exchange rates at the date when the fair value was determined.

2. Material accounting policies information (cont'd.)

2.27 Foreign currencies (cont'd.)

(b) Foreign currency transaction (cont'd.)

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are recognised in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations, which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation.

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised directly in equity. Exchange differences arising from such non-monetary items are also recognised directly in equity.

(c) Foreign operations

The assets and liabilities of foreign operations are translated into RM at the rate of exchange ruling at the reporting date and income and expenses are translated at exchange rates at the dates of the transactions. The exchange differences arising on the translation are taken directly to other comprehensive income. On disposal of a foreign operation, the cumulative amount recognised in other comprehensive income and accumulated in equity under foreign currency translation reserve relating to that particular foreign operation is recognised in profit or loss.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated at the closing rate at the reporting date.

2. Material accounting policies information (cont'd.)

2.28 Impairment of non-financial 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 an annual impairment assessment 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 fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units ("CGU")).

In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss. Impairment loss on goodwill is not reversed in a subsequent period.

2. Material accounting policies information (cont'd.)

2.29 Share capital and share issuance expenses

An equity instrument is any contract that evidences a residual interest in the assets of the Group and the Company after deducting all of its liabilities.

(a) Ordinary shares

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity.

(b) Redeemable cumulative convertible preference shares ("RCCPS")

RCCPS are recorded at the proceeds received, net of directly attributable incremental transaction costs. RCCPS are classified as equity.

(c) Dividends

Dividends on ordinary shares and RCCPS are recognised in equity in the period in which they are declared.

(d) Capital contribution from shareholders

The capital contribution relates to contribution from the holding company, where no repayment is expected.

2. Material accounting policies information (cont'd.)

2.30 Insurance business

(a) Product classification

The Group issues insurance contracts/takaful certificates in the normal course of business, under which they accept significant insurance/takaful risk from their policyholders/certificate holders. As a general guidelines, the Group determines whether it has significant insurance/takaful risk, by comparing present value of benefits payable after an insured event with present value of benefits payable if the insured event had not occurred. Ratio of 105% and above means the products covered significant insurance/takaful risk.

(b) Accounting treatment

(i) Separating components from insurance and reinsurance contracts

The Group assesses their life insurance and reinsurance contracts/takaful and retakaful certificates held to determine whether they contain components which must be accounted for under another MFRS rather than MFRS 17 (distinct non insurance components). After separating any distinct components, an entity must apply MFRS 17 to all remaining components of the (host) insurance contract/takaful certificate. Currently, the Group's products do not include distinct components that require separation.

MFRS 17 defines investment components as the amounts that an insurance contract/takaful certificates requires an insurer to repay to a policyholder/takaful operator in all circumstances, regardless of whether an insured event has occurred. Investment components which are highly interrelated with the insurance contract/takaful certificate of which they form a part are considered non-distinct and are not separately accounted for. However, receipts and payments of the investment components are excluded from insurance/takaful revenue and insurance/takaful expenses. The surrender options are considered non distinct investment components as the Group is unable to measure the value of the surrender option component separately from the life insurance / family takaful portion of the contract/certificate.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(i) Separating components from insurance and reinsurance contracts (cont'd.)

Some reinsurance contracts/retakaful certificates held contain profit commission arrangements. Under these arrangements, there is a minimum guaranteed amount that the policyholder/participant will always receive - either in the form of profit commission, or as claims, or another contractual payment irrespective of the insured event happening. The profit commission components have been assessed to be highly interrelated with the insurance/takaful component of the reinsurance contracts/retakaful certificates and are, therefore, non-distinct investment components which are not accounted for separately. However, receipts and payments of these investment components are recognised outside of profit or loss.

(ii) Level of aggregation

MFRS 17 requires an entity to determine the level of aggregation for applying its requirements. The level of aggregation for the Group is determined firstly by dividing the business written into portfolios. Portfolios comprise groups of contracts with similar risks which are managed together. Portfolios are further divided based on expected profitability at inception into three categories: onerous contracts, contracts with no significant risk of becoming onerous, and the remainder. This means that, for determining the level of aggregation, the Group identifies a contract as the smallest ‘unit’, i.e., the lowest common denominator. However, the Group makes an evaluation of whether a series of contracts can be treated together in making the profitability assessment based on reasonable and supportable information, or whether a single contract contains components that need to be separated and treated as if they were stand-alone contracts. As such, what is treated as a contract for accounting purposes may differ from what is considered as a contract for other purposes (i.e., legal or management). MFRS 17 also notes that no group for level of aggregation purposes may contain contracts issued more than one year apart.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(ii) Level of aggregation (cont'd.)

The Group has defined portfolios of insurance and reinsurance contracts /takaful and retakaful certificates held based on how the insurance/takaful liabilities are managed and the similar risk type covered since the products are subject to similar risks and managed together. The expected profitability of these portfolios at inception is determined based on the existing latest actuarial valuation models which take into consideration existing in force business. In determining groups of contracts, the Group has elected to include in the same group contracts where its ability to set prices or levels of benefits for policyholders / certificate holder with different characteristics is constrained by regulation.

The groups of contracts/certificates for which the modified retrospective and the fair value approach has been adopted on transition include contracts/certificates issued more than one year apart.

The insurance contracts / takaful certificates issued portfolios are divided into:

- A group of contracts / certificates that are onerous at initial recognition;
- A group of contracts/certificates that at initial recognition have no significant possibility of becoming onerous subsequently; and
- A group of the remaining contracts/certificates in the portfolio

The reinsurance contracts / retakaful certificates held portfolios are divided into:

- A group of contracts/certificates on which there is a net gain on initial recognition;
- A group of contracts/certificates that have no significant possibility of a net gain arising subsequent; and
- A group of the remaining contracts/certificates in the portfolio

(iii) Recognition

The Group recognises groups of insurance contracts/takaful certificates that they issue from the beginning of the coverage period of the group of contracts/certificates.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(iii) Recognition (cont'd.)

This Group treats the recognition date to be the same for profitable and onerous group of contracts/certificates.

The Group recognises a group of reinsurance contracts/retakaful certificates held it has entered based on the beginning of the coverage period of the group of reinsurance contracts/retakaful certificates held. However, the Group delays the recognition of a group of reinsurance contracts/retakaful certificates held that provide proportionate coverage until the date when any underlying insurance contracts/takaful certificates is initially recognised, if that date is later than the beginning of the coverage period of the group of reinsurance contracts/retakaful certificates held.

Most of the reinsurance contracts/retakaful certificates held by the Group provide proportionate cover. Therefore, the Group does not recognise a proportional reinsurance contract/retakaful certificate held until at least one underlying direct insurance contract/takaful certificates has been recognised.

The Group treats the reinsurance contracts/retakaful certificates that provide non proportionate cover to be based on the beginning of the coverage period of the group of reinsurance contracts/retakaful certificates held.

The Group adds new contract/certificate to the group in the reporting period in which that contract meets the criteria set out above.

(iv) Contract boundary

The Group includes in the measurement of a group of insurance contracts/takaful certificates all the future cash flows within the boundary of each contract/certificate in the group. Cash flows are within the boundary of an insurance contract/takaful certificate if they arise from substantive rights and obligations that exist during the reporting period in which the Group can compel the policyholder/certificate holder to pay the premiums, or in which the Group have a substantive obligation to provide the policyholder/certificate holder with insurance contract/takaful certificates services. A substantive obligation to provide insurance contract/takaful certificate services ends when:

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(iv) Contract boundary (cont'd.)

- The Group has the practical ability to reassess the risks of the policyholder/certificate holder and, as a result, can set a price or level of benefits that fully reflects those risks; or

Both of the following criteria are satisfied:

- The Group has the practical ability to reassess the risks of the portfolio of insurance contracts/takaful certificate that contain the contract/certificate and, as a result, can set a price or level of benefits that fully reflects the risk of that portfolio.

- The pricing of the premiums up to the date when the risks are reassessed does not take into account the risks that relate to periods after the reassessment date.

A liability or asset relating to expected premiums or claims outside the boundary of the insurance contract/takaful certificate are not recognised. Such amounts relate to future insurance contracts/retakaful certificates.

(v) Initial and subsequent measurement

MFRS 17 introduces three new measurement models, reflecting a different extent of policyholder/participant participation in investment performance or overall insurance company performance. The general measurement model (“GMM”), also known as the building block approach (“BBA”), consists of the fulfilment cash flows (“FCF”) and the contractual service margin (“CSM”), both held as liability for remaining coverage (“LFRC”). The FCF represent the risk-adjusted present value of an entity’s rights and obligations to the policyholders, comprising estimates of expected future cash flows, discounting and risk adjustment (“RA”) for non-financial risk. The CSM represents the unearned profit from in-force contracts that an entity will recognise as it provides services over the coverage period. The contractual service margin is adjusted for changes in cash flows related to future services (operating assumption change) and grows by interest accretion at locked in interest rates at initial recognition. A release from the CSM is recognised in profit or loss each period to reflect the services provided in that period. If the CSM is unable to absorb the changes in cash flows related to future services, a loss component is established for the group of contracts.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(v) Initial and subsequent measurement (cont'd.)

The variable fee approach ("VFA") is a mandatory modification of the GMM regarding the treatment of the contractual/takaful service margin in order to accommodate direct participating contracts/certificates, if the following three requirements are met: the contractual terms specify that the policyholder/certificate holder participates in a share of a clearly identified pool of underlying items; the entity expects to pay to the policyholder/certificate holder an amount equal to a substantial share of the fair value returns on the underlying items; the entity expects a substantial proportion of any change in the amounts to be paid to the policyholder/certificate holder to vary with the change in fair value of the underlying items.

For contracts/certificates with direct participation features ("DPF"), the contractual service margin is adjusted for changes in the amount of the entity's share of the fair value of the underlying items arising from operating assumption change and adjustment for financial risks.

The premium allocation approach ("PAA") is an optional simplified measurement model in MFRS 17 when the approach provides a measurement which is not materially different from that under the GMM or if the coverage period of each contract in the group of insurance contracts/takaful certificates is one year or less. Under the PAA, the LFRC is measured as the amount of premiums received net of acquisition cash flows paid, less the net amount of premiums and acquisition cash flows that have been recognized in profit or loss over the expired portion of the coverage period based on the passage of time.

In determining the measurement models, firstly the Group can choose to use PAA if at the inception of the contract/certificate, the coverage period of each insurance contract in the group of insurance contracts/takaful certificates is one year or less. Alternatively, the Group can still apply PAA if they can reasonably expect that such simplification can produce a measurement of the LFRC which would not differ materially as compared to the LFRC computed under the GMM by performing the PAA Eligibility Testing. Should the Group's group of insurance contracts/takaful certificates fail the PAA and VFA eligibility test, GMM will be used as the measurement model of that group of insurance contracts/takaful certificates.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(v) Initial and subsequent measurement (cont'd.)

At the end of a reporting period, the carrying amount of a group of insurance contracts/takaful certificates is the sum of the LFRC and the liability of incurred claims ("LFIC").

LFIC consists of fulfilment cash flows related to past services, including claims that have been incurred but not yet reported. The measurement of the LFIC is identical under all three measurement models.

Estimates of future cash flows

The Group's objective of estimating future cash flows is to determine the expected value, or the probability-weighted mean, of the full range of possible outcomes, considering all reasonable and supportable information available at the reporting date without undue cost or effort. The Group estimate future cash flows considering a range of scenarios which have commercial substance and give a good representation of possible outcomes. The cash flows from each scenario are probability-weighted and discounted using current assumptions.

The estimate of expected future cash flows includes all cash flows that are within the contract/certificate boundary including:

- Premiums and related cash flows;
- Claims and benefits;
- Payments to policyholders/certificate holders resulting from embedded surrender value options;
- An allocation of insurance/takaful acquisition cash flows attributable to the portfolio to which the contract/certificate belongs;
- Claims handling costs;
- Policy administration and maintenance costs, including recurring commissions that are expected to be paid to intermediaries;
- An allocation of fixed and variable overheads directly attributable to fulfilling insurance contracts/takaful certificates; and
- Transaction-based taxes

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(v) Initial and subsequent measurement (cont'd.)

Risk Adjustment for non-financial risk

The RA for non-financial risk represents the compensation that the Group requires for bearing the uncertainty about the amount and timing of the cash flows of groups of insurance contracts/takaful certificates and covers insurance risk, lapse risk and expense risk. The risk adjustment reflects an amount that an insurer would rationally pay to remove the uncertainty that future cash flows will exceed the best estimate amount. The Group estimates the risk adjustment by referencing to provision of risk margin for adverse deviation (PRAD) technique. The PRAD technique requires the Group to estimate the probability distribution of the fulfilment cash flows, and the additional provision that it requires at each future date in the cash flow projection to comply with the statutory reserving requirements. Besides that, the Group has decided to disaggregate the change in RA between the insurance/takaful service result and insurance finance income or expenses for GMM measured insurance contracts/takaful certificates.

Contractual Service Margin ("CSM")

The CSM is a component of the asset or liability for the group of insurance contracts/takaful certificates that represents the unearned profit the Group will recognise as they provide services in the future.

- CSM balances at transition date will be described in next section
- CSM post transition date is determined as the profit at the time of issues

An amount of the CSM releases for a group of insurance contracts/takaful certificates is recognised in profit or loss as insurance/takaful revenue in each period to reflect the insurance contract/takaful certificate services provided under the group of insurance contracts/takaful certificates in that period. The amount is determined by:

- Identifying the coverage units for the current and future period.
- Recognising in profit or loss the amount allocated to coverage units provided in the current period

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(v) Initial and subsequent measurement (cont'd.)

Contractual Service Margin ("CSM") (cont'd.)

The coverage units are the quantity of insurance contract/takaful certificates services provided by the contracts/certificates in the group, determined by considering the quantity of the benefits provided and the expected coverage period. For groups of life insurance contracts/family takaful certificates, the quantity of benefits is the face amount over the period of the contracts/certificates. The total coverage units of each group of insurance contracts/takaful certificates are reassessed at the end of each reporting period to adjust for the reduction of remaining coverage for claims paid, expectations of lapses and cancellation of contracts/certificates in the period. They are then allocated based on probability weighted average duration of each coverage unit provided in the current period and expected to be provided in the future.

For reinsurance contracts/retakaful certificates held, the CSM amortisation is similar to the insurance contracts/takaful certificates issued and the coverage units is the sum at risk covered by reinsurer.

Loss components and loss recovery components

Where, during the coverage period, a group of insurance contracts/takaful certificates becomes onerous, the Group recognises a loss in profit or loss for the net outflow, resulting in the carrying amount of the liability for the group being equal to the fulfilment cash flows. A loss component is established by the Group for the liability for remaining coverage for such onerous group depicting the losses recognised.

Where a loss component has been set up subsequent to initial recognition of a group of underlying insurance contracts/takaful certificates, the portion of income that has been recognised from related reinsurance contracts/retakaful certificates held is disclosed as a loss-recovery component.

Where the Group has established a loss-recovery component, the Group adjusts the loss-recovery component to reflect changes in the loss component of an onerous group of underlying insurance contracts/takaful certificates.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(v) Initial and subsequent measurement (cont'd.)

Loss components and loss recovery components (cont'd.)

A loss-recovery component reverses consistent with reversal of the loss component of underlying groups of contracts/certificates issued, even when a reversal of the loss-recovery component is not a change in the fulfilment cash flows of the group of reinsurance contracts/retakaful certificates held. Reversals of the loss-recovery component that are not changes in the fulfilment cashflows of the group of reinsurance contracts/retakaful certificates held adjust the CSM.

Modification and derecognition

The Group derecognises insurance contracts/takaful certificates when:

- The rights and obligations relating to the contract/certificates is extinguished (i.e., discharged, cancelled or expired); or
- The contract/certificates is modified such that the modification results in a change in the measurement model, or the applicable standard for measuring a component of the contract. In such cases, the Group derecognises the initial contract/certificate and recognises the modified contract as a new contract/certificate.

(vi) Amounts recognised in comprehensive income

The Group disaggregates the amounts recognised in the statement of profit or loss and other comprehensive income into an insurance service result, comprising insurance/takaful revenue and insurance/takaful service expenses, and insurance/takaful finance income or expenses.

The Group disaggregate the change in risk adjustment for non-financial risk between a financial and non-financial portion.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(vi) Amounts recognised in comprehensive income (cont'd.)

The Group separately presents income or expenses from reinsurance contracts/retakaful certificates held from the expenses or income from insurance contracts/takaful certificates issued.

Revenue

The Group's insurance/takaful revenue depict the provision of services arising from a group of insurance contracts/takaful certificates at an amount that reflects the consideration to which the Group expect to be entitled in exchange for those services. Insurance/Takaful revenue from a group of insurance contracts/takaful certificates is therefore the relevant portion for the period of the total consideration for the contracts/certificates, (i.e., the amount of premiums paid to the Group adjusted for financing effect (the time value of money) and excluding any investment components). The total consideration for a group of contracts/certificates covers amounts related to the provision of services and is comprised of:

- Expected insurance/takaful service expenses, excluding any amounts relating to the risk adjustment for non-financial risk and any amounts allocated to the loss component of the liability for remaining coverage;
- Amounts related to income tax that are specifically chargeable to the policyholder/certificate holder;
- The risk adjustment for non-financial risk, excluding any amounts allocated to the loss component of the liability for remaining coverage;
- The CSM release; and
- Amounts related to insurance/takaful acquisition cash flows

Benefits and claims expenses

Benefits and claims incurred during the financial year are recognised when a claimable event occurs and/or the insurer is notified.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(vi) Amounts recognised in comprehensive income (cont'd.)

Benefits and claims expenses (cont'd.)

Benefits and claims, including settlement costs, are accounted for using the case-by case method and, for this purpose, the amounts payable under a life insurance policy/family takaful certificate are recognised as follows:

- maturity and other policy benefit payments due on specified dates are treated as benefits payable on the due dates;
- death, surrender, and other benefits without due dates are treated as claims payable, on the date of receipt of intimation of death of the assured or occurrence of contingency covered;
- benefits payable under the Investment-linked fund are in respect of net cancellation of units and are recognised as surrenders; or
- bonus on DPF policy upon its declaration.

Reinsurance/retakaful claims are recognised when the related gross insurance/takaful claim is recognised according to the terms of the relevant contracts/certificates.

Loss components

The Group has grouped set of contracts/certificates that are onerous al initial recognition separately from profitable set of contracts/certificates in the same portfolio at initial recognition. Groups that were not onerous at initial recognition can also subsequently become onerous if assumptions and experience changes. The Group have established a loss component of the liability for remaining coverage for any onerous group depicting the future losses recognised.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(vi) Amounts recognised in comprehensive income (cont'd.)

Loss components (cont'd.)

A loss component represents a notional record of the losses attributable to each group of onerous insurance contracts/takaful certificates (or profitable group of contracts/certificates at inception that have become onerous). The loss component is released based on a systematic allocation of the subsequent changes relating to future service in the fulfilment cash flows to: (i) the loss component: and (ii) the liability for remaining coverage excluding the loss component. The loss component is also updated for subsequent changes relating to future service in estimates of the fulfilment cash flows and the risk adjustment for non- financial risk. The systematic allocation of subsequent changes to the loss component results in the total amounts allocated to the loss component being equal to zero by the end of the coverage period of a group of contracts/certificates (since the loss component will have been materialised in the form of incurred claims).

Loss-recovery components

When the Group recognise a loss on initial recognition of an onerous group of underlying insurance contracts/takaful certificates or when further onerous underlying insurance contracts/takaful certificates are added to a group, the Group establishes a loss-recovery component of the asset for remaining coverage for a group of reinsurance contracts/retakaful certificates held depicting the recovery of losses.

Where a loss component has been set up after initial recognition of a group of underlying insurance contracts/takaful certificates, the portion of income that has been recognised from related reinsurance contracts/retakaful certificates held is disclosed as a loss-recovery component.

Where a loss-recovery component has been set up at initial recognition or subsequently, the Group adjusts the loss-recovery component to reflect changes in the loss component of an onerous group of underlying insurance contracts/takaful certificates.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(vi) Amounts recognised in comprehensive income (cont'd.)

Loss-recovery components (cont'd.)

The carrying amount of the loss-recovery component must not exceed the portion of the carrying amount of the loss component of the onerous group of underlying insurance contracts/takaful certificates that the Group expect to recover from the group of reinsurance contracts/retakaful certificates held. On this basis, the loss-recovery component recognised is reduced to zero in line with reductions in the onerous group of underlying insurance contracts/takaful certificates and is nil when loss component of the onerous group of underlying insurance contracts/takaful certificates is Nil.

Finance income or expenses

Insurance/Takaful finance income or expenses (IFIE) comprise the change in the carrying amount of the group of insurance contracts arising from:

- The effect of the time value of money and changes in the time value of money; or
- The effect of financial risk and changes in financial risk

The Group does not disaggregate insurance/takaful finance income or expenses between profit or loss and OCI. The Group's financial assets backing the insurance/takaful issued portfolios are predominantly measured at fair value basis and measured at fair value through profit or loss. Finance income or expenses on the Group ’s issued reinsurance contracts/retakaful certificates are not disaggregated because the related financial assets are managed on a fair value basis and measured at fair value through profit or loss.

The Group systematically allocates expected total insurance/takaful finance income or expenses over the duration of the group of contracts/certificates to profit or loss using discount rates determined on initial recognition of the group of contracts/certificates.

2. Material accounting policies information (cont'd.)

2.30 Insurance business (cont'd.)

(b) Accounting treatment (cont'd.)

(vi) Amounts recognised in comprehensive income (cont'd.)

Net income or expense from reinsurance contracts held

The Group presents separately on the face of the statement of profit or loss and other comprehensive income the amounts expected to be recovered from reinsurers/retakaful, and an allocation of the reinsurance/retakaful premiums paid. The Group treats reinsurance/retakaful cash flows that are contingent on claims on the underlying contracts as part of the claims that are expected to be reimbursed under the reinsurance contract/retakaful certificate held and excludes investment components from an allocation of reinsurance/retakaful premiums presented on the face of the statement of profit or loss and other comprehensive income. Amounts relating to the recovery of losses relating to reinsurance/retakaful of onerous direct contracts/certificates are included as amounts recoverable from the reinsurer/retakaful.

2.31 Deferred liabilities

Fees received from third parties as advance payments of future maintenance expenditure, in consideration for right-of-way access were classified as deferred liabilities. Deferred liabilities were amortised over the period of the individual contracts.

2.32 Fair value measurement

The Group measures financial instruments, such as, derivatives, and financial investments, at fair value at each reporting date. Fair values of financial instruments measured at amortised cost are disclosed in Note 41 to the financial statements.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

(a) In the principal market for the asset or liability; or

(b) In the absence of a principal market, in the most advantageous market for the asset or liability

2. Material accounting policies information (cont'd.)

2.32 Fair value measurement (cont'd.)

The principal or the most advantageous market must be accessible to by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

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

Level 2: Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3: Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting date.

2.33 Contingencies

A contingent liability or asset is a possible obligation or asset that arises from past events and whose existence will be confirmed only by the occurrence or non occurrence of uncertain future events not wholly within the control of the Group. Contingent liabilities and assets are not recognised in the statements of financial position.

2. Material accounting policies information (cont'd.)

2.34 Standards issued but not yet effective

At the date of authorisation of the financial statements, the following were issued but not yet effective and have not been adopted by the Group and the Company.

Description	Effective for financial periods beginning on or after
Amendments to MFRS 16: Leases (Lease Liability in a Sale and Leaseback)	1 January 2024
Amendments to MFRS 101 : Presentation of Financial Statements (Non-current Liabilities with Covenants)	1 January 2024
Amendments to MFRS 107: Statement of Cash Flows (Supplier Finance Arrangements)	1 January 2024
Amendments to MFRS 7: Financial Instruments -Disclosure (Supplier Finance Arrangements)	1 January 2024
Amendments to MFRS 121: The Effects of Changes in Foreign Exchange rates (Lack of Exchangeability)	1 January 2025
Amendments to MFRS 10: Consolidated Financial Statement Statements (On Sale or Contribution of Assets between an Investor and its Associate or Joint Venture)	To be announced
Amendments to MFRS 128: Investments in Associates and Joint Ventures (On Sale or Contribution of Assets between an Investor and its Associate or Joint Venture)	To be announced

The directors expect that the adoption of the above standards will have no material impact on the financial statements in the period of initial application.

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

In September 2022, the IASB issued amendments to MFRS 16 to specify the requirements that a seller - lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller - lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The amendments are effective for annual reporting periods beginning on or after 1 January 2024 and must applied retrospectively to sale and leaseback transactions entered into after the date of initial application of MFRS 16. Earlier application is permitted and that fact must be disclosed.

2. Material accounting policies information (cont'd.)

2.34 Standards issued but not yet effective

(a) Amendments to MFRS 16: Leases (Lease Liability in a Sale and Leaseback) (cont'd.)

The amendments are not expected to have a material impact on the Group's financial statements.

(b) Amendments to MFRS 101: Presentation of Financial Statements (Non-current Liabilities with Covenants)

In January 2020 and October 2022, the IASB issued amendments to paragraph 69 to 76 of MFRS 101 to specify the requirements for classifying liabilities as current or non - current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

The amendments are effective for annual reporting periods beginning on or after 1 January 2024 and must be applied retrospectively. The Group is currently assessing the impact the amendments will have on current practise and whether existing loan agreements may require renegotiation.

(c) Amendments to MFRS 107 and MFRS 7: Statement of Cash Flows and Financial Instruments - Disclosure (Supplier Finance Arrangements)

In May 2023, the IASB issued amendments to MFRS 107 Statement of Cash Flows and MFRS 7 Financial Instruments: Disclosures to clarify the characteristics of supplier finance arrangements and require additional disclosures of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements or an entity's liabilities, cash flows and exposure to liquidity risk.

2. Material accounting policies information (cont'd.)

2.34 Standards issued but not yet effective (cont'd.)

(c) Amendments to MFRS 107 and MFRS 7: Statement of Cash Flows and Financial Instruments - Disclosure (Supplier Finance Arrangements) (cont'd.)

The amendments will be effective for annual reporting periods beginning on or after 1 January 2024. Early adoption is permitted, but will need to be disclosed.

The amendments are not expected to have a material impact on the Group's financial statements.

2.35 Material accounting judgements

The preparation of the Group's financial statements requires management to make judgements that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date are disclosed as below:

(a) Critical judgements made in applying accounting policies

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

(i) Impairment of investments

The Group determines whether its investments are impaired following certain indications of impairment such as, amongst others, prolonged shortfall between market value and carrying amount, significant changes with adverse effects on the investment and deteriorating financial performance of the investment.

Depending on their nature and the industries in which the investments relate to, judgements are made by management to select suitable methods of valuation such as, amongst others, discounted cash flow, realisable net asset value and sector average price-earning ratio method.

2. Material accounting policies information (cont'd.)

2.35 Material accounting judgements (cont'd.)

(a) Critical judgements made in applying accounting policies (cont'd.)

(ii) Recognition of expected losses on construction contracts

Any expected loss on construction contract is recognised by the Group as an expense immediately when it is probable that the total contract costs will exceed the total contract revenue, even though the project had yet to be completed. In determining the expected loss, the Group takes into account the total contract costs to be incurred to the completion of the project and the probability of claims to be approved by clients for specific items of cost escalation and variation order.

(iii) Contingent liabilities

As disclosed in Note 46 to the financial statements, a contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of uncertain future events not wholly within the control of the Group. Contingent liabilities are not recognised in the statements of financial position of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

(iv) Contingent liabilities - litigation

As disclosed in Note 46 to the financial statements, the Group has several pending litigations with various parties as at current financial year end. The Group, after due consultation with the Group's solicitors, assesses the merit of each case, and makes the necessary provision for liabilities in the financial statements if their crystallisation are deemed as probable.

(v) Income taxes and deferred taxation

Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the year in which such determination is made.

2. Material accounting policies information (cont'd.)

2.35 Material accounting judgements (cont'd.)

(a) Critical judgements made in applying accounting policies (cont'd.)

(v) Income taxes and deferred taxation (cont'd.)

Deferred tax assets are recognised for unused tax losses and unabsorbed capital allowances to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine and assume the ability of each subsidiary to generate future taxable profit to utilise the relevant deferred tax assets by the respective subsidiary.

(vi) Significant influence over investment in associates

The Group considers that it has significant influence over certain associates of the Group even though that it holds less than 20% of the voting rights. This is evidenced by, amongst others, the Group having representation on the board, having the ability to participate in the financial and operating policy decisions of the associates and others.

2.36 Material accounting estimates

(a) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(i) Impairment on investments and receivables

(1) Impairment on investments

Once a suitable method of valuation is selected, management makes certain assumptions concerning the future to estimate the recoverable amount of the investment. Depending on the specific individual investment, assumptions made by management may include, amongst others, assumptions on expected future cash flows, revenue growth, discount rate used for purposes of discounting future cash flows which incorporates the relevant risks, and expected future outcome of certain past events.

2. Material accounting policies information (cont'd.)

2.36 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(i) Impairment on investments and receivables (cont'd.)

(1) Impairment on investments (cont'd.)

Sensitivity to changes in assumptions

Management believes that no reasonably possible change in the key assumptions described above would cause the carrying amounts of the investments to materially exceed their recoverable amounts.

(2) Impairment on receivables

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECLs). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECLs).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

2. Material accounting policies information (cont'd.)

2.36 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(i) Impairment on investments and receivables (cont'd.)

(2) Impairment on receivables (cont'd.)

Impairment review

The impairment review of those investments and receivables with indications of impairment carried out by management during the year led to the recognition of impairment losses on investments and receivables of approximately RM292 million (2022: RM665 million) for the Group and impairment losses on investments and receivables RM8 million (2022: RM542 million) the Company.

(ii) Impairment of goodwill

The Group determines whether goodwill is impaired at least once annually. This requires an estimation of the value-in-use of the cash-generating units to which the goodwill is allocated. Estimating the value-in-use requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to apply a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of the Group's goodwill as at 31 December 2023 is RM1,463 million (2022: RM1,437 million). Further details are disclosed in Note 16 to the financial statements.

(iii) Impairment of aircraft included in property, plant and equipment

The Group assesses whether there are any indicators of impairment for aircraft included in property, plant and equipment at each reporting date. If any such indication exists, the asset's recoverable amount is estimated to determine the amount of impairment loss.

Management performed a review of the recoverable amounts based on a variety of estimations including the value in use of the cash-generating unit ("CGU") to which the aircraft included in property, plant and equipment is allocated and fair value less cost to sell. Value-in-use was determined by an estimate of the expected future cash flows from the CGU using a suitable discount rate in order to calculate the present value of those cash flows.

2. Material accounting policies information (cont'd.)

2.36 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(iv) Deferred tax assets

Deferred tax assets of the Group are recognised for all unused tax losses and unabsorbed capital allowances to the extent that it is probable that taxable profit will be available against which the losses and capital allowances can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The details are as disclosed in Note 25 to the financial statements.

(v) Provision for aircraft related direct operating expenses

The operation of air transportation services inevitably involve the making of various provisions on direct expenses, such as fuel, ground handling charges, landing and parking charges, in-flight meals, computer reservation systems booking fees and information technology related expenses. The estimates and associated assumptions used are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the provisions about carrying values of liabilities as at the financial year end.

(vi) Net realisable value of completed property units held for sale classified as inventories

Properties held for sale classified as inventories are stated at the lower of cost or net realisable value. The Group estimates the net realisable value based on an assessment of expected sales prices. Properties held for sale are reviewed on a regular basis and the Group will make an allowance for impairment primarily based on historical trends and management estimates of expected and future product demand and related pricing. Demand and pricing levels could change from time to time. If such factors result in an adverse effect on the Group's products, the Group provides additional allowances for slow moving inventories.

2. Material accounting policies information (cont'd.)

2.36 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(vii) Provision for aircraft delivery cost

The Group is obligated to carry out heavy duty maintenance checks on the airframe, engines, landing gears and auxiliary power units, being part of the return conditions of its leased aircraft under contract. Provision for heavy duty maintenance cost is made progressively in the financial statements based on intervals by either flight hour, cycle or passage of time. In arriving at the provision, assumptions are made on the estimated condition of the asset at the time of check, the maintenance rate to be incurred, the timing of when the check is to be carried out and the timing of the introduction of new fleet. These assumptions are formed based on past experience, and are regularly reviewed to ensure they approximate to the actual. Any revision in assumptions and estimations that causes a material effect to the provision would be adjusted prospectively in the financial statements.

(ix) Brokerage on customers' unexercised rights

(a) Sales in advance of carriage

Sales in advance of carriage ("SIAC") arising from obligations for unutilised tickets are initially recognised similar to contract liabilities in accordance with MFRS 15. Depending on the terms and conditions of flight tickets, contract liabilities consist of a range of possibilities for refund and services that have not yet been provided.

A customer's non-refundable prepayment to the Group gives the customer a right to receive a good or service in the future (and obliges the entity to stand ready to transfer a good or service). However, customers may not exercise all of their contractual rights. Those unexercised rights are often referred to as breakage. Estimates on breakage have been determined for "no show" tickets and the probability is based on past trends.

2. Material accounting policies information (cont'd.)

2.36 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(ix) Brokerage on customers' unexercised rights

(b) Frequent flyer programme deferred revenue

In determining the expected expiry of unredeemed points awarded under the frequent flyer programme ("FFP"), breakage has been estimated based on past trends of miles not expected to be redeemed by members.

(xi) Construction and consultancy contracts and property development

The Group recognises construction contracts and certain property development revenue and costs in the income statement over time by reference to the progress towards completion of the performance obligation based on input method.

Significant judgement is required in determining the percentage of completion, the extent of the costs incurred and the estimated total revenue and costs, as well as recoverability of the construction, consultancy and property development projects. In making the judgement, the Group evaluates based on past experience, external economic factors and by relying on the work of specialists.

The construction, consultancy and property development revenue and costs recognised in the current and prior years are disclosed in Note 22(iii) and Note 26 to the financial statements, respectively.

(xii) Amortisation of concession intangible assets

Concession intangibles assets are amortised over the concession period by applying the formula in Note 2.13(a)(i). The denominator of the formula includes projected toll traffic volume for subsequent years to the end of the concession period that is based on the latest available traffic volume projections prepared by independent traffic consultants. The assumptions to arrive at the traffic volume projections take into consideration the growth rate based on the current assessment of market and economical conditions.

Changes in the expected traffic volume could impact future amortisation charges.

2. Material accounting policies information (cont'd.)

2.36 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(xiii) Depreciation of aircraft, property, plant and equipment

The cost of aircraft, aircraft modifications/retrofits, spare engines, property, plant and equipment are depreciated on a straight-line basis over the assets' useful lives up to its residual value. Management reviews the residual values, useful lives and depreciation method at the end of each financial year and ensures consistency with previous estimates and patterns of consumption of the economic benefits that embodies the items in these assets. Changes in useful lives and residual values of these assets may result in a revision of future depreciation charges.

(xiv) Provision for liquidated ascertained damages ("LAD")

LAD is a possible obligation that arise from the late delivery of construction and development projects.

In assessing the probability that an outflow of resources will be required to settle the obligation, management considers the outcome of the extension of time application based on circumstances of the projects, past experiences and expert advice for construction projects; and the estimated date of completion for development projects.

(xv) Provision for construction costs

The Group recognises a provision for construction costs relating to estimated final claims by contractors which have not been finalised.

Significant judgement is required in determining the extent of the costs to be incurred and in making the judgement, the Group evaluates based on past experience, external economic factors and by relying on the work of specialists.

(xvi) Provision for foreseeable losses for affordable housing

Significant judgement is required in estimating the amount of foreseeable losses for affordable housing, as the construction of low cost housing is typically over the life of township development of spanning more than few financial years. Regulatory, technological and economics changes may result in significant changes to the provision amount which will subsequently affect the profitability of premium housing.

2. Material accounting policies information (cont'd.)

2.36 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(xvii) Deferred consideration payable

Deferred consideration payable arose from the acquisition of investment completed by the end of reporting date with consideration payable in future periods which is contingent upon meeting certain criteria and performance target. At each reporting date, the Group assesses the fair value of the deferred consideration payable based on the projected probability of the investee company meeting the criteria and performance target after considering the current and projected market conditions.

The amount recognised as deferred consideration payable is the net present value of the assessed fair value, using a discount rate appropriate to the cash flow risks associated with the liability.

(xviii) Valuation of embedded derivatives

As the fair value of the embedded derivatives cannot be derived from active markets, fair value is determined using valuation techniques including the binomial model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgments include considerations of inputs such as credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

(xix) Impairment of investment properties

The Group carry its investment properties at cost. The Group engaged independent valuation specialists to assess fair value as at 31 December 2023 to determine the impairment assessment. Market comparison and income approach were used and the key assumptions used to determine the fair value of the investment properties are disclosed in Note 14 to the financial statements.

2. Material accounting policies information (cont'd.)

2.36 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(xx) Fair value of financial instruments

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

For financial instruments where there is no active market, fair value is determined using valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

(xxi) Impairment of intangible assets - landing slots for air transportation

The Group determines whether the landing slots which have indefinite useful lives, are tested for impairment either annually or on a more frequent interval, depending on events or changes in circumstances that indicate the carrying value may be impaired. This requires an estimation of the “value in use” of the CGU to which the landing slots belong.

In assessing value in use, the management is required to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

2. Material accounting policies information (cont'd.)

2.36 Material accounting estimates (cont'd.)

(a) Key sources of estimation uncertainty (cont'd.)

(xxii) Insurance business

(i) Life insurance and family takaful businesses

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, which have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

The Group primarily use deterministic projections to estimate the present value of future cash flows based on the current assumptions, reflecting the best estimate at the time of its determination plus a risk adjustment for non-financial risks.

The following assumptions were used when estimating future cash flows:

The main assumptions used relate to mortality, morbidity, investment returns, expenses, lapse and surrender rates, and discount rates. The Group base mortality and morbidity on established Malaysian industry tables which reflect historical experiences, adjusted when appropriate to reflect the Group's unique risk exposure, product characteristics, target markets, and own claims severity and frequency experiences.

Assumptions on future expenses are based on current expense levels, adjusted for expected expense inflation adjustments, if appropriate.

Lapse and surrender rates are based on the Group's historical experience of lapses and surrenders.

Discount rate and fund growth rates for non-participating policies, participating policies, and investment-linked policies is based on Malaysian Government Security (MGS) plus illiquidity premium.

3. Revenue

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Investment-related revenue:				
Dividend income from subisidiaries	-	-	2,628,050	4,520,385
Dividend income from associates	-	-	2,307,369	1,957,124
Dividend income from fair value through other comprehensive income investments	59,961	210,959	-	-
Dividend income from fair value through profit or loss investments	223,248	176,637	45,498	38,828
(Loss)/gain from divestments of investments and investment properties	(214,203)	817,084	1,445,694	376,253
Interest income	457,555	433,133	286,925	129,004
Others	111,952	96,347	116,744	241,327
	638,513	1,734,160	6,830,280	7,262,921
Engineering and construction-related revenue:				
Land and property development sales	1,235,200	1,364,618	-	-
Rendering of services	2,912,514	2,532,543	-	-
Sale of goods	1,918	383	-	-
Others	138,462	203,080	-	-
	4,288,094	4,100,624	-	-

3. Revenue (cont'd.)

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Services-related revenue:				
Revenue from airlines and airport operations	13,081,519	9,793,048	-	-
Rendering of services	1,472,603	2,528,535	-	-
Others	2,363,567	2,067,664	-	-
	16,917,689	14,389,247	-	-
Total Revenue	21,844,296	20,224,031	6,830,280	7,262,921

4. Operating profit

Operating profit is stated after charging/(crediting) the following:

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Staff costs	5	3,798,050	3,561,379	179,200	151,978
Auditors' remuneration:					
Statutory audits					
- to Ernst & Young PLT		11,508	10,786	1,227	1,227
- to member firms of Ernst & Young Global		997	1,096	-	-
- to other firms		4,080	3,568	-	-
Other services					
- to Ernst & Young PLT		3,610	1,232	1,697	529
- to member firms of Ernst & Young Global		1,090	570	-	-
- to other firms		5,204	3,372	4,653	3,341
Unrealised foreign exchange loss/(gain), net		176,016	314,954	(1,019)	(77,875)
Depreciation for property, plant and equipment	12	639,656	938,386	1,698	2,025
Allowance for impairment losses on investments and receivables, net		292,000	664,799	8,000	542,187

4. Operating profit (cont'd.)

Operating profit is stated after charging/(crediting) the following: (cont'd.)

