LAND & GENERAL BERHAD

(Co. No.: 196401000184 (5507-H))

ANNUAL REPORT 2022

BUILDING VALUE FOR TOMORROW

ABOUT LAND & GENERAL BERHAD

Land & General Berhad originally operated as a saw-miller and timber trader by securing several timber concessions. In the mid-1980s, the company expanded its business following the introduction of a new management team.

As of today, the company is an investment holding company with subsidiaries, principally engaged in the property investment and development business. The company also engages in the cultivation of oil palm and bamboo, ownership of a school building complex, and provision of education services.

From its small beginnings to its standing today, Land & General Berhad has proven its entrepreneurial ability and strength to propel itself into the future. Land & General Berhad has established itself in the property sector through its signature development at Bandar Sri Damansara, the winner of the FIABCI Malaysia Property Award 1996. Its property development business will form the mainstay of the Group with aspirations to broaden its horizons in the future.

VISION & MISSION

Land & General Berhad's visionary management style is inspired by the motto "Building Value For Tomorrow". Delivering on this Land & General Berhad's plan for the future is to continuously innovate to create projects, which appreciate in value over time, enriching both customers and stakeholders alike.

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DIRECTORS

Dato' Hj Zainal Abidin Putih,
Chairman

Low Gay Teck,
Managing Director

Ferdaus Mahmood

Dato' Ir Dr A Bakar Jaafar

Dato' Hj Ikhwan Salim Dato' Hj Sujak

YM Tengku Maruan Tengku Ariff

Chiu Andrew Wah Wai

Hoong Cheong Thard

Dato' Noorizah Hj Abd Hamid

AUDIT COMMITTEE

Dato' Hj Ikhwan Salim Dato' Hj Sujak,
Chairman

Dato' Ir Dr A Bakar Jaafar

Hoong Cheong Thard

NOMINATING COMMITTEE

Dato' Hj Zainal Abidin Putih,
Chairman

Dato' Ir Dr A Bakar Jaafar

YM Tengku Maruan Tengku Ariff

REMUNERATION COMMITTEE

Dato' Ir Dr A Bakar Jaafar,
Chairman

Hoong Cheong Thard

Chiu Andrew Wah Wai

RISK MANAGEMENT COMMITTEE

Dato' Noorizah Hj Abd Hamid,
Chairman

Dato' Ir Dr A Bakar Jaafar

YM Tengku Maruan Tengku Ariff

Low Gay Teck

SECRETARY

Lee Siw Yeng (MAICSA 7048942)
SSM Practising Certificate No. 201908001160

REGISTERED OFFICE

8trium, Level 21 Menara 1
Jalan Cempaka SD 12/5
Bandar Sri Damansara
52200 Kuala Lumpur
Tel : 603-6279 8000
Fax : 603-6277 7061

CORPORATE OFFICE

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Jalan Cempaka SD 12/5
Bandar Sri Damansara
52200 Kuala Lumpur
Tel : 603-6279 8000
Fax : 603-6277 7061
E-mail : lgb@land-general.com
Website : www.land-general.com

AUDITORS

KPMG PLT (LLP0010081-LCA & AF 0758)
Chartered Accountants

LISTING

Main Market of Bursa Malaysia Securities Berhad

SHARE REGISTRAR

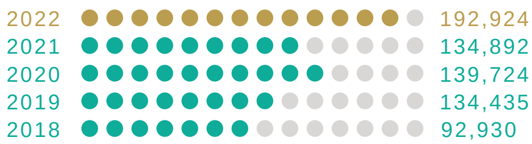
Boardroom Share Registrars Sdn Bhd
(Reg No: 199601006647 (378993-D)
11th Floor, Menara Symphony
No. 5, Jalan Professor Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor
Tel : 603-7890 4700
Fax : 603-7890 4670
E-mail : BSR.Helpdesk@boardroomlimited.com

FIVE-YEAR PERFORMANCE HIGHLIGHTS

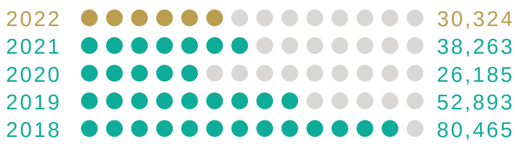
	2022	2021	2020	2019 Restated	2018 Restated
OPERATING RESULTS (RM'000)					
Revenue	192,924	134,892	139,724	134,435	92,930
Profit before tax and interest (EBIT)	30,333	38,278*	26,644*	53,388*	84,874
Profit before tax	30,324	38,263	26,185	52,893	80,465
Profit after tax	19,251	33,130	20,633	48,955	63,322
Profit attributable to owners of the Company	19,672	30,459	14,891	41,672	61,341
Key Financial Position Data (RM'000)					
Total assets	1,610,459	1,637,455	1,565,643	1,540,168	1,538,684
Total borrowings and lease liabilities (included ICULS - liability portion)	201,142	224,363	206,810	191,892	185,700
Shareholders' fund	1,116,704	1,112,933	1,080,279	1,095,283	1,098,401
Total equity	1,206,337	1,202,987	1,167,662	1,168,981	1,119,817
Issued and paid up share capital	660,232	660,232	660,232	660,232	651,664
Share Information (RM)					
Basic earnings per share	0.01	0.01	0.01	0.01	0.02
Net assets per share	0.38	0.37	0.36	0.37	0.37
Share price as at 31 March	0.105	0.125	0.080	0.150	0.175
('000)					
Number of ordinary shares issued as at 31 March	2,973,135	2,973,135	2,973,135	2,973,135	2,930,294
Weighted average number of ordinary shares in issue	2,973,135	2,973,135	2,973,135	2,952,582	2,711,446
Financial Ratio					
After Tax Return on Equity (%)	1.72%	2.98%	1.91%	4.47%	5.76%
Return (EBIT) on Total Assets (%)	1.88%	2.34%*	1.70%*	3.47%*	5.52%
Gearing ratio (times)	0.18	0.20	0.19	0.18	0.17
Price to earnings ratio (times)	15.91	12.25	16.00	10.64	8.36

* Figures are reclassified to conform with current year's presentation.

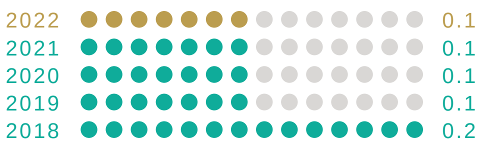
REVENUE
(RM'000)



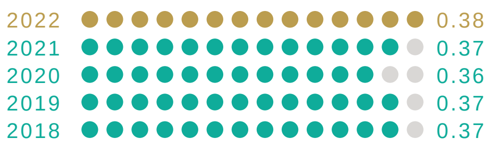
PROFIT BEFORE TAX
(RM'000)



BASIC EARNINGS PER SHARE
(RM)



NET ASSETS PER SHARE
(RM)



DIRECTORS' PROFILE

Dato' Hj Zainal Abidin Putih

Independent Non-Executive Chairman

Dato' Hj Zainal Abidin Putih, a Malaysian male aged 76, was appointed as Chairman of L&G on 1 June 2010. He is a Fellow of the Institute of Chartered Accountants in England and Wales (ICAEW), a member of the Malaysian Institute of Certified Public Accountants (MICPA) and the Malaysian Institute of Accountants (MIA).

Dato' Hj Zainal qualified as a Chartered Accountant of the ICAEW in 1972 and has very extensive experience in audit throughout his career as a practising accountant. He also has a good working knowledge of taxation and has been involved in management consulting especially those involved in acquisition, take over, amalgamation and restructuring of companies and company flotation.

Dato' Hj Zainal was formerly the Country Managing Partner of Messrs Hanafiah Raslan and Mohamad and was an Adviser with Messrs Ernst & Young Malaysia until his retirement in 2005. He was the President of MICPA from 1989 until 1991 and the Chairman of the Malaysian Accounting Standards Board from 2003 until 2009.

He has been appointed as the Chairman of the Financial Reporting Foundation (FRF) by the Minister of Finance Malaysia on 1 July 2021, for a term of three years.

He had also served in Government Agencies as the Chairman of Pengurusan Danaharta Nasional Berhad, a member of the Malaysian Communications & Multimedia Commission and a member of the Investment Panel of the Employees Provident Fund.

Dato' Hj Zainal was awarded the Darjah Setia Negeri Sembilan (D.S.N.S.) by the Yang Di Pertuan Besar Negeri Sembilan and the Jaksa Pendamai (J.P.) by the Yang Di Pertua Negeri Melaka in 1995 and 2008, respectively.

Dato' Hj Zainal is the Chairman of Tokio Marine Insurans (Malaysia) Berhad and sits as a Board Member of Khazanah Nasional Berhad.

Dato' Hj Zainal is also the Chairman of Touch 'n Go Sdn Bhd and Mobile Money International Sdn Bhd. He is a trustee of the National Heart Institute Foundation (IJNF) as well as a member of Frost & Sullivan's FinTech Advisory Council. He is also a member of the Board of Trustees of Yayasan Universiti Multimedia and an Advisor to the Advisory Board of RHL Ventures Sdn Bhd.

Dato' Hj Zainal does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

He attended seven (7) out of seven (7) Board Meetings held during the financial year ended 31 March 2022.

Dato' Hj Zainal is the Chairman of the Nominating Committee of L&G.

DIRECTORS' PROFILE

LOW GAY TECK
Managing Director

Mr Low Gay Teck, a Malaysian male aged 57, was appointed as Director of L&G on 15 October 2007 and was redesignated as the Managing Director of L&G on 1 January 2008. Mr Low holds a Bachelor of Civil Engineering from Footscray Institute of Technology (now known as Victoria University), Australia.

Prior to joining L&G, Mr Low was with the Mayland Group since 1996. In 2002, he was appointed Director of the Mayland Group and assumed the position of Managing Director in 2005. Mr Low has been involved in property development and project management for the past 33 years, handling and implementing projects such as residential, commercial, shopping complex, hotel, golf course, condominium and serviced apartments.

Currently, Mr Low sits on the Board of a few subsidiaries of L&G and several private limited companies.

Mr Low does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

He attended seven (7) out of seven (7) Board Meetings held during the financial year ended 31 March 2022.

Mr Low is a member of the Risk Management Committee of L&G and a committee member of the Tabung Amanah Land & General Berhad.

FERDAUS MAHMOOD
Non-Independent Non-Executive Director

Encik Ferdaus Mahmood, a Malaysian male aged 67, was appointed as Executive Director of L&G on 16 June 2008 and was redesignated as Non-Independent Non-Executive Director on 1 January 2016 following his retirement as Executive Director on 31 December 2015.

Encik Ferdaus started his career as Trainee Accountant with Tractors Malaysia Bhd in 1974 and joined United Estate Projects Sdn Bhd (UEP) (initial developer of Subang Jaya, Selangor) in 1976 where his last position was the Credit Controller.

Subsequently, in 1980, Encik Ferdaus made a decisive switch in his career into the main stream of the property industry and since then has garnered extensive experience in this industry especially in the areas of marketing, sales, credit control and property management.

In 1990, Encik Ferdaus joined L&G as the General Manager in one of the property subsidiaries of L&G. In 1998, he was appointed the Chief Operating Officer to head the property operations of L&G in Australia and returned to Malaysia in 2005 to be based in Kuala Lumpur as the Director of Property Division, L&G.

Currently, he sits on the Board of a few subsidiaries of L&G.

Encik Ferdaus does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

He attended seven (7) out of seven (7) Board Meetings held during the financial year ended 31 March 2022.

DIRECTORS' PROFILE

DATO' IR DR A BAKAR JAAFAR

Senior Independent Non-Executive Director

Dato' Ir Dr A Bakar Jaafar, a Malaysian male aged 72, was appointed as Director of L&G on 18 October 1999 and redesignated as the Senior Independent Director of L&G on 28 November 2012. He is an engineer by profession and holds a Bachelor of Engineering (Honours) degree in Mechanical Engineering from the University of Newcastle, Australia, a Master of Environmental Science from Miami University and a Doctorate in Marine Geography from the University of Hawaii at Manoa and Honorary Doctorates in Science from University Malaysia Terengganu and the University of Newcastle, Australia. On 10 February 2018, he was awarded with "Tokoh ASAS 2018" from "Persatuan Alumni Sekolah Alam Shah".

He served in the Malaysian Civil Service for over 22 years in various positions including as the Director-General of the Department of Environment from 1990 to 1995. He continued to serve the Malaysian Government as the Elected-Member to the Commission on the Limits of Continental Shelf, UN HQ, New York (1997-2002) (2002-2007) (2007-2012). He is now a Professor at the Perdana Centre, Razak Faculty of Technology & Informatics of University of Technology Malaysia (UTM), and as Research Fellow of UTM Ocean Thermal Energy Centre (OTEC).

He was also Chairman of Malaysian Green Technology and Climate Change Centre (MGTC) since 4 October 2019 until 31 May 2022.

Currently, Dato' Ir Dr A Bakar sits on the Board of several private limited companies.

Dato' Ir Dr A Bakar does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

He attended seven (7) out of seven (7) Board Meetings held during the financial year ended 31 March 2022.

Dato' Ir Dr A Bakar is the Chairman of the Remuneration Committee as well as a member of the Audit Committee, Nominating Committee and Risk Management Committee of L&G.

DATO' HJ IKHWAN SALIM DATO' HJ SUJAK

Independent Non-Executive Director

Dato' Hj Ikhwan Salim Dato' Hj Sujak, a Malaysian male aged 65, was appointed as Director of L&G on 1 December 2007. He holds a Bachelor of Science (Economics & Accounts) from Queen's University Belfast, United Kingdom.

In 1977, he began his career as an auditor with Coopers & Lybrand, UK and joined Nestle (M) Sdn Bhd as Finance Executive in 1979. In 1980, he moved on to be the Group Financial Planning Manager of Kumpulan Low Keng Huat Sdn Bhd.

Currently, Dato' Hj Ikhwan runs his private business, Konsortium Jaringan Selangor Sdn Bhd. He is also a Board member of Malaysia Steel Works (KL) Berhad, Glomac Berhad and several private limited companies.

Dato' Hj Ikhwan does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

He attended seven (7) out of seven (7) Board Meetings held during the financial year ended 31 March 2022.

He is the Chairman of the Audit Committee of L&G.

DIRECTORS' PROFILE

YM TENGKU MARUAN TENGKU ARIFF

Independent Non-Executive Director

YM Tengku Maruan Tengku Ariff, a Malaysian male aged 69, was appointed as Director of L&G on 1 July 2008 and was redesignated as Independent Non-Executive Director on 24 August 2011. He holds a Bachelor of Mechanical Engineering (Design) Degree from University of Huddersfield, United Kingdom.

YM Tengku Maruan started his career as a credit officer with Citibank Berhad, Kuala Lumpur ("Citibank") in 1980 where he was exposed to various aspects of the banking industry. In 1985, YM Tengku Maruan left Citibank holding the position of Manager and joined Southern Bank Berhad as the Head of Personal Banking Division where he was involved in all aspects of budgeting, credit, product marketing and business development. Subsequently in 1996, he joined Rohas Sdn Bhd ("Rohas") as the General Manager and also served on the board of several companies related to Rohas until his retirement in 2008. While in Rohas, he was responsible for various business operations such as manufacturing, education, property management and investments.

Currently, YM Tengku Maruan sits on the Board of several private limited companies.

YM Tengku Maruan does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

He attended seven (7) out of seven (7) Board Meetings held during the financial year ended 31 March 2022.

YM Tengku Maruan is a member of the Nominating Committee and Risk Management Committee of L&G.

HOONG CHEONG THARD

Non-Independent Non-Executive Director

Mr Hoong Cheong Thard, a Malaysian male aged 53, was appointed as Director of L&G on 1 June 2010. He is a member of the Institute of Chartered Accountants in England and Wales (ICAEW) and holds a Bachelor in Mechanical Engineering degree from Imperial College, University of London, United Kingdom.

Mr Hoong has extensive experience in mergers and acquisitions as well as international capital markets. He was an investment banker for over 12 years and had held senior positions at Deutsche Bank, Hong Kong and UBS, Hong Kong where he was responsible for corporate finance business in Asia.

Mr Hoong was the Chief Executive Officer of China LotSynergy Holdings Ltd (a company listed on the Hong Kong Stock Exchange) (2006) prior to joining Far East Consortium International Limited ("FECIL") in September 2008 as Managing Director.

As the Managing Director of FECIL, Mr Hoong is responsible for the formulation and implementation of the FECIL group's overall strategies for development.

Mr Hoong also sits on the Board of several public companies which are incorporated and listed overseas and several private limited companies which are incorporated in Malaysia.

Mr Hoong does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

He attended seven (7) out of seven (7) Board Meetings held during the financial year ended 31 March 2022.

Mr Hoong is a member of the Audit Committee and Remuneration Committee of L&G.

DIRECTORS' PROFILE

CHIU ANDREW WAH WAI

Non-Independent Non–Executive Director

Mr Chiu Andrew Wah Wai, a male Chinese citizen of Hong Kong SAR aged 33, was appointed as Director of L&G on 1 April 2014.

Mr Chiu is the founder and the Executive Chairman of Land Pacific Limited, Deacon House International Limited and Ariana Social Community Limited. Land Pacific Limited was formed in 2013 is a property development company focusing on residential and commercial developments in South East Asia. Deacon House International Limited formed in 2015 is a hotel company based on Chinese contemporary designs and influences, exemplifying Chinese cultures and traditions with a modern twist. Ariana Social Community Limited formed in 2016 is a community based student housing company with its flagship property in Farringdon, London and projects pipelined in England, Australia and North America.

Mr Chiu started his career with DTZ Hong Kong in 2008, he joined in 2009 and was appointed as the business development manager of FECIL in 2012. He is responsible for property investment and development for FECIL. From 2015, Mr. Chiu serves as the assistant to the Chairman of FECIL.

Mr. Chiu was appointed as an Executive Director of i-Cable Communications Limited in September 2017 and redesignated as a Non-Executive Director in November 2021. He is also a Director of Malaysia Land Properties Sdn Bhd. Mr. Chiu was a Director and Vice Chairman of the Board of Directors of AMTD International Inc., a company listed on both the New York Stock Exchange and the Mainboard of the Singapore Exchange Security Trading Limited up to his resignation in December 2020. Mr Chiu was appointed as Director of Ju Ching Chu English College Limited 裘錦秋書院校董會校董 in May 2018.

Mr Chiu is the member of Hong Kong Beijing Association (香港北京交流協進會理事), Vice Chairman of Federation of HK Jiangsu Community Organisations (香港江蘇社團總會第三屆副會長), Member of Shenzhen Overseas Friendship Association (深圳海外聯誼會第七屆理事會理事), Member of The Real Estate Developers Association of Hong Kong (香港地產建設商會會員) and Member of Hong Kong General Chamber of Commerce ("HKGCC") (香港總商會會員).

Mr Chiu is the son of YBhg Tan Sri Dato' David Chiu, the major and controlling shareholder of Prestige Aspect Sdn Bhd, the holding company of Malaysia Land Properties Sdn Bhd and its subsidiaries (Mayland Group).

He does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

He attended seven (7) out of seven (7) Board Meetings held during the financial year ended 31 March 2022.

Mr Chiu is a member of the Remuneration Committee of L&G.

DIRECTORS' PROFILE

DATO' NOORIZAH HJ ABD HAMID

Independent Non–Executive Director

Dato' Noorizah Hj Abd Hamid, a Malaysian female aged 62, was appointed as Director of L&G on 1 December 2018. She holds a Master in Business Administration (Finance & Management) from Central Michigan University, USA, a Bachelor of Science in Business Administration (Finance) from Central Michigan University, USA and a Diploma in Accountancy from MARA Institute of Technology.

Dato' Noorizah has more than 30 years of work experience and has extensive experience in corporate finance and strategic management. She was the Managing Director/Chief Executive Officer of PLUS Expressways International Berhad and PLUS Malaysia Berhad from 2012 to 2016 and also the Managing Director of PLUS Expressways Berhad from 2007 to 2012.

Prior to that, she was the Managing Director of Faber Group Berhad and Faber Hotels Holdings Berhad from 1999 to 2007 and had also held other senior positions which include Senior General Manager Finance of Projek Lebuhraya Utara Selatan Berhad and Senior Manager of Hatibudi Management Sdn Bhd (UEM Group).

Currently, Dato' Noorizah sits on the Board of Scientex Berhad, Petron Malaysia Refining & Marketing Bhd and several private limited companies.

Dato' Noorizah does not have any family relationship with any Director and/or major shareholder of L&G and she does not have any conflict of interest with L&G. She has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

She attended seven (7) out of seven (7) Board Meetings held during the financial year ended 31 March 2022.

She is the Chairman of the Risk Management Committee of L&G.

KEY SENIOR MANAGEMENT PROFILE

01

BENJAMIN LEONG WYE HOONG

Chief Financial Officer

Mr Benjamin Leong Wye Hoong, a Malaysian male aged 50, was appointed as Chief Financial Officer of L&G on 1 February 2022. He graduated with an (Honours) Degree in Accounting and Financial Analysis from University of Warwick, United Kingdom and is a Fellow Chartered Accountant with the Institute of Chartered Accountants of England and Wales (ICAEW) and Chartered Accountant with the Malaysian Institute of Accountants (MIA).

Mr Benjamin Leong Wye Hoong has over 20 years of work experience in corporate finance, mergers and acquisitions and business development in the oil and gas, marine, banking and financial services industry. He commenced his career as an auditor with Cohen & Arnold & Co, United Kingdom. Following that, he joined the Corporate Finance division of RHB Sakura Merchant Bankers Bhd undertaking various corporate transactions including initial public offerings, M&A and fund raising exercises.

Prior to joining L&G, Mr Benjamin Leong Wye Hoong had held various positions within the Scomi group of companies including corporate finance, business development and finance. His last position was Acting Chief Financial Officer of Scomi Energy Services Bhd.

Mr Benjamin Leong Wye Hoong does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

02

JENNY CHEE YUET SIN

Group Financial Controller

Ms Jenny Chee Yuet Sin, a Malaysian female aged 57, was appointed as Group Financial Controller of L&G on 1 December 2010. She holds a Professional Qualification from CPA Malaysia and is a member of Malaysia Institute of Certified Public Accountants (MICPA) and Malaysian Institute of Accountants (MIA).

Prior to joining L&G, Ms Jenny Chee Yuet Sin had worked as a Group Finance Manager in a public listed company and a Senior Manager with the Big Four accounting firms, PricewaterhouseCoopers and Ernst & Young. She is a Chartered Accountant with more than 22 years of experience in finance, audit and taxation covering various industries such as manufacturing & trading, hospitality and property development.

Ms Jenny Chee Yuet Sin does not have any family relationship with any Director and/or major shareholder of L&G and she does not have any conflict of interest with L&G. She has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

KEY SENIOR MANAGEMENT PROFILE

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04

TAI YOON JEN

Project Director

Mr Tai Yoon Jen, a Malaysian male aged 50, joined L&G on 10 July 2017 as Project Director. He holds a Bachelor of Development Science from National University of Malaysia and a Master of Science in Planning from University Science Malaysia. He is also a Graduate Member of Malaysian Institute of Planners.

Mr Tai Yoon Jen has over 25 years of work experience in property development and construction industries. He has worked extensively in various capacities which includes as Chief Operating Officer in KIP Group Sdn Bhd, Group General Manager of Projects in Plenitude Berhad and Deputy General Manager in Dijaya Corporation Berhad.

Mr Tai Yoon Jen does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

CHIN FOO TECK

Senior Project Manager

Mr Chin Foo Teck, a Malaysian male aged 61, joined L&G on 8 February 2012 as the Senior Project Manager in property implementation.

Mr Chin Foo Teck attained his Master in Business Administration from University of Leicester UK in 2002 and graduated with a Diploma from Tunku Abdul Rahman College, Kuala Lumpur in 1984.

Mr Chin Foo Teck has more than 33 years of experience in property development and construction industries.

Prior to joining L&G, he also held other senior position in several established public companies. He has hands-on experience in managing high rise residential building and project management of high end lifestyle residential development.

Currently, Mr Chin Foo Teck sits on the Board of a few subsidiaries of L&G.

Mr Chin Foo Teck does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

KEY SENIOR MANAGEMENT PROFILE

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06

CHIAH HWA KAI

Senior Project Manager

Mr Chiah Hwa Kai, a Malaysian male aged 45, joined L&G on 18 July 2011 as Project Manager and was later promoted to Senior Project Manager in 2015. He holds a B. Eng (Hons) in Civil Engineering from University of Leeds and is a Graduate Member of the Institution of Engineers Malaysia.

Mr Chiah Hwa Kai has over 22 years of work experience in property development and construction industries. He has worked extensively in various capacities in his previous companies which involved in projects such as residential, shopping complex and highways.

Currently, Mr Chiah Hwa Kai sits on the Board of a few subsidiaries of L&G.

Mr Chiah Hwa Kai does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

JENNY YAP YIN KUEN

Senior Manager, Township Development

Ms Jenny Yap Yin Kuen, a Malaysian female aged 57, was appointed as Senior Manager, Township Development of L&G on 15 October 2014. She holds an Advanced Diploma in Business & Management from Swansea Institute (associated institution of University of Wales).

Ms Jenny Yap Yin Kuen has more than 20 years working experience in the property development industry with SP Setia Berhad in various capacities and experience.

Currently, Ms Jenny Yap Yin Kuen sits on the Board of a few subsidiaries of L&G.

Ms Jenny Yap Yin Kuen does not have any family relationship with any Director and/or major shareholder of L&G and she does not have any conflict of interest with L&G. She has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

KEY SENIOR MANAGEMENT PROFILE

07

DR STEVEN BAPTIST

Principal, Sri Bestari Private School

Dr Steven Baptist, a Malaysian male aged 54, was appointed as Principal of Sri Bestari Private School on 3 June 2013. He is a double degree and double Masters holder coupled with a Doctorate and professional qualifications. He has more than 20 years' experience in the education industry.

Dr Baptist does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

08

DR WONG SIEW CHIN

Principal, Sri Bestari International School

Dr Wong Siew Chin, a Malaysian female aged 42, was appointed as Principal of Sri Bestari International School on 8 May 2017. She holds a Bachelor of Science from University of Malaya, a Master of Science from University of Malaya and a Doctorate in Management and Education Policy from University of Malaya. She is also a Master holder in Business Administration from Monash University.

Dr. Wong Siew Chin has more than 20 years of work experience in the private education sector. Prior to joining Sri Bestari International School, she has worked extensively in various capacities. She started off her career as a Lecturer in Tunku Abdul Rahman College. Dr. Wong was then with Cempaka International School where she helmed various academic and management positions over the course of 14 years, from an A-Levels teacher to becoming the Head of A-Levels and later as a Principal in Cempaka Schools (National and International Schools), Cheras campus.

Dr Wong Siew Chin does not have any family relationship with any Director and/or major shareholder of L&G and she does not have any conflict of interest with L&G. She has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2022.

CHAIRMAN'S STATEMENT

Dear Shareholders,

The effect of the pandemic on the prospects of the property industry has been far-reaching, although the nation has made preparations to enter the endemic phase. We have continued to take on a cautiously optimistic approach, taking extra care not to over extend our resources to ensure continued profitability.

On behalf of the Board of Directors, I am pleased to share with you Land & General Berhad ("L&G") Group's ("the Group") Annual Report for the financial year ended 31 March 2022 ("FY2022").

OPERATING LANDSCAPE

Business is slowly returning to normal, but the effects of the pandemic still remained. While the country has moved to the endemic phase of COVID-19, the business landscape remained challenging due to the prolonged Russia-Ukraine conflict and China lockdowns leading to rising commodity and raw material prices, resulting in inflationary pressures, including rising building and construction costs.

The recent hike in Overnight Policy Rate ("OPR") to 2.25% by Bank Negara coupled with the implementation of new minimum wage had further compounded these effects. Further hikes in the OPR is expected which may dampen improving growth and increase the cost of financing for new property buyers.

The property market showed signs of recovery following the implementation of various stimulus programmes provided by the government, but performance remained below pre-pandemic levels.

While the global economy expanded 5.7% in 2021, the extended effects of supply issues and rising inflation on a global scale weighed heavily on Malaysia's performance. Malaysia registered a gross domestic product ("GDP") of 3.1% in 2021.

(Source: https://www.bnm.gov.my/-/4q-gdp-2021)

Year-on-year, the Group posted a higher revenue of RM192.92 million for FY2022 from RM134.89 million in FY2021, while our profit before tax decreased to RM30.32 million from RM38.26 million for the same period.

FINANCIAL PERFORMANCE

The Group continued to be profitable despite the challenging economic environment, with all the Group's divisions recording higher revenue and operating profits compared with the previous year.

Year-on-year, the Group posted a higher revenue of RM192.92 million for FY2022 from RM134.89 million in FY2021, while our profit before tax decreased to RM30.32 million from RM38.26 million for the same period.

The property division recorded a revenue of RM161.12 million for FY2022 (FY2021: RM107.91 million) and an operating profit of RM31.64 million for FY2022 (FY2021: RM24.21 million) for the same period. The property division's revenue and operating profit were higher compared to the corresponding period of the preceding year mainly due to the construction progress and sales of Seresta and sales of completed units of Sena Parc Phase 1A and 1C, and Astoria Ampang Phase 1.

In the coming year, the Group will be looking to launch its Astoria Ampang Phase 2 and its SD Club developments. The expected completion of SD Club Plot 1 retail component will continue to add lifestyle businesses, increasing the vibrancy and attractiveness of the Sri Damansara neighbourhood for younger homebuyers.

The Group continues to selectively invest in landbank with good location and prospects with the recent acquisition of 3.55 acres of leasehold land in Puchong, located next to IOI Puchong Mall and Puchong LRT line.

Our education division recorded higher revenue of RM25.40 million and operating profit of RM9.15 million for FY2022 compared with the previous year mainly due to the higher student enrollment in Sri Bestari International School ("SBIS"). Despite SBIS opening its doors to students in 2017, it has grown from strength to strength in both its academic track record and extra-curricular activities, which is a testimony to the management team and teachers' commitment to quality and holistic education for its students.

Sri Bestari Private School ("SBPS") also continued to innovate and keep ahead of education trends with an award from La Fondation La main à la pâte in setting up the first Yves Quéré Inquiry Based Science Education (IBSE) Pilot Centre in Southeast Asia. SBPS continued the development of its Science, Technology, Engineering and Mathematics (STEM) program, which received recognition from members of the National STEM Council from University Malaya and University Malaysia Terengganu.

For our other operations, I'm pleased to say that our efforts in creating a sustainable plantation business by converting the old rubber plantation to bamboo have progressed well. We have completed the planting of 106 ha of bamboo in the current year and are in the process of clearing and planting a further 177 ha.

More information is provided in the Management Discussion and Analysis in the next section of this annual report.

CHAIRMAN'S STATEMENT

We continue to align our corporate responsibility and business performance with Bursa Securities Main Market Listing Requirements for sustainability reporting with reference to the Global Reporting Initiative (GRI), and in support of the United Nations' Sustainable Development Goals ("UNSDGs" or "Goals").

DIVIDEND

The Board is pleased to recommend a single tier final dividend payment of 0.5 sen per ordinary share in respect of the financial year ended 31 March 2022. This dividend is subject to shareholders' approval at the forthcoming annual general meeting.

CORPORATE GOVERNANCE

We continue to uphold the highest standards of corporate governance and continuously update our policies as per regulatory requirements and industry best practices. Further details on the Group's corporate governance practices are disclosed in the subsequent sections of this annual report.

SUSTAINABILITY

We continue to align our corporate responsibility and business performance with Bursa Securities Main Market Listing Requirements for sustainability reporting with reference to the Global Reporting Initiative (GRI), and in support of the United Nations' Sustainable Development Goals ("UNSDGs" or "Goals").

Some of the notable updates in our Sustainability Report for the current year included disclosure of how the Group addresses stakeholder concerns, established a Sustainability Framework, undertook a Materiality Assessment of our sustainable material matters and adopted a new UNSDG 9, which focuses on green features and dedicated green areas in our developments. Details on our sustainability activities are available in the Sustainability Statement section of this Annual Report.

MOVING FORWARD

As the world, and Malaysia, continue to recover from the after effects of the pandemic, we remain cautiously optimistic on our outlook. While we expect the Group's performance to remain stable, we will continue to monitor our operating condition and address any development accordingly, with the long-term view of maximising value for our shareholders.

ACKNOWLEDGEMENT

On behalf of the Board, I would like to express my sincere gratitude to my fellow Board members, our senior management team and our employees for their continued dedication. Indeed, their contributions have resulted in our continued profitability despite the very difficult operating conditions over the last two years.

I would also like to extend my gratitude to all our customers, associates, regulators and the relevant government authorities for their support. And last, but definitely not least, I would like to thank our valued shareholders for their continued trust in the Group. I hope to continue on this journey with you.

Thank you.

Dato' Hj. Zainal Abidin Putih
Chairman

13 July 2022

MANAGEMENT DISCUSSION AND ANALYSIS

Low Gay Teck
Managing Director

Dear Shareholders,

Malaysia is currently entering the endemic phase of the Covid-19 pandemic, and businesses have slowly resumed activities. Although we are at the tail end of the pandemic, the effects of the movement restrictions have left an impact on the economy that may take 1-2 years to recover. In addition to this, the geopolitical situation has resulted in rising inflation and volatile financial and commodity markets with increased costs of operations, restricted supply of materials and resulted in labour shortage for many businesses.

Despite the challenging situation, L&G's resilience and our prudent management of resources have enabled us to navigate the circumstances to record a Group revenue of RM192.92 million and a pre-tax profit of RM30.32 million for the financial year ended 31 March 2022.

We continued to focus on innovative design and materials to ensure efficient use of space, without compromising on quality. This ensured the Group was able to adapt to the changing market and capture the younger demographic of home buyers and investors looking for yield and demand focused on affordable and mid-range properties.

Our focus on delivering quality while efficiently utilising our resources has contributed immensely to our ability to consistently and sustainably deliver value to our shareholders. Driving our business is our team effort and synergy that has allowed us to innovate and adapt in how we conceptualise, develop and market our properties.

Currently, the Group has an undeveloped landbank of over 2,913 acres and the future development at these choice locations will enable the Group to continue to create sustainable value in the longer term. We have several exciting projects in the pipeline at these prime locations and we are confident that these will carry the Group well into the immediate and medium-term future.

FINANCIAL PERFORMANCE

The Group's results for FY2022 continued to be driven by our core business, our property division which represented approximately 84% of the Group's revenue.

Revenue for the Group increased to RM192.92 million (FY2021: RM134.89 million), attributed to construction progress and sales of our Damansara Seresta project and other existing properties, Astoria Ampang Phase 1 and Sena Parc Phase 1A and 1C. The Education division saw an increase in revenue contributed by higher student enrolment and fees from our international school. Higher revenue contribution from the plantation business was driven by higher crude palm oil prices.

For the year under review, the Group incurred a lower pre-tax profit of RM30.32 million (FY2021: RM 38.26 million) mainly due to share of loss from our associate Country Garden Properties (Malaysia) Sdn Bhd ("CGPM"), of RM14.53 million arising from the write down of inventories and impairment loss on property, plant and equipment.

I am pleased to report that the Board has recommended a final single tier dividend of 0.5 sen per share in respect of the financial year ended 31 March 2022.

REVIEW OF OPERATIONS

Property Division

The property division recorded a revenue of RM161.12 million (FY2021: RM107.91 million) and an operating profit of RM31.64 million (FY2021: RM24.21 million) for the year.

The revenue and operating profit were higher compared to the corresponding period of the preceding year, mainly from the construction progress and further sales of Seresta coupled with the sales of completed units of Sena Parc Phase 1A, 1C and Astoria Ampang Phase 1.

MANAGEMENT DISCUSSION AND ANALYSIS

According to the National Property Report 2021 ("NPR"), the Malaysian property market showed a slight improvement but has yet to surpass the pre-pandemic levels recorded prior to 2020. More than 300,000 transactions worth nearly RM145 billion were recorded, indicating an increase of 1.5% in volume and 21.7% in value compared to 2020.

The residential, commercial and industrial sub-sectors saw an increase in transactions of 3.9%, 10.7% and 17.6%, respectively, while agriculture and development land sub-sectors declined slightly by 7.5% and 7.4%, respectively. Value of transactions recorded a higher increase for residential, commercial, industrial and development land sub-sectors each at 16.7%, 43.1%, 32.9% and 33.2%, whereas agriculture recorded otherwise, decreased by 5.1%.

As reported by the NPR, the year saw fewer new launches for residential properties. There were nearly 44,000 units launched in 2021, against 47,178 units in 2020. The decline was expected as developers held back due to the softening property market and increasing numbers of unsold inventories. Sales performance was moderate at 39.3% in 2021.

The residential overhang situation was less encouraging, with volume amounting to nearly 37,000 units worth RM22.79 billion as at year-end, increased by 24.7% and 20.5% in volume and value, respectively, against last year. The commercial sub-sector saw a better performance in 2021. There were 22,428 transactions worth RM27.94 billion recorded in 2021, an increase in volume by 10.7% and 43.1% in value compared with 2020.

The Group continued to innovate its marketing channels, making full use of digital marketing tools. To accommodate the changing needs of the market and contain the spread of Covid-19, the Group had adopted a hybrid approach, combining online sales with physical events and site visits for groups of up to 15 people to build trust and involvement along every step of the sale process.

The Group collaborated with Affin Bank Berhad in an innovative financing scheme to assist home buyers to purchase their properties. Our Astoria Ampang, Damansara Seresta and Sena Parc developments are now participating in Affin Bank Berhad's Home Step Fast/-I mortgage product.

The takeup for Damansara Seresta was encouraging, at 55%, with development progress at 70% as at 31 March 2022. Damansara Seresta is expected to be completed by December 2022. Sales of Astoria Ampang Phase 1 was 82% sold as at 31 March 2022. We continued to market our freehold landed properties in Sena Parc, Senawang, with take up rates at 87% and 22% for its Phase 1A and 1C, respectively.

Our Diamond City project in Semenyih, Selangor, a joint venture with CGPM is currently under development. Plot A of Diamond City has four phases, of which three phases were completed and have recorded sales take up rate of 96% for Phase 1, 99% for Phase 2 and 93% for Phase 4. Plot B of Diamond City has five phases of which Phase 1, 2 and 4 have been completed and have recorded a take up rate of 98% for Phase 1, 88% for Phase 2 and 99% for Phase 4. One of the two remaining phases in Plot B will be launched in the second half of the year, comprising bungalows, townhouses and link houses.

MANAGEMENT DISCUSSION AND ANALYSIS

Abroad, the Group's Hidden Valley development in Melbourne continued to perform recording a revenue of AUD5.44 million for the financial year ended 31 March 2022. Hidden Valley, our associate, contributed a share of profits amounting to AUD1.1 million or RM4.27 million.

In terms of new launches, the Group will be looking to launch Astoria Phase 2 in the 3rd quarter 2022, Sena Parc 1B and the Sri Damansara Club development comprising Plot 2 and Plot 3 with 700 units of serviced apartments and 602 units of affordable serviced apartments respectively. Plot 2 is expected to be launched in Q1 2023, with Plot 3 following in Q3 2023.

The Sri Damansara Club Plot 1, which is the retail component of the development, is slated for completion in the third quarter of 2022. The 15 retail lots in the 2-storey building will be leased out to grocers, restaurants, and other lifestyle businesses that will cater to the needs of the surrounding neighbourhoods and residents of the Sri Damansara Club development in due course. To promote the Sri Damansara Club project, a sales gallery will be located in Plot 1. We expect strong interest for our Sri Damansara Club development given its proximity to the newly opened Sri Damansara MRT II line which links to Putrajaya, new commercial centres nearby and our Sri Bestari schools which are within walking distance.

In January 2022, the Group announced the acquisition of a parcel of land in Puchong measuring 3.55 acre and we expect to complete the acquisition in the 3rd quarter of 2022, with plans to launch in the first quarter of 2023. The planned development of approximately 1,500 units of service apartments is expected to be well received, given its excellent location within walking distance of IOI Mall in Puchong and the LRT Puchong line. Other development projects in the pipeline include: Aria Rimba, a 112.35-acre mixed development township in Section U10, Shah Alam, with 14 acres of community parks, nestled in the lush greenery next to the Bukit Cherakah Forest Reserve, Sena Parc Phase 1D and 1E and 19.74 acres of development land in Seri Kembangan with proposed 2,222 units of serviced apartment.

Education Division

Our education division, which operates Sri Bestari Private School ("SBPS") and Sri Bestari International School ("SBIS"), recorded a higher revenue of RM25.40 million in FY2022, from RM22.48 million previously, mainly due to increased enrollment and fees. Operating profit for FY2021 was higher at RM9.15 million, from RM5.72 million in FY2020.

MANAGEMENT DISCUSSION AND ANALYSIS

As at 30 June 2022, SBPS has an enrollment of 959 students while SBIS has 541 students.

SBPS celebrated her Silver Jubilee which chalked up numerous successes over the years and benefitted thousands of alumni, many of which enrolled their children back to the school.

SBPS was awarded the Hibiscus Award in October 2021 for having achieved the coveted Green Flag 3 times in 2015, 2017 and 2019. This award by WWF-Malaysia and the Danish, Foundation of Environmental Education (FEE) was only given to two (2) schools out of almost 300 Eco-Registered schools in Malaysia.

In furthering the school's agenda in Science and Technology in-line with Industrial Revolution 4.0, SBPS had developed her homegrown Science, Technology, Engineering and Mathematics (STEM) program for primary right up to secondary, which has received recognition by the National STEM Council, University Malaya and University Malaysia Terengganu.

SBIS, our international school continued to perform very well academically, with some notable highlights below:

- For the April 2021 Cambridge Checkpoint, more than 88% of our Bestarians achieved Excellent (Band 5.0-6.0) and Very Good (Band 4.0-4.9) scores. Overall, the average cumulative score (Mathematics, Science and English/ESL) for Cambridge Primary and Secondary Checkpoint is 5.0 (Excellent band);

- 100% of our Bestarians obtained 'Gold Award' in Checkpoint Lower Secondary Global Perspectives Assessment;

- For the Queen's Commonwealth Essay Competition in 2021, one of our Bestarians was selected out of 25,648 entries as Gold Finalists;

- In March 2022, Bestarians participated in World Maths Day Competition to compete with more than 4 million students from 160 countries in the world. Four Bestarians emerged as the top 100th winners in the World in their respective years;

The faculty members of teachers and staff continue to support the holistic development of Bestarians including non-academic aspects. Despite the movement restrictions for much of the year, SBIS conducted a virtual Sports Day, incorporating virtual march past, virtual zumba, hip hop, yoga, crossfit challenge, virtual hunt, virtual run, virtual FIFA, Sports icon origami session, while its M.A.D (Making a Difference) Together society participated in numerous community and charity causes during the year.

Other Divisions

The Group's other divisions comprise mainly its property investment and plantation segment. On the back of a revenue of RM6.40 million (FY2021: RM4.50 million), the Group's other businesses recorded an operating loss of RM0.19 million (FY2021: RM9.34 million) for FY2022.

The division's operating loss for the current year included the one-off income from the gain on disposal of rubberwood of RM1.28 million whereas the corresponding year included the writeback of impairment loss on the amount due from jointly controlled entity of RM12.77 million.

Our investment properties include Menara L&G, Putrajaya and 8trium in Sri Damansara. Although occupancy at Menara L&G remains low, the Group is continuously looking at ways to attract tenants. Occupancy at 8trium has been steady, we expect the newly opened MRT station and soon to be opened retail shoplots to bring more footfall.

On the plantation division, the Group's plan to replace the aged rubber trees with more sustainable bamboo. The planting of bamboo is progressing well. Phase 1 bamboo planting covering 116 hectares has been completed in September 2021 and we are in the midst of clearing 177 hectares of rubber trees for Phase 2 planting.

For our Malaysian Sustainable Palm Oil (MSPO) certified oil palm plantation, we expect to perform reasonably in the coming year despite challenges arising from a shortage of skilled harvesters, volatile crude palm oil prices, increase in fertilizer, chemical and fuel costs as well as impact of climate change on our operations.

MOVING FORWARD

Moving forward, the Group will continue to uphold innovation and quality across all our developments as well as provide high-quality education for our younger generation. We continue to strive and build trust in our L&G brand across all our stakeholders which we believe will lead to improved and sustainable performance in the future.

Low Gay Teck
Managing Director

13 July 2022

SUSTAINABILITY REPORT

About this Statement

(GRI 102-1; GRI 102-3; GRI 102-4; GRI 102-13; GRI 102-46; GRI 102-50; GRI 102-52; GRI 102-53)

Land and General Berhad ("Land and General" or "L&G" or "the Group") is hereby pleased to share our sixth consecutive annual sustainability statement. In this statement, we disclose the Group's continuous efforts in improving our environmental, social, and governance ("ESG") practices to embed sustainability throughout our operations.

To enhance our ESG performance, we conducted a gap analysis and benchmarked our initiatives against the requirements of the GRI Standards and the FTSE4Good Bursa Malaysia Index. Based on the findings, we developed a three-year sustainability roadmap enabling us to align our ESG strategies in a way that focuses on the key improvement areas identified by the gap analysis. The roadmap defines goals and targets that will need to be achieved in the next three years thereby positioning the Group to achieve its ESG ambitions and meet the expectations of both internal and external stakeholders.

In addition to the gap analysis and three-year sustainability roadmap, we continuously improve our ESG reporting and practices, evident with our FY2022 Sustainability Statement. Key improvements for the FY2022 Sustainability Statement include the adoption of UN SDG 9, a reassessment of material matters, establishment of a Sustainability Framework, and restructuring of our sustainability governance structure. We are also proud to announce to have successfully achieved 78% of our KPIs during this reporting period.

Reporting Scope

The FY2022 Sustainability Statement showcases our ESG efforts across the three business divisions; *Property Division, Education Division and Plantation Division*, as well as L&G's headquarters ("HQ") in Sri Damansara Selangor, for the reporting period from 1st April 2021 to 31st March 2022 ("FY2022").

01
HEADQUARTERS (HQ)

8trium building, Sri Damansara, Selangor

02
PROPERTY DIVISION

Damansara Seresta, Sri Damansara

Sena Parc,Senawang

Astoria Ampang,Ampang

03
EDUCATION DIVISION

Sri Bestari Private School ("SBPS")

Sri Bestari International School ("SBIS")

04
PLANTATION DIVISION

Sungai Jernih Estate

SUSTAINABILITY REPORT

Reporting Framework

This statement has been prepared in accordance with the Bursa Malaysia Securities Main Market Listing Requirements, with reference to Bursa Securities 2nd Edition Sustainability Reporting Guide. The statement is also made with reference to the Global Reporting Initiatives ("GRI") and the United Nations Sustainable Development Goals ("UN SDGs" and "SDGs").

Feedback

In our efforts to grow and adapt our ESG reporting and strategies, we welcome stakeholders' feedback. For any questions, concerns or comments, please contact:

Mr. Benjamin Leong,
Chief Financial Officer
ben@land-general.com I +603-6279 8030

Membership and Associations

(GRI 102-13)

As Land and General is a strong advocate of integrating ESG in business operations, we participate actively in the following industry associations and civil society organisations:

- REHDA Malaysia (Real Estate & Housing Developers Association)
- FIABCI Malaysia (International Real Estate Federation)
- FPLC (Federation of Public Listed Companies)
- MAPA (Malayan Agricultural Producers Association)
- MEF (Malaysian Employers Federation)
- MBS (Malaysian Bamboo Society)
- MPOA (Malaysian Palm Oil Association)
- WWF Malaysia (World Wide Fund)

SUSTAINABILITY REPORT

Our Approach to Sustainability

Our Sustainability Journey

Land and General's Sustainability Reporting Journey

2017

- First Sustainability Statement published
- First materiality assessment and identification of material matters
- **12 Material Matters** identified

2018

- Sustainability Committee ("SC") and Sustainability Working Group ("SWG") established
- **18 Material Matters** identified
- **Five United Nations' Sustainable Development Goals** ("UN SDGs")

2019

- Usage of the GRI indicators to guide sustainability disclosures
- The roles and responsibilities of the SC and SWG were formalised
- **22 Material Matters** identified
- **Five UN SDGs** maintained

2020

- Sustainability Policy established
- Sustainability KPIs developed
- **20 Material Matters** identified
- **Six UN SDGs**

2021

- Plantation Division included in disclosures
- GHG emissions reported
- Additional KPIs introduced to better encompass the material matters
- Roles of the SC combined under Risk Management Committee ("RMC")
- **14 Material Matters** identified
- **Seven UN SDGs**

2022

- Conducted an ESG gap analysis to identify key areas for improvement
- Developed a 3-year sustainability roadmap
- **14 Material Matters** maintained after materiality reassessment
- External stakeholders engaged in the materiality reassessment
- **Eight UN SDGs**

Our Sustainability Policy

In 2020, as our commitment towards progressing Land and General's sustainability focus, we developed and published an overarching group Sustainability Policy, approved and endorsed by the Board of Directors. The Sustainability Policy consist of four guiding pillars for our ESG practices and strategies:

Land and General's Sustainability Pillars

MARKETPLACE

- Conduct business practices with the highest level of ethics and transparency.
- Comply with (and exceed where applicable) all relevant legislation, regulations and codes of practice.
- Continuously improve our product and service quality to meet or exceed customer expectations.

Promoting local economic development

WORKPLACE

- Attract, develop and retain talents by committing to fair employment practices, provision of career training, development opportunities and competitive remuneration packages.
- Provide a conducive working environment which promotes fair treatment of all employees regardless of gender, age, and race, and protect employee's health, safety, and wellbeing.

Enriching our employees

ENVIRONMENT

- Minimise environmental impacts from our operations via monitoring and management of our environmental performance.
- Encourage any consultant, contractor and supplier that we employ to take account of sustainability issues.

Protecting the environment

COMMUNITY

- Contribute to socio-economic development and strengthen relationships with local community in the areas where we operate via community engagement activities.
- Maintain positive engagement with all stakeholders.

Engaging with our community

SUSTAINABILITY REPORT

Our Contributions to the UN SDGs

As a member state of the United Nations and with the launch of the Twelfth Malaysia Plan, 2021 – 2025 (the "Twelfth Plan") in September 2021, Malaysia is on a path to achieve a prosperous, inclusive and sustainable nation. Focusing on the key themes of resetting the economy, strengthening security, wellbeing and inclusivity, as well as advancing sustainability, the Twelfth Plan is consistent with the objectives of Wawasan Kemakmuran Bersama 2030 and the UN SDGs.

As a conscientious Group, we strive to support national and global efforts towards sustainable development by aligning our operations with the UN SDGs. The Group first began recording our contributions to the UN SDGs in 2018, and have since expanded our commitments to a total of eight SDGs in 2022.

Land and General's UN SDGs Contributions

3 GOOD HEALTH AND WELL-BEING

- Occupational Safety and Health ("OSH") committee and Emergency Response Teams ("ERTs") to identify, manage, and respond to health and safety risks.
- Rapid COVID-19 response and adaptation for the safety of our staff, students, and customers.
- Healthcare benefits provided to all employees.

4 QUALITY EDUCATION

- Emphasis on Science, Technology, Engineering, Arts, and Mathematics (S.T.E.A.M) to provide students a well-rounded education.
- Wide range of extracurricular activities provided to students to further develop their abilities.

5 GENDER EQUALITY

- 58% of the Group's employees are women.
- 47% of the Group's management staff are women.
- Equal opportunities provided to all staff in terms of hiring, promotion, career development regardless of gender.

8 DECENT WORK AND ECONOMIC GROWTH

- Support employee work-life balance and provide annual leave, study leave, parental leave, and compassionate leave.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Projects are designed with green features or spaces such as parks, wetlands, forest trails, and waterfalls.

11 SUSTAINABLE CITIES AND COMMUNITIES

- Properties are not located in areas of high biodiversity value. Developments next to forest reserves, such as Damansara Seresta, are managed vigilantly to prevent impacting the reserve.
- Access to public transport, services, and shops are considered during the planning of our development's location.

13 CLIMATE ACTION

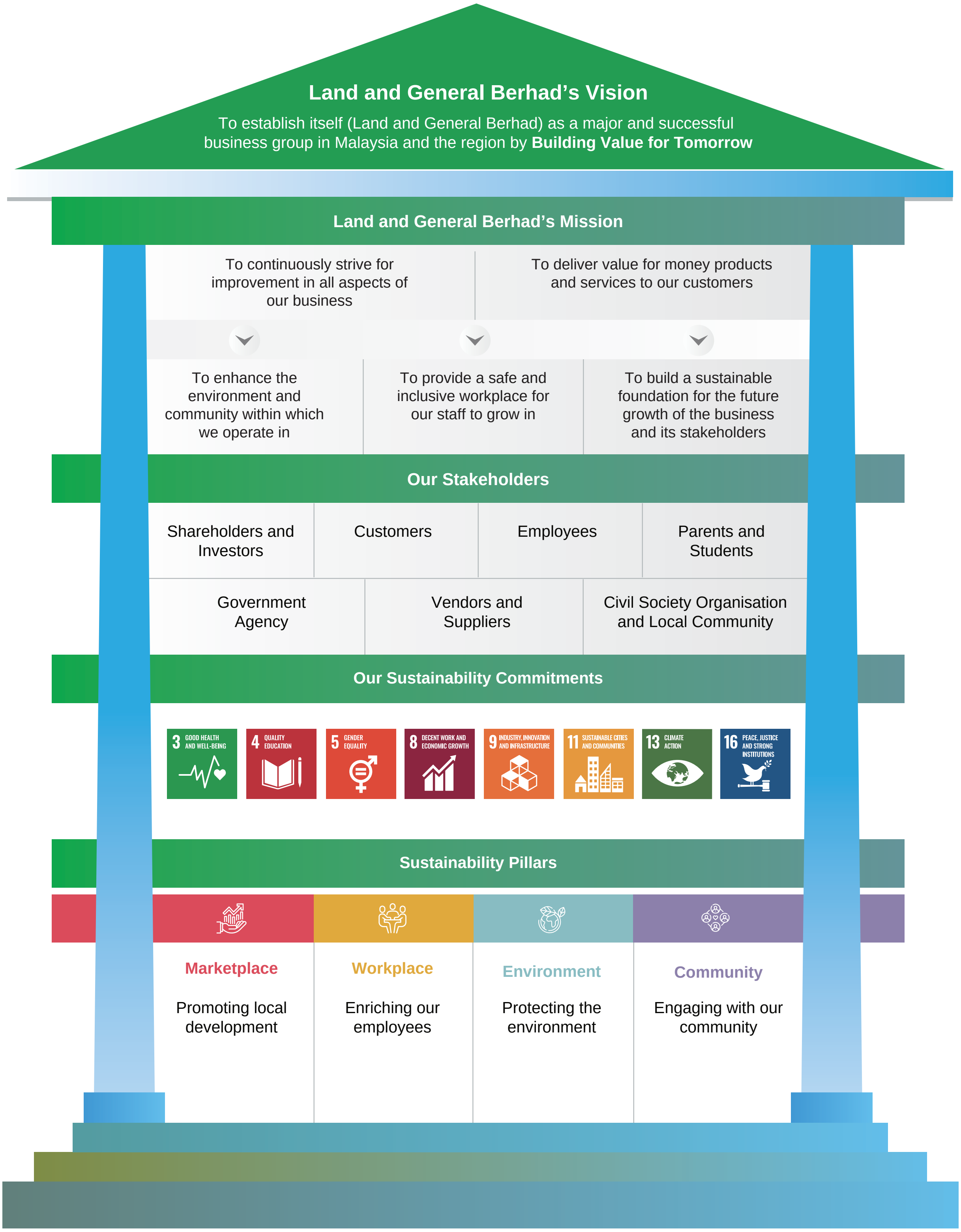
- Continued recording and monitoring of GHG emissions.
- Electricity consumption at our HQ and sales galleries reduced by 22%
- SBPS awarded the HIBISCUS award by WWF and FEE Denmark as recognition for achieving three WWF Eco School Green Flag awards.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

- Revised Anti-Corruption and Anti-Bribery Policy to complement Group's Code of Conduct and Whistleblowing Policy.
- Maintained 100% compliance with all applicable laws and regulations.
- Prompt investigation and address incidents of non-compliance.

Sustainability Framework

Our sustainability framework is built on the Group's overarching vision and mission statements whilst the foundation of our ESG initiatives is based on four pillars representing the marketplace, workplace, environment and community and, the eight UN SDGs that we have adopted.



SUSTAINABILITY REPORT

Sustainability Key Performance Indicators ("KPIs")

We first developed our sustainability KPIs in FY2020 to signify our commitment to transparency and continuous improvement of our ESG performance. Our progress and achievements against those targets are listed in the table below. This year, we successfully achieved 78% of our KPIs (14/18)

Achieved In progress Not achieved

Material Sustainability Matter	Key Performance Indicator (KPI)	Progress	Achievement
Compliance	To receive zero Stop-Work Orders from the Department of Environment ("DOE") or the Department of Occupational Safety and Health ("DOSH").		Zero stop-work orders received
Corporate Governance	To comply with all principles of the Malaysian Code of Corporate Governance ("MCCG").		All MCCG principles complied with
Anti-corruption	To record zero instances of non-compliance with the Anti-Bribery and Corruption Policy.		Achieved zero instances of non-compliance
Economic Performance	To pay dividends annually to shareholders.		Proposed a final 0.5 sen per share dividend for FY2022
Supply chain management	To achieve 65% local procurement.		Total spending on local procurement was 41% for FY2022.
Climate Change	To reduce electricity consumption by 5% from the previous year. (Excludes property construction sites as electricity usage varies with development stage)		Achieved total electricity reduction of 23% from previous year
Resource and Waste Management	To ensure that 100% of construction waste is disposed of at authorised landfills which are licensed by the local authority.		Achieved 100% of construction waste disposed at authorised landfills.
	To recover 80% of scrap metal from construction activities		Achieved 80% of scrap metal recovery from construction activities.
Employee Development and Well-being	To achieve average training hours of 2.5 hours per employee for HQ, 12.0 hours per employee for the Education Division, and 10.0 hours for the Plantation Division.		HQ achieved 3.22 hrs per employee
			Education Division achieved 16 hrs per employee
			Plantation: 5 hrs per employee (due to loss of employees/workers and restrictions during the COVID-19 pandemic)

Material Sustainability Matter	Key Performance Indicator (KPI)	Progress	Achievement
Safety and Health	To achieve zero man-hours lost due to occupational accidents.		Achieved zero man-hours lost for this reporting period
Quality Products and Services	To conduct a customer satisfaction survey (Net Promoter Score) once a year, and to conduct a Hand Over Vacant Possession ("HOVP") survey.		Astoria Ampang had low participation in the surveys and were deemed to be unrepresentative. Damansara Seresta did not conduct HOVP survey for FY2022 due to delays caused by the COVID-19 pandemic.
			Sena Parc - • Customer satisfaction survey conducted in the first Quarter of 2022 and achieved an average customer satisfaction score of 90%. • No HOVP survey conducted during this reporting period, as the project still under construction.
	To achieve a minimum of 65% QLASSIC score for each project.		Astoria Ampang (76%) Damansara Seresta has not conduct QLASSIC survey for FY2022 as the project is still under construction and not ready to be surveyed. Sena Parc is currently in progress to introduce QLASSIC survey for future expansion of the project.
Labour Practices	To promote local employment by maintaining greater than 90% Malaysian staff.		Achieved 95% local employment.
	Maintain greater than 30% women in management roles.		Achieved 47% women participation in management roles.
Water and Effluents	To maintain total water consumption below the FY2020 value of 53,000 m3. (Excludes property construction sites as water usage varies with development stage)		Achieved 40,095 m3 of water consumption for FY2022.
Biodiversity	To dedicate a minimum land area to green space as follows: Highrise developments: 10% Landed developments: 20%		Astoria Ampang has been designed with 44% of the total land area dedicated to green space, Damanasara Seresta 69%, and Sena Parc with 22%

SUSTAINABILITY REPORT

Sustainability Governance Structure

(GRI 102-18; GRI 102-19; GRI 102-30; GRI 102-32)

Land and General has established a robust sustainability governance structure in 2018 to strengthen and guide our ESG performance. This year, we have streamlined the governance structure by consolidating the responsibilities of the Sustainability Committee under the Risk Management Committee. The new sustainability governance structure now comprises of three tiers: the Sustainability Working Groups ("SWG"), and the Risk Management Committee ("RMC") which comes under the direct purview of the Board of Directors ("BOD").

Land and General's Sustainability Governance Structure

Board of Directors

- Oversees the overall progress of all sustainability initiatives.
- Issues final approval for sustainability policies, strategies, and initiatives recommended by the Risk Management Committee.

Risk Management Committee

- Oversees material economic, environmental, and social considerations which may impact the Group.
- Identifies emerging issues/risks that may affect the supply chain or overall operations.
- Monitors the Working Group's progress with sustainability initiatives.
- Recommends sustainability policies, strategies, and new initiatives.

Sustainability Working Group

- Identifies sustainability material matters relevant to the business operations.
- Implement sustainability initiatives.
- Conducts engagement sessions to raise awareness on sustainability matters across the business.
- Liaises with stakeholders to understand their key concerns and expectations.

Stakeholder Engagement

(GRI 102-40; GRI 102-43; GRI 102-44)

Continuous engagement and communication with our stakeholders are integral to business operations as these efforts assist the Group in determining our sustainability approach. For the reporting period, we have maintained the seven stakeholder groups we identified in FY2021 and have outlined the methods and frequency of engagement.

Stakeholder Group	Areas of Concern	How L&G Responds	Method and Frequency of Engagement	
Shareholders & Investors	• Group's financial performance and dividend pay out • Corporate governance and compliance • Ethical business conduct	• Maintaining robust corporate governance through internal policies such as the Anti-Bribery and Anti-Corruption ("ABAC") Policy, Group's Code of Conduct and Whistleblowing Policy and Procedures • Dividend pay outs	Annual General Meeting	Annually
			Interim results announcement	Quarterly
			Annual Report	Annually
			Investor Relations page on the Group's website (Concerns and queries directed to Chief Financial Officer / Company Secretary)	Throughout the year
Customer	• Product quality: - Homes delivered with good workmanship, quality finishes and minimal defects - High quality fresh fruit bunches from our Plantation Division • Regular updates on latest product and service offerings	• Gauging homebuyers' satisfaction levels through the Hand Over Vacant Possession ("HOVP") survey • Ensuring the quality of our developments by obtaining a minimum Quality Assessment System in Construction ("QLASSIC") score of 75% for all main building works at each project site • The Sungai Jernih Estate is Malaysian Sustainable Palm Oil ("MSPO") certified	Feedback and enquiry templates	Throughout the year
			Advertising and marketing campaigns	Throughout the year
			Company website and social media network	Throughout the year
			Customer satisfaction survey	When making a booking and upon vacant possession

SUSTAINABILITY REPORT

Stakeholder Group	Areas of Concern	How L&G Responds	Method and Frequency of Engagement	
Employees	• Training and career development • Safety and health at the workplace • Work-life balance • Employee welfare and benefits	• Implementing strict safety and health practices and procedures • Established an OSHA Committees and Emergency Response Teams ("ERTs") • Encouraging good work-life balance through our Overtime Policy • Providing training and development programmes which supports career and personal growth • Comprehensive employee healthcare benefits and competitive remuneration packages	Performance appraisal	Annual appraisal which comprises of 5 stages of performance evaluations
			Staff e-portal (Education Division)	As and when required
			Work safety training on-site	As and when required
			Annual dinner	Postponed for this reporting period due to COVID-19 restrictions
			Team building activities	Postponed for this reporting period due to COVID-19 restrictions
			Sports Club activities	Postponed for this reporting period due to COVID-19 restrictions
			Best Employee Award	Postponed for this reporting period due to COVID-19 restrictions
			Training and development	Throughout the year

Stakeholder Group	Areas of Concern	How L&G Responds	Method and Frequency of Engagement	
Parents & Students	• Conducive school environment and surroundings • Strong academic performance • Well-rounded extra-curricular activities • Partnership between teachers and parents to support the child's holistic development	• Providing a comprehensive and holistic learning experience to the students • Conducting Parents' Feedback Surveys to gauge their satisfaction levels • Maintaining an open channel of communication with parents in regards to the students' progress and performance	Student Portal and Parents' Portal	Throughout the year
			Campaigns and events	Throughout the year
			Open Day and Info Day	Monthly
			Counselling sessions	As and when required
			Schoology/ School Management System	Throughout the year
			Parent and Student feedback	End of term
Government Agency	• Approval and permit • Compliance with the latest regulations and requirements	• Ensuring strict compliances with regulatory requirements • Ensuring the relevant legal register is up to date • Maintaining a work culture of ethics and integrity	Meetings with regulators	As and when required
			Site inspections	As and when required
Vendors & Suppliers	• Cost of services • Quality and timely delivery • Legal compliance • Occupational Health and Safety	• Established a KPI to support local vendors and suppliers	Contract negotiations	As and when required
			Supplier audits and evaluation	As and when required
			Vendor registration screening (pre-qualification of suppliers and contractors)	As and when required

SUSTAINABILITY REPORT

Stakeholder Group	Areas of Concern	How L&G Responds	Method and Frequency of Engagement	
Civil Society Organisation & Local Community	• Environmental impacts • Social contribution • Local community support Corporate Social Responsibility (CSR) initiatives	• Contributing to community developments and engaging with local communities	Collaborations and discussions with relevant Civil Society Organisations	As and when required
			Community engagement programs	As and when required
			Strategic partnership	As and when required
			Making a Difference (M.A.D) outreach programme - SBIS	Every school term

Our Materiality Sustainability Matters

(GRI 102-21; GRI 102-47)

Identify

The material sustainability matters are identified based on relevance to the company and stakeholders in the current reporting period and also by analysing global trends and investor requirements

Survey

Internal and external stakeholders are engaged via appropriate survey tools to rank the material matters in terms of importance to the business and stakeholders

Develop

The responses are collated and analysed to form a materiality matrix for effective visualisation of the prioritisation or ranking of material sustainability

Validate

The materiality matrix was presented to the Sustainability Commitee and the Board of Directors or validation

Since our first materiality assessment in FY2017, we annually review our material sustainability matters to ensure they remain relevant and aligned with the Group's overarching strategy.

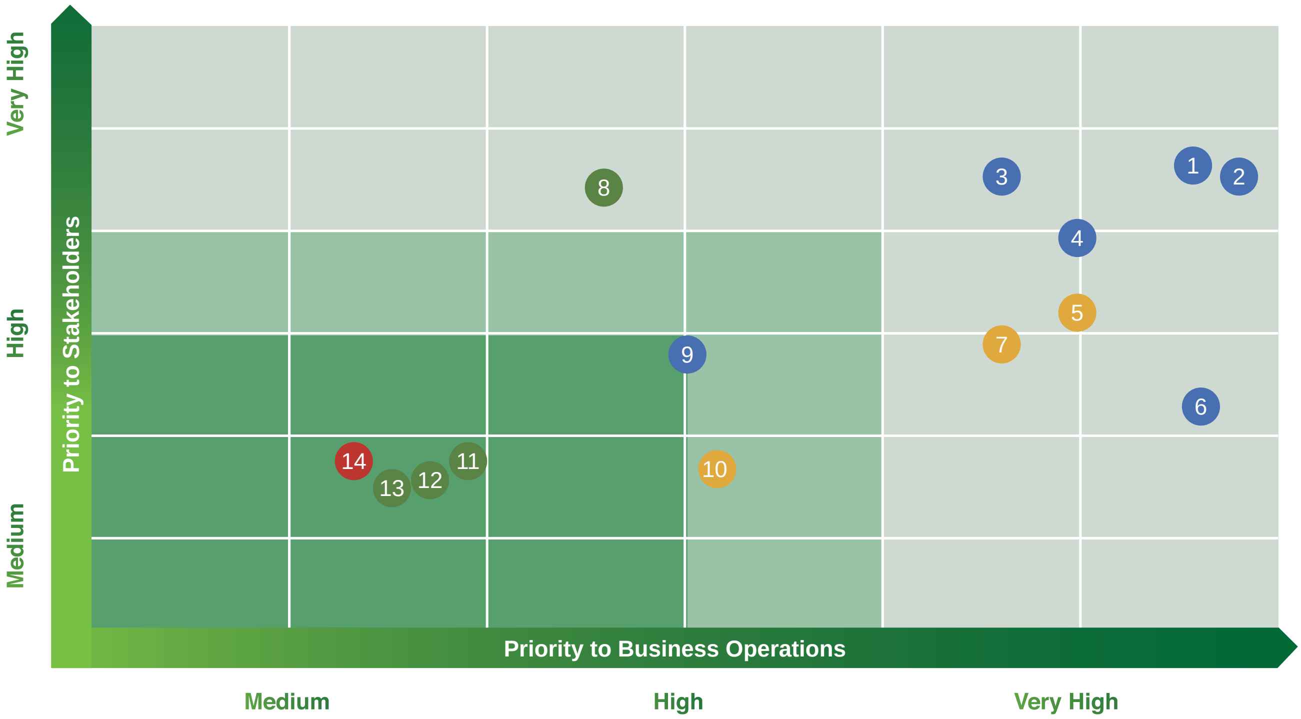
This year we extended the process to include our external stakeholder groups to understand their ESG priorities. Their feedback was solicited and incorporated into the development of the final materiality matrix.

Of the 14 material matters, the top five for FY2022 are *Anti-Corruption, Compliance, Economic Performance, Corporate Governance, and Safety and Health.*

The most notable change in the matrix pertains to Climate Change that was elevated from high importance to very high importance in tandem with Malaysia's national position on climate change as illustrated in the Twelfth Malaysia Plan, as well as the growing global awareness on climate adaptation and resilience as a result of the 2021 UN Climate Change Conference ("COP26").

SUSTAINABILITY REPORT

Land & General's Materiality Matrix FY2022



Marketplace

1. Anti-Corruption
2. Compliance
3. Economic Performance
4. Corporate Governance
6. Quality Products and Services
9. Supply Chain Management

Workplace

5. Safety and Health
7. Employee Development and Well-Being
10. Labour Practices

Environment

8. Climate Change
11. Water and Effluents
12. Resource and Waste management
13. Biodiversity

Community

14. Local Community Contribution

SUSTAINABILITY REPORT

Mapping our Material Matters

Material Matter	GRI Indicators	UN SDGs	Stakeholder Groups
Marketplace			
Quality Products and Services	Non-GRI	8 Decent Work and Economic Growth	
Compliance	307 : Environmental Compliance 419 : Socioeconomic Compliance	16 Peace, Justice and Strong Institutions	
Anti-Corruption	102 : General Disclosures 205 : Anti-corruption	16 Peace, Justice and Strong Institutions	
Economic Performance	201 : Economic Performance	8 Decent Work and Economic Growth	
Corporate Governance	102 : General Disclosures	5 Gender Equality 16 Peace, Justice and Strong Institutions	
Supply Chain Management	102 : General Disclosures 204 : Procurement Practices	8 Decent Work and Economic Growth	
Environment			
Resource and Waste Management	306 : Waste	11 Sustainable Cities and Communities 13 Climate Action	
Climate Change	201 : Economic Performance 302 : Energy 305 : Emissions	11 Sustainable Cities and Communities 13 Climate Action	
Water and Effluents	303 : Water and Effluents	11 Sustainable Cities and Communities 13 Climate Action	
Biodiversity	304 : Biodiversity	13 Climate Action	

Material Matter	GRI Indicators	UN SDGs	Stakeholder Groups						
Workplace									
Safety and Health	403 : Occupational Health and Safety	3 GOOD HEALTH AND WELL-BEING							
Employee Development and Well-being	401 : Employment 404 : Training and Education 405 : Diversity and Equal Opportunity	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH							
Labour Practices	102 : General Disclosures 202 : Market Presence 401 : Employment 405 : Diversity and Equal Opportunity	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH							
Community									
Local Community Contribution	413 : Local Communities	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION							

MARKETPLACE

5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
16 PEACE, JUSTICE AND STRONG INSTITUTIONS

The marketplace pillar demonstrates our focus in meeting the evolving needs and managing our relationships with customers, business partners and suppliers. We achieve this by upholding the highest standards of governance, ethics and integrity within our operations. This commitment extends throughout our value chain as we ensure the adoption of best practices and industry standards.

Anti-Corruption

(GRI 102-17, GRI 205-2, GRI 205-3)

The Group's Anti-Bribery and Corruption ("ABAC") Policy was implemented in June 2020 under the purview of the Board. The development of the ABAC Policy was guided by the requirements of Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act (2009), with reference to the Guidelines on Adequate Procedures issued by the Prime Minister's Department.

The ABAC Policy includes definitions for the following:

- Facilitation Payment
- Gifts, Entertainment, Hospitality and Travel ("GEHT")
- Donations and Sponsorships
- Business Rewards, Rebates, Commissions or Other Incentives
- Conflict of Interest

SUSTAINABILITY REPORT

In June 2021, we revised the ABAC Policy and presented the revisions to all departmental staff and management personnel through interactive engagement sessions. Employees were also provided the latest updated training slides to familiarise themselves with the revisions.

The Policy is communicated to Directors and employees as part of the induction process and through regular training as and when required. The Policy also extends to our Associated External Parties who include business partners, vendors, suppliers and contractors from whom acknowledgements are obtained, where possible. A copy of the Policy is shared with these intermediaries on an annual or biennial basis depending on their risk profiles.

The Group's operations undergo an annual bribery and corruption risk assessment. The findings are recorded in a risk register which consists of details of the risk, causes and consequences, existing controls, impacts and likelihood, and the risk mitigation plan, if any. Additionally, bribery and corruption-related due diligence exercises are conducted to evaluate potential business partners.

The ABAC Policy is supported by the Group's Code of Conduct and Whistleblowing Policy and Procedures. Any reported incident of bribery or corruption reported through the whistleblowing channels falls under the purview of the Audit Committee. The Committee can then appoint an independent person to undertake an investigation, if deemed necessary. We are proud to report that the Group had recorded zero incidents and received zero fines pertaining to bribery and corruption for this financial year.

All policies listed above are readily available on the Group's corporate website: https://www.land-general.com/

Compliance

(GRI 307-1, GRI 419-1)

L&G integrates a strict culture of compliance throughout our business operations by observing relevant legal, regulatory and internal regulations. Our business activities are conducted with the highest level of integrity and responsibility to foster and maintain the trust of our stakeholders.

We are committed to adhering to applicable laws, rules and regulations, which include:

1. Capital Markets and Services Act 2007
2. Children and Young Persons (Employment) Act 1966
3. Companies Act 2016
4. Contract Act 1950
5. Coronavirus Disease Act 2019 ("COVID-19") Act 2020
6. Education Act 1996
7. Employment Act 1955
8. Environmental Quality Act 1974
9. Federal Territory (Planning) Act 1982
10. Highway Authority Malaysia (Incorporated) Act 1980
11. Housing Developers (Control and Licensing) [Amendment] Act 2015
12. Industrial Relationship Act 1997
13. Listing Requirements of Bursa Malaysia Securities Berhad
14. Local Government Act 1976
15. Malaysian Anti-Corruption Commission Act 2009
16. Malaysian Palm Oil Board Act 1998
17. National Land Code (Amendment) Act 2008
18. Occupational Safety and Health Act 1994
19. Perbadanan Putrajaya Act 1995
20. Personal Data Protection Act 2010
21. Securities Commission of Malaysia Act 1993
22. Strata Management Act 2013
23. Strata Titles Act 1985
24. The Water Services Industry Act 2006
25. Town and Country Planning Act 1976

SUSTAINABILITY REPORT

In the event of a minor incident of non-compliance, Management conducts the investigations and are responsible for the resolution of the matter. However, in case of a significant incident, HQ has an internal four-step process to carry out a detailed investigation into the reported matter.

At SBIS and SBPS, compliance incidents are reported to Senior Management at HQ and handled by the School Principals with assistance from Legal and Senior Management. At the Plantation Division, cases of non-compliance are reported to the Estate Managers, who then convey the information to Senior Management at HQ. These cases would then prompt an internal investigation and resolution mechanism whenever needed.

There were zero incidences of non-compliance reported throughout operations in FY2022.

Economic Performance

(GRI 201-1)

As the global market and economies are adjusting to the 'new normal' and the ongoing effects of the COVID-19 pandemic, the Group has faced several economic and financial challenges.

	Challenges
CORPORATE	Restricted operation and closure of corporate office and sales galleries during the MCO period
PROPERTY	Contractor labour shortage
	Supply chain disruptions
	Restricted operation of sales galleries during MCO
	Construction delays
	Inflation of the cost of building materials Untenanted investment properties
EDUCATION	Student withdrawal increased due to financial difficulties brought on by the MCO. To assist those families facing financial difficulties, we implemented an instalment payment scheme for school fees
	Schools were closed intermittently
PLANTATION	Difficulty recruiting additional workers to assist in the harvesting

Our response to keeping our staff, students and customers safe and healthy during the COVID-19 pandemic is presented under the *Safety and Health* material matter section.

For further information on Land & General's financial performance, refer to the financial disclosures on pages 96 to 177 of this Annual Report.

SUSTAINABILITY REPORT

Corporate Governance

(GRI 102-16, GRI 102-18)

Codes & Policies

* ABAC Policy
* Board Charter
* Code of Conduct (Management and Employees)
* Code of Conduct for Directors (Directors)
* Code of Business Ethics (External Parties)
* Sustainalbility Policy
* Whistleblowing Policy & Procedure

At Land and General, we prioritise transparency and integrity throughout our business operations.

The Board of Directors is guided by the Board Charter ("the Charter") that has been prepared in accordance with the principles of the Malaysian Code of Corporate Governance ("MCCG"). The Charter acts as a guide for Directors in regard to their roles and responsibilities. To ensure relevance and compliance with the latest regulatory requirements, the Charter is regularly reviewed by the Board.

L&G promotes diversity in our management and leadership teams to encourage stronger governance and better strategic decision making. We cultivate a culture of inclusion and do not discriminate when appointing our Directors whose selection is based solely on merit, capability, experience, skills and integrity.

The Group exerts conscious efforts to meet the 30% women representation on the Board as recommended by the 2021 updates to the MCCG.

Similarly, employees are guided by the Group's Code of Conduct which details the expected professionalism and behaviours of all employees during their tenure at Land & General. A briefing of the Code is given to employees as part of the induction program and regular reviews are conducted by the Board and Management to ensure its continued effectiveness. Employees are required to read and sign an Integrity Declaration form as a sign of their commitment.

Third parties are also provided a Code of Business Ethics which addresses ABAC, conflict of interest and regulatory compliance. This code is provided to key suppliers and contractors by the Heads of Departments via email.

Zero incidents of unethical behaviour or whistleblowing cases have been reported this financial year.

Quality Product and Service

(GRI 103-2)

The Group is committed to delivering the highest quality of products and services to our customers. We conduct regular customer engagement to gauge their concerns and expectations with regards to our products and services in order to better meet their needs.

Property

To ensure the quality of the housing units, the Project Team conducts a pre-delivery inspection upon the completion of works by the contractor. Subsequently, the Project Team then arranges a joint inspection with the Sales/Marketing Team on the housing units prior to the delivery of vacant possession to home owners.

During the defect liability period, upon receiving any reports of defects, a joint inspection with the unit owner will be carried out. Defect rectification works will be completed within a 30-day period. We also conduct a HOVP survey during the handover process to ascertain the overall customer satisfaction and identify any concerns during the construction and handover stages of our projects. This survey covers overall project quality and after sales services. This year, HOVP surveys were not conducted for Damansara Seresta due to construction delays in our ongoing projects caused by the COVID-19 pandemic.