	Note	Group 2023 RM'000	Group 2022 RM'000	Company 2023 RM'000	Company 2022 RM'000
Amortisation of other intangible assets	17	35,533	58,618	512	254
Expenses arising from leases					
- low value assets	38	1,202	2,887	-	-
- short-term lease	38	18,941	23,829	14,672	13,983
Depreciation of investment properties	14	17,760	40,712	-	-
Loss on disposal of property, plant and equipment		175,979	268,018	-	-
Gain on disposal of subsidiaries	18	(10,762)	-	-	-
Depreciation for right-of-use assets	23	851,173	1,037,974	-	-
Fuel costs		4,730,653	4,131,811	-	-
Handling, landing, parking, enroute charges, catering and other related costs		1,390,328	923,344	-	-
Aircraft maintenance and overhaul		995,773	1,786,887	-	-
Provision for aircraft redelivery costs	34	900,040	694,322	-	-
Allowance for impairment losses on property, plant and equipment	12	14,577	54,347	-	-
Allowance for impairment losses on right-of-use assets	23	9,793	-	-	-
Net amortisation charge for concession assets	15	21,053	18,905	-	-
Amortisation of deferred income		(24,707)	(53,840)	-	-
Amortisation of Government grants	37(i)	(2,637)	(2,637)	-	-

4. Operating profit (cont'd.)

Operating profit is stated after charging/(crediting) the following: (cont'd.)

	Note	Group 2023 RM'000	Group 2022 RM'000	Company 2023 RM'000	Company 2022 RM'000
Allowance for impairment losses on investment properties	14	3,497	57,247	-	-
Inventories written off		32,938	28,618	-	-
Property, plant and equipment written off	12	61,573	34,177	-	-
Concession intangible assets written off	15	392	-	-	-
Allowance for impairment losses on concession intangible assets	15	2,009	-	-	-
Gain from restructuring of investment in a joint venture		-	(4,080,000)	-	-
Net fair value (gain)/loss on financial assets at fair value through profit or loss		(1,911,676)	1,706,686	305,767	1,042,285
Net fair value loss/(gain) on derivatives		-	366,000	-	(166,587)

5. Staff costs

	Note	Group 2023 RM'000	Group 2022 RM'000	Company 2023 RM'000	Company 2022 RM'000
Wages, salaries, statutory contributions to EPF and social security		3,493,630	3,315,842	175,287	148,334
Employees service entitlement and retirement benefits	35	5,149	1,534	-	-
Others		299,271	244,003	3,913	3,644
		3,798,050	3,561,379	179,200	151,978

(i) Included in the staff costs of the Group and of the Company the key management personnel's remuneration as disclosed in Note 7.

6. Directors' remuneration

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Wages and salaries	18,377	14,555	3,972	5,463
Fees and allowances	6,669	9,621	455	437
Statutory contributions to EPF	2,242	2,129	755	1,038
	27,288	26,305	5,182	6,938

Included in the Group Directors' remuneration were the subsidiaries Directors' remuneration.

7. Key management personnel remuneration

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Wages and salaries	117,355	131,353	29,347	32,235
Statutory contributions to EPF	15,603	16,400	5,565	6,088
	132,958	147,753	34,912	38,323

Key management personnel are staff who are involved in decision making and management of the Group and the Company.

8. Finance costs

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Interest expense on term loans and borrowings	385,735	265,948	241,215	207,634
Interest expense on revolving credit facility	174,830	49,630	174,830	49,630
Interest expense on bonds, Medium Term Notes and Islamic Medium Term Notes ("MTN and IMTN")	1,640,907	1,498,859	1,450,554	1,237,740
Interest expense on lease liabilities (Note 38)	238,073	348,776	-	-
Amortisation of discount on Khazanah Bonds (Note 32)	241,462	324,154	241,462	324,154
Amortisation of discount on Exchangeable Trust Certificates (Note 32)	2,545	117,822	2,545	117,822
Others	146,816	57,842	-	-
	2,830,368	2,663,031	2,110,606	1,936,980

9. Taxation

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Current income tax:				
Malaysian income tax	101,057	495,449	36,872	18,800
Foreign income tax	45,560	15,371	-	-
	146,617	510,820	36,872	18,800
(Over)/under provision in prior years:				
Malaysian income tax	(172,579)	6,540	(8,354)	(746)
	(25,962)	517,360	28,518	18,054
Deferred tax (Note 25):				
Relating to origination and reversal of temporary differences	(200,657)	(89,044)	-	-
(Over)/under provision in prior year	(6,271)	313	-	-
	(206,928)	(88,731)	-	-
Income tax (credit)/expense recognised in profit or loss	(232,890)	428,629	28,518	18,054

The tax treatment of the Company has fallen under the ambit of Section 60F Investment Holding Company ("Section 60F") of the Income Tax Act, 1967 for the current and prior financial years.

Under Section 60F, Investment Holding Company is defined as a company whose activities consist mainly of the holding of investment and not less than 80% of its gross income (whether exempt or not) is derived therefrom. Income from the holding of investment is not to be treated as business income whilst income other than income from holding of investment is to be treated as other non-business gains or profits under Section 4(f) of the Income Tax Act, 1967.

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2022: 24%) of the estimated assessable profit for the year. Income tax for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

9. Taxation (cont'd.)

The reconciliation between tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2023 and 2022 are as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Profit before taxation	3,792,556	5,782,889	3,509,780	3,374,252
Taxation at Malaysian statutory tax rate of 24% (2022: 24%)	910,213	1,387,893	842,347	809,820
Effect of different tax rates in foreign jurisdiction	12,290	12,872	-	-
Effect of income not subject to tax	(1,809,413)	(2,432,636)	(1,615,756)	(1,283,232)
Effect of expenses not deductible for tax purposes	2,017,275	3,972,162	810,281	492,212
Effect of utilisation of previously unrecognised tax losses and unabsorbed capital allowances	(784,370)	(1,386,228)	-	-
Deferred tax assets not recognised	401,615	539,290	-	-
Tax effect on share of associates and joint ventures' profit attributable to the equity holders	(801,650)	(1,671,577)	-	-
(Over)/under provision of income tax expense in prior year	(172,579)	6,540	(8,354)	(746)
(Over)/under provision of deferred tax expense in prior year	(6,271)	313	-	-
Tax (credit)/expense for the year	(232,890)	428,629	28,518	18,054

10. Dividends

	Company Dividends in respect of year/Dividends recognised in year	
	2023 RM'000	2022 RM'000
Dividends on ordinary shares:		
Interim single-tier dividend on 5,443,953,229 ordinary shares	1,000,000	500,000

11. Assets held for sale

Non-current assets or disposal groups are classified as held for sale if they meet certain conditions and their carrying amounts will be recovered principally through sale transactions rather than through continuing use. The condition is regarded as met only when the asset or disposal group is available for immediate sale in its present condition subject to terms that are usual and customary and the sale is highly probable.

Non-current assets or disposal groups held for sale are not depreciated and are measured at the lower of carrying amount and fair value less costs to sell. Any differences are recognised in profit or loss.

The major classes of assets held for sale and assets and liabilities of the disposal group classified as held for sale on the consolidated statement of financial position are as follows:

		Group	
	Note	**2023**	**2022**
		RM'000	**RM'000**
Assets:			
Land held for property development		24,632	24,600
Investment in associate		6,787	-
Property, plant and equipment	12	1,211,066	41,587
Other intangible assets	17	3,499	-
Deferred tax assets	25	56,077	-
Short term investments		52,782	-
Investment properties	14	42,556	3,320
Right-of-use assets	23	69,176	-
Inventories		304,589	49,493
Receivables		219,917	4,761
Cash and bank balances		151,241	36,844
Assets held for sale and assets of disposal group classified as held for sale		2,142,322	160,605
Liability:			
Payables representing the liability of disposal group classified as held for sale		693,088	3,170

11. Assets held for sale (Cont'd.)

(A) UEM Group Berhad ("UEM")

(i) On 26 January 2022, the Board of Directors of UEM Builders approved the dissolution of Buildcast via members' voluntary liquidation.

(ii) On 8 November 2022, the Board of Directors of UEM Edgenta approved the proposed disposal of Faber Unior Sdn. Bhd., an indirect wholly-owned subsidiary of UEM Edgenta via Faber Development Holdings Sdn. Bhd.. As at the date of financial statements, the disposal is pending completion as UEM Edgenta is still negotiating terms and conditions of the sale.

(iii) On 5 September 2023, the Board of Directors of UEM approved the proposal to the commence divestment process of CIMA.

(iv) On 31 May 2019, the Board of Directors of UEM approved the proposed disposal of certain plots of land and buildings held by UEM and its 100%-owned direct or indirect subsidiaries, namely Hydron (M) Sdn. Bhd., Suria Siena Development Sdn. Bhd. and Serayin Sdn. Bhd.. UEM Group continue to classify these properties as asset held for sale as the delay in the planned disposal was caused by events/circumstances beyond their control, and they remain committed to their plan to dispose the properties.

During the financial year, Serayin Sdn Bhd, a wholly-owned subsidiary of UEM, disposed its entire 3-storey terrace shop/offices for a total cash consideration of RM16.0 million, with a net gain of RM12.4 million.

(v) During the year, the Board of Directors of UEM Sunrise approved the proposed disposal of certain plots of land and buildings as well as related CWIP held by the subsidiaries of UEM Sunrise.

(vi) On 28 October 2022 and 23 December 2022, the Board of Directors of UEM Builders approved the proposed disposal of its wholly-owned subsidiary, Intri Bina Sdn. Bhd.'s investment properties. The disposal was completed in 2023, for a cash consideration of RM2.0 million, with a net gain of RM147,000.

(vii) On 25 August 2023, UEM Sunrise South Africa Proprietary Limited ("UEMSSA"), an indirect subsidiary of UEM Sunrise, entered a Sale of Shares and Claims Agreement ("SSCA") for the divestment of UEMSSA's entire equity interest of 80.4% in Roc-Union (Proprietary) Ltd ("Roc-Union") at a total consideration of RAND118.4 million (equivalent to RM29.5 million). As at to date, the SCCA is still pending for completion. Both parties have mutually agreed for the remaining 90% balance of the purchase consideration to be paid in accordance with a payment plan and the deadline is extended to 31 December 2024.

11. Assets held for sale (cont'd.)

(B) Iskandar Investment Berhad ("IIB")

On 20 December 2021, Iskandar Capital Sdn Bhd ("IskCap") entered into a Sale and Purchase Agreement ("SPA") with Marquis Oil (M) Sdn. Bhd ("MOSB") to sell a freehold land held under PTD 217870 of approximately of 5.38 acres. Upon completion of the conditions stipulated in the agreement, IIB has recognised revenue of RM3,270,000 and cost of sales of RM895,086 during the year.

On 30 May 2023, IskCap entered into a SPA with Paragon Globe Properties Sdn Bhd ("PGP") to sell a freehold land held under PTD 217872 of approximately of 1.25 acres. Upon completion of the conditions stipulated in the agreement, IIB has recognised revenue of RM2,504,885 and cost of sales of RM804,089 during the year.

On 15 August 2023, EduCity Iskandar Malaysia Sdn Bhd ("EIMSB") entered into a SPA with MOSB to sell a freehold land held under PTD 199637 of approximately 1.21 acres. The completion of the agreement above is pending fulfilment of certain conditions precedents as at 31 December 2023. As such, the said plots of land remain as non-current assets held for sale in the current year.

(C) Penerbangan Malaysia Berhad ("PMB")

Certain aircraft and spare engines with net book value of RM7,267,590 (2022: RM7,267,590) have been classified under assets held for sale.

(D) Malaysia Aviation Group Berhad ("MAGB")

In previous financial year, two ATR72-500 aircrafts were reclassified back to aircraft, property, plant and equipment as the transaction did not complete. During the year, the Group entered into a sale and purchase agreement for the similar aircraft with a new buyer. The sale of the aircraft was completed on 1st March 2024.

During the year, Sarawak State Government ("Sarawak government") announced its intention to acquire the business of MASwings Sdn Bhd ("MW"), a subsidiary within the Group. The plan has advanced to the point that the business has met the requirements to be classified as held for sale at 27 October 2023 following the signing of a memorandum of understanding between the parties and continues to do so at 31 December 2023. MAGB remains committed to the sale of the business and expects to complete the sale within one year of the reporting date.

As a result of the classification of the business as held for sale, the net assets of the business are measured at the lower of carrying value or fair value less costs to sell. The fair value of MW business has been assessed based on information received through the sales process. The fair value was lower than the carrying value of the net assets of the business, which has resulted in an impairment of RM2,277,373. MAGB has reassessed the fair value less costs to sell of the business at 31 December 2023 and no further impairment has been identified.

12. Property, plant and equipment

Group	Plant and machinery RM'000	Aircraft and spare engines RM'000	Furniture and fittings and other equipment RM'000	Land and buildings RM'000	Renovation, capital improvements and capital work-in-progress RM'000	Total RM'000
2023						
Cost						
At 1 January	6,309,590	5,231,657	1,302,386	4,239,979	732,812	17,816,424
Additions	352,875	872,686	107,388	121,592	327,021	1,781,562
Currency translation differences	974	-	1,362	223	-	2,559
Disposals	(1,958,027)	(307,736)	(101,752)	-	(5,168)	(2,372,683)
Write-offs	(1,291)	-	(7,917)	(14,926)	(44,159)	(68,293)
Acquisition of subsidiary (Note 18)	-	-	2,187	527	-	2,714
Transfer from/(to) inventories	-	-	38	-	(41,779)	(41,741)
Transfer from investment properties (Note 14)	-	-	-	501	-	501
Transfer to assets held for sale (Note 11)	(908,557)	(259,276)	(34,837)	(318,859)	-	(1,521,529)
Transfer to other intangible assets (Note 17)	-	-	-	-	(14,804)	(14,804)
Transfer from right-of-use assets (Note 23)	-	142,256	-	-	-	142,256
Reclassification	73,609	-	7,866	905	(82,380)	-
At 31 December	3,869,173	5,679,587	1,276,721	4,029,942	871,543	15,726,966

12. Property, plant and equipment (cont'd.)

Group (cont'd.)	Plant and machinery RM'000	Aircraft and spare engines RM'000	Furniture and fittings and other equipment RM'000	Land and buildings RM'000	Renovation, capital improvements and capital work-in-progress RM'000	Total RM'000
2023 (cont'd.)						
Accumulated depreciation and impairment losses						
At 1 January	5,049,040	3,639,424	990,980	1,460,631	339,389	11,479,464
Charge for the year (Note 4)	276,662	106,617	107,157	99,523	49,697	639,656
Allowance for impairment losses (Note 4)	-	12,729	-	-	1,848	14,577
Currency translation differences	-	-	1,261	(223)	-	1,038
Disposals	(1,980,343)	(112,740)	(100,664)	(386)	(889)	(2,195,022)
Write-offs	(376)	-	(2,613)	(3,731)	-	(6,720)
Acquisition of subsidiary (Note 18)	-	-	1,523	-	-	1,523
Transfer from investment properties (Note 14)	-	-	-	82	-	82
Transfer to assets held for sale (Note 11)	(448)	(128,145)	(16,104)	(165,766)	-	(310,463)
Transfer from right-of-use assets (Note 23)	-	136,693	-	-	-	136,693
Reclassification	-	-	(2,742)	85	2,657	-
At 31 December	3,344,535	3,654,578	978,798	1,390,215	392,702	9,760,828
Net book value						
At 31 December	524,638	2,025,009	297,923	2,639,727	478,841	5,966,138

12. Property, plant and equipment (cont'd.)

Group	Plant and machinery RM'000	Aircraft and spare engines RM'000	Furniture and fittings and other equipment RM'000	Land and buildings RM'000	Renovation, capital improvements and capital work-in-progress RM'000	Total RM'000
2022						
Cost						
At 1 January	6,950,389	11,871,502	1,714,368	4,772,213	428,747	25,737,219
Additions	56,602	465,989	72,081	18,353	551,479	1,164,504
Currency translation differences	(9)	-	60	273	(231)	93
Disposals	(696,375)	(4,504,892)	(471,045)	(517,761)	(174,207)	(6,364,280)
Write-offs	(11,033)	(14,693)	(14,170)	(269)	(10,719)	(50,884)
Disposal of subsidiaries	(15,602)	-	(2,576)	(3,875)	-	(22,053)
Transfer to investment properties (Note 14)	-	-	-	-	(8,804)	(8,804)
Transfer to assets held for sale (Note 11)	-	(2,708,820)	(1,041)	(34,991)	(2,915)	(2,747,767)
Transfer to other intangible assets (Note 17)	-	-	-	-	(7,603)	(7,603)
Transfer from right-of-use assets (Note 23)	-	111,467	-	-	-	111,467
Reclassification	25,618	11,104	4,709	1,504	(42,935)	-
Transfer from land held for property development (Note 13)	-	-	-	4,532	-	4,532
At 31 December	6,309,590	5,231,657	1,302,386	4,239,979	732,812	17,816,424

12. Property, plant and equipment (cont'd.)

Group (cont'd.)	Plant and machinery RM'000	Aircraft and spare engines RM'000	Furniture and fittings and other equipment RM'000	Land and buildings RM'000	Renovation, capital improvements and capital work-in-progress RM'000	Total RM'000
2022 (cont'd.)						
Accumulated depreciation and impairment losses						
At 1 January	5,219,430	10,671,826	1,278,206	2,027,775	41,339	19,238,576
Charge for the year (Note 4)	163,923	193,214	86,699	154,709	339,841	938,386
Allowance for impairment losses (Note 4)	22,066	9,749	21,257	163	1,112	54,347
Currency translation differences	-	-	393	(273)	-	120
Disposals	(332,712)	(4,627,985)	(385,917)	(705,023)	(39,548)	(6,091,185)
Write-offs	(8,384)	234	(4,599)	(50)	(3,908)	(16,707)
Disposal of subsidiaries (Note 18)	(16,140)	-	(2,336)	(3,456)	-	(21,932)
Transfer to assets held for sale (Note 11)	-	(2,691,653)	(1,033)	(13,214)	(280)	(2,706,180)
Transfer from right-of-use assets (Note 23)	-	84,039	-	-	-	84,039
Reclassification	857	-	(1,690)	-	833	-
At 31 December	5,049,040	3,639,424	990,980	1,460,631	339,389	11,479,464
Net book value						
At 31 December	1,260,550	1,592,233	311,406	2,779,348	393,423	6,336,960

12. Property, plant and equipment (cont'd.)

Company	Office equipment, furniture and fittings and computer equipment RM'000	Renovation and capital work-in-progress RM'000	Total RM'000
2023			
Cost			
At 1 January	26,737	44,699	71,436
Additions	520	40,829	41,349
At 31 December	27,257	85,528	112,785
Accumulated depreciation			
At 1 January	25,301	26,345	51,646
Charge for the year (Note 4)	659	1,039	1,698
At 31 December	25,960	27,384	53,344
Net carrying amount			
At 31 December	1,297	58,144	59,441
2022			
Cost			
At 1 January	26,489	38,859	65,348
Additions	248	5,840	6,088
At 31 December	26,737	44,699	71,436
Accumulated depreciation			
At 1 January	24,337	25,284	49,621
Charge for the year (Note 4)	964	1,061	2,025
At 31 December	25,301	26,345	51,646
Net carrying amount			
At 31 December	1,436	18,354	19,790

13. Land held for property development

	Note	Group 2023 RM'000	2022 RM'000
At cost			
At 1 January		5,589,664	6,088,104
Additions		308,745	104,125
Disposals		(191,572)	(162,415)
Transfer to property, plant and equipment	12	-	(4,532)
Transfer from/(to) investment properties	14	28,273	(477)
Transfer from right-of-use assets	23	93,375	-
Disposal of a subsidiary	18(iii)	(3,091)	-
Transfer from/(to) property development-in-progress	26	21,350	(435,141)
At 31 December		5,846,744	5,589,664

As at the reporting date, freehold land and related development expenditure of:

(a) RM838.6 million (2022: RM804.3 million) are pledged as securities for the borrowing facilities granted to UEM Sunrise's subsidiaries.

Included in the current year additions are the following:

	Group 2023 RM'000	2022 RM'000
Staff costs	335	933
Interest expense	56,675	56,236

14. Investment properties

	Note	Group 2023 RM'000	2022 RM'000
Land and building			
Cost			
At 1 January		4,390,197	3,928,443
Additions		47,391	499,550
Disposal of subsidiaries	18(iii)	(9,753)	-
Write-offs		(39,436)	(43,177)
Transfer to assets held for sale	11	(55,395)	(3,900)
Transfer (to)/from property, plant and equipment	12	(501)	8,804
Transfer (to)/from land held for property development	13	(28,273)	477
At 31 December		4,304,230	4,390,197
Accumulated depreciation and impairment losses			
At 1 January		601,973	508,210
Depreciation	4	17,760	40,712
Disposal of subsidiaries	18(iii)	(957)	-
Write-offs		(38,456)	(3,616)
Allowance for impairment losses	4	3,497	57,247
Transfer to property, plant and equipment	12	(82)	-
Transfer to assets held for sale	11	(12,839)	(580)
At 31 December		570,896	601,973
Carrying amount at 31 December		3,733,334	3,788,224
Fair value		8,665,067	8,381,967

Investment properties comprise of commercial properties, office lots and landed properties.

The direct operating expenses arising from investment properties of the Group that generate and that do not generate rental income during the year are RM18.5 million (2022: RM15.9 million) and RM5.8 million (2022: RM4.9 million) respectively.

14. Investment properties (cont'd.)

The fair values of investment properties are categorised as Level 3 under the fair value hierarchy as disclosed in Note 41, as the fair value is measured using inputs that are not based on observable market data.

The fair values of the investment properties are substantially arrived at via valuation performed by certified external valuers based on the following valuation techniques depending on the location and types of properties.

(i) The income approach converts estimated future amounts of cash flows or income to a single present value (discounted) amount by applying an appropriate, market-derived discount rate.

(ii) The comparison/cost method of valuation entails separate valuations of the land and buildings to arrive at the market value of the subject property. The land is valued by reference to transactions of similar lands in surrounding area with appropriate adjustments made for differences in the relevant characteristics of the land. Completed buildings are valued by reference to the current estimates on constructional costs to erect equivalent buildings, taking into consideration of similar accommodation in terms of size, construction, finishes contractors' overheads, fees and profits. Appropriate adjustments are then made for the factors of obsolescence and existing physical condition of the building.

(iii) The investment method is an analysis based on the relationship between the rate of return that an investor or buyer expects or requires and the net income that a property produces.

15. Concession intangible assets

	Note	Group 2023 RM'000	2022 RM'000
Cost			
At 1 January		454,649	433,785
Additions		46,931	22,560
Write-off		(433)	-
Capitalisation		405	-
Modification on lease term		227	-
Exchange differences		9,209	(1,696)
At 31 December		510,988	454,649
Accumulated amortisation and impairment losses			
At 1 January		193,600	185,072
Charge for the year, net of reversal	4	21,053	18,905
Impairment loss		2,009	-
Capitalisation of depreciation		35	-
Write-off		(41)	-
Exchange differences		3,945	(10,377)
At 31 December		220,601	193,600
Net carrying amount			
At 31 December		290,387	261,049

As at the reporting date, the Group has the following concession intangible assets:

Concession intangible asset	Concession companies	Concession period
Padalur-Trichy Highway, India ("PTH")	Trichy Padalur Tollways Private Limited ("TPTPL")	up to 2031
REPPA arrangement	Cenergi Group	up to 2043

16. Goodwill on consolidation

	Group	
	2023	2022
	RM'000	RM'000
At 1 January	1,436,628	1,415,337
Acquisition of subsidiaries (Note 18)	3,550	-
Exchange differences	23,056	21,291
At 31 December	1,463,234	1,436,628

(a) Impairment tests for goodwill

Allocation of goodwill

Goodwill has been allocated to the Group's cash-generating units ("CGUs") identified according to business segment as follows:

	2023	2022
	RM'000	RM'000
Goodwill - Business Segment		
Engineering, construction and expressway	1,066,784	1,040,178
Financial services	392,339	392,339
	1,459,123	1,432,517
Other business segments	4,111	4,111
	1,463,234	1,436,628

(b) Key assumptions used in recoverable amount

The recoverable amount of a CGU is determined based on the following methodology:

(i) where investments are listed, principally the market value is used.

(ii) where investments are not investment holding and where the underlying is unlisted, value-in-use is applied.

(iii) where investments themselves are investment holding, the market value of the underlying value-in-use is calculated using cash flow projections or earnings and book multiples of a comparable listed company in the same market and the same industry.

16. Goodwill on consolidation (cont'd.)

(b) Key assumptions used in recoverable amount (cont'd.)

The following describes each key assumption on which management has based its evaluation to undertake impairment testing of goodwill:

(i) Company earnings and book multiples
Earnings and book multiples are chosen based on acknowledged market norms for that industry and that geography with due consideration to asset size, market share, profitability and target market.

(ii) Growth rate
The average growth rate used in cash flow projections are consistent with the long term average growth rate for the industry.

(iii) Discount rate
The discount rates used are pre-tax and reflect specific risks relating to the relevant segments.

17. Other intangible assets

Group	Note	Development expenditure and work in progress RM'000	Software and related costs RM'000	Brand name RM'000	VOBA and banc-assurance RM'000	Intellectual property and licences RM'000	Total RM'000
2023							
At 1 January		15,303	109,152	16,098	269,682	98,318	508,553
Additions		655	70,310	-	4	512	71,481
Acquisition of subsidiary	18	-	412	-	-	1,403	1,815
Disposal		(25,954)	(3,041)	-	(24,982)	(3,005)	(56,982)
Transfer from property, plant and equipment	12	14,804	-	-	-	-	14,804
Transfer to asset held for sale	11	(3,286)	(213)	-	-	-	(3,499)
Foreign exchange difference		-	204	-	-	11,301	11,505
		1,522	176,824	16,098	244,704	108,529	547,677
Less: Amortisation	4	(267)	(6,221)	-	(3,638)	(25,407)	(35,533)
At 31 December		1,255	170,603	16,098	241,066	83,122	512,144

17. Other intangible assets (cont'd.)

Group	Note	Development expenditure and work in progress RM'000	Software and related costs RM'000	Brand name RM'000	VOBA and banc-assurance RM'000	Intellectual property and licences RM'000	Total RM'000
2022							
At 1 January		19,714	123,605	16,098	298,303	113,527	571,247
Additions		19,378	8,863	-	-	13	28,254
Disposal		(31,307)	(19,165)	-	-	-	(50,472)
Transfer from property, plant and equipment	12	7,603	-	-	-	-	7,603
Foreign exchange difference		-	190	-	-	10,349	10,539
		15,388	113,493	16,098	298,303	123,889	567,171
Less: Amortisation	4	(85)	(4,341)	-	(28,621)	(25,571)	(58,618)
At 31 December		15,303	109,152	16,098	269,682	98,318	508,553

17. Other intangible assets (cont'd.)

	Computer software	
	2023	2022
Company	RM'000	RM'000
Cost		
At 1 January	9,220	8,441
Additions	1,837	779
At 31 December	11,057	9,220
Accumulated amortisation		
At 1 January	7,929	7,675
Charge for the year (Note 4)	512	254
At 31 December	8,441	7,929
Net carrying amount		
At 31 December	2,616	1,291

Computer software relates to licence fees, professional fees and other directly attributable costs of preparing the asset for its intended use or for bringing the asset to its working condition.

18. Interest in subsidiaries

	Company	
	2023	2022
	RM'000	RM'000
Unquoted shares in Malaysia		
- at cost	46,095,489	44,552,293
- at FVTPL	1,272,193	1,272,193
Unquoted shares outside Malaysia	1,979,005	2,201,272
	49,346,687	48,025,758
Less: Accumulated allowance for impairment losses	(26,342,149)	(26,476,168)
	23,004,538	21,549,590
Amount due from subsidiaries *	22,843,894	18,510,819
	45,848,432	40,060,409

Market values of quoted shares in Malaysia

* As the amount due from subsidiaries is, in substance, a part of the Company's net investments in the subsidiaries, it is stated at cost less accumulated impairment losses.

Details of the subsidiaries are shown in Note 48 and Note 49.

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries

(i) The Company subscribed to an additional 26,050,000 redeemable convertible cumulative secured loan stocks and 116,488,049 preference shares in Destination Resorts & Hotels Sdn. Bhd. ("DRHSB"), for a total cash consideration of RM142.5 million, resulting in the Company maintaining its equity interest of 100%. DRHSB, an unlisted company incorporated in Malaysia, is an investment holding company.

(ii) The Company subscribed to an additional 806,016,905 preference shares in Pantai Morib Ventures Sdn. Bhd. ("Pantai Morib"), for a total consideration of RM806.0 million, resulting in the Company maintaining its equity interest of 100%. Pantai Morib, an unlisted company incorporated in Malaysia, is an investment holding company.

(iii) The Company subscribed to an additional 505,369,466 preference shares in Tanjung Bidara Ventures Sdn. Bhd. ("Tanjung Bidara"), for a total consideration of RM505.4 million, resulting in the Company maintaining its equity interest of 100%. Tanjung Bidara, an unlisted company incorporated in Malaysia, is an investment holding company.

(iv) The Company subscribed to an additional 254,777,156 preference shares in Iskandar Ventures Sdn. Bhd. ("IVSB"), for a total consideration of RM254.8 million, resulting in the Company maintaining its equity interest of 100%. IVSB, an unlisted company incorporated in Malaysia, is an investment holding company.

(v) The Company subscribed to an additional 190,814,572 ordinary shares in UEM Group Berhad ("UEM"), for a total consideration of RM190.8 million, resulting in the Company maintaining its equity interest of 100%. UEM, an unlisted company incorporated in Malaysia, is an investment holding company.

(vi) The Company subscribed to an additional 175,003,031 preference shares in Pantai Murni Ventures Sdn. Bhd. ("Pantai Murni"), for a total consideration of RM175.0 million, resulting in the Company maintaining its equity interest of 100%. Pantai Murni, an unlisted company incorporated in Malaysia, is an investment holding company.

(vii) The Company subscribed to an additional 43,371,000 preference shares in Mount Gading Ventures Bhd. (Mount Gading), for a total consideration of RM43.4 million, resulting in the Company maintaining its equity interest of 100%. Mount Gading, an unlisted company incorporated in Malaysia, is an investment holding company.

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(viii) On 3 May 2023, the Company has opted to reinvest the Malaysia Airport Holdings Bhd (MAHB)'s dividend into new ordinary shares via Dividend Reinvestment Scheme ("DRS") amounting to RM21.5 million.

(ix) The Company injected an additional 7,000,000 shares as capital injection in Ophir Ventures Sdn Bhd ("Ophir"), amounting to RM7.0 million, resulting in the Company maintaining its equity interest of 60%. Ophir, an unlisted company incorporated in Malaysia, is an investment holding company. Besides, the Company has also injected RM1.0 million as shareholder loan during the year.

(x) The Company subscribed to an additional 273,000 ordinary shares in Teluk Bahang Investment Limited ("TBIL"), for a total consideration of RM1.3 million, resulting in the Company maintaining its equity interest of 100%. TBIL, an unlisted company incorporated in Malaysia, is an investment holding company.

(xi) The Company subscribed to an additional 264,000 ordinary shares in Teluk Kalung Investment Limited ("Teluk Kalung"), for a total consideration of RM1.23 million, resulting in the Company maintaining its equity interest of 100%. Teluk Kalung, an unlisted company incorporated in Malaysia, is an investment holding company.

(xii) The Company subscribed to an additional 1,111,755 preference shares in Bukit Frasers Ventures Sdn. Bhd. ("Bukit Frasers"), for a total consideration of RM1.1 million, resulting in the Company maintaining its equity interest of 100%. Bukit Frasers Ventures, an unlisted company incorporated in Malaysia, is an investment holding company.

18. Interest in subsidiaries (cont'd.)

(i) Additional acquisition/subscription in existing subsidiaries (cont'd.)

(xiii) On 21 March 2023, Edgenta Arabia Limited, a wholly-owned subsidiary of UEM Edgenta, completed the subscription of 60% equity interest in MEEM for Facilities Management Company.

The assets and liabilities recognised arising from above acquisition are as follows:

	Note	Fair value RM'000
Property, plant and equipment	12	1,191
Right-of-use asset		305
Other intangible assets	17	1,815
Trade and other receivables		5,892
Cash and bank balances		13,327
Provision for employee entitlements and benefits	35	(1,901)
Trade and other payables		(4,319)
Lease liabilities	38	(330)
Deferred tax liabilities	25	(205)
		15,775
Less: Non-controlling interests		(6,392)
Group's share of net assets		9,383
Goodwill on acquisition	16	3,550
Total purchase consideration		12,933

The effect of the acquisition on cash flows is as follows:

Cash and cash equivalents of subsidiaries acquired	13,327
Less: Purchase consideration satisfied by cash	(12,933)
Net cash inflow from acquisition of subsidiaries	394

18. Interest in subsidiaries (cont'd.)

(ii) Incorporation of subsidiaries

(i) On 6 June 2023, UEM Olive was incorporated as a wholly-owned subsidiary of UEM with a paid-up capital of RM2.

(ii) On 27 June 2023, UEM Lestra Berhad was incorporated as a wholly-owned subsidiary of UEM with a paid-up capital of RM1,000,000. On 29 August 2023, UEM subscribed an additional 35,730,000 ordinary shares in UEM Lestra Berhad at RM1.00 each.

(iii) During the year, the following indirect subsidiaries were incorporated:

	Group's effective interest	Date of incorporation
UEM Sunrise (Subiaco East) Pty Ltd	69.6%	27 March 2023
UEM Sunrise (Subiaco East) Unit Trust	69.6%	27 March 2023
Edgenta International Investments LLC	69.1%	13 April 2023
Cenergi Hydro Sdn Bhd	92.9%	11 August 2023
CFJP Biogas Sdn Bhd	47.4%	16 August 2023
Edgenta Academy Sdn Bhd	69.1%	12 September 2023
Cenergi Solar Kuala Ketil Sdn Bhd	92.9%	14 September 2023
UEM Sunrise (Subiaco East Development) Pty Ltd	69.6%	20 September 2023
Edgenta Facilities Management LLC	69.1%	10 October 2023
Edgenta Technical Services LLC	69.1%	10 October 2023
Cenergi JLG Sdn Bhd	92.9%	14 November 2023
Cenergi Carbon Sdn Bhd	92.9%	20 November 2023

(iv) On 1 January 2023, Pulau Aman Investment Ltd was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM5.

(v) On 12 January 2023, Sungai Kinabatangan Investment Ltd was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM4.

(vi) On 1 January 2023, Pulau Besar Investment Ltd was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM4.

(vii) On 3 August 2023, Pantai Feringghi Ventures Sdn Bhd was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM2.

(viii) On 7 February 2023, Pantai Perhentian Ventures Sdn Bhd was incorporated as a wholly-owned subsidiary of the Company with paid up capital of RM2.

18. Interest in subsidiaries (cont'd.)

(iii) Disposal of subsidiaries

(i) On 8 June 2023, Desaru Corniche Sdn Bhd has entered into a Sale of Shares Agreement to dispose its 100% equity interest in Desaru Corniche Property Sdn Bhd ("DCP"). The disposal was completed on 16 October 2023, resulting in a gain on disposal of RM 2,547,000 to the Group, recognised in the statements of comprehensive income.

The effects of the disposal of DCP on the financial position of the Group as at the financial year end is as follows:

Net asset derecognised	**RM'000**
Land held for property development (Note 13)	3,091
Net asset derecognised	3,091
Proceeds from disposal	5,638
Net asset of DCP prior to disposal	(3,091)
Gain on disposal of a subsidiary (Note 4)	2,547
Net cash inflow from disposal of subsidiary	5,638

(ii) On 8 September 2023, Desaru Development Holdings One Sdn Bhd has entered into a Sale of Shares Agreement to dispose its 100% equity interest in Desaru Beachfront 2 Sdn Bhd ("DB2"). The disposal was completed on 16 November 2023, resulting in a gain on disposal of RM8,215,000 to the Group, recognised in the statements of comprehensive income.

The effects of the disposal of DB2 on the financial position of the Group as at the financial year end is as follows:

Net asset derecognised	**RM'000**
Investment properties (Note 14)	8,796
Receivables	69
Cash and cash equivalents	8
Net assets derecognised	8,873
Proceeds from disposal	17,088
Net assets of DB2 prior to disposal	(8,873)
Gain on disposal of a subsidiary (Note 4)	8,215
Proceeds from disposal	17,088
Less: Cash and cash equivalents	(8)
Net cash inflow from disposal of subsidiary	17,080

18. Interest in subsidiaries (cont'd.)

(iv) Special Purpose Vehicles ("SPVs")

Special purpose vehicles ("SPVs") are wholly-owned subsidiaries of the Company that have been set up to actively hold investments or as funding vehicles of the Company. The SPVs are disclosed in Note 48.

Certain financial statements' captions of the Company after including the assets and liabilities held through the SPVs as at 31 December are as follows:

	Extended Company	
	2023	**2022**
	RM'000	**RM'000**
Revenue #	7,812,439	8,016,994
Profit from operations*	5,890,420	1,630,099
Cash, bank balances and investment in money market	5,863,155	4,048,863
Other financial assets	43,835,144	37,059,991
Interest in subsidiaries	10,820,287	10,903,223
Interest in associates	30,752,427	31,723,838
Interest in joint ventures	599,323	599,467
Borrowings	50,238,133	49,144,488
Retained profits	21,043,944	16,092,958
Currency translation reserve	4,318,294	3,652,444
Fair value adjustment reserve	2,765,935	2,364,226
Capital contribution from shareholders	2,324,423	2,324,423
Total assets	93,923,899	86,818,737
Total liabilities	51,187,102	50,100,485

Revenue includes realised divestment gains from investments classified as fair value through other comprehensive income that was recycled to retained earnings upon divestment.

* Profit from operations consist of profit before tax and realised divestment gains, including realised divestment gains from investments classified as FVOCI.

18. Interest in subsidiaries (cont'd.)

(v) Segments with material non-controlling interests

Segments which have non-controlling interests that are material to the Group are listed below:

2023

(a) Summarised consolidated statement of comprehensive income

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Revenue	4,220	25	4,245
Profit/(loss) for the year	116	157	273
Profit/(loss) attributable to:			
Owners of the Company	74	87	161
Non-controlling interests	42	70	112
	116	157	273

(b) Summarised consolidated statement of financial position

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Non-current assets	10,555	2,982	13,537
Current assets	5,373	55	5,428
Total assets	15,928	3,037	18,965
Non-current liabilities	4,176	-	4,176
Current liabilities	3,175	53	3,228
Total liabilities	7,351	53	7,404
Net assets	8,577	2,984	11,561
Non-controlling interests	2,701	1,334	4,035
Non-controlling interests which are immaterial to the Group			8,295
			12,330

18. Interest in subsidiaries (cont'd.)

(v) Segments with material non-controlling interests (cont'd.)

Segments which have non-controlling interests that are material to the Group are listed below (cont'd.):

2023 (cont'd.)

(c) Summarised consolidated statement of cash flows

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Net cash generated from/ (used in):			
Operating activities	303	8	311
Investing activities	(199)	4	(195)
Financing activities	(383)	-	(383)
Net changes in cash and cash equivalents	(279)	12	(267)
Exchange rate effects	31	-	31
Cash and cash equivalents at beginning of year	1,596	2	1,598
Cash and cash equivalents at end of year	1,348	14	1,362

2022

(a) Summarised consolidated statement of comprehensive income

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Revenue	3,997	64	4,061
Profit/(loss) for the year	128	(451)	(323)
Profit/(loss) attributable to:			
Owners of the Company	88	(250)	(162)
Non-controlling interests	40	(201)	(161)
	128	(451)	(323)

18. Interest in subsidiaries (cont'd.)

(v) Segments with material non-controlling interests (cont'd.)

Segments which have non-controlling interests that are material to the Group are listed below (cont'd.):

2022 (cont'd.)