To ensure construction quality, we have stipulated in the contractors' contracts that a minimum Quality Assessment System in Construction ("QLASSIC") score of 75% for all main building works is to be achieved. The Astoria Ampang project was awarded 76% QLASSIC score for this year. The Sena Parc project was not assessed as the project was initiated prior to the introduction of the contract stipulation. The project is in the midst of proposing the mandatory QLASSIC assessments for future project expansions. QLASSIC assessment for Damansara Seresta this reporting period was not conducted due to pandemic induced project delays.

All properties are designed and constructed in accordance with the requirements set by local authorities including the provision of adequate disabled-dedicated parking bays and wheelchair ramps.

Education

SBPS

The curriculum at SBPS offers similar core subjects as the National Primary Schools Curriculum ("KSSR") and the National Secondary School Curriculum ("KSSM"), regulated by the Malaysian Ministry of Education. To enhance the quality of education offered at SBPS, we offer additional programs such as:

- Cambridge Lower Secondary Checkpoint;
- International General Certificate of Secondary Education;
- New South Wales Examination for English, Mathematics, Science, an Information Communication Technology ("ICT");
- Dual Language Program (Mathematics and Science taught wholly in English); and
- Education and Learning Support Academy ("ELSA") for students with special needs.

SBPS has also been awarded the Yves Quéré Inquiry Based Science Education ("IBSE") Pilot Centre by the La main à la pâte Foundation, Paris where the teaching of science takes after the inquiry-based science approach propounded by the 3 founders of La main à la pâte Foundation - Georges Charpak (Nobel Prize in Physics 1992), Pierre Léna and Yves Quéré, with the support of the French Academy of Sciences. The rigorous approach to the exploration of science has sparked a keen interest amongst students in science.

Taking after the success of IBSE, ECO School program and the implementation of Singapore Maths, SBPS had taken the bold step to implement a STEM program across the board and have so far received recognition from members of the National STEM Council through the STEM Centre Universiti Malaya and Pusat Asasi STEM Universiti Malaysia Terengganu.

SBPS conducts an Annual Parents' Feedback Survey to gauge the parents' satisfaction with our performance. This year, the survey was conducted with a focus on the re-opening of schools and parents' preferences and concerns in light of the COVID-19 pandemic.

The result of the survey showed parents' general concern with the re-opening of schools when the COVID-19 pandemic was still at its peak, with 70% of parents preferring online schooling or Pegajaran dan Pembelajaran di Rumah ("PdPR") to continue. In response to these concerns, SBPS proceeded with a Hybrid Learning system where parents are given the option to send their children for physical schooling or to continue with the online PdPR.

SUSTAINABILITY REPORT

SBIS

At SBIS, we provide an engaging learning experience to our students with the following curricula:

Early Childhood Education	International Early Years Curriculum (IEYC)
Primary Education	United Kingdom National Curriculum *(Key Stage 1 and 2)*
Secondary Education	United Kingdom National Curriculum (Key Stage 3 and 4)

SBIS is also evaluated according to the Standard Quality for Private Education Institution by the Ministry of Education. As an authorised Cambridge Assessment and International Education ("CAIE") School, we are also subjected to audits by CAIE representatives to ensure compliance with examination SOPs.

With the restrictions to physical attendance in schools and a transition to PdPR, SBIS has implemented the following to ensure that students maintain engagement with learning and the curricula:

Subscription to KooBits	**Koobits** is an online global Mathematic platform that enables students to learn Mathematics in a fun and engaging way, as well as allows them to compete with participants from different countries.
Continuous assesments	Conduct continuos assesments via online quizzes and activities with **Schoology,** our virtual learning environment platform. Parents are also provided continuous updates on students' progress from this online assesments and activities.
After-school tutorials	SBIS provides after-school tutorials on top of the regular school curricula to ensure the students are progressing and retaining the materials presented in the curricula.
Parent-teacher engagement	SBIS maintains continuous engagement channels with parents, including follow-up calls with new parents to ensure that the students are adjusting to the new learning environment.

SBIS also conducts Annual Parents' Feedback Survey based on nine key aspects; Schoology, Tutor-Ward system, course content, online learning, child's progress in school, teachers, food and beverages, security, and cleanliness. In FY2022, parents reported an overall satisfaction score of 96% based on these nine criteria.

Plantation

The Sungai Jernih Estate is Malaysian Sustainable Palm Oil ("MSPO") certified. Consequently, it is subject to regular audits based on the requirements of the MS2530-3:2013 – General principles for palm oil plantations and organised smallholder standard. Through the audits conducted, continuous improvements are made to further enhance the efficiency of our operations. The oil palm fresh fruit bunches ("FFB") are delivered to palm oil mills within 24 hours of harvest. The mill rejection of FFB is monitored as a measure of the quality of our harvest.

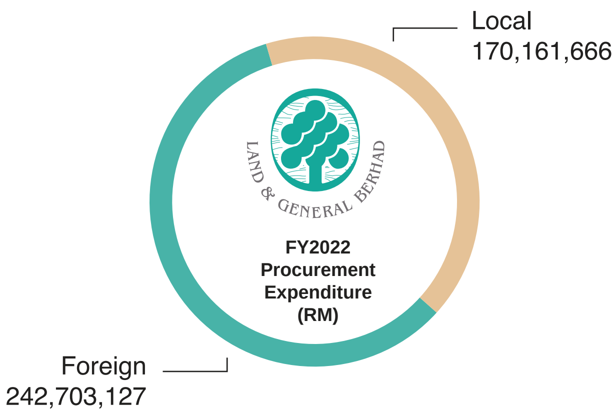
We also conduct regular engagements with relevant parties to ensure the quality of FFB is maintained:

Fruit Harvesters	Daily meetings with our fruit harvesters that they adhere to the FFB harvesting SOP and only the ripe FFB harvested.
Palm oil mill managers	Regular meetings with palm oil mill managers to adress any concerns regarding the quality of the FFB.
Estate Manager	Concerns raised by palm oil mill managers communicated to the Estate Manager for rectification.

Supply Chain Management

(GRI 204-1)

As a leading property developer, Land and General is conscientious of our responsibility in supporting the local economy by providing business opportunities to local businesses whenever possible. As such, we have established a KPI targeting for 65% of our procurement expenditure to be directed to local suppliers. This reporting period we were unable to achieve this target, with only 41% of our procurement expenditure on local suppliers. This is partially attributable to the increasing price of foreign goods, causing the proportion of foreign expenditure to be higher than that of local.



*Note : Figure above displays an aggregate of procurement expenditure from Property and Plantation Divisions.

SUSTAINABILITY REPORT

WORKPLACE

L&G believes that investment in our people is the key to the continued progress and success of the Group. We strive to provide an inclusive and conducive working environment which allows our employees to develop to their full potential and encourages personal growth and professional achievements.

Safety and Health

(GRI 403-1, GRI 403-2, GRI 403-4, GRI 403-5, GRI 403-9, GRI 403-10)

One of our primary critical responsibilities towards our employees is safeguarding their wellbeing through a strict safety and health culture. L&G has an ongoing zero fatalities target for all divisions, to encourage continued use of best practices to be upheld across the Group.

An internal Group-wide Safety and Health Policy was established to broadly communicate our high standard of safety and health. The Policy details the Group's commitment to minimise workplace hazards and protect the safety and welfare of employees as well as other relevant stakeholders who may be affected by our operations. The Policy is reviewed annually to reflect the evolving safety and health requirements across the industry.

An Occupational Safety and Health ("OSH") Committee was established at the HQ and the Property Division, while the Education Division maintains Emergency Response Teams ("ERTs"), and the Plantation Division has an established Occupational Safety and Health Administration ("OSHA") structure. Each of these OSH Committees and ERTs have specific staff members who assume their assigned roles in the event of an emergency or incident, including a dedicated first aider and fire warden. An internal OSHA audit form is utilised by the OSH Committee to identify and report OSH risks on a quarterly basis.

At the construction sites, fogging for mosquito control is regularly conducted as part of our dengue prevention initiative. Daily housekeeping and material arrangement activities are also organized to ensure the cleanliness and safety of the work sites.

Safety Training

Due to the on-going COVID-19 pandemic, the company focused on implementing SOPs and health awareness programmes in an effort to prevent the spread of COVID-19 within the workplace. Moving forward, the OSH committee will be organising Health, Safety, and Environment related training in the coming year.

Across the construction sites, staff participate in regular toolbox meetings which cover all health and safety responsibilities relating to the specific site. Workers also receive position-specific safety training activities, including site security training, passenger hoist operation training, materials lifting training and working at heights training.

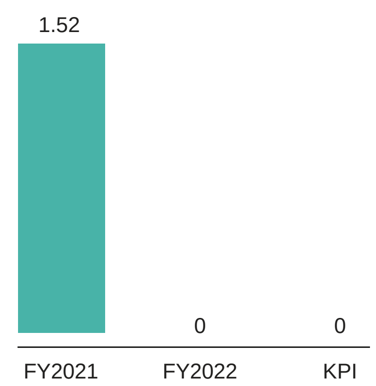
At SBIS, an online training course was conducted for all teachers and staff members on "Child Safeguarding" to ensure the safety of our students during the on-going COVID-19 pandemic. SBPS also conducted a Mental Health Awareness training for the staff, in response to the prolonged lockdowns which may cause stress and other mental health impacts.

Staff at SBPS receiving Mental Health Awareness training

At the Plantation Division, various safety trainings were provided to our workers as part of the Workers Awareness Programme. The training includes:

- First aid training;
- Fire awareness training by the local Fire and Rescue Department;
- COVID-19 awareness training;
- Pesticide handling and spraying training; and
- Manure handling and spraying training.

Lost time injury frequency rate per million working hours

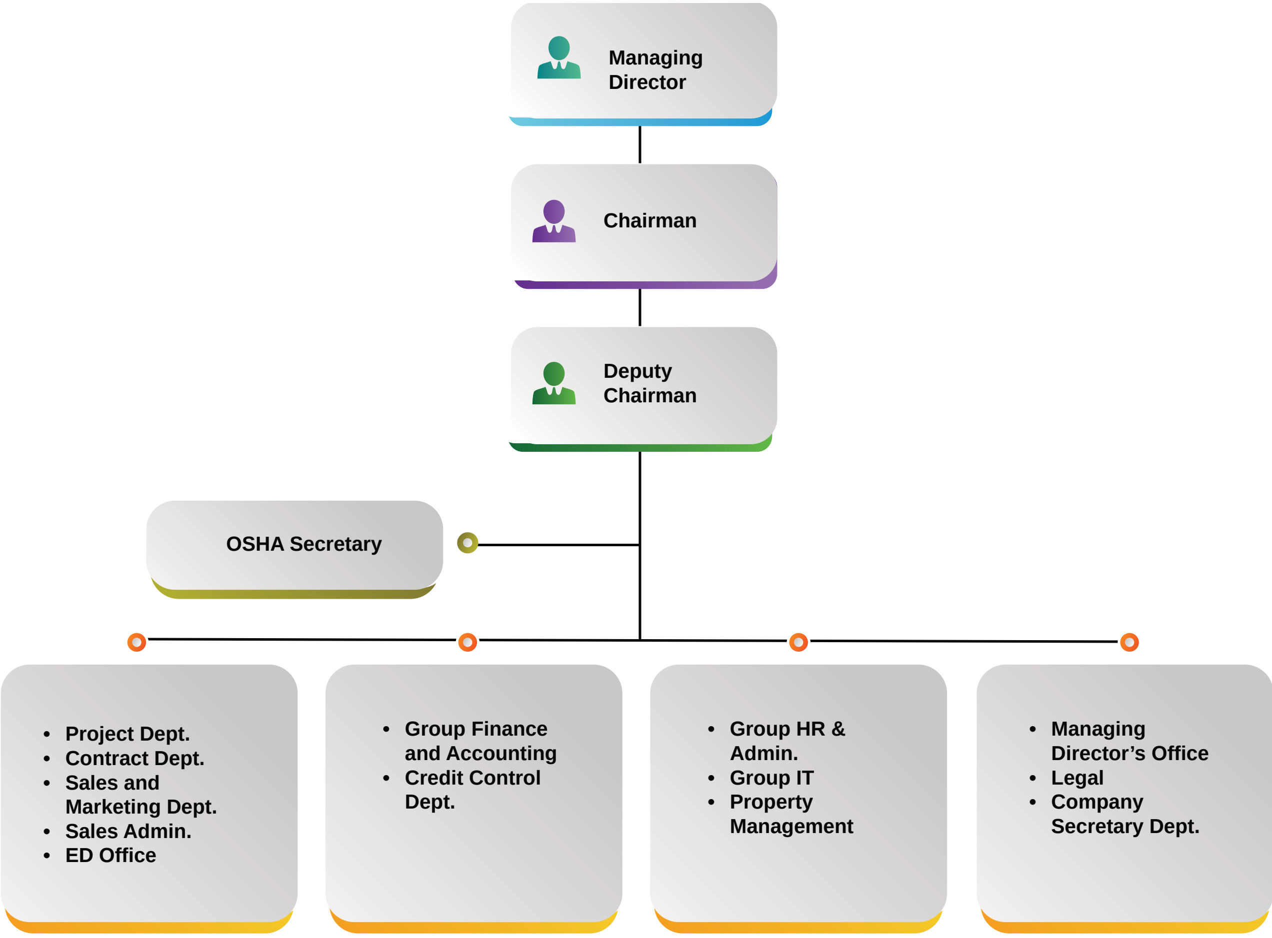


There have been no fatalities reported for FY2022 across all our operations. Additionally, we are pleased to record a decrease in our lost-time injury frequency rate this year, with zero injuries recorded across the Group.

COVID-19 Pandemic Response

The COVID-19 pandemic has brought challenges to the way we operate across the three divisions at L&G. A COVID-19 Committee was formed at the start of the pandemic to assist our transition to the "new normal" operations and to establish contingency plans to better prepare for potential future disruptions.

SUSTAINABILITY REPORT



Responsibilities of the Covid-19 Committee

* Ensuring compliance with directives from DOSH, authorities such as the Ministry of International Trade and Industry, and other statutory requirements.

* Appointing one member to operate within each OSHA Committee and respond to COVID-19 related inquiries and issues.

• Developing, monitoring, and enforcing SOPs in the workplace as well as for customers and buyers visiting our locations.

• Educating staff on health and safety issues related to COVID-19.

• Investigating any complaints received from staff.

The Ministry of Health COVID-19 SOPs were strictly abided by all business divisions, with HQ developing internal COVID-19 SOPs in compliance to the various authorities' direction.

To help combat the spread of the pandemic, personal protective equipment ("PPE") such as face masks and gloves were provided to employees at our offices, sales galleries, schools and plantation estate. Hand sanitisers were also provided throughout our operations. Staff are required to undergo daily temperature checks as well as periodic COVID-19 self-test using the kits which were provided to employees working on site. Strict social distancing measures were imposed across all operations. Office employees were also offered flexible working schedules including an option to work from home.

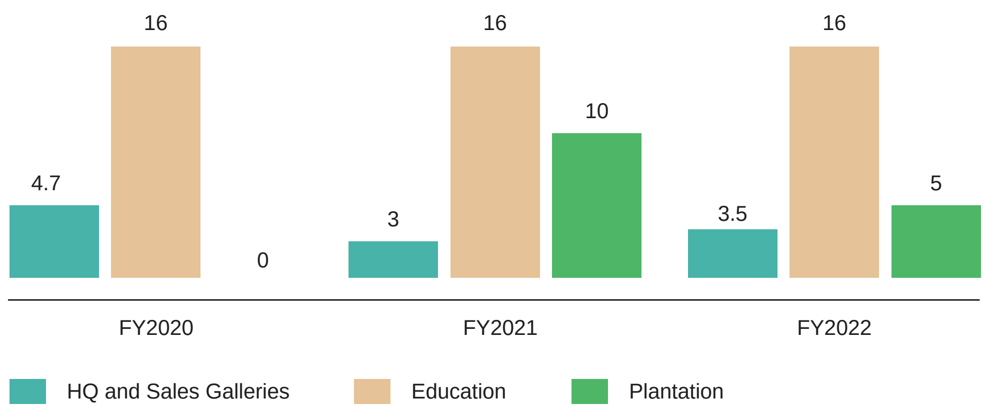
Employee Development and Well-being

(GRI 401-2, GRI 401-3, GRI 404-1)

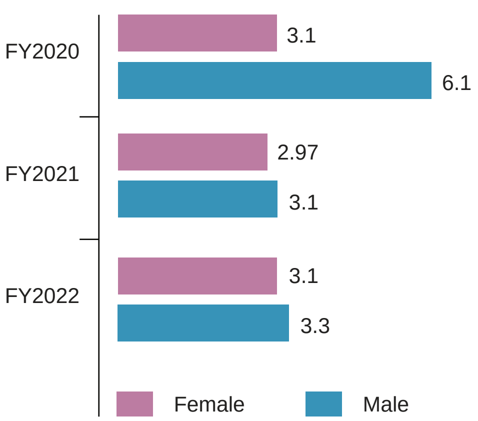
Our employees play a vital role in ensuring the smooth daily operations across our business divisions. We therefore place significant importance on developing our employees, both for personal growth and professionally, by sharpening their capabilities and upgrading their skills.

Apart from annual performance reviews, employees also undergo position-specific training and development programmes. A total of 3,596 training hours were provided to employees this year, averaging at 3.50 hours per employee for the HQ and sales galleries, 16 hours per employee in our Education Division, and 5 hours per employee at our Plantation Division.

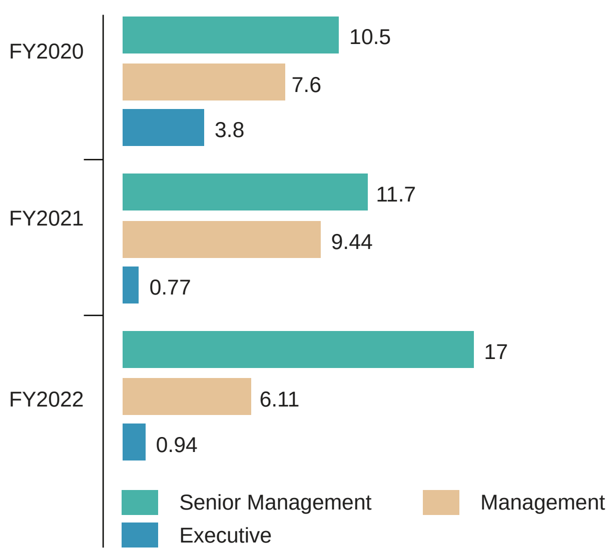
Average Training Hours per Employee - All Divisions



Average Training Hours by Gender (HQ & Sales Galleries)



Average Training Hours by Employment Category (HQ & Sales Galleries)



SUSTAINABILITY REPORT

Examples of training provided in FY2022		
	General Training	• COVID-19: The Response to Sustain Business and to Maintain Livelihood • Introduction to sustainability and climate change • Human Rights issues in business by Bursa Malaysia
	Technical Skill Training	• COVID-19: The Response to Sustain Business and to Maintain Livelihood by MEF • Teaching and STEM training • Managing workforce during pandemic • Managing Challenging Communication
	Compliance Training	• Review of Malaysia's Land Laws by REHDA • MFRS update seminar 2021 • Budget 2022: Latest tax updates with priceless tax planning during further expansion and economic recovery • Director's Training

* MEF - Malaysian Employers Federation
REHDA - Real Estate and Housing Developers' Association Malaysia
MFRS - Malaysian Financial Reporting Standards

Our employees are provided with Group healthcare coverage and leave entitlements in accordance with the requirements of prevailing national laws.

At L&G, we believe that maintaining a healthy work-life balance allows employees to stay motivated and avoid burnout. The Group has implemented an overtime policy which aims to limit the amount of overtime work to what is strictly necessary.

Annual leave, study leave, parental leave, and compassionate leave are available to all our staff. This reporting period, eight employees took parental leave with all eight returning to work at L&G after their parental leave period concluded.

Overtime Policy

"Excessive or continuing use of overtime can have serious consequences on the health and morale of the staff. Unless it is really necessary and vital, overtime shall be reduced to minimum. Managers shall monitor and control overtime work so as not to be extravagant, wasteful and at the same time detrimental to staff health."

Labour Practices

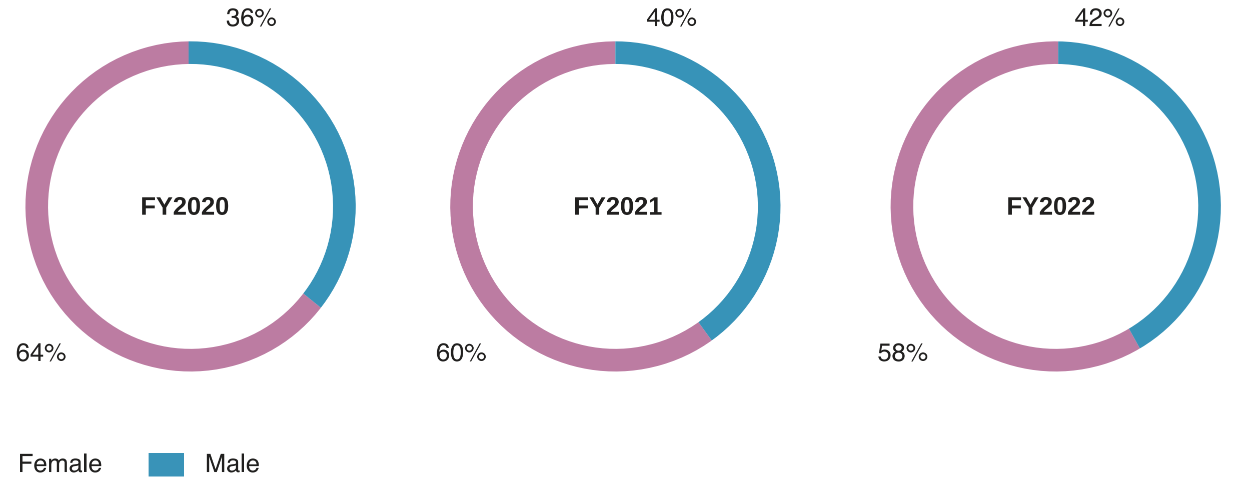
(GRI 102-8, GRI 202-2, GRI 401-1, GRI 405-1; GRI 405-2)

A diverse workforce provides innovative ideas from different perspectives and values which is the foundation of positive business growth. We exercise equal opportunity in our hiring practices and career development, with advancement opportunities based on performance and merit. The Group has a zero tolerance policy on bullying, harassment and discrimination based on race, ethnicity, religion, gender, sexuality, nationality, age or disabilities.

In FY2022, our workforce was made up of 98% Malaysian citizens, with 93% of Senior Management being Malaysian. Also, within our Plantation Division, 95% of the field workers we employed were Malaysian citizens.

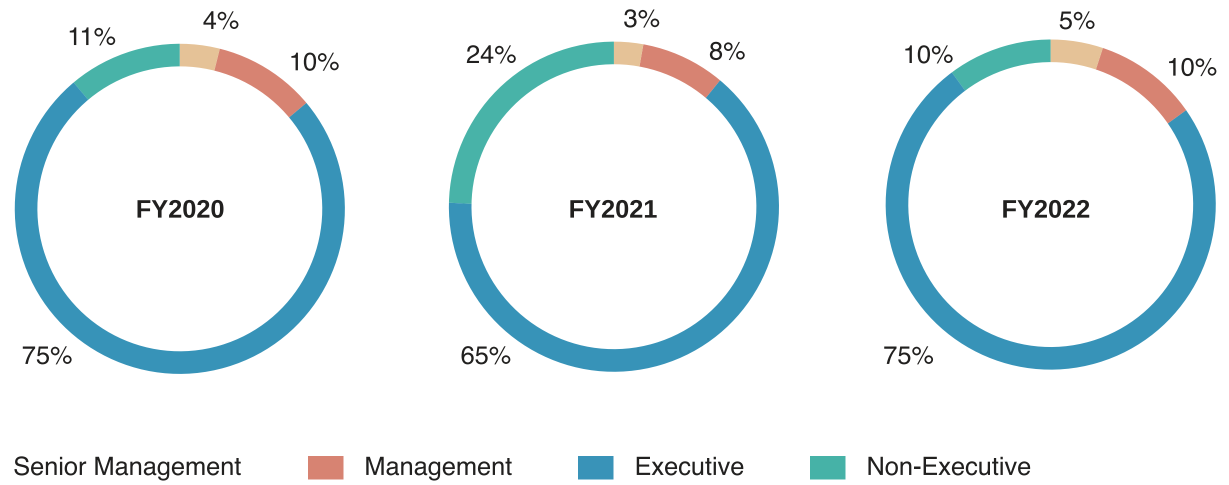
The Group adheres to the National Minimum Wages Order (Amendment) 2018, ensuring compliance with local minimum wage. The salary ratio for men: women in Senior Management is 1.07: 1.03, meaning for every RM1.03 a woman in Senior Management earns, a man earns RM1.07. The salary ratio for men: women is 1.10: 1.00 for Management, 1.50: 1.10 for Executive, and 1.25: 1.06 for Non-executive.

Workforce by Gender



This year, the workforce comprises 58% women. This percentage is largely influenced by the high number of female staff employed as teachers at the schools, in line with the general trend in the education industry. Women also currently hold 47% of management and senior management positions.

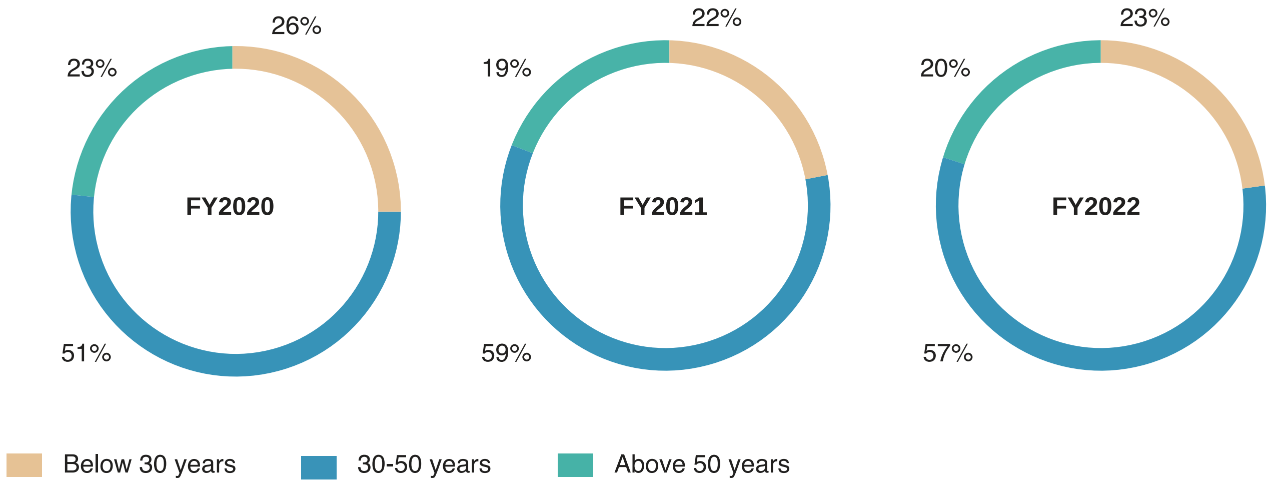
Workforce by Employment Type



We did not employ any contract or temporary staff this year. The largest employment category remains our executive level employees at 75%, with senior management positions representing only 5%.

SUSTAINABILITY REPORT

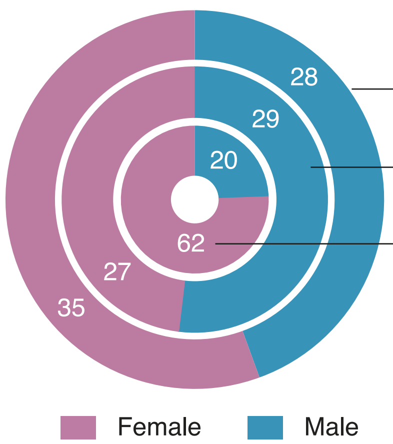
Workforce by Age



The majority of our employees (57%) are in the 30-50 years age group, following a similar trend to previous years.

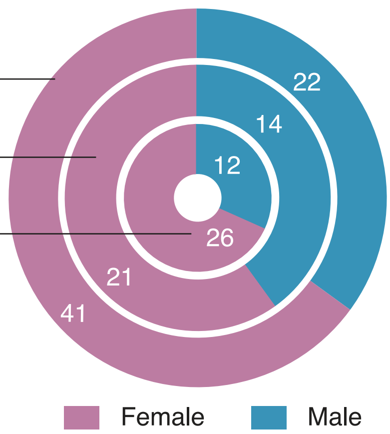
Employee New Hires and Turnover

Employee New Hires by Gender



Hiring Rate	Turnover Rate
FY2022	
16.4%	16.4%
FY2021	
15.3%	9.6%
FY2020	
24.5%	11.3%

Employee Turnover by Gender



For the reporting year, we recruited 63 new employees and recorded 63 resignations resulting in a turnover rate of 16.4%.

ENVIRONMENT

The Environment pillar represents Land and General's continuous efforts to uphold our responsibility in tackling environmental issues such as climate change and biodiversity loss. It also signifies our commitment to minimising our own impacts through efficient, effective, and sustainable management of our water, effluents, resources and waste.

Climate Change

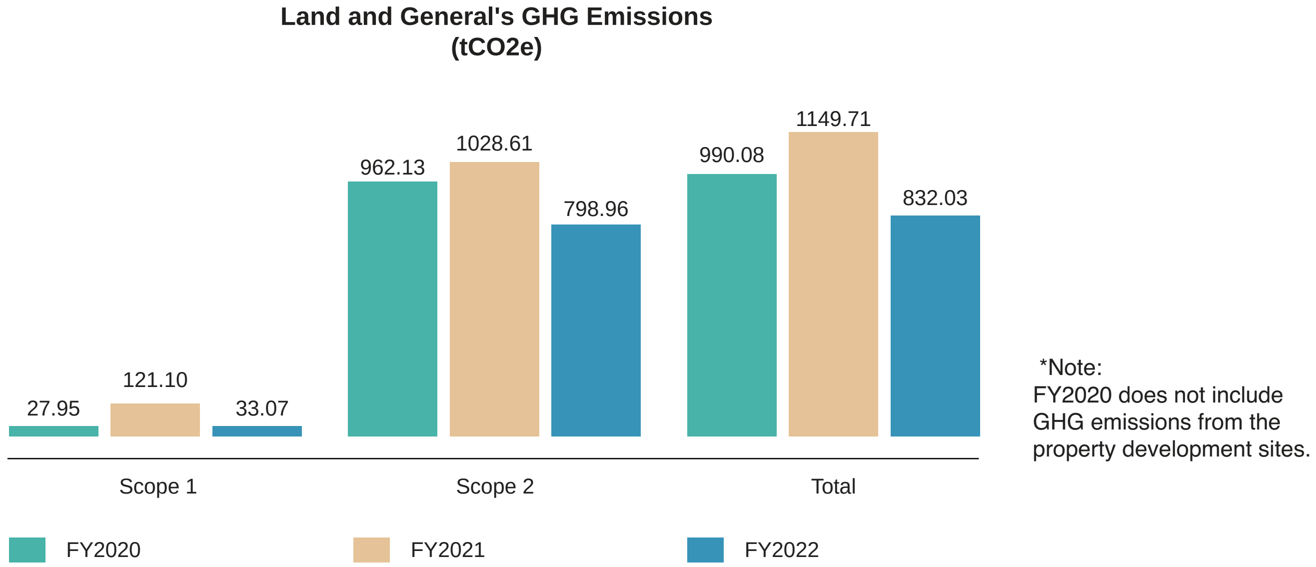
(GRI 302-1, GRI 302-3, GRI 302-4, GRI 305-1, GRI 305-2, GRI 305-5)

The Group recognises the long-term risk climate change poses on the environment and our business operations. As such, Climate has been classified by the Group's RMC as a "business disruption" risk. The Management then, under the advice of the RMC, developed a Crisis Management Plan to ensure business operations continue with minimal disruptions.

Greenhouse gas emissions

At Land and General, we are committed to tackling climate change as we continue to monitor and reduce our greenhouse gas ("GHG") emissions across the Group. For this financial year, we have reported our GHG emissions for the last three years based on the latest emissions factors for scope 1[1] and scope 2[2] emissions. Scope 1 emissions represent GHG emitted from the burning of carbon-based fuels such as petrol and diesel. Scope 2 emissions are those resulting from consumption of grid electricity.

Our total GHG emissions for this year was 832.03 tCO_2e, a 28% decrease from the previous year. Our Scope 1 emissions for this reporting period have reduced by 73% from the previous year, while scope 2 emissions during this reporting period have reduced by 22% from the previous year. The reduction in our GHG emissions can be partly attributed to the lockdowns that occurred during the pandemic period that reduced office use and prevented work at our property development sites and the plantation.



[1] Diesel, and Petrol emission factors, UK Greenhouse Gas Reporting: Conversion Factors 2021; Published 2 June 2021; updated 24 January 2022, Department for Business, Energy, & Industrial Strategy.

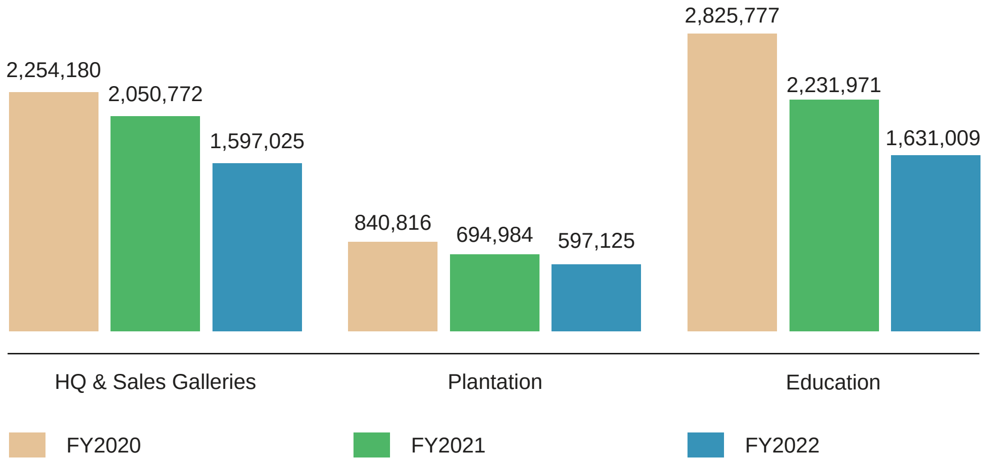
[2] Emissions from grid electricity Peninsular Malaysia; 2017 CDM Electricity Baseline for Malaysia; https://www.mgtc.gov.my/wp-content/uploads/2019/12/2017-CDM-Electricity-Baseline-Final-Report-Publication-Version.pdf

SUSTAINABILITY REPORT

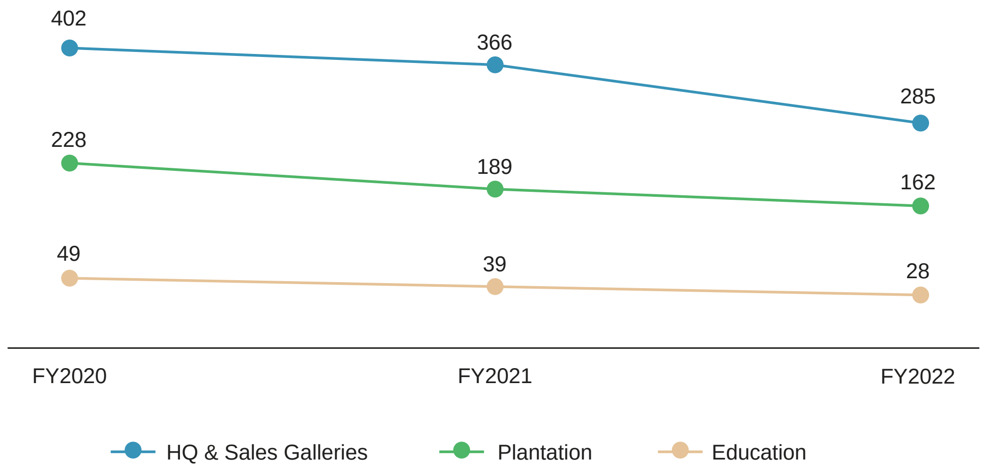
Electricity Consumption

Each of our divisions have recorded a steady reduction in electricity consumption year-on-year, with the HQ and sales galleries having the highest reduction, by 22% from FY2021. The trend of decreasing electricity consumption is mirrored in our electricity intensity, whereby HQ and sales galleries, the Education division, and the Plantation Division have each had their electricity consumption intensity decrease year-on-year. The reduction in electricity consumption and intensity can be partially attributed to the lockdowns and restrictions that have occurred during this reporting period, which resulted in fewer staff members in the office and reduced operations at the sales galleries. Group-wide, we recorded an overall decrease in our total electricity consumption for this reporting period, from 4,977,727 MJ in FY2021 to 3,825,158 MJ in FY2022.

Electricity Consumption (MJ)

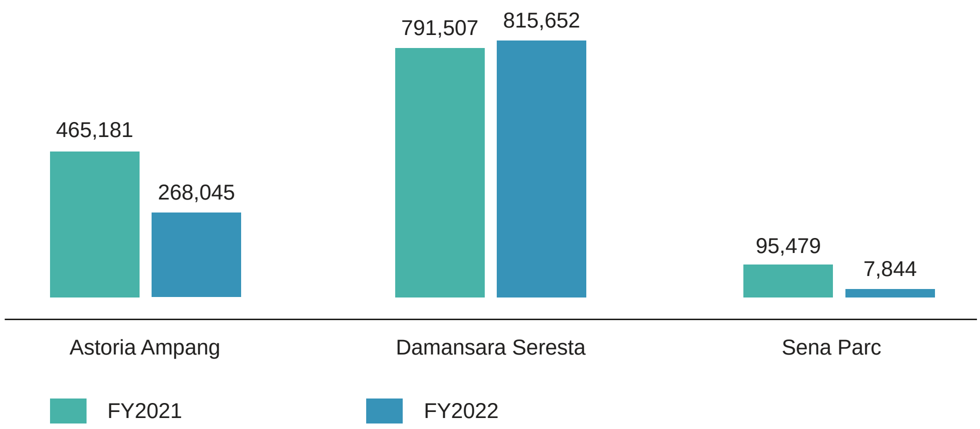


Electricity Intensity (MJ/sqm)



Electricity consumption at our property development sites have mainly decreased from the previous reporting period. This is largely due to postponements of construction work caused by the restrictions imposed during the COVID-19 pandemic.

Electricity Consumption (MJ) at Property Sites



Water and Effluents

(GRI 303-4, GRI 303-5)

The Group recognises the importance of water as a global resource and our corresponding responsibility to sustainably manage our water usage and consumption.

Property

We closely monitor our water usage and consumption at the HQ, sales galleries, and property development sites to identify any potential issues, such as leaks, that can be immediately rectified. At the development sites, water consumption generally varies over time, as different phases of the project have different water usage requirements.

To ensure our project development sites do not cause excessive siltation or sedimentation to nearby waterways, silts traps are placed at the construction areas to collect surface water runoff on site before being discharged. All project sites adhere to the water discharge requirements from the respective local authorities, i.e. Majlis Bandaraya Seremban, Majlis Perbandaran Ampang Jaya, and Majlis Bandaraya Petaling Jaya.

Education

With lockdowns and restrictions in place to curb the spread of COVID-19, the schools were closed for the majority of this reporting period. Wherever possible, the schools continued to carry out their water conservation initiatives.

At SBPS, the school has initiated a new water conservation campaign entitled Water4Life to spread awareness on the importance of water conservation to their students. The school also conducted a water quality programme at a river in Bukit Kiara to educate students the importance on protecting the quality of rivers.