(b) Summarised consolidated statement of financial position

	Infrastructure & RM'mil	RM'mil	RM'mil
Non-current assets	10,697	2,662	13,359
Current assets	5,226	44	5,270
Total assets	15,923	2,706	18,629
Non-current liabilities	3,483	-	3,483
Current liabilities	3,982	28	4,010
Total liabilities	7,465	28	7,493
Non-controlling interests	2,656	1,192	3,848
Non-controlling interests which are immaterial to the Group			8,412
			12,260

(c) Summarised consolidated statement of cash flows

	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Net cash generated from/ (used in):			
Operating activities	487	30	517
Investing activities	(174)	(37)	(211)
Financing activities	(122)	-	(122)
Net changes in cash and cash equivalents	191	(7)	184
Exchange rate effect	(6)	-	(6)
Cash and cash equivalents at beginning of year	1,411	9	1,420
Cash and cash equivalents at end of year	1,596	2	1,598

19. Interest in associates

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Shares at cost,				
Quoted shares in Malaysia	37,871,594	38,605,102	23,705,418	24,438,927
Quoted shares outside Malaysia	668,893	438,383	-	-
Unquoted shares in Malaysia	3,101,164	3,057,069	762,784	788,076
Unquoted shares outside Malaysia	1,541,367	1,801,411	-	-
	43,183,018	43,901,965	24,468,202	25,227,003
Share of post acquisition reserves	24,278,183	24,248,030	-	-
	67,461,201	68,149,995	24,468,202	25,227,003
Less: Allowance for impairment losses	(7,144,729)	(6,875,295)	(333)	(333)
	60,316,472	61,274,700	24,467,869	25,226,670
Market value of quoted shares				
In Malaysia	59,117,117	63,064,118	44,910,269	48,153,773
Outside Malaysia	278,086	77,384	-	-

During the current financial year:

UEM Group Berhad ("UEM")

(i) On 25 August 2023, UEMSSA which is an indirect subsidiary of UEM Sunrise, entered a SSCA with APPL for the divestment of UEMSSA's entire equity interest in Roc-Union. Roc Union's interest in associate was reclassified as asset held for sale as disclose in Note 11.

Agrifood Resources Holdings Sdn Bhd ("ARH")

(ii) On 15 March 2023, the Company completed the disposal of its entire 60% equity interest in NL Cold Chain Network (M) Sdn Bhd ("NLCCN"), for a total cash consideration of RM10,980,000.

19. Interest in associates (cont'd.)

CIMB Group Holdings Berhad ("CIMB")

(iii) The Company had disposed 112,000,000 ordinary shares of CIMB, for a total cash consideration of RM602 million. Pursuant to the disposal, the Company's equity interest in CIMB reduced to 23.01%. CIMB, a company incorporated in Malaysia, is listed on Bursa Malaysia Main Market and is involved in investment holding, financial services, property management, provision of consultancy services and dealing in securities.

Tenaga Nasional Berhad ("TNB")

(iv) The Company had disposed 159,812,000 ordinary shares of TNB, for a total cash consideration of RM1.5 billion. Pursuant to the disposal, the Company's equity interest in TNB reduced to 22.56%. TNB, a company incorporated in Malaysia, is listed on Bursa Malaysia Main Market and is involved in the generation, transmission, distribution, and sale of electricity.

Telekom Malaysia Berhad ("TM")

(v) The Company subscribed to an additional 758,725,713 ordinary shares of Telekom Malaysia Berhad ("TM"), for a total consideration of RM68.3 million. TM, a company incorporated in Malaysia, is listed on Bursa Malaysia Main Market and is involved in telecommunication and related services.

Details of the associates are shown in Note 48 and Note 49.

The summarised financial information in respect of each of the Group's aggregated material associates is set out below. The summarised financial information represents the amounts in the financial statements of the associates and not the Group's share of those amounts.

19. Interest in associates (cont'd.)

Summarised consolidated statement of comprehensive income

2023 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Revenue	140,492	131	228	140,851
Profit for the year	13,632	3	(5)	13,630

Summarised consolidated statement of financial position

2023 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Non-current assets	1,054,001	1,868	144	1,056,013
Current assets	71,684	693	116	72,493
Total assets	1,125,685	2,561	260	1,128,506
Non-current liabilities	840,295	1	156	840,452
Current liabilities	66,139	85	161	66,385
Total liabilities	906,434	86	317	906,837

19. Interest in associates (cont'd.)

Reconciliation of the summarised financial information presented above

2023 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Net assets	219,251	2,475	(57)	221,669
Share of net assets	50,537	891	5	51,433
Goodwill	11,502	-	-	11,502
	62,039	891	5	62,935
Carrying amount of the Group's immaterial interest in associates				4,526
				67,461

Summarised consolidated statement of comprehensive income

2022	Investment holding	Infrastructure & construction	Transportation & logistics	Total
Revenue	124,466	99	135	124,700
Profit/(loss) for the year	22,160	10	(16)	22,154

Summarised consolidated statement of financial position

2022 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Non-current assets	968,356	1,026	150	969,532
Current assets	76,971	729	68	77,768
Total assets	1,045,327	1,755	218	1,047,300
Non-current liabilities	771,013	-	2	771,015
Current liabilities	73,587	192	282	74,061
Total liabilities	844,600	192	284	845,076

19. Interest in associates (cont'd.)

Reconciliation of the summarised financial information presented above

2022 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Transportation & logistics RM'mil	Total RM'mil
Net assets	200,727	1,563	(66)	202,224
Share of net assets	49,329	526	5	49,860
Goodwill	11,502	-	-	11,502
	60,831	526	5	61,362
Carrying amount of the Group's immaterial interest in associates				6,788
				68,150

20. Interest in joint ventures

	Note	Group 2023 RM'000	2022 RM'000
Shares at cost,			
Quoted shares in Malaysia		130,623	-
Unquoted shares in Malaysia	(i)	2,169,665	2,489,129
Unquoted shares outside Malaysia		23,572	30,185
Investments in unincorporated entities		141,146	141,146
		2,465,006	2,660,460
Share of post-acquisition reserves and others		(390,531)	(154,011)
		2,074,475	2,506,449
Less: Accumulated impairment losses		(589,605)	(591,074)
		1,484,870	1,915,375
Amount due from joint ventures		184,092	183,352
		1,668,962	2,098,727

20. Interest in joint ventures (cont'd.)

During the current financial year:

UEM Group Berhad ("UEM")

(i) UEM Land subscribed to an additional 900 RPS at an issue price of RM1,000 each in FASTrack for a cash consideration of RM900,000.

(ii) UEM Sunrise subscribed to an additional 825,000 RPS at an issue price of RM1.00 each in Nusajaya Lifestyle Sdn Bhd for a cash consideration of RM825,000.

(iii) On 20 October 2023, UEM Sunrise disposed its 600,000 ordinary shares and 13,276,667 RPS representing 6% equity interest in Nusajaya Lifestyle Sdn Bhd for a total consideration of RM8.9 million, with a net loss of RM41,000.

Details of the joint ventures are disclosed in Note 49.

20. Interest in joint ventures (cont'd.)

Summarised consolidated statement of comprehensive income

2023 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Revenue	818	218	38	1,074
Profit for the year	317	58	11	386

Summarised consolidated statement of financial position

Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Non-current assets	19,881	670	731	21,282
Current assets	1,063	751	311	2,125
Total assets	20,944	1,421	1,042	23,407
Non-current liabilities	11,329	183	59	11,571
Current liabilities	308	110	169	587
Total liabilities	11,637	293	228	12,158

Reconciliation of the summarised financial information presented above

Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Net assets	9,307	1,128	814	11,249
Share of net assets	121	562	1,311	1,994
Carrying amount of the Group's immaterial interest in joint ventures				512
				2,506

20. Interest in joint ventures (cont'd.)

Summarised consolidated statement of comprehensive income

2022 Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Revenue	1,131	109	22	1,262
Profit/(loss) for the year	771	31	(10)	792

Summarised consolidated statement of financial position

Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Non-current assets	18,092	729	723	19,544
Current assets	1,354	728	324	2,406
Total assets	19,446	1,457	1,047	21,950
Non-current liabilities	4,114	209	82	4,405
Current liabilities	6,720	110	164	6,994
Total liabilities	10,834	319	246	11,399

Reconciliation of the summarised financial information presented above

Group	Investment holding RM'mil	Infrastructure & construction RM'mil	Property RM'mil	Total RM'mil
Net assets	8,612	1,138	801	10,551
Share of net assets	5,167	361	321	5,849
Carrying amount of the Group's immaterial interest in joint ventures				(3,343)
				2,506

21. Other financial investments

Group - 2023	Note	Current RM'000	Non-current RM'000	Total RM'000
Financial assets designated as fair value through profit or loss				
At fair value:				
Quoted shares		-	19,734,020	19,734,020
Unquoted shares		-	2,873,080	2,873,080
Quoted bonds		-	1,568,255	1,568,255
Unquoted bonds		7,533	3,923,780	3,931,313
Unquoted structured products		-	50,175	50,175
Unquoted fund		886,887	1,150,114	2,037,001
		894,420	29,299,424	30,193,844
Financial assets designated as fair value through other comprehensive income				
Quoted shares		6	147,100	147,106
Unquoted shares		-	2,787,275	2,787,275
Quoted bonds		-	226,912	226,912
Unquoted bonds		-	3,051,866	3,051,866
Unquoted fund		-	15,457,918	15,457,918
At cost:				
Unquoted shares		-	53,231	53,231
Unquoted shares outside Malaysia		-	13,276	13,276
		6	21,737,578	21,737,584
Amortised cost				
Loans receivable		-	461,719	461,719
Less: Allowance for impairment losses	(i)	-	(36,611)	(36,611)
Total		894,426	51,462,110	52,356,536

21. Other financial investments (cont'd.)

Group - 2022	Note	Current RM'000	Non-current RM'000	Total RM'000
Financial assets designated as fair value through profit or loss				
At fair value:				
Quoted shares		-	14,222,577	14,222,577
Unquoted shares		-	2,575,263	2,575,263
Quoted bonds		-	105,745	105,745
Unquoted bonds		158,923	7,694,137	7,853,060
Unquoted structured products		-	52,040	52,040
Quoted fund		21,702	-	21,702
Unquoted funds		751,474	1,051,490	1,802,964
		932,099	25,701,252	26,633,351
Financial assets designated as fair value through other comprehensive income				
At fair value:				
Quoted shares		6	43,787	43,793
Unquoted shares		74,485	3,290,161	3,364,646
Quoted bonds		-	10,203	10,203
Unquoted bonds		-	1,923,282	1,923,282
Unquoted fund		-	12,869,977	12,869,977
At cost:				
Unquoted shares		-	53,231	53,231
Unquoted shares outside Malaysia		-	13,206	13,206
		74,491	18,203,847	18,278,338
Amortised cost				
Loans receivable		-	544,657	544,657
Less: Allowance for impairment losses	(i)	-	(36,611)	(36,611)
Total		1,006,590	44,413,145	45,419,735

21. Other financial investments (cont'd.)

(i) The movement of the allowance accounts used to record the impairment are as follows:

Group	2023 RM'000	2022 RM'000
At 1 January	36,611	75,916
Write-off for the year	-	(39,305)
At 31 December	36,611	36,611

Company - 2023	Note	Current RM'000	Non-current RM'000	Total RM'000
Financial assets designated as fair value through profit or loss				
At fair value:				
Quoted shares outside Malaysia		764,663	-	764,663
Quoted equity funds outside Malaysia		1,552,834	-	1,552,834
Unquoted bonds in Malaysia		318,068	279,487	597,555
Unquoted bonds outside Malaysia		263	-	263
		2,635,828	279,487	2,915,315
Loans receivable				
At amortised cost:				
Loans receivable	(i)	-	2,330	2,330
		2,635,828	281,817	2,917,645

Company - 2022				
Financial assets designated as fair value through profit or loss				
At fair value:				
Quoted shares outside Malaysia		1,294,150	-	1,294,150
Quoted equity funds outside Malaysia		1,204,650	-	1,204,650
Unquoted money market funds outside Malaysia		-	156,370	156,370
Unquoted bonds in Malaysia		39,749	2,512,480	2,552,229
		2,538,549	2,668,850	5,207,399

21. Other financial investments (cont'd.)

Company (cont'd.)		Current RM'000	Non-current RM'000	Total RM'000
2022				
Loans receivable				
At amortised cost:				
Loans receivable	(ii)	-	2,330	2,330
		2,538,549	2,671,180	5,209,729

(i) The loans receivable consist of amount due from a subsidiary which is unsecured, with 5% interest rate per annum for a period until 30 September 2025.

(ii) The loans receivable consist of amount due from a subsidiary of the company which is unsecured, interest free and has no fixed terms of repayment.

22. Other non-current assets

		Group	
		2023	2022
	Note	RM'000	RM'000
Receivables under finance lease	(i)	62,491	53,320
Trade receivables		724,258	339,657
Prepaid land lease payments		238	254
Staff loans		17,703	26,752
Contract assets	(ii)	32,136	73,656
Concession receivables	(iii)	1,127,768	1,165,042
Others		1,159,261	1,248,396
		3,123,855	2,907,077

22. Other non-current assets (cont'd.)

(i) Finance lease receivables comprise amounts receivable in respect to:

(a) financing of long term lease related to investment property of the Group.

(b) the energy saving performance agreements entered with third parties which requires the Group to design, devise, maintain and supply an energy conservation program for third parties' operational needs.

(c) the solar power purchase agreements entered with third parties which requires the Group to install, operate and maintain the solar photovoltaic electric power generation system for the purpose of providing renewable energy generated from solar.

As at the reporting date, the present value of lease receivables under non-cancellable lease agreements was as follows:

	Group	
	2023	**2022**
	RM'000	**RM'000**
Minimum lease receivables:		
Within one year	58,101	9,665
Between one and five years	25,036	36,726
More than five years	9,852	51,407
Total minimum lease payments	92,989	97,798
Less: Unearned finance revenues	(27,721)	(41,891)
Present value of minimum lease receivables	65,268	55,907
Present value of receivables:		
Within one year	2,777	2,587
Between one and five years	53,757	18,010
More than five years	8,734	35,310
	65,268	55,907
Less: Amount due within one year (Note 29)	(2,777)	(2,587)
Amount due after one year	62,491	53,320

22. Other non-current assets (cont'd.)

(ii) Contract assets

Group	Note	2023 RM'000	2022 RM'000
Contract assets			
Current	28	771,729	734,076
Non-current		32,136	73,656
		803,865	807,732
Contract liabilities			
Current	33	(98,419)	(135,819)
Non-current	37	(210,081)	(239,678)
		(308,500)	(375,497)

Group	Note	2023 RM'000	2022 RM'000
Contract assets			
Contract assets from property development and strategic land sales	(a)	330,423	374,672
Contracts assets from rendering services	(b)	473,442	433,060
		803,865	807,732
Contract liabilities			
Contract liabilities from property development and strategic land sales	(a)	(276,585)	(344,720)
Contracts liabilities from rendering services	(b)	(31,915)	(30,777)
		(308,500)	(375,497)

22. Other non-current assets (cont'd.)

(ii) Contract assets (cont'd.)

(a) Contract assets from property development and strategic land sales

For property development, the Group issues progress billings to purchasers when the billing milestones are attained. The Group recognises revenue when the performance obligation is satisfied.

For land sales, the Group recognises revenue and issues billings to purchasers upon transfer of control. The contract assets and contract liabilities relating to the sale of properties and land sales as of each reporting period are shown as below:

Group	2023 RM'000	2022 RM'000
Contract assets	330,423	374,672
Contract liabilities	(276,585)	(344,720)
	53,838	29,952
At 1 January	29,952	127,808
Revenue recognised during the financial year	907,199	952,298
Progress billings during the financial year	(843,583)	(915,323)
Deferred during the financial year	(39,730)	(134,831)
At 31 December	53,838	29,952

22. Other non-current assets (cont'd.)

(ii) Contract assets (cont'd.)

(b) Contract assets from rendering services

Contract assets are initially recognised for revenue earned from services transferred which receipt of the consideration is conditional on the completion and final acceptance by customers. Upon final acceptance by the customers, the amounts recognised as contract assets becomes unconditional and are reclassified to trade receivables.

Contract liabilities include billings made in advance which represent amounts where customers have been invoiced ahead of the satisfaction of the performance obligation by the Group.

Group	2023 RM'000	2022 RM'000
Contract assets	473,442	433,060
Contract liabilities	(31,915)	(30,777)
	441,527	402,283
Revenue recognised from amounts included in contract liabilities at the beginning of the year	19,396	14,235

(iii) Concession receivables

Concession receivables are in relation to:

Group	Note	2023 RM'000	2022 RM'000
Non-current		1,127,768	1,165,042
Current	28	124,214	124,214
		1,251,982	1,289,256

(a) A concession arrangement in which the Group provides retro-fitting works and upgrades of infrastructure to turn existing buildings into green buildings. This amount is to be repaid over the remaining period of the concession. This amount also pledged as security for the borrowings obtained as disclosed in Note 32.

(b) A concession arrangement to develop and construct Tunku Azizah Hospital. This amount is to be repaid over the remaining period of the concession.

23. Right-of-use assets

	Group			
2023	**Aircraft RM'000**	**Land and Building RM'000**	**Others RM'000**	**Total RM'000**
At 1 January	4,483,867	1,384,425	57,060	5,925,352
Additions	512,988	17,158	58,753	588,899
Acquisition of subsidiary (Note 18)	-	305	-	305
Charge for the year (Note 4)	(733,286)	(99,621)	(18,266)	(851,173)
Lease modification	35,402	(3,914)	-	31,488
Transfer to asset held for sale (Note 11)	(20,304)	(48,872)	-	(69,176)
Transfer to property, plant and equipment (Note 12)	(5,563)	-	-	(5,563)
Transfer to land held for property development (Note 13)	-	(93,375)	-	(93,375)
Transfer to property development-in-progress (Note 26)	-	(93,800)	-	(93,800)
Disposal	-	(136)	(3,974)	(4,110)
Impairment (Note 4)	(9,793)	-	-	(9,793)
Foreign exchange difference	-	465	(17,240)	(16,775)
At 31 December	4,263,311	1,062,635	76,333	5,402,279
2022				
At 1 January	5,524,575	1,635,553	80,313	7,240,441
Additions	34,657	85,877	20,841	141,375
Lease modification	(199,617)	(103,055)	(3,017)	(305,689)
Charge for the year (Note 4)	(762,510)	(234,071)	(41,393)	(1,037,974)
Transfer to property, plant and equipment (Note 12)	(27,428)	-	-	(27,428)
Disposal	(85,810)	-	-	(85,810)
Foreign exchange difference	-	121	316	437
At 31 December	4,483,867	1,384,425	57,060	5,925,352

24. Derivative financial instruments

		Group		
2023		**Nominal amount RM'000**	**Assets RM'000**	**Liabilities RM'000**
Fuel hedging contracts (barrels)	(ii)	-	7,152	(33,294)
Analysed as:				
Current		-	7,152	(33,294)

		Group		
2022		**Nominal amount RM'000**	**Assets RM'000**	**Liabilities RM'000**
Forward exchange rate contracts	(i)	-	-	(388)
Interest rate derivatives	(ii)	258,614	12,051	(564)
Embedded derivatives	(iii)	1,014,749	-	-
			12,051	(952)
Analysed as:				
Current		188,793	6,698	(799)
Non-current		1,084,570	5,353	(153)
			12,051	(952)

24. Derivative financial instruments (cont'd.)

			Company	
		Nominal amount RM'000	Assets RM'000	Liabilities RM'000
2022				
Embedded derivatives	(iii)	1,014,749	-	-

(i) Forward exchange rate contracts

Cement Industries of Malaysia Berhad's ("CIMA") outstanding forward exchange rate contracts in 2022 with notional amount totalling RM8.6 million which were used to manage portion of CIMA's transaction exposure denominated in USD.

(ii) Interest rate derivatives

As at 31 December 2023, MAGB has interest rate swaps at contracted interest rates varying from 2.1% to 2.2% (2022: 2.1% to 2.2%) per annum. These contracts are intended to hedge volatility of interest rates for up to a maximum of 80% of floating interest rate risk exposure of any financial year.

Contracts are expected to mature and affect the profit or loss during the financial years 31 December 2023 and 31 December 2024.

As part of the MAGB's restructuring exercise in the previous financial year, lease contracts relating to borrowings had been renegotiated to fixed monthly contracts. Effectively, the hedged contracts were no longer effective. The impact of the fair value movement recognised during the financial year was recognised in statement of profit or loss of RM285,000.

(iii) Embedded derivative liabilities

The Company, via special purpose vehicles, issued Exchangeable Trust Certificates, as described in Note 32(iv). The embedded derivatives represent the fair value of:

(i) the option provided to certificate holders to convert into ordinary shares of the underlying assets ("Exchange Property"); and

(ii) the cash settlement option that the Company has to redeem the Exchangeable Trust Certificates.

25. Deferred taxation

	Note	Group 2023 RM'000	2022 RM'000
As 1 January		(19,849)	(103,866)
Recognised in profit or loss	9	206,928	88,731
Acquisition of a subsidiary	18	(205)	-
Transfer to asset held for sale	11	(56,077)	-
Exchange differences		(33,986)	(4,714)
At 31 December		96,811	(19,849)
Presented after appropriate offsetting as follows:			
Deferred tax assets		561,408	421,414
Deferred tax liabilities		(464,597)	(441,263)
		96,811	(19,849)

25. Deferred taxation (cont'd.)

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

Deferred tax liabilities of the Group:

	Accelerated capital allowances RM'000	Fair value adjustment of land and building RM'000	Interest capitalised RM'000	Other temporary differences RM'000	Total RM'000
At 1 January 2023	(106,975)	(221,246)	(83,808)	(29,234)	(441,263)
Recognised in profit or loss	(122,369)	35,496	12,499	(42,537)	(116,911)
Acquisition of subsidiary	(205)	-	-	-	(205)
Transfer to asset held for sale	127,189	-	-	-	127,189
Exchange differences	(569)	-	-	(32,838)	(33,407)
At 31 December 2023	(102,929)	(185,750)	(71,309)	(104,609)	(464,597)
At 1 January 2022	(155,765)	(225,257)	(71,620)	(36,295)	(488,937)
Recognised in profit or loss	49,464	4,011	(12,188)	7,061	48,348
Exchange differences	(674)	-	-	-	(674)
At 31 December 2022	(106,975)	(221,246)	(83,808)	(29,234)	(441,263)

25. Deferred taxation (cont'd.)

Deferred tax assets of the Group:

	Provision RM'000	Unutilised tax losses and unabsorbed capital allowance RM'000	Other temporary differences RM'000	Total RM'000
At 1 January 2023	204,093	174,206	43,115	421,414
Recognised in profit or loss	179,641	160,773	(16,575)	323,839
Transfer to asset held for sale	(13,618)	(169,648)	-	(183,266)
Exchange differences	386	(965)	-	(579)
At 31 December 2023	370,502	164,366	26,540	561,408
At 1 January 2022	239,417	140,468	5,186	385,071
Recognised in profit or loss	(35,362)	37,816	37,929	40,383
Exchange differences	38	(4,078)	-	(4,040)
At 31 December 2022	204,093	174,206	43,115	421,414

25. Deferred taxation (cont'd.)

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2023	2022
	RM'000	RM'000
Unutilised tax losses	6,941,998	10,210,208
Unabsorbed capital allowances and investment tax allowance	6,037,020	5,173,971
Other temporary differences	8,764,485	7,954,140
	21,743,503	23,338,319

The unutilised tax losses carried forward are available for offset against future taxable profit of the subsidiaries subject to no substantial changes in the shareholdings of the subsidiaries under Section 44(5A) and (5B) of the Income Tax Act, 1967 and guidelines issued by the tax authorities. With effect from 1 January 2022, any unabsorbed business lossses from the year of assessment 2019 onwards can be carried forward for a maximum period of 10 consecutive years of assessment to be utilised against income from any source. The amendment is based on Finance Bill 2021 which was gazetted on 31 December 2021.

26. Property development-in-progress

		Group	
	Note	2023	2022
		RM'000	RM'000
Cumulative property development costs			
At 1 January		4,387,914	4,063,029
Addition		711	-
Development costs incurred during the year		172,138	545,052
Transfers (to)/from			
- Land held for property development	13	(20,118)	435,141
- Right-of-use assets	23	93,800	-
- Inventories	27	(31,393)	(25,205)
- contract assets	22(ii)	(178,663)	-
Reversal of costs arising from completed projects		-	(630,103)
At 31 December		4,424,389	4,387,914

26. Property development-in-progress (cont'd.)

		Group	
		2023	2022
		RM'000	RM'000
Cumulative costs recognised in statement of comprehensive income			
At 1 January		(3,280,567)	(3,169,812)
Addition		2,579	-
Reversal of costs arising from completed projects		-	629,443
Recognised during the year		(30,447)	(729,002)
Write-downs		-	(11,196)
Transfers (to)/from			
- Land held for property development	13	(1,232)	-
- Capital work-in-progress		41,779	-
At 31 December		(3,267,888)	(3,280,567)
At 31 December		1,156,501	1,107,347

Included in costs incurred during the year are:

	Group	
	2023	2022
	RM'000	RM'000
Staff costs	14,026	13,575
Interest expense	1,979	4,022

As at the reporting date, freehold land and related development expenditure totalling RM350.3 million (2022: RM399.5 million) are pledged as security for the banking facilities granted to UEM Sunrise Group.

27. Inventories and work-in-progress

	Group	
	2023	2022
	RM'000	RM'000
At cost:		
Raw materials	4,754	21,913
Work-in-progress	676	42,987
Finished goods	6,485	25,898
Consumables	24,501	198,912
Catering and general stores	38,048	22,789
Trading stocks	4,652	-
Property held for sale	907,931	991,031
Others	169,999	114,720
	1,157,046	1,418,250
At net realisable value:		
Finished goods	259	109
Consumable aircraft spares	166,203	134,391
Property held for sale	78,969	119,469
Golf memberships*	28,001	28,169
Others	461	45
	273,893	282,183
	1,430,939	1,700,433

* In accordance with the Development Agreement dated 16 June 2005 between Horizon Hills and Nusajaya Greens Sdn. Bhd., Horizon Hills has settled part of the purchase consideration of the golf course land in the form of rights to club membership (golf and non-golf) to be issued by Horizon Hills Resort Berhad, a wholly-owned subsidiary of Horizon Hills.

The cost of inventories and WIP recognised as cost of sales during the year amounted to RM499.4 million (2022: RM397.1 million), excluding any impairment, write down or write-off of inventories.

28. Trade receivables

	Note	Group 2023 RM'000	2022 RM'000
Trade receivables	(i)	2,106,232	2,349,897
Less: Allowance for doubtful debts		(482,152)	(572,958)
		1,624,080	1,776,939
Retention sum			
Contract assets	22(ii)	771,729	734,076
Concession receivables	22(iii)	124,214	124,214
		2,520,023	2,635,229

(i) Trade receivables

- The Group has no significant concentration of credit risk that may arise from exposures to a single debtor or to groups of debtors.

- Trade receivables are non-interest bearing and are generally on 30 to 90 days (2022: 30 to 90 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

The ageing analysis of the trade receivables is as follows:

	2023 RM'000	2022 RM'000
Group		
Neither past due nor impaired	1,161,493	659,955
1 to 30 days past due not impaired	138,456	279,778
31 to 60 days past due not impaired	67,860	79,879
More than 60 days past due not impaired	256,271	757,327
	462,587	1,116,984
Impaired	482,152	572,958
	2,106,232	2,349,897

28. Trade receivables (cont'd.)

(i) Trade receivables (cont'd.)

Receivables that are neither past due nor impaired

Receivables that are neither past due nor impaired are creditworthy debtors with good payment records with the Group.

Receivables that are past due but not impaired

The Group has trade receivables that are related to customers with good payment records with the Group or those with ongoing transactions, progressive payments and/or amounts owing by the Group.

Receivables that are impaired

The Group's trade receivables that are impaired are all individually impaired. There are no impairment arising from collective impairment.

The movement of the allowance account used to record impairment is as follows:

	Group	
	2023	**2022**
	RM'000	**RM'000**
At 1 January	572,958	542,132
(Reversal)/charge for the year	(90,806)	30,826
At 31 December	482,152	572,958

29. Other receivables

	Note	Group 2023 RM'000	Group 2022 RM'000	Company 2023 RM'000	Company 2022 RM'000
Interest income receivable		5,873	2,031	214,340	119,836
Dividend receivable		298	2,230,348	-	303,411
Amount due from MoF Inc.	(i)	851,580	851,580	851,580	851,580
Amount due from related companies	(ii)	170,474	109,131	1,738	10,387
Other deposits and prepayments		251,466	219,543	2,492	2,760
Amount due from a former director and shareholder of a subsidiary	(iii)	2,315,979	2,315,979	-	-
Amount due from associates	(iv)	85,495	111,769	-	-
Amount due from joint ventures		324,734	206,916	-	-
Receivable under finance lease	22(i)	2,777	2,587	-	-
Accrued income		6,266	65	-	-
Others	(v)	1,882,513	1,669,906	16,214	1,288
		5,897,455	7,719,855	1,086,364	1,289,262
Less: Allowance for impairment losses		(2,735,222)	(2,620,381)	-	-
		3,162,233	5,099,474	1,086,364	1,289,262

The movement of the allowance account used to record impairment is as follows:

	Group 2023 RM'000	Group 2022 RM'000	Company 2023 RM'000	Company 2022 RM'000
At 1 January	2,620,381	2,413,032	-	-
Charge for the year	114,841	207,349	-	-
At 31 December	2,735,222	2,620,381	-	-

29. Other receivables (cont'd.)

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

(i) The amount due from MoF Inc. is unsecured, interest free and is repayable on demand.

(ii) The amount due from related companies is unsecured, interest free and is repayable on demand.

(iii) On 11 December 2000, UEM exercised the Put Option granted by Tan Sri Dato' Seri Halim bin Saad ("TSHS"), a past director of UEM in 1998 in respect of UEM's investment in UEM Land. The cost of shares plus holding cost on the 720,959,000 UEM Land shares ("Put Option Shares"), representing 31.0% of the paid-up capital of UEM Land as at 11 December 2000 amounting to RM3,165.8 million became the principal amount of debt due from TSHS and accrued interest at a rate of 9.4% per annum compounded semi-annually until full repayment.

The amount of RM3,165.8 million repayable in 3 equal instalments of RM100.0 million each on 14 February 2001, 14 July 2001 and 14 December 2001 respectively and the balance including interest was to be paid on 14 May 2002. On 14 February 2001, UEM received the first instalment from TSHS and granted an Extension of Time for the second instalment to 12 September 2001.

On 12 September 2001, UEM announced that it had not received the second instalment payment from TSHS and considered TSHS to have defaulted. The Put Option agreement was terminated subsequently and a notice of termination was sent to TSHS on 21 November 2001. Resulting from the termination of the Put Option agreement, UEM retained the UEM Land shares and forfeited the RM100.0 million first instalment for its own account by way of set-off and in part satisfaction of its claim for compensation.

As TSHS had failed to repay the outstanding amount as scheduled, full provision of RM2,316.0 million had been made on the net amount due from TSHS.

(iv) The amount due from associates is unsecured, interest free and is repayable on demand.

29. Other receivables (cont'd.)

(v) Included in others are:

(a) An amount of RM22.9 million (2022: RM22.9 million) representing tax penalty paid to IRB.

(b) PLUS BKSP Toll Limited net carrying value of concession intangible assets of RM122.1 million or INR2,212.1 million (2022: 117.4 million or INR2,212.1 million) to be recovered through claim submitted to Maharashtra State Road Development Corporation ("MSRDC") for premature termination of the Concession Agreement with MSRDC. The amount had been fully impaired previously.

(c) Advance of RM56.2 million (2022: RM56.0 million) provided to a corporate shareholder of a subsidiary which is bearing interest rate at 6% (2022: 6%) per annum.

(d) An amount of RM12.5 million representing advance paid by a subsidiary of Cenergi for the subcription of shares in Alaf Budi Sdn Bhd. The transaction was completed on 5 February 2024.

During the year, the other receivables of the Company are neither past due nor impaired.

30. Cash and bank balances

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cash in hand and at bank	3,870,451	4,993,554	244,455	167,781
Deposits with licensed banks	9,986,237	7,340,301	3,385,000	1,580,245
	13,856,688	12,333,855	3,629,455	1,748,026

The range of interest rates and maturities of the term deposits as at 31 December 2023 is disclosed in Note 40(b).

31. Investment in money market instruments

Investment in money market instruments relates to short term commercial papers.

32. Borrowings

Group	Note	Short term RM'000	Long term RM'000	Total RM'000
2023				
Khazanah bonds	(i)	2,452,941	1,555,803	4,008,744
Secured bonds and notes	(ii)	60,000	565,000	625,000
Unsecured bonds and notes	(iii)	2,003,661	37,553,642	39,557,303
Other borrowings	(v)	6,881,282	7,724,985	14,606,267
		11,397,884	47,399,430	58,797,314

Group	Note	Short term RM'000	Long term RM'000	Total RM'000
2022				
Khazanah bonds	(i)	1,934,967	3,832,315	5,767,282
Secured bonds and notes	(ii)	55,000	625,000	680,000
Unsecured bonds and notes	(iii)	4,069,113	30,085,492	34,154,605
Exchangeable Trust Certificates	(iv)	1,014,749	-	1,014,749
Other borrowings	(v)	8,899,555	7,887,408	16,786,963
		15,973,384	42,430,215	58,403,599

Company	Note	Short term RM'000	Long term RM'000	Total RM'000
2023				
Khazanah bonds	(i)	2,452,941	1,555,803	4,008,744
Unsecured bonds and notes	(iii)	1,100,000	34,071,094	35,171,094
Other borrowings	(v)	2,695,800	2,500,000	5,195,800
		6,248,741	38,126,897	44,375,638

32. Borrowings (cont'd.)

Company	Note	Short term RM'000	Long term RM'000	Total RM'000
2022				
Khazanah bonds	(i)	1,934,967	3,832,315	5,767,282
Unsecured bonds and notes	(iii)	2,600,000	27,488,855	30,088,855
Exchangeable Trust Certificates	(iv)	1,014,749	-	1,014,749
Other borrowings	(v)	3,292,000	2,600,000	5,892,000
		8,841,716	33,921,170	42,762,886

(i) Khazanah bonds

Company	Note	Short term RM'000	Long term RM'000	Total RM'000
2023				
Khazanah Bonds	(A)	2,452,941	1,555,803	4,008,744
2022				
Khazanah Bonds	(A)	1,934,967	3,832,315	5,767,282

(A) Khazanah Bonds

	Company 2023 RM'000	2022 RM'000
At 1 January	5,767,282	7,943,128
Amortisation of discounts for the year (Note 8)	241,462	324,154
Less: Redeemed during the year	(2,000,000)	(2,500,000)
At 31 December	4,008,744	5,767,282

32. Borrowings (cont'd.)

(i) Khazanah bonds (cont'd.)

(A) Khazanah Bonds

On 29 May 2006, the Company launched a Government Guaranteed Bond programme of up to a total of RM20 billion in nominal value.

The details of the Khazanah Bonds are as follows:

- Issued under the Shariah principle of Musyarakah;
- Bear no coupon and shall be redeemed by the Company in full at their face value on the maturity dates;
- Subject to any written law, the Khazanah Bonds rank pari passu among themselves and equal with all other unsecured obligations (other than subordinated obligations and priorities created by law, if any) of the Government of Malaysia; and
- Are irrevocably guaranteed by the Government of Malaysia.

Khazanah Bonds of RM2.0 billion (2022: RM2.5 billion) was fully redeemed during the year.

The maturity structure of Khazanah Bonds is as follows:

	Company	
	2023	2022
	RM'000	RM'000
Due within one year		
Zero coupon Khazanah bonds, at nominal value	2,500,000	2,000,000
Less: Unamortised discount *	(47,059)	(65,033)
	2,452,941	1,934,967
Due after one year, and within five years		
Zero coupon Khazanah bonds, at nominal value	1,000,000	3,500,000
Less: Unamortised discount *	(144,495)	(339,850)
	855,505	3,160,150
Due after five years		
Zero coupon Khazanah bonds, at nominal value	1,000,000	1,000,000
Less: Unamortised discount *	(299,702)	(327,835)
	700,298	672,165
	4,008,744	5,767,282

32. Borrowings (cont'd.)

(i) Khazanah bonds (cont'd.)

(A) Khazanah Bonds

	Company 2023 RM'000	2022 RM'000
* The total unamortised discount is derived as follows:		
Total discount upon issuance	(7,819,164)	(7,819,164)
Total amortisation to date	7,327,908	7,086,446
Total unamortised discount at 31 December	(491,256)	(732,718)

(ii) Secured bonds and notes

Group	Note	Short term RM'000	Long term RM'000	Total RM'000
2023				
Prohawk	(A)	60,000	565,000	625,000
2022				
Prohawk	(A)	55,000	625,000	680,000

(A) Konsortium ProHAWK Sdn. Bhd. ("Prohawk")

IMTN

On 18 June 2013, Prohawk established an IMTN Programme under the Shariah Principle of Murabahah, with a nominal amount of up to RM900.0 million.

The IMTN is secured by a first ranking charge over all of Prohawk's assets, rights, interests and titles, including granting the right to the security agent to appoint a substituted entity to take over the concession.

32. Borrowings (cont'd.)

(ii) Secured bonds and notes

(A) Konsortium ProHAWK Sdn. Bhd. ("Prohawk")

IMTN

There are several series within the issued tranches, each with different tenure and profit rate. The details of the IMTN issuance are as follows:

Issuance date	Tenures (Years)	Profit rate (% per annum)	At 1 January 2023	Repayment during the year RM'million	At 31 December 2023
20 June 2013	17.5 - 20.0	5.24 - 5.35	200	-	200
20 December 2013	15.0 - 17.5	5.21 - 5.34	120	-	120
26 June 2014	13.0 - 15.0	5.21 - 5.32	120	-	120
22 December 2014	9.5 - 12.0	5.11 - 5.26	240	(55)	185
			680	(55)	625

(iii) Unsecured bonds and notes

Group	Note	Short term RM'000	Long term RM'000	Total RM'000
2023				
Islamic CP/MTN Programme				
Khazanah				
Danga Capital Berhad	(a)	500,000	9,500,000	10,000,000
Danum Capital Berhad	(b)	600,000	7,500,000	8,100,000
Dua Capital Ltd	(c)	-	4,590,011	4,590,011
Rantau Abang Capital Berhad	(d)	-	3,000,000	3,000,000
Khazanah Capital Ltd	(e)	-	3,442,500	3,442,500
Khazanah Global Sukuk Berhad	(f)	-	3,442,500	3,442,500
Medium term notes	(g)	-	2,596,083	2,596,083
UEM Sunrise	(h)	903,661	3,132,548	4,036,209
UEM Edgenta	(i)	-	250,000	250,000
UEM Olive	(j)	-	100,000	100,000
		2,003,661	37,553,642	39,557,303

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes

Group	Note	Short term RM'000	Long term RM'000	Total RM'000
2022				
Islamic CP/MTN Programme				
Khazanah				
Danga Capital Berhad	(a)	-	10,000,000	10,000,000
Danum Capital Berhad	(b)	2,600,000	7,500,000	10,100,000
Dua Capital Ltd	(c)	-	4,404,670	4,404,670
Rantau Abang Capital Berhad	(d)	-	3,000,000	3,000,000
Medium term notes	(g)	-	2,584,185	2,584,185
UEM Sunrise	(h)	1,469,113	2,346,637	3,815,750
UEM Edgenta	(i)	-	250,000	250,000
		4,069,113	30,085,492	34,154,605

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(a) Danga Capital Berhad ("Danga")

	Note	Company 2023 RM'000	2022 RM'000
Islamic Medium Term Note 4 ("IMTN 4")	(i)	1,500,000	1,500,000
Islamic Medium Term Note 6 ("IMTN 6")	(i)	1,500,000	1,500,000
Islamic Medium Term Note 7 ("IMTN 7")	(i)	1,500,000	1,500,000
Islamic Medium Term Note 8 ("IMTN 8")	(i)	1,500,000	1,500,000
Islamic Medium Term Note 9 ("IMTN 9")	(i)	2,000,000	2,000,000
Islamic Medium Term Note 10 ("IMTN 10")	(i)	500,000	500,000
Islamic Medium Term Note 11 ("IMTN 11")	(i)	1,500,000	1,500,000
		10,000,000	10,000,000

On 19 November 2008, the Securities Commission of Malaysia ("SC") approved a RM10 billion IMTN and MIMTN programme to be issued by the Company, via a special purpose vehicle, Danga Capital Berhad. The programme has a tenure of 35 years from the date of the first drawdown.

On 12 October 2015, the SC approved for the programme to be increased to RM20 billion.

The Company uses the proceeds for financing of general investments, refinancing of borrowings and working capital requirements.

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(a) Danga Capital Berhad ("Danga") (cont'd.)

(i) Islamic Medium Term Notes ("IMTN")

The details of the IMTNs are as follows:

	IMTN 4	IMTN 6	IMTN 7	IMTN 8	IMTN 9	IMTN 10	IMTN 11
Issuance date	29-Jan-15	23-Feb-16	6-Sep-17	26-Jan-18	21-Mar-18	25-Jan-21	25-Jan-21
Maturity date	29-Jan-30	23-Feb-26	6-Sep-27	26-Jan-33	21-Sep-33	25-Jan-24	25-Jan-28
Tenure	15 years	10 years	10 years	15 years	15.5 years	3 years	7 years
Yield to maturity	4.88%	4.60%	4.52%	4.94%	5.02%	2.32%	2.96%
Nominal amount	RM1.5 billion	RM1.5 billion	RM1.5 billion	RM1.5 billion	RM2.0 billion	RM0.5 billion	RM1.5 billion

The IMTNs are unsecured and were issued at par.

The IMTNs will make periodic distribution at the profit rate every six months from the issuance to maturity.

The maturity structure of the IMTNs is as follows:

	Company	
	2023	2022
	RM'000	RM'000
Due within one year	500,000	-
Due after one year, and within five years	4,500,000	3,500,000
Due after five years	5,000,000	6,500,000
	10,000,000	10,000,000

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(b) Danum Capital Berhad ("Danum")

	Company	
	2023	**2022**
	RM'000	**RM'000**
Islamic Medium Term Note 1 ("IMTN 1")	500,000	500,000
Islamic Medium Term Note 2 ("IMTN 2")	1,000,000	1,000,000
Islamic Medium Term Note 3 ("IMTN 3")	-	2,000,000
Islamic Medium Term Note 4 ("IMTN 4")	500,000	500,000
Islamic Medium Term Note 5 ("IMTN 5")	1,500,000	1,500,000
Islamic Medium Term Note 7 ("IMTN 7")	500,000	500,000
Islamic Medium Term Note 8 ("IMTN 8")	500,000	500,000
Islamic Medium Term Note 9 ("IMTN 9")	1,000,000	1,000,000
Islamic Medium Term Note 12 ("IMTN 12")	-	600,000
Islamic Medium Term Note 13 ("IMTN 13")	1,200,000	1,200,000
Islamic Medium Term Note 14 ("IMTN 14")	800,000	800,000
Islamic Medium Term Note 15 ("IMTN 15")	600,000	-
	8,100,000	10,100,000

On 14 February 2019, the SC approved a RM10 billion Sukuk financing to be issued by the Company, via a special purpose vehicle, Danum Capital Berhad. The programme has a tenure of 15 years from the date of the first drawdown.

On 28 March 2022, the SC approved for the programme to be upsized to RM20 billion.

The Company uses the proceeds for financing of general investments, refinancing of borrowings and working capital requirements.

The details of the Sukuk financing are as follows:

	IMTN 1	IMTN 2	IMTN 4	IMTN 5	IMTN 7	IMTN 8
Issuance date	14-Feb-19	14-Feb-19	21-Feb-20	21-Feb-20	13-May-20	13-May-20
Maturity date	13-Feb-26	14-Feb-34	21-Feb-25	21-Feb-35	13-May-25	13-May-27
Tenure	7 years	15 years	5 years	15 years	5 years	7 years
Yield to maturity	4.30%	4.68%	3.07%	3.42%	2.97%	3.14%
Nominal amount	RM0.5 billion	RM1.0 billion	RM0.5 billion	RM1.5 billion	RM0.5 billion	RM0.5 billion

	IMTN 9	IMTN 13	IMTN 14	IMTN 15
Issuance date	13-May-20	30-Jun-22	30-Jun-22	5-May-23
Maturity date	13-May-30	30-Jun-25	29-Jun-29	6-May-24
Tenure	10 years	3 years	7 years	1 year
Yield to maturity	3.29%	4.02%	4.68%	3.51%
Nominal amount	RM1.0 billion	RM1.2 billion	RM0.8 billion	RM0.6 billion

The Sukuk financing are unsecured and were issued at par.

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(b) Danum Capital Berhad ("Danum") (cont'd.)

The Sukuk financing will make periodic distribution at the profit rate every six months from the issuance to maturity.

During the year, the Company issued Danum IMTN 15 for investment, refinancing of borrowings and general working capital requirements.

Danum IMTN 3 of RM2 billion and IMTN 12 of RM600 million were fully redeemed during the financial year 2023.

The maturity structure of the IMTNs is as follows:

	Company	
	2023	**2022**
	RM'000	**RM'000**
Due within one year	600,000	2,600,000
Due after one year, and within five years	3,200,000	3,200,000
Due after five years	4,300,000	4,300,000
	8,100,000	10,100,000

(c) Dua Capital Ltd ("Dua")

	Company	
	2023	**2022**
	RM'000	**RM'000**
Islamic Medium Term Note 1 ("IMTN 1")	1,836,010	1,761,866
Islamic Medium Term Note 2 ("IMTN 2")	2,754,001	2,642,804
	4,590,011	4,404,670

On 11 May 2021, the Company has issued a dual-tranche Sukuk comprising a 5-year USD400 million in nominal value Sukuk due 2026 and a 10-year USD600 million in nominal value Sukuk due 2031 via a special purpose vehicle, Dua Capital Ltd.

The Company uses the proceeds for financing of general investments, refinancing of borrowings and working capital requirements.

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(c) Dua Capital Ltd ("Dua") (cont'd.)

The details of the Sukuk financing are as follows:

	IMTN 1	IMTN 2
Issuance date	11-May-21	11-May-21
Maturity date	11-May-26	11-May-31
Tenure	5 years	10 years
Yield to maturity	1.66%	2.78%
Nominal amount	USD0.4 billion	USD0.6 billion

The Sukuk financing are unsecured and were issued at par.

The Sukuk financing will make periodic distribution at the profit rate every six months from the issuance to maturity.

The maturity structure of the Sukuk financing is as follows:

	Company	
	2023	2022
	RM'000	RM'000
Due after one year, and within five years	1,836,010	1,761,866
Due after five years	2,754,001	2,642,804
	4,590,011	4,404,670

(d) Rantau Abang Capital Berhad ("RACB")

	Company	
	2023	2022
	RM'000	RM'000
Medium Term Note 5 ("MTN 5")	1,000,000	1,000,000
Medium Term Note 6 ("MTN 6")	1,000,000	1,000,000
Medium Term Note 10 ("MTN 10")	1,000,000	1,000,000
	3,000,000	3,000,000

On 24 February 2006, the SC approved a RM7 billion Sukuk financing to be issued by the Company, via a special purpose vehicle, Rantau Abang Capital Berhad. The programme has a tenure of 35 years from the date of the first drawdown.

The Company uses the proceeds for financing of general investments, refinancing of borrowings and working capital requirements.

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(d) Rantau Abang Capital Berhad ("RACB") (cont'd.)

The details of the Sukuk financing are as follows:

	MTN 5	MTN 6	MTN 10
Issuance date	12-May-11	26-Mar-14	17-Jan-17
Maturity date	12-May-31	26-Mar-29	16-Jan-32
Tenure	20 years	15 years	15 years
Yield to maturity	5.05%	5.20%	5.00%
Nominal amount	RM1.0 billion	RM1.0 billion	RM1.0 billion

The Sukuk financing are unsecured and were issued at par.

The Sukuk financing will make periodic distribution at the profit rate every six months from the issuance to maturity.

The maturity structure of the Sukuk financing is as follows:

	Company	
	2023	2022
	RM'000	RM'000
Due after five years	3,000,000	3,000,000

(e) Khazanah Capital Ltd ("KCL")

	Company	
	2023	2022
	RM'000	RM'000
Series 1	3,442,500	-

On 25 May 2023, the Company has issued a Euro Medium Notes ("EMTN") comprising a 10-years USD750 million in nominal value bond due 2033 via a special purpose vehicle, Khazanah Capital Ltd.

The Company uses the proceeds for financing of general investments, refinancing of borrowings and working capital requirements.

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(e) Khazanah Capital Ltd ("KCL")

The details of the financing are as follows:

	EMTN 1
Issuance date	1-Jun-23
Maturity date	1-Jun-33
Tenure	10 years
Yield to maturity	4.88%
Nominal amount	USD 0.75 billion

The financing are unsecured and were issued at par.

The financing will make periodic distribution at the profit rate every six months from the issuance to maturity.

The maturity structure of the financing is as follows:

	Company	
	2023	2022
	RM'000	RM'000
Due after five years	3,442,500	-

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(f) Khazanah Global Sukuk Berhad ("KGSB")

	Company	
	2023	**2022**
	RM'000	**RM'000**
Series 1	3,442,500	-

On 25 May 2023, the Company has issued a multicurrency sukuk issuance comprising a 5-year USD750 million in nominal value bond due 2028 via a special purpose vehicle, Khazanah Global Sukuk Berhad.

The Company will use the proceeds of financing of general investments, refinancing of borrowings and working capital requirements.

The details of the financing are as follows:

	Multicurrency Sukuk
Issuance date	1-Jun-23
Maturity date	1-Jun-28
Tenure	5 years
Yield to maturity	4.69%
Nominal amount	USD 0.75 billion

The financing are unsecured and were issued at par.

The financing will make periodic distribution at the profit rate every six months from the issuance to maturity.

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(f) Khazanah Global Sukuk Berhad ("KGSB") (cont'd.)

The maturity structure of the financing is as follows:

	Company	
	2023	**2022**
	RM'000	**RM'000**
Due after five years	3,442,500	-

(g) Medium term notes ("MTN")

On 30 January 2020, the Company has issued a medium term notes ("MTN") with nominal value of RM 2.9 billion. The MTN has a tenure of 20 years.

The details of the MTN is as follows:

Issuance date	30-Jan-20
Maturity date	30-Jan-40
Tenure	20 years
Profit rate	4.137%
Nominal amount	RM2,901 million

The maturity structure of the MTN is as follows:

	Company	
	2023	**2022**
	RM'000	**RM'000**
Due after five years		
MTN at nominal value	2,901,000	2,901,000
Less: Unamortised discount	(304,917)	(316,815)
	2,596,083	2,584,185

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(h) UEM Sunrise Berhad ("UEM Sunrise")

(i) UEM Sunrise ICPN and IMTN

In 2012, UEM Sunrise established an ICP Programme and an IMTN Programme, with a combined nominal value of RM2.0 billion and a sub-limit on the ICP Programme of RM500.0 million in nominal value. The ICP programme expired in 2019. Malaysian Rating Corporation Berhad ("MARC") has assigned a rating of AA-IS for the IMTN Programme.

The details of the IMTN issuance and repayment are as follows:

Issuance date	Tenure (Years)	Profit rate (% per annum)	At 1 January 2023	Repayment during the year	At 31 December 2023
			←	RM'million	→
22 March 2019	5	4.75	300	-	300
10 June 2020	3	4.00	270	(270)	-
12 June 2020	3	4.00	150	(150)	-
21 September 2020	3	3.90	350	(350)	-
20 May 2021	5	4.60	300	-	300
8 September 2021	5	4.40	290	-	290
21 September 2021	4	4.25	150	-	150
			1,810	(770)	1,040
Discount on issuance			(6)	2	(4)
			1,804	(768)	1,036

In 2016, UEM Sunrise established its second ICP Programme and IMTN Programme with a combined nominal value of RM2.0 billion and a sub-limit on the ICP Programme of RM500.0 million in nominal value. The ICP Programme has expired during the year. The ICP and IMTN Programmes have been assigned a rating of MARC-1IS /AA-IS respectively.

The details of the IMTN and ICP issuance are as follows:

Issuance date	Tenure (Years)	Profit rate (% per annum)	At 1 January 2023	Repayment during the year	At 31 December 2023
			←	RM'million	→
20 May 2016	7	5.00	500	(500)	-
11 December 2017	7	5.32	100	-	100
31 October 2018	5	4.98	100	(100)	-
31 October 2018	7	5.15	250	-	250
18 February 2021	3	4.00	230	-	230
18 February 2021	5	4.30	170	-	170
			1,350	(600)	750
Discount on issuance			(1)	1	-
			1,349	(599)	750

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(h) UEM Sunrise Berhad ("UEM Sunrise") (cont'd.)

(i) UEM Sunrise ICPN and IMTN (cont'd.)

In 2021, UEM Sunrise established its third ICP Programme and IMTN Programme with a combined aggregate limit of up to RM4.0 billion in nominal value. MARC has assigned a rating of MARC-1IS /AA-IS for the ICP and IMTN Progammes respectively.

Issuance date	Tenure (Years)	Profit rate (% per annum)	At 1 January 2023	During the year Issuance	Repayment	At December 2023
			←	RM'million		→
15 February 2022	3	4.60	40	-	-	40
12 April 2022	3	4.79	110	-	-	110
12 April 2022	1	3.55	100	-	(100)	-
19 September 2022	5	5.37	145	-	-	145
19 September 2022	3	5.03	150	-	-	150
13 December 2022	3	5.50	120	-	-	120
30 January 2023	3	5.45	-	255	-	255
7 March 2023	3	5.39	-	165	-	165
7 April 2023	3	5.34	-	70	-	70
14 April 2023	1	5.05	-	160	-	160
14 April 2023	2	5.25	-	80	-	80
14 April 2023	5	5.44	-	100	-	100
19 April 2023	1	5.00	-	115	-	115
19 June 2023	3	5.30	-	120	-	120
20 June 2023	4	5.45	-	280	-	280
29 September 2023	5	4.87	-	200	-	200
29 September 2023	7	5.09	-	150	-	150
			665	1,695	(100)	2,260
Discount on issuance			(2)	(8)	-	(10)
			663	1,687	(100)	2,250

(i) UEM Edgenta

UEM Edgenta had established an ICP Programme and an IMTN Programme under the Shariah Principle of Murabahah via a Tawarruq Arrangement, which have a combined aggregate limit of up to RM1.0 billion in nominal value and a sub-limit on the ICP Programme of RM300.0 million in nominal value. The tenure for the ICP Programme and IMTN Programme are 7 and 30 years, respectively from the date of the first issue.

Upon reaching its maturity in 2021, UEM Edgenta redeeemed its outstanding ICPs and did not make any reissuance.

UEM Edgenta redeemed its outstanding IMTNs amounting to RM250.0 million in nominal value upon its maturity on 26 April 2022 and reissued the IMTNs with the same nominal value with a tenor of four years on the same date. The effective profit rates for IMTNs at the reporting date is 4.25% (2022: 4.25%).

32. Borrowings (cont'd.)

(iii) Unsecured bonds and notes (cont'd.)

(j) UEM Olive

On 7 November 2023, UEM Olive established an IMTN programme under the Shariah Principle of Wakalah Bi Al-Istithmar, with a nominal amount of up to RM7.0 billion.

On 6 December 2023, UEM Olive issued its first tranche of IMTN at RM100.0 million. The tenure of the IMTN is 5 years from the date of the first issue and carries a fixed profit rate of 4.30% per annum.

(iv) Exchangeable Trust Certificates ("ETC")

	Note	Company 2023 RM'000	2022 RM'000
USD320.8 million 5-year ETC	(a)	-	1,014,749

The maturity structure of the ETCs is as follows:

	Company 2023 RM'000	2022 RM'000
Due within one year	-	1,014,749

(a) USD320.8 million 5-year Exchangeable Trust Certificates

On 8 February 2018, the Company via an independent special purpose company, Cindai Capital Limited (the “Issuer”), issued a Shariah-compliant exchangeable trust certificates (the “Certificates”).

The issuance comprise USD320.8 million 5-year Certificates with a put option on Year 3 and is exchangeable into ordinary shares of RMB1.00 each of CITIC Securities Co. Ltd. ("CITIC"), the Exchange Property, currently held by a subsidiary of the Company. The Certificates were priced at 100% of the principal amount at zero periodic payments and yield to optional/scheduled dissolution. Unless previously exchanged, redeemed, purchased or cancelled, the Certificates will be redeemed at 100.00% of their nominal amount on 8 February 2023 (“the Scheduled Dissolution Date”).

32. Borrowings (cont'd.)

(iv) Exchangeable Trust Certificates ("ETC") (cont'd.)

(a) USD320.8 million 5-year Exchangeable Trust Certificates (cont'd.)

Exchange Right

The Certificates are exchangeable for a pro-rata share of CITIC ordinary shares with par value of RMB1.00 each during the Exchange Period. Notwithstanding the Exchange Right, at any time when the delivery of Exchange Property is required to satisfy the Exchange Right, the Company has the option to purchase the Exchange Property for an amount equal to the Cash Settlement Amount.

The Exchange Property shall initially comprise 94,494,683 CITIC shares and include all Relevant Securities and other property arising out of or derived or resulting therefrom and such other property, in each case as may be deemed or required to comprise all or part of the Exchange Property pursuant to the Conditions, but excluding any such property as may or may be deemed to have ceased to form part of the Exchange Property.

Following the dividends declared by CITIC during the Exchange Period which exceeded the reference amount as defined in the Conditions of the Certificates, further adjustments to the Exchange Property were made resulting in the Certificates holders being entitled to receive 294.5594 shares and HKD873.12 cash as capital distribution for each USD1,000 nominal value of Certificates effective 26 August 2022.

Each Certificateholder has the right ("Exchange Right") to exchange a Certificate at any time during the Exchange Period, beginning on and including 21 March 2018 and ending on and including the earlier to occur of:

(a) the close of business on the date which falls 10 Business Days prior to the Scheduled Dissolution Date; or

(b) if the Certificates shall have been called for dissolution prior to the Scheduled Dissolution Date, the close of business on the day which falls 10 Business Days prior to the date fixed for dissolution.

Redemption

USD225,942,000 in nominal value of the certificates have been redeemed on its maturity date of 8 February 2023.

This note to the financial statements should be read in conjunction with the conditions set out in the offering circular dated 5 February 2018 relating to the Certificates.

32. Borrowings (cont'd.)

(v) Other borrowings

Group		Short term RM'000	Long term RM'000	Total RM'000
2023				
Secured:				
Other term loans and payables	(B)	1,153,801	6,387,309	7,541,110
Loan from Government	(C)	-	437,661	437,661
Others	(D)	5,085,755	-	5,085,755
		6,239,556	6,824,970	13,064,526
Unsecured:				
Other term loans and payables	(B)	223,332	753,513	976,845
Others	(D)	418,394	146,502	564,896
		641,726	900,015	1,541,741
Total		6,881,282	7,724,985	14,606,267
2022				
Secured:				
CIMA	(A)	-	65,000	65,000
Other term loans and payables	(B)	1,175,434	6,626,894	7,802,328
Loan from Government	(C)	487,551	-	487,551
Others	(D)	6,530,262	100,000	6,630,262
		8,193,247	6,791,894	14,985,141
Unsecured:				
Other term loans and payables	(B)	126,045	936,535	1,062,580
Others	(D)	580,263	158,979	739,242
		706,308	1,095,514	1,801,822
Total		8,899,555	7,887,408	16,786,963

32. Borrowings (cont'd.)

(v) Other borrowings (cont'd.)

Company		Short term RM'000	Long term RM'000	Total RM'000
2023				
Unsecured:				
Others	(D)	2,695,800	2,500,000	5,195,800
2022				
Unsecured:				
Others	(D)	3,292,000	2,600,000	5,892,000

(A) Cement Industries Of Malaysia Berhad ("CIMA")

In 2020, CIMA Group obtained a term loan facility at interest rates ranging 4.70% to 5.00% (2022: 4.29%) per annum, to part finance the acquisition of a plot of freehold land. The facility is secured by way of first party legal charge over the said freehold land, corporate guarantee from CIMA and letter of undertaking from UEM.

During the year, the term loan was reclassified to liabilities of disposal group classified as held for sale.

(B) Other term loans and payables

Included in the Group's term loans and payables are secured and unsecured term loans with interest rates ranging from 1.0% to 5.30% (2022: 1.0% to 5.30%) per annum and facility terms of 1 to 5 years.

Secured term loans of the Group are secured by the followings:

(i) property, plant and equipment
(ii) deposit with licensed banks
(iii) investment assets
(iv) assignment of proceeds
(v) corporate guarantees

32. Borrowings (cont'd.)

(v) Other borrowings (cont'd.)

(C) Loan from Government

Iskandar Investment Berhad ("IIB"), a subsidiary of the Group, was granted a term loan facility of RM550 million from Ministry of Finance ("MOF"), Malaysia, to finance the Legoland Theme Park Project. The term loan is secured by way of debenture issued by IDR Assets Sdn. Bhd. ("IDRA"), a subsidiary of LL Malaysia Attractions Holdings Sdn. Bhd. ("LLMAH"), and is subject to interest charge at 3.75% per annum. The interest for the first 48 months is to be capitalised to the principal. The term loan including the capitalised interest is repayable from 2013 to 2026.

On 14 September 2020, MOF has granted the following:

(i) Deferment of principal and interest payment for year 2020 and 2021 amounting to RM141.2mil. The repayment schedule which was originally expected to end in 2026 has been revised to 2030 (2 years of deferment and 2 years for extension of repayment);

(ii) Transfer of IDRA assets to LL Malaysia Taman Tema Sdn. Bhd. ("LLMTT"), a subsidiary of Destination Resorts & Hotels Sdn. Bhd. ("DRHSB") and restructuring of loan to IIB with revised terms and conditions; and

(iii) Subject to Clause 19 of the agreement, item number (i) and (ii) need to be finalised in a supplemental loan agreement and amended towards all security documents related to this loan.

On 2 October 2020, DRHSB issued a letter of undertaking ("LOU") pursuant to the new terms approved by MOF to IIB Group and IIB confirming that IIB Group and IIB will remain as a party to the MOF loan and DRHSB will continue to indemnify IIB for any claims, actions in relation to the MOF Loan. IIB shall not be liable for any amount owing under the MOF loan and DRHSB will be fully responsible for the payment and settlement of all the amounts owing under the MOF loan.

On 29 August 2021, both supplemental agreement to the facility agreement between MOF and IIB as well as deed of novation agreement between IIB, IDRA and LLMTT has signed and thereby executed.

32. Borrowings (cont'd.)

(v) Other borrowings (cont'd.)

(C) Loan from Government (cont'd.)

On 23 March 2023, a second supplemental agreement was signed between MOF and IIB which MOF has granted the following:

(i) The repayments of the annuity payment for the year 2022, 2023 and 2024 are deferred to the revised repayment schedule;

(ii) The capitalisation of interest of 3.75% imposed on the deferment of the principal repayments of the Facility;

(iii) The Second Loan Moratorium shall expire on 31 December 2024; and

(iv) Processing fee of 1% imposed which has fully paid by LLMTT to the Government on 8 November 2022.

(D) Others

Included in other borrowings are:

(i) Revolving credit facilities

The revolving credit facilities bear interest at rates ranging from 1.79% to 5.73% (2022: 0.73% to 5.35%) and from 3.14% to 5.86% (2022: 2.33% to 3.53%) per annum for Group and Company respectively.

(a) Company

The Company utilised RM1.7 billion in nominal value under the existing banking facilities of RM5.25 billion during the year.

The Company used the proceeds for Khazanah's investment and general working capital requirements.

The maturity structure of the revolving credit is as follows:

	2023 RM'000	2022 RM'000
Due within one year	1,700,000	3,292,000

32. Borrowings (cont'd.)

(v) Other borrowings (cont'd.)

(D) Others (cont'd.)

(ii) Bank overdrafts

The bank overdrafts carry interest rates ranging of 5.64% (2022: 5.64%) per annum.

(iii) Structured Commodity Financing-i

The Structured Commodity Financing-i Facility is obtained for projects and working capital purposes which carries an average profit rate of 4.60% to 5.04% (2022: 4.60% to 5.04%) per annum. The facility has been fully settled during the year.

(iv) Term loans - unsecured

	Company		
	Short term RM'000	**Long term RM'000**	**Total RM'000**
2023			
Unsecured fixed term loans	-	2,500,000	2,500,000
Unsecured floating term loans	895,800	-	895,800
	895,800	2,500,000	3,395,800
2022			
Unsecured fixed term loans	-	2,500,000	2,500,000
Unsecured floating term loans	842,000	-	842,000
	842,000	2,500,000	3,342,000

The unsecured fixed term loans bear interest rate of 4.64% (2022: 4.64%) per annum.

The unsecured floating term loans bear interest rate ranging from 3.80% to 4.11% (2022: 2.44% to 3.49%) per annum.

The maturity structure of the term loans are as follows:

	2023 RM'000	**2022 RM'000**
Due within one year	895,800	842,000
Due after one year, and within five years	2,500,000	2,500,000

32. Borrowings (cont'd.)

(v) Other borrowings (cont'd.)

(D) Others (cont'd.)

(v) Ihsan Sukuk Berhad

	Company 2023 RM'000	2022 RM'000
Medium Term Note 2 ("MTN 2")	100,000	100,000

On 11 March 2015, the SC approved a RM1 billion in nominal value, Sukuk Programme to be established under the Sustainable and Responsible Investment Sukuk framework ("Sukuk Programme") to be issued by the Company, via a special purpose vehicle, Ihsan Sukuk Berhad. The programme has a tenure of 25 years from the date of the first issuance under the Sukuk Programme.

The Company will use the proceeds for the purpose of funding Shariah-compliant Eligible Sustainable and Responsible Investment.

The details of the Ihsan Sukuk are as follows:

	MTN 2
Issuance date	8-Aug-17
Maturity date	8-Aug-24
Tenure	7 years
Profit rate	4.60%
Nominal amount	RM100 million

The Ihsan Sukuk are unsecured and issued at par. The proceeds were utilised to fund Yayasan Amir Trust Schools Programme ("Yayasan Amir"). Yayasan Amir is a not-for-profit foundation established on 26 October 2010 to improve accessibility to quality education in government schools through a Public-Private-Partnership with the Ministry of Education of Malaysia.

32. Borrowings (cont'd.)

(v) Other borrowings (cont'd.)

(D) Others (cont'd.)

(v) Ihsan Sukuk Berhad

MTN 2

The Ihsan Sukuk will make annual distribution at the profit rate from the issuance to maturity. In relation to the repayment of the Principal, the Company shall reduce the amount to be repaid by 3.18% (by redeeming the Ihsan Sukuk at 96.82%) in the event Yayasan Amir meets its key performance indicators ("KPIs") pursuant to the conditions of the Ihsan Sukuk.

This note to the financial statements should be read in conjunction with the conditions set out in the prospectus dated 13 July 2017 relating to the Ihsan Sukuk.

The Sukuk Ihsan Sukukholders may exercise their option to waive the repayment of the principal and profit of the IMTNs at any time during the tenure of the Sukuk Ihsan.

The potential reduction to the dissolution distribution amount and the potential waiver above give rise to embedded derivative. The embedded derivative cannot be reliably measured thus bifurcated and carried at RMNil due to the uncertainty in determining the ability of Yayasan Amir to meet the KPIs.

The maturity structure of the Ihsan Sukuk financing is as follows:

	2023 RM'000	2022 RM'000
Due within one year	100,000	-
Due after one year, and within five years	-	100,000
	100,000	100,000

32. Borrowings (cont'd.)

The movement in the borrowings are as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
At 1 January	58,403,599	57,413,555	42,762,886	45,062,668
Drawdown	11,721,906	13,508,086	8,380,800	5,592,000
Repayment	(15,745,187)	(13,805,126)	(6,192,000)	(6,210,000)
Redemption of Exchangeable Trust Certificates	(1,017,295)	(2,810,670)	(1,017,295)	(2,810,670)
Unrealised loss on foreign exchange	5,190,284	3,655,778	197,240	686,912
Amortisation of discount on Exchangeable Trust Certificates (Note 8)	2,545	117,822	2,545	117,822
Amortisation of discounts on Khazanah Bonds (Note 8)	241,462	324,154	241,462	324,154
At 31 December	58,797,314	58,403,599	44,375,638	42,762,886

33. Trade payables

	Note	Group	
		2023 RM'000	2022 RM'000
Trade payables		1,507,802	1,685,091
Contract liabilities	22(ii)	98,419	135,819
		1,606,221	1,820,910

The payables are interest free and the normal trade credit terms granted to the Group range from 30 days to 90 days (2022: 30 days to 90 days).

34. Other current liabilities

		Group		Company	
		2023	2022	2023	2022
	Note	RM'000	RM'000	RM'000	RM'000
Interest payable	(i)	472,176	214,876	413,391	400,345
Amount due to related companies	(ii)	117,808	136,980	1,134,904	766,584
Accruals		2,132,268	2,643,577	100,135	141,535
Sales in advance of carriage	(iii)	2,188,255	2,261,060	-	-
Amount due to associates	(iv)	9,195	77,347	-	-
Insurance payables		6,359	35,013	-	-
Government grant	37(i)	2,884	2,884	-	-
Retirement benefit obligations and provision for employee entitlements	35	336	1,719	-	-
Deferred liabilities and income	37(iii)	116,407	77,886	-	-
Provision for aircraft redelivery costs	(v)	4,086,869	3,186,829	-	-
Other payables		1,712,993	2,784,749	96,534	71,503
		10,845,550	11,422,920	1,744,964	1,379,967

The terms and conditions of the above liabilities are as follows:

(i) Interest payable is normally settled quarterly, semi-annually or annually throughout the financial year, depending on the terms of the respective borrowings of the Company.

(ii) The amount due to related companies is unsecured, interest free and is repayable on demand.

34. Other current liabilities (cont'd.)

The terms and conditions of the above liabilities are as follows: (cont'd.)

(iii) Sales in advance of carriage represents the value of unutilised passenger tickets and cargo airway bills in respect of transportation services not yet rendered as at the reporting date.

(iv) The amount due to associates is unsecured, interest free and is repayable on demand.

(v) The Group leases majority of its aircraft and engines, whereby under the terms of the leases, these aircraft and engines are to be returned substantially in the original state when they were leased. Provisions are made based on the estimated hours flown and estimated costs of maintenance required. These estimates are based on past experiences and are regularly reviewed to ensure they approximate actual costs.

Group	2023 RM'000	2022 RM'000
At 1 January	3,186,829	2,492,507
Additional provision (Note 4)	1,423,901	1,074,482
Reversal of provision (Note 4)	(523,861)	(380,160)
At 31 December	4,086,869	3,186,829

All other balances of financial liabilities above are unsecured, interest free and are normally settled on 30 to 180 days (2022: 30 to 180 days) terms.

35. Retirement benefit obligations and provision for service entitlements

Group

	Note	Retirement benefit obligation RM'000	Provision for service entitlements RM'000	Total RM'000
At 1 January 2023		29,657	30,378	60,035
Acquisition of subsidiary	18	1,901	-	1,901
Exchange differences		179	(319)	(140)
Arising during the year	5	4,978	171	5,149
Payments made during the year		(2,571)	-	(2,571)
Transfer to assets held for sale		(19,687)	-	(19,687)
At 31 December 2023		14,457	30,230	44,687
Less: Current portion	34	(336)	-	(336)
Long term portion	37	14,121	30,230	44,351
At 1 January 2022		30,781	29,539	60,320
Exchange differences		(80)	186	106
Arising during the year	5	881	653	1,534
Payments made during the year		(1,925)	-	(1,925)
At 31 December 2022		29,657	30,378	60,035
Less: Current portion	34	(1,719)	-	(1,719)
Long term portion	37	27,938	30,378	58,316

35. Retirement benefit obligations and provision for service entitlements

(a) Retirement benefit obligations

Provision for retirement benefits mainly arising from:

CIMA

The liabilities and costs relating to the benefit are provided by CIMA pursuant to the Collective Agreement entered between CIMA and Cement Industry Employees' Union. Under the scheme, eligible employees are entitled to retirement benefits upon reaching the retirement age of 60.

The retirement benefit is only payable to unionised employees who:
(a) retire on attainment of age 60, as appropriate; or
(b) are medically boarded out; or
(c) die in service; or
(d) resign voluntarily after 10 years of company service; or
(e) promoted to executive or supervisor level

CIMA Group maintains a book reserve in respect of the liabilities based on the actuarial valuation updated by an independent actuarist on 31 December 2023. The retirement plan is currently not funded and there are no physical assets set aside for the cost of the benefits. The schemes assets are invested in a Group Pension Contract insured with Clerical Medical. Other than the decision to remain invested in the Group Pension Contract, the trustees and Group do not have control over asset allocation.

Edgenta UEMS Ltd

Edgenta UEMS Ltd, a subsidiary of UEMS Pte Ltd, has a retirement plan covering all its regular employees who opted for defined benefits plan. Benefits under the plan are based on the length of service and estimated base pay at the time of retirement. The pension assets and liabilities are valued on annual basis by independent actuarist, taking into account gains and losses.

The plan assets, comprising cash and cash equivalents, are deposited with the Bank of Taiwan and are managed by the Government of Taiwan. The plan assets do not have quoted market prices in active market.

35. Retirement benefit obligations and provision for service entitlements (cont'd.)

(a) Retirement benefit obligations (cont'd.)

UEM Edgenta Berhad ("UEM Edgenta")

UEM Edgenta Group operates an unfunded, defined benefit retirement benefit scheme for its eligible employees ("Scheme"). The Scheme is closed to new employees. Under the Scheme, eligible employees are entitled to retirement benefits on attainment of the retirement age of 60, on medical incapacity or on death. The present value of defined benefit obligation is based on the actuarial valuation report by an independent actuarist dated 9 January 2023.

Edgenta Arabia Limited and MEEM for Facilities for Management Company

Edgenta Arabia Limited, one of UEM Edgenta's subsidiary and its subsidiary, MEEM for Facilities for Management operate unfunded retirement plans covering all their regular employees to comply with the requirement of the Saudi Arabian Labour Law. Benefits under the plan are based on the length of service and estimated base pay at the time of resignation, retirement, death and termination of the employees' service for reasons other than misconduct, negligence or incompetence. The pension assets and liabilities are valued on annual basis by independent actuary, taking into account gains and losses.

Trichy Padalur Tollways Private Limited ("TPTPL")

TPTPL operates a defined benefit plan for its employees for gratuity. Under the gratuity plan, every employee who has completed at least five years of service gets a gratuity on departure. The present value of defined benefit plan was based on the actuarial valuation report by an actuarist dated 11 January 2024.

(b) Provision for employee entitlements

Provision for employee entitlements comprises provision for retirement leave entitlements of eligible employees of a foreign subsidiary. The provisions are in respect of both vested and unvested entitlements, and are made by reference to independent actuarial valuations.

36. Other reserves

Group	Foreign currency translation reserve RM'000 Note (a)	Fair value adjustment reserve RM'000 Note (b)	Cash flow hedge reserve RM'000 Note (c)	Share option reserve RM'000 Note (d)	Statutory reserve RM'000 Note (e)	Retirement benefit reserve RM'000 Note (f)	Others RM'000	Total RM'000
2023								
At 1 January	3,263,556	1,362,968	(773,840)	(71,775)	(264,179)	(1,922,522)	153,244	1,747,452
Foreign currency translation differences of foreign operations	2,186,478	-	-	-	-	-	-	2,186,478
Net loss on fair value of other comprehensive income	-	(28,847)	-	-	-	-	-	(28,847)
Net loss on fair value of cash flow hedges	-	-	(233,566)	-	-	-	-	(233,566)
Actuarial loss on retirement benefit plan	-	-	-	-	-	(156,731)	-	(156,731)
Total other comprehensive income/(loss)	2,186,478	(28,847)	(233,566)	-	-	(156,731)	-	1,767,334

36. Other reserves (cont'd.)

Group (cont'd.)	Foreign currency translation reserve RM'000 Note (a)	Fair value adjustment reserve RM'000 Note (b)	Cash flow hedge reserve RM'000 Note (c)	Share option reserve RM'000 Note (d)	Statutory reserve RM'000 Note (e)	Retirement benefit reserve RM'000 Note (f)	Others RM'000	Total RM'000
2023 (cont'd.)								
Acquisition of subsidiaries	-	-	-	-	203	-	-	203
Disposal of associates	(3,067)	25,890	18,570	(1,209)	5,390	-	(2,218)	43,356
Share of reserves of associates and joint ventures	-	-	-	432	-	204,869	(80,077)	125,224
Transfer to:								
- statutory reserve	-	-	-	-	212,521	-	-	212,521
- general reserve	-	-	-	-	-	-	(336)	(336)
- capital reserve	-	-	-	-	-	-	(9,845)	(9,845)
- distributable retained profits	-	683,322	-	-	-	-	-	683,322
Share based payments	-	-	-	(36)	-	-	-	(36)
Total transactions with owners	(3,067)	709,212	18,570	(813)	218,114	204,869	(92,476)	1,054,409
At 31 December	5,446,967	2,043,333	(988,836)	(72,588)	(46,065)	(1,874,384)	60,768	4,569,195

36. Other reserves (cont'd.)

Group	Foreign currency translation reserve RM'000 Note (a)	Fair value adjustment reserve RM'000 Note (b)	Cash flow hedge reserve RM'000 Note (c)	Share option reserve RM'000 Note (d)	Statutory reserve RM'000 Note (e)	Retirement benefit reserve RM'000 Note (f)	Others RM'000	Total RM'000
2022								
At 1 January	2,002,308	2,495,591	(562,314)	(80,908)	(362,636)	(2,084,994)	(62,990)	1,344,057
Foreign currency translation differences of foreign operations	1,283,049	-	-	-	-	-	-	1,283,049
Net loss on fair value of other comprehensive income	-	(667,394)	-	-	-	-	-	(667,394)
Net loss on fair value of cash flow hedges	-	-	(237,894)	-	-	-	-	(237,894)
Actuarial gain on retirement benefit plan	-	-	-	-	-	164,304	-	164,304
Total other comprehensive income/(loss)	1,283,049	(667,394)	(237,894)	-	-	164,304	-	542,065

36. Other reserves (cont'd.)

Group (cont'd.)	Foreign currency translation reserve RM'000 Note (a)	Fair value adjustment reserve RM'000 Note (b)	Cash flow hedge reserve RM'000 Note (c)	Share option reserve RM'000 Note (d)	Statutory reserve RM'000 Note (e)	Retirement benefit reserve RM'000 Note (f)	Others RM'000	Total RM'000
2022 (cont'd.)								
Disposal of subsidiaries	(8,480)	-	-	-	-	-	-	(8,480)
Disposal of associates	(13,321)	15,304	26,368	(1,691)	16,077	(1,832)	(3,354)	37,551
Shares of reserves of associates and joint ventures	-	-	-	692	-	-	156,786	157,478
Derecognition of put option	-	-	-	-	-	-	(4)	(4)
Transfer to:								
- statutory reserve	-	-	-	-	82,380	-	-	82,380
- general reserve	-	-	-	-	-	-	50,177	50,177
- capital reserve	-	-	-	-	-	-	12,629	12,629
- distributable retained profits	-	(480,533)	-	-	-	-	-	(480,533)
Share based payments	-	-	-	10,132	-	-	-	10,132
Total transactions with owners	(21,801)	(465,229)	26,368	9,133	98,457	(1,832)	216,234	(138,670)
At 31 December	3,263,556	1,362,968	(773,840)	(71,775)	(264,179)	(1,922,522)	153,244	1,747,452

36. Other reserves (cont'd.)

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

(b) Fair value adjustment reserve represents the cumulative fair value changes, net of tax, of fair value through other comprehensive income financial assets until they are disposed of or impaired.

(c) The cash flow hedge reserve represents the cumulative effective portion of gains or losses arising on change in fair value of hedging instruments entered into for cash flow hedges. The cumulative gains or losses in fair value of cash flow hedges will be reclassified to profit or loss only when the hedged transaction affects the profit or loss.

(d) Share option reserve represents the equity-settled share options granted to employees of the Group. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of equity-settled share options.

(e) The statutory reserve of the Group is maintained in compliance with the requirements of Bank Negara Malaysia. This reserve is not distributable as cash dividends.