At SBIS, the school administration monitors water consumption via the water bills and through walkarounds of the school grounds to check for leaks. SBIS also continues to utilise the fortnightly backwashing schedule for the swimming pool to minimising water usage while maximising pool hygiene. Additionally, SBIS have begun harvesting rainwater to use for watering plants in the gardens.

SUSTAINABILITY REPORT

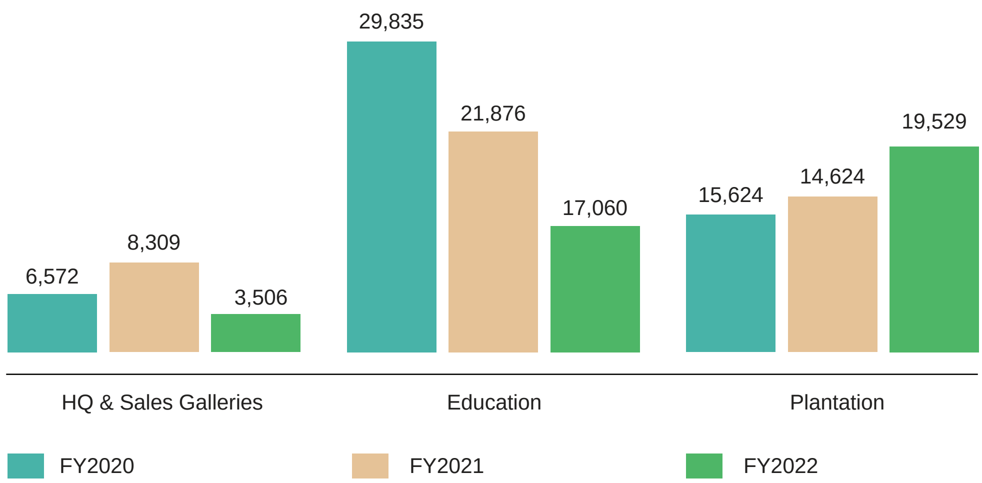
Plantation

The main source of water for the plantation's estate are rainwater and water abstracted from a nearby stream. Rainwater constitutes as the main water sources for irrigating the crop trees at the estate, with any additional irrigation water abstracted from the stream. In December 2021 the plantation completed the installation of piped water to the estate, reducing their dependency on abstracting water.

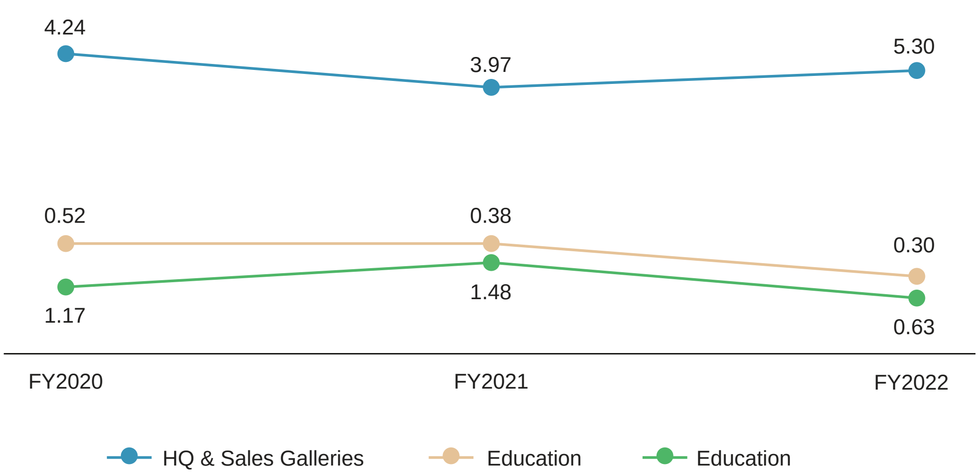
For this reporting period, the plantation consumed 19,529 m^3 of water, a 34% increase from the previous FY2021. The increase in consumption is mainly due to the installation of the water pipe, whereby some water was loss during the installation process.

As part of the MSPO certification, the plantation also has a water management plan in place to ensure efficient water usage at the estate. The worker's accommodation does not discharge any effluent directly into nearby waterways and instead directs the wastewater into domestic septic tanks.

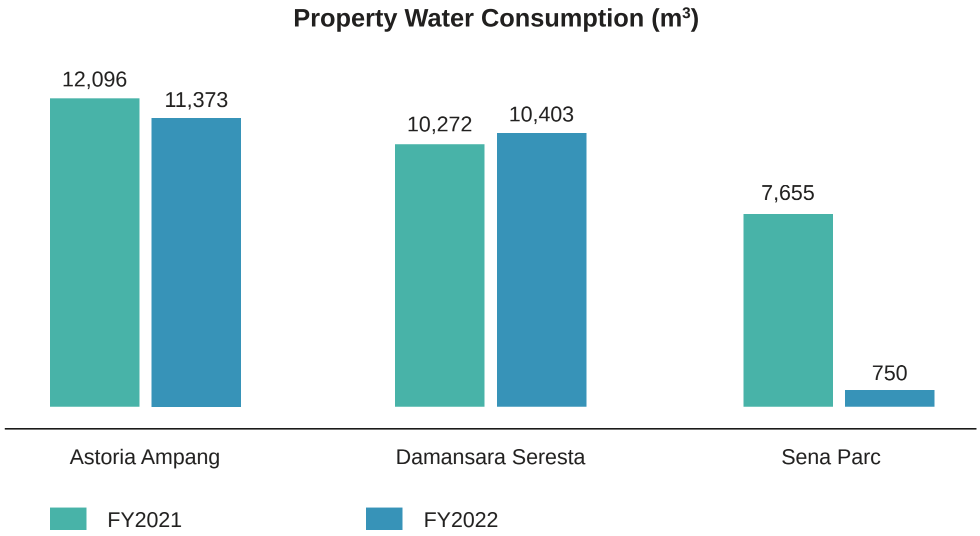
Water Consumption (m^3)



Water Consumption Intensity (m^3/sqm)



SUSTAINABILITY REPORT



Resource and Waste Management

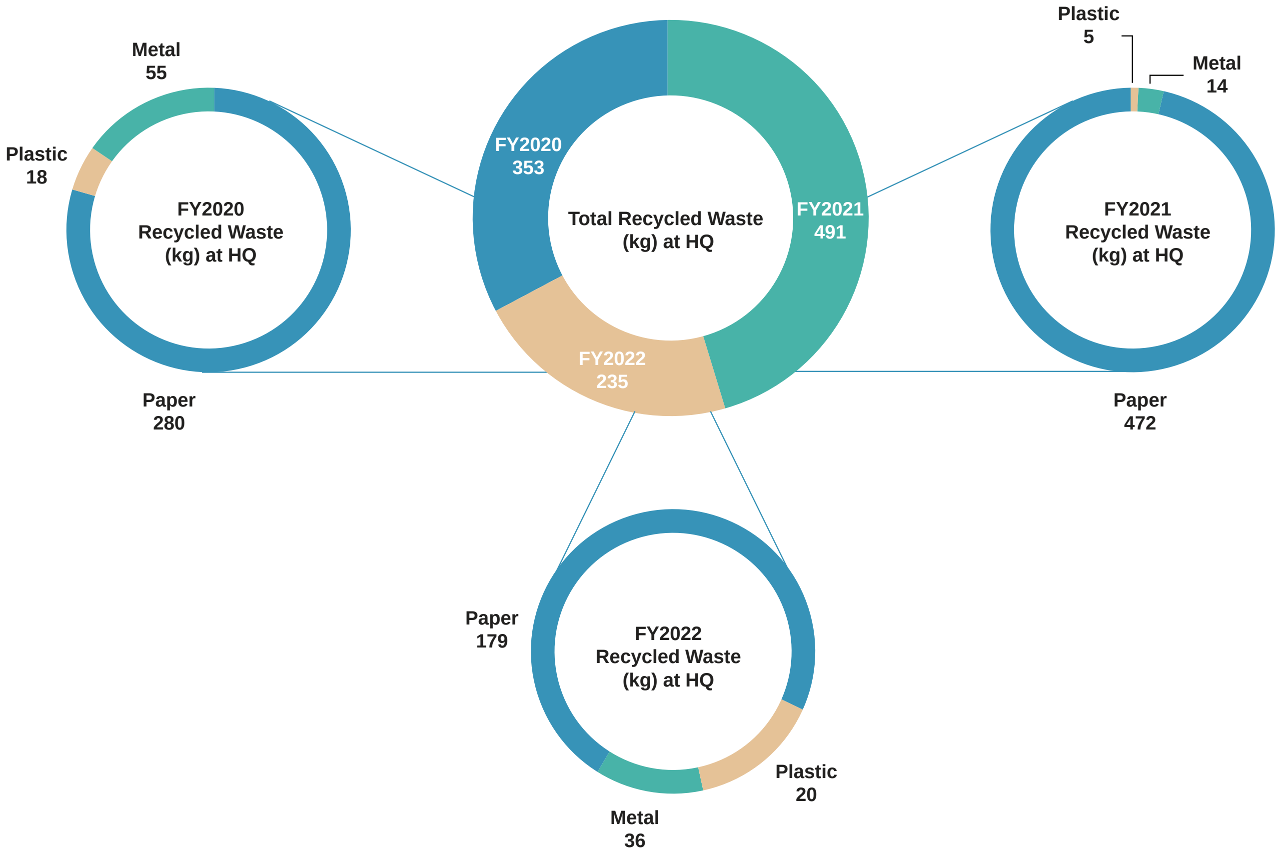
(GRI 306-3, GRI 306-4, GRI 306-5)

Managing our resource utilisation and waste generation effectively and sustainably is an essential component of minimising long-term environmental impact. As such, we practice the 3R's (Reduce, Reuse, and Recycle) throughout our day-to-day business activities and adhere to the Environmental Quality Act 1974 and relevant regulations related to the recovery and disposal of our generated waste.

We encourage our employees to recycle by placing recycling bins throughout our corporate offices. For this reporting period, we have collected a total of 235 kg of recyclable waste, a 52% decrease from the previous reporting period, due to the limited use of our offices caused by the restrictions of the COVID-19 pandemic. Paper constituted the majority of the recycled waste for FY2022, at 76%, while metal and plastics made up 15% and 9%, respectively, of the total recycled waste.

SUSTAINABILITY REPORT

Recycled Waste Generated (kg) at HQ



Property

We established waste-related KPIs for our project sites consisting of (1) 100% of construction waste to be disposed at authorised landfills, and (2) recovery and recycling of 80% of scrap metal used for construction in FY2021. This reporting period, we achieved our target of sending 80% of scrap metal for recycling via an external contractor. We have also achieved our target of 100% of construction waste disposed at authorised landfills for this reporting period.

Total Waste Generated (tonnes) at Project Sites

Types of waste	Astoria Ampang	Damansara Seresta	Sena Parc
Steel bars	7	6	18
Concrete	0	283	100
Timber	6	26	8
General Waste (construction site)	14	26	119
General Waste (infrastructure sites)	0	0	56
Total (tonnes)	27	341	301

In our continuing efforts to minimise waste production through efficient use of material, our project sites are switching from timber formwork to aluminium formwork, as aluminium is reusable and easily recycled at end of life.

Education

Throughout the school closure and lockdowns, SBPS and SBIS carried on with their initiatives to educate students on the importance of waste management. Recycling bins are also placed throughout the school grounds to collect recyclables from students' households, with the help of their parents.

At SBIS, we replace plastic food packaging material at the canteen with paper material to reduce our plastic waste generation.

We are also in the midst of implementing a new meal plan programme at the canteen, targeting to reduce food waste. The proposed meal plan programme enforces precise management of the volume of food ordered and number of meals prepared to cater specifically to the number of students at the school. This avoids the potential oversupply of food which can lead to unnecessary food wastages.

At SBPS, we continue to implement several waste management initiatives to educate our students to develop a more civic minded behaviour.

SBPS Waste Management Initiatives

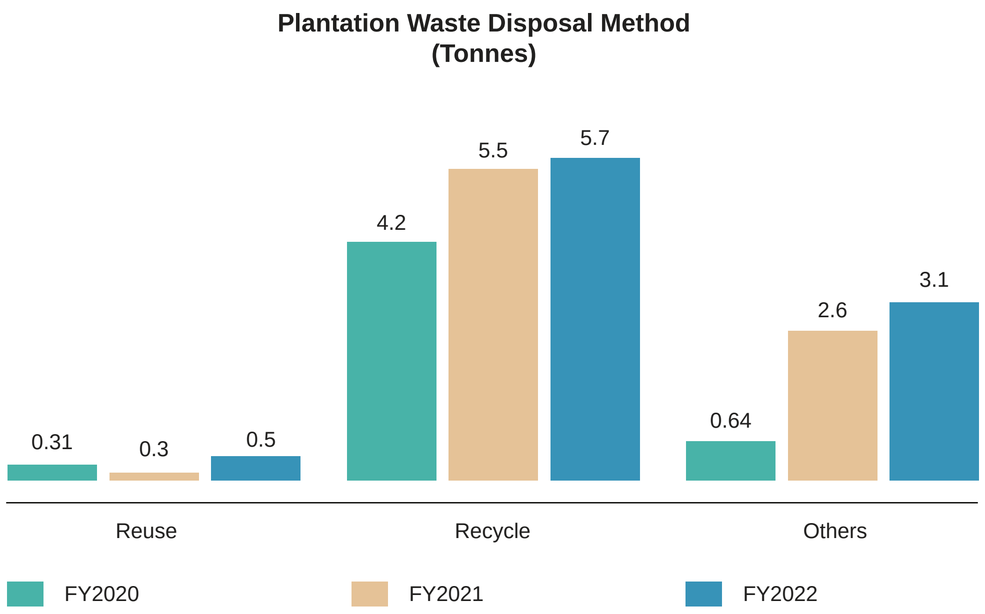
- Promoting e-waste recycling among students through collaboration with iCYCLE Malaysia
- Recycling Awareness Campaigns in collaboration with GEC
- Encouraging cloth and fabric recycling among students by placing a Kloth Care bin school grounds

Plantation

In line with our MSPO certification and commitment to minimising our waste impacts, we have established waste management plans at our plantation to oversee the generation and disposal of waste. For this reporting period, the plantation has generated 9.3 tonnes of waste, which comprises of 0.5 tonnes of empty chemical cans, 5.7 tonnes of vegetative waste, and 3.1 tonnes of scrap metal from old mechanical equipment.

The plantation reuses empty chemical cans for premixing necessary fertiliser and pesticides. Vegetative waste, which is the by-product from the processing of fresh fruit bunches, is recycled by composting and is utilised as fertiliser in the field. Old mechanical equipment is disposed as scrap metal by a third-party contractor.

SUSTAINABILITY REPORT



Biodiversity

(GRI 304-1)

Land and General acknowledges the responsibility we have in protecting and minimising our impact to biodiversity and the natural environment, especially as a major property developer in Malaysia.

Property

We understand the direct impacts our property division has on the natural environment, particularly land clearing in preparation for site development. To ensure that we have minimal impact to the surrounding biodiversity, we will specifically select areas without high biodiversity value for our future development sites.

We also implement strict environmental procedures to prevent pollution of the surrounding environment. Special care is taken at Damansara Seresta which is adjacent to the Bukit Lanjan Forest Reserve. Some of the procedures include:

- Installation of silt traps to capture any soil, debris or pollutants to prevent them entering the nearby waterways, thereby causing water pollution or increased sedimentation.
- Use of vehicle washing stations at exits to remove excess sediment from vehicle bodies and tyres to prevent the spread of soil, dust, and pollutants outside of the site.
- Use of dust netting to reduce air pollution and prevent the release of excessive particles. Dust netting is also used to prevent debris falling into the site and accumulating as litter.

We incorporate elements of the natural environment and biodiversity into our property designs as green spaces or features to promote connection between nature and our residents.

Green Features at our Properties

Astoria Ampang	Sena Parc	Damansara Seresta
• Water Terraces; • Cascading waterfalls; • Landscaped marshland; • Stream.	• Eight distinct parks	• Forest trail; • 7-metre cascading waterfall; • Water terraces; • Green glades;

Education

This reporting period, SBPS has earned the Hibiscus Award from WWF Malaysia and the Foundation of Environment Education (FEE), Denmark in recognition of obtaining three Green Flag awards. This makes SBPS the only national curriculum school in Malaysia to be accorded this recognition. SBPS also planted flower trees within the school grounds as part of an initiative to enrich biodiversity in the school grounds. The school has also set up a Vivarium as a means of further educating the students on the habitat and behaviour of various animals.

For the upcoming year, SBPS has been earmarked by the DBKL unit, Local Agenda 21 Kuala Lumpur (LA21KL) as an exemplary school for low carbon emissions and Clean KL, and will be used a focal point of reference by the LA21KL unit.

SBPS has plans to further their Eco School programme by installing bird feeders and planting additional fruit trees within the school grounds. Another plan is to launch the “Adopt a Pupa” programme with Melaka Reptile and Butterfly Park to promote the importance of wildlife conservation among their students.

SBPS continues to engage with the Malaysian Nature Society (“MNS”) to conduct environmental education programmes, encouraging student participation in conservation and biodiversity projects via the MNS Nature Club.

Plantation

The plantation estate lies adjacent to the Bukit Tarek Forest Reserve, and we ensure our operations at the estate do not negatively impact the reserve. The plantation is guided by the Environmental Policy established in 2019, and the MSPO standards. The plantation utilises best management practices (“BMPs”) to minimise the occurrence of adverse impacts on the surrounding environment. Some of the BMPs practised are:

- avoiding pesticide or fertiliser spraying along the boundary between the estate and the forest reserve, and
- applying pesticides and fertilisers on sunny and dry days to prevent chemical runoff into the nearby Sungai Kerling.

As part of the MSPO certification, the plantation also has a Biodiversity Management Plan in place.

Sg Jernih Estate (Plantation) Biodiversity Management Plan	
1.	Strict prohibition on activities such as hunting, fishing, catching birds and setting animal traps.
2.	“No hunting allowed” signage displayed at the entrance of the estate.
3.	Monitoring of visitors while inside the estate.
4.	Regular patrol and enforcement of rules and regulations related to biodiversity.

SUSTAINABILITY REPORT

COMMUNITY

As a socially responsible corporate citizen, we recognise our role in uplifting the welfare of the local communities around us. This year, the on-going COVID-19 pandemic has further exacerbated the struggles of the more vulnerable communities. Our engagement efforts have been focused towards contributing to these vulnerable groups.

Local Community Contribution

(GRI 413-1)

In line with our goal of enriching the quality of life of the surrounding communities, the Group undertook several initiatives to give back to society in FY2022

Date	Organisation/Programme	Details
24 June 2021	Ahli Majlis Ampang Jaya (Zone 6)	Contribution of food items by the Property division for the local residents affected by the COVID-19 pandemic at the Astoria Ampang project site. *Our contribution:* ***RM 5,085***
07 July 2021	Bandar Sri Damansara Residents Association Food Bank Programme	Sponsored food items for a food bank programme to aid the residents of Bandar Sri Damansara who were affected by the COVID-19 pandemic.  *Our contribution:* ***RM 5,000***
15 July 2021	Ahli Parlimen Ampang Food Bank Programme	Sponsored food items to aid the residents of Ampang through our subsidiary, Xtreme Median. *Our contribution:* ***RM 4,917***

SUSTAINABILITY REPORT

Date	Organisation/Programme	Details
16 July 2021	12th International Conference on World Class Sustainable Cities 2021	Contribution of monetary donation in support of the 12th International Conference on World Class Sustainable Cities 2021 organised by Real Estate & Housing Developers' Association ("REDHA") Malaysia.  *Our contribution:* ***RM 2,000***
19 July 2021	Kotak Ceria Sena Parc	Contribution of basic food packages at RM 50 per pack to sustain 100 subcontractors and workers of MTL Construction working at Sena Parc during the lockdowns.  *Our contribution:* ***RM 5,250***
24 August 2021	Stand Together Kindness Programme	SBIS donated food items to 20 underprivileged families around the Sungai Buloh area. 10 teachers from the school participated in this programme. *Our contribution:* ***RM 1,000***
05 September 2021 – 09 September 2021	M.A.D Outreach Programme	SBIS donated and distributed a total of 2,800 bread buns to accompany the meals prepared at Pertiwi Soup Kitchen's location on Lorong Medan Tuanku. Four teachers participated in this programme. *Our contribution:* ***RM 1,400***
04 October 2021	Malaysian Hotel Association (MAH) Cares Food Aid Programme	A monetary donation was made to Persatuan Hotel Malaysia Cawangan Selangor through our subsidiary, Sri Damansara Sdn. Bhd., in support of hoteliers affected by the COVID-19 pandemic. ***Our contribution:*** *RM 5,000*

SUSTAINABILITY REPORT

Date	Organisation/Programme	Details
02 November 2021	M.A.D Outreach Programme - Deepavali Celebration	In conjunction with the Festival of Lights, the SBIS community made a small but meaningful food contribution to the residents of two centres, Persatuan Kebajikan Kanak-Kanak Wilayah Persekutuan ("PJKKWP") in Segambut and Sweet Care Welfare Society ("SCWS") in Batu Caves. 10 volunteers from SBIS were involved in the distribution of the meals to these two centres.  *Our contribution:* ***RM 3,600***
10 November 2021	Persatuan Warga Emas Bandar Sri Damansara Kuala Lumpur	Monetary donation made to a home for the elderly to repair a cabin for the use of the residents. *Our contribution:* ***RM 5,090***
01 December 2021	Save the Malayan Tiger	Donation made in support of the conservation efforts to help save the Malayan Tigers. *Our contribution:* ***RM 2,000***
24 December 2021	Pejabat Daerah dan Tanah ("PDT") Petaling	Donation made to aid the victims affected by the floods that devastated communities throughout Selangor in December 2021. *Our contribution:* ***RM 4,602***
28 December 2021	Masjid Ara Damansara	Donation made to aid the victims affected by the floods that devastated communities throughout Selangor in December 2021. *Our contribution:* ***RM 9,660.90***
13 January 2022	Persatuan Bulan Sabit Merah Kuala Lumpur	Donation made to aid the victims affected by the December floods through Persatuan Bulan Sabit Merah Kuala Lumpur. *Our contribution:* ***RM 2,000***
24 February 2022	Women's Institute of Management (WIM)	Donation made to support the effort made by WIM in aiding marginalised women throughout Malaysia *Our contribution:* ***RM 5,000***

Date	Organisation/Programme	Details
27 February 2022	World NGO Day	In conjunction with World NGO Day, the SBIS community came together to support the NGO's commitment, vision, and mission on impacting lives. Our students and their families have generously contributed to the needy via food donations as well as 'Buy A Bun' donation for Pertiwi Soup Kitchen. Some of the items collected were canned goods (canned baked beans and sardines), 3-in-1 packet drinks (Milo and coffee), milk, fruit juices, rice, cream crackers, biscuits, eggs, and bread. The food items were delivered to Pertiwi Soup Kitchen and, in turn, were distributed to the needy. *Our contribution:* ***RM 1,089***

We focused our efforts on food aid as well as financial contributions to vulnerable communities most affected by the COVID-19 pandemic and the floods that occurred in December 2021.

	Type of Donation	Amount (RM)
Welfare	Food item donations	32,341.00
	Monetary donation	26,352.90
Environment	REDHA Conference	2,000.00
	Save the Malayan Tiger	2,000.00
	Total	**62,693.90**

CONCLUSION

Despite the ongoing challenges caused by the COVID-19 pandemic, the Group has continued to demonstrate resilience and strong progress in our journey to achieve sustainability. We are especially grateful for the perseverance of our employees in cooperating together across our sustainability initiatives, as we strive to become more sustainable and to deliver "Value for Tomorrow" to all.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("the Board") of Land & General Berhad ("the Company") is fully committed to the principles of the Malaysian Code on Corporate Governance 2021 ("MCCG").

The Board constantly strives to ensure that good corporate practices are carried out throughout the Group as fundamental in fulfilling its responsibilities, which include protecting and enhancing shareholder value as well as the financial performance of the Company.

The Board is pleased to present this Corporate Governance ("CG") Overview Statement to provide an overview of the application of the 3 Principles as set out in the MCCG, namely -

(a) Principle A: board leadership and effectiveness;

(b) Principle B: effective audit and risk management; and

(c) Principle C: integrity in corporate reporting and meaningful relationship with stakeholders.

The CG Report sets out the application of each Practice in the MCCG and provided explanation on how it has applied each Practice, and for departure, the CG Report provided explanation for the departure and had disclosed the alternative practice adopted and how such alternative practice achieves the Intended Outcome as set out in the MCCG.

The CG Overview statement and the CG Report are available for viewing on the Company's corporate website at www.land-general.com.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

Board Charter

The Board had formalised a Board Charter, which the primary objective of the Board Charter is to set out the roles and responsibilities of the Board, the division of authority and responsibilities of the Board and Management, terms of reference and composition of Board Committees, and other administrative policies and procedures in relation to the operation of the Board as a whole.

The Board Charter has been reviewed to ensure it remains consistent with the Board's objective and responsibilities, and all the relevant standards of corporate governance.

The Board Charter can be found from the Company's website at www.land-general.com.

Roles and Responsibilities

The roles of the Chairman and the Managing Director are clearly defined, with each carrying out his duties and responsibilities within the Company. The Chairman heads the Board and is responsible for ensuring the effectiveness of the Board. The Managing Director has overall executive responsibilities for the day-to-day business operations and the implementation of the Board's decisions.

The details of the roles and responsibilities of the Chairman and Managing Director are clearly stated in the Board Charter of the Company.

The Board has established written policy determining which issues would require Board decision and which issues are delegated to the Board Committee or Management, subject to variation from time to time as determined unanimously by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board reserves full decision making powers on the matters relating to -

a) conflict of interests relating to major shareholders or a Director or persons connected to Director;
b) whether convening of a general meeting to approve a transaction or contract is required;
c) material acquisition and disposal of Company assets not in the ordinary course of business which may require the shareholders' approval;
d) investments of capital levels;
e) authority level, in particular operation of investment accounts and bank accounts;
f) cash investment policies; and
g) key human resource issue e.g. renewal of contract of service and remuneration of executive Directors.

Overseeing the Conduct of Businesses of the L&G Group

The Board has delegated the Group's executive responsibilities for day to day business operations to the Managing Director. Management personnel are in turn delegated with specific functions as assigned by the Managing Director. Plans and operating procedures are in place for each function to ensure continuity and smooth business operations of the L&G Group.

Strategic planning is an ongoing process in L&G and for the financial year under review, the Board had reviewed the business performance of the Group quarterly in the Managing Director's Report. Performance of the Group in each business unit was reviewed and variance analysis was conducted for each quarter and reported by the Managing Director at the Board meetings.

Management had conducted review and revision of the budget for the current financial year before end of 3rd financial quarter and had drawn up budgets and plans for the next financial years. The revised budget and the budget for the next financial years had been tabled to the Board for deliberation and approval in the 4th financial quarter, before commencement of the new financial year.

For the financial year ended 31 March 2022, Management had put in place the crisis management plan of the Group to ensure business continuity in the event of crisis.

Board Committees

To assist the Board in the discharge of its duties effectively, the Board has delegated certain functions to the following Board Committees as follows-

a) Audit Committee;
b) Nominating Committee;
c) Remuneration Committee; and
d) Risk Management Committee.

For the financial year under review, each Board Committee had operated within the clearly defined terms of reference. The terms of reference of each Board Committee had been incorporated in the appendices to the Board Charter which can be viewed at the Company's website.

The Board noted the decisions, recommendations and issues deliberated by the Board Committees through the minutes of these Board Committees. Matters which require consideration and deliberation by the Board had been escalated by the Board Committees to the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Support Services

In furtherance of their duties, the Board is supported by a qualified Company Secretary in carrying out its roles and responsibilities. The Board also have access to the advice of both external and internal auditors of the Company and other independent professional advisers, at the Company's expense.

The Company Secretary provides support services to the Board and Board Committees. The Company Secretary attends all Board meetings as well as Board Committee meetings and ensures that accurate and proper records of the proceedings of such meetings are kept. Further, the Company Secretary also provides advice and updates on regulatory requirements to the Board and Board Committee as well as carrying out tasks as assigned by the Board and Board Committees.

Board Meetings

Dates for Board meetings are scheduled in advance before the end of the previous financial year to enable Directors to plan ahead and fit the year's meetings into their own schedules.

Board meetings are held every quarter and additional meetings are convened as and when necessary. Additional Board meetings are held when there are important corporate exercises or issues that require urgent consideration or decision of the Board.

During the financial year ended 31 March 2022, a total of seven (7) Board meetings were held.

The attendance of the Board meetings held during the financial year ended 31 March 2022 is as follows -

Directors	No. of Meetings attended/held
Dato' Hj Zainal Abidin Putih	7/7
Low Gay Teck	7/7
Ferdaus Mahmood	7/7
Dato' Ir Dr A Bakar Jaafar	7/7
Dato' Hj Ikhwan Salim Dato' Hj Sujak	7/7
YM Tengku Maruan Tengku Ariff	7/7
Hoong Cheong Thard	7/7
Chiu Andrew Wah Wai	7/7
Dato' Noorizah Binti Hj Abd Hamid	7/7

To ensure effective conduct of Board meetings, a structured formal agenda and Board meeting papers relating to the agenda had been circulated to all Directors prior to each Board meeting.

Board meeting papers included progress reports on operations, quarterly results of the Group and the Company, financial information and minutes of the Board and Board Committees. The Directors were thus given sufficient time to peruse the matters that were tabled at the Board meetings to enable effective participation and deliberation of the matters, and ensuring informed decision making.

To provide clarification on matters tabled for the Board's consideration, Management personnel was invited to attend Board meetings to furnish additional details.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Directors' Training

Directors' Training is important to enable the Directors to equip themselves with the knowledge to discharge their duties more effectively.

For the financial year under review, the Directors had attended relevant training programmes conducted by external experts. In addition to this, internal management had from time to time provided updates regarding the latest updates pertaining to the Listing Requirements of Bursa Securities, statutory provisions, new regulations and accounting standards imposed by the relevant authorities.

Annually, In-house Directors' Training is organised after the training need of the Directors is reviewed by the Board.

During the financial year under review, an In-house Directors' training, entitled "Conduct of Directors & Common Breaches of Listing Requirements" was organised by the Company and the training was conducted by CKM Advisory Sdn Bhd.

In addition to the In-house Directors' Training, the Nominating Committee also encouraged Directors to attend any other appropriate trainings to keep the Directors abreast of the current developments in the marketplace.

Briefings, seminars, conferences, workshops, and others attended by the Directors of L&G during the financial year are summarised as stated below.

Dato' Hj Zainal Abidin Putih

• 2020 Khazanah Deferred Board Strategy Retreat	9 & 10 April 2021
• BNM-FIDE Forum - MASB Dialogue on MFRS 17 Insurance Contracts - What Every Director Must Know	20 April 2021
• CIMB 4th Regional Directors' Sharing Session	7 May 2021
• TMA Compliance Assurance Program (C.A.M.P) • Talk on Implementing Amendments in the Malaysian Corporate Governance (MCCG)	9 June 2021 14 June 2021
• Training on Corporate Liability of Section 17A under the Malaysian Anti-Corruption Commission Act 2009	16 June 2021
• JC3 Flagship Conference - Sustaining as a business strategy and the role of finance	23 June 2021
• JC3 Flagship Conference - Sustaining Finance for the Private Sector	25 June 2021
• C2 - ESG Climate Change and ESG Conference	2 & 3 September 2021
• 2021 Khazanah Megatrends Forum - The Invention of Tomorrow	4 - 6 October 2021
• 2021 Annual AMLA Training for Board of Directors	23 November 2021
• BNM Forum Masterclasses - My Fintech Week 2022	27 January 2022
• L&G In house Directors' Training - Conduct of Directors & Common Breaches of Listing Requirements	23 March 2022

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Low Gay Teck

• How Data Analytics & Market Research Helps in the Properties Business	7 April 2021
• WCSC 2021 International Conference - Low Carbon Society	27 September 2021
• World Bamboo Day	28 September 2021
• Introduction to Sustainability and Climate Change	6 October 2021
• Annual Property Developers Conference	20 January 2022
• L&G In house Directors' Training - Conduct of Directors & Common Breaches of Listing Requirements	23 March 2022
• Regional Housing Conference	24 March 2022

Ferdaus Mahmood

• L&G In house Directors' Training - Conduct of Directors & Common Breaches of Listing Requirements	23 March 2022

Dato' Ir Dr A Bakar Jaafar

• Perintis Training Series entitled "From Research to Impact: How to write a policy paper" at UITM	13 June 2021
• 20th Science Council of Asia Conference International Materials Summit at Guandong, Guangzhou, China	13 - 15 May 2021
• 1st International Conference of Advanced Research on Renewable Energy for Universal Sustainability (ARUS 2021)	22 - 23 June 2021
• L&G In house Directors' Training - Conduct of Directors & Common Breaches of Listing Requirements	23 March 2022

Dato' Hj Ikhwan Salim Dato' Hj Sujak

• L&G In house Directors' Training - Conduct of Directors & Common Breaches of Listing Requirements	23 March 2022

YM Tengku Maruan Tengku Ariff

• L&G In house Directors' Training - Conduct of Directors & Common Breaches of Listing Requirements	23 March 2022

Hoong Cheong Thard

• L&G In house Directors' Training - Conduct of Directors & Common Breaches of Listing Requirements	23 March 2022

Chiu Andrew Wah Wai

• L&G In house Directors' Training - Conduct of Directors & Common Breaches of Listing Requirements	23 March 2022

Dato' Noorizah Binti Hj Abd Hamid

• Implementing amendments in MCCG by Asia Business School	1 June 2021
• PNB Knowledge Forum 2021: Rising above COVID-19 - Reimagining work in Malaysia and beyond	14 July 2021
• Webinar - SC Guidelines on the Conduct of PLC and their subsidiaries	28 September 2021
• Khazanah Megatrend Forum 2021 - The Invention of Tomorrow	4 - 6 October 2021
• PNB Knowledge Forum 2021 - Climate Change: A New Green Deal in Malaysia	25 October 2021
• L&G In house Directors' Training - Conduct of Directors & Common Breaches of Listing Requirements	23 March 2022

Sustainability

In the course of pursuing the vision and mission of the Group, the Board acknowledges that practices which support corporate responsibility are keys to the sustainability of the Group. The Board believes no company can prevail by maximising the shareholder's value alone, the needs and interests of other stakeholders must be taken into consideration.

More information is provided in the Sustainability Report on page 24 to 65 of this Annual Report.

Code of Conduct

The Company had adopted a Code of Conduct for Directors relating to ethical practices. A separate set of Code of Ethical Practices relating to Group's business operations was formulated for staff and employees.

Code of Conduct for Directors stresses on the following key values where all Directors of the Group are to:

- act honestly, fairly and professionally in all business dealings;
- foster a culture of integrity;
- work together to promote a safe, ethical and professional workplace;
- comply with the laws, rules and regulations under which the Company conducts its business; and
- respect the local communities wherever the Company operates.

The Code of Conduct for Directors can be found from the Board Charter published at the Company's website at www.land-general.com.

Whistle-blowing policy

The Board had formalised a whistle-blowing policy as the Board is committed to the highest standard of integrity, openness and accountability in the conduct of its businesses and operations. It aspires to conduct its affairs in an ethical, responsible and transparent manner. In recognising these values, L&G provides avenues for all employees, and members of the public to disclose any improper conduct within the L&G Group of Companies.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Any concerns relating to misconduct, questionable issues or improper actions should be emailed to whistleblower@land-general.com by providing the following information-

- nature of misconduct, questionable issues or improper actions;
- name of person/persons involved;
- date, time and location;
- the details of events taken place;
- other witness, if any; and
- documentation or evidence available.

Alternatively, such concerns which shall be classified as "Strictly Private and Confidential" may be directed in writing to the Senior Independent Director which the contact details are set out on page 78 of this Annual Report.

II. BOARD COMPOSITION

Composition of the Board of Directors

The Board's composition is well balanced with five (5) Independent Non-Executive Directors, three (3) Non-Independent Non-Executive Directors and one (1) Managing Director.

The Company is led and controlled by an experienced Board made up of professionals and entrepreneurs who have a diverse range of business, financial and technical skills and experience.

During the financial year under review, Encik Ferdaus Mahmood continued to undertake the advisory role to Management on operational matters of the Group following his retirement as Executive Director since 31 December 2015.

Boardroom Diversity

The Board supports gender diversity as part of the agenda in achieving boardroom diversity as the Board acknowledges and embraces that a wide range of perspectives is critical to effective corporate governance and strategic decision making in the fast changing business environment.

Diverse skill and experience are essential for the successful attainment of the corporate plans and objectives of the Group.

A brief profile of each Director is set out on pages 4 to 9 in the Director's Profile of this Annual Report.

Independent Directors

The Independent Non-Executive Directors are independent of management and are free from any business or other relationship with the Company which could interfere with the exercise of their independent judgment. These will ensure unbiased and independent view in the decision-making process.

To reinforce independence, the Independent Directors do not receive performance based remuneration or share based incentives from L&G.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Board Evaluation Processes

Periodical board evaluation processes would facilitate improvement on the effectiveness of the Board and individual Directors.

Pursuant to Paragraph 15.08A of Main Market Listing Requirements ("MMLR"), the activities of the Nominating Committee in respect of the financial year ended 31 March 2022 are disclosed as stated below.

a) Assessment on Independent Directors

In respect of the financial year ended 31 March 2022, the Nominating Committee had reviewed and assessed the performance and independence of all the Independent Directors, including Dato' Hj Zainal Abidin Putih, Dato' Ir Dr A Bakar Jaafar, Dato' Hj Ikhwan Salim Dato' Hj Sujak, Tengku Maruan Tengku Ariff and Dato' Noorizah Binti Hj Abd Hamid based on the criteria as set out in Paragraph 1.01 of the MMLR.

In addition to the independence criteria stated under the MMLR, the Independent Directors were also assessed on the following aspects -

- whether the Independent Directors have the ability to exert considerable influence on the L&G Group's financial transactions; and

- whether there is any significant links with other directors through involvement in other companies or body corporates which would materially hamper the independent judgement or ability to act in the best interest of the L&G Group.

The Board had considered and was satisfied with the assessments carried out by the Nominating Committee.

In view of the implementation of the 12 years limit on the tenure of Independent Directors with effect from 1 June 2023, the Nominating Committee and the Board had agreed that to facilitate orderly restructuring of the Board and Board Committee, the Board shall seek shareholder's approval to enable Dato' Hj Zainal Abidin Putih, Dato' Hj Ikhwan Salim Dato' Hj Sujak and Tengku Maruan Tengku Ariff to continue to serve as an Independent Directors/Chairman at the 59th Annual General Meeting ("AGM"), for the transitional period.

The justifications for seeking shareholders' mandate at the 59th AGM are as set out below.

(i) Fulfilment of the criteria of Independent Directors as set out in the MMLR.

(ii) Possession of high academic qualifications.

(iii) Enhancement of the Board's diversity in terms of experience, skill and expertise.

(iv) Familiarity with the Company's business operations and the property development market and the awareness of current issues confronting the company in which valuable input were provided over the years to steer the Company forward.

(v) Devotion of sufficient time commitment and attention to their professional obligations for informed and balanced decision making and they have not over-committed themselves in other directorships, their personal affairs or businesses.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

b) Directors' Annual Assessments

The Nominating Committee undertakes an annual review of the performance of each Director through a self-assessment exercise and upon completion of the review and assessment, the Nominating Committee submits its comments and recommendations to the Board for consideration.

The Director's self-assessment conducted in respect of the financial year ended 31 March 2022 covered the following aspects -

(i) fit and proper of a director;
(ii) contribution and performance of a director;
(iii) sustainability/ESG matters;
(iv) caliber and personality of a director;
(v) meeting attendance of Board and Board Committees; and
(vi) training, seminar, conference, etc, attended by director.

All Directors had carried out the Directors' self-assessment exercise in respect of the financial year ended 31 March 2022 and the Nominating Committee had submitted its comments to the Board for consideration.

The Nominating Committee had also taken into the consideration the outcome of the Directors' self-assessment before making recommendations to the Board for Directors who would be seeking re-election and re-appointment at the AGM.

c) Board Assessment and Board Committee's Assessments

Annually, the Nominating Committee undertakes Board assessment and Board Committee's assessments.

The Nominating Committee had conducted Board assessment in respect of the financial year ended 31 March 2022.

The Board assessment covered the following aspects-

(i) Board structure;
(ii) Board operations;
(iii) Board roles and responsibilities; and
(iv) Board Chairman's roles and responsibilities.

The Nominating Committee had also reviewed the Board Committee's assessments consisted of questionnaires which had been completed by the Chairman of the respective Board Committee as follows -

(i) Audit Committee;
(ii) Nominating Committee;
(iii) Remuneration Committee; and
(iv) Risk Management Committee.

The said assessments had covered the following aspects -

(i) composition of the respective Board Committee;
(ii) effectiveness of the respective Board Committee's roles;
(iii) consideration on appointment of Chairman of the respective Board Committee; and
(iv) documentation of the minutes of the respective Board Committee.

The Nominating Committee had reported the above-mentioned assessments to the Board.

d) Assessment on the members of the Audit Committee

Pursuant to the Paragraph 15.20 of the MMLR, the Nominating Committee of a listed issuer must review the term of office and performance of an Audit Committee and each of its members annually to determine whether such Audit Committee and Members have carried out their duties in accordance with their terms of reference.

The Nominating Committee had reviewed and assessed the performance of each of the members of the Audit Committee in respect of the financial year ended 31 March 2022 through a self-assessment exercise. The said assessment had covered the following aspects -

(i) corporate governance, risk management and internal controls;
(ii) audit and financial reporting; and
(iii) skill set.

Upon completion of its review and evaluation, the Nominating Committee's comments and recommendations were submitted to the Board. The Nominating Committee agreed and was satisfied with the performance of the Audit Committee and each of its members.

III. REMUNERATION

The Company aims to set remuneration levels which are sufficient to attract and retain the Directors and Senior Management needed to run the Company successfully, taking into consideration the function, workload and responsibilities.

The Board was assisted by the Remuneration Committee to review and recommend on the remuneration of Managing Director pursuant to the contract of service. The Managing Directors' remuneration comprises basic salary and other customary benefits made available by the Group. The Board had approved the Managing Director's remuneration after taking into account the market rates and the performance of the Managing Director and the Group.

The Non-Executive Directors' remuneration comprises fees and meeting allowances that are linked to their expected roles and level of responsibilities. The Directors' annual fees, which are determined by the Board as a whole, are approved by shareholders of the Company at each AGM. The meeting allowances of the Non-Executive Directors are also approved by the shareholders of the Company at the relevant AGM.

The former Executive Director, Encik Ferdaus Mahmood who retired on 31 December 2015 and had been redesignated as Non-Independent Non-Executive Director since 1 January 2016. A (fixed) advisory fee based on a contract of service was formalised between the Company and the former Executive Director for his advisory role in relation to operational matters of the Group. For the financial year ended 31 March 2022, the total advisory fees paid was RM127,500.00. This advisory fee is not subject to shareholders' approval.

As for the Senior Management personnel, the salaries and benefits were agreed upon before engagements were formalised. The salaries and benefits take into consideration the complexities of the works, qualification, experience and other factors. As senior management personnel work closely with the Managing Director, their salaries and bonuses were reviewed and decided by the Managing Director after the annual performance appraisal exercise of the Group.

The Remuneration Committee had one (1) meeting during the financial year under review. All members of the Remuneration Committee had attended the said meeting.

At the coming 59th AGM, the Board shall seek shareholders' approval for the Directors' fees and meeting allowances.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Pursuant to Paragraph 9.25 and paragraph 11 of Appendix 9C of the MMLR, the details of the Directors' remuneration at the Company level on the named basis for the financial year ended 31 March 2022 are tabulated below.

There is no Directors' remuneration for subsidiaries of the Group.

A) Executive Director - Managing Director

No.	Name	Defined Contribution Plan (RM)	Salaries (RM)	Bonus (RM)	Benefits in kind (RM)	Total (RM)
1.	Low Gay Teck	127,773	899,301	148,000	33,826	**1,173,874**

B) Non-Executive Directors

No.	Name	Proposed Directors' Fees FYE 31 March 2022 (RM)	Meeting Allowance Paid FYE 31 March 2022 (RM)	Total (RM)
1.	Dato' Hj Zainal Abidin Putih	129,750	8,000	137,750
2.	Dato' Ir Dr A. Bakar Jaafar	69,750	21,000	90,750
3.	Dato' Hj Ikhwan Salim Bin Dato' Hj Sujak	59,750	13,000	72,750
4.	Tengku Maruan Tengku Ariff	49,750	14,000	63,750
5.	Hoong Cheong Thard	54,750	14,000	68,750
6.	Chiu Andrew Wah Wai	44,750	8,000	52,750
7.	Ferdaus Mahmood	39,750	7,000	46,750
8.	Dato' Noorizah Binti Hj Abd Hamid	49,750	13,000	62,750
		498,000**	**98,000***	**596,000**

Note:

* Paid according to shareholders' mandate obtained at the previous 58th AGM for payment of meeting allowance for Board and Board Committees' meetings held during the financial year under review.

** The total fees amounting to RM498,000.00 for the financial year ended 31 March 2022 is subject to shareholders' approval at the 59th AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Financial Reporting

The Board is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Group, and for ensuring that the financial statements comply with the Companies Act, 2016 and applicable approved Accounting Standards in Malaysia.

The Board is assisted by the Audit Committee in fulfilling the statutory and fiduciary responsibilities in the assessment and evaluation of the Group's management and financial reports of the performance of business, accounting policies, risk and internal controls.

The Audit Committee serves as an independent party in the review of the financial information presented by Management before distribution to all shareholders and stakeholders. It ensures that the financial statements comply with applicable accounting standards and also provide direction over the internal audit function and relationship with the external auditors to ensure independence from Management.

Further details are contained in the Audit Committee's Report in the next section of this Annual Report.

Internal Control and Risk Management

The Board acknowledges their responsibility to maintain a sound system of internal controls covering not only financial controls but also operational and compliance as well as risk management. This system is designed to manage, rather than eliminate, the risk of failure to achieve the Group's corporate objectives, as well as to safeguard shareholders' investments and the Group's assets. The Board seeks regular assurance on the continuity and effectiveness of the internal control system through independent review by the internal and external auditors.

The details of the Enterprise Risk Management ("ERM") framework are disclosed in the Statement on Risk Management and Internal Control in the following section of this Annual Report.

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

Corporate Disclosure

To ensure timely and high quality disclosure, Company Disclosure Policies and Procedures are in place where policies, authority chart, procedures and processes are clearly defined.

The Board recognises the importance of timely dissemination of information to shareholders and investors to ensure that they are well informed of all major developments of the Company and the Group. Such information is communicated to shareholders and investors through various disclosures and announcements to the Bursa Securities, including the quarterly financial results, annual reports and where appropriate, circulars and press releases.

In compliance with the Listing Requirements of Bursa Securities, all announcements made by the Company to Bursa Malaysia such as the Group's quarterly financial results, annual reports and other mandatory announcements are made available at the Company's website: www.land-general.com.

The website also contains current corporate and non-financial information to provide general information and the on-going business activities of the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Relationship with Shareholders and Investors

General meeting represents the principal forum for dialogue and interaction with shareholders. The Board encourages and welcomes participation from shareholders to ask questions regarding the resolutions being proposed at the meeting and also any other matters pertaining to the business activities of the Group. The Directors, Senior Management personnel, the external auditors and advisers are present during these meetings to respond to questions raised by shareholders.

At the 58th AGM, the Managing Director and Chief Financial Officer of the Company gave a slide presentation to the shareholders on the Group's operating and financial performance for the financial year under review which included updates on the operational activities of the Group and following that, a question and answer session with the shareholders was held via online remote participation and voting platform. As good corporate governance practice, the summary of discussion of the 58th AGM is published at the Company's website for public viewing.

At the 58th AGM held on 15 September 2021, poll vote was conducted.

To further promote effective communication and proactive engagement, any concerns or queries regarding the Group can be directed to YBhg Dato' Ir Dr A Bakar Jaafar who is the Senior Independent Non-Executive Director of the Company.

Address : YBhg Dato' Ir Dr A Bakar Jaafar
c/o Land & General Berhad
8trium, Level 21 Menara 1,
Jalan Cempaka SD 12/5
Bandar Sri Damansara
52200 Kuala Lumpur

Email : a.bakar.jaafar@land-general.com

In addition, to enable the public to forward queries to the Company, the aforesaid Company's website contains the names, contact email addresses and telephone numbers of the following personnel:

Mr Benjamin Leong Wye Hoong
Chief Financial Officer
Telephone No: 03-6279 8030
Fax No: 03-6275 1715
Email: ben@land-general.com

Ms Lee Siw Yeng
Secretary
Telephone No. 03-6279 8183
Fax No: 03-6277 7061
Email: sylee@land-general.com

CONCLUSION

Moving forward, the key focus areas and future priorities of the Board shall include continuous enhancement of the corporate disclosures as required by the relevant regulations, and improvement of the Group's corporate governance practices and procedures, particularly on risk management and internal control as well as on sustainability material matters.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

IN RESPECT OF THE AUDITED FINANCIAL STATEMENTS

Directors are required by company law to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year and of the results of the Group and of the Company of the financial year then ended.

In preparing the financial statements for the year ended 31 March 2022, the Directors have:

- adopted suitable accounting policies and then applied them consistently;
- made judgements and estimates that are prudent and reasonable;
- ensured applicable accounting standards have been followed, subject to any material departure and explained in the financial statements; and
- prepared the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Company will continue in business.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and of the Company and to enable them to ensure that the financial statements comply with the Companies Act, 2016. The Directors are also responsible for safeguarding the assets of the Group and of the Company and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Board Statement on Suitability and Independence of External Auditors

To uphold the integrity of financial reporting, the Board takes the stand that the external auditors must be objective, independent and competent in performing their audit in relation to the financial statements of the Group and the Company so as to ensure the audited financial statements give a true and fair view of the financial position of the Group and the Company.

ADDITIONAL COMPLIANCE INFORMATION

Audit and Non-audit Fees

The amount of audit fees paid or payable to the external auditor incurred by the Company and the Group for the financial year ended 31 March 2022 has been reflected under Note 23 to the Audited Financial Statements, on Page 156 of this Annual Report.

The amount of non-audit fees paid or payable to the external auditor incurred by the Company and the Group for the financial year ended 31 March 2022 has been reflected under Note 23 to the Audited Financial Statements, on Page 156 of this Annual Report.

Material Contracts

There were no material contracts subsisting at the end of the financial year entered into since the end of the previous financial year by the Company and its subsidiaries involving the interests of the Directors or major shareholders.

AUDIT COMMITTEE REPORT

The Audit Committee ("AC") was established on 8 August 1991 to act as a Committee of the Board to fulfill its fiduciary responsibilities relating primarily to business ethics, policies and practices, and financial management and controls.

MEMBERS AND MEETINGS

The AC comprises three (3) members, two (2) of whom are Independent Non-Executive Directors and another one (1) is Non-Independent Non-Executive Director.

The AC held six (6) meetings during the financial year ended 31 March 2022. The members of the AC and the record of their attendance are as follows:

	Audit Committee	Position on the Board	Attendance/ Number of meetings held
1.	Dato' Hj Ikhwan Salim Dato' Hj Sujak	Chairman of Audit Committee, Independent Non-Executive Director	6/6
2.	Dato' Ir Dr A Bakar Jaafar	Senior Independent Non-Executive Director	6/6
3.	Mr Hoong Cheong Thard	Non-Independent Non-Executive Director	6/6

The AC had one private meeting with the external auditors during the financial year ended 31 March 2022.

In compliance with the Listing Requirements of Bursa Malaysia Securities Berhad, the terms of reference of the AC is made available at the Company's website: www.land-general.com.

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

For the financial year ended 31 March 2022, the main activities undertaken by the AC were as stated below.

A) Financial Reporting

1. Reviewed the draft quarterly unaudited financial results of the Company and the Group and made the necessary recommendations to the Board for approval for announcement to Bursa Malaysia Securities Berhad.

2. Reviewed the Audit Planning Memorandum before the commencement of audit. The external auditors' engagement partner was invited to present to the AC in relation to the audited financial statements for the financial year ended 31 March 2022 ("AFS"). The following matters were highlighted and discussed as listed as follows: -

   a) audit focus areas - potential key audit matters;
   b) audit scope;
   c) audit methodology and time of audit;
   d) auditor's independence in relation to the performance of audit in accordance with MIA By-laws;
   e) responsibilities of external auditors and directors in relation to the AFS;
   f) concept of materiality in relation to the performance of audit;
   g) fraud considerations; and
   h) newly effective standards.

   KPMG had also briefed the AC on KPMG's Transparency Report 2020.

AUDIT COMMITTEE REPORT

3. The external auditors had reported its audit findings to the AC on the outcome of their audit in relation to the financial positions of the Company and the Group. At the AC Meeting, the AC had considered and discussed the areas of audit focus as reported by external auditors.

   The AC and external auditors discussed and considered the areas of audit focus and the outcome of the audit of the Group, which amongst other highlighted as follows:-

   a) revenue recognition;
   b) impairment assessment of investment in subsidiaries and amount due from subsidiaries;
   c) net realisable value assessment of land held for property development and inventories;
   d) provision for costs to complete;
   e) on-going tax audit pertaining to a compulsory sale of land in Sri Damansara Sdn Bhd;
   f) impairment loss recognition at associate level; and
   g) contingent consideration.

4. Reviewed on the assistance given by the Group's employees to the external auditors.

5. Reviewed the audited financial statements of the Company and the Group prior to the submission to the Board for their consideration and approval (to ensure that the audited financial statements were drawn up in accordance with the provisions of the Companies Act, 2016 and the applicable Financial Reporting Standards in Malaysia).

6. Reviewed and deliberated the assessment on external auditors' performance and independence pursuant to Guidance for Practice 9.3 of MCCG 2021. The aspects reviewed and deliberated by the AC are summarised as follows:-

   a) independence and objectivity;
   b) audit scope and planning;
   c) audit communication;
   d) quality processes/performance; and
   e) audit fees.

B) Internal Audit

1. Reviewed, discussed and agreed the internal audit plan, scope, timeline and professional fees before commencement of internal audits. The AC also considered experience and background of the internal audit firm.

2. Reviewed and discussed the internal audit findings and internal audit follow-ups on the key divisions of the Group at the AC meetings. Issues highlighted and discussed include internal control issues and implementation of recommended control measures to be undertaken by the relevant divisions.

3. Reviewed the updated risk profile of the Group and the adequacy and integrity of the internal control systems to manage these risks.

4. Reviewed and deliberated the internal audit function evaluation pursuant to Guidance for Practice 11.1 of MCCG.

C) Others

1. Reviewed and considered related party transactions particularly on the extent of conflict of interests of the related parties and fair and reasonableness of the relevant transactions.

2. Reviewed the Statement on Risk Management and Internal Control and the AC Report for Board's consideration and approval for inclusion in the annual report.

INTERNAL AUDIT FUNCTION

The internal audit function of the Group is currently carried out by BDO Governance Advisory Sdn Bhd ("BDO"), an independent professional services provider whose principal responsibility is to undertake regular and systematic reviews of the system of internal controls, so as to provide reasonable assurance that such systems continue to operate effectively and efficiently. The internal audit function is to assist the Board and the AC to evaluate the system of internal control and to provide their recommendation to the Board and the Management for further improvement.

The internal auditors had carried out audits according to the internal audit plan. The internal audit function of the Group adopts a risk-based approach steered by internal policies and procedures and is in-line with the Institute of Internal Auditors' (IIA) International Professional Practices Framework (IPPF). The following activities were carried out during the financial year: -

No.	Internal Control Review	Business Process Reviewed
1	Anti-Bribery and Anti-corruption ("ABAC") Policies	a) ABAC policies b) Corruption risk assessment c) Due diligence processes d) Conflict of interest declaration mechanism e) Record keeping and monitoring of any procurement/payments involving gifts, hospitality, entertainment expenses and other benefits received or given f) Communication and awareness of ABAC g) Whistleblowing procedures
2	Business Continuity Plan	a) Crisis Management framework b) Backup procedures
3	Sales and Marketing Department	a) Compliance of standard operating procedures b) Budget and key performance indicators setting c) Sales and marketing plan and strategies: - Under COVID19 pandemic environment - Property overhang and unsold units - Marketing campaign and incentives to buyers and agents - Advertising budget and allocation d) Effectiveness of marketing campaigns e) Leads management including data collection and documentation f) Follow up action on leads
4	Property Investment	a) Revenue and tenancy management including leases, complaints and move out as well as dealing with evictions b) Credit control management c) Procurement to payment for property expenditures
5	Property Management	a) Billing and collection of service charges b) Review of agreement with management company c) Recording to reporting of property management income and expenditures d) Credit control management e) Complaint management

AUDIT COMMITTEE REPORT

No.	Internal Control Review	Business Process Reviewed
6	Finance	a) Review of treasury and cash management b) Review of plantation division's expenditures and management
7	Project Monitoring	a) Monitoring of project payments and variations orders b) Health and safety measures including compliance to Department of Occupational Safety and Health (DOSH) and foreign workers management in relation to compliance to regulation on COVID-19 prevention
8	Project Management	a) Tender and selection of consultant, contractors and suppliers b) Project budget planning and cost monitoring c) Progress payment and variation orders d) Compliance to Health, Safety and Environment regulations e) Control and monitoring of Non-Conformance Report, Architect Instruction or Engineer Instruction

During the financial year, the costs incurred for the internal audit function was RM99,250.00.

DATO' HJ IKHWAN SALIM DATO' HJ SUJAK
Chairman of Audit Committee
(Independent Non-Executive Director)

13 July 2022

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The MCCG requires listed companies to maintain a sound system of risk management and internal controls to safeguard shareholders' investments and the Group's assets. Pursuant to paragraph 15.26(b) of the Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Board of Directors is required to include a statement in the Annual Report on the state of the Group's risk management and internal controls for financial year under review.

BOARD'S RESPONSIBILITY

The Board recognises the importance of a sound system of risk management and internal control to safeguard shareholders' investment and the Group's businesses and assets. The Board acknowledges its primary responsibility to ensure that risks in the Group are identified, measured and managed with appropriate system of risk management and internal controls, and to ensure that the effectiveness, adequacy and integrity of the risk management and internal control systems are reviewed on an on-going basis.

The review covers, inter alia, financial, operational and compliance system controls and risk management procedures of the Group. However, such procedures are designed to manage rather than to eliminate risks that may impede the achievement of the Group's business objectives. Accordingly, the system can only provide reasonable and not absolute assurance against material errors, misstatement, losses or fraud.

The Group has in place an on-going process for identifying, evaluating and managing significant risks that may affect the achievement of business objectives for the year and up to the date of this report. The significant risks are reported to the Board on quarterly basis for their deliberation.

The Risk Management Committee ("RMC") was established to assist the Board in the discharge of its primary responsibilities of reviewing the process in identifying, managing, evaluating and monitoring the significant risks as well as overseeing the implementation of appropriate systems and risk assessment processes to manage such risks within the Group.

The RMC has evaluated and monitored the significant risks relevant to the Group and appraised and assessed the efficacy of controls implemented to mitigate those risks through a formalised monitoring and reporting process. Reviews are conducted by the RMC on quarterly basis.

The Board had considered the matters reported by the Audit Committee ("AC") pursuant to the terms of reference of the Audit Committee as well as matters reported by the RMC pursuant to the terms of reference of the RMC on quarterly basis and additional meetings are convened as and when necessary.

ENTERPRISE RISK MANAGEMENT (ERM)

The Board has formalised a comprehensive Enterprise Risk Management ("ERM") Framework and clear governance structure that takes into account all significant aspects of internal control including risks assessment, the control environment and control activities, information and communication and monitoring. Key business risks have been categorised to highlight the source of the risk, and scored to reflect both financial and reputational impact of the risk and the likelihood of its occurrence.

The Board, AC, RMC, Senior Management and Heads of Department / Operating units of the Group play an important role in ensuring the effective management of risks.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The risk management governance structure sets out the structure used to assign responsibility for managing risks and is based on the following key principles:-

1. Head of Department (or Operating Unit) (“HOD”)

    a) The responsibility of risk identification and management of each operating unit lies with the respective HOD. Any significant risks identified with the corresponding risk management activities are communicated to Senior Management before the results are being communicated to the Board;
    b) Involvement in identification, assessment, mitigation, monitoring and reporting of risks that are appropriate to the needs of the organisation; and
    c) Implement and manage various controls identified.

2. Senior Management

    a) Provide further input on identification, assessment, mitigation, monitoring and reporting of risks;
    b) Moderate risk scoring based on group level risk tolerance; and
    c) Consider and recommend changes of risk profile to RMC by looking into the significance and impact of the risk on the overall Group operation.

3. RMC

    a) Oversee the implementation and effectiveness of the ERM Framework;
    b) Review and monitor L&G Group’s risk profile and risk dashboard on a periodic basis to understand the critical risks facing by the Group and how the risks are being mitigated;
    c) Oversee Management in the design, implementation and monitoring of the risk management and internal control systems that includes identifying material weaknesses and recommending areas for improvement and additional risk mitigations;
    d) Communicate to the Board on the changes to the key risk profiles and the course of action to be taken by Senior Management and/or HOD in mitigating these risks on periodic basis;
    e) Oversee the sustainability reporting of the Group that includes among others, reviewing the key performance indicators and sustainability matters; and
    f) Review and provide recommendations to the Board on the risk aspects of any business development opportunities as may be proposed by Management, ensuring that appropriate due diligence appraisal of any such proposal had been undertaken.

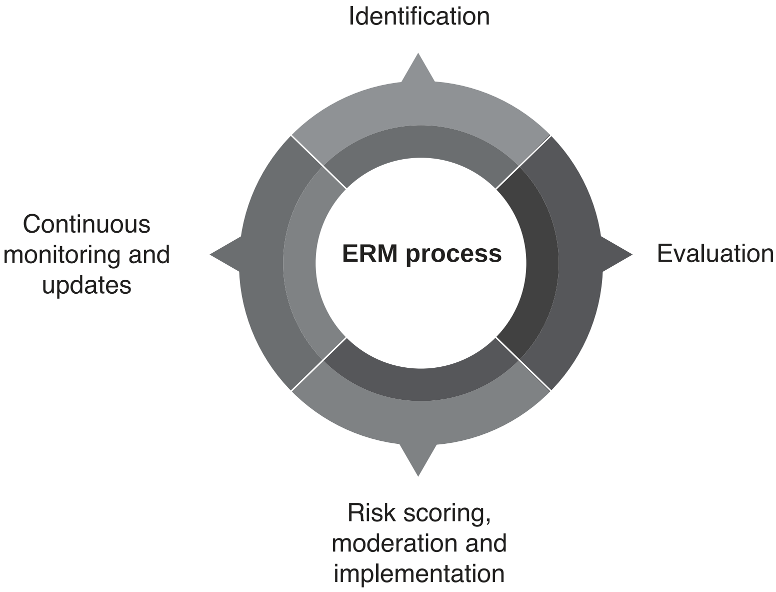
4. Board of Directors

    Assumes ultimate accountability over the effectiveness of the risk management and internal control system of the Group by establishing and supervising the operation of the risk management framework.

5. Internal Audit

   Review and report risk management activities adopted to ensure implementation and its effectiveness to AC.

   The ERM process adopted is as follows:-



Significant or Main Principal Risks Relating to Group's Business

During the financial year ended 31 March 2022, the Group has identified the significant risks that have high potential of impact and likelihood to the overall Group's operation and at the same time maintains the risk management system to ensure that the corporate objectives and strategies are achieved within the acceptable risk appetite of the Group, which amongst others, comprise the following:

1) Economy Slowdown / Weak Market Sentiment

The Group's performance is dependent on the performance of the property market. The demand for properties in Klang Valley and Senawang where the Group has on going developments could be affected by economy slowdown and in particular, weak sentiment in the property market.

The Group addresses this risk by developing affordable and wider range of innovative residential products, constantly enhancing its advertising and promotion activities so as to be relevant to current market conditions, as well as engaging closely with end financiers to facilitate loan financing for home buyers.

2) Increase in Prices of Building Materials

The ongoing Russia - Ukraine conflict and the recent lockdown in China's major cities has led to rising global commodity and raw material prices, which resulted in rising building material and construction costs. The recent hike in Overnight Policy Rate by Bank Negara coupled with the implementation of new minimum wage had further compounded these effects.

The Group has undertaken proactive measures by continuously and closely monitoring budgeted project costs with actual project costs. Further, during the product planning stage, the design of building is reviewed to ensure optimisation of the cost effectiveness on the type and usage of building material.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

3) Change in Credit Policies by Bank Negara Malaysia and Other Financial Institutions

In May 2022, the Malaysian Overnight Policy Rate was increased by 0.25% to 2.0% and there is a possibility of further rate hikes. The higher interest rates may affect project financing as well as home buyers eligibility for obtaining end financing.

The Group regularly engages with banks to have better understanding of their lending requirements and also work with banks to develop new financing products to assist home buyers in securing financing for their property purchase.

4) High Inventory Level in the Property Market

According to the Property Market Report 2021 issued by Jabatan Penilaian Dan Perkhidmatan Harta (JPPH), the residential overhang situation was less encouraging, as the volume of overhang units worth RM22.79 billion had increased to 37,000 as at year-end 2021, by 24.7% and 20.5% in volume and value, respectively as compared with year 2020. This would generally pressure the demand for the Group's current residential offerings.

The Group addresses this risk by constantly enhancing its marketing strategies and sales promotional packages, be more innovative in its product development as well as conducting comprehensive market surveys on prospective buyers' key decision factors prior to its project launches. The Group will continuously monitor and adapt to the changing market dynamics.

5) Low tenancy

The Group owns a few investment properties including Menara L&G Putrajaya. Since inception, Menara L&G Putrajaya has suffered low tenancy due to high supply of office spaces in Putrajaya.

The Group tries to address this risk by offering competitive rental rates, engaging more external agencies to source for suitable tenants and tight monitoring of operational costs, but it remains a loss-making operation.

6) Acquisition of Unsuitable Land

The acquisition of unsuitable land arising from adverse topography, encumbrances or over- priced land due to over–optimistic commercial projections may result in erosion of profit and potential losses/impairment from development projects including capital being tied up.

The Group conducts thorough feasibility studies and market surveys and due diligence such as land searches prior to any acquisition. The Group also considers the potential bio-diversity impact and climate change risk such as flooding and land erosion arising from any land acquisition.

7) IT Equipment, Data Integrity and Security

IT equipment, data integrity and security are integral part of the Group's operation and are necessary to achieve the Group's business objectives.

The Group continuously review the adequacy of its IT equipment, network infrastructure, data integrity and security and takes necessary actions to mitigate the risks on internet connectivity, data loss and protection of its assets and systems.

The ERM policy is mandatory for all operating units and forms an integral part of good management practice for the Group. Its purpose is to foster a proactive risk management culture within the Group's companies and departments.

As at the date of the Annual Report, the ERM framework and the Group risk profile are subject to quarterly review, and as and when necessary.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL AUDIT FUNCTIONS

The internal audit function of the Group is carried out by BDO Governance Advisory Sdn Bhd ("BDO"). BDO is an independent professional services provider which supports the Board with much of the assurance it requires regarding the adequacy and effectiveness of the Group's internal control system.

During the financial year, BDO has tabled the internal audit plan to the AC which outlined the key business operating units' internal audit review for year 2022/2023 for the AC's consideration.

Internal audits are undertaken to provide independent assessments of the adequacy, efficiency and effectiveness of the Group's internal control systems, and reports are made to the AC on a quarterly basis. The AC also has full access to both internal and external auditors and receives reports on all audits performed.

The internal auditor has reviewed the internal controls in the key activities of the Group's business based on the annual audit plan that was presented to the AC. The internal audit function of the Group adopts a risk-based approach steered by internal policies and procedures and is in-line with the Institute of Internal Auditors' (IIA) International Professional Practices Framework (IPPF) when preparing its audit strategy and plans, after considering the risk profiles of the operating companies and divisions of the Group. The system of internal control has been structured in such a manner that it has provided reasonable assurance that the likelihood of a significant adverse impact on business objectives arising from a future event or situation are at a level acceptable to the business. This is achieved through a combination of preventive, control and mitigative measures.

The audit reports that were tabled to the AC for their deliberation on quarterly basis include management response and actions taken or to be taken in regard to the specific findings and recommendations. The Management as a whole is responsible for ensuring that the necessary corrective actions on reported weaknesses are promptly taken. The AC presents its findings regularly to the Board.

OTHER KEY ELEMENTS OF INTERNAL CONTROL

The other key elements of the Group's internal control system that are quarterly reviewed by the Board are described below:

- Defined appropriate level of delegation and reporting lines of responsibilities to Board Committees and to Management, including organisational structures and appropriate authority levels;
- Documented internal policies and procedures set out in the Group Procedures & Authorities (GPA) Manual, which are periodically reviewed and improved upon to reflect changes in business structures and processes. This provides a sound framework of authority and accountability within the organization and facilitates proper corporate decision making at the appropriate level in the organization's hierarchy;
- Key operating statistics from the Management on the performance of operating units;
- Annual budgets and the revised budgets before the end of financial year;
- Quarterly financial information reviewed and tabled by the AC;
- Risk management and control framework; and
- The administration, operation, performance and executive management in respect of material joint ventures and associates.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The external auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants ("MIA") for inclusion in the annual report of the Group for the year ended 31 March 2022, and reported to the Board that nothing has come to their attention that cause them to believe that the statement intended to be included in the annual report of the Group, in all material respects:

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

(b) is factually inaccurate.

AAPG 3 does not require the external auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board of Directors and management thereon. The auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the annual report will, in fact, remedy the problem.

CONCLUSION

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

The Board is of the view that risk management and internal control system in place for the year under review and up to the date of issuance of the financial statement, is adequate and effective to safeguard shareholders' investment and the Group's assets. Notwithstanding this, reviews of all control procedures will be continuously improved and enhancement of the existing system of risk management and internal controls will be made, taking into consideration the changing business environment.

FINANCIAL STATEMENTS

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 March 2022.

Principal activities

The principal activities of the Company are investment holding, leasing of assets and provision of management services. The principal activities of the subsidiaries are set out in Note 5 to the financial statements.

Other information relating to the subsidiaries are disclosed in Note 5 to the financial statements.

Results

	Group RM'000	Company RM'000
Profit for the financial year attributable to:		
Equity owner to the Company	19,672	33,809
Non-controlling interest	(421)	-
	19,251	33,809

Reserves and provisions

There were no material transfers to or from reserves and provisions during the financial year under review except as disclosed in the financial statements.

Dividend

Since the end of the previous financial year, the dividend paid by the Company in respect of the financial year ended 31 March 2021 as reported in the Directors' Report of that year which was declared on 18 September 2021 and paid on 18 October 2021 is as follows:

	RM'000
Final single tier dividend of 0.5 sen per ordinary shares	14,866

The Directors propose at the forthcoming Annual General Meeting, a dividend in respect of the financial year ended 31 March 2022, of 0.50 sen per share on 2,973,135,003 ordinary shares, amounting to RM14,866,000. The financial statements for the current financial year do not reflect this proposed dividend. This dividend, if approved by the shareholders, will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 March 2023.

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Directors of the Company

Directors who served during the financial year until the date of this report are:

Dato' Hj Zainal Abidin Bin Putih (Chairman)
Low Gay Teck (Managing Director)**
Dato' Ir. Dr A. Bakar Jaafar
Dato' Hj Ikhwan Salim Bin Dato' Hj Sujak
YM Tengku Maruan Bin Tengku Ariff
Hoong Cheong Thard
Chiu Andrew Wah Wai
Ferdaus Bin Mahmood**
Dato' Noorizah Binti Hj Abd Hamid

** These directors are also directors of the Company's 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 those directors listed above) are:

Abdul Hamid Md Yusof
Abdullah Ali
Yap Yin Kuen
Chin Foo Teck
Rahmat Dahalan
Lau Siang Ee
Chiah Hwa Kai
Lee Yim Farn
Tan Boon Siong (resigned on 23 December 2021)

Directors' interests

The interests and deemed interests in the ordinary shares of the Company and of its related corporations (other than wholly-owned subsidiaries) of those who were Directors at financial year end (including the interests of the spouses or children of the Directors who themselves are not Directors of the Company) as recorded in the Register of Directors' Shareholdings are as follows:

	Number of ordinary shares			
	At 1.4.2021	**Bought**	**Sold**	**At 31.3.2022**
The Company				
Direct interest				
Tengku Maruan Bin Tengku Ariff	2,000	-	-	2,000
Indirect interest				
Chiu Andrew Wah Wai	1,032,773,600	-	-	1,032,773,600
Subsidiary of the Company				
- Bestari Elsa Sdn. Bhd.				
Indirect Interest				
Ferdaus Bin Mahmood	45,000	-	-	45,000

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Directors' interests (continued)

No other directors in office at the end of the financial year had any interest in shares or in debentures of the Company and its related corporations during the financial year.

Directors' benefits

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received or due and receivable by the Directors as shown in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

There were no arrangements made during and at the end of the financial year, to which the Company is a party, which had the object of enabling the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Issue of shares and debentures

There were no changes in issued and paid-up capital of the Company during the financial year. There were no debentures issued during the financial year.

Options granted over unissued shares

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

Indemnity and insurance costs

There was no indemnity given to the Directors, officers and auditors of the Company during the financial year.

During the financial year, a Corporate Liability Insurance ("CLI") was in place and the total premium of the CLI paid was RM19,832. The premium was borne by the Company and the Directors of the Company.

Other statutory information

Before the financial statements of the Group and the Company were made out, the Directors took reasonable steps to ascertain that:

i) all known bad debts have been written off and adequate provision made for doubtful debts; and

ii) any current assets which were unlikely to be realised in the ordinary course of business have been written down to an amount which they might be expected so to realise.

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

At the date of this report, the Directors are not aware of any circumstances:

i) that would render the amount written off for bad debts or the amount of the provision for doubtful debts in the Group and in the Company inadequate to any substantial extent, or

ii) that would render the value attributed to the current assets in the financial statements of the Group and the Company misleading, or

iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and the Company misleading or inappropriate, or

iv) not otherwise dealt with in this report or the financial statements, that would render any amount stated in the financial statements of the Group and the Company misleading.

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

i) any charge on the assets of the Group and the Company that has arisen since the end of the financial year and which secures the liabilities of any other person, or

ii) any contingent liability in respect of the Group and the Company that has arisen since the end of the financial year.

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

In the opinion of the Directors, the financial performance of the Group and the Company for the financial year ended 31 March 2022 have not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occurred in the interval between the end of that financial year and the date of this report.

Auditors

The auditors, KPMG PLT, have indicated their willingness to accept re-appointment.

The auditors' remuneration is disclosed in Note 23 to the financial statements.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:

Low Gay Teck
Director

Ferdaus Bin Mahmood
Director

Kuala Lumpur

Date: 13 July 2022

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH 2022

		Group		Company	
	Note	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Assets					
Property, plant and equipment	3	132,200	129,375	149	228
Investment properties	4	90,923	83,663	22,411	22,826
Investments in subsidiaries	5	-	-	985,202	976,290
Investments in associates	6	137,391	151,924	-	-
Investment in joint ventures	7	15,150	17,430	-	-
Inventories	8	568,711	570,063	-	-
Other investment	9	6,338	6,367	6,338	6,367
Deferred tax assets	10	13,236	11,850	-	-
Other non-current assets		273	495	173	177
Total non-current assets		964,222	971,167	1,014,273	1,005,888
Inventories	8	423,588	458,588	-	-
Trade and other receivables	11	67,607	33,556	926	1,301
Other current assets		1,468	1,273	388	397
Contract assets	12	31,179	44,560	-	-
Contract costs	13	2,934	2,536	-	-
Tax recoverable		1,520	480	-	42
Short-term funds	14	76,323	2,910	9,046	3
Deposits, cash and bank balances	15	41,618	122,385	963	3,846
Total current assets		646,237	666,288	11,323	5,589
Total assets		1,610,459	1,637,455	1,025,596	1,011,477
Equity					
Share capital	16	660,232	660,232	660,232	660,232
Retained profits		443,191	438,385	320,725	301,782
Other reserves		13,281	14,316	-	-
Equity attributable to owners of the Company		1,116,704	1,112,933	980,957	962,014
Non-controlling interests		89,633	90,054	-	-
Total equity		1,206,337	1,202,987	980,957	962,014

STATEMENTS OF FINANCIAL POSITION
AS AT 31 MARCH 2022

	Note	Group 2022 RM'000	Group 2021 RM'000	Company 2022 RM'000	Company 2021 RM'000
Liabilities					
Provisions	17	3,639	3,642	-	-
Trade and other payables	18	192	167	-	-
Borrowings	19	169,813	198,424	21	102
Deferred tax liabilities	10	24,195	24,189	5	5
Total non-current liabilities		197,839	226,422	26	107
Provisions	17	28,640	38,678	2,703	10,759
Trade and other payables	18	130,541	131,778	41,639	38,360
Contract liabilities	12	12,196	8,031	-	-
Borrowings	19	31,244	25,610	81	78
Tax payable		3,577	3,620	190	159
Lease liabilities		85	329	-	-
Total current liabilities		206,283	208,046	44,613	49,356
Total liabilities		404,122	434,468	44,639	49,463
Total equity and liabilities		1,610,459	1,637,455	1,025,596	1,011,477

The notes on pages 103 to 177 are an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	Note	Group 2022 RM'000	Group 2021 RM'000	Company 2022 RM'000	Company 2021 RM'000
Revenue	20	192,924	134,892	33,296	19,023
Other income	21	12,425	24,509	11,513	6,256
Construction contract costs recognised as contract expense		(57,397)	(48,758)	-	-
Land and other development cost		(1,213)	(5,665)	-	-
Cost of completed development units sold		(47,905)	(10,284)	-	-
Staff costs	22	(26,160)	(26,829)	(4,170)	(4,285)
Other expenses		(32,073)	(30,604)	(6,044)	(5,326)
Operating profit		40,601	37,261	34,595	15,668
Finance costs		(9)	(15)	(6)	(9)
Share of results of an associate		(14,533)	(1,951)	-	-
Share of results of joint ventures		4,265	2,968	-	-
Profit before tax	23	30,324	38,263	34,589	15,659
Income tax expense	24	(11,073)	(5,133)	(780)	(434)
Profit for the year		19,251	33,130	33,809	15,225
Other comprehensive income to be reclassified to profit or loss in subsequent periods:					
Foreign currency translation differences for foreign operations		(1,035)	2,195	-	-
Total comprehensive income for the year		18,216	35,325	33,809	15,225
Profit attributable to:					
Owners of the Company		19,672	30,459	33,809	15,225
Non-controlling interests		(421)	2,671	-	-
Profit for the year		19,251	33,130	33,809	15,225
Total comprehensive income attributable to:					
Owners of the Company		18,637	32,654	33,809	15,225
Non-controlling interests		(421)	2,671	-	-
Total comprehensive income for the year		18,216	35,325	33,809	15,225
Basic earnings per ordinary share (sen):					
Basic	25	0.66	1.02		

The notes on pages 103 to 177 are an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2022

		Attributable to owners of the Company						
		Non-distributable			Distributable			
Group	Note	Share capital RM'000	Capital reserve RM'000	Foreign exchange reserve RM'000	Retained profits RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
1 April 2021		660,232	12,133	2,183	438,385	1,112,933	90,054	1,202,987
Profit for the year		-	-	-	19,672	19,672	(421)	19,251
Other comprehensive income for the year		-	-	(1,035)	-	(1,035)	-	(1,035)
Total comprehensive income for the year		-	-	(1,035)	19,672	18,637	(421)	18,216
Dividend paid to shareholders	26	-	-	-	(14,866)	(14,866)	-	(14,866)
Dividend paid to a non-controlling interests		-	-	-	-	-	(500)	(500)
Equity injection from non-controlling interest		-	-	-	-	-	500	500
Total transactions with owners of the Company		-	-	-	(14,866)	(14,866)	-	(14,866)
At 31 March 2022		660,232	12,133	1,148	443,191	1,116,704	89,633	1,206,337
1 April 2020		660,232	12,133	(12)	407,926	1,080,279	87,383	1,167,662
Profit for the year		-	-	-	30,459	30,459	2,671	33,130
Other comprehensive income for the year		-	-	2,195	-	2,195	-	2,195
Total comprehensive income for the year		-	-	2,195	30,459	32,654	2,671	35,325
Dividend paid to a non-controlling interests		-	-	-	-	-	(2,999)	(2,999)
Equity injection from non-controlling interest		-	-	-	-	-	2,999	2,999
Total transactions with owners of the Company		-	-	-	-	-	-	-
At 31 March 2021		660,232	12,133	2,183	438,385	1,112,933	90,054	1,202,987

STATEMENTS OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2022

Company	Note	Non-distributable Share capital RM'000	Distributable Retained profits RM'000	Total equity RM'000
At 1 April 2020		660,232	286,557	946,789
Profit/Total comprehensive income for the year		-	15,225	15,225
At 31 March 2021/1 April 2021		660,232	301,782	962,014
Profit/Total comprehensive income for the year		-	33,809	33,809
Dividend paid to shareholders	26	-	(14,866)	(14,866)
At 31 March 2022		660,232	320,725	980,957

The notes on pages 103 to 177 are an integral part of these financial statements.