(f) The retirement benefit reserve relates to the actuarial gain or losses for the defined benefit plans of the Group.

(g) The capital contribution from the shareholders relates to contribution from the holding company, where no repayment is expected.

37. Other non-current liabilities

		Group	
		2023	2022
	Note	RM'000	RM'000
Retirement benefit obligation and provision for employee entitlements	35	44,351	58,316
Government grants	(i)	42,873	45,510
Insurance contract liabilities	(ii)	5,720,792	4,613,090
Deferred liabilities and income	(iii)	1,806,279	1,762,478
Contract liabilities	22(ii)	210,081	239,678
Others		4,062,577	3,074,779
		11,886,953	9,793,851

37. Other non-current liabilities (cont'd.)

(i) Government grants

	Note	Group 2023 RM'000	2022 RM'000
At 1 January		48,394	51,031
Recognised in profit or loss	4	(2,637)	(2,637)
At 31 December		45,757	48,394
Analysed as:			
Current	34	2,884	2,884
Non-current		42,873	45,510
		45,757	48,394

Government grants granted to subsidiaries comprise the following:

(i) Technology Development Cluster grant was given for the development of the University Supported Technology Incubation Centre Project under the Seventh Malaysian Plan.

(ii) A subsidiary of Agrifood Resources Holdings Berhad, Blue Archipelago Berhad, was given a grant to fund the implementation of the Integrated Aquaculture Shrimp Park Project.

(iii) Grant from Unit Kerjasama Awam Swasta ("UKAS") to fund Iskandar Malaysia Studios Sdn. Bhd. ("IMS") for the cost of eligible capital expenditure.

(iv) Cenergi SEA Berhad ("Cenergi") has received grants for the purchase of certain development costs of concession assets. There are no unfulfilled or contingencies attached to these grants. The grants were awarded to IRM Solar Sdn. Bhd. for the construction of the solar power plant at Titi Tinggi, Perlis.

37. Other non-current liabilities (cont'd.)

(ii) Insurance contract liabilities

	Group	
	2023 RM'000	2022 RM'000
Gross		
Life insurance and family takaful	5,720,792	4,719,504
Reinsurance		
Life insurance	-	(106,414)
Net		
Life insurance and family takaful	5,720,792	4,613,090

(iii) Deferred liabilities and income

Group	Deferred income RM'000
2023	
Amount recognised	2,413,858
Accumulated realisation	(491,172)
	1,922,686
Due within 12 months (Note 34)	116,407
Due after 12 months	1,806,279
	1,922,686
2022	
Amount recognised	2,306,829
Accumulated realisation	(466,465)
	1,840,364
Due within 12 months (Note 34)	77,886
Due after 12 months	1,762,478
	1,840,364

37. Other non-current liabilities (cont'd.)

(iii) Deferred liabilities and income (cont'd.)

Included in deferred income is the following:

(a) Deferred lease rental income

Deferred lease rental income comprises lease rental income received in advance from a third party upon the assignment of the lease, with respect to long term leasehold land of a subsidiary, to the third parties. Deferred lease rental is amortised on a straight-line basis over the lease tenure period.

38. Lease liabilities

Under the terms of the finance lease, the Group has the option to buy the aircraft from the lessor at a predetermined price. In the event the lessee exercises the option to buy the aircraft at the purchase option date, the purchase price comprises total sum of the purchase option price and rent of the aircraft due and payable on the purchase option date.

The finance lease of the Group has tenure ranging between 5 to 12 years. The range of interest rate as at the reporting date ranging between 0.17% to 5.78%.

Set out below is the carrying amount of the lease liabilities and the movements during the year:

	Group	
	2023	**2022**
	RM'000	**RM'000**
At 1 January	7,389,132	7,600,617
Addition	553,842	38,750
Acquisition of a subsidiary (Note 18)	330	-
Accretion of interest	238,073	348,776
Payment	(1,100,743)	(934,159)
Lease modifications	22,738	356,103
Disposal	(1,620)	(5,685)
Transfer to assets held for sale	(4,316)	-
Foreign currency translation	(1,045)	(15,270)
	7,096,391	7,389,132

38. Lease liabilities (cont'd.)

Analysed as:

	Group	
	2023	2022
	RM'000	RM'000
Amount due within 12 months	1,489,239	1,216,116
Amount due after 12 months	5,607,152	6,173,016
	7,096,391	7,389,132

The maturities of the lease liabilities as at 31 December as at below:

	Group	
	2023	2022
	RM'000	RM'000
Not later than one year	1,489,239	1,216,116
More than 1 year and within 5 years	3,709,564	4,013,861
More than 5 years	1,897,588	2,159,155
	7,096,391	7,389,132

The following are the amounts recognised in profit or loss:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Depreciation expense of right-of-use assets	851,173	1,037,974	-	-
Interest expense on lease liabilities	238,073	348,776	-	-
Expenses relating to short term leases	18,941	23,829	14,672	13,983
Expenses relating to leases of low-value assets	1,202	2,887	-	-

39. Share capital

Issued and fully paid-up:

	Number of ordinary shares		Amount	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
At 1 January / 31 December	5,443,953	5,443,953	12,284,201	12,284,201

40. Financial risk management objectives and policies

The Group and the Company are exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include equity price, fuel price, interest rate, foreign currency, credit and liquidity risks. The Group and the Company have an approved set of guidelines and policies as well as internal controls which set out its overall business strategies to manage these risks. The Group's and the Company's overall financial risk management objective is to enhance shareholders' value through effective management of the Group's and the Company's risks. Although this guiding principle and objective is consistent throughout the Group, the Group consists of subsidiaries and subsidiaries group with their own governing Boards that will apply and determine the implementation of these policies in respect of each individual company.

The Board of Directors reviews and agrees policies and procedures for the management of these risks. The following sections provide details regarding the Group's and the Company's exposure to the abovementioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Equity price risk

Equity price risk is the risk that the fair value or future cash flows of the Group’s equity instruments will fluctuate because of changes in equity prices (other than interest or exchange rates).

The Group is exposed to equity price risk arising from its investment in quoted equity instruments. The quoted equity instruments are designated as fair value through profit or loss or FVOCI assets.

40. Financial risk management objectives and policies (cont'd.)

(a) Equity price risk (cont'd.)

The Group and the Company's quoted equity securities are susceptible to market price risk arising from the uncertainties on future values of the investment securities. The Group and the Company manages the equity price risk through diversification and placing limits on individual and total equity instruments. Reports on the equity portfolio monitoring are submitted to the Group and the Company's senior management on a regular basis. The Group and the Company's Board of Directors reviews and approves all equity investment decisions.

Equity/investment risk management includes due diligence in screening the investment proposals according to the Group investment guidelines and procedures, constant communication and close monitoring of the performance of investee companies.

Sensitivity analysis for equity price risk

The following table demonstrates the sensitivity to a reasonably possible change in the equity price, with all other variables held constant, of the Group's equity (due to changes in the fair value of FVOCI investments) and profit or loss (due to changes in the fair value of equity investments designated at fair value through profit or loss).

	Effect on equity RM'000	Effect on profit or loss RM'000
Group		
2023		
Increase in 12% of equity price	2,600,529	3,623,261
Decrease in 12% of equity price	(2,600,529)	(3,623,261)
2022		
Increase in 12% of equity price	2,185,428	3,196,002
Decrease in 12% of equity price	(2,185,428)	(3,196,002)

40. Financial risk management objectives and policies (cont'd.)

(a) Equity price risk (cont'd.)

Sensitivity analysis for equity price risk (cont'd.)

The following table demonstrates the sensitivity to a reasonably possible change in the equity price, with all other variables held constant, of the Group's equity (due to changes in the fair value of FVOCI investments) and profit or loss (due to changes in the fair value of equity investments designated at fair value through profit or loss). (cont'd.)

Company	Effect on equity RM'000	Effect on profit or loss RM'000
2023		
Increase of 10% in equity price	-	291,500
Decrease of 10% in equity price	-	(291,500)
2022		
Increase of 10% in equity price	-	520,700
Decrease of 10% in equity price	-	(520,700)

40. Financial risk management objectives and policies (cont'd.)

(b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates.

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's loans and borrowings with floating interest rates.

The Group actively manages its interest rate risk by maintaining a portfolio of financial instruments, including derivatives guided by its investment guidelines and policies, and regular reviews of its debt portfolio, interest rates and market expectations. The Company actively manages its interest rate risk by maintaining an interest cover ratio of at least one and a half times.

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Group's profit/(loss) before tax (due to changes in the interest expense on floating rate borrowings and interest rate derivatives) and equity (due to changes in the cash flow hedge).There is no impact on the Company's equity:

	Group		Company	
	Effect on equity RM'000	Effect on profit or loss RM'000	Effect on equity RM'000	Effect on profit or loss RM'000
2023				
Increase in 25 basis points	-	(6,490)	-	(6,490)
Decrease in 25 basis points	-	6,490	-	6,490
2022				
Increase in 25 basis points	-	2,195	-	(10,335)
Decrease in 25 basis points	-	(2,195)	-	10,335

The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

40. Financial risk management objectives and policies (cont'd.)

(b) Interest rate risk (cont'd.)

Weighted average interest rate and average maturity

The weighted average interest/profit rates per annum and the average maturity on the financial assets and financial liabilities as at 31 December were as follows:

Financial assets

Group	2023 Weighted average interest rates %	2023 Average maturity days	2022 Weighted average interest rates %	2022 Average maturity days
Licensed banks	4.51	1 to 365	3.73	1 to 365

Company	2023 Weighted average interest rates %	2023 Average maturity days	2022 Weighted average interest rates %	2022 Average maturity days
Licensed banks	3.60	35	2.59	27

Financial liabilities

Group	2023 Weighted average interest rates %	2023 Average maturity days	2022 Weighted average interest rates %	2022 Average maturity days
Bank overdrafts	6.89	Within 1 year	6.39	Within 1 year
Revolving credit	4.46	Within 1 year	3.66	Within 1 year
Finance lease and hire purchase	5.13	1 to 12 years	3.53	1 to 12 years
Term loans	3.93	1 to 5 years	4.20	1 to 5 years

40. Financial risk management objectives and policies (cont'd.)

(b) Interest rate risk (cont'd.)

Company	2023 Interest rates %	2023 Years to maturity	2022 Interest rates %	2022 Years to maturity
Revolving credit	3.65	Within 1 year	3.47	Within 1 year
Term loans	4.13	Within 3 years	4.51	Within 3 years
Bonds and notes	4.01	Within 18 years	4.08	Within 18 years

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group's and the Company's exposure to foreign exchange risk arises mainly from borrowings, operating revenues and expenses which are denominated in foreign currencies mainly US Dollar ("USD"), Chinese Renminbi ("CNY") and Singapore Dollar ("SGD").

Foreign exchange exposures in transactional currencies other than functional currencies of the operating entities are kept to an acceptable level and short term imbalances are addressed by buying or selling foreign currencies at spot rates.

40. Financial risk management objectives and policies (cont'd.)

(b) Interest rate risk (cont'd.)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity to a reasonably possible change in respective foreign currency exchange rates, with all other variables held constant, of the Group's and the Company's profit/(loss) before tax (due to translation of monetary items). The Group's and Company's exposure to foreign currency changes for all other currencies is not material.

(c) Foreign currency risk

		Group		Company	
		Changes in rate	Effect on profit/(loss) before tax RM'000	Changes in rate	Effect on profit/(loss) before tax RM'000
2023					
USD/RM	- Strengthened	+5%	(487,119)	+5%	-
	- Weakened	-5%	487,119	-5%	-
SGD/RM	- Strengthened	+5%	97	+5%	-
	- Weakened	-5%	(97)	-5%	-
CNY/RM	- Strengthened	+5%	125,821	+5%	125,821
	- Weakened	-5%	(125,821)	-5%	(125,821)
2022					
USD/RM	- Strengthened	+5%	325,436	+5%	(380,000)
	- Weakened	-5%	(325,436)	-5%	380,000
SGD/RM	- Strengthened	+5%	-	+5%	-
	- Weakened	-5%	-	-5%	-
CNY/RM	- Strengthened	+5%	139,000	+5%	189,000
	- Weakened	-5%	(139,000)	-5%	(189,000)

40. Financial risk management objectives and policies (cont'd.)

(d) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including investment securities, cash and bank balances and derivatives), the Group and the Company minimises credit risk by dealing exclusively with high credit rating counterparties.

Credit risk or the risk of counter parties defaulting is monitored and controlled by the application of credit approval, limits and monitoring procedures. Credit risk is minimised and monitored via strictly limiting the funding/borrowing to subsidiaries and associates.

Credit evaluations are performed on all customers requiring credit over a certain amount and strictly limiting the Group's associations to business partners with high credit worthiness. Trade and other receivables are monitored on an ongoing basis.

Deposits with banks and other financial institutions and derivatives that are neither past due nor impaired are placed with or entered with reputable financial institutions or companies with no history of default.

40. Financial risk management objectives and policies (cont'd.)

(d) Credit risk (cont'd.)

Exposure to credit risk

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised on the balance sheet, including derivatives with positive fair values.

Financial assets that are neither past due nor impaired

Information regarding trade and other receivables that are neither past due nor impaired is disclosed in Note 28 and Note 29, respectively. Deposits with banks and other financial institutions, investment securities and derivatives that are neither past due nor impaired are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

Financial assets that either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 21, Note 22, Note 28 and Note 29.

(e) Liquidity risk

Liquidity risk is the risk that the Group and the Company will encounter difficulties in meeting their financial obligations due to shortage of funds. The Group’s and the Company’s exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group and the Company actively manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that all refinancing, repayment and funding needs are met. As part of its overall prudent liquidity management, the Group endeavours to maintain sufficient level of cash or cash convertible investments to meet its working capital requirements.

40. Financial risk management objectives and policies (cont'd.)

(e) Liquidity risk (cont'd.)

In addition, the Group's objective is to maintain a balance of funding and flexibility through the use of credit facilities, short and long term borrowings. Short term flexibility is achieved through credit facilities and short term borrowings. As far as possible, the Group raises committed funding from both capital markets and financial institutions and prudently balances its portfolio with some short term funding so as to achieve the Group's asset and liability management strategy.

The table below summarises the maturity profile of the Group's and the Company's financial liabilities based on contractual undiscounted repayment obligations.

Group	On demand or within one year RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
2023				
Financial liabilities				
Trade payables	1,606,221	-	-	1,606,221
Other liabilities	2,621,386	4,212,079	11,394,697	18,228,162
Borrowings	11,390,219	26,406,580	21,203,131	58,999,930
Derivative liabilities	33,294	-	-	33,294
Total undiscounted financial liabilities	15,651,120	30,618,659	32,597,828	78,867,607
2022				
Financial liabilities				
Trade payables	1,820,910	-	-	1,820,910
Other liabilities	4,080,882	7,072,183	9,785,646	20,938,711
Borrowings	11,551,804	26,482,679	20,148,038	58,182,521
Derivative liabilities	799	153	-	952
Total undiscounted financial liabilities	17,454,395	33,555,015	29,933,684	80,943,094

40. Financial risk management objectives and policies (cont'd.)

(e) Liquidity risk (cont'd.)

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted repayment obligations.

Company 31 December 2023	On demand RM'000	Less than 3 months RM'000	3 to 12 months RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
Non-interest bearing financial liabilities						
Amount due to related companies	1,134,904	-	-	-	-	1,134,904
Other payables and accruals	-	96,534	-	-	-	96,534
Khazanah Bonds	-	-	2,500,000	1,000,000	1,000,000	4,500,000
	1,134,904	96,534	2,500,000	1,000,000	1,000,000	5,731,438
Interest bearing financial liabilities *						
Islamic Medium Term Notes						
- Danga	-	-	500,000	4,500,000	5,000,000	10,000,000
- Danum	-	-	600,000	3,200,000	4,300,000	8,100,000
- Dua	-	-	-	1,836,010	2,754,001	4,590,011
- RACB	-	-	-	-	3,000,000	3,000,000
- Ihsan Sukuk	-	-	100,000	-	-	100,000
	-	-	1,200,000	9,536,010	15,054,001	25,790,011

40. Financial risk management objectives and policies (cont'd.)

(e) Liquidity risk (cont'd.)

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted repayment obligations.

Company (cont'd.) 31 December 2023	On demand RM'000	Less than 3 months RM'000	3 to 12 months RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
(cont'd.)	-	-	1,200,000	9,536,010	15,054,001	25,790,011
Euro Medium Term Note - Khazanah Capital Ltd ("KCL")	-	-	-	-	3,442,500	3,442,500
Multicurrency Sukuk - Khazanah Global Sukuk Berhad ("KGSB")	-	-	-	-	3,442,500	3,442,500
Medium Term Notes	-	-	-	-	2,596,083	2,596,083
	-	-	1,200,000	9,536,010	24,535,084	35,271,094
Total undiscounted financial liabilities	1,134,904	96,534	3,700,000	10,536,010	25,535,084	41,002,532

40. Financial risk management objectives and policies (cont'd.)

(e) Liquidity risk (cont'd.)

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted repayment obligations. (cont'd.)

Company 31 December 2022	On demand RM'000	Less than 3 months RM'000	3 to 12 months RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
Non-interest bearing financial liabilities						
Amount due to related companies	766,584	-	-	-	-	766,584
Other payables and accruals	-	71,503	-	-	-	71,503
Khazanah Bonds	-	-	2,000,000	3,500,000	1,000,000	6,500,000
Exchangeable Trust Certificates ("ETC") #	-	-	-	1,014,749	-	1,014,749
	766,584	71,503	2,000,000	4,514,749	1,000,000	8,352,836

40. Financial risk management objectives and policies (cont'd.)

(e) Liquidity risk (cont'd.)

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted repayment obligations. (cont'd.)

Company 31 December 2022	On demand RM'000	Less than 3 months RM'000	3 to 12 months RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
Interest bearing financial liabilities *						
Islamic Medium Term Notes						
- Danga	-	-	-	2,000,000	8,000,000	10,000,000
- Danum	-	-	2,000,000	7,100,000	1,000,000	10,100,000
- Dua	-	-	-	1,761,866	2,642,804	4,404,670
- RACB	-	-	-	-	3,000,000	3,000,000
- Ihsan Sukuk	-	-	-	100,000	-	100,000
Medium Term Notes	-	-	-	1,761,866	5,226,989	6,988,855
Fixed term loans	-	-	-	2,500,000	-	2,500,000
	-	-	2,000,000	15,223,732	19,869,793	37,093,525
Total undiscounted financial liabilities	766,584	71,503	4,000,000	19,738,481	20,869,793	45,446,361

For the purpose of liquidity risk presentation, the embedded derivatives are not separated from the host instrument of ETC.

* For interest bearing financial liabilities, the above analysis include future interest or coupon payments, as well as repayment of the principal. The cash flows of floating interest financial liabilities are estimated based on forward rates.

41. Fair value of financial instruments

(a) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value

	Group		Company	
	Carrying amount RM'000	Fair value RM'000	Carrying amount RM'000	Fair value RM'000
2023				
Financial assets				
- Unquoted shares at cost less impairment	66,507	*	-	-
Financial liabilities				
Borrowings	40,182,303	44,191,046	37,878,404	38,716,644
2022				
Financial assets				
- Unquoted shares at cost less impairment	66,437	-	-	-
Financial liabilities				
Borrowings	34,834,605	36,185,949	43,165,393	45,938,735

* Fair value information has not been disclosed for the Group's investment in equity instruments that are carried at cost because fair value cannot be determined reliably. These equity instruments represent ordinary shares in companies that are not quoted on any market and does not have any comparable industry peer that is quoted. In addition, the variability in the range of reasonable fair value estimates derived from valuation technique is significant.

For the purpose of comparability, the above carrying amounts include the following:

(i) Exchangeable Trust Certificates include carrying amount of related embedded derivative liabilities.

(ii) For interest-bearing financial liabilities, interest payable as at reporting date is included.

41. Fair value of financial instruments (cont'd.)

(b) Determination of fair value

(i) Cash and cash equivalents, receivables and payables

The carrying amount of these financial assets and liabilities are reasonable approximation of fair value due to either their short term nature or they are repayable on demand.

(ii) Quoted shares

The fair value of quoted shares is determined directly by reference to their published market bid price at the reporting date.

(iii) Financial assets designated as fair value through profit and loss

The fair value of unquoted bonds and structured products are based on the indicative fair values obtained from Bond Pricing Agency of Malaysia, Bondweb, Bloomberg and/or respective licensed banks.

(iv) Financial assets designated as fair value through other comprehensive income

The fair values are determined using appropriate valuation techniques, which include the use of mathematical models, such as discounted cash flow models and option pricing models, comparison to similar instruments for which market observable prices exist and other valuation techniques. The valuation techniques used incorporate assumptions regarding discount rates, interest/profit rate yield curves, estimates of future cash flows and other factors, as applicable. Changes in these assumptions could materially affect the fair values derived. The Group generally use widely recognised valuation techniques with market observable inputs, if available, for the determination of fair value, which require minimal management judgment and estimation, due to the low complexity of the financial instruments held.

(v) Investment property

The fair value of the investment property is determined by reference to the valuations provided by accredited independent valuers. As at the reporting date, the Company's investment property has a remaining lease tenure of 99 years.

(vi) Loans receivable

The fair value of loans receivable are estimated by discounting the estimated future cash flows using current interest rates for financial assets with similar risk profile.

41. Fair value of financial instruments (cont'd.)

(b) Determination of fair value (cont'd.)

(vii) Embedded derivatives

The fair value of embedded derivatives are valued using the Binomial model with market observable inputs. The model incorporates various inputs including closing market prices of underlying shares, foreign exchange spot rates and market interest rates.

(viii) Derivatives

Forward currency contracts and interest rate swap contracts are valued using a valuation technique with market observable inputs. The most frequently applied valuation techniques include forward pricing and swap models, using present value calculations. The models incorporate various inputs including the credit quality of counterparties, foreign exchange spot and forward rates and interest rate curves.

(ix) Periodic Payment Exchangeable Trust Certificates

The fair value of Periodic Payment Exchangeable Trust Certificates is determined directly by reference to their published market ask price at the reporting date.

(x) Loans and borrowings

The carrying amount of the current portion of loans and borrowings is reasonable approximations of fair value due to the insignificant impact of discounting.

The carrying amount of certain loans and borrowings is reasonable approximations of fair value as they are floating rate instruments that are re-priced to market interest rates near the reporting date.

The fair value of non-current loans and borrowings, other than floating rate instruments, are estimated by discounting expected future cash flows at market incremental lending rate for similar types of borrowing at the reporting date.

41. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

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

Level 2: other techniques for which all inputs that have a significant effect on the recorded fair value are observable, either directly or indirectly; or

Level 3: techniques that use inputs that have a significant effect on the recorded fair value that are not based on observable market data.

Level 3 fair value measurement

Description of significant unobservable inputs to valuation

Available-for-sale investments - unquoted shares

Valuation technique	Significant unobservable input	Sensitivity of input to fair value
Market comparables	Discount range (ranging from 0% - 35%)	5% increase (decrease) in the discount would result in decrease (increase) in fair value by RM139 million (2022: RM168 million).

Discount for lack of marketability represents the amounts that the Group has determined that market participants would take into account when pricing the instruments.

41. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at 31 December 2023:

		Group		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Financial assets				
Financial assets designated as fair value through profit or loss				
- Shares	22,607,100	19,734,020	2,873,080	-
- Bonds	5,499,568	1,568,255	3,931,313	-
- Funds	2,037,001	-	2,037,001	-
Financial assets designated as fair value through other comprehensive income				
- Shares	2,934,381	147,106	-	2,787,275
- Bonds	3,278,778	226,912	3,051,866	-
- Funds	15,457,918	-	15,457,918	-
Derivative assets	7,152	-	7,152	-
Financial liabilities				
Derivative liabilities	33,294	-	33,294	-

41. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at 31 December 2023:

		Group		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Assets				
Interest in associates				
- Quoted shares	38,540,487	59,395,203	-	-
Investment properties	3,733,334	-	-	8,665,067
Liability				
Borrowings	40,182,303	-	44,191,046	-

41. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at 31 December 2022:

		Group		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Financial assets designated as fair value through profit or loss				
- Shares	16,797,840	14,222,577	2,575,263	-
- Bonds	7,958,805	105,745	7,853,060	-
- Funds	1,824,666	21,702	1,802,964	-
Financial assets designated as fair value through other comprehensive income				
- Shares	3,408,439	43,793	-	3,364,646
- Bonds	1,933,485	10,203	1,923,282	-
- Funds	12,869,977	-	12,869,977	-
Derivative assets	12,051	-	12,051	-
Financial liabilities				
Derivative liabilities	952	-	952	-

41. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at 31 December 2022:

		Group		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed (cont'd.)	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Assets				
Interest in associates				
- Quoted shares	39,043,485	63,141,501	-	-
Investment properties	3,788,224	-	-	8,381,967
Liability				
Borrowings	34,834,605	-	36,185,949	-

41. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

		Company		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed (cont'd.)	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Financial assets designated as fair value through profit or loss				
- Quoted shares	764,663	764,663	-	-
- Quoted equity funds	1,552,834	1,552,834	-	-
- Unquoted bonds	597,818	-	597,818	-
Assets and liabilities for which fair values are disclosed (cont'd.)				
Investments in associates				
- Quoted shares	23,705,418	44,910,269	-	-

41. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for asset and liabilities as at 31 December 2023: (cont'd.)

		Company		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed (cont'd.)	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Liabilities				
Khazanah Bonds	4,008,744	-	4,065,611	-
Islamic Medium Term Notes				
- Danga	10,161,059	-	10,662,907	-
- Danum	8,161,926	-	8,219,785	-
- Dua	4,604,872	-	4,373,404	-
- RACB	3,039,939	-	3,040,636	-
- Ihsan Sukuk	101,827	-	97,253	-
Medium Term Notes	2,646,306	-	3,079,425	-
Term loans				
- unsecured	3,449,144	-	3,472,773	-

41. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for asset and liabilities as at 31 December 2022:

		Company		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed (cont'd.)	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Financial assets				
Financial assets designated as fair value through profit or loss				
- Quoted shares	1,294,150	1,294,150	-	-
- Quoted equity funds	1,204,650	1,204,650	-	-
- Unquoted money market fund	156,370		156,370	
- Unquoted bonds	2,552,229	-	2,552,229	-
Assets and liabilities for which fair values are disclosed (cont'd.)				
Assets				
Investments in associates				
- Quoted shares	24,438,927	48,153,773	-	-

41. Fair value of financial instruments (cont'd.)

(c) Fair value measurement hierarchy (cont'd.)

Quantitative disclosures fair value measurement hierarchy for asset and liabilities as at 31 December 2022: (cont'd.)

		Company		
		Fair value measurement using		
Assets and liabilities for which fair values are disclosed (cont'd.)	**Carrying amount RM'000**	**Quoted market price Level 1 RM'000**	**Observable input Level 2 RM'000**	**Unobservable input Level 3 RM'000**
Liabilities				
Khazanah Bonds	5,767,282	-	5,852,151	-
Exchangeable Trust Certificates	1,014,749	3,201,355	-	-
Islamic Medium Term Notes				
- Danga	10,161,460	-	10,589,845	-
- Danum	10,171,989	-	10,150,942	-
- Dua	4,418,931	-	4,095,062	-
- RACB	3,043,452	-	3,044,709	-
- Ihsan Sukuk	101,827	-	97,265	-
Medium Term Notes	2,634,408	-	3,005,509	-
Term loans				
- unsecured	2,557,268	-	5,148,943	-

During the year, there were no transfers between Level 1 and Level 2 fair value measurements.

42. Financial instruments by category

31 December 2023

	Group			
	Amortised cost RM'000	Financial assets designated as fair value through profit or loss RM'000	Financial assets designated as fair value through other comprehensive income RM'000	Total RM'000
Financial assets				
Cash and bank balances	13,856,688	-	-	13,856,688
Other financial assets	461,719	30,193,844	21,737,584	52,393,147
Derivative assets	-	7,152	-	7,152
Other receivables	8,806,111	-	-	8,806,111
Total	23,124,518	30,200,996	21,737,584	75,063,098

	Financial liabilities designated as fair value through profit or loss RM'000	Financial liabilities at amortised cost RM'000	Total RM'000
Financial liabilities			
Derivative liabilities	33,294	-	33,294
Other payables	-	10,332,562	10,332,562
Total	33,294	10,332,562	10,365,856

42. Financial instruments by category (cont'd.)

31 December 2022

	Group			
	Amortised cost RM'000	Financial assets designated as fair value through profit or loss RM'000	Financial assets designated as fair value through other comprehensive income RM'000	Total RM'000
Financial assets				
Cash and bank balances	12,333,855	-	-	12,333,855
Other financial assets	544,657	26,633,351	18,278,338	45,456,346
Derivative assets	-	12,051	-	12,051
Other receivables	10,641,780	-	-	10,641,780
Total	23,520,292	26,645,402	18,278,338	68,444,032

	Financial liabilities designated as fair value through profit or loss RM'000	Financial liabilities at amortised cost RM'000	Total RM'000
Financial liabilities			
Derivative liabilities	952	-	952
Other payables	-	11,030,793	11,030,793
Total	952	11,030,793	11,031,745

42. Financial instruments by category (cont'd.)

31 December 2023

	Company		
	Amortised cost RM'000	Financial assets designated as fair value through profit or loss RM'000	Total RM'000
Financial assets			
Cash and bank balances	3,629,455	-	3,629,455
Other financial assets	2,330	2,915,315	2,917,645
Other receivables	1,086,364	-	1,086,364
Total	4,718,149	2,915,315	7,633,464

	Financial liabilities at amortised cost RM'000	Total RM'000
Financial liabilities		
Borrowings	44,375,638	44,375,638
Other payables	1,744,964	1,744,964
Total	46,120,602	46,120,602

42. Financial instruments by category (cont'd.)

31 December 2022

	Company		
	Amortised cost RM'000	Financial assets designated as fair value through profit or loss RM'000	Total RM'000
Financial assets			
Cash and bank balances	1,748,026	-	1,748,026
Other financial assets	2,330	5,207,399	5,209,729
Other receivables	1,289,262	-	1,289,262
Total	3,039,618	5,207,399	8,247,017

	Financial liabilities at amortised cost RM'000	Total RM'000
Financial liabilities		
Borrowings	42,762,886	42,762,886
Other payables	1,379,967	1,379,967
Total	44,142,853	44,142,853

43. Segment information

The Group is principally engaged in the following activities:

(i) Investment holding;
(ii) Infrastructure and construction;
(iii) Property;
(iv) Financial Institution Group;
(v) Transportation & Logistics;
(vi) Leisure & Tourism;
(vii) Agrifood; and
(viii) Others.

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker.

The Directors are of the opinion that all inter-segment transactions have been entered into in the normal course of business and have been established on terms and conditions that are not materially different from those obtainable in transactions with unrelated parties.

43. Segment information (cont'd.)

2023

	Investment Holding	Infrastructure & Construction	Property	Financial Institution Group	Transportation & Logistics	Leisure & Tourism	Agrifood	Others	Elimination	Total
	RM'mil									
REVENUE										
External sales	542	5,890	34	227	13,996	688	95	372	-	21,844
Inter-segment sales	6,976	-	-	-	-	-	-	-	(6,976)	-
Total revenue	7,518	5,890	34	227	13,996	688	95	372	(6,976)	21,844
RESULTS										
Operating profit/(loss)	8,689	560	68	284	762	(56)	13	(7,037)	-	3,283
Finance cost	(2)	(246)	(8)	-	(331)	(123)	(1)	(2,119)	-	(2,830)
Share of results from associates and joint venture	-	11	(40)	-	-	(6)	10	3,365	-	3,340
Profit/(loss) before tax	8,687	325	20	284	431	(185)	22	(5,791)	-	3,793
Taxation	61	(82)	(3)	(42)	329	(13)	(1)	(16)	-	233
Profit/(loss) after tax	8,748	243	17	242	760	(198)	21	(5,807)	-	4,026
Non controlling interests	-	(29)	18	(133)	(7)	44	-	105	-	(2)
Net profit/(loss) for the year	8,748	214	35	109	753	(154)	21	(5,702)	-	4,024
ASSETS AND LIABILITIES										
Segment assets	51,756	19,177	2,534	8,029	14,298	4,307	322	3,438	-	103,861
Investment in associates	59,050	845	148	-	5	-	206	62	-	60,316
Investment in joint ventures	587	915	46	-	-	44	-	77	-	1,669
Consolidated total assets	111,393	20,937	2,728	8,029	14,303	4,351	528	3,577	-	165,846
Segment liabilities	51,187	10,465	690	6,077	22,526	2,879	84	(2,375)	-	91,533
Consolidated total liabilities	51,187	10,465	690	6,077	22,526	2,879	84	(2,375)	-	91,533

43. Segment information (cont'd.)

2022

	Investment Holding	Infrastructure & Construction	Property	Financial Institution Group	Transportation & Logistics	Leisure & Tourism	Agrifood	Others	Elimination	Total
	RM'mil									
REVENUE										
External sales	1,075	5,105	213	1,623	10,820	510	446	432	-	20,224
Inter-segment sales	5,777	-	-	-	-	-	-	-	(5,777)	-
Total revenue	6,852	5,105	213	1,623	10,820	510	446	432	(5,777)	20,224
RESULTS										
Operating (loss)/profit	3,090	4,330	(32)	80	211	(117)	287	(6,368)	-	1,481
Finance cost	(2)	(221)	(37)	-	(371)	(105)	(1)	(1,926)	-	(2,663)
Share of results from associates and joint venture	-	37	(30)	-	(3)	(2)	12	6,951	-	6,965
(Loss)/profit before tax	3,088	4,146	(99)	80	(163)	(224)	298	(1,343)	-	5,783
Taxation	(156)	(70)	(1)	2	(179)	(6)	(1)	(18)	-	(429)
(Loss)/profit after tax	2,932	4,076	(100)	82	(342)	(230)	297	(1,361)	-	5,354
Non controlling interests	-	(25)	204	(40)	(1)	72	-	43	-	253
Net profit/(loss) for the year	2,932	4,051	104	42	(343)	(158)	297	(1,318)	-	5,607
ASSETS AND LIABILITIES										
Segment assets	43,596	20,273	2,400	6,981	13,762	4,441	322	4,031	-	95,806
Investment in associates	59,925	917	187	-	5	-	192	48	-	61,274
Investment in joint ventures	526	922	68	-	-	51	-	533	-	2,100
Consolidated total assets	104,047	22,112	2,655	6,981	13,767	4,492	514	4,612	-	159,180
Segment liabilities	50,100	10,158	674	5,238	22,724	2,820	75	(2,034)	-	89,755
Consolidated total liabilities	50,100	10,158	674	5,238	22,724	2,820	75	(2,034)	-	89,755

44. Capital management

The primary objective of the Group's and the Company's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Group regularly reviews and manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

No changes were made in the objectives, policies or processes in regards to the Group's management of its capital structure during the financial years ended 31 December 2023 and 31 December 2022.

Certain subsidiaries of the Group are subject to externally imposed capital requirements. This externally imposed capital requirement has been complied with by those subsidiaries for the financial years ended 31 December 2023 and 31 December 2022. The Company is not subjected to any externally imposed capital requirements.

The Group and Company monitor capital using a gearing ratio, which is defined as net debt divided by total capital. The Group and Company include within net debt, loans and borrowings less cash and bank balances. Capital represents equity attributable to the owners of the Group and of the Company.

Although this guiding principle and objective is consistent throughout the Group, the Group consists of subsidiaries and subsidiaries groups' with their own governing Boards and management that will apply different key measurements for its capital structure management including gearing ratio.

44. Capital management

	Note	Group 2023 RM'000	Group 2022 RM'000
Long term borrowings	32	47,399,430	42,430,215
Short term borrowings	32	11,397,884	15,973,384
Less: Cash and bank balances	30	(13,856,688)	(12,333,855)
Net debt		44,940,626	46,069,744
Share capital	39	12,284,201	12,284,201
Capital contribution from shareholders		2,683,223	2,683,223
Reserves		47,015,299	42,197,672
Equity attributable to the owners of the Group		61,982,723	57,165,096
Gearing ratio (times)		0.73	0.81

	Note	Extended Company 2023 RM'000	Extended Company 2022 RM'000
Borrowings	18(iv)	50,238,133	49,144,488
Less: Cash, bank balances and investment in money market	18(iv)	(5,863,155)	(4,048,863)
Net debt		44,374,978	45,095,625
Share capital	39	12,284,201	12,284,201
Capital contribution from shareholders	18(iv)	2,324,423	2,324,423
Retained profits	18(iv)	21,043,944	16,092,958
Fair value adjustment reserve	18(iv)	2,765,935	2,364,226
Currency translation reserve	18(iv)	4,318,294	3,652,444
Equity attributable to the owners of the Company		42,736,797	36,718,252
Gearing ratio (times)		1.04	1.23

45. Commitments

Capital commitment

	Group	
	2023 RM'000	2022 RM'000
Approved and contracted for	1,366,154	1,040,907
Approved but not contracted for	9,671,669	10,487,116
	11,037,823	11,528,023
Analysed as follows:		
Property, plant and equipment and land held for property development	1,977,823	1,772,460
Investments	9,060,000	9,718,500
Others	-	37,063
	11,037,823	11,528,023

	Company	
Approved but not contracted for:	2023 RM'000	2022 RM'000
Capital injection planned for investments	9,500,000	12,282,500
Property and equipment	26,026	54,703

46. Contingent liabilities

Destination Resorts & Hotels Sdn. Bhd. ("DRHSB")

(a) Desaru Estate Sdn. Bhd. (“DESB”), Desaru Peace Holdings Club Sdn. Bhd. (“DPHCSB”), Desaru Convention Centre Sdn. Bhd. (“DCCSB”) and Desaru Corniche Hotel Sdn. Bhd. (“DCHSB”) (“collectively known as Desaru Entities”) have separately entered into construction contracts with Malaysian Resources Corporation Berhad (“MRCB”) and appointed MRCB as the Main Contractor for their respective projects. Disputes and differences have arisen between the parties resulting in a claim by MRCB of RM322.9 million (or alternatively RM249.9 million being the reassessed sum by MRCB’s independent assessor). Desaru Entities have denied the MRCB’s claim and filled a counter claim of RM198.8 million. The disputes will be resolved by arbitration, which is the contractually agreed dispute resolution mechanism via a Dispute Resolution Agreement. The Tribunal has allowed for the arbitration hearing dates to be vacated and parties are to agree on the revised dates.

DRHSB is of the view that it stands a reasonable chance of defending against the claims made by MRCB hence, no provision has been made for those claims.

UEM Group Berhad ("UEM")

(a) On 3 October 2011, Bandar Nusajaya Development Sdn. Bhd. ("BND") received a notice of additional assessment from IRB for additional tax and penalty of RM50.9 million and RM22.9 million respectively in respect of year of assessment 2006.

On 4 September 2012, the High Court ruled in favour of BND and declared that IRB had no legal basis to raise the additional assessment. Following the decision held by the High Court, IRB filed an appeal to the Court of Appeal against the decision.

On 20 May 2014, the Court of Appeal agreed with the decision of the High Court which ruled in favour of BND.

On 18 October 2016, the Federal Court reversed the decisions of the Court of Appeal and the High Court, and ordered that BND appealed by way of filing a notice of appeal to the Special Commissioners of Income Tax ("SCIT"). This resulted in the additional assessment of RM73.8 million became due and the amount had been fully settled by BND on 5 December 2016 accordingly.

On 20 March 2017, BND filed the notice of appeal,of which was subsequently presented by IRB to SCIT on 14 March 2018.The hearing for the case which was initally fixed on 29 and 30 August 2022 was vacated. The SCIT has fixed the case for hearing on 12 and 30 June 2023.

On 15 March 2024, the SCIT had requested parties assistance to source and submit additional documents. The SCIT fixed a clarification date on 3 May 2024 and decision on 10 May 2024.

46. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(a) (cont'd.)

BND's solicitors are of the view that BND has a strong case to argue that IRB has no legal or factual basis neither to issue the notice of additional assessment nor to impose the penalty.

(b) On 3 May 2021, UEM Land and Symphony Hills Sdn Bhd ("SHSB") received notices of additional assessment from IRB dated 30 April 2021, for additional taxes with penalties of RM8.5 million and RM73.7 million respectively.