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Note	Group 2022 RM'000	Group 2021 RM'000	Company 2022 RM'000	Company 2021 RM'000
Cash flows from operating activities					
Cash receipts from customers		191,279	182,477	-	-
Cash payments to suppliers and employees		(104,645)	(159,034)	(3,909)	(3,402)
Dividend received from subsidiaries		-	-	27,024	13,189
Interest received		629	3,099	44	40
Dividend from short-term funds		1,111	1,097	93	82
Tax paid		(15,021)	(5,333)	(749)	(500)
Tax refund		1,485	3,046	42	-
Other operating receipts		78	78	218	119
Other operating payments		(24,313)	(20,200)	(2,243)	(1,999)
Net cash generated from operating activities		50,603	5,230	20,520	7,529
Cash flows from investing activities					
Investment in a joint venture		-	(3,975)	-	-
Addition to investment properties	4	(8,544)	-	-	-
Purchase of property, plant and equipment	*(i)*	(9,094)	(3,793)	(23)	(3)
Redemption of subsidiary's preference shares		-	-	5,000	-
Loan repayment by joint venture		2,589	-	-	-
Withdrawal/(Placement) of deposits with periods more than 3 months		4,909	(4,594)	-	-
(Placement)/Withdrawals of short-term funds		(73,413)	275	(9,043)	56
Net advances to subsidiaries		-	-	(4,280)	(10,791)
Net withdrawals/(placements) of deposits pledged as security for bank guarantee facility		20,753	(9,237)	(2)	(2)
Distribution of profit from a joint venture		3,740	3,882	-	-
Others		38	47	38	47
Net cash used in investing activities		(59,022)	(17,395)	(8,310)	(10,693)

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Note	Group 2022 RM'000	Group 2021 RM'000	Company 2022 RM'000	Company 2021 RM'000
Cash flows from financing activities					
Drawdown of borrowings		23,873	30,042	-	-
Repayment of borrowings		(42,411)	(17,512)	(78)	(75)
Dividend paid to shareholders		(14,866)	-	(14,866)	-
Equity injection from non-controlling interest		500	2,999	-	-
Dividend paid to non-controlling interest		(500)	(2,999)	-	-
Interest payments		(8,282)	(4,551)	(6)	(9)
Net cash (used in)/generated from financing activities		(41,686)	7,979	(14,950)	(84)
Net decrease in cash and cash equivalents		(50,105)	(4,186)	(2,740)	(3,248)
Cash and cash equivalents at beginning of financial year		87,606	90,727	3,763	6,799
Effects of foreign exchange rate changes		(501)	1,065	(145)	212
Cash and cash equivalents at end of financial year	**15**	**37,000**	**87,606**	**878**	**3,763**

(i) **Acquisition of property, plant and equipment**

During the financial year, the Group acquired property, plant and equipment with an aggregated cost of RM8,990,000 (2021: RM1,039,000), of which RM4,540,000 (2021: RM4,644,000) was included in trade and other payables as at year end.

The notes on pages 103 to 177 are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

Land & General Berhad is a public limited liability company, incorporated and domiciled in Malaysia and listed on the Main Market of Bursa Securities. The addresses of the registered office and principal of business of the Company are as follows:

Registered office
8trium, Level 21, Menara 1
Jalan Cempaka SD 12/5
Bandar Sri Damansara
52200 Kuala Lumpur
Malaysia

Principal place of business
8trium, Level 18-21, Menara 1
Jalan Cempaka SD 12/5
Bandar Sri Damansara
52200 Kuala Lumpur
Malaysia

The consolidated financial statements as at and for the financial year ended 31 March 2022 comprise the Company and its subsidiaries (together referred to as the "Group" and individually referred to as "Group entities") and the Group's interest in associates and joint ventures.

The principal activities of the Company are investment holding, leasing of assets and provision of management services.

The principal activities of the subsidiaries are as stated in Note 5 of the financial statements.

These financial statements were authorised for issue by the Board of Directors on 13 July 2022.

1. Basis of preparation

(a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards and the requirements of Companies Act 2016 in Malaysia.

The following are amendments of the MFRSs that have been issued by the Malaysian Accounting Standards Board ("MASB") but have not been adopted by the Group and the Company:

Amendments effective for annual periods beginning on or after 1 January 2022
- Amendments to MFRS 3, *Business Combinations - Reference to the Conceptual Framework*
- Amendments to MFRS 9, *Financial Instruments (Annual Improvements to MFRS Standards 2018-2020)*
- *Amendments to Illustrative Examples accompanying MFRS 16, Leases (Annual Improvements to MFRS Standards 2018-2020)*
- Amendments to MFRS 116, *Property, Plant and Equipment - Proceeds before Intended Use*
- Amendments to MFRS 137, *Provisions, Contingent Liabilities and Contingent Assets - Onerous Contracts - Cost of Fulfilling a Contract*
- Amendments to MFRS 141, *Agriculture (Annual Improvements to MFRS Standards 2018-2020)*

Amendments effective for annual periods beginning on or after 1 January 2023
- Amendments to MFRS 101, *Presentation of Financial Statements - Classification of Liabilities as Current or Non-current and Disclosures of Accounting Policies*
- Amendments to MFRS 108, *Accounting Policies, Changes in Accounting Estimates and Errors - Definition of Accounting Estimates*
- Amendments to MFRS 112, *Income Taxes - Deferred Tax related to Assets and Liabilities arising from a Single Transaction*

1. Basis of preparation (continued)

(a) Statement of compliance (continued)

Amendments effective for annual periods beginning on or after a date yet to be confirmed

- Amendments to MFRS 10, *Consolidated Financial Statements and MFRS 128, Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Group and the Company plan to apply the abovementioned amendments:

- from the annual period beginning on 1 April 2022 for those amendments that are effective for annual periods beginning on or after 1 January 2022.

- from the annual period beginning on 1 April 2023 for those amendments that are effective for annual periods beginning on or after 1 January 2023.

The initial application of the abovementioned amendments is not expected to have any material financial impact to the current period and prior period financial statements of the Group and the Company.

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis other than as disclosed in Note 2 to the financial statements.

(c) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia (“RM”), which is the Company’s functional currency. All financial information is presented in RM and has been rounded to the nearest thousand, unless otherwise stated.

(d) Use of estimates and judgements

The preparation of the financial statements in conformity with MFRSs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those disclosed in the following notes:

- Note 5, 6 and 7 - Classification of loans as cost of investment
- Note 9 - Valuation of fair value of an unquoted investment
- Note 10 - Recognition of deferred tax assets
- Note 17 - Provisions
- Note 20 - Revenue recognition
- Note 32 - Contingent liabilities

2. Significant accounting policies

The accounting policies set out below have been applied consistently to the periods presented in these financial statements and have been applied consistently by Group entities, unless otherwise stated.

(a) Basis of consolidation

(i) Subsidiaries

Subsidiaries are entities, including structured entities, controlled by the Company. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Potential voting rights are considered when assessing control only when such rights are substantive. The Group considers it has *de facto* power over an investee when, despite not having the majority of voting rights, it has the current ability to direct the activities of the investee that significantly affect the investee's return.

Investments in subsidiaries are measured in the Company's statement of financial position at cost less any impairment losses, unless the investment is classified as held for sale or distribution. The cost of investments includes transaction costs. Financial instrument (loans or advances) which, in substance, provides current access to the returns associated with an underlying ownership interest; or substantially all of the instrument's returns are driven by the financial performance of the subsidiaries such that the instrument provides an exposure similar to an investment in ordinary shares of the subsidiary are also accounted for as investment in subsidiaries by the Company.

(ii) Business combinations

Business combinations are accounted for using the acquisition method from the acquisition date, which is the date on which control is transferred to the Group.

For new acquisitions, the Group measures the cost of goodwill at the acquisition date as:
- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

When the excess is negative, a bargain purchase gain is recognised immediately in profit or loss.

For each business combination, the Group elects whether it measures the non-controlling interests in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets at the acquisition date.

Transaction costs, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

(iii) Acquisitions of non-controlling interests

The Group accounts all changes in its ownership interest in a subsidiary that do not result in a loss of control as equity transactions between the Group and its non-controlling interest holders. Any difference between the Group's share of net assets before and after the change, and any consideration received or paid, is adjusted to or against Group reserves.

2. Significant accounting policies (continued)

(a) Basis of consolidation (continued)

(iv) Loss of control

Upon the loss of control of a subsidiary, the Group derecognises the assets and liabilities of the former subsidiary, any non-controlling interests and the other components of equity related to the former subsidiary from the consolidated statement of financial position. Any surplus or deficit arising on the loss of control is recognised in profit or loss. If the Group retains any interest in the former subsidiary, then such interest is measured at fair value at the date that control is lost.

(v) Associates

Associates are entities, including unincorporated entities, in which the Group has significant influence, but not control, over the financial and operating policies.

Investments in associates are accounted for in the consolidated financial statements using the equity method less any impairment losses, unless it is classified as held for sale or distribution. The cost of the investment includes transaction costs. The consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of the associates, after adjustments if any, to align the accounting policies with those of the Group, from the date that significant influence commences until the date that significant influence ceases.

When the Group's share of losses exceeds its interest in an associate, the carrying amount of that interest including any long-term investments is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation or has made payments on behalf of the associate.

When the Group ceases to have significant influence over an associate, any retained interest in the former associate at the date when significant influence is lost is measured at fair value and this amount is regarded as the initial carrying amount of a financial asset. The difference between the fair value of any retained interest plus proceeds from the interest disposed of and the carrying amount of the investment at the date when equity method is discontinued is recognised in the profit or loss.

When the Group's interest in an associate decrease but does not result in a loss of significant influence, any retained interest is not remeasured. Any gain or loss arising from the decrease in interest is recognised in profit or loss. Any gains or losses previously recognised in other comprehensive income are also reclassified proportionately to profit or loss if that gain or loss would be required to be reclassified to profit or loss on the disposal of the related assets or liabilities.

Investments in associates are measured in the Company's statement of financial position at cost less any impairment losses. The cost of the investment includes transaction costs.

Financial instrument (loans or advances) which, in substance, provides current access to the returns associated with an underlying ownership interest; or substantially all of the instrument's returns are driven by the financial performance of the associate such that the instrument provides an exposure similar to an investment in ordinary shares of the associate are also accounted for as investment in associates by the Group or the Company.

2. Significant accounting policies (continued)

(a) Basis of consolidation (continued)

(vi) Joint arrangements

Joint arrangements are arrangements of which the Group or the Company have joint control, established by contracts requiring unanimous consent for decisions about the activities that significantly affect the arrangements' returns.

Joint arrangements are classified and accounted for as follows:

- A joint arrangement is classified as "joint operation" when the Group has rights to the assets and obligations for the liabilities relating to an arrangement. The Group or the Company accounts for each of its share of the assets, liabilities and transactions, including its share of those held or incurred jointly with the other investors, in relation to the joint operation.
- A joint arrangement is classified as "joint venture" when the Group has rights only to the net assets of the arrangements. The Group accounts for its interest in the joint venture using the equity method as disclosed in Note 2(a)(v).

Financial instrument (loans or advances) which, in substance, provides current access to the returns associated with an underlying ownership interest, or substantially all of the instrument's returns are driven by the financial performance of the joint venture such that the instrument provides an exposure similar to an investment in ordinary shares of the joint venture are also accounted for as investment in joint venture by the Group.

(vii) Non-controlling interests

Non-controlling interests at the end of the reporting year, being the equity in a subsidiary not attributable directly or indirectly to the equity holders of the Company, are presented in the consolidated statement of financial position and statement of changes in equity within equity, separately from equity attributable to the owners of the Company. Non-controlling interests in the results of the Group is presented in the consolidated statements of profit or loss and other comprehensive income as an allocation of the profit or loss and the comprehensive income for the year between non-controlling interests and owners of the Company.

Losses applicable to the non-controlling interests in a subsidiary are allocated to the non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

(viii) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

Unrealised gains arising from transactions with equity-accounted associates and joint venture are eliminated against the investment to the extent of the Group's interest in the investees. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

2. Significant accounting policies (continued)

(b) Foreign currency

(i) Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting year are retranslated to the functional currency at the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies are not retranslated at the end of the reporting date except for those that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value is determined.

Foreign currency differences arising on retranslation are recognised in profit or loss, except for differences arising from a financial instrument designated as a hedge of currency risk, which are recognised in other comprehensive income.

In the consolidated financial statements, when settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely in the foreseeable future, foreign exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in other comprehensive income, and are presented in the foreign exchange reserve in equity.

(ii) Operations denominated in functional currencies other than Ringgit Malaysia

The assets and liabilities of operations denominated in functional currencies other than RM, including goodwill and fair value adjustments arising on acquisition, are translated to RM at exchange rates at the end of the reporting year. The income and expenses of foreign operations are translated to RM at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income and accumulated in the foreign exchange reserve in equity. However, if the operation is a non-wholly owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests. When a foreign operation is disposed of such that control, significant influence or joint control is lost, the cumulative amount in the foreign exchange reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal.

When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associate or joint venture that includes a foreign operation while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

2. Significant accounting policies (continued)

(c) Financial instruments

(i) Recognition and initial measurement

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the Group or the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without significant financing component) or a financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issuance. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Financial instrument categories and subsequent measurement

Financial assets

Categories of financial assets are determined on initial recognition and are not reclassified subsequent to their initial recognition unless the Group or the Company changes its business model for managing financial assets in which case all affected financial assets are reclassified on the first day of the first reporting period following the change of the business model.

(a) Amortised cost

Amortised cost category comprises financial assets that are held within a business model whose objective is to hold assets to collect contractual cash flows and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The financial assets are not designated as fair value through profit or loss. Subsequent to initial recognition, these financial assets are measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Interest income is recognised by applying effective interest rate to the gross carrying amount except for credit impaired financial assets (see Note 2(m)(i)) where the effective interest rate is applied to the amortised cost.

(b) Fair value through other comprehensive income

Equity investments

This category comprises investment in equity that is not held for trading, and the Group and the Company irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of investment. Other net gains and losses are recognised in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are not reclassified to profit or loss.

At this juncture, the Group and the Company has not elected to present subsequent changes on any of its investment's fair value in other comprehensive income.

2. Significant accounting policies (continued)

(c) Financial instruments (continued)

(ii) Financial instrument categories and subsequent measurement (continued)

Financial assets (continued)

(c) Fair value through profit or loss

All financial assets not measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss. This includes derivative financial assets (except for a derivative that is a designated and effective hedging instrument). On initial recognition, the Group or the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at fair value through other comprehensive income as at fair value through profit or loss if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets categorised as fair value through profit or loss are subsequently measured at their fair value. Net gains or losses, including any interest or dividend income, are recognised in the profit or loss.

All financial assets, except for those measured at fair value through profit or loss and equity investments measured at fair value through other comprehensive income, are subject to impairment assessment (see Note 2(m)(i)).

Financial liabilities

The categories of financial liabilities at initial recognition are as follows:

(a) Fair value through profit or loss

Fair value through profit or loss category comprises financial liabilities that are derivatives (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument), contingent consideration in a business combination and financial liabilities that are specifically designated into this category upon initial recognition.

On initial recognition, the Group or the Company may irrevocably designate a financial liability that otherwise meets the requirements to be measured at amortised cost as at fair value through profit or loss:

(i) if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise;

(ii) a group of financial liabilities or assets and financial liabilities is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the group is provided internally on that basis to the Group's key management personnel; or

(iii) if a contract contains one or more embedded derivatives and the host is not a financial asset in the scope of MFRS 9, where the embedded derivative significantly modifies the cash flows and separation is not prohibited.

2. Significant accounting policies (continued)

(c) Financial instruments (continued)

(ii) Financial instrument categories and subsequent measurement (continued)

Financial liabilities (continued)

(a) Fair value through profit or loss (continued)

Financial liabilities categorised as fair value through profit or loss are subsequently measured at their fair value with gains or losses, including any interest expense are recognised in the profit or loss.

For financial liabilities where it is designated as fair value through profit or loss upon initial recognition, the Group and the Company recognise the amount of change in fair value of the financial liability that is attributable to change in credit risk in the other comprehensive income and remaining amount of the change in fair value in the profit or loss, unless the treatment of the effects of changes in the liability's credit risk would create or enlarge an accounting mismatch.

(b) Amortised cost

Other financial liabilities not categorised as fair value through profit or loss are subsequently measured at amortised cost using the effective interest method.

Interest expense and foreign exchange gains and losses are recognised in the profit or loss. Any gains or losses on derecognition are also recognised in the profit or loss.

(iii) Regular way purchase or sale of financial assets

A regular way purchase or sale of financial assets is recognised and derecognised, as applicable, using trade date or settlement date accounting in the current year.

Trade date accounting refers to:

(a) the recognition of an asset to be received and the liability to pay for it on the trade date, and

(b) derecognition of an asset that is sold, recognition of any gain or loss on disposal and the recognition of a receivable from the buyer for payment on the trade date.

Settlement date accounting refers to:

(a) the recognition of an asset on the day it is received by the Group or the Company, and

(b) derecognition of an asset and recognition of any gain or loss on disposal on the day that is delivered by the Group or the Company.

Any change in the fair value of the asset to be received during the period between the trade date and the settlement date is accounted in the same way as it accounts for the acquired asset.

Generally, the Group or the Company applies settlement date accounting unless otherwise stated for the specific class of asset.

2. Significant accounting policies (continued)

(c) Financial instruments (continued)

(iv) 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 in accordance with the original or modified terms of a debt instrument.

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at higher of:
- the amount of the loss allowance; and
- the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance to the principles of MFRS 15, *Revenue from Contracts with Customers.*

Liabilities arising from financial guarantees are presented together with other provisions.

(v) Derecognition

A financial asset or part of it is derecognised when, and only when, the contractual rights to the cash flows from the financial asset expired or transferred, or control of the asset is not retained or substantially all of the risks and rewards of ownership of the financial asset are transferred to another party. On derecognition of a financial asset, the difference between the carrying amount of the financial asset and the sum of consideration received (including any new asset obtained less any new liability assumed) is recognised in profit or loss.

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged, cancelled or expired. A financial liability is also derecognised when its terms are modified and the cash flows of the modified liability are substantially different, in which case, a new financial liability based on modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

(vi) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group or the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and liability simultaneously.

(d) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset and any other costs directly attributable to bringing the asset to working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. The cost of self-constructed assets also includes the cost of materials and direct labour. For qualifying assets, borrowing costs are capitalised in accordance with the accounting policy on borrowing costs.

2. Significant accounting policies (continued)

(d) Property, plant and equipment (continued)

(i) Recognition and measurement (continued)

When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The gain or loss on disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and is recognised net within "other income" and "other expenses" respectively in profit or loss.

(ii) Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group or the Company, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised to profit or loss. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

(iii) Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed, and if a component has a useful life that is different from the remainder of that asset, then that component is depreciated separately.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Group will obtain ownership by the end of the lease term. Freehold land is not depreciated. Property, plant and equipment under construction are not depreciated until the assets are ready for their intended use.

The estimated useful lives for the current and comparative years are as follows:

• Buildings	10 - 50 years
• Other plant and equipment	2.5 - 10 years
• Sales gallery	5 - 10 years

Depreciation methods, useful lives and residual values are reviewed at the end of the reporting year and adjusted as appropriate.

2. Significant accounting policies (continued)

(e) Leases

(i) Definition of a lease

A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- the contract involves the use of an identified asset - this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- the customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- the customer has the right to direct the use of the asset. The customer has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the customer has the right to direct the use of the asset if either the customer has the right to operate the asset; or the customer designed the asset in a way that predetermines how and for what purpose it will be used.

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Group is a lessee, it has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

(ii) Recognition and initial measurement

(a) As a lessee

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the respective Group entities' average borrowing rate. Generally, the Group entities use their average borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:
- fixed payments, including in-substance fixed payments less any incentives receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price under a purchase option that the Group is reasonably certain to exercise; and
- penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

2. Significant accounting policies (continued)

(e) Leases (continued)

(ii) Recognition and initial measurement (continued)

(a) As a lessee (continued)

The Group excludes variable lease payments that linked to future performance or usage of the underlying asset from the lease liability. Instead, these payments are recognised in profit or loss in the period in which the performance or use occurs.

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(b) As a lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

If an arrangement contains lease and non-lease components, the Group applies MFRS 15 to allocate the consideration in the contract based on the stand-alone selling prices.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. It assesses the lease classification of a sublease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sublease as an operating lease.

(iii) Subsequent measurement

(a) As a lessee

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of the right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a revision of in-substance fixed lease payments, or if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

2. Significant accounting policies (continued)

(e) Leases (continued)

(iii) Subsequent measurement (continued)

(b) As a lessor

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of "other income”.

(f) Investment properties

Investment properties are properties which are owned or held under a leasehold interest to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods and services or for administrative purposes.

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are carried at costs less any accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the investment property.

Freehold land has an unlimited life and therefore is not depreciated. Investment properties carried at cost are depreciated over the economic useful life ranging from 20 to 50 years.

An investment property is derecognised on its disposal, or when it is permanently withdrawn from use and no future economic benefits are expected from its disposal. The difference between the net disposal proceeds and the carrying amount is recognised in the year in which the item is derecognised.

(g) Goodwill

Goodwill arises on business combinations is measured at cost less any accumulated impairment losses. In respect of equity-accounted associates and joint venture, the carrying amount of goodwill is included in the carrying amount of the investment and an impairment loss on such an investment is not allocated to any asset, including goodwill, that forms part of the carrying amount of the equity-accounted associates and joint venture.

(h) Biological assets and bearer plant

Biological assets comprised produce growing on trees and bamboo stalks are measured at fair values less costs of disposal. Any gains or losses arising from changes in the fair values less costs of disposal are recognised in profit or loss. Fair value is determined based on the present value of expected net cash flows from the biological assets. The expected net cash flows are estimated using the expected output method and the estimated market price of the biological assets.

Bearer plant is accounted for as property, plant and equipment. All costs relating to bearer plants are capitalised until such time the bearer plants reach maturity, at which point all further costs are expensed and depreciation commences. Costs to reach maturity include seedling and planting costs, other upkeep costs and an allocation of overhead costs.

The estimated useful lives for the current and comparative years are as follows:

• Bearer plants - oil palm and bamboo stalks	25 years

2. Significant accounting policies (continued)

(i) Inventories

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and estimated costs necessary to make the sale.

(i) Land held for property development

Land held for property development consists of land or such portions thereof on which 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.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies.

Cost of land held for property development is measured based on specific identification basis.

(ii) Property development in progress and completed development units

Property development in progress and completed development units comprise costs associated with the acquisition of land and all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities, including interest expense incurred before available for sale during the period of active development.

Cost of completed development units are measured based on specific identification basis.

(iii) Consumables

Cost of consumables is measured based on the first-in first-out basis and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

(j) Contract asset/Contract liability

A contract asset is recognised when the Group's or the Company's right to consideration is conditional on something other than the passage of time. A contract asset is subject to impairment (see Note 2(m)(i)).

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

2. Significant accounting policies (continued)

(k) Contract cost

(i) Incremental cost of obtaining a contract

The Group or the Company recognises incremental costs of obtaining contracts when the Group or the Company expects to recover these costs.

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

(ii) Cost to fulfil a contract

The Group or the Company recognises a contract cost that relate directly to a contract or to an anticipated contract as an asset when the cost generates or enhances resources of the Group or the Company, will be used in satisfying performance obligations in the future and it is expected to be recovered. All other costs to fulfill contracts are expensed to profit or loss.

An impairment loss is recognised in the profit and loss when the carrying amount of the contract cost exceeds the expected revenue less expected cost that will be incurred. Where the impairment condition no longer exists or has improved, the impairment loss is reversed to the extent that the carrying amount of the contract cost does not exceed the amount that would have been recognised had there been no impairment loss recognised previously.

(l) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, balances and deposits with banks and highly liquid investments which have an insignificant risk of changes in value with original maturities of three months or less, and are used by the Group and the Company in the management of their short-term commitments. For the purpose of the statement of cash flows, cash and cash equivalents are presented net of pledged deposits and bank overdraft.

(m) Impairment

(i) Financial assets

The Group and the Company recognise loss allowances for expected credit losses on financial assets measured at amortised cost, debt investments measured at fair value through other comprehensive income, contract assets and lease receivables. Expected credit losses are a probability-weighted estimate of credit losses.

The Group and the Company measure loss allowances at an amount equal to lifetime expected credit loss, except for debt securities that are determined to have low credit risk at the reporting date, cash and bank balance and other debt securities for which credit risk has not increased significantly since initial recognition, which are measured at 12-month expected credit loss. Loss allowances for trade receivables, contract assets and lease receivables are always measured at an amount equal to lifetime expected credit loss.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit loss, the Group and the Company consider reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information, where available.

2. Significant accounting policies (continued)

(m) Impairment (continued)

(i) Financial assets (continued)

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset, while 12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within the 12 months after the reporting date. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group and the Company are exposed to credit risk.

The Group and the Company estimate the expected credit losses on trade receivables using a provision matrix with reference to historical credit loss experience.

An impairment loss in respect of financial assets measured at amortised cost is recognised in profit or loss and the carrying amount of the asset is reduced through the use of an allowance account.

At each reporting date, the Group and the Company assess whether financial assets carried at amortised cost and debt securities at fair value through other comprehensive income are credit-impaired. A financial asset is credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

The gross carrying amount of a financial asset is written off (either partially or full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group or the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's or the Company's procedures for recovery amounts due.

(ii) Other assets

The carrying amounts of other assets (except for inventories, contract assets, lease receivables and deferred tax asset) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill and intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated each period at the same time.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units. Subject to an operating segment ceiling test, for the purpose of goodwill impairment testing, cash-generating units to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. The goodwill acquired in a business combination, for the purpose of impairment testing, is allocated to a cash-generating unit or a group of cash-generating units that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows 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 or cash-generating unit.

An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit exceeds its estimated recoverable amount.

2. Significant accounting policies (continued)

(m) Impairment (continued)

(ii) Other assets (continued)

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (group of cash-generating units) and then to reduce the carrying amounts of the other assets in the cash-generating unit (groups of cash-generating units) on a *pro rata* basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. Reversals of impairment losses are credited to profit or loss in the financial year in which the reversals are recognised.

(n) Equity instruments

Instruments classified as equity are measured at cost on initial recognition and are not remeasured subsequently.

(i) Issue expenses

Costs directly attributable to the issue of instruments classified as equity are recognised as a deduction from equity.

(ii) Ordinary shares

Ordinary shares are classified as equity.

(o) Employee benefits

(i) Short-term employee benefits

Short-term employee benefit obligations in respect of salaries, annual bonuses, paid annual leave and sick leave are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(ii) Defined contribution plans

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. The Group makes contributions to the Employees' Provident Fund in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the year in which the related service is performed.

(iii) Termination benefits

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring.

2. Significant accounting policies (continued)

(p) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

(q) Revenue and other income

(i) Contract with customers

Revenue from contract with customers is measured based on the consideration specified in a contract with a customer in exchange for transferring goods or services to a customer, excluding amounts collected on behalf of third parties. The Group or the Company recognises revenue when (or as) it transfers control over a product or service to customer. An asset is transferred when (or as) the customer obtains control of the asset. Depending on the terms of the contract, control of the assets may be transferred over time or at a point in time.

The Group or the Company transfers control of a good or service at a point in time unless one of the following over time criteria is met:

(a) the customer simultaneously received and consumes the benefits provided as the Group or the Company performs;

(b) the Group's or the Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or

(c) the Group's or the Company's performance does not create an asset with an alternative use and the Group or the Company has an enforceable right to payment for performance completed to date.

If control of the assets is transferred over time, revenue is recognised over the period of the contract by reference to the progress towards the satisfaction of each of those performance obligations. Otherwise, revenue is recognised at a point in time when the customer obtain control over the goods or services.

(ii) Dividend income

Dividend income is recognised in profit or loss on the date that the Group's or the Company's right to receive payment is established, which in the case of quoted securities is the ex-dividend date.

(iii) Interest income

Interest income is recognised as it accrues using the effective interest method in profit or loss except for interest income arising from temporary investment of borrowings taken specifically for the purpose of obtaining a qualifying asset which is accounted for in accordance with the accounting policy on borrowing costs.

(iv) Leasing income

Leasing income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of lease income over the lease term on a straight-line basis.

2. Significant accounting policies (continued)

(r) Borrowing costs

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

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets.

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when expenditure for the asset is being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalisation of borrowing costs is suspended or ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or completed.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

(s) Income tax

Income tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination or items recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted by the end of the reporting year, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is recognised using the liability method, providing for temporary differences between the carrying amounts of assets and liabilities in the statement of financial position and their tax bases. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting year.

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Deferred tax assets and liabilities are not discounted.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at the end of each reporting year and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

2. Significant accounting policies (continued)

(t) Earnings per ordinary share

The Group presents basic earnings per share data for its ordinary shares (“EPS”).

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the financial year, adjusted for own shares held.

(u) Operating segments

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

(v) Contingencies

Contingent liabilities

Where it is not probable that an outflow of economic benefit will be required, or the amount cannot be estimated reliably, the obligation is not recognised in the statements of financial position and is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

(w) Fair value measurement

Fair value of an asset or a liability, except for share-based payment and lease transactions, is determined as 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 measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market.

For non-financial asset, the fair value measurement takes into account a market participant’s ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair value is categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.
Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3: Unobservable inputs for the asset or liability.

The Group recognises transfers between levels of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfers.

3. Property, plant and equipment

Group	Freehold land RM'000	Buildings RM'000	Other plant and equipment RM'000	Sales gallery RM'000	Bearer plants RM'000	Construction work-in-progress RM'000	Total RM'000
Cost							
At 1 April 2021	48,216	75,827	20,406	14,692	7,318	-	166,459
Additions	-	394	551	87	895	7,063	8,990
Reclassification							
- from land held for property development	-	-	-	-	-	107	107
- from investment properties	298	-	-	-	-	-	298
Disposals	-	-	(216)	-	-	-	(216)
Written off	-	-	(82)	(3,862)	-	-	(3,944)
At 31 March 2022	48,514	76,221	20,659	10,917	8,213	7,170	171,694
Accumulated depreciation							
At 1 April 2021	-	13,535	14,661	7,158	1,730	-	37,084
Charge for the year	-	1,531	1,347	2,096	355	-	5,329
Disposals	-	-	(194)	-	-	-	(194)
Written off	-	-	(79)	(2,646)	-	-	(2,725)
At 31 March 2022	-	15,066	15,735	6,608	2,085	-	39,494
Carrying amounts							
At 1 April 2021	48,216	62,292	5,745	7,534	5,588	-	129,375
At 31 March 2022	48,514	61,155	4,924	4,309	6,128	7,170	132,200

3. Property, plant and equipment (continued)

Group	Freehold land RM'000	Buildings RM'000	Other plant and equipment RM'000	Sales gallery RM'000	Bearer plants RM'000	Total RM'000
Cost						
At 1 April 2020	50,037	86,148	22,489	14,688	7,104	180,466
Additions	-	122	657	46	214	1,039
Disposals	-	-	(198)	-	-	(198)
Written off	-	(10,443)	(2,542)	(42)	-	(13,027)
Reclass to investment properties	(1,821)	-	-	-	-	(1,821)
At 31 March 2021	48,216	75,827	20,406	14,692	7,318	166,459
Accumulated depreciation						
At 1 April 2020	-	22,449	15,906	4,969	1,375	44,699
Charge for the year	-	1,529	1,490	2,189	355	5,563
Disposals	-	-	(198)	-	-	(198)
Written off	-	(10,443)	(2,537)	-	-	(12,980)
At 31 March 2021	-	13,535	14,661	7,158	1,730	37,084
Carrying amounts						
At 1 April 2020	50,037	63,699	6,583	9,719	5,729	135,767
At 31 March 2021	48,216	62,292	5,745	7,534	5,588	129,375

3.1 The following assets are charged to a bank as security for a term loan facility granted to a subsidiary (see Note 19):

	Group 2022 RM'000	Group 2021 RM'000
Buildings	50,498	51,575
Other plant and equipment	3,817	4,273
	54,315	55,848

3. Property, plant and equipment (continued)

Company	Motor vehicles RM'000	Furniture, fittings and equipment RM'000	Total RM'000
Cost			
At 1 April 2020	725	1,015	1,740
Additions	-	3	3
Disposals	(166)	(692)	(858)
At 31 March 2021/1 April 2021	559	326	885
Additions	-	23	23
Disposals	-	(79)	(79)
At 31 March 2022	559	270	829
Accumulated depreciation			
At 1 April 2020	417	993	1,410
Charge for the year	95	7	102
Disposals	(166)	(689)	(855)
At 31 March 2021/1 April 2021	346	311	657
Charge for the year	95	7	102
Disposals	-	(79)	(79)
At 31 March 2022	441	239	680
Carrying amounts			
At 1 April 2020	308	22	330
At 31 March 2021/1 April 2021	213	15	228
At 31 March 2022	118	31	149

4. Investment properties

	Group				Company		
	Freehold land RM'000	Buildings RM'000	Construction work-in-progress RM'000	Total RM'000	Freehold land RM'000	Buildings RM'000	Total RM'000
Cost							
At 1 April 2020	12,055	79,771	-	91,826	11,988	20,720	32,708
Additions	-	85	-	85	-	-	-
Reclassification from Property, plant and equipment	1,821	-	-	1,821	-	-	-
At 31 March 2021/ 1 April 2021	13,876	79,856	-	93,732	11,988	20,720	32,708
Additions	-	4	8,540	8,544	-	-	-
Reclassification							
- from land held for property development	-	-	545	545	-	-	-
- to property, plant and equipment	(298)	-	-	(298)	-	-	-
At 31 March 2022	13,578	79,860	9,085	102,523	11,988	20,720	32,708
Accumulated depreciation							
At 1 April 2020	-	8,542	-	8,542	-	9,467	9,467
Charge for the year	-	1,527	-	1,527	-	415	415
At 31 March 2021/ 1 April 2021	-	10,069	-	10,069	-	9,882	9,882
Charge for the year	-	1,531	-	1,531	-	415	415
At 31 March 2022	-	11,600	-	11,600	-	10,297	10,297
Carrying Amounts							
At 1 April 2020	12,055	71,229	-	83,284	11,988	11,253	23,241
At 31 March 2021/ 1 April 2021	13,876	69,787	-	83,663	11,988	10,838	22,826
At 31 March 2022	13,578	68,260	9,085	90,923	11,988	10,423	22,411

4. Investment properties (continued)

(a) The fair value of investment properties of the Group and of the Company are as follows:

	Note	Group 2022 RM'000	Group 2021 RM'000
Group			
Land		86,004	59,031
Building		165,103	136,171
	(i)	251,107	195,202
Company			
Land		19,140	18,123
Building		82,082	70,716
	(ii)	101,222	88,839

However, the fair value of the investment properties under construction is not reliably measurable as at the end of reporting period.

There were no transfers between Level 1, Level 2 and Level 3 fair value measurements during the financial years ended 31 March 2022 and 31 March 2021.

(i) The fair value of the investment properties of the Group are categorised at Level 3.

The land and building are valued by reference to transactions of similar land surrounding with appropriate adjustments made for differences in the relevant characteristics of the land and buildings without involvement of external valuer, except in current year, the fair value of a piece of land amounting to RM66,865,000 of which its valuation is derived based on valuation performed by certified external valuer based on market comparison approach.

Sales price of comparable land and buildings in close proximity are adjusted for differences in key attributes such as property sizes. The most significant unobservable input into this valuation approach is price per square foot. The estimated fair value would increase/(decrease) if the price per square foot is higher/(lower).

(ii) The fair value of the investment properties of the Company are categorised at Level 3.

The land and building is valued by reference to transactions of similar land surrounding with appropriate adjustments made for differences in the relevant characteristics of the land without involvement of external valuer.

Sales price of comparable land in close proximity are adjusted for differences in key attributes such as property sizes. The most significant unobservable input into this valuation approach is price per square foot. The estimated fair value would increase/(decrease) if the price per square foot is higher/(lower).

4. Investment properties (continued)

(a) The fair value of investment properties of the Group and of the Company are as follows (continued):

(ii) The fair value of building is based on the discounted cash flow method by taking into account of future rental income, direct operating expenses and risk-adjusted discount rate.

Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Risk-adjusted discount rates 3.95% (2021: 4.10%)	The estimated fair value would increase/(decrease) if risk-adjusted discount rates were (lower)/higher.

(b) The operating lease payments to be received are as follows:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Less than 1 year	988	2,617	3,455	2,414
1 to 2 years	57	269	3,449	6
2 to 3 years	-	-	3,458	-
Total undiscounted lease payments	1,045	2,886	10,362	2,420

5. Investments in subsidiaries

	Group	
	2022 RM'000	2021 RM'000
Cost of investment	1,105,171	1,096,261
Less: Accumulated impairment losses	(119,969)	(119,971)
	985,202	976,290

5. Investments in subsidiaries (continued)

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal place of business/Country of incorporation	Principal activities	Effective ownership interest and voting interest 2022 %	2021 %
Bestform Limited*	Isle of Man	Investment holding but liquidated in current year	-	100.00
Bright Term Sdn. Bhd.	Malaysia	Property development	100.00	100.00
Brilliant Forward Sdn. Bhd. (f.k.a. Sri Damansara Club Bhd)	Malaysia	Investment holding	100.00	100.00
Clarity Crest Sdn. Bhd.	Malaysia	Cultivation of bamboo, rubber and oil palm	100.00	100.00
Elite Land Development Sdn. Bhd.	Malaysia	Property development	65.00	65.00
Forward Esteem Sdn. Bhd.	Malaysia	Property development	100.00	100.00
L&G Resources (1994), Inc.*	USA	Dormant	100.00	100.00
Land & General Properties Sdn. Bhd.	Malaysia	Property management	100.00	100.00
Land & General Australia (Holdings) Pty Ltd*	Australia	Investment holding	100.00	100.00
Lang Education Holdings Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Lang Furniture (Pahang) Sdn. Bhd.	Malaysia	Dormant	100.00	100.00
Maple Domain Sdn. Bhd.	Malaysia	Property investment	100.00	100.00
Pillar Quest Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Primal Milestone Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Quantum Bonus Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Soho Prestige Sdn. Bhd.	Malaysia	Property development	100.00	100.00
Sri Damansara Sdn. Bhd.	Malaysia	Property development and property investment	100.00	100.00
Success View Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Syarikat Trimal Sdn. Bhd.	Malaysia	Property development	100.00	100.00
Synergy Score Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00

5. Investments in subsidiaries (continued)

Details of the subsidiaries are as follows (continued):

Name of subsidiaries	Principal place of business/Country of incorporation	Principal activities	Effective ownership interest and voting interest 2022 %	2021 %
Triumph Bliss Sdn. Bhd.	Malaysia	Property development	100.00	100.00
Victory Vista Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Winlink Pte Ltd*	Singapore	Dormant but in the process of voluntary liquidation	100.00	100.00
Subsidiaries of Brilliant Forward Sdn. Bhd. (f.k.a. Sri Damansara Club Bhd):				
Billion Megastar Sdn. Bhd.	Malaysia	Property development	100.00	-
Subsidiaries of Land & General Australia (Holdings) Pty Ltd:				
Lang Melbourne Pty Ltd*	Australia	Dormant	100.00	100.00
World Trade Centre Holdings Pty Ltd*	Australia	Dormant	100.00	100.00
Flinders Wharf Pty Ltd*	Australia	Dormant	100.00	100.00
Flinders Wharf One Pty Ltd*	Australia	Dormant	100.00	100.00
Flinders Wharf Two Pty Ltd*	Australia	Dormant	100.00	100.00
PLR Mayfields Pty Ltd*	Australia	Dormant	100.00	100.00
Subsidiary of L&G Resources (1994), Inc.:				
L&G Display Technologies, Inc.*	USA	Dormant	100.00	100.00
Subsidiary of Lang Education Holdings Sdn. Bhd.:				
Lang Education Sdn. Bhd.	Malaysia	Education services	100.00	100.00

5. Investments in subsidiaries (continued)

Details of the subsidiaries are as follows (continued):

Name of subsidiaries	Principal place of business/Country of incorporation	Principal activities	Effective ownership interest and voting interest 2022 %	2021 %
Subsidiary of Lang Education Sdn. Bhd.:				
Bestari Elsa Sdn. Bhd.	Malaysia	Dormant	70.00	70.00
Subsidiary of Pillar Quest Sdn. Bhd.:				
Xtreme Meridian Sdn. Bhd.	Malaysia	Property development	50.01	50.01
Subsidiaries of Syarikat Trimal Sdn. Bhd.:				
Mentari Unggul Sdn. Bhd.	Malaysia	Dormant	100.00	100.00
Tinvein Nominees Sdn. Bhd.	Malaysia	Striked off in current year	-	100.00
Subsidiary of Synergy Score Sdn. Bhd.:				
Elite Forward Sdn. Bhd.	Malaysia	Property development	50.01	50.01
Subsidiary of Victory Vista Sdn. Bhd.:				
Pembinaan Jaya Megah Sdn. Bhd.	Malaysia	Property development	100.00	100.00
Subsidiary of World Trade Centre Holdings Pty Ltd:				
Lang Australia Pty Ltd*	Australia	Dormant	100.00	100.00

* Not audited by KPMG PLT.

5. Investments in subsidiaries (continued)

5.1 Non-controlling interests in subsidiaries

The following table summarises the financial information of the Group's material non-controlling interests ("NCI") in Elite Forward Sdn. Bhd. ("EFSB"), Xtreme Meridian Sdn. Bhd. ("XMSB") and Elite Land Development Sdn. Bhd. ("ELDSB"):

	EFSB		XMSB		ELDSB		Total	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
NCI percentage of ownership interest and voting interest	49.99%	49.99%	49.99%	49.99%	35.00%	35.00%	-	-
Carrying amount of NCI	6,558	7,095	75,165	75,036	7,910	7,923	89,633	90,054
(Loss)/Profit allocated to NCI	(37)	(23)	(373)	2,706	(11)	(12)	(421)	2,671
Non-current assets	2	3	13	2,188	22,695	22,690	22,710	24,881
Current assets	13,497	14,676	301,887	320,065	3	19	315,387	334,760
Non-current liabilities	-	-	(64,172)	(83,536)	-	-	(64,172)	(83,536)
Current liabilities	(381)	(487)	(87,367)	(88,614)	(98)	(73)	(87,846)	(89,174)
Net assets	13,118	14,192	150,361	150,103	22,600	22,636	186,079	186,931

5. **Investments in subsidiaries (continued)**

5.1 **Non-controlling interests in subsidiaries (continued)**

	EFSB		XMSB		ELDSB		Total	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Year ended 31 March								
Revenue	3,367	3,791	40,787	32,103	-	-	44,154	35,894
(Loss)/Profit for the year	(76)	(45)	(746)	5,413	(31)	(34)	(853)	5,334
Dividends paid to NCI	(500)	(2,999)	-	-	-	-	(500)	(2,999)
Cash flows generated from/(used in) operating activities	369	4,567	20,631	(5,007)	(35)	(10)	20,965	(450)
Cash flows (used in)/ generated from investing activities	(678)	(34)	-	5,962	-	-	(678)	5,928
Cash flows (used in)/ generated from financing activities	(1,000)	(6,000)	(15,168)	(2,004)	20	27	(16,148)	(7,977)
Net (decrease)/ increase in cash and cash equivalents	(1,309)	(1,467)	5,463	(1,049)	(15)	17	4,139	(2,499)

5. Investments in subsidiaries (continued)

5.2 Loans or advances to subsidiaries

Included in cost of investment were loans or advances to subsidiaries with nominal value of RM8,543,000 (2021: RM54,468,000). These loans or advances were classified as cost of investment in subsidiaries. The loans or advances do not have fixed repayment terms and after considering the capital structure of the subsidiaries, the management is of the view that, in substance, the loans and advances provided an exposure similar to an investment in ordinary shares of the subsidiaries. The said loan or advances of RM53,018,000 were capitalised to redeemable preference shares during the financial year.

6. Investments in associates

		Group		Company	
	Note	**2022 RM'000**	**2021 RM'000**	**2022 RM'000**	**2021 RM'000**
Cost of investment	6.1	152,877	152,877	500	500
Share of post-acquisition profit		(14,011)	522	-	-
		138,866	153,399	500	500
Less: Accumulated impairment losses		(1,475)	(1,475)	(500)	(500)
		137,391	151,924	-	-

6.1 In previous financial year, the cost of investment included loans granted to the associate of RM136,950,000 with nominal value of RM196,365,000 as the loans provide an exposure similar to an investment in ordinary shares of the associate. The loans were exposed to changes in the fair value of the associate's net assets and hence, the associate's losses. Furthermore, the shareholders were required to provide financing to the associate in proportion to their respective shareholdings in the associate. This demonstrated that the loans granted links directly to ownership.

During the financial year, the said loans were converted to preference shares.

6. Investments in associates (continued)

Details of the associates, all of which are incorporated in Malaysia and the Company's interests therein, are as follows:

Name of associates	Principal place of business/Country of incorporation	Principal activities	Effective ownership interest and voting interest 2022 %	2021 %
C.I. Damansara Quarry Sdn. Bhd.	Malaysia	Dormant	35.00	35.00
Projass Langbuilt Sdn. Bhd.	Malaysia	Dormant	50.00	50.00
FW Financing Solutions Pty Ltd	Australia	Dormant	50.00	50.00
Held through Primal Milestone Sdn. Bhd. and Quantum Bonus Sdn. Bhd.				
Country Garden Properties (Malaysia) Sdn. Bhd. ("CGPM")	Malaysia	Property development	45.00	45.00

The following summarises the information of the Group's material associate:

	Group 2022 RM'000	2021 RM'000
CGPM		
Non-current assets	220,939	217,498
Current assets	220,589	357,590
Non-current liabilities	(34,838)	(49,649)
Current liabilities	(101,376)	(187,831)
Net assets	305,314	337,608
Year ended 31 March		
Loss/Total comprehensive expense	(32,296)*	(4,336)
Reconciliation of net assets to carrying amount as at 31 March		
Group's share of net assets	137,391	151,924
Group's share of results for the year ended 31 March		
Group's share of total comprehensive expense	(14,533)	(1,951)

6. Investments in associates (continued)

Other information

The Group invests in CGPM because it is operating in the property development industry, which is the Group's main operating segment.

* In current year, CGPM had included the following significant adjustments to its financial statements:

- Written down its inventories, namely properties under development in Serendah of RM46,938,000 based on valuation conducted by independent external valuers; and
- Impairment loss of RM6,021,000 on its related property, plant and equipment in Serendah.

7. Investment in joint ventures

	Group	
	2022 RM'000	**2021 RM'000**
Cost of investment	20,757	23,346
Share of post-acquisition loss, net of distribution	(106)	(390)
	20,651	22,956
Less: Accumulated impairment losses	(5,501)	(5,526)
	15,150	17,430

7.1 The cost of investment includes loans granted to a joint venture of RM16,782,000 (2021: RM19,371,000) as the loans provide an exposure similar to an investment in ordinary shares of the joint venture. The loans are exposed to changes in the fair value of the joint venture's net assets and hence, the joint venture's profits. Furthermore, the shareholders are required to provide financing to the joint venture in proportion to their respective shareholdings in the joint venture. This demonstrates that the loans granted links directly to ownership.

Movements on the Group's loss allowances for investment in joint venture, Hidden Valley Australia Pty Ltd ("HV") are as follows:

	2022 RM'000	**2021 RM'000**
Group		
At 1 April	5,526	16,252
Impairment loss reversed (Note 21)	-	(12,770)
Forex translation	(25)	2,044
At 31 March	5,501	5,526

7. Investment in joint ventures (continued)

Reversal of impairment loss of joint venture, Hidden Valley Australia Pty Ltd ("HV")

In the previous reporting date, the Group conducted an impairment review of its interests in a joint venture since the joint venture has turned around its operations from an accumulated losses position in the previous years to a retained profits position in financial year ended 31 March 2020 and in the position to distribute its profit in the current financial year.

The recoverable amount of the joint venture is determined using value-in-use. Based on management's assessment, a reversal of impairment of RM12,770,000 was recognised in the previous financial year.

The value-in-use was calculated by discounting the cash flow projections over five-year period. The management applied a pre-tax discount rate of 6.47%.

The value-in-use of the joint venture is most sensitive to the expected timing on repayment period over five years.

Details of the joint venture are as follows:

Name of joint ventures	Principal place of business/Country of incorporation	Principal activities	Effective ownership interest and voting interest 2022 %	2021 %
Hidden Valley Australia Pty Ltd ("HV")	Australia	Property development	50	50
Pacific Parkland Sdn. Bhd. ("PPSB")	Malaysia	Property development	30	30

In previous year, the Group subscribed to 75,000 ordinary shares at a subscription price of RM75,000 in PPSB via its wholly-owned subsidiary, Success View Sdn. Bhd. ("SVSB") representing 30% equity interest in PPSB. Subsequently, the Group via SVSB subscribed 3,900,000 new redeemable preference shares at a subscription price of RM3,900,000 into PPSB, being 30% equity interest in the proposed acquisition and development of a commercial freehold land held under Title No. Geran 312795, Lot 25300 in the Mukim of Semenyih, District of Ulu Langat, in the state of Selangor.

Summarised financial information of 2022 and 2021 have not been included as the joint ventures are not individually material to the Group.

Other information

The Group invests in HV and PPSB because they are operating in the property development industry, which is the Group's main operating segment.

8. Inventories

	Note	Group 2022 RM'000	Group 2021 RM'000
Non-current			
Land held for property development			
- Freehold land		153,997	156,019
- Leasehold land		325,696	325,696
- Development cost		89,018	88,348
		568,711	570,063
Current			
Property development units in progress	8.1	329,212	316,252
Completed development units		94,270	142,080
Others		106	256
		423,588	458,588
Total inventories		992,299	1,028,651

Land together with development costs with a carrying value of RM588,666,000 (2021: RM583,874,000) are pledged as securities for bank borrowings as disclosed in Note 19.

8.1 Included in property development cost incurred during the financial year is:

	Group 2022 RM'000	Group 2021 RM'000
Interest expense capitalised	8,328	8,597

The capitalisation rate is ranging from 3.91% to 4.23% (2021: 3.95% to 4.53%) per annum.

8.2 During the year, the cost of completed development units recognised as expenses in profit or loss was RM47,905,000 (2021: RM10,284,000).

9. Other investment

	Group and Company	
	2022	2021
	RM'000	RM'000
Investment measured at fair value through profit or loss	6,338	6,367

This refers to the Company's investments in Vietnam Industrial Investments Ltd ("VII").

VII shares, which was previously listed in the Australian Securities Exchange ("ASX"), were suspended from trading from 16 September 2019 and the last traded price was AUD0.31 per share. Subsequently, the voluntary suspension was further extended and the half year interim financial statements for the year ended 30 June 2020 announced in May 2021 was issued with a disclaimer audit opinion due to inability to obtain sufficient audit evidence on the following:

i. VII Group's loans, advances and receivables due from its strategic partner, Nam Thuan Steel Joint Stock Company (formerly Nam Thuan Investment Development Ltd ("Nam Thuan"))
ii. VII's Group's SSESTEEL Ltd Cash Generating Unit's property, plant and equipment
iii. Assessment of strategic supply arrangement with Nam Thuan for leases;
iv. Impact of the 2019 disclaimer of opinion

and also emphasis of matter on the material uncertainties on going concern of VII Group. Details of their auditors' qualifications are set out in their half yearly report which was issued on 17 May 2021.

On 29 Oct 2021, VII was removed from the ASX because VII fails to lodge its financial statements on timely basis and had been suspended from ASX more than 2 years.

The fair value of RM6,338,000 as at 31 March 2022 is approximately 62% discount of the combined net asset value derived from the latest unaudited financial information of certain VII subsidiaries for the financial year ended 31 December 2020 made available by VII management. In the absence of any further information, the reliability of those financial information provided cannot be determined.

Hence, management has estimated fair value of the investment to remain at 50% discount from its last traded price. These assumption and input are unobservable and hence, the fair value is categorised as Level 3. The said fair value estimation may not be reflective of the exit price of the investment.

Sensitivity analysis

A 5% decrease/increase in the discount of 50% at the reporting date would have increased/(decreased) the other investment by the amounts shown below. This analysis assumes all variables remained constant and ignores any impact of forecasted transactions.

	Additional discount 5%	
	Increase	Decrease
	RM'000	RM'000
Profit before tax (decrease)/increase	(634)	634

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10. Deferred tax assets/(liabilities)

Deferred tax assets and liabilities are attributable to the following:

	Assets		Liabilities		Net	
	2022 RM'000	**2021 RM'000**	**2022 RM'000**	**2021 RM'000**	**2022 RM'000**	**2021 RM'000**
Group						
Trade and other payables	6,289	4,351	-	-	6,289	4,351
Property, plant and equipment	-	-	(5,216)	(4,476)	(5,216)	(4,476)
Inventory	11,392	11,392	(25,733)	(24,806)	(14,341)	(13,414)
Other items	2,309	1,269	-	(69)	2,309	1,200
Tax assets/(liabilities)	19,990	17,012	(30,949)	(29,351)	(10,959)	(12,339)
Set off of tax	(6,754)	(5,162)	6,754	5,162	-	-
Net tax assets/ (liabilities)	13,236	11,850	(24,195)	(24,189)	(10,959)	(12,339)

Movement in temporary differences during the year

	At 1 April 2020 RM'000	Recognised in profit or loss RM'000	At 31 March 2021 RM'000	Recognised in profit or loss RM'000	At 31 March 2022 RM'000
Group					
Trade and other payables	1,374	2,977	4,351	1,938	6,289
Property, plant and equipment	(3,198)	(1,278)	(4,476)	(740)	(5,216)
Inventory	(14,310)	896	(13,414)	(927)	(14,341)
Other items	794	406	1,200	1,109	2,309
Net tax (liabilities)/assets	(15,340)	3,001	12,339	1,380	(10,959)
Company					
Property, plant and equipment	-	(5)	(5)	-	(5)

10. Deferred tax assets/(liabilities)

Unrecognised deferred tax assets

The following unutilised tax losses of the Group are available for offsetting against future taxable profits of the respective entities within the Group, subject to no substantial change in shareholdings of those entities under the Income Tax Act 1967 and subject to agreement with the tax authority:

	Group	
	2022 RM'000	2021 RM'000
Expiration period		
Expiry within 4 years	-	7,630
Expiry within 5 years	-	2,364
Expiry within 6 years	7,659	1,285
Expiry within 7 years	2,439	1,279
Expiry within 8 years	1,239	-
Expiry within 9 years	1,290	-
Expiry within 10 years	1,237	-
	13,864	12,558

Deferred tax assets of the Group have not been recognised in respect of these items because it is not probable that the subsidiaries will be able to generate sufficient taxable profits to utilise them.

Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon future events that are inherently uncertain. Judgement is also required about application of income tax legislation. Accordingly, the deferred tax assets recognised may be adjusted in subsequent periods as a result of changes in the accounting estimates.

11. Trade and other receivables

	Note	Group 2022 RM'000	Group 2021 RM'000	Company 2022 RM'000	Company 2021 RM'000
Trade receivables					
Third parties		46,689	19,287	-	-
Less: Allowance for impairment		(189)	(179)	-	-
		46,500	19,108	-	-
Other receivables					
Amounts due from related parties:					
- Subsidiaries	11.1	-	-	13,409	16,986
- Associates	11.1	1,145	1,145	1,119	1,119
		1,145	1,145	14,528	18,105
Less: Allowance for impairment		(1,145)	(1,145)	(13,728)	(16,918)
		-	-	800	1,187
Sundry deposits	11.2	11,569	4,324	112	112
Sundry receivables	11.3	10,228	10,825	14	2
		21,797	15,149	126	114
Less: Allowance for impairment		(690)	(701)	-	-
		21,107	14,448	126	114
		21,107	14,448	926	1,301
Total trade and other receivables		67,607	33,556	926	1,301

11.1 Amounts due from subsidiaries and associates are unsecured, non-interest bearing and repayable on demand.

11.2 Included in sundry deposits is a deposit of RM6,804,000 being partial payment for the acquisition of a leasehold parcel of land in Pekan Desa Puchong as mentioned in Note 33.

11.3 Included in sundry receivables is an advance payment of RM7,500,000 (2021: RM9,000,000) being the outstanding balance of advance payment made to a contractor in previous year. The said amount will be progressively settled over the duration of the contract.

12. Contract assets/(Contract liabilities)

	Note	Group 2022 RM'000	Group 2021 RM'000
Contract assets			
Contract assets from property development	12.1	22,391	26,866
Other contract assets	12.2	8,788	17,694
		31,179	44,560
Contract liabilities			
Other contract liabilities	12.3	(12,196)	(8,031)

12.1 Contract assets from property development

The Group issues progress billings to purchasers when the billing milestones are attained but recognises revenue by comparing the relevant costs incurred with the budgeted costs to completion. Consequently, there are timing differences between recognition of revenue and progress billings. The differences are presented as contract assets or liabilities accordingly.

The Group's contract assets relating to the sale of properties as of each reporting period can be summarised as follows:

	Group 2022 RM'000	Group 2021 RM'000
At 1 April	26,866	61,475
Net revenue recognised during the year	101,304	89,893
Net progress billings during the year	(105,779)	(124,502)
At 31 March	22,391	26,866

12.2 Other contract assets

Included in other contract assets are amount held by solicitors as stakeholder sums and will be released in accordance to schedule of payment as stated in sales and purchase agreement.

Reconciliation of movement of stakeholder sums:

	Group 2022 RM'000	Group 2021 RM'000
At 1 April	17,694	21,040
Recognised during the year	-	17,380
Received during the year	(8,906)	(20,726)
At 31 March	8,788	17,694

12. Contract assets/(Contract liabilities)

12.3 Other contract liabilities

	Group	
	2022 RM'000	2021 RM'000
At 1 April	(8,031)	(5,349)
Revenue recognised during the year	24,813	22,429
Total billings during the year	(28,978)	(25,111)
At 31 March	(12,196)	(8,031)

Other contract liabilities were recognised for the education fees where invoices were issued in advance and revenue is recognised over time.

13. Contract costs

	Note	Group	
		2022 RM'000	2021 RM'000
Costs to fulfil contracts with customers	13.1	718	425
Costs to obtain contracts with customers	13.2	2,216	2,111
		2,934	2,536

13.1 The land costs and certain development costs attributed to the sold units are capitalised as contract costs during the financial year. Generally, development costs are expensed to profit or loss. Certain land and related development costs which are incurred upfront and do not reflect the progress of work are expensed to the profit or loss following the progress of construction.

13.2 The sales commission fees that are attribute to the sold units are capitalised as contract costs during the financial year and amortised to the profit or loss following the progress of construction.

13.3 During the year, the contract fulfillment costs recognised as expenses in profit or loss was RM58,610,000 (2021: RM54,423,000).

14. Short-term Funds

The short-term funds represent investments in fixed-income securities and money market instruments, which are readily convertible to cash.

15. Deposit, cash and bank balances

	Note	Group 2022 RM'000	Group 2021 RM'000	Company 2022 RM'000	Company 2021 RM'000
Cash on hand and at banks	15.1	36,850	92,293	878	3,763
Deposits with financial institutions	15.2	4,768	30,092	85	83
		41,618	122,385	963	3,846

15.1 Included in cash at banks of the Group were amounts of RM25,206,000 (2021: RM16,736,000) held under the Housing Development Accounts ("HDA Account") pursuant to Section 7A of the Housing Development (Control and Licensing) Act, 1966 (Act 118) and are therefore restricted from use in other operations.

15.2 Included in deposits with financial institutions of the Group and the Company were amounts of RM2,624,000 and RM85,000 respectively (2021: RM23,377,000 and RM83,000 respectively) pledged to banks as securities deposits for bank guarantees.

For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the reporting date:

	Note	Group 2022 RM'000	Group 2021 RM'000	Company 2022 RM'000	Company 2021 RM'000
Deposits, cash and bank balances		41,618	122,385	963	3,846
Less:					
- Deposits pledged as security for bank guarantee facility		(2,624)	(23,377)	(85)	(83)
- Deposits with period more than 3 months		(1,994)	(6,903)	-	-
		37,000	92,105	878	3,763
Bank overdraft	19	-	(4,499)	-	-
Total cash and cash equivalents		37,000	87,606	878	3,763

16. Share capital

	Group and Company			
	Number of shares 2022 '000	Amount 2022 RM'000	Number of shares 2021 '000	Amount 2021 RM'000
Issued and fully paid shares with no par value classified as equity instruments:				
Ordinary share	2,973,135	660,232	2,973,135	660,232

The holders of ordinary share are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All the ordinary shares rank equally with regards to the Company's residual assets.

17. Provisions

Group	Provision for costs to complete RM'000	Provision for financial obligation RM'000	Other provisions RM'000	Total RM'000
At 1 April 2020	9,337	14,564	2,284	26,185
Additions	26,290	-	188	26,478
Utilisation	(1,222)	-	(7)	(1,229)
Write back of provision	(2,872)	(6,242)	-	(9,114)
At 31 March 2021/1 April 2021	31,533	8,322	2,465	42,320
Additions	-	-	266	266
Utilisation	(1,957)	-	(28)	(1,985)
Write back of provision	-	(8,322)	-	(8,322)
At 31 March 2022	29,576	-	2,703	32,279
Presented in statement of financial position				
2022				
Non-current	3,639	-	-	3,639
Current	25,937	-	2,703	28,640
	29,576	-	2,703	32,279
2021				
Non-current	3,642	-	-	3,642
Current	27,891	8,322	2,465	38,678
	31,533	8,322	2,465	42,320

17. Provisions (continued)

Company	Provision for financial obligation RM'000	Other provisions RM'000	Total RM'000
Current			
At 1 April 2020	14,564	2,249	16,813
Additions	-	188	188
Write back of provision	(6,242)	-	(6,242)
At 31 March 2021/1 April 2021	8,322	2,437	10,759
Additions	-	266	266
Write back of provision	(8,322)	-	(8,322)
At 31 March 2022	-	2,703	2,703

Provision for costs to complete

Provision for costs to complete relates to present obligations imposed by authorities on subsidiaries property development projects. The obligations comprise the constructions of infrastructure and community buildings for the projects.

Provision for financial obligation

This was the estimated financial liability, as assessed by the directors, arising from the liquidation of a subsidiary in the previous financial years. As of to-date, the counter party has not made a claim against the Group or the Company. The provision was based on the probability-weighted outcomes of amount owing by the former subsidiary to the financial institutions after due consultation with solicitors. In the current year, the directors are of the view that Group and the Company will no longer be liable for any claims. Consequently, the provision has been fully written back. Further disclosures of information may prejudice the position of the Group or the Company.

18. Trade and other payables

		Group		Company	
	Note	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Non-current					
Other payables					
Sundry payables		192	167	-	-
Current					
Trade payables					
Third parties	18.1	42,843	45,177	-	-
Retention sum payables		22,850	25,391	-	-
Accruals for construction costs		5,809	5,948	-	-
		71,502	76,516	-	-

18. Trade and other payables (continued)

	Note	Group 2022 RM'000	Group 2021 RM'000	Company 2022 RM'000	Company 2021 RM'000
Current					
Other payables					
Amount due to subsidiaries	18.2	-	-	13,947	13,996
Sundry payables		17,704	16,914	1,017	1,067
Accruals		15,335	15,736	675	685
Contingent consideration	18.3	26,000	22,612	26,000	22,612
		59,039	55,262	41,639	38,360
		130,541	131,778	41,639	38,360
		130,733	131,945	41,639	38,360

18.1 Trade payables

Trade payables are non-interest bearing and the normal trade credit term granted to the Group is 30 days (2021: 30 days).

18.2 Amount due to subsidiaries

Amounts due to subsidiaries are unsecured, non-interest bearing and repayable upon demand.

18.3 Contingent consideration

A contingent consideration of RM14,620,000 was determined at the date of acquisition of CGPM and has been recognised as investment in associate with the corresponding liability of the same amount in the statement of financial position. The liability as at year end includes fair value changes for the year of RM3,388,000 (2021: RM2,421,000). The nominal value of the contingent consideration is RM38,722,000.

The contingent consideration was revised based on cashflow projections and business plans updated to reflect the most recent developments as at the reporting date. The liability is payable when CGPM pays dividend or other distributions to its shareholders. The compensation had been discounted based on discount rate of 5% per annum (2021: 12% per annum) and project period of 13 years from acquisition date (2021: project period of 10 year from acquisition date).

Sensitivity analysis

A 2 years decrease/increase in the projected period at the reporting date would have increased/(decreased) the liability by the amounts shown below. This analysis assumes all variables remained constant and ignores any impact of forecasted transactions.

18. Trade and other payables (continued)

18.3 Contingent consideration (continued)

Sensitivity analysis (continued)

	2022 Projected period 2 years		2021 Projected period 2 years	
	Increase RM'000	Decrease RM'000	Increase RM'000	Decrease RM'000
Profit before tax increase/(decrease)	2,417	(2,665)	5,253	(4,703)

A 1% decrease/increase in the discount rate at the reporting date would have increased/(decreased) the liability by the amounts shown below. This analysis assumes all variables remained constant and ignores any impact of forecasted transactions.

	2022 Projected period rate 1%		2021 Projected period rate 1%	
	Increase RM'000	Decrease RM'000	Increase RM'000	Decrease RM'000
Profit before tax increase/(decrease)	1,935	(2,112)	797	(776)

19. Borrowings

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Non-current				
Bridging loan	43,176	47,842	-	-
Term loan	126,546	150,445	-	-
Other borrowings	91	137	21	102
	169,813	198,424	21	102
Current				
Bank overdraft	-	4,499	-	-
Bridging loan	4,824	3,216	-	-
Term loan	26,314	7,300	-	-
Revolving credit	-	10,503	-	-
Other borrowings	106	92	81	78
	31,244	25,610	81	78
Total borrowings	201,057	224,034	102	180

19. Borrowings (continued)

(a) The following facilities were granted to a subsidiary to partially finance the purchase and development of leasehold land situated in Ampang and also for working capital requirement of the property development:

	2022 RM'000	2021 RM'000
Term loans	31,254	41,663
Bridging loan	48,000	51,058
Bank overdraft	-	4,499
	79,254	97,220

The said facilities are secured by:

- a first legal charge over the said property and commercial leasehold land; and
- a specific debenture over the property and the development project together with fixed and floating assets, intellectual properties, goodwill, revenues, undertakings and all other rights relating to the Astoria project.

The said facilities bore interests ranging from 3.97% to 5.47% per annum (2021: 3.97% to 4.72% per annum).

(b) The following facilities were granted to a subsidiary to partially finance the preliminaries earthwork and common infrastructure costs for residential development in Seremban.

	2022 RM'000	2021 RM'000
Term loan	2,394	-
Revolving credit	-	5,000
	2,394	5,000

The said facilities are secured by a first legal charge over the development land.

The said facilities bore interests at 4.46% per annum (2021: 3.50% per annum).

(c) Term loan of RM95,758,000 (2021: RM96,958,000) to partially finance the purchase of leasehold commercial land situated in Seri Kembangan. The said loan is secured by:

- a first legal charge over the said commercial leasehold land; and
- a specific debenture over development land and project together with fixed and floating assets, intellectual properties, goodwill, revenues, undertakings and all other rights relating to the project.

The said loan bore interests at 3.97% per annum (2021: 3.97% per annum).

19. Borrowings (continued)

(d) Term loan of RM19,124,000 (2021: RM19,124,000) to partially finance the construction of the international school building. The said loan is secured by:

- one parcel of leasehold land erected with Sri Bestari School; and
- a specific debenture over the property together with present and future fixtures and fittings, goodwill, intellectual properties, revenues, undertakings, and all other rights relating to the property.

The said loan bore interests at 3.47% per annum (2021: 3.47% per annum).

(e) The following facilities were granted to a subsidiary to finance the development of Seresta Project.

	2022 RM'000	2021 RM'000
Term loan	4,330	-
Revolving credit	-	5,503
	4,330	5,503

The said facilities are secured by:

- a first legal charge over the said project land; and
- a first floating charge over all the present and future assets pertaining to the project.

The said facilities bore interests at 4% per annum (2021: 3.75% per annum).

Reconciliation of movements of liabilities to cash flows arising from financing activities

	Bridging loan RM'000	Term loan RM'000	Revolving credit RM'000	Others RM'000	Total RM'000
At 1 April 2020	45,000	157,696	-	359	203,055
Net changes from financing activities	4,055	(6,387)	10,443	(132)	7,979
Interest expenses during the year	2,003	6,436	60	14	8,513
Other changes	-	-	-	(12)	(12)
At 31 March 2021/ 1 April 2021	51,058	157,745	10,503	229	219,535
Net changes from financing activities	(5,052)	(11,162)	(10,506)	(100)	(26,820)
Interest expenses during the year	1,994	6,277	3	8	8,282
At 31 March 2022	48,000	152,860	-	137	200,997

20. Revenue

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Revenue from contracts with customers				
Sales of properties under development	101,304	89,893	-	-
Sales of completed properties	57,106	15,170	-	-
Management fee	250	235	2,833	2,479
Education fees	24,813	22,429	-	-
Others	5,609	3,806	-	-
	189,082	131,533	2,833	2,479
Other revenue				
Dividend income from subsidiary	-	-	27,024	13,189
Other finance income	195	195	175	148
Leasing income	3,647	3,164	3,264	3,207
	3,842	3,359	30,463	16,544
Total revenue	192,924	134,892	33,296	19,023
Timing and recognition of revenue from contract with customers				
At a point in time	62,715	18,976	-	-
Over time	126,367	112,557	2,833	2,479

20.1 The following shows the revenue expected to be recognised in the future related to the performance obligations that are yet to be satisfied by the Group at the reporting date. The amounts presented below are after accounting for all the variable considerations from contracts with customers.

	Within 1 to 3 years	
	2022 RM'000	2021 RM'000
Remaining performance obligation for the financial year end		
Property development revenue	69,907	61,683

20. Revenue (continued)

20.2 The Group and the Company apply the following practical expedients:

- exemption on disclosure of information on remaining performance obligations that have original expected durations of one year or less.
- exemption not to adjust the promised amount of consideration for the effects of a significant financing component when the period between the transfer of a promised good or service to a customer and when the customer pays for that good or service is one year or less.

Revenue arising from sale of properties is arising from sale of residential properties and land in Malaysia. For sale of incomplete units, revenue is recognised over time, which is determined by the proportion that relevant property development costs incurred for work performed to date compared to the relevant estimated total property development costs.

For sale of completed unit and land, revenue is recognised at a point in time, which normally is upon the delivery of vacant possession or upon the customer securing financing for the property.

Significant judgement is required in determining the revenue to be recognised over time, which is highly dependent on the estimated total property development costs. In making the judgement, the Group evaluates the estimates based upon past experience and by relying on the work of architects and quantitative surveyors.

Revenue arising from education fees is recognised over time throughout the academic period.

21. Other income

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Dividend from short-term funds	1,027	1,012	-	-
Gain on disposal of property, plant and equipment	4	16	-	13
Interest income	434	1,025	-	-
Reversal of allowance for impairment on investment in jointly controlled entity	-	12,770	-	-
Write back of provision for				
- costs to complete	-	2,872	-	-
- financial obligation	8,322	6,242	8,322	6,242
- impairment loss of amounts due from subsidiaries	-	-	3,190	-
Write back of accruals for construction cost	437	-	-	-
Sale of rubberwood	1,281	-	-	-
Other income	920	572	1	1
	12,425	24,509	11,513	6,256

22. Staff costs

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Wages, salaries and bonus	22,344	22,791	3,309	3,511
Defined contribution plan	2,619	2,905	416	444
Other employment benefits	1,197	1,133	445	330
	26,160	26,829	4,170	4,285

Included in staff costs of the Group and of the Company are remunerations (excluding benefits-in-kind) of executive director of the Group and of the Company amounting to RM1,174,000 (2021: RM1,133,000) as further disclosed below:

	Group and Company	
	2022 RM'000	2021 RM'000
Executive director's remuneration		
Other emoluments	1,174	1,133
Non-executive directors' remuneration		
Fees	498	504
Other emoluments ^	225	223
	723	727
Total directors' remuneration	1,897	1,860
Estimated money value of benefits-in-kind	34	34
Total directors' remuneration including benefits-in-kind	1,931	1,894

^ Included in other emoluments are advisory fee of RM127,000 (2021: RM126,000) paid for the advisory role undertaken by a non-executive director.

23. Profit before tax

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Profit before tax is arrived at after charging:				
Auditors' remuneration:				
Audit fees				
- KPMG PLT	303	291	78	70
Non-audit fees				
- KPMG PLT	10	10	17	10
Fair value loss on other investment	(29)	1,160	(29)	1,160
Fair value change in contingent consideration	3,388	2,421	3,388	2,421
Interest expenses on:				
- Borrowings	8,330	8,578	6	9
- Lease liabilities	7	34	-	-
	8,337	8,612	6	9
Less interest expenses capitalised into qualifying assets:				
- Inventories	(8,328)	(8,597)	-	-
Finance costs	9	15	6	9

24. Tax expense

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Current tax:				
Current year	11,123	7,984	790	660
Under/(Over) provision in prior years	1,330	150	(10)	(231)
	12,453	8,134	780	429
Deferred tax:				
(Reversal)/Origination of temporary differences	239	(955)	-	-
(Over)/Under provision in prior years	(1,619)	(2,046)	-	5
	(1,380)	(3,001)	-	5
	11,073	5,133	780	434
Reconciliation of tax expense				
Taxation at Malaysian statutory tax rate of 24%	7,278	9,183	8,301	3,758
Effect of tax rates in foreign jurisdictions	133	839	-	-
Income not subject to tax	(2,133)	(4,568)	(9,256)	(4,672)
Non-deductible expenses	4,725	1,245	1,745	1,574
Deferred tax assets not recognised in respect of current year's tax losses and unabsorbed capital allowances	1,359	330	-	-
(Over)/Under provision of deferred tax in prior years	(1,619)	(2,046)	-	5
Under/(Over) provision of tax expense in prior years	1,330	150	(10)	(231)
	11,073	5,133	780	434

25. Earnings per ordinary share

Basic earnings per ordinary share

The calculation of basic earnings per ordinary share for the year ended 31 March 2022 was based on the profit attributable to ordinary shareholders and a weighted average number of ordinary shares outstanding, calculated as follows:

Group	2022	2021
Profit for the year attributable to owners of the Company (RM'000)	19,672	30,459
Weighted average number of ordinary shares in issue ('000)	2,973,135	2,973,135
Basic earnings per share (sen)	0.66	1.02

Diluted earnings per ordinary share

No diluted earnings per share is disclosed in the financial statements as there are no dilutive potential ordinary shares.

26. Dividends

Dividends recognised by the Company:

	Sen per Share	Total amount RM'000	Date of payment
2021			
Final 2021 ordinary	0.5	14,866	18 October 2021

After the end of the reporting period, the following dividend was proposed by the Directors. This dividend will be recognised in the subsequent financial period upon approval by the owners of the shareholders.

	Sen per Share	Total amount RM'000
Final 2022 ordinary	0.5	14,866

27. Operating segments

The Group has three reportable segments based on its products and services. The Managing Director together with the Board of Directors are collectively the chief operating decision maker ("CODM"). CODM assesses the performance of these segments regularly based on internal management reports. The operations in each of the reportable segment are as follows:

(i) Property development: development of residential and commercial properties
(ii) Education: operation of co-education schooling from kindergarten to secondary education
(iii) Other segment: land cultivation and investment in commercial properties

Non-reportable segment refers to investment holding and dormant operations.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss for the financial year, in certain respects as set out below, is measured differently from operating profit or loss in the consolidated financial statements.

With the exception of its property development in Australia via its joint venture, Hidden Valley Australia Pty Ltd, the Group's entire active business operations is located in Malaysia.

27. Operating segments (continued)

	Note	Property development RM'000	Education RM'000	Other segment RM'000	Non-reportable segment RM'000	Adjustments and eliminations RM'000	Consolidated financial statements RM'000
2022							
Revenue							
Sales to external customers		161,118	25,402	5,804	405	-	192,729
Interest income, dividend from short-term funds and quoted investment		-	-	-	195	-	195
Inter-segment sales	A	110	-	29	5,989	(6,128)	-
Total revenue		161,228	25,402	5,833	6,589	(6,128)	192,924
Results							
Operating profit/(loss)	B	31,640	9,149	927	(1,115)	(10,277)	30,324
Interest income and dividend from short-term funds		1,147	249	65	-	-	1,461
Depreciation and amortisation		(3,339)	(1,674)	(1,640)	(519)	-	(7,172)
Write back of provisions		-	-	-	8,324	-	8,324
Assets							
Additions to non-current assets other than financial instruments and deferred tax asset	C	14,702	533	926	21	-	16,182
Segment assets	D	1,210,448	78,538	122,549	31,627	167,297	1,610,459
Liabilities							
Segment liabilities	E	300,653	43,671	1,117	30,909	27,772	404,122

27. Operating segments (continued)

	Note	Property development RM'000	Education RM'000	Other segment RM'000	Non-reportable segment RM'000	Adjustments and eliminations RM'000	Consolidated financial statements RM'000
2021							
Revenue							
Sales to external customers		107,906	22,484	3,973	334	-	134,697
Interest income, dividend from short-term funds and quoted investment		-	-	-	195	-	195
Inter-segment sales	A	110	-	28	5,587	(5,725)	-
Total revenue		108,016	22,484	4,001	6,116	(5,725)	134,892
Results							
Operating profit/(loss)	B	24,212	5,717	(1,735)	9,067	1,002	38,263
Interest income and dividend from short-term funds		1,863	109	65	-	-	2,037
Depreciation and amortisation		(3,798)	(1,657)	(1,629)	(520)	-	(7,604)
Write back of provisions		2,872	-	-	6,242	-	9,114
Reversal of impairment of joint venture		-	-	-	12,770	-	12,770
Assets							
Additions to non-current assets other than financial instruments and deferred tax asset	C	9,937	684	326	3	-	10,950
Segment assets	D	1,239,831	69,789	116,218	29,933	181,684	1,637,455
Liabilities							
Segment liabilities	E	330,739	39,057	1,132	35,731	27,809	434,468

27. Operating segments (continued)

Notes: Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements.