The notice issued to UEM Land was in relation to the removal of Bumiputra quota and low cost requirements for selected developments in Iskandar Puteri, Johor in respect of years of assessment from 2013 to 2015, whilst the notice issued to SHSB was in relation to the reversal of tax losses utilisation in respect of years of assessment from 2006 to 2017.

On 24 May 2021 and 25 May 2021, SHSB and UEM Land were both granted an interim stay of the notices by the Hight Court including the enforcement of the notices until the hearing of the application to intervene by IRB and disposal of the leave application.

The hearings for the intervenor's application and leave for judicial review application for UEM Land was held on 3 January 2023. On 13 March 2023, High Court's dismissed UEM Land's leave application to commence judicial review on IRB's decision to charge UEM Land additional assessments. This indicates that the interim stay of the additional assessments for UEM Land is no longer applicable resulting in UEM Land having to pay the additional taxes and penalties within 30 days of the High Court's decision. UEM Land has filed a Notice of Appeal to the Court of Appeal on 14 March 2023 and a Stay Application has been filed at the Court of Appeal on 23 March 2023.

On 18 July 2023, the Court of Appeal dismissed UEM Land's Stay Application. However, the appeal is still pending before the Court of Appeal and the next case management date before the Court of Appeal is on 5 February 2024. The hearing before the Court of Appeal has been fixed on 21 May 2024. IRB has allowed for the payments to be made via instalments over the next 36 months until 15 March 2026.

On 5 March 2024 case management date, the Court of Appeal instructed both parties to file cause papers and the next case management date is on 18 April 2024.

On 8 November 2023, the High Court dismissed SHSB's leave application to commence judicial review. SHSB has filed a Notice of Appeal to the Court of Appeal on 22 November 2023 and a Stay Application has been filed at the High Court on 8 December 2023. The High Court granted an interim stay of the Notices pending the disposal of the Stay Application at the High Court. A case management before the Court of Appeal has been fixed on 30 May 2024 and the stay hearing before the High Court has been fixed on 27 June 2024.

46. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(b) (cont'd.)

The solicitors are of the view that both UEM Land and SHSB have reasonable grounds to appeal and contest the basis of the assessments.

(c) On 10 February 2009, a legal proceeding was filed in the Court of First Instance ("CoFI") by the Director General of the Public Works Authority ("Plaintiff") against Parsons International Ltd. ("the 1st Defendant"), UEM ("the 2nd Defendant") and Qatar Insurance Company ("the 3rd Defendant").

The legal action requested for a ruling to render the defendants jointly liable to settle in its benefit the amount of QR878.3 million or RM1,005.3 million as material and moral damage for the losses incurred as per the reasons detailed in the initiatory pleading, along with preserving the right of plaintiff to indemnity for delay in the project and any other damages. The claims were amended to QR1,171.8 million or RM1,418.2 million on 31 December 2009. An additional claim against UEM of QR11.0 million or RM13.3 million was filed on 24 February 2011.

UEM filed the short memorial of defence, together with a counterclaim of QR855.6 million or RM1,035.5 million on 15 October 2009. The counterclaim was subsequently amended to QR1,259.7 million or RM1,524.5 million.

The CoFI gave an oral judgment on 21 June 2017. The written judgment received on 13 July 2017 provided the breakdown of the amount awarded to UEM of QR208.2 million or RM252.1 million, as well as the amount awarded to Plaintiff of QR147.3 million or RM178.3 million.

The Plaintiff, the 1st Defendant and UEM had separately filed appeal against the CoFI's judgment. On 15 October 2017, the Court of Appeal decided to consolidate all the three appeals.

On 1 July 2020, the Court of Appeal decided to appoint a panel of experts to re-study the case file and scheduled the appeals till 6 October 2020 in order for the parties to make the payment of the experts' fees. The proceedings had been adjourned several times due to various reasons.

On 30 March 2022, the experts submitted their reports and the Court again adjourned the proceedings to 13 April 2022 for the parties to submit their comments on the experts' findings.

46. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(c) (cont'd.)

On 21 June 2022, the Court of Appeal issued its judgement that UEM is entitled to QR178.3 million or RM215.7 million to be paid by the Plaintiff whereas the Plaintiff is entitled to QR124.7 million or RM150.9 million, of which QR39.2 million or RM47.4 million to be paid by UEM and QR85.5 million or RM103.5 million to be paid by the 1st Defendant.

The Plaintiff, the 1st Defendant and UEM filed their respective appeals against the Court of Appeal's judgement to the Court of Cassation.

On 24 January 2023, the Court of Cassation dismissed the Plaintiff and 1st Defendant's appeal against UEM. For UEM's appeal against the Plaintiff and 1st Defendant, the Court remanded the case back to the Court of Appeal to render a fresh judgement on the case by a new panel of judges.

On 20 December 2023, the Court announced that the panel of experts have submitted their report and therefore decided to adjourn the proceedings to 17 January 2024.

On 17 January 2024, UEM submitted the memorandum commentating on the experts's report as well as Ashghal and Parsons.

On 28 February 2024, the Court decided to send the report back to the panel of experts, in order to look into parties' comments on the report.

On 12 March 2024, UEM submitted a memorandum containing comments on the supplementary report as well as QIC. The court decided to hold the appeal for judgement, and adjourned the proceedings until 27 March 2024, for pronouncement of judgement.

On 27 March 2024, the Court of Appeal pronounced its judgement as follows:

(a) Plaintiff to pay the amount of QR207.4 million or RM261.8 million to UEM, while UEM and the 1st Defendant to pay the amount of QR124.7 million or RM157.4 million to Plaintiff as previously shown throughout the case (QR39.2 million or RM49.5 million to be paid by UEM and QR85. million or RM107.9 million to be paid by Parsons).

(b) The 3rd Defendant shall be responsible for the amount of QR39.2 million or RM49.5 million as per the Insurance Agreement.

(d) On 25 July 2017, UEM Land, was served with a claim filed by Impresive Circuit Sdn Bhd and 1 other ('the Plaintiffs") in relation to shares held in Setia Haruman ("the 1st Defendant") ("the Claim"). UEM Land is cited as the 9th Defendant in the Claim.

46. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(d) (cont'd.)

The Claim sought, amongst others, for:

(a) a declaration that the 2nd to the 9th Defendants respectively had managed and conducted the affairs of the 1st Defendant and/or exercised their powers oppressively and/or disregarded and/or acted in a manner unfairly prejudicial to the interest of the Plaintiffs as members of Setia Haruman pursuant to Section 346 of the Companies Act 2016; and

(b) an order that the 2nd to the 9th Defendants do jointly and/or severally purchase the 750,000 ordinary shares of Setia Haruman owned or held by Impresive Circuit Sdn. Bhd. at such price and on such terms as shall be determined by the High Court.

On 25 April 2018, UEM Land had successfully applied to strike out Datuk Kasi A/L K.L. Palaniappan, the First Plaintiff in the suit, as a party in the Claim. The remaining Plaintiff in the suit, Impresive Circuit Sdn. Bhd., successfully added two other Defendants in the suit namely Menara Embun Sdn. Bhd. and Modern Eden Sdn. Bhd..

On 25 June 2021, the High Court dismissed the Plaintiff's claim againts all the Defendants and ordered the Plaintiff to pay costs in the sum of RM0.1 million to each of the main parties in the suit. The Plaintiff subsequently filed an appeal against the High Court's decision on 14 July 2021. Several hearings were held from April 2022 to December 2022.

On 20 January 2023, the Court of Appeal found that there were no merits to the appeal and affirmed the High Court's decision. The Court of Appeal directed the Plaintiff to pay costs in the sum of RM50,000 to each set of solicitors in the appeal. On 17 February 2023, the Plaintiff filed an application to the Federal Court for leave to appeal against the Court of Appeal's decision.

The hearing was rescheduled several times to 15 August 2023 where Federal Court had dismissed with cost Impresive Circuit's application for leave to appeal against the decision of the Court of Appeal.

The Federal Court's decision brings these proceeding to an end as Impresive Circuit has no further avenue of appeal.

(e) On 10 November 2016, Jetpur Somnath Tollways Private Limited ("JSTPL")'s concession agreement with National Highway Authority of India ("NHAI") was terminated. Following the termination, on 27 March 2017, NHAI had released a payment in respect of the settlement of the termination payment amounting to INR225.1 Crore or RM142.7 million. JSTPL disputed the settlement amount from NHAI and had initiated arbitration proceedings thereon.

46. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(e) (cont'd.)

Following an order from the High Court of India, NHAI paid INR6.1 Crore or RM3.9 million to JSTPL on 1 August 2017. At the same time, the High Court also instructed NHAI to pay INR348.6 Crore or RM221.0 million to JSTPL as an interim relief upon furnishing a bank guarantee of the same amount, pending final arbitration award. The High Court order, which was subsequently challenged by NHAI, was upheld by the Supreme Court of India on 5 January 2018.

The amount, which was received by JSTPL on 29 January 2018, together with further injection from shareholders of JSTPL, were utilised to fully settle JSTPL's borrowing.

The balance of JSTPL's concession intangible assets, after taking into account the total termination payment received from NHAI above, was fully impaired.

On 24 March 2020, the Arbitral Tribunal for arbitration proceedings filed by JSTPL's lenders pronounced, inter alia, that NHAI is liable to pay 90% of debt due amount towards termination payment to JSTPL's lenders and NHAI has no valid reason for keeping the bank guarantee. The bank guarantee was returned by NHAI to Punjab National Bank on 17 March 2021.

On 31 March 2021, the Arbitral Tribunal awarded an amount of INR1,016.3 Crore or RM539.2 million, in addition to INR579.8 Crore or RM367.6 million received in 2017 and 2018. NHAI was given time period of 90 days to make the payment to JSTPL.

On 26 April 2021, JSTPL filed an application on the computation errors in the award dated 31 March 2021. Correction for the award received on 31 July 2021 with the awarded amount corrected to INR1,019.4 Crore or RM540.8 million. On 12 October 2021, JSTPL filed Execution Petition in Delhi High Court to execute the award dated 31 March 2021 and addendum award/order dated 31 July 2021, and direct NHAI to deposit the decretal amount of INR1,019.4 Crore or RM540.8 million including interest incurred thereon.

Pursuant to Section 34 of the Arbitration and Conciliation (Amendment) Act, 2015, NHAI may apply for setting aside the arbitral award within 3 months and further 30 days from the date of award. However, following the Supreme Court order dated 23 September 2021, the time period for filing Section 34 proceedings shall have a limitation period of 90 days from 3 October 2021. NHAI filed its petition for challenging the award under Section 34 on 10 December 2021, followed by the revised petition on 20 December 2021.

Several hearings were held for NHAI’s appeal for challenging the award under Section 34 and Execution Petition filed by JSTPL.

On 1 February 2024, NHAI had filed computation sheet on the money deposited by it with prayer to release Rs 57.77 crore in favour of NHAI being excess amount deposited by it in the Court along with interest accrued from the date of deposit till the date of released.

46. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(e) (cont'd.)

On 7 February 2024, the Court decided that the admitted excess amount of INR 39.27 crore including accrued interest to be transferred to NHAI's account.

Judge had adjourned the Execution Petition of JSTPL hearing to 18 March 2024. On 18 March 2024, the matter was not called due to paucity of time. The Court Master renotified the date to 3 May 2024.

(f) In February 2020, UEM Builders and UEM were served with a Notice of Arbitration filed by a client in Singapore in relation to the dispute arising from the following:

(a) contract between UEM Builders and the client for the design, procurement, construction, commissioning, completion and maintenance of a housing project in Brunei Darussalam ("the Contract"); and

(b) Parent Company Guarantee ("PCG") provided by UEM to guarantee UEM Builders' performance of the Contract in the event of default by UEM Builders cause loss or damage to the client.

The client alleged that UEM Builders and UEM had breached their obligations under the Contract and PCG respectively and claimed damages against both parties.

In January 2022, a second Notice of Arbitration was issued to UEM Builders and UEM as a pre-emptive measure should the first arbitration proceedings be found to be improperly commenced by the client.

On 19 January 2023, the Tribunal ruled that the first arbitration proceedings have been properly commenced by the client. UEM Builders and UEM decided to appeal against this ruling to the Singapore International Commercial Court. On 30 August 2023, the Singapore International Commercial Court dismissed UEM Builders and UEM's appeal.

The Tribunal has fixed the hearing date for the arbitration on 29 July 2024 until 9 August 2024.

As the disputes involves highly technical issue, no conclusive view on the likely outcome of the arbitration can be reached at this stage.

The counterparty of this case is not disclosed pursuant to the prohibition provided under Rule 39 of the Singapore International Arbitration Centre.

(g) On 18 April 2019, UEM Land was served with a Notice of Arbitration dated 17 April 2019 filed by Ireka Engineering & Construction Sdn. Bhd. ("IECSB") in relation to disputes arising from the Letter of Award dated 15 June 2012 for the construction of Imperia in Puteri Harbour, Iskandar Puteri, Johor. The Asian International Arbitration Centre has appointed Mr. Wayne Martin as the arbitrator on this matter.

46. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(g) (cont'd.)

Based on the Statement of Claim dated 27 December 2019, IECSB is seeking interalia, RM20.4 million for loss and expense, RM29.3 million for the amount allegedly due to IECSB pursuant to the Statement of Final Account or alternatively any other amount assessed by the Arbitral Tribunal, interest on all sums directed to be paid from such date as the Tribunal deems fit and costs.

In the Amended Statement of Defence and Amended Counterclaim dated 6 July 2020, UEM Land disputed liability on all IECSB's claims and sought counterclaims amounting to RM34.4 million, breakdown as follows:

(a) LAD in the sum of RM27.3 million being damages for delay in completion;
(b) Costs for defects rectification in the sum of RM 2.8 million;
(c) Back charges and losses and expenses payable amounting to RM3.2 million;
(d) All direct payments made by UEM Land to IECSB's sub-contractor amounting to RM1.1 million.

The list of issues to be addressed by the expert and list of non-contentious facts were filed on 18 May 2021. Witness statements were exchanged on 25 October 2021. Procedural hearing was fixed on 11 November 2021 for the purpose of, amongst others, setting timeline to exchange rebuttal witness statements and expert reports. The parties have exchanged the expert reports in reply on 14 February 2022, followed by rebuttal factual witness statements on 7 March 2022. The parties' respective experts held a without prejudice meeting on 7 March 2022, and delivered a joint expert report thereafter on 7 April 2022.

The hearing was commenced on 23 May 2022 and concluded on 2 June 2022. The parties to file and serve written submissions within 2 months from the date of receipt of the notes of proceeding. The notes of proceeding were finalised and submitted to the Tribunal on 29 July 2022 and the deadline to file the written submissions is on 29 September 2022.

On 8 August 2022, IECSB has been placed under Judicial Management and pursuant to Section 410(c) of the Companies Act 2016, IECSB’s solicitors will not be able to act for IECSB in this arbitration unless leave has been granted by the Court. The Arbitrator has temporarily suspended the arbitration proceedings until 9 December 2022. Following the order for suspension, all further steps with regard to the proceedings including the direction to file written submissions were suspended.

On 25 January 2023, IECSB's solicitors have discharged themselves from acting for IECSB. Following the discharge, IECSB' s solicitors added the Interim Judicial Manager to address the Tribunal. There is no response or update from the Interim Judicial Manager till to date.

46. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(g) (cont'd.)

Based on the file search conducted, IECSB's judicial management proceedings were discontinued on 9 January 2023 which put the judicial management of Ireka to an end. UEM Land's solicitors have notifed the Tribunal that the judicial management of Ireka has ended and therefore the suspension of the arbitral proceeding shall be lifted. The Tribunal has directed for a procedural hearing to be held on 9 May 2023 to provide further directions.

The Tribunal has directed UEM Land to file the closing submission for its counterclaims by 9 July 2023. However, IECSB has been wound up on May 2023. The arbitration proceedings would have to be stayed and leave from the Court are required if UEM Land continue with the proceeding against IECSB as provided under Section 451(2) of the Companies Act 2016. The counterclaims will be time-barred if UEM Land discontinue the proceedings. UEM Land have instructed the solicitors to proceed to seek leave from the Court to continue the proceedings against IECSB.

UEM Land had filed the cause papers for the application for leave from court to continue with the arbitration proceedings on 31 October 2023. On 4 March 2024, the Court have granted leave order and UEM Land will continue the proceedings against IECSB.

(h) In 2010, Madhucon Projects Ltd (“MPL”) had initiated arbitration proceeding against UE Development India Pvt Ltd ("UEDI"), an indirect wholly-owned subsidiary of UEM Builders, under a joint venture agreement for the construction of Tuni-Anakapalli NH 5 Project. A claim of INR707.0 million or RM37.5 million had been claimed by MPL and UEDI had counterclaimed INR390.0 million or RM20.7 million.

In addition, MPL had claimed a sum of INR823.6 million or RM43.7 million for the arbitration related to a joint venture agreement for the construction of Tambaram –Tindivanam NH 45 Road Project. UEDI had counterclaimed for a sum of INR284.0 million or RM15.1 million.

UEDI had raised several objections on the maintainability of the arbitrations and the scope of the claims that had been raised before the arbitrators.

In respect of the first arbitration pertaining to Tuni-Anakapalli NH-5 Project, the Arbitral Tribunal decided to terminate adjudication of MPL's claims and continue with adjudication of UEDI's counter claim due to no representative from MPL appeared during the hearing from 2 to 3 July 2022. On 30 and 31 July 2022, UEDI concluded the oral arguments. MPL requested the Arbitral Tribunal to adjudicate its claim but protested by UEDI as there is no such provision under the Arbitration & Conciliation Act. Subsequently, on 31 October 2022, the Arbitral Tribunal declared that the proceeding sare completed, and the award shall be published in due course.

46. Contingent liabilities (cont'd.)

UEM Group Berhad ("UEM") (cont'd.)

(h) (cont'd.)

MPL had filed an application requesting Arbitral Tribunal to adjudicate its claims but the Arbitral Tribunal had reserved its order. However, on 18 April 2023, the Arbitral Tribunal published an order allowing MPL's application requesting the Arbitral Tribunal to adjudicate its claims. Several hearings took place from May 2023 to October 2023.

On 26 October 2023, MPL's Counsel completed the oral arguments and the Arbitral Tribunal had directed MPL to file the written arguments until 12 March 2024 and subsequently UEDI shall be directed for oral counter arguments.

Madhucon requested extension of time until 16 April 2024 for submission of written arguments

In respect of the second claim pertaining to Tambaram – Tindivanam NH-45 Road Project, MPL's Counsel had requested Arbitral Tribunal to re-frame the issues on 4 April 2023

On 6 May 2023, the issues were framed and the Arbitral Tribunal directed both parties to file affidavits of witnesses by 1 June 2023. The several hearings for cross examination had been taken place and the cross examination was conducted by UEDI's Senior Counsel from September 2023 to March 2024 but remained incomplete. It will be continued during the next hearing scheduled for 16 and 18 April 2024.

47. Subsequent events

The following are the significant subsequent events of the Group and the Company after the financial year ended 31 December 2023:

(a) On 31 January 2024, Gunung Nuang Ventures Limited has fully divested Atomico IV Limited Partnership for a total consideration of USD32,356,466.

(b) On 31 January 2024, Mount Gading Ventures Sdn Bhd has fully divested Atomico V SCSp for a total consideration of USD15,445,296.

(c) On 31 January 2024, Pagon Hill Investments Limited has fully divested EQT Mid Markets Europe for a total consideration of USD11,513,097.

(d) On 28 February 2024, Khazanah has entered into a Sale and Purchase Agreement with Select Medical International (US) Inc. and Beacon ACM Sdn. Bhd. to fully divest its stake in ReGen Rehabiliation International Sdn. Bhd. The proposed sale is still pending fulfillment of the Condition Precedents.

47. Subsequent events (cont'd.)

The following are the significant subsequent events of the Group and the Company after the financial year ended 31 December 2023: (cont'd.)

(e) On 12 January 2024, Tanjung Buai Ventures Sdn. Bhd. has subscribed to 16,360 units of Series B Compulsory Convertible Preference Shares ("CCPS") and 2,521 units of Series C2 CCPS of Wow! Momo Foods Pvt. Ltd., for a total cash consideration of INR 3,489,475,982.

(f) On 18 January 2024, Teluk Gadong Investments Limited has entered into a limited partnership agreement to invest up to USD20,000,000 as the limited partner in 5Y Capital Evolution Fund III, L.P.

(g) On 2 February 2024, Bukit Puteri Investments Limited has entered into a limited partnership agreement to co-invest with Platinum Equity, up to USD40,000,000 as the limited partner in US LBM, a leading specialty building materials distributor.

(h) On 27 March 2024, DRH has partially redeemed 30,160,000 units of Redeemable Convertible Cumulative Secured Loan Stocks D ("RCCSLS D") at a sum of RM35,000,362.

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Agrifood Resources Holdings Sdn. Bhd. ("ARHSB")	Malaysia	100.0	100.0	-	-	Investment holding
Atlantic Quantum Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding and provision of management services
Aur Investments (Cayman Islands) Limited #	Cayman Islands	100.0	100.0	-	-	Investment holding
Beyond Flying Sdn. Bhd.#	Malaysia	100.0	100.0	-	-	Investment holding
Brinchang Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Broga Hill Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Bendera Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Chini Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Damar Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Frasers Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Galla Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Bukit Puteri Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Carey Investments (Cayman Islands) Limited #	Cayman Islands	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Cerah Capital Ltd. #	Malaysia	100.0	100.0	-	-	Fund raising on behalf of holding company
Cenviro Sdn. Bhd.	Malaysia	70.0	70.0	30.0	30.0	Investment holding and provision of management services
Chendering Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Cosmos Friendship Limited #	Hong Kong	100.0	100.0	-	-	Investment holding
Dayang Bunting Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Dendana Investments (Mauritius) Limited #	Mauritius	100.0	100.0	-	-	Investment holding
Feringghi Capital Limited #	Malaysia	100.0	100.0	-	-	To provide funding for the operations of Special Purpose Vehicle on behalf of its holding company
Gemia Investments Limited #	Cayman Islands	100.0	100.0	-	-	Investment holding
Glam Ventures Pte Limited #	Singapore	100.0	100.0	-	-	Investment holding
Granatum Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Gunung Korbu Investments (Cayman Islands) Limited #	Cayman Islands	100.0	100.0	-	-	Investment holding
Gunung Nuang Ventures Limited #	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
i2M Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Promotion, marketing and administration of business service cluster
Impeccable Vintage Properties Sdn. Bhd. ("IVP")	Malaysia	100.0	100.0	-	-	Activities of holding companies
Iskandar Investment Berhad ("IIB")	Malaysia	60.0	60.0	40.0	40.0	Investment holding, property investment, property and land development and the provision of shared services to the subsidiaries
Iskandar Ventures Sdn. Bhd. ("IVSB") #	Malaysia	100.0	100.0	-	-	Investment holding
Jerai Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Khazanah Americas Incorporated #	United States	100.0	100.0	-	-	Investment advisory
Khazanah Asset Management Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Khazanah Capital Ltd #	Malaysia	100.0	-	-	-	Investment holding
Khazanah Digital Securities Limited #	Malaysia	100.0	-	-	-	Investment holding
Khazanah Global Sukuk Berhad #	Malaysia	100.0	-	-	-	Investment holding
Khazanah Nasional Consulting (Hong Kong) Company Limited #	Hong Kong	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Klebang Capital Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding
Kuala Selangor Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Lankayan Investment Ltd. #	Malaysia	100.0	-	-	-	Investment holding
Ledang Ventures Pte Ltd. #	Singapore	100.0	100.0	-	-	Investment holding
Lembong Ventures Sdn Bhd. #	Malaysia	100.0	100.0	-	-	Dormant
Lido Capital Ltd. #	Malaysia	100.0	100.0	-	-	Fund raising on behalf of its holding company
Malaysian Airline System Berhad ("MAS")	Malaysia	100.0	100.0	-	-	In liquidation
Malaysia Aviation Group Berhad ("MAGB") *	Malaysia	86.6	86.6	13.4	13.4	Investment holding
Malaysian Technology Development Corporation Sdn. Bhd. *	Malaysia	100.0	100.0	-	-	Venture capital services activities, management of government grants, technology incubation management and technology support services
Mantanani Ventures Sdn Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Mataking Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Bintang Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Gading Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Hatton Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Raya Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Reskit Investments Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Suku Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Mount Terra Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Noring Investments (Mauritius) Limited #	Mauritius	100.0	100.0	-	-	Investment holding
Ophir Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pagon Hill Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Air Papan Investments Limited. #	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Pantai Barat Investments (Cayman Islands) Ltd. #	Cayman Islands	100.0	100.0	-	-	Investment holding
Pantai Cahaya Bulan Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Feringgi Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Juara Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Melawi Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Morib Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Murni Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Perhentian Ventures Sdn. Bhd. #	Malaysia	100.0	-	-	-	Investment holding
Pantai Remis Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Rusila Investments Limited #	Malaysia	100.0	-	-	-	Investment holding
Pantai Saujana Investments Limited. #	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Sura Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pasir Salak Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Penerbangan Malaysia Berhad ("PMB")	Malaysia	100.0	100.0	-	-	Carrying on business of acquiring, sale and leasing of aircraft and aircraft engines, investment holding, strategic management of the domestic airline business and other related services
Pine Tree Hill Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Aman Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Besar Investments Limited #	Malaysia	100.0	-	-	-	Investment holding
Pulau Kaca Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Kendi Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Pulau Manukan Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Melaka Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Memutik Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Putih Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Segantang Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Selingan Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Sibu Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Pulau Tiga Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Rantau Abang Capital Berhad #	Malaysia	100.0	100.0	-	-	Fund raising on behalf of the company to issue Islamic Commercial Papers and Islamic Medium Term Notes Sukuk
Redang Investments Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding
Sampadi Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Satang Investments Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Sipadan Investments (Mauritius) Ltd. #	Mauritius	100.0	100.0	-	-	Investment holding
STLR Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Selling, leasing and renting of properties
Studios Film Office Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Film production services
Sungai Kinabatangan Investments Ltd. #	Malaysia	100.0	-	-	-	Investment holding
Sungai Pulai Investments (Mauritius) Ltd. #	Mauritius	100.0	100.0	-	-	Investment holding
Taman Tugu Project Development Sdn. Bhd.	Malaysia	100.0	100.0	-	-	To carry out efforts of project management including but not limited to execution of projects relating to the refurbishment, rejuvenation and redevelopment of Taman Tugu in Kuala Lumpur and elsewhere in Malaysia
Tanjung Adang Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Bidara Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Buai Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Tanjung Jara Investments Ltd. #	Hong Kong	100.0	100.0	-	-	Investment holding
Tanjung Manis Investments Ltd. #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Pinang Investments Limited. #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Rhu Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Sedili Investments Limited. #	Malaysia	100.0	100.0	-	-	Investment holding
Tanjung Tuan Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Tasik Pedu Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Bahang Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Cempedak Investments (Mauritius) Ltd. #	Mauritius	100.0	100.0	-	-	Investment holding
Teluk Dalam Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Gadong Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Kalung Investments Limited. #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Kumbar Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Teluk Rubiah Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding
Teluk Senangin Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding
Destination Resorts & Hotels Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding and provision of management services
Think City Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Promoting and preserving the living culture and heritage areas including but not limited to initiating projects relating to the rejuvenation and transformation of George Town, Penang and elsewhere in Malaysia
Titiwangsa Investments (Mauritius) Ltd. #	Mauritius	100.0	100.0	-	-	Investment holding
Tulai Beach Ventures Sdn. Bhd. #	Malaysia	100.0	100.0	-	-	Investment holding

48. Subsidiaries and associates of the Company

(A) Subsidiaries of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
UEM Group Berhad ("UEM")	Malaysia	100.0	100.0	-	-	Project design, management and contracting in the fields of civil, electrical and mechanical engineering, undertaking of turnkey projects and investment holding
Wakeel Capital Sdn Bhd #	Malaysia	100.0	100.0	-	-	Investment holding
Western Hill Investments Limited #	Malaysia	100.0	100.0	-	-	Investment holding

(B) Associate of the Company

Axiata Group Berhad *	Malaysia	36.7	36.7	Equity method		Telecommunication and related services
Bank Muamalat Malaysia Berhad	Malaysia	30.0	30.0	Equity method		Islamic commercial banking and finance
CIMB Group Holdings Berhad *	Malaysia	23.0	24.1	Equity method		Investment holding, management company, property management, provision of consultancy services and dealing in securities
Iskandar Capital Sdn. Bhd.	Malaysia	15.3	15.3	Equity method		Investment holding

48. Subsidiaries and associates of the Company

(B) Associate of the Company (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Malaysia Airports Holdings Berhad	Malaysia	33.2	33.2	Equity method		Investment holding
Pulau Kapas Ventures Sdn. Bhd. *	Malaysia	19.8	30.0	Equity method		Investment holding
Putrajaya Holdings Sdn. Bhd.	Malaysia	15.6	15.6	Equity method		Investment holding
Telekom Malaysia Berhad *	Malaysia	20.2	20.2	Equity method		Telecommunication and related services
Tenaga Nasional Berhad *	Malaysia	22.6	25.5	Equity method		Generation, transmission and distribution and sale of electricity
TIME dotCom Berhad * ^	Malaysia	10.67	10.67	Equity method		Investment holding, provision of management and marketing/ promotional services and retailing of telecommunications products
Valuecap Sdn. Bhd. * &	Malaysia	-	33.3	Equity method		Investment in securities

48. Subsidiaries and associates of the Company

* Subsidiaries and associates not audited by member firms of Ernst & Young Global.

\# SPV set up for investment or funding purposes, which are consolidated in the extended company financial statements as disclosed in Note 18(v).

~ Equals to proportion of voting rights held.

^ The Company has a total of 19.4% shareholding in TIME dotCom Berhad, comprising 10.7% held via the Company and 8.7% held by Pulau Kapas Ventures Sdn. Bhd..

& Completion of liquidation in current year.

49. Subsidiaries, associates and joint ventures of the Group

Other than the subsidiaries, associates and joint venture of the Company as listed in Note 48, the subsidiaries and associates of the Group are as listed below:

(i) Subsidiaries, associates and joint ventures of UEM Group Berhad ("UEM"), are disclosed in Note 49(A).

(ii) Subsidiaries of Malaysian Airline System Berhad ("MAS"), are disclosed in Note 49(B).

(iii) Subsidiaries and associates of Malaysia Aviation Group Berhad ("MAGB"), are disclosed in Note 49(C).

(iv) Subsidiaries, associates and joint ventures of Iskandar Investment Berhad ("IIB"), are disclosed in Note 49(D).

(v) Subsidiaries, associates and joint ventures of Destination Resorts & Hotels Sdn. Bhd. ("DRHSB") (formerly known as Themed Attractions Resorts & Hotels Sdn. Bhd. ("TARH")), are disclosed in Note 49(E).

(vi) Subsidiary of Malaysian Technology Development Corporation ("MTDC"), are disclosed in Note 49(F).

(vii) Other subsidiaries, associates and joint ventures of the Group are disclosed in Note 49(G).

(A) Subsidiaries, associates and joint ventures of UEM

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of UEM						
PLUS Expressways International Berhad ("PEIB")	Malaysia	100.0	100.0	-	-	Investment holding and provision of expressway operation services
UEM Sunrise Berhad ("UEM Sunrise")	Malaysia	69.6	69.6	30.4	30.4	Investment holding and provision of shares services for its subsidiaries
UEM Builders Berhad ("UEM Builders")	Malaysia	100.0	100.0	-	-	Investment holding and provision of management services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of UEM (cont'd.)						
Cement Industries of Malaysia Berhad ("CIMA")	Malaysia	100.0	100.0	-	-	Provision of management services and investment holding
UEM Edgenta Berhad ("UEM Edgenta")	Malaysia	69.1	69.1	30.9	30.9	Investment holding and provision of management services to its subsidiaries
Konsortium ProHAWK Sdn. Bhd.	Malaysia	65.0	65.0	35.0	35.0	Planning, design, financing, development, construction, landscaping, equipping, installation, completion, testing and commissioning of a hospital building, facilities and infrastructure at the identified project land and to carry out total asset and facilities management services at hospital or commercial or government buildings
Payar Investments Ltd.	Malaysia	100.0	100.0	-	-	Investment holding
UEM Lestra	Malaysia	100.0	-	-	-	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Associate of UEM					
UE Construction (Phil.) Inc.*<	Philippines	40.0	40.0	Equity method	Dormant
Joint Ventures of UEM					
PLUS Malaysia Berhad ("PLUS Malaysia")	Malaysia	51.0	51.0	Equity method	Investment holding
UEM – Essar Projects Limited	Unincorporated	51.0	51.0	Equity method	Construction and extension of roads

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of PEIB						
Ghir Investments (Mauritius) Limited	Mauritius	100.0	100.0	-	-	Investment holding
PLUS Kalyan (Mauritius) Private Limited *	Mauritius	100.0	100.0	-	-	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of PEIB (cont'd.)						
PLUS Plaza (Mauritius) Private Limited *	Mauritius	100.0	100.0	-	-	Investment holding
PEIB Capital Sdn. Bhd. ("PEIBC")	Malaysia	100.0	100.0	-	-	Investment holding

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Joint venture of PEIB					
Jetpur Somnath Tollways Private Limited ("JSTPL") *//	India	64.4	64.4	Equity method	Ceased operations

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiary of PLUS Kalyan (Mauritius) Private Limited						
PLUS BKSP Toll Limited *## α	India	94.1	94.1	5.9	5.9	Ceased operations

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiary of PLUS Plaza (Mauritius) Private Limited						
Trichy Padalur Tollways Private Limited ("TPTPL") *α	India	74.0	74.0	26.0	26.0	Undertake construction, operation, maintenance and toll collection of the four laning and strengthening of Padalur-Trichy Highway section from KM285 to KM325 of NH-45 in the State of Tamil Nadu, India, on a Build, Operate and Transfer basis

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Joint venture of Ghir Investments (Mauritius) Limited					
Uniquest Infra Ventures Private Limited *xα	India	80.1	80.1	Equity method	Developing, owning and managing road infrastructure projects in India

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiary of Uniquest Infra Ventures Private Limited						
Khalghat Sendhwa Tollways Private Limited ("KSTPL") *α	India	80.1	80.1	19.9	19.9	Undertake the design, engineering, finance, construction, operation and maintenance of Khalghat-MP/Maharashtra Border Section on NH-3 from Km84.700 to Km167.500 in the State of Madhya Pradesh under NHDP Phase IIIA through a concession on Build, Operate and Transfer basis
Subsidiaries of PLUS Malaysia Berhad						
Projek Lebuhraya Usahasama Berhad	Malaysia	51.0	51.0	49.0	49.0	Undertake the operation, maintenance and toll collection of the expressways
Teras Teknologi Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Investment holding and engaged in supply, installation and maintenance of toll systems and equipment for expressway projects, secure access, automatic fare collection and artificial intelligence services
Expressway Lingkaran Tengah Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Inactive

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of PLUS Malaysia Berhad (cont'd.)						
Linkedua (Malaysia) Berhad	Malaysia	51.0	51.0	49.0	49.0	Inactive
Lebuhraya Pantai Timur 2 Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Undertake the operation, maintenance and toll collection of Lebuhraya Pantai Timur 2
Penang Bridge Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Inactive
Projek Lebuhraya Utara-Selatan Berhad	Malaysia	51.0	51.0	49.0	49.0	Inactive
Terra PLUS Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Real estate development
Zoom Interactive Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	Inactive
Subsidiaries of UEM Sunrise						
UEM Land Berhad ("UEM Land")	Malaysia	69.6	69.6	30.4	30.4	Property development, property investment, project procurement and management and strategic investment holding
Nusajaya Resort Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Operator of clubhouse and restaurant
Sunrise Berhad ("Sunrise")	Malaysia	69.6	69.6	30.4	30.4	Property development and investment holding
UEM Sunrise (Australia) Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of UEM Sunrise (cont'd.)						
UEM Sunrise (Canada) Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding, property development and general trading
UEM Sunrise Management Services Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding
UEM Sunrise Properties Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding, property development and general trading
Nusajaya Five O Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Ceased operations

Name	Country of incorporation/ principal place of business	Effective interest~		Accounting model applied	Principal activities
		2023 %	2022 %		
Associate of UEM Sunrise					
UEM Sunrise Edgenta TMS Sdn. Bhd. β	Malaysia	69.3	69.3	Equity method	Investment holding and provision of real estate management services
Joint ventures of UEM Sunrise					
Nusajaya Lifestyle Sdn. Bhd. χ	Malaysia	34.1	38.3	Equity method	Property and real estate development, management and property management

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Joint ventures of UEM Sunrise (cont'd.)					
Nusajaya Premier Sdn. Bhd. x	Malaysia	55.7	55.7	Equity method	Property development and investment holding
Desaru South Course Residences Sdn. Bhd. ("DSCR") x	Malaysia	35.5	35.5	Equity method	Property development
Desaru North Course Residences Sdn. Bhd. ("DNCR") x	Malaysia	35.5	35.5	Equity method	Property development
Desaru South Course Land Sdn. Bhd. ("DSCL") x	Malaysia	35.5	35.5	Equity method	Property development
Malaysian Bio-XCell Sdn. Bhd. *	Malaysia	27.8	27.8	Equity method	In receivership and liquidation

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of UEM Land						
Bandar Nusajaya Development Sdn. Bhd. ("BND")	Malaysia	69.6	69.6	30.4	30.4	Investment holding, property development, land trading and an agent for its subsidiaries
Finwares Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding
Fleet Group Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of UEM Land (cont'd.)						
Hatibudi Nominees (Tempatan) Sdn. Bhd. *	Malaysia	69.6	69.6	30.4	30.4	In members' voluntary liquidation
Marina Management Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property management
Mahisa Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development and undertakes construction and turnkey development contracts
Marak Unggul Sdn. Bhd.	Malaysia	34.8	34.8	65.2	65.2	Dormant
Nusajaya Development Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Nusajaya Medical Park Sdn. Bhd. *	Malaysia	69.6	69.6	30.4	30.4	Construct, manage and/or operate specialised buildings for long term lease and property development
UEM Sunrise Nusantara Sdn. Bhd. *	Malaysia	69.6	69.6	30.4	30.4	In members' voluntary liquidation
UEM Sunrise Overseas Corporation Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Associates of UEM Land						
Aura Muhibah Sdn. Bhd.*	Malaysia	27.8	27.8	Equity method		Property development
Setia Haruman Sdn. Bhd. *	Malaysia	17.4	17.4	Equity method		Township development, property development, project development and sale of land
Scope Energy Sdn. Bhd.*	Malaysia	27.8	27.8	Equity method		Property development
Inneonusa Sdn. Bhd. *	Malaysia	27.1	27.1	Equity method		In members' voluntary winding up
Sarandra Malaysia Sdn. Bhd.	Malaysia	27.8	27.8	Equity method		Managing and developing marina club, investment holding and construction

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Joint Ventures of UEM Land					
Cahaya Jauhar Sdn. Bhd. x	Malaysia	41.8	41.8	Equity method	Undertake the turnkey design and build contract for the development of the Johor State New Administrative Centre (now known as Kota Iskandar) and State Government Staff Housing in Iskandar Puteri, Johor, and provision of facilities maintenance and management services
Haute Property Sdn. Bhd. *	Malaysia	27.8	27.8	Equity method	Property development and property marketing
Horizon Hills Development Sdn. Bhd.	Malaysia	34.8	34.8	Equity method	Property development
Nusajaya Consolidated Sdn. Bhd. *	Malaysia	34.8	34.8	Equity method	Property development and related activities
Nusajaya Tech Park Sdn. Bhd.*	Malaysia	27.8	27.8	Equity method	Property development
FASTrack Iskandar Sdn. Bhd.	Malaysia	20.9	20.9	Equity method	Property development and to develop, construct, operate and manage motorsport city with related facilities and services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of BND						
Nusajaya Industrial Park Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Nusajaya Gardens Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Land trading and investment holding
Nusajaya Greens Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development, land trading and investment holding
Nusajaya Heights Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development, land trading and investment holding
Nusajaya Rise Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development, land trading, investment holding and licensed money lending activity
Nusajaya Seaview Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Land trading and investment holding
Nusajaya Land Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Symphony Hills Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development, land trading and investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiary of UEM Sunrise Nusantara Sdn. Bhd.						
P.T. Bias Permata	Indonesia	69.6	69.6	30.4	30.4	Investment holding
Subsidiary of UEM Sunrise Overseas Corporation Sdn. Bhd.						
UEM Sunrise South Africa (Pty) Ltd. *	South Africa	69.6	69.6	30.4	30.4	Investment holding
Subsidiary of UEM Sunrise South Africa (Pty) Ltd						
Roc-Union (Proprietary) Limited *	South Africa	55.9	55.9	44.1	44.1	Investment holding
Subsidiary of Roc-Union (Proprietary) Limited						
Rocpoint (Proprietary) Limited *	South Africa	55.9	55.9	44.1	44.1	Acquisition and development of land

Name	Country of incorporation/ principal place of business	Effective interest~		Accounting model applied	Principal activities
		2023 %	2022 %		
Associate of Rocpoint (Proprietary) Limited					
Durban Point Development Company (Proprietary) Limited *	South Africa	28.0	28.0	Equity method	Property development

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of Sunrise						
Arcoris Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment and development
Ascot Assets Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Allevia Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment, development and construction
Aurora Tower at KLCC Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Ibarat Duta Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Laser Tower Sdn Bhd (formerly known as Minh Sdn. Bhd.)	Malaysia	69.6	69.6	30.4	30.4	Property development
Lembah Suria Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Lucky Bright Star Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment and development
Mega Legacy (M) Sdn. Bhd.	Malaysia	34.8	34.8	65.2	65.2	Property development
Milik Harta Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
New Planet Trading Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment and development
Prinsip Eramaju Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of Sunrise (cont'd.)						
Solid Performance Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Summer Suites Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sun Victory Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment and development and hotel operation
Sunrise Alliance Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Benchmark Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Century Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Innovations Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Landmark Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Mersing Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Oscar Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of Sunrise (cont'd.)						
Sunrise Overseas Corporation Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Investment holding and provision of management services
Sunrise Paradigm Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Pioneer Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Project Services Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development and project management for property development projects
Sunrise Quality Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Region Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development
Sunrise Sovereign Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property development and investment holding
Sunrise International Development Ltd *	The Cayman Islands	69.6	69.6	30.4	30.4	Investment holding
Sunrise Overseas (S) Pte Ltd	Singapore	69.6	69.6	30.4	30.4	Promotion and management services relating to UEM Sunrise Group's properties in Malaysia

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Sunrise (cont'd.)						
Sunrise MS Pte Ltd	Singapore	69.6	69.6	30.4	30.4	Provision of consultancy, advisory and technical services in relation to project development

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Joint Ventures of Sunrise					
Sime Darby Property Sunrise Development Sdn. Bhd. *	Malaysia	34.8	34.8	Equity method	Property development
Sunrise MCL Land Sdn. Bhd.*	Malaysia	34.8	34.8	Equity method	Property development and property investment

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of UEM Sunrise (Australia) Sdn. Bhd.						
UEM Sunrise (Land) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Holding and financing company
UEM Sunrise (Developments) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Holding and financing company

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of UEM Sunrise (Land) Pty Ltd						
UEM Sunrise (Mackenzie Street) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Trustee company
UEM Sunrise (Mackenzie Street) Unit Trust	Australia	69.6	69.6	30.4	30.4	Landowning entity
UEM Sunrise (La Trobe Street) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Trustee company
UEM Sunrise (La Trobe Street) Unit Trust	Australia	69.6	69.6	30.4	30.4	Landowning entity
UEM Sunrise (Collingwood) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Trustee company
UEM Sunrise (Collingwood) Unit Trust	Australia	69.6	69.6	30.4	30.4	Land holding entity
UEM Sunrise (Subiaco East) Pty Ltd	Australia	69.6	-	30.4	-	Trustee Company
UEM Sunrise (Subiaco East) Unit Trust	Australia	69.6	-	30.4	-	Land holding entity

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of UEM Sunrise (Developments) Pty Ltd						
UEM Sunrise (Mackenzie Street Development) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Development company
UEM Sunrise (La Trobe Street Development) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Development company
UEM Sunrise (Aurora Melbourne Central Property Management) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Property management services
UEM Sunrise (Collingwood Development) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Project development
UEM Sunrise (Conservatory Melbourne Property Management) Pty Ltd	Australia	69.6	69.6	30.4	30.4	Property management services
UEM Sunrise (Subiaco East Development) Pty Ltd	Australia	69.6	-	30.4	-	Project development

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of UEM Sunrise Properties Sdn. Bhd.						
Nusajaya DCS Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Provision of cooling plant facility services
Opera Retreat Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment
Puteri Harbour Convention Centre Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Own and operate a convention centre
UEM Sunrise Nusajaya Properties Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property investment

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Joint venture of UEM Sunrise Properties Sdn. Bhd.					
UEM Sunrise WOTSO Malaysia Sdn. Bhd. *	Malaysia	34.8	34.8	Equity method	Provision of flexible commercial office tenancies

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of UEM Sunrise Management Services Sdn. Bhd.						
Rise Digital Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Provision of digital services
UEM Sunrise Project Services Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Property management for property development
Subsidiary of Sunrise Oscar Sdn. Bhd.						
Sunrise DCS Sdn. Bhd.	Malaysia	69.6	69.6	30.4	30.4	Provision of cooling plant facility services
Subsidiary of Sunrise International Development Ltd						
Sunrise Holdings S.àr.l. *	The Grand Duchy of Luxembourg	-	69.6	-	30.4	Dissolved
Subsidiary of Sunrise Holdings S.àr.l.						
Canada Sunrise Development Corp. *	Canada	-	69.6	-	30.4	Dissolved

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of UEM Builders						
Buildcast Sdn. Bhd.	Malaysia	100.0	100.0	-	-	In members' voluntary liquidation
Intria Bina Sdn. Bhd.	Malaysia	100.0	100.0	-	-	In members' voluntary liquidation
PATI Sdn. Bhd. ("PATI")	Malaysia	100.0	100.0	-	-	Civil engineering works and building construction
UEM Construction Sdn. Bhd. ("UEMC")	Malaysia	100.0	100.0	-	-	Contractors for the execution of construction and engineering works
UEM Construction (B) Sdn. Bhd. ~	Brunei	100.0	100.0	-	-	Civil, electrical, mechanical and industrial plant construction, general building and contracting
UEMB – MRCB JV Sdn. Bhd.	Malaysia	51.0	51.0	49.0	49.0	In members' voluntary liquidation
UEMB - NAJCOM JV	Unincorporated	65.0	65.0	35.0	35.0	Master contractor for the execution of engineering and construction works
UEMB-PROPEL Consortium	Unincorporated	100.0	100.0	-	-	Civil engineering works and buildings construction

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of UEMC						
UEM (Mauritius) Co Ltd ("UEMM") *	Mauritius	100.0	100.0	-	-	Investment holding
UEMC - PPES Works (Sarawak) Sdn. Bhd. JV	Unincorporated	70.0	70.0	30.0	30.0	Design and build for Hospital Lawas project

Name	Country of incorporation/ principal place of business	Effective interest~		Accounting model applied	Principal activities
		2023 %	2022 %		
Associate of UEMC					
Samsung C&T Corporation UEM Construction JV Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Main contractor for the execution of civil engineering works and and building construction
Joint Venture of UEMC					
UEMC – Bina Puri JV *x	Unincorporated	60.0	60.0	Equity method	Design, construction, completion, testing, commissioning and maintenance of main terminal building, satellite building, sky bridge and piers

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of UEMM						
UE Development India Private Limited ("UEDI") *	India	100.0	100.0	-	-	Construction works and maintenance of expressways
UEM Builders – Ansalapi Contracts Pvt. Ltd. *Ω	India	60.0	60.0	40.0	40.0	Construction, execution and completion of various building and engineering works at Sushant Golf City, Lucknow

Name	Country of incorporation/ principal place of business	Effective interest~		Accounting model applied	Principal activities
		2023 %	2022 %		
Associate of PATI Sdn. Bhd.					
Pati Philippines Inc. *<	Philippines	40.0	40.0	Equity method	Dormant
Joint Ventures of PATI Sdn. Bhd.					
Road Builder (M) Sdn. Bhd. – PATI Sdn. Bhd. JV *	Unincorporated	50.0	50.0	Equity method	Construction and extension of roads
B. Seenaiah & Co – Road Builder (M) Sdn. Bhd. – PATI Sdn. Bhd. JV *	Unincorporated	25.0	25.0	Equity method	Construction and extension of roads
PATI Sdn. Bhd. - Bhagheeratha Engineering Ltd JV *	Unincorporated	50.0	50.0	Equity method	Construction and extension of roads

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of CIMA						
Cimaco Readymix Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
I-Mix Concrete Industries Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Inactive
Kuari Pati Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Negeri Sembilan Cement Industries Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Manufacture and sale of cement
Pemasaran Simen Negara Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Inactive
Profitlite Holding Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Unipati Concrete Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Production and sale of ready-mixed concrete
Subsidiary of Kuari Pati Sdn. Bhd.						
Pati Bukit Perak Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of UEM Edgenta						
Opus Group Berhad ("Opus")	Malaysia	69.1	69.1	30.9	30.9	Investment holding
Edgenta PROPEL Berhad ("Edgenta PROPEL")	Malaysia	69.1	69.1	30.9	30.9	Maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways and industrial cleaning services
Edgenta Environmental & Material Testing Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Geotechnical investigation, instrumentation and pavement condition assessment works, maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways and industrial cleaning services
Faber Development Holdings Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding
Edgenta Healthcare Management Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of hospital support services
Edgenta Facilities Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding and provision of integrated facilities management services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of UEM Edgenta (cont'd.)						
Edgenta Energy Services Sdn. Bhd.	Malaysia	48.4	48.4	51.6	51.6	Energy performance management services
Edgenta Energy Projects Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Providing energy performance management services and renewable energy services
Edgenta (Singapore) Pte. Ltd.	Singapore	69.1	69.1	30.9	30.9	Investment holding
Edgenta Township Management Services Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding and management services of real estate
Edgenta GreenTech Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of asset development and facility management services
Sate Yaki Sdn. Bhd.	Malaysia	41.5	41.5	58.5	58.5	In Court's Winding Up
Edgenta NXT Sdn Bhd	Malaysia	69.1	69.1	30.9	30.9	Provision of digital technology services
Edgenta FIRST Sdn Bhd	Malaysia	69.1	69.1	30.9	30.9	Provision of management services
Edgenta Arabia Limited	Kingdom of Saudi Arabia	69.1	69.1	30.9	30.9	Investment holding and provision of integrated facilities management services and energy performance management services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of UEM Edgenta (cont'd.)						
Edgenta Academy Sdn Bhd	Malaysia	69.1	-	30.9	-	Provision for education services
Subsidiaries of Opus						
Builders Credit & Leasing Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding
Opus International (NZ) Limited	New Zealand	69.1	69.1	30.9	30.9	Investment holding
Opus International (M) Berhad ("OIM")	Malaysia	69.1	69.1	30.9	30.9	Management of the planning, design and construction of infrastructure projects and provision of facilities management services
Subsidiaries of OIM						
Opus Management Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Management of the planning, design and construction of infrastructure projects and provision of facilities management services
Pengurusan Lantas Berhad	Malaysia	69.1	69.1	30.9	30.9	Provision of technical management support, services for the planning, design and construction of projects

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of OIM (cont'd.)						
Opus International India Private Limited *	India	69.1	69.1	30.9	30.9	Provision of asset development and asset management services
Opus Al-Dauliyyah LLC ε	Kingdom of Saudi Arabia	69.1	69.1	30.9	30.9	Engineering consultancy services

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Associate of OIM					
Opus Consultants (M) Sdn. Bhd.	Malaysia	20.7	20.7	Equity method	Engineering consultancy services
Joint Venture of OIM					
Opus Consultants (Sarawak) Sdn. Bhd.	Malaysia	33.9	33.9	Equity method	Provision of project management and engineering consultancy services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of Edgenta PROPEL						
Edgenta Infrastructure Services Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways and industrial cleaning services
PT Edgenta PROPEL Indonesia	Indonesia	69.0	69.0	31.0	31.0	Provision of management consultancy and advisory related to management of roads
Edgenta PROPEL (Sarawak) Sdn Bhd &	Malaysia	33.9	33.9	66.1	66.1	Construction, maintenance and repair of civil, mechanical and electrical works on infrastructure, roads, expressways and sewerage, and industrial cleaning services

Name	Country of incorporation/ principal place of business	Effective interest~		Accounting model applied	Principal activities
		2023 %	2022 %		
Jointly controlled operation of Edgenta PROPEL					
Edgenta PROPEL-NRC JO	Unincorporated	38.0	38.0	Equity method	Provision of highway maintenance services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Faber Development Holdings Sdn. Bhd.						
Country View Development Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Property development and provision of facilities management services
Faber Grandview Development (Sabah) Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Property development
Faber Heights Management Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Property management
Faber Union Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Property development
Rimbunan Melati Sdn. Bhd.	Malaysia	38.0	38.0	62.0	62.0	Property development
Subsidiary of Edgenta Healthcare Management Sdn. Bhd.						
Edgenta Mediserve Sdn. Bhd. ("EMS") @	Malaysia	69.1	69.1	30.9	30.9	Provision of hospital support services
Subsidiaries of EMS						
Cermin Cahaya Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of cleansing services to hospitals
Edgenta Healthtronics Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of hospital support services
Edgenta Mediserve (Sarawak) Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of EMS (cont'd.)						
Edgenta Mediserve (Sabah) Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Investment holding
Subsidiaries of Edgenta Facilities Sdn. Bhd.						
Edgenta Facilities Management Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Facilities management services
Faber Star Facilities Management Limited	India	69.1	69.1	30.9	30.9	Facilities management services in India

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Associates of Edgenta Mediserve (Sarawak) Sdn. Bhd.					
One Medicare Sdn. Bhd.*	Malaysia	27.7	27.7	Equity method	Provision of hospital support services
Biomedix Solutions Sdn. Bhd. *	Malaysia	27.7	27.7	Equity method	Provision of biomedical engineering maintenance services
Associate of Edgenta Mediserve (Sabah) Sdn. Bhd.					
Sedafiat Sdn. Bhd.*	Malaysia	27.7	27.7	Equity method	Provision of hospital support services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiary of Edgenta Township Management Services Sdn. Bhd.						
UEM Sunrise Edgenta TMS Sdn. Bhd. β	Malaysia	69.3	69.3	30.7	30.7	Investment holding and management of real estate
Subsidiary of UEM Sunrise Edgenta TMS						
Edgenta TMS Sdn. Bhd.	Malaysia	48.5	48.5	51.5	51.5	In members' voluntary liquidation
Subsidiaries of Edgenta GreenTech Sdn. Bhd.						
KFM Projects Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	In members' voluntary liquidation
KFM Systems Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Consultancy and contractors for building management systems for the built environment
KFM Solutions Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Consultancy services in green, smart and connected urban ecology and integrated facility management services
KFM Energy Services Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of consultancy and other services relating to energy conservation and renewable energy

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of Edgenta GreenTech Sdn. Bhd. (cont'd.)						
Veridis PPP One Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Concession holder specialising in retro-fitting works of building utilising green technology
Operon Malaysia Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of supervising officer for activities related to Green technology and other solutions for the built environment
Operon Consulting Sdn. Bhd.	Malaysia	48.4	48.4	51.6	51.6	Asset management consulting services
Operon Middle East Limited	British Virgin Islands	69.1	69.1	30.9	30.9	Facilities management and building cleaning services
KFM Middle East Limited *	British Virgin Islands	48.4	48.4	51.6	51.6	Dormant

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of Edgenta (Singapore) Pte Ltd						
UEMS Pte Ltd	Singapore	69.1	69.1	30.9	30.9	Investment holding
Edgenta International Investments L.L.C	United Arab Emirates	69.1	-	30.9	-	Investment holding and management of commercial, healthcare and energy enterprises
Subsidiaries of UEMS Pte Ltd						
UEMS Solutions Pte Ltd	Singapore	69.1	69.1	30.9	30.9	Property management, facilities engineering, facilities management, energy management, corporate real estate, environmental services, project management and technology optimisation, learning and development, and specialised services
ServiceMaster Hong Kong Limited	Hong Kong	69.1	69.1	30.9	30.9	Dormant
Edgenta UEMS Sdn. Bhd.	Malaysia	69.1	69.1	30.9	30.9	Provision of maintenance and support services for hospitals, public centres, manufacturing facilities and commercial buildings

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiary of UEMS Pte Ltd (cont'd.)						
Edgenta UEMS Ltd	Taiwan	69.1	69.1	30.9	30.9	Provision of cleaning, portering and consulting services for hospitals, medical care institutes commercial, high-tech companies, education center, transportation and shopping mall
Subsidiaries of Edgenta International Investments L.L.C						
Edgenta Facilities Management L.L.C	United Arab Emirates	69.1	-	30.9	-	Facilities management services
Edgenta Technical Service L.L.C	United Arab Emirates	69.1	-	30.9	-	Provision of technical services
Subsidiary of Edgenta Arabia Limited						
MEEM for Facilities Management Company	The Kingdom of Saudi Arabia	41.5	-	58.5	-	Real estate management, cleaning and maintanence services
Subsidiary of Edgenta UEMS Ltd						
Edgenta UEMS SC Ltd	Taiwan	69.1	69.1	30.9	30.9	Provision of cleaning, portering and consulting services for hospitals, medical care institutes, commercial, high-tech companies, education center, transportation and shopping mall

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of UEM Suria Berhad						
Suria Siena Development Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Property development and land trading
Subsidiaries of Payar Investments Limited						
Cenergi SEA Berhad	Malaysia	92.9	92.9	7.1	7.1	Investment holding and management services and to carry out energy efficiency project
Subsidiaries of Cenergi SEA Berhad						
Cenergi Carbon Ltd.	Malaysia	92.9	92.9	7.1	7.1	Emission reduction project operations
Cenergi Operations and Maintenance Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	To provide operation and maintenance services for renewable energy power plants
Cenergi EE Holdings Sdn. Bhd. ("CEEH")	Malaysia	92.9	92.9	7.1	7.1	Renewable energy developers in solar and energy efficiency and investment holding and provision of management services
Cenergi RE Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Investment holding and provision of operation and maintenance services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Cenergi SEA Berhad (cont'd.)						
Cenergi Refuel Sdn. Bhd. (f.k.a. Cenergi Eco Power Sdn. Bhd.)	Malaysia	92.9	92.9	7.1	7.1	To develop and operate biomass pellet manufacturing facilities and conducting manufacturing activities to produce biomass pellets.
Cenergi Hydro Sdn. Bhd.	Malaysia	92.9	-	7.1	-	Renewable energy developers in hydroelectricity and investment holding
Cenergi Carbon Sdn. Bhd.	Malaysia	92.9	-	7.1	-	To undertake project development for the registration, marketing and trading of carbon credits and renewable energy certificates for internal and external clients
Subsidiaries of Cenergi EE Holdings Sdn. Bhd.						
Cenergi EE Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Energy efficiency project operations
Cenergi Sunseap Energy Solutions Sdn. Bhd.	Malaysia	55.7	55.7	44.3	44.3	Renewable energy developer in solar and energy efficiency
Cenergi Solar Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Renewable energy developer in solar and energy efficiency, investment holding and provision of management services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Cenergi EE Holdings Sdn. Bhd. (cont'd.)						
Cenergi Solar Kuala Ketil Sdn. Bhd.	Malaysia	92.9	-	7.1	-	Renewable energy developer in solar photovoltaic power plant project
Neda Power (Sg. Tiang) Sdn Bhd	Malaysia	92.9	92.9	7.1	7.1	Supplying electricity generated from solar photovoltaic power plant, renewable energy developers in solar photovoltaic power plant projects
Cenergi JLG Sdn Bhd	Malaysia	92.9	-	7.1	-	Renewable energy developers in solar and energy efficiency, investment holding and provision of management services
Subsidiaries of Cenergi RE Sdn. Bhd.						
Cenergi Palong Sdn. Bhd. (f.k.a.) Biopower Climate Care Sdn. Bhd.)	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi Sua Betong Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Producing and distributing electricity from renewable energy plant
Cenergi Cheekah Sdn. Bhd. (f.k.a. GLT Energy Sdn. Bhd.)	Malaysia	92.9	92.9	7.1	7.1	Construction, investment and providing consultancy for renewable energy projects
Cenergi Sri Jelutung Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Cenergi Pantai Remis Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Cenergi EPC Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Project management activities involving amongst others, coordinating, managing, advising, maintaning control over project schedule and budget related to construction, engineering design and development of new infrastructures, buildings, facilities, power plants and any such installations; and to provide engineering, procurement and construction services for renewable energy plant

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi Tennamaram Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Construction of renewable energy facilities and operating such facilities for the purpose of generating electrical power from renewable resources to be sold to the national grid
Cenergi Hamparan Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi KF Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi Elphil Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi Alam Sdn. Bhd.	Malaysia	92.9	-	7.1	-	Ownership, operation and maintanence of renewable energy facilities for the purpose of generating electrical power from renewable resources
Cenergi Lestari Sdn. Bhd.	Malaysia	92.9	-	7.1	-	Ownership, operation and maintanence of renewable energy facilities for the purpose of generating electrical power from renewable resources
Cenergi Tanah Merah Sdn. Bhd.	Malaysia	92.9	-	7.1	-	Ownership, operation and maintanence of renewable energy facilities for the purpose of generating electrical power from renewable resources
Cenergi West Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Bell Cenergi Paloh Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant
Cenergi Sg Dingin Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Contracting and construction of a renewable energy plant

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi Classic Sdn. Bhd.	Malaysia	47.4	92.9	52.6	7.1	Intended to develop renewable generation and distribution
Cenergi YPPH Sdn Bhd	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Bell Cenergi Linggi Sdn. Bhd.	Malaysia	46.5	92.9	53.6	7.1	Contracting and construction of a renewable energy plant
Bell Cenergi YP Sdn. Bhd.	Malaysia	46.5	46.5	53.6	53.6	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi Lawiang Sdn. Bhd.	Malaysia	55.7	55.7	44.3	44.3	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Bell Cenergi Lingga Sdn. Bhd.	Malaysia	46.5	92.9	53.6	7.1	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi GM Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Ownership, operation and maintenance of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi Chersonese Sdn. Bhd.	Malaysia	92.9	92.9	7.1	7.1	Construction of renewable energy facilities and operating such facilities for the purpose of generating electrical power from renewable resources to be sold to the national grid
Subsidiaries of Cenergi Hamparan Sdn. Bhd.						
PT Gree Hamparan	Indonesia	88.3	88.3	11.7	11.7	Electricity generation field of 1-10mw (MegaWatt) and other electric power support activities

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Cenergi RE Sdn. Bhd. (cont'd.)						
Cenergi Ayer Item Sdn. Bhd.	Malaysia	47.4	92.9	52.6	7.1	Ownership, operation and maintenance of renewable energy facilities for the purpose purpose of generating electrical power from renewable resources to be sold to the grid
Cenergi Sri Ganda Sdn. Bhd.	Malaysia	69.7	69.7	30.3	30.3	Contracting and construction of a renewable energy plant
Cenergi Endah Sdn. Bhd.	Malaysia	65.0	65.0	35.0	35.0	Contracting and construction of a renewable energy plant
Cenergi Endah Sdn. Bhd.	Malaysia	65.0	65.0	35.0	35.0	Contracting and construction of a renewable energy plant

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of CSES						
CSES Rooftop Alpha Sdn. Bhd.	Malaysia	55.7	55.7	44.3	44.3	Developing, constructing, owning and operating the rooftop solar projects for residential, commercial and industrials buildings in Malaysia
IRM Solar Sdn. Bhd.	Malaysia	53.0	53.0	47.0	47.0	Supplying electrical generated from solar power plant
Digital Awan Sdn. Bhd.	Malaysia	55.7	55.7	44.3	44.3	Ownership, operation, and maintanence of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid
Marudu Power Sdn. Bhd.	Malaysia	55.7	55.7	44.3	44.3	Ownership, operation, and maintanence of renewable energy facilities for the purpose of generating electrical power from renewable resources to be sold to the grid

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Joint venture of Cenergi SEA					
Cenergi FJP Sdn. Bhd. ("CFJP") *	Malaysia	51.0	51.0	Equity method	Operation of green power generation facilities and plants
Cenergi Sunseap Energy Solutions Sdn. Bhd. ("CSES")	Malaysia	58.2	58.2	Equity method	Renewable energy developer in solar and energy efficiency
Subsidiaries of CFJP					
CFJP Biogas Sdn. Bhd. ("CFJPB")	Malaysia	58.2	58.2	Equity method	Operation of green power generation facilities and plants

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Other subsidiaries of UEM						
First Impact Sdn. Bhd. ("FISB")	Malaysia	100.0	100.0	-	-	Investment property holding, provision of maintenance and other related activities of its office building
Hydron (M) Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Ceased operations
Infrared Advanced Technologies Sdn. Bhd.	Malaysia	75.0	75.0	25.0	25.0	Research, development design, manufacture, implementation, marketing and supply of electronic toll collection system

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Pantai Panorama Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Special purpose vehicle incorporated to facilitate the issuance of IMTN Programme by United Growth
Serayin Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding, trading and letting of properties
UEM International (West Asia) Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
United Growth Berhad	Malaysia	100.0	100.0	-	-	A special purpose vehicle incorporated specifically for the issuance of IMTN Programme for UEM
Vistajati Holdings Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Property development
UEM Suria Berhad	Malaysia	100.0	100.0	-	-	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Other subsidiaries of UEM (cont'd.)						
UEM Olive	Malaysia	100.0	-	-	-	A special purpose vehicle incorporated specifically for the issuance of IMTN Programme
Subsidiary of UEM International (West Asia) Sdn. Bhd.						
UEM Al-Dauliyyah LLC *^	The Kingdom of Saudi Arabia	100.0	100.0	-	-	Ceased operations
Other associates of UEM						
Puncak Vista Sdn. Bhd. *	Malaysia	30.0	30.0	Equity method		Under compulsory liquidation
Mekar Idaman Sdn. Bhd.*	Malaysia	45.0	45.0	Equity method		Liquidation by Court
UEM Genisys Sdn Bhd	Malaysia	51.0	51.0	Equity method		In court's winding up
UEM MMC Joint Venture Sdn. Bhd.	Malaysia	50.0	50.0	Equity method		Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

* Audited by firms other than Ernst & Young Global

α For the purpose of applying the acquisition method and equity method of accounting for subsidiaries and joint ventures with financial year end other than 31 December, the last audited financial statements available and the management financial statements to the end of the accounting period of the subsidiaries and joint ventures have been used.

x Deemed to be joint ventures of the Group pursuant to MFRS 11: Joint Arrangements as the parties involved are undertaking economic activities that are subject to joint control.

// The Group has a total of 64.4% shareholding in JSTPL, comprising 26.0% held via PEIB and 38.4% held via Uniquest Infra Ventures Private Limited.

The Group has a total of 94.1% shareholding in PLUS BKSP comprising 0.1% held by PEIB and 94.0% held by PLUS Kalyan (Mauritius) Private Limited, a wholly-owned subsidiary of PEIB.

β The Group has a total of 69.3% shareholding in UEM Sunrise Edgenta TMS Sdn. Bhd., comprising 20.9% held by UEM Sunrise and 48.4% held by Edgenta Township Management Services Sdn. Bhd.

< Some of the shares in the company are held in trust by individuals.

~ The Group has a total of 100.0% shareholding in UEM Construction (B) Sdn. Bhd., comprising 78.7% held by UEM Builders and 21.3% held by UEMC.

€ UEMB-PROPEL Consortium is deemed 100% subsidiary as Edgenta PROPEL Berhad relinquished all its rights and benefits in the Consortium.

Ω The Group has a total of 60.0% shareholding in UEM Builders – Ansalapi Contracts Pvt Ltd comprising 50.0% held via UEM (Mauritius) Co Ltd and 10.0% held via UE Development India Pvt Ltd.

@ The Group has a total of 69.1% shareholdings in Edgenta Mediserve Sdn. Bhd., comprising 39.4% held by Edgenta Healthcare Management Sdn. Bhd. and 29.7% held by UEM Edgenta.

^ The Group holds 100.0% of the equity in UEM Al-Dauliyyah LLC, comprising 90.0% held by UEM International (West Asia) Sdn. Bhd. and 10.0% held directly by UEM.

ε The Group holds 69.1%of the equity in Opus Al-Dauliyyah LLC, comprising 65.7% held directly by Opus International (M) Berhad, 3.4% held by Opus Management Sdn. Bhd..

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(A) Subsidiaries, associates and joint ventures of UEM (cont'd.)

Suria Siena Development Sdn. Bhd. is 99% held by UEM Group Berhad and 1% by UEM Suria Berhad.

€ Edgenta NXT Sdn. Bhd. (formerly known as Green Field Sdn. Bhd.) was transferred from Edgenta Facilities Sdn Bhd to UEM Edgenta.

& Notwithstanding Edgenta PROPEL's effective shareholding of less than 50% in Edgenta PROPEL (Sarawak) Sdn Bhd ("EPS"), the Group does have the substantive rights and power to direct the relevant activities of EPS and the ability to use the power to significantly affect its returns as stipulated in the shareholder's agreement. Therefore, EPS is consolidated in the Group's consolidated financial statements.

(B) Subsidiaries of MAS

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries						
Delima Insurance (Labuan) Limited	Malaysia	100.0	100.0	-	-	Captive insurance business. Ceased operations in prior year.
MASkargo Sdn. Bhd. ^^	Malaysia	100.0	100.0	-	-	Air cargo operations, charter freighter and all warehousing activities relating to air cargo operations. Ceased operations in 2015.
MAS Golden Boutiques Sdn. Bhd. - In Liquidation	Malaysia	100.0	100.0	-	-	Carried on the business related to travel retail and mail order. Ceased operations in 2015.
Malaysia Airlines Capital (L) Limited	Malaysia	100.0	100.0	-	-	Labuan leasing
Malaysia Airlines Capital II (L) Limited	Malaysia	100.0	100.0	-	-	Labuan leasing

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(B) Subsidiaries of MAS

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries						
Malaysia Airlines Capital III (L) Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Malaysia Airlines Capital IV (L) Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Kelip-Kelip Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Kelip-Kelip II Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Kelip-Kelip II Cayman Limited - In Liquidation	Cayman Islands	100.0	100.0	-	-	Leasing business
Kelip-Kelip III Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Kunang Kunang Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Dormant
Malaysia Airlines A330 Capital Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(B) Subsidiaries of MAS (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries (cont'd.)						
Malaysia Airlines B738 Capital Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Malaysia Airlines B738 II Capital Labuan Limited - In Liquidation	Malaysia	100.0	100.0	-	-	Labuan leasing
Malaysia Airlines Capital IV Cayman Limited - In Liquidation	Cayman Islands	100.0	100.0	-	-	Leasing business
Malaysia Airlines Capital V Cayman Limited	Cayman Islands	100.0	100.0	-	-	Leasing business
MAS Academy Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Malaysian Aerospace Engineering Sdn. Bhd. ("MAE") - In Liquidation	Malaysia	100.0	100.0	-	-	Dormant
MAS Aerotechnologies Sdn. Bhd. - In Liquidation	Malaysia	100.0	100.0	-	-	Dormant
MAS Golden Holidays Sdn. Bhd. - In Liquidation	Malaysia	100.0	100.0	-	-	Dormant

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(B) Subsidiaries of MAS (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries (cont'd.)						
MH Loyalty Programme Sdn. Bhd. - In Liquidation	Malaysia	100.0	100.0	-	-	Dormant

^^ On 25 May 2015, MASkargo Sdn. Bhd. was placed under Administration pursuant to the MAS Act.

(C) Subsidiaries and associates of MAGB

Subsidiaries of MAGB						
Malaysia Airlines Berhad ("MAB")	Malaysia	86.6	86.6	13.4	13.4	Business of air transportation and the provision of related services
AeroDarat Services Sdn. Bhd.	Malaysia	86.6	86.6	13.4	13.4	Ground services activities on airfields
FlyFirefly Sdn. Bhd. ("Firefly")	Malaysia	86.6	86.6	13.4	13.4	Air transportation and the provision of related services
MAB Kargo Sdn. Bhd.	Malaysia	86.6	86.6	13.4	13.4	Cargo holding activities
MAB Leasing Limited	Malaysia	86.6	86.6	13.4	13.4	To carry on business of purchase, sale, lease, obtaining lease financing and refinancing of commercial aircraft

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(C) Subsidiaries and associates of MAGB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of MAGB (cont'd.)						
MAB Pesawat Sdn. Bhd.	Malaysia	86.6	86.6	13.4	13.4	To carry on business of purchase, sale, lease, obtaining lease financing and refinancing of commercial aircraft
Hijrah Biru Sdn. Bhd.	Malaysia	86.6	86.6	13.4	13.4	Air transportation and the provision of related services
MAB Academy Sdn. Bhd.	Malaysia	86.6	86.6	13.4	13.4	Other education
Malaysia Airlines Holidays Sdn. Bhd.	Malaysia	86.6	86.6	13.4	13.4	Dormant
MAB Engineering Services Sdn. Bhd.	Malaysia	86.6	86.6	13.4	13.4	Service activities inciden to air transportation
FlyFirefly Holiday Sdn. Bhd.	Malaysia	86.6	-	13.4	-	Tour and travel related operation
Subsidiaries of Malaysia Airlines Berhad						
Bakawali (Labuan) Limited	Malaysia	86.6	86.6	13.4	13.4	Labuan leasing
MAS Awana Services Sdn. Bhd.	Malaysia	52.0	52.0	48.0	48.0	Provision of catering and cabin handling services
Subsidiary of FlyFirefly Sdn. Bhd.						
FlyFirefly Holiday Sdn. Bhd.	Malaysia	-	86.6	100.0	13.4	Tour and travel related operation

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(C) Subsidiaries and associates of MAGB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiary of FlyFirefly Sdn. Bhd. (cont'd.)						
MASwings Sdn. Bhd.	Malaysia	86.6	86.6	13.4	13.4	Air transportation and the provision of related services
Subsidiary of MAB Leasing Limited						
Malaysia Airline Capital V Cayman Limited	Cayman Islands	86.6	86.6	13.4	13.4	To carry on business of purchase, sale, lease, obtaining lease financing and refinancing of commercial aircraft

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(C) Subsidiaries and associates of MAGB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiary of MAB Kargo Sdn. Bhd.						
MASkargo Logistics Sdn. Bhd.	Malaysia	86.6	86.6	13.4	13.4	Providing trucking, clearance and warehousing services

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Associates of MAGB					
Brahim's Food Service Sdn. Bhd. (formerly known as Brahim's Services Sdn Bhd ("BFS")	Malaysia	26.0	26.0	Equity method	Carry on airline catering related
Pan Asia Pacific Aviation Services Limited ("PAPAS")	Hong Kong	17.3	17.3	Equity method	Provision of aircraft maintenance services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(D) Subsidiaries, associates and joint ventures of IIB

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of IIB						
Iskandar Coast Sdn. Bhd. ("ICSB")	Malaysia	48.0	48.0	52.0	52.0	Investment holding and property development
Iskandar Development Management Services Sdn. Bhd. ("IDMS")	Malaysia	-	60.0	-	40.0	Project management
IIB Land Sdn Bhd (formerly known as SJIC Bina Sdn Bhd) ("IIBL")	Malaysia	60.0	60.0	40.0	40.0	Civil engineering construction
Peak Alpha Express Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Investment holding and real estate activity
Educity Iskandar Malaysia Sdn. Bhd. ("EIMSB")	Malaysia	60.0	60.0	40.0	40.0	Investment holding, property development and management services
Iskandar Assets Sdn. Bhd. ("IASB")	Malaysia	60.0	60.0	40.0	40.0	Investment holding and real estate activity
Iskandar Harta Holdings Sdn. Bhd. ("IHHSB")	Malaysia	60.0	60.0	40.0	40.0	Investment holding and real estate activity
IIB Ventures Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Management and business development activities
Medini Land Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Investment holding and real estate activity
IIB Properties Sdn Bhd (formerly known as Iskandar Innovations Sdn Bhd) ("IIBPS")	Malaysia	60.0	60.0	40.0	40.0	Investment holdings, business initiatives management and office space rental activity

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(D) Subsidiaries, associates and joint ventures of IIB

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of IIB (cont'd.)						
Wurawari Ventures Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Investment holding, property development and management services
Iskandar Capital Sdn. Bhd. ("IskCap")	Malaysia	33.3	33.3	66.7	66.7	Investment holding and property development
Subsidiary of ICSB						
River Retreat Sdn. Bhd.	Malaysia	48.0	48.0	52.0	52.0	Property development and investment
Teladan Tekun Sdn. Bhd.	Malaysia	48.0	48.0	52.0	52.0	Investment holding
Iskandar Medical Education Sdn. Bhd.	Malaysia	48.0	48.0	52.0	52.0	Investment holding
Subsidiary of IDML						
Iskandar Development Management Services Sdn Bhd	Malaysia	60.0	-	40.0	-	Project management

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(D) Subsidiaries, associates and joint ventures of IIB

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of IIB (cont'd.)						
Subsidiaries of IDMS						
Iskandar Management Services Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Project management
Medini City Management Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Project management
Subsidiaries of IHHSB						
Ujung Medini Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Property investment
Nusajaya Lifestyle Sdn Bhd	Malaysia	30.6	-	69.4	-	Property and real estate development, management and property management
Subsidiaries of EIMSB						
Iskandar Education Village Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Property development and management services and operation of Educity International College
Iskandar Education Enterprise Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Property development, investment, management services for education sector

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(D) Subsidiaries, associates and joint ventures of IIB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiary of IISB						
Virtua Realm Sdn. Bhd.	Malaysia	30.6	30.6	69.4	69.4	Operation of virtual reality theme park
Subsidiary of IskCap						
Iskandar British Education Sdn. Bhd.	Malaysia	60.0	60.0	40.0	40.0	Property development and management services

Name	Country of incorporation/ principal place of business	Effective interest~		Accounting model applied	Principal activities
		2023 %	2022 %		
Associates of IIB					
Jasmine Acres Sdn. Bhd. ("JASB")	Malaysia	20.0	20.0	Equity method	Investment holding
Joint ventures of IIB					
Nusajaya Lifestyle Sdn. Bhd.	Malaysia	-	27.0	Equity method	Property development
Metrogold Assets Sdn. Bhd.	Malaysia	12.0	12.0	Equity method	Property development

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(D) Subsidiaries, associates and joint ventures of IIB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Joint ventures of IIB (cont'd.)					
Raffles Iskandar Sdn. Bhd. *	Malaysia	12.0	12.0	Equity method	Property development
Sunway Iskandar Development Sdn. Bhd.*	Malaysia	-	24.0	Equity method	Property development
Nusajaya Premier Sdn. Bhd.	Malaysia	9.6	9.6	Equity method	Property development
Inneonusa Sdn. Bhd. *	Malaysia	6.0	6.0	Equity method	In members' voluntary winding up
Subsidiary of JASB					
Medini Iskandar Malaysia Sdn. Bhd.	Malaysia	5.4	4.0	Equity method	Property investment holding and the provision of construction services

* Audited by a firm other than Ernst & Young Global

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of DRHSB						
Themed Attractions and Resorts Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Balau Hospitality Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Desaru Corniche Sdn. Bhd. ("DCSB")	Malaysia	100.0	100.0	-	-	Investment holding
Desaru Land 3 Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Subsidiaries of Themed Attractions and Resort Sdn. Bhd.						
TAR PH Holdings Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding and provision of management services
TAR Riverwalk Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding and to own and operate water park (Adventure Waterpark)
LL Malaysia Attractions Holdings Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Themed Attractions and Resort Sdn. Bhd. (cont'd.)						
LL Resorts Sdn. Bhd. *	Malaysia	-	100.0	-	-	Dormant
Subsidiaries of TAR PH Holdings Sdn. Bhd.						
TAR LBC Sdn. Bhd. *	Malaysia	-	100.0	-	-	Dormant
TAR KB Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
TAR PH Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Own and operate Hotel Jen
TAR PH Family Entertainment Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
TAR Kittown Sdn. Bhd. *	Malaysia	-	100.0	-	-	Dormant
PH Marina Boulevard Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Subsidiaries of TAR Riverwalk Sdn. Bhd.						
Riverwalk Waterpark Sdn. Bhd. *	Malaysia	-	100.0	-	-	Dormant
Dolphin Attractions Sdn. Bhd. *	Malaysia	-	100.0	-	-	Dormant
Park Three Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Own land for park development

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of LL Malaysia Attractions Holdings Sdn. Bhd.						
IDR Resorts Sdn. Bhd.	Malaysia	80.0	80.0	20.0	20.0	Dormant
LL Themed Hotel Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Own and operate Legoland Hotel Malaysia
Subsidiaries of IDR Resorts Sdn. Bhd.						
IDR Assets Sdn. Bhd.	Malaysia	80.0	80.0	20.0	20.0	Own and lease assets of Legoland Malaysia Theme Park
LL Malaysia Taman Tema Sdn. Bhd.	Malaysia	80.0	80.0	20.0	20.0	Manage and operate Legoland Malaysia Theme Park, Water Park and Sealife Aquarium Edutainment facility
Subsidiaries of Balau Hospitality Sdn. Bhd.						
Stulang Ventures Sdn. Bhd.	Malaysia	78.5	78.5	21.5	21.5	Investment holding
Elite Sun Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding
Pantai Andaman Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Balau Hospitality Sdn. Bhd. (cont'd.)						
Desaru Estate Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Own and operate an international class hotel (Hard Rock Hotel Desaru Coast)
DRH Green Homes (M) Sdn. Bhd.	Malaysia	84.3	84.3	15.7	15.7	Property development
Asia Pioneer Capital Sdn. Bhd. ("APC")	Malaysia	100.0	100.0	-	-	Dormant
Datai Hotels and Resorts Sdn. Bhd. ("DHR")	Malaysia	100.0	100.0	-	-	Hotel management
Desaru Beach Parks Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Chalet owner
Subsidiary of Stulang Ventures Sdn. Bhd.						
Desaru Development Corporation Sdn. Bhd. ("DDC")	Malaysia	55.0	55.0	45.0	45.0	Investment holding and master developer of Desaru Coast

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiary of Elite Sun Sdn. Bhd.						
Crustacea Enterprise Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Subsidiaries of Pantai Andaman Ventures Sdn. Bhd.						
Teluk Datai Resorts Sdn. Bhd. ("TDR")	Malaysia	100.0	100.0	-	-	Investment holding and own and operate The Datai Langkawi
TD Langkawi Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Subsidiaries of DDC						
DDC Resort Sdn. Bhd. ("DDCR")	Malaysia	55.0	55.0	45.0	45.0	Investment holding
DDC Peladang Sdn. Bhd.	Malaysia	55.0	55.0	45.0	45.0	Investment holding
Desaru Development Holdings One Sdn. Bhd. ("DH1")	Malaysia	66.5	66.5	33.5	33.5	Investment holding company, master developer and provides staff accommodation, destination marketing, common area maintenance and management services to its subsidiaries

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of DH1						
Desaru Peace Holdings Sdn. Bhd. ("DPH")	Malaysia	33.9	33.9	66.1	66.1	Investment holding
Desaru North Course Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Owner and operator of golf course and management of golf membership (Els Club Valley Course) and property development activities
Desaru South Course Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Own and operate golf course (Els Club Ocean Course) and property development activities
Desaru Riverwalk Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Own and operate retail space (Desaru Coast Riverside)
Desaru Convention Centre Sdn. Bhd.	Malaysia	82.9	82.9	17.1	17.1	Own and operate convention centre (Desaru Coast Conference Centre)
Desaru Land Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Ferry Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Ferry terminal operator
DC Resort Marketing Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Operate e-commerce business
Desaru Beachfront 1 Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of DH1 (cont'd.)						
Desaru Beachfront 2 Sdn. Bhd.**	Malaysia	-	66.5	100.0	33.5	Investment holding
Desaru Beachfront 3 Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Beachfront 4 Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Beachfront 5 Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Land 2 Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Desaru Boutique Hotel Sdn. Bhd.	Malaysia	66.5	66.5	33.5	33.5	Investment holding
Subsidiaries of DPH						
Desaru Peace Holdings Club Sdn. Bhd.	Malaysia	33.9	33.9	66.1	66.1	Own and operate luxury branded resort (One & Only Desaru Coast)
Desaru Peace Holdings Villas Sdn. Bhd.	Malaysia	33.9	33.9	66.1	66.1	Investment holding, property development and construction
Subsidiary of Desaru Peace Holdings Villas Sdn. Bhd.						
Desaru Peace Holdings Villas Two Sdn. Bhd.	Malaysia	30.3	30.3	69.7	69.7	Property development

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of Desaru Corniche Sdn. Bhd.						
Desaru Corniche Hotel Sdn. Bhd.	Malaysia	82.9	82.9	17.1	17.1	Own and operate hotel (Westin Desaru Coast Resort)
Desaru Corniche Property Sdn. Bhd.**	Malaysia	82.9	82.9	17.1	17.1	Property construction
Subsidiary of DDC Resort Sdn. Bhd.						
Variasi Kesuma Sdn. Bhd.	Malaysia	55.0	55.0	45.0	45.0	Dormant
Subsidiaries of Teluk Datai Resorts Sdn. Bhd.						
TDR Villas Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Property developer
Anak Datai Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiary of TDR Villas Sdn. Bhd.						
TDR Golf Resorts Bhd	Malaysia	100.0	100.0	-	-	Own and operate golf course (Els Club Rainforest Course)
Subsidiary of DHR						
Kasturi Pasifika Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Owner of the "Datai" brand

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Accounting model applied	Principal activities
Joint ventures of Destination Resorts and Hotels Sdn. Bhd.					
MHG Desaru Villas Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Property development
MHG Desaru Hotel Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Hotel owner
Joint ventures of Desaru South Course Sdn. Bhd.					
Desaru South Course Residences Sdn. Bhd. ("DSCR")	Malaysia	32.6	32.6	Equity method	Property development
Desaru South Course Land Sdn. Bhd. ("DSCL")	Malaysia	32.6	32.6	Equity method	Property development

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(E) Subsidiaries, associates and joint ventures of DRHSB (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied		Principal activities
Joint venture of Desaru North Course Sdn. Bhd.						
Desaru North Course Residences Sdn. Bhd. ("DNCR")	Malaysia	32.6	32.6	Equity method		Property development

* completion of liquidation in current year

** disposed in current year, refer to notes 18(iii)

(F) Subsidiary of MTDC

Malaysian Technology Consultants Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Provision of technical consultancy and commercialisation of research and development ventures
MTDC-BSF Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Management of start-up fund
MTDC-BGF Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Management of growth fund
MTDC HTDF Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Management of halal technology development fund

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
(G) Other subsidiaries, associates and joint ventures of the Group						
Subsidiaries of ARHSB						
Agro Treasures Sdn. Bhd. ("ATSB")	Malaysia	100.0	100.0	-	-	Agriculture venture capital fund
Blue Archipelago Berhad ("BAB")	Malaysia	100.0	100.0	-	-	Investment holding and trading of shrimp aquaculture products
Biotropics Malaysia Berhad ("BMB")	Malaysia	100.0	100.0	-	-	Business in the research and development, marketing and sales of products based on Malaysia's biodiversity such as plants and other medicinal herbs
Malaysian Agrifood Corporation Berhad ("MAFC")	Malaysia	100.0	100.0	-	-	Investment holding, production and trading of agriculture products and management of food supply chain

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of BAB						
Arca Biru Sdn. Bhd.	Malaysia	100.0	100.0	-	-	To carry on the business of shrimp aquaculture
Isharp Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Trade and produce of aquaculture products
Subsidiaries of BMB						
Phytes Biotek Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Formulation and manufacturing of herbal extracts and other herbal products

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Phytes Biotek Sdn. Bhd.						
Nu-Prep (M) Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Plante Resources Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Subsidiaries of MAFC						
Cameron Fresh Farms Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment in agriculture property
Lotus Logistics Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
MAFC International (M) Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Trading of agricultural produce. The entity became dormant since 31 December 2016
Subsidiary of Aur Investments (Cayman Islands) Limited						
Tuba Investments W.L.L. * +	Kingdom of Bahrain	99.5	99.5	-	0.5	Investment holding
Subsidiary of Bukit Damar Investments Limited						
Gobi MAVCAP Asean Superseed Fund, L.P. *	Malaysia	67.0	67.0	33.0	33.0	Micro venture capital

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiaries of Cenviro Sdn. Bhd.						
Abu Dhabi Kualiti Alam Environmental Services LLC ("ADKA") *	Abu Dhabi	70.0	34.3	30.0	65.7	Under members voluntary liquidation
Cenviro Services Sdn Bhd ("CS")	Malaysia	70.0	70.0	30.0	30.0	Sole agent for marketing, collecting and transporting scheduled waste
Cenviro Special Builders Sdn. Bhd. ("CSB")	Malaysia	70.0	70.0	30.0	30.0	Provision of project management consultant for integrated environmental solutions
Cenviro Recycling and Recovery Sdn. Bhd. ("CRR")	Malaysia	70.0	70.0	30.0	30.0	Provision of waste recycling and recovery services
Cenviro (Johor) Sdn. Bhd. ("CJSB")	Malaysia	70.0	70.0	30.0	30.0	Has not commenced business operations
Cenviro Green Energy Sdn. Bhd. ("CGE")	Malaysia	70.0	70.0	30.0	30.0	Investment holding
Environmental, Preservation and Innovation Centre Sdn. Bhd. ("EPIC")	Malaysia	70.0	70.0	30.0	30.0	Provision of training, consultancy, research and development, publication, innovation and commercialisation services
Kualiti Alam Sdn. Bhd. ("KASB")	Malaysia	70.0	70.0	30.0	30.0	Undertake the collection, transportation, treatment and disposal of scheduled waste

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiary of CRR						
Recycle for Life Sdn. Bhd. ("RFL")	Malaysia	70.0	70.0	30.0	30.0	Undertake the collection and handling of recyclable items
Cenviro Aura Technology Sdn. Bhd. (CENURA)	Malaysia	52.5	52.5	47.5	47.5	Undertake the development, construction, ownership, operation and maintenance of food grade bottle-to-bottle recycled polyethylene terephthalate plant in Malaysia
Subsidiary of CGE						
Cenviro Green Energy Melaka Sdn. Bhd. ("CEGM")	Malaysia	70.0	70.0	30.0	30.0	In members' voluntary liquidation
Subsidiary of Cosmos Friendship Limited						
KCS Green Energy International (Group) Investments Company Ltd. ("KCS")	Hong Kong	-	100.0	-	-	Investment holding
Subsidiaries of KCS						
KCS Jining Investments Company Limited	Hong Kong	-	100.0	-	-	Investment holding
KCS Huai'an Investments Company Limited	Hong Kong	-	100.0	-	-	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Granatum Ventures Sdn. Bhd.						
Iskandar Malaysia Studios Sdn. Bhd. ("IMS")	Malaysia	100.0	100.0	-	-	Investment holding
Subsidiary of Iskandar Malaysia Studios Sdn. Bhd.						
IMS Production Services Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Production activities
Subsidiary of Iskandar Ventures Sdn. Bhd.						
Jasmine Acres Sdn. Bhd.	Malaysia	66.7	66.7	33.3	33.3	Investment holding
Southview Hills Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiary of Khazanah Nasional Consulting (Hong Kong) Company Ltd (cont'd.)						
Khazanah Nasional Business Consulting (Shanghai) Co. Ltd	China	100.0	100.0	-	-	Consultancy services on business, market information, project management, etc.
Subsidiary of Mantanani Ventures Sdn. Bhd.						
Khazanah Turkey Regional Office Danismanlik Hizmetleri A.S.	Turkey	100.0	100.0	-	-	Investment holding
Subsidiary of Noring Investments (Mauritius) Limited						
Mostyn Investments (Mauritius) Limited	Mauritius	100.0	100.0	-	-	Investment holding
Subsidiary of Ophir Ventures Sdn. Bhd.						
ReGen Rehabilitation International Sdn. Bhd.	Malaysia	74.0	70.0	26.0	30.0	Provision of post-acute impatient rehabilitation services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~		Non-controlling interest~		Principal activities
		2023 %	2022 %	2023 %	2022 %	
Subsidiary of PMB						
Aircraft Business Malaysia Sdn. Bhd.	Malaysia	-	100.0	-	-	Lease of aircraft and provision of related services
Subsidiaries of Pulau Manukan Ventures Sdn. Bhd.						
Xeraya Capital Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment support services
Subsidiary of Xeraya Capital Sdn. Bhd.						
Xeraya Capital Labuan Ltd.	Malaysia	100.0	100.0	-	-	Investment management services
Xeraya Americas Inc. *	State of Delaware, The United States of	100.0	100.0	-	-	Investment support services
Subsidiary of Pulau Memutik Ventures Sdn. Bhd.						
Pantai Support Services Sdn. Bhd. *	Malaysia	100.0	100.0		-	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiary of Tanjung Bidara Ventures Sdn. Bhd.						
Tanjong Aru Capital Sdn. Bhd.	Malaysia	-	100.0	-	-	Provision of sport facilities
Subsidiary of Tanjong Aru Capital Sdn. Bhd.						
Mulu Ventures Sdn. Bhd.	Malaysia	-	100.0	-	-	Provision of cricket facilities
Subsidiary of Teluk Cempedak Investments (Mauritius) Limited						
Khazanah India Advisors Private Ltd. ***	India	17.1	17.1	-	-	Investment advisory
Subsidiaries of Titiwangsa Investments (Mauritius) Limited						
Panorama Investments (Mauritius) Limited	Republic of Mauritius	100.0	100.0	-	-	Investment holding
Ramunia Investments (Mauritius) Limited	Republic of Mauritius	100.0	100.0	-	-	Investment holding
Subsidiary of Tulai Beach Ventures Sdn. Bhd.						
Avicennia Capital Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	Effective interest~ 2022 %	Non-controlling interest~ 2023 %	Non-controlling interest~ 2022 %	Principal activities
Subsidiaries of Avicennia Capital Sdn. Bhd.						
Renggis Ventures Sdn. Bhd.	Malaysia	96.0	96.0	4.0	4.0	Investment holding
Pasir Kalong Investments Limited	Malaysia	100.0	100.0	-	-	Dormant
Burau Ventures Sdn. Bhd.	Malaysia	100.0	100.0	-	-	Dormant
Subsidiaries of Renggis Ventures Sdn. Bhd.						
SunLife Malaysia Assurance Bhd. *	Malaysia	49.0	49.0	51.0	51.0	Underwriting of life insurance and investment-linked business
SunLife Malaysia Takaful Bhd. *	Malaysia	49.0	49.0	51.0	51.0	Management of family takaful, general takaful and investment-linked takaful business
Subsidiaries of Pantai Sura Investment Limited						
Gobi Dana Impak Ventures, L.P.*	Malaysia	99.0	-		-	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Associate of ARHSB					
NL Cold Chain Network (M) Sdn. Bhd.	Malaysia	-	60.0	Equity method	Business in temperature controlled logistics warehousing services
Farm Fresh Berhad *	Malaysia	11.8	11.8	Equity method	Involved in dairy farming, processing and distribution of fresh dairy produce
Associate of Bukit Galla Investments Limited					
WeLab Holdings Ltd *	British Virgin Islands/Hong Kong	9.7	9.7	Equity method	Online lending platform and virtual bank
Associate of CRR					
Shan Poornam Sdn. Bhd. ("SPSB")	Malaysia	40.0	40.0	Equity method	Investment holding
Associate of Cosmos Friendship Limited					
Beijing Enterprises Environment Group Ltd *	Hong Kong	23.1	23.1	Equity method	Waste incinerator, investment holding, property investment
Associate of Gemia Investments Limited					
Fajr Capital Limited *	United Arab Emirates	22.5	22.5	Equity method	Provision in Islamic finance services

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Associate of MAFC					
Monoluxury Sdn. Bhd.*	Malaysia	35.0	35.0	Equity method	Cultivation, processing and trading of vegetables and related vegetable products
Associate of Mataking Ventures Sdn. Bhd.					
General Fusion Inc.*	Canada	4.3	4.3	Equity method	Nuclear fusion
Associate of Mount Bintang Ventures Sdn. Bhd.					
edotco Group Sdn. Bhd. *	Malaysia	10.6	10.6	Equity method	Integrated telecommunications infrastructure services
Associate of Mount Reskit Investments Limited					
Shanghai Lian Ji Biotechnology Co. Ltd.	China	21.5	21.5	Equity method	Investment holding
Associate of Pantai Cahaya Bulan Ventures Sdn. Bhd.					
Astro Malaysia Holdings Berhad ("AMHB") *	Malaysia	20.7	20.7	Equity method	Media entertainment

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Associates of Pantai Juara Investments Limited					
Adicon Holdings Limited	China	3.7	4.7	Equity method	Independent clinical laboratory
Associates of Pantai Support Services Sdn. Bhd.					
Unitab Medic Sdn. Bhd. *	Malaysia	30.0	30.0	Equity method	Investment holding and supervision of medical examination of foreign workers in Malaysia
Associate of Pulau Kapas Ventures Sdn. Bhd.					
TIME dotCom Berhad *	Malaysia	8.7	8.7	Equity method	Investment holding, provision of management and marketing/promotional services and retailing of telecommunications products
Associate of Pulau Memutik Sdn. Bhd.					
IHH Healthcare Bhd. *	Malaysia	25.8	25.8	Equity method	Investment holding and healthcare service provider

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Associate of Pulau Tiga Sdn. Bhd.					
Continuum Capital II Limited Partnership	Malaysia	99.0	99.0	Equity method	Venture capital fund
Fashion Valet Sdn. Bhd.*	Malaysia	9.0	9.0	Equity method	Online fashion platform
Associate of Ramunia Investments (Mauritius) Limited					
Vas Data Services Private Limited *	India	14.6	14.6	Equity method	Online retailer
Associates of Redang Investments Limited					
ACR Capital Holdings Pte. Ltd. *	Singapore	-	24.7	Equity method	Provision of reinsurance services
Associate of Shan Poornam Sdn. Bhd.					
Shan Poornam Metals Sdn. Bhd. ("SPM")	Malaysia	40.0	40.0	Equity method	Collection, processing and recycling of scraps
Shan Poornam Global Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Industrial waste recovery

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Associate of Shan Poornam Metals Sdn. Bhd. ("SPM")					
ENS 4R Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Collection, processing and recycling of scraps
Shan Poornam Metals (Sarawak) Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Collection, processing and recycling of scraps
Shan Poornam Metals (Selangor) Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Collection, processing and recycling of scraps
Shan Poornam Metals (Johor) Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Collection, processing and recycling of scraps
Shan Poornam Green Tech Sdn. Bhd.	Malaysia	40.0	40.0	Equity method	Dormant
Associate of Pantai Sura Investments Limited					
Asia Group Pte Ltd*	Singapore	3.0	-	Equity method	Investment Holding
Joint venture of ARHSB					
Commerce-KNB Agro Teroka Sdn. Bhd. ("CKAT") *	Malaysia	67.0	67.0	Equity method	Agriculture venture capital
Associate of Sungai Kinabatangan Investments Limited					
Polisea Pte Ltd'	Singapore	16.6	-	Equity method	Providing other information technology and computer service activities

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Joint venture of BAB					
AB Hatchery Sdn. Bhd.	Malaysia	51.0	51.0	Equity method	Post larvae farming and trading
Joint venture of Cenviro Sdn. Bhd.					
E-Idaman Sdn. Bhd. ("EISB")	Malaysia	50.0	50.0	Equity method	Investment holding, provision of project management, consultancy and contracting services in the field of solid waste management

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Joint venture of EISB					
Environment Idaman Sdn. Bhd.	Malaysia	17.5	17.5	Equity method	Provision of integrated solid waste and public cleansing management services
Environment Idaman (Kedah and Perlis) Sdn. Bhd.	Malaysia	17.5	17.5	Equity method	Provision of integrated solid waste collection and public cleansing management services, including technical expert services in waste management
Green Resources Recovery Sdn. Bhd.	Malaysia	17.5	17.5	Equity method	Provision of project management, consultancy and contracting services in the field of solid waste and public cleansing management services and dealing with recyclable items and facilities
Environment Idaman (Perak) Sdn. Bhd.	Malaysia	17.5	17.5	Equity method	Provision of integrated solid waste collection and public cleansing management services, including technical expert services in waste management
Joint venture of Dayang Bunting Ventures Sdn. Bhd.					
Sunway Iskandar Sdn. Bhd. *	Malaysia	40.0	40.0	Equity method	Investment holding

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Joint venture of Pantai Cahaya Bulan Ventures Sdn. Bhd.					
Astro Holdings Sdn. Bhd. *	Malaysia	29.3	29.3	Equity method	Investment holding
Joint venture of Sungai Pulai Investments (Mauritius) Limited					
M+S Pte. Ltd.	Singapore	60.0	60.0	Equity method	Property development
Joint venture of Tanjung Bidara Ventures Sdn. Bhd.					
Southern Marina Development Sdn. Bhd. *	Malaysia	30.0	30.0	Equity method	Property development
Joint venture of Teluk Rubiah Ventures Sdn. Bhd.					
Pulau Indah Ventures Sdn. Bhd. *	Malaysia	50.0	50.0	Equity method	Township development
Joint ventures of Pulau Manukan Ventures Sdn. Bhd.					
MLSCF II (DP) Ltd *	Malaysia	50.0	50.0	Equity method	Investment management holding
MLSCF Management (Labuan), LLP	Malaysia	50.0	50.0	Equity method	Investment management services
MLSCF II (GP) (Labuan), LLP	Malaysia	50.0	50.0	Equity method	General partner of MLS Capital Fund II, LP

49. Subsidiaries, associates and joint ventures of the Group (cont'd.)

(G) Other subsidiaries, associates and joint ventures of the Group (cont'd.)

Name	Country of incorporation/ principal place of business	Effective interest~ 2023 %	2022 %	Accounting model applied	Principal activities
Joint ventures of Pantai Feringgi Ventures Sdn. Bhd.					
Sunway FutureX DI Sdn. Bhd. *	Malaysia	45.0	-	Equity method	Providing education and training services

* Audited by firms of auditors other than Ernst & Young PLT or its affiliate.

^^ Although the Company does not hold ordinary shares in the associates, the Company exerts significant influence by virtue of the Company's holding in the preference shares in the respective associates which gives the Company the right to appoint directors on the board of the respective associates.

\+ The Group's effective interest in Tuba Investments WLL is 100%, comprising 99.5% held by Aur Investments (Cayman Islands) Limited and 0.5% held by Carey Investments (Cayman Islands) Limited.

*** The Group's effective interest in Khazanah India Advisors Private Ltd. is 100%, comprising 17.1% held by Teluk Cempedak Investments (Mauritius) Limited and 82.9% held by Chendering Investments Ltd.

50. Directors of subsidiaries

The names of the directors of the Company's subsidiaries in office since the beginning of the financial year to the date of this report (not including Directors of the Company who have been listed in the Directors' Report) are:

Aarti Shetty
Abdul Manan bin Mohd Najib
Adi Saufi bin Mohamad Daud
Adil bin Othman
Ahmad Zakri bin Ismail
Ahmad Jauhari bin Yahya
Ahmad Luqman bin Mohd Azmi
Ainol Roznain bin Yaacob
Aliza binti Sulaiman
Aminah Othman
Amirul Fares bin Wan Zahir
Amlah binti Yassin
Amr Ahmed Youssef Ahmad Mahmoud
Andrew Raj A/L Varatharaju
Angel Yogesh Vora
Anil Abraham
Anil Thadani
Anoop Damodar Gupta
Arnaud Arman Paul Daniel Girodon
Aubrey Lim Ying Yueh
Azam bin Mohamed
Azim bin Juzer
Azri Zaharuddin
Bang Jong Young
Boo Hui Yee
Brett Thomas Adolf Rubi
Bryan Foong Chee Yeong
Calvin Raqeem Jacob
Cham Tian Hoong
Chan Chee Yean
Chari Thandalam Veeravalli Thirumala
Chen Wen Yin
Chen Yen-Yu
Cheryl Goh Ching Ling
Chew Poh Chuan
Chia Shwu Wei
Chinta Madhav

50. Directors of subsidiaries (cont'd.)

Chong Chai Wea
Chong Yit Phin
Choo Boon Kwee Colin
Choo Ning
Chong Chooi Wan
(Alternate Director to Mohd Haniz)
Christina Foo
Chua Pei Sum
Chua Yong Howe
Daniel Tan Sze Hun
Datin Hayati Aman Hashim
Datin K.Komalavalli A/P K.R. Gopal
Datin Sri Badrunnisa Mohd Yasin Khan
Datin Zainabbi Binti Abubacker
Dato Dr Nadzri Yahaya
Dato Dr Zaininah Mohd Zain
Dato' George Stewart LaBrooy
Dato' Haja Najmudeen bin K P M Abd Kader
Dato' Haji Mohd Salleh bin Yeop Abd. Rahman
Dato' Idzham Mohd Hashim bin Zahrain Mohd Hashim
Dato' Mohamed Nasri bin Sallehuddin
Dato' Mohammad Imran bin Ismail
Dato' Mohd Izani bin Ghani
Dato' Norhalim bin Yunus
Dato' Roslan Ibrahim
Dato' Seri Mohammed Anwar a/l Fazal Mohammed
Dato' Sr. Hisham bin Jafrey
Dato' Sri Ghazali bin Mohd Ali
Dato' Haji Ramlee bin Haji A Rahman
Dato' Mohd Khalis bin Abd Rahim
Datuk Amran Hafiz bin Affifudin
Datuk Khairil Anwar bin Ahmad
Dinesh A/L Thinagaran
Dr. Farid bin Mohamed Sani
Dr. Johari Jalil
Dr. Lydia binti Abdul Latif
Dr. Mohamed Imran Markar
Dumisani Blessing Mnganga
Dzulkifly bin Hassan
Effizal Faiz bin Zulkifly
Effreeza binti Mohamad
Erika Mushtarina Mat Ariffin

50. Directors of subsidiaries (cont'd.)

Eysa Zulkifli
Faridah Bakar Ali
Fatweena Bibi Ameen Uteene Mahamod
Fitriolah Nadiah
Foo Shiou Voon
Fu Yueh Yee
Gan Chia Siang
Gan Hsiang Lin
Goh Ah Peng
Goh Hiang Keat
Grace Nesam Poore A/P J. Kannuthurai
Guna Segaran A/L Alagappan
Hafriz bin Abdul Rahman
Hairol Azizi bin Tajudin
Hajah Rosni binti Haji Tarip
Hamdan bin Abdul Majeed
Hannah Lyana Lee Abdullah
Haris Hardi bin Zakaria
Harman Faiz bin Habib Muhamad
Hasniza Mohamed
Hau Yean Ching
Haziah binti Hamzah
Helmuth Blasch
Imran bin Abdul Rahim
Ingrid Gail Johnson
Ir Dr. Sanjayan A/L K.V Velautham
Ir. Vekneswaran A/L T.Arasappan
Izdihar binti Ibrahim
Izham bin Ismail
Jenifer Thien Bit Leong
Jesudason Selvaraj
Johan bin Mohd Roslie
Johari bin Jalil
Johari Shukri bin Jamil
Josephine Wong Foong Yin
Kamalam Pillay Rungapadiachy
Kang Kee Yen
Karina binti Ridzuan
Karuna Ahuja
Kenneth Anak Tuba
Khairudin bin Hasan
Khairul Anwar bin Mohd Dewan

50. Directors of subsidiaries (cont'd.)

Laurence Loh Kwong Yu
Laxman Deepak Vaidya
Lee Lin Chien
Lee Pek Kee
Leong Kar Yung
Liaw Long Lot
Liew Irene
Liew Kim Choi
Liew Teen Chai
Lim Chen Herng
(Alternate Director to Tan Sri Dato' Lim Kang Hoo)
Lim Kooi June
Lim Siew Li
Lim Su San
Lim Tong Hee
Lim Wah Seng
Lim Wei Hsien Kenny
Lim Wei Kuan
Liong Kok Kit
Liu Hsiao Fan
Low Guat Peng
Marilyn Teoh May Lyn
Mark Jason Thomas
Marzuki bin Hj Madon
Maslina binti Mansor
May Cheong Su Wei
Mazli bin Mohamed Ayob
Datuk Mohamad Hishammudin bin Hamdan
Mohamad Muhazni bin Mukhtar
Mohamad Rafiq bin Mubarak Ali
Mohamad Zamani bin Razali
Mohd Asrul bin Ab Rahim
Mohd Azarull Ahadi bin Abdullah
Mohd Firdaus bin Hisham
Mohd Hafis bin Mohd Shahar
Mohd Haniz bin Mohd Nazlan
Mohd Nadziruddin bin Mohd Basri
Mohd Norsuradi Man
Mohd Shafie Ismail
Mok Jia Mei
Muhammad Fauzan bin Mansor

50. Directors of subsidiaries (cont'd.)

Muhammad Najmi bin Mansor
Muhammad Syauqi bin Ab Samad
Naiken Veerasamy
Natasha Su A/P Sivarajah
Nazim Mohamed bin Tan Sri Dato' Sri Haji Esa
Ng Eu Gin
Ngan Chu Chu
Nigel Robin Hazell
Nik Nazhah binti Nik Abdul Aziz
Noorasma binti Sulaiman
Nor Azree bin Md Daros
Nor Shafahana Shaik binti Abdul Shukkor
Nur Aisyah binti Osman
Nuraida binti Ismail
Nurul Iman binti Mohd Zaman
Ong Chee Wei
Ong King How
Ooi Say Teng
Park Deok Seop
Peter Kjaer-Pedersen
(Alternate Director to Siegfried Boerst)
Philip See Yew Jin
Phuan Ling Fong
Poh Ying Loo
Professor Philip Sutton Cox
Rachel Ng Koon Ling
Raihana binti Ahmad
Rais bin Imran
Rajgopal Rajkumar
Rakesh Devasish Jena
Razman bin Ismail
Reagan Chan Chung Cheng
Roli Shukla
Ronnie Khoo Boo Eam
Rowina Ghazali Seth
Ruziah binti Abdul Latif
Saffiyah binti Mohd Farid
Samir Balkrishna Pansare
Saniman Md Apandi
Savinilorna Payandi Pillay Ramen
Sawkut Oomarally Bundhoo

50. Directors of subsidiaries (cont'd.)

Selvendran Katheerayson
Seow Hai Yoong
Shahira binti Ahmed Bazari
Shahnaz binti Abdul Samad
Shaiful Zahrin bin Subhan
Shamsuddin bin Sulaiman
Shankar Menon a/l Krishnan @ Vasuthavan
Shariman Yusuf bin Mohamed Zain
Sharmanand Jhurreea
Sharuddin bin Omar Hashim
Siegfried Boerst
Sivanesan Perumal Sundreson
Soo Kian Sin
Stephanie Saw Ai Lin
Sufian Abdullah
Suryani Senja Binti Alias
Syahrunizam bin Samsudin
Syed Abdul Rahman Bin Syed Zaid
Tan Cheh Tian
Tan Sri Dato' Chen Kooi Chiew @ Cheng Ngi Chong
Tan Sri Dato' Lim Kang Hoo
Tan Sri Dato' Sri Haji Esa Bin Haji Mohamed
Tan Sri Dato' Yap Suan Chee
Tan Sri Datuk Chen Lok Loi
Tan Sri Dr. Azmil Khalili Bin Dato' Khalid
Tan Sri Tan Boon Seng @ Krishnan
Tan Sri Wan Zulkiflee bin Wan Ariffin
Tan Wan San
Tang Chee Wai
Tengku Mohamad Azharuddin Bin Tengku Mohd Ariff
Tengku Norlinda binti Tengku Hamzah
Tinesh Thambaiya Yogarajah
Toh Tau Book
Tuan Haji Lukman Bin Abu Jari @ Abu Bakar
Victor Johan Zacharias
Vijayan Balan
Vincent Michael Gin
Vinod Kumar Saigal
Watt Miew Ling
William Edward Walters
Wolfgang Boh
Wong Ah Kow

50. Directors of subsidiaries (cont'd.)

Wong Chin See	
Wong Hee Chai	
Wong Hong Yee	
Wong Shu Hsien	
Wong Koon Keng	
Wong Peck Ling	
Wu Jueh Ming Lawrence (Wu Jiemin)	
Yap Seong Yong	
Yasmin Thaseen binti Sikkandar	
Yeo Kar Peng	
Yeow Wai Siaw	
Yong Kean Kun	
Yong Kean Seong	
Yong Toi Mee	
Yu Byung Chul	
Yusnianti binti Muhamed Yusoff	
Zaida Khalida Shaari	
Zainal Abidin bin Zakaria	
Dato' Zaiviji Ismail bin Abdullah	
Zalinah binti A. Hamid	
Zanita binti Mohamed Zin	
Zhi Ying Kenneth Woo	
Aleef Ashraf bin Mohd Ali	(Appointed On 9 February 2024)
Ammar Mohd Nawi	(Appointed On 12 June 2023)
Ariff Riza bin Abdullah	(Appointed On 23 August 2023)
Azmy Mahbot	(Appointed On 13 January 2023)
Dato' Dr. Omar bin Abd Hamid	(Appointed On 1 July 2023)
Dr Arvind A/L Hari Narayanan	(Appointed On 30 June 2023)
Fariza binti Ali @ Taib	(Appointed On 1 April 2023)
Fizulin binti Mohamed Zin	(Appointed On 31 March 2023)
Gan Yiu Min	(Appointed On 21 February 2024)
Hafizuddin Sulaiman	(Appointed On 1 October 2023)
Heidir Hasnan	(Appointed On 14 September 2023)
Hislahuddin bin Majid	(Appointed On 20 December 2023)
Hui Zhao	(Appointed On 8 February 2023)
Irwin Mohd Eusoff	(Appointed On 13 January 2023)
Iwan Rashman bin Gulamoydeen	(Appointed On 27 May 2023)
Jason Leong Chong Beng	(Appointed On 14 July 2023)
Joseph Hakme	(Appointed On 27 April 2023)
Kua Choo Kai	(Appointed On 8 November 2023)
Lim Poh Ling	(Appointed On 13 January 2023)
Lim Wei Yen	(Appointed On 8 January 2024)
Lim Yew Phin	(Appointed On 15 November 2023)
Mazian bin Yusoff	(Appointed On 29 August 2023)

50. Directors of subsidiaries (cont'd.)

Mohd Azeem bin Mohd Ezani	(Appointed On 1 August 2023)
Mohd Fuad bin Sharuji	(Appointed on 10 March 2023)
Muhammad Safwan Mohd Shukri	(Appointed On 13 January 2023)
Mustapha bin Hussein	(Appointed On 1 April 2023)
Ng Chee Chi	(Appointed On 13 January 2023)
Ng Yen Shan	(Appointed On 14 July 2023)
Serge Cherfan	(Appointed On 27 April 2023)
Siti Naizah binti Mohamed A'asi	(Appointed On 13 January 2023)
Siti Nor Zainab binti Taib	(Appointed On 12 January 2023)
Siti Nurkhairiah binti Mohd Nasir	(Appointed On 13 January 2023)
Tan She Yen	(Appointed On 19 June 2023)
Teoh Zheat-Wei	(Appointed On 20 December 2023)
Wong Hon U	(Appointed On 13 April 2023 and Resigned on 31 October 2023)
Yap Wei Sam	(Appointed On 12 July 2023)
Yeoh Eng Kim	(Appointed On 4 April 2023)
Aina Nadia binti Mohd Rafee	(Resigned On 16 June 2023)
Annie binti Rosle	(Resigned On 14 June 2023)
Azahari bin Matt	(Resigned On 24 March 2023)
Badrul Hisyam bin Abdullah	(Resigned On 1 April 2023)
Chua Siew Pei	(Resigned On 13 January 2023)
Cheah Jit Peng	(Resigned On 12 July 2023)
Dato' Noorazman Abd Aziz	(Retired On 15 June 2023)
Dato' Haji Mohammed Ridha bin Dato' Haji Abd Kadir	(Resigned On 10 January 2024)
Datuk Nik Airina binti Nik Jaffar	(Resigned On 1 May 2023)
David Lau Nai Pek	(Resigned On 14 June 2023)
Dr. Nik Fawaz bin Nik Abdul Aziz	(Resigned On 4 April 2023)
Eiichi Tanabe	(Resigned On 3 March 2023)
Elaine Ong Yee Lynn	(Resigned On 13 January 2024)
Emilia Azyyati Abdul Rahman	(Resigned On 13 January 2023)
Enita Azlina binti Osman	(Resigned On 13 January 2024)
Festus A Christ Dhas	(Resigned On 30 June 2023)
Goh Keat Siang	(Resigned On 20 February 2024)
Halina Jael binti Abu Bakar	(Resigned On 27 May 2023)
Kamarudin bin Kamilin	(Resigned On 28 February 2023)
Kazrin bin Khairul Anuar	(Resigned On 13 February 2024)
Koh Say Kok	(Resigned On 4 July 2023)
Kong Kwai Ching	(Resigned On 12 June 2023)
Lee Dae Hyuck	(Resigned On 15 December 2023)
Lim Wei Lih	(Resigned On 29 January 2024)
Lock Jian Wah	(Resigned On 25 March 2024)
Megat Shahir bin Megat Mohamed Supian	(Resigned On 3 October 2023)
Mohamed Omar bin Fateh Mohamed	(Resigned On 6 February 2024)
Mohd Zulkefly bin Ujang	(Resigned On 3 October 2023)
Muhammad Haiqal bin Mohd Ali	(Resigned On 31 January 2024)

50. Directors of subsidiaries (cont'd.)

Nasaruddin bin A.Bakar	(Resigned On 3 October 2023)
Nik Marien binti Nik Ahmad Kamal	(Resigned On 11 January 2023)
Nor Azah binti Ab Aziz	(Resigned On 3 October 2023)
Norazalina Sham binti Abdullah	(Resigned On 5 September 2023)
Ooi Theng Therk	(Resigned On 2 May 2023)
Raja Norasikin Tengku Aziz	(Resigned On 13 January 2023)
Roslina binti Arbak	(Resigned On 3 March 2023)
Shirley Goh	(Resigned On 31 August 2023)
Sarimah Talib	(Resigned On 13 January 2023)
Siew Chee Seng	(Resigned On 31 March 2023)
Siti Aishah binti A Samad	(Resigned On 28 February 2023)
Sophia Lim Siew Fay	(Resigned On 15 November 2023)
Suraya binti Mahmud	(Resigned On 2 October 2023)
Suzanne Ng Bee June	(Resigned On 3 October 2023)
Syahid Mohd Zain	(Resigned On 1 October 2023)
Tan Sri Dr. Zulhasnan bin Rafique	(Resigned On 30 June 2023)
Tan Yi Ling	(Resigned On 9 May 2023)
Tunku Alizakri bin Raja Muhammad Alias	(Resigned On 1 September 2023)
Wan Ahmad Saifuddin bin Ahmad Radzi	(Resigned On 13 April 2023)
Yukio Saito	(Resigned On 3 March 2023)
Zainul Rahim bin Mohd Zain	(Resigned On 16 October 2023)
Zul Hisham bin Hamzah	(Resigned On 1 May 2023)

51. Comparatives

Certain comparatives have been restated to conform with current year's presentation of financial statements.

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Kuala Lumpur Sentral, 50470
Kuala Lumpur, Malaysia

JOINT GLOBAL COORDINATORS, JOINT LEAD MANAGERS AND JOINT BOOKRUNNERS

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c/o CIMB Investment Bank Berhad
Level 28, Menara CIMB
Jalan Stesen Sentral 2
Kuala Lumpur Sentral
50470 Kuala Lumpur
Malaysia

J.P. Morgan Securities plc
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Canary Wharf
London E14 5JP
United Kingdom

Maybank Investment Bank Berhad
33rd Floor, Menara Maybank
100 Jalan Tun Perak
50050 Kuala Lumpur
Malaysia

UBS AG Singapore Branch
9 Penang Road
Singapore 238459

TRUSTEE

The Bank of New York Mellon, London Branch
160 Queen Victoria Street
London EC4V 4LA
United Kingdom

REGISTRAR and TRANSFER AGENT

The Bank of New York Mellon SA/NV, Dublin Branch
The Shipping Office
20-26 Sir John Rogerson's Quay
Dublin 2, D02 Y049
Ireland

PRINCIPAL AGENT and EXCHANGE AGENT

The Bank of New York Mellon, London Branch
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London EC4V 4LA
United Kingdom

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To the Joint Lead Managers as to English law

Linklaters Singapore Pte. Ltd.
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Singapore 049145

To the Joint Lead Managers as to Malaysian law

Zaid Ibrahim & Co
Level 19 Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
50490 Kuala Lumpur
Malaysia

To the Trustee as to English law

Linklaters
10th Floor, Alexandra House
Chater Road
Hong Kong

AUDITORS OF THE GUARANTOR

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Jalan Damanlela
Pusat Bandar Damansara
50490 Kuala Lumpur
Malaysia