A Inter-segment revenues are eliminated on consolidation.

B The following items are added to operating profit to arrive at total profit before tax reported in the consolidated statement of comprehensive income:

	2022 RM'000	2021 RM'000
Finance costs	(9)	(15)
Share of results of an associate	(14,533)	(1,951)
Share of results of joint ventures	4,265	2,968
	(10,277)	1,002

C Additions to non-current assets other than financial instruments and deferred tax asset consist of:

	2022 RM'000	2021 RM'000
Property, plant and equipment	8,990	1,039
Land held for property development	(1,352)	8,005
Investment property	8,544	1,906
	16,182	10,950

D The following items are added to segment assets to arrive at total assets reported in the consolidated statement of financial position:

	2022 RM'000	2021 RM'000
Investment in joint ventures	15,150	17,430
Investment in associates	137,391	151,924
Deferred tax assets	13,236	11,850
Tax recoverable	1,520	480
	167,297	181,684

E The following items are added to segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position:

	2022 RM'000	2021 RM'000
Deferred tax liabilities	24,195	24,189
Tax payable	3,577	3,620
	27,772	27,809

27. Operating segments (continued)

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Revenue		Non-current assets	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Malaysia	192,653	134,609	933,366	938,784
Australia	271	278	11,282	12,512
Others	-	5	-	-
	192,924	134,892	944,648	951,296

28. Financial instruments

28.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows:

(a) Amortised cost ("AC"); and
(b) Fair value through profit or loss ("FVTPL")

	Carrying amount RM'000	AC RM'000	FVTPL RM'000
2022			
Financial assets			
Group			
Trade and other receivables	67,607	67,607	-
Other investment	6,338	-	6,338
Short-term funds	76,323	-	76,323
Deposits, cash and bank balances	41,618	41,618	-
	191,886	109,225	82,661
Company			
Trade and other receivables	926	926	-
Other investment	6,338	-	6,338
Short-term funds	9,046	-	9,046
Deposits, cash and bank balances	963	963	-
	17,273	1,889	15,384

28. Financial instruments (continued)

28.1 Categories of financial instruments (continued)

	Carrying amount RM'000	AC RM'000	FVTPL RM'000
2021			
Financial assets			
Group			
Trade and other receivables	33,556	33,556	-
Other investment	6,367	-	6,367
Short-term funds	2,910	-	2,910
Deposits, cash and bank balances	122,385	122,385	-
	165,218	155,941	9,277
Company			
Trade and other receivables	1,301	1,301	-
Other investment	6,367	-	6,367
Short-term funds	3	-	3
Deposits, cash and bank balances	3,846	3,846	-
	11,517	5,147	6,370
2022			
Financial liabilities			
Group			
Borrowings	(201,057)	(201,057)	-
Trade and other payables	(130,733)	(104,733)	(26,000)
	(331,790)	(305,790)	(26,000)
Company			
Borrowings	(102)	(102)	-
Trade and other payables	(41,639)	(15,639)	(26,000)
	(41,741)	(15,741)	(26,000)

28. Financial instruments (continued)

28.1 Categories of financial instruments (continued)

	Carrying amount RM'000	AC RM'000	FVTPL RM'000
2021			
Financial liabilities			
Group			
Borrowings	(224,034)	(224,034)	-
Trade and other payables	(131,945)	(109,333)	(22,612)
	(355,979)	(333,367)	(22,612)
Company			
Borrowings	(180)	(180)	-
Trade and other payables	(38,360)	(15,748)	(22,612)
	(38,540)	(15,928)	(22,612)

28.2 Net gains and losses arising from financial instruments

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Net losses arising on:				
Financial assets measured at amortised cost	811	1,252	3,083	718
Financial assets measured at fair value through profit or loss	1,124	(111)	90	(1,123)
Financial liabilities measured at amortised cost	(8,337)	(8,612)	(6)	(9)
Financial liabilities measured at fair value through profit or loss	(3,388)	(2,421)	(3,388)	(2,421)
	(9,790)	(9,892)	(221)	(2,835)

28.3 Financial risk management

The Group and the Company have exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

28. Financial instruments (continued)

28.4 Credit risk

Credit risk is the risk of a financial loss to the Group or the Company if a counterparty to a financial instrument fails to meet its contractual obligation. The Group's and the Company's exposure to credit risk arises principally from receivables, contract assets, other investments and deposits, cash and bank balances. There are no significant changes as compared to prior years.

Trade receivables and contract assets

Risk management objectives, policies and processes for managing the risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis.

At each reporting date, the Group or the Company assesses whether any of the trade receivables and contract assets are credit impaired.

The gross carrying amounts of credit impaired trade receivables and contract assets are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group or the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write off. Nevertheless, trade receivables and contract assets that are written off could still be subject to enforcement activities.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from receivables is represented by the carrying amounts in the statement of financial position.

Management has taken reasonable steps to ensure that receivables that are neither past due nor impaired are measured at their realisable values. The Group and the Company use ageing analysis to monitor the credit quality of the receivables.

Recognition and measurement of impairment losses

The Group assessed the risk of loss of each customer individually based on their financial information, past trend of payments and external credit ratings, where applicable. Generally, these customers have low risk of default because they are normally collateralised with security deposits or titles of properties.

The following table provides information about the exposure to credit risk and Expected Credit Losses ("ECLs") for trade receivables and contract assets which are grouped together as they are expected to have similar risk nature.

Group	Gross Carrying amount RM'000	Loss Allowance RM'000	Net Balance RM'000
2022			
Current (not past due)	40,807	-	40,807
31 - 60 days past due	8,703	-	8,703
61 - 90 days past due	18,987	-	18,987
91 - 120 days past due	6,695	-	6,695
More than 120 days past due	2,676	(189)	2,487
	77,868	(189)	77,679

28. Financial instruments (continued)

28.4 Credit risk (continued)

Trade receivables and contract assets (continued)

Recognition and measurement of impairment losses (continued)

Group	Gross Carrying amount RM'000	Loss Allowance RM'000	Net Balance RM'000
2021			
Current (not past due)	51,826	-	51,826
31 - 60 days past due	3,536	-	3,536
61 - 90 days past due	2,562	-	2,562
91 - 120 days past due	5,438	-	5,438
More than 120 days past due	485	(19)	306
	63,847	(179)	63,668

Movements on the Group's loss allowances for trade receivables and contract assets are as follows:

	2022 RM'000	2021 RM'000
Group		
At 1 April	179	171
Impairment loss recognised	10	8
At 31 March	189	179

Short-term funds and cash and cash equivalents

The short-term funds and cash and cash equivalents are held with banks and financial institutions. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

These banks and financial institutions have low credit risks. In addition, some of the bank balances are insured by government agencies. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

Other receivables

Risk management objectives, policies and processes for managing the risk

Credit risks on other receivables are mainly arising from non-trade amounts due from related parties, sundry deposits and sundry receivables.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

28. Financial instruments (continued)

28.4 Credit risk (continued)

Other receivables (continued)

Recognition and measurement of impairment loss

As at the end of the reporting period, the Group and the Company recognised the allowance for impairment losses as below:

Group	**Gross Carrying amount RM'000**	**Loss Allowance RM'000**	**Net Balance RM'000**
2022			
Amount due from associates	1,145	(1,145)	-
Deposits and sundry receivables	21,797	(690)	21,107
	22,942	(1,835)	21,107
2021			
Amount due from associates	1,145	(1,145)	-
Deposits and sundry receivables	15,149	(701)	14,448
	16,294	(1,846)	14,448
Company			
2022			
Amount due from associates	1,119	(1,119)	-
Amount due from subsidiaries	13,409	(12,609)	800
Deposits and sundry receivables	126	-	126
	14,654	(13,728)	926
2021			
Amount due from associates	1,119	(1,119)	-
Amount due from subsidiaries	16,986	(15,799)	1,187
Deposits and sundry receivables	114	-	114
	18,219	(16,918)	1,301

28. Financial instruments (continued)

28.4 Credit risk (continued)

Other receivables (continued)

Recognition and measurement of impairment loss (continued)

Movements on the Group's and the Company's loss allowances for other receivables are as follows:

	2022 RM'000	2021 RM'000
Group		
At 1 April	1,846	1,933
Impairment loss reversed	(11)	(13)
Foreign exchange gain	-	(74)
At 31 March	1,835	1,846
Company		
At 1 April	16,918	16,918
Impairment loss reversed	(3,190)	-
At 31 March	13,728	16,918

28.5 Liquidity risk

Liquidity risk is the risk that the Group and the Company will not be able to meet its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises principally from payables, borrowings and corporate guarantees provided to banks.

The Group or the Company maintains a level of cash and cash equivalents and bank facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

28. Financial instruments (continued)

28.5 Liquidity risk (continued)

The table below summarises the maturity profile of the Group's and the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments:

	Note	Carrying amount RM'000	Contractual interest rates	cash flows RM'000	Under 1 year RM'000	1-2 years RM'000	2-5 years RM'000	More than 5 years RM'000
2022								
Group								
Borrowings		201,057	2.39% to 5,47%	229,500	37,552	41,024	83,707	67,217
Lease liabilities		85	5.47%	98	20	20	58	-
Trade and other payables (excluding the contingent consideration)		104,733	-	104,733	104,733	-	-	-
Contingent consideration		26,000	5.00%	38,722	38,722	-	-	-
Corporate guarantees	*(i)*	-	-	21,667	21,667	-	-	-
		331,875		394,720	202,694	41,044	83,765	67,217
Company								
Borrowings		102	4.22%	105	84	21	-	-
Trade and other payables (excluding the contingent consideration)		15,639	-	15,639	15,639	-	-	-
Contingent consideration		26,000	5.00%	38,722	38,722	-	-	-
Corporate guarantees	*(i)*	-	-	161,241	161,241	-	-	-
		41,741		215,707	215,686	21	-	-

28. Financial instruments (continued)

28.5 Liquidity risk (continued)

The table below summarises the maturity profile of the Group's and the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments (continued):

	Note	Carrying amount RM'000	Contractual interest rates	cash flows RM'000	Under 1 year RM'000	1-2 years RM'000	2-5 years RM'000	More than 5 years RM'000
2021								
Group								
Borrowings		224,034	2.39% to 5.47%	252,372	28,597	38,148	91,591	94,036
Lease liabilities		329	5.47%	336	336	-	-	-
Trade and other payables (excluding the contingent consideration)		109,333	-	109,333	109,166	167	-	-
Contingent consideration		22,612	12.00%	38,722	38,722	-	-	-
Corporate guarantees	*(i)*	-	-	26,357	26,357	-	-	-
		356,308		427,120	203,178	38,315	91,591	94,036
Company								
Borrowings		180	4.22%	189	84	84	21	-
Trade and other payables (excluding the contingent consideration)		15,748	-	15,748	15,748	-	-	-
Contingent consideration		22,612	12.00%	38,722	38,722	-	-	-
Corporate guarantees	*(i)*	-	-	172,954	172,954	-	-	-
		38,540		227,613	227,508	84	21	-

(i) The corporate guarantee provided by the Group and the Company to financial institutions for loan facilities granted to an associate and subsidiaries amounted to RM21,667,000 and RM162,414,000 (2021: RM26,357,000 and RM172,655,000 respectively) representing the maximum exposure to credit risk of the Group and the Company respectively if the corporate guarantee is called on.

28. Financial instruments (continued)

28.6 Market risk

Market risk is the risk that changes in market prices, such as interest rates and other prices will affect the Group's financial position or cash flows.

28.6.1 Interest rate risk

The Group's investments in fixed rate deposits and contingent consideration are exposed to a risk of change in their fair value due to changes in interest rates. The Group's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short-term receivables and payables are not significantly exposed to interest rate risk.

Exposure to interest rate risk

The interest rate profile of the Group's and the Company's significant interest earning and interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Fixed rate instruments				
Financial assets	4,768	30,092	85	83
Financial liabilities	(197)	(229)	(102)	(180)
Contingent consideration	(26,000)	(22,612)	(26,000)	(22,612)
Lease liabilities	(85)	(329)	-	-
	(21,514)	6,922	(26,017)	(22,709)
Floating rate instruments				
Financial assets	76,323	2,910	9,046	3
Financial liabilities	(200,860)	(223,805)	-	-
	(124,537)	(220,895)	9,046	3

Fair value sensitivity analysis for fixed rate instruments

The Group and the Company only account for contingent consideration which would affect profit or loss if there is a change in interest rates at the end of the reporting period. The relevant sensitivity analysis is presented in Note 18.3.

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points ("bps") in interest rates at the end of the reporting period would have increased/(decreased) equity and post-tax profit or loss by the amounts shown below. The analysis assumes that all other variables, in particular foreign currency rates, remain constant.

28. Financial instruments (continued)

28.6 Market risk (continued)

28.6.1 Interest rate risk (continued)

Cash flow sensitivity analysis for variable rate instruments (continued)

	Profit or loss	
	100 bps Increase RM'000	**100 bps Decrease RM'000**
Group		
2022		
Floating rate instruments	(946)	946
2021		
Floating rate instruments	(1,679)	1,679

The Company's exposure to interest rate risk is not material and hence, sensitivity analysis is not presented.

28.6.2 Equity price risk

The Group is exposed to equity price risks arising from equity instruments. The Group does not actively trade these investments. To manage its equity price risks arising from these investments, the Group closely monitors the effects of fluctuation in equity prices.

Sensitivity analysis for equity price risk

At the end of the reporting period, if the prices of unquoted or quoted shares had been 5% higher/lower, with all other variables hold constant, the Group's profit for the year would have been RM634,000 (2021: RM377,000) higher/lower, arising as a result of higher/lower fair value gains on financial assets designated at fair value through profit or loss.

28.7 Fair value information

The carrying amounts of cash and cash equivalents, short-term receivables and payables reasonably approximate their fair value due to the relatively short-term nature of these financial instruments. The table below analyses the fair value of other financial instruments:

28. Financial instruments (continued)

28.7 Fair value information (continued)

	Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value				Total value	amount
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	RM'000	RM'000
2022										
Group										
Financial assets										
Other investment	-	-	6,338	6,338	-	-	-	-	6,338	6,338
Short-term funds	-	76,323	-	76,323	-	-	-	-	76,323	76,323
	-	76,323	6,338	82,661	-	-	-	-	82,661	82,661
Financial liabilities										
Borrowings	-	-	-	-	-	-	(201,057)	(201,057)	(201,057)	(201,057)
Contingent consideration	-	-	(26,000)	(26,000)	-	-	-	-	(26,000)	(26,000)
	-	-	(26,000)	(26,000)	-	-	(201,057)	(201,057)	(227,057)	(227,057)
Company										
Financial assets										
Other investment	-	-	6,338	6,338	-	-	-	-	6,338	6,338
Short-term funds	-	9,046	-	9,046	-	-	-	-	9,046	9,046
	-	9,046	6,338	15,384	-	-	-	-	15,384	15,384
Financial liabilities										
Borrowings	-	-	-	-	-	-	(102)	(102)	(102)	(102)
Contingent consideration	-	-	(26,000)	(26,000)	-	-	-	-	(26,000)	(26,000)
	-	-	(26,000)	(26,000)	-	-	(102)	(102)	(26,102)	(26,102)

28. Financial instruments (continued)

28.7 Fair value information (continued)

	Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value				Total value	amount
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	RM'000	RM'000
2021										
Group										
Financial assets										
Other investment	-	-	6,367	6,367	-	-	-	-	6,367	6,367
Short-term funds	-	2,910	-	2,910	-	-	-	-	2,910	2,910
	-	2,910	6,367	9,277	-	-	-	-	9,277	9,277
Financial liabilities										
Borrowings	-	-	-	-	-	-	(224,034)	(224,034)	(224,034)	(224,034)
Contingent consideration	-	-	(22,612)	(22,612)	-	-	-	-	(22,612)	(22,612)
	-	-	(22,612)	(22,612)	-	-	(224,034)	(224,034)	(246,646)	(246,646)
Company										
Financial assets										
Other investment	-	-	6,367	6,367	-	-	-	-	6,367	6,367
Short-term funds	-	3	-	3	-	-	-	-	3	3
	-	3	6,367	6,370	-	-	-	-	6,370	6,370
Financial liabilities										
Borrowings	-	-	-	-	-	-	(180)	(180)	(180)	(180)
Contingent consideration	-	-	(22,612)	(22,612)	-	-	-	-	(22,612)	(22,612)
	-	-	(22,612)	(22,612)	-	-	(180)	(180)	(22,792)	(22,792)

28. Financial instruments (continued)

28.7 Fair value information (continued)

Level 2 fair value

Short-term funds

Fair value is determined directly by reference to their Net Assets Value ("NAV") stated in the monthly statement at the reporting date.

Level 3 fair value

Borrowings

Discounted cash flows using a rate based on the current market rate of borrowing of the Group and the Company at the reporting date is used as a valuation technique in the determination of fair values of term loans.

Contingent consideration

Discounted cash flows using a rate based on the industry risk rate of the associate at the reporting date is used as a valuation technique in the determination of fair values of contingent consideration. The significant assumptions are included in Note 18.3.

Other investment

The valuation method and the significant judgement and assumptions are disclosed in Note 9.

29. Capital management

The Group's objectives when managing capital is to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investors, creditors and market confidence and to sustain the future development of the business. The principal form of capital is share capital and when necessary, borrowings as included in the statements of financial position.

There was no change in the Group's approach to capital management during the year.

30. Capital and other commitments

	2022 RM'000	2021 RM'000
Group		
Capital expenditure		
Approved and contracted for		
- Investment in jointly controlled entity	3,225	3,225
- Investment properties and property, plant and equipment	13,133	-
Approved but not contracted for		
- School building	-	2,652
- Property, plant and equipment	284	320

31. Related parties

Identity of related parties

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly and entity that provides key management personnel services to the Group. The key management personnel include all the Directors of the Group, and certain members of senior management of the Group.

The Group has related party relationship with its holding companies, significant investors, subsidiaries, associates, joint ventures and key management personnel.

Significant related party transactions

Related party transactions have been entered into in the normal course of business under negotiated terms. The significant related party transactions of the Group and the Company are shown below. The balances related to the below transactions are shown in Note 5, 6, 7, 11 and 17.

	2022 RM'000	2021 RM'000
Group		
Management fee received from joint venture	250	235
Company		
Rental income from subsidiaries	3,108	3,108
Management fee from subsidiaries	2,833	2,479
Rental expense paid to a subsidiary	(110)	(110)
Dividend from subsidiaries	27,024	13,189

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Management entity				
Key management personnel services fee				
Short-term employee benefits	5,677	5,536	2,092	2,138
Post-employment benefits:				
- Defined contribution plan	646	624	245	251
	6,323	6,160	2,337	2,389

Included in the total compensation of key management personnel are executive directors' remuneration and the estimated money value of benefits-in-kind as disclosed in Note 22.

32. Contingent liabilities

32.1 On 11 March 2021, Sri Damansara Sdn. Bhd. (“SDSB”), a wholly-owned subsidiary of the Company received a Notice of Additional Assessment (“Form JA”) from Inland Revenue Board (“IRB") in respect of Year of Assessment ("YA") 2018, wherein a sum of RM6.69 million of additional taxes and penalties was sought by IRB in relation to sale of a piece of land in the previous year where IRB is of the view that the sale is subject to corporate tax instead of real property gain tax.

SDSB is of the view that the said additional taxes and penalties levied by IRB are open to challenge and has hence, engaged tax solicitors to assist in challenging the said disputed additional taxes and penalties imposed by IRB.

A. Judicial Review application at the High Court of Malaya

On 15 March 2021, SDSB filed an Application for Judicial Review to the High Court of Kuala Lumpur ("High Court") in challenging the said notice of additional assessment and the Court had fixed the hearing for leave to commence judicial review on 21 April 2021. Nonetheless, during the hearing for leave to commence judicial review, the Court was informed that the IRB had filed an application to intervene in the judicial review proceedings. Thus, the hearing for the leave application was vacated and Court subsequently fixed the hearing date for the IRB’s application to intervene on 10 June 2021. In the meantime, the Court had granted an interim stay upon the enforcement of the said Notice of Additional Assessment until 10 June 2021, whereby the additional taxes did not have to be paid until 10 June 2021.

Due to the implementation of Full Movement Control Order and upon the Attorney General Chamber’s and the IRB’s requests to adjourn the hearing, the hearing for the IRB’s application to intervene was adjourned to 12 April 2022. However, the court vacated the hearing and the next hearing date has been fixed on 18 July 2022. In the meantime, the Court granted an extension of stay until then, whereby the additional taxes do not have to be paid until 18 July 2022.

B. Appeal at the Special Commissioners of Income Tax (“SCIT”)

On 9 April 2021, SDSB had filed a notice of appeal (“Form Q”) to the IRB in respect of the Form JA for the YA 2018. On 22 September 2021, the Form Q was registered at the SCIT. Accordingly, the SCIT had fixed 22 October 2021 as the first case mention. Subsequently, the Court had ordered parties to proceed with the filing of cause papers and attended the case management on 24 March 2022. Following the case management, the court had fixed the hearing date on 10 April 2023 and 11 April 2023.

32.2 Xtreme Meridian Sdn. Bhd. (“XMSB”), a subsidiary of the Company received several Writs and Statements of Claim filed in courts by purchasers claiming for compensation sums for contractual disputes. The Directors of the Group in consultation with its solicitors are of the view that the Group has reasonably good defence against these Writs. Further disclosure may be prejudicial to the Group’s business and legal positions.

33. Significant event during the financial year

On 2 November 2021, the Group incorporated a wholly owned subsidiary known as Billion Megastar Sdn. Bhd. (“BMSB”) via its existing wholly-owned subsidiary, Brilliant Forward Sdn. Bhd. (formerly known as Sri Damansara Club Bhd.). On 10 January 2022, the Group announced the proposed acquisition of a parcel of leasehold commercial land held under Pajakan Negeri 117584, Lot 5240, Pekan Desa Puchong, Daerah Petaling, Negeri Selangor, measuring approximately 14,366.353 square metres (or approximately 3.55 acres) for a total cash consideration of RM68,041,000 via BMSB, subject to the fulfilment of certain conditions precedent on or before 31 May 2022. Subsequently, both parties mutually agreed to a further three months extension and the agreed expiry date thereon falls on 31 August 2022.

To date, the Group has paid RM6,804,000 being 10% of the purchase price. The land acquisition has yet to be completed as at 31 March 2022.

STATEMENT BY DIRECTORS

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

In the opinion of the Directors, the financial statements set out on pages 96 to 177 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 March 2022 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:

Low Gay Teck
Director

Ferdaus Bin Mahmood
Director

Kuala Lumpur

Date: 13 July 2022

STATUTORY DECLARATION

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

I, Chee Yuet Sin (CA 11452), the officer primarily responsible for the financial management of Land & General Berhad, do solemnly and sincerely declare that the financial statements set out on pages 96 to 177 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the abovenamed Chee Yuet Sin, at Kuala Lumpur in the Federal Territory on 13 July 2022.

Chee Yuet Sin

Before me:

Pesuruhjaya Sumpah Malaysia
Tan Seok Kett (W530)
Lot 333, 3rd Floor, Wisma New Asia
Jalan Raja Chulan
50200 Kuala Lumpur

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF LAND & GENERAL BERHAD.

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Land & General Berhad, which comprise the statements of financial position as at 31 March 2022 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 96 to 177.

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 March 2022, 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 auditors' report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

Revenue Recognition - Group	
Refer to Note 2(q) - Revenue and other income and Note 20 - Revenue	
The key audit matter	**How the matter was addressed in our audit**
The Group's largest revenue stream relates to property development activities. Judgements were required to evaluate contracts with customers, in particular, on the number of performance obligations, allocation of transaction price to each performance obligation and the determination of whether revenue for each contract is to be recognised over time or at a point in time. Property development revenue is recognised over time by reference to the proportion that relevant property development costs incurred for work performed to-date bear to the estimated relevant property development costs.	We performed the following audit procedures, among others: • selected samples of sale and purchase agreements and obtained sufficient and appropriate evidence to support that they met the criteria to recognise revenue; • read agreements and other correspondences to determine that distinct performance obligations were identified and transaction prices were allocated to each performance obligation appropriately;

Key Audit Matters (continued)

Revenue Recognition - Group (continued)	
Refer to Note 2(q) - Revenue and other income and Note 20 - Revenue	
The key audit matter	**How the matter was addressed in our audit**
As disclosed in Note 1(d) to the financial statements, the recognition of revenue is highly dependent on judgement exercised by the management in assessing the completeness and accuracy of estimated costs to complete, and the ability to deliver the properties within the contracted time. We focused on this area as a key audit matter due to the degree of management judgement involved. Changes in judgements and the related estimates throughout a property development life can result in material adjustments to revenue and profit margin.	• selected sample of budgeted costs to completion and obtained evidence that the costs were appropriately supported by contracts or letter of awards; • performed re-computation to assess the percentage of completion and determined the accuracy of the revenue recognised; and • assessed the completeness, accuracy and relevance of disclosures.

Impairment assessment of investment in subsidiaries and amount due from subsidiaries - Company	
Refer to Note 2(m)(ii) - Impairment of other assets and Note 5 - Investment in subsidiaries	
The key audit matter	**How the matter was addressed in our audit**
As disclosed in Note 5 to the financial statements, the Company's interests in subsidiaries is significant. Identification of indicators of impairment on the Company's interests in subsidiaries is a key audit matter because it is subjective and requires significant judgment.	We evaluated the Company's impairment indicators assessment whether it has considered internal and external indicators.

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the Directors' Report and Statement on Risk Management and Internal Control (but does not include the financial statements of the Group and of the Company and our auditors' report thereon), which we obtained prior to the date of this auditors' report, and the remaining parts of the annual report, which are expected to be made available to us after that date.

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

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF LAND & GENERAL BERHAD.

Information Other than the Financial Statements and Auditors' Report Thereon

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information identified above 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 on the other information that we obtained prior to the date of this auditors' report, 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.

When we read the remaining parts of the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Directors of the Company and take appropriate actions in accordance with approved standards on auditing in Malaysia and International Standards on Auditing.

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- 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 internal control of the Group and of the Company.

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

- 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 ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- 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 gives a true and fair view.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in note 5 to the financial statements.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF LAND & GENERAL BERHAD.

Other Matter

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.

KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants

Thong Foo Vung
Approval Number: 02867/08/2022 J
Chartered Accountant

Petaling Jaya, Selangor

Date: 13 July 2022

LIST OF PROPERTIES

AS AT 31 MARCH 2022

	LOCATION	PURPOSE/ EXISTING AREA	TENURE	AGE OF BUILDING (YEARS)	LAND AREA (HECTARES)	BUILT-UP/ NET LETTABLE AREA* (SQ FT)	NET BOOK VALUE RM'000
1	HS(D) 59903, P.T. No. 16731 The Mines Resort City, 43300 Seri Kembangan, Mukim and District of Petaling, Selangor	Land held for development	Leasehold land expiring in 2091	-	7.99	-	242,895
2	Aria Rimba, Section U10 Mukim Bukit Raja, Daerah Petaling, Shah Alam Selangor	Land held for development	Leasehold land expiring in 2115	-	45.47	-	124,673
3	331357, Lot No 125847 Section 2, Taman Sri Ukay, Ampang (formerly Title No GRN 32548, Lot No 847) Town of Ulu Kelang, District of Gombak, Selangor	Land held for development	Freehold	-	1.71	-	70,143
4	Lot 3, Presint 3, Town and District of Putrajaya, State of Wilayah Persekutuan Putrajaya	13-storey stratified office	Freehold	7	-	132,687*	56,657
5	43729, Lot 55348 Mukim of Batu, District of Kuala Lumpur, Wilayah Persekutuan KL	Land held for development	Freehold	-	0.72	-	53,138
6	Sekolah Sri Bestari, Persiaran Margosa Bandar Sri Damansara Kuala Lumpur	School land and building	Leasehold land expiring in 2110	23-25 3	6.07	135,677 136,798	49,994
7	Ladang Kerling Mukim Kerling District of Ulu Selangor Selangor	Rubber and oil palm estate	Freehold	-	1,009.17	-	48,146
8	Sena Parc Housing Development Project Balance of development land in Mukim Ampangan and Pekan Sungai Gadut, District of Seremban, Negeri Sembilan	Land held for development	Freehold	-	69.15	-	23,174

LIST OF PROPERTIES
AS AT 31 MARCH 2022

	LOCATION	PURPOSE/ EXISTING AREA	TENURE	AGE OF BUILDING (YEARS)	LAND AREA (HECTARES)	BUILT-UP/ NET LETTABLE AREA* (SQ FT)	NET BOOK VALUE RM'000
9	Lot no.62539 PT 120097 Jalan SD 12/5 / Sri Damansara	Commercial units/ car park	Freehold office	9	-	337,933	23,034
10	Lot Nos. PT 43125 & 20275 Mukim Dengkil Sepang, Selangor	Land held for development	Freehold	-	2.71	-	22,695
11	Bandar Sri Damansara Housing Development Project Balance of development and in Mukim Sungai Buloh, District of Petaling, Gombak, Selangor	Land held for development	Freehold	-	9.53	-	13,822
12	Lot 2058 & 2059, Mukim Tebrau Daerah Johor Bahru Johor	Land held for development Vacant industrial land	Freehold	-	5.56	-	11,988
13	Lot 23304, Persiaran Perdana Bandar Sri Damansara Kuala Lumpur	Land held for development/ Investment properties	Freehold	-	13.50	-	31,102
14	Lot Nos.659,663,664 & 665 Mukim Sungai Petani District of Kuala Muda Kedah	Land held for development	Freehold	-	14.71	-	6,859

ANALYSIS OF SHAREHOLDINGS

AS AT 30 JUNE 2022

Type of shares	:	Ordinary Shares
Total issued shares	:	2,973,135,003 Ordinary Shares

Voting Rights

On show of hands	:	one (1) vote for every member of the Company present in person or by proxy
On a poll	:	one (1) vote for each share held

DISTRIBUTION OF SHAREHOLDINGS

Category	NO. OF SHAREHOLDERS	NO. OF SHARES	% OF ISSUED SHARE CAPITAL
Less than 100	278	8,905	negligible
100 - 1,000	3,016	2,629,650	0.09
1,001 - 10,000	7,766	38,879,364	1.31
10,001 - 100,000	7,495	300,659,236	10.11
100,001 - less than 5% of issued shares	2,604	1,598,184,248	53.75
5% and above of issued shares	1	1,032,773,600	34.74
TOTAL	21,160	2,973,135,003	100.00

SUBSTANTIAL SHAREHOLDER

	DIRECT		INDIRECT	
Name	No. of Shares	%	No. of Shares	%
1) Mayland Parkview Sdn Bhd	1,032,773,600	34.74	-	-

DIRECTORS' INTEREST IN SHARES

A) Land & General Berhad

	DIRECT		INDIRECT	
Name	No. of Shares	%	No. of Shares	%
1) Dato' Hj Zainal Abidin Bin Putih	-	-	-	-
2) Low Gay Teck	-	-	-	-
3) Ferdaus Mahmood	-	-	-	-
4) Dato' Ir Dr A Bakar Jaafar	-	-	-	-
5) Dato' Hj Ikhwan Salim Dato' Hj Sujak	-	-	-	-
6) Tengku Maruan Tengku Ariff	2,000	negligible	-	-
7) Hoong Cheong Thard	-	-	-	-
8) Chiu Andrew Wah Wai	-	-	1,032,773,600*	34.74*
9) Dato' Noorizah Binti Hj Abd Hamid	-	-	-	-

Note: * Deemed interest through Mayland Parkview Sdn Bhd

B) RELATED CORPORATION OF LAND & GENERAL BERHAD

	DIRECT		INDIRECT	
Name	No. of Shares	%	No. of Shares	%
1) Ferdaus Mahmood	-	-	45,000	30.00*

Note: * Indirect interest in Bestari Elsa Sdn Bhd, a related corporation of Land & General Berhad, via Harapan Cipta Sdn Bhd

LIST OF TOP 30 SHAREHOLDERS
AS AT 30 JUNE 2022

NO.	NAME	HOLDINGS	%
1	PUBLIC NOMINEES (ASING) SDN BHD PLEDGED SECURITIES ACCOUNT FOR MAYLAND PARKVIEW SDN BHD (KLC)	1,032,773,600	34.74
2	LIM PEI TIAM @ LIAM AHAT KIAT	32,300,100	1.09
3	CHA AU PENG	26,700,000	0.90
4	TOH KIM CHONG	19,990,000	0.67
5	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR NIK AWANG @ WAN AZMI BIN WAN HAMZAH (E-KPG/JRL)	16,460,000	0.55
6	CGS-CIMB NOMINEES (ASING) SDN BHD EXEMPT AN FOR CGS-CIMB SECURITIES (SINGAPORE) PTE. LTD. (RETAIL CLIENTS)	15,835,707	0.53
7	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR EMERGING MARKET CORE EQUITY PORTFOLIO DFA INVESTMENT DIMENSIONS GROUP INC	13,569,120	0.46
8	CHONG AH HIM @ CHONG KUM KWAN	12,157,600	0.41
9	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM PAY KAON	12,000,000	0.40
10	TEO KWEE HOCK	11,863,300	0.40
11	IBRAHIM BIN HAMZAH	11,531,200	0.39
12	MAH SIEW SEONG	11,526,050	0.39
13	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN CHANG JOON	11,500,000	0.39
14	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR DIMENSIONAL EMERGING MARKETS VALUE FUND	11,345,220	0.38
15	MUHAMAD ALOYSIUS HENG	11,195,100	0.38
16	LIU & CHIA HOLDINGS SDN BHD	10,916,340	0.37
17	TEE BON PENG	10,537,000	0.35

LIST OF TOP 30 SHAREHOLDERS

AS AT 30 JUNE 2022

NO.	NAME	HOLDINGS	%
18	MENTA CONSTRUCTION SDN BHD	10,303,800	0.35
19	SOUTHERN REALTY RESOURCE SDN. BHD.	10,000,000	0.34
20	UOB KAY HIAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	9,870,275	0.33
21	YONG HUA KONG	9,800,000	0.33
22	SIEW HAN YUNN	9,038,300	0.30
23	KENANGA NOMINEES (TEMPATAN) SDN BHD RAKUTEN TRADE SDN BHD FOR EOW DICK YEN	8,000,000	0.27
24	LIU SIN	7,463,600	0.25
25	VICTOR LIM FUNG TUANG	7,103,100	0.24
26	TAN SIOW BENG	7,023,180	0.24
27	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHEONG CHEN YUE	6,800,000	0.23
28	YONG HUA KONG	6,800,000	0.23
29	ONG NGOH ING @ ONG CHONG OON	6,600,000	0.22
30	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR LEE KENG HONG (PB)	6,500,000	0.22

NOTICE OF THE FIFTY-NINTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Fifty-Ninth (59th) Annual General Meeting ("AGM") of Land & General Berhad ("L&G" or "the Company") will be conducted on a fully virtual basis through live streaming and online remote voting via Remote Participation and Electronic Voting Facilities from the broadcast venue at Meeting Room, 8trium, Level 21, Menara 1, Jalan Cempaka SD 12/5, Bandar Sri Damansara, 52200 Kuala Lumpur, Malaysia, for the purpose of considering and, if thought fit, passing, with or without modifications the resolutions set out in this notice.

Day and Date	:	Thursday, 15 September 2022
Time	:	10.00 a.m.
Meeting platform	:	ConveneAGM at https://conveneagm.my/land-generalagm2022 (MYNIC Domain Registration Number D6A475992).
Mode of Communication	:	i. Pose questions to the Board via real time submission of textual questions available on ConveneAGM meeting platform during live streaming of the 59th AGM, or ii. Submit questions from ConveneAGM meeting platform at https://conveneagm.my/land-generalagm2022 prior to the 59th AGM, or iii. Email questions to farah@land-general.com or lgbsec@land-general.com no later than 10.00 a.m. on Tuesday, 13 September 2022, or iv. Submit questions by completing the query form provided via facsimile or email no later than 10.00 am on Tuesday, 13 September 2022.

<u>**Item**</u>	<u>**Agenda**</u>	
1.	To receive and adopt the Audited Financial Statements for the financial year ended 31 March 2022 and the Reports of the Directors and Auditors thereon.	**Please refer Explanatory Note (i)**
2.	To declare and approve payment of a single tier final dividend of 0.5 sen per ordinary share in respect of the financial year ended 31 March 2022.	**Ordinary Resolution 1**
3.	To approve the payment of Directors' fees of RM498,000 in respect of the financial year ended 31 March 2022.	**Ordinary Resolution 2**
4.	To approve Directors' Meeting Allowances to Non-Executive Directors up to an amount of RM121,000 from 16 September 2022 until the next annual general meeting of the Company.	**Ordinary Resolution 3**
5.	To re-elect the following Directors who retire pursuant to Clause 102 of the Constitution of the Company:	
	(a) Encik Ferdaus Mahmood;	**Ordinary Resolution 4**
	(b) Mr Hoong Cheong Thard; and	**Ordinary Resolution 5**
	(c) Dato' Noorizah Binti Hj Abd Hamid	**Ordinary Resolution 6**
6.	To re-appoint Messrs KPMG PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.	**Ordinary Resolution 7**

NOTICE OF THE 59TH AGM

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions:-

7. **Continuing in Office as Independent Non-Executive Chairman - Dato' Hj Zainal Abidin Putih** — **Ordinary Resolution 8**

"**THAT** authority be and is hereby given to Dato' Hj Zainal Abidin Putih who has served as an Independent Non-Executive Director/Chairman of the Company for a cumulative term of more than twelve years, to continue to serve as an Independent Non-Executive Director/Chairman of the Company for the period commencing immediately after the 59th AGM up to 31 May 2023."

8. **Continuing in Office as Independent Non-Executive Director - Dato' Hj Ikhwan Salim Dato' Hj Sujak** — **Ordinary Resolution 9**

"**THAT** authority be and is hereby given to Dato' Hj Ikhwan Salim Dato' Hj Sujak who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than twelve years, to continue to serve as an Independent Non-Executive Director of the Company for the period commencing immediately after the 59th AGM up to 31 May 2023."

9. **Continuing in Office as Independent Non-Executive Director - Tengku Maruan Tengku Ariff** — **Ordinary Resolution 10**

"**THAT** authority be and is hereby given to Tengku Maruan Tengku Ariff who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine years, to continue to serve as an Independent Non-Executive Director of the Company for the period commencing immediately after the 59th AGM up to 23 August 2023."

10. **Authority to allot shares pursuant to Section 75 and 76 of the Companies Act, 2016** — **Ordinary Resolution 11**

"**THAT** pursuant to Section 75 and 76 of the Companies Act, 2016 ("the Act"), the Directors be and are hereby authorised to allot and issue shares in the Company at any time until the conclusion of the next AGM and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit, provided that the aggregate number of shares to be allotted and issued does not exceed 10% of the total issued shares of the Company for the time being and that the Directors be and are also empowered to obtain approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad, subject always to the approval of all relevant regulatory bodies being obtained for such issues."

11. To transact any other business for which due notice shall have been given in accordance with the Company's Constitution and the Act.

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS HEREBY GIVEN THAT, subject to the approval of the shareholders at the 59th AGM of L&G, a single tier final dividend of 0.5 sen per ordinary share in respect of the financial year ended 31 March 2022 will be payable to the shareholders of the Company on 18 October 2022. The entitlement date of the said dividend shall be 5 October 2022.

A depositor shall qualify for entitlement to the dividend only in respect of:

(a) shares transferred to the depositor's securities account before 4.30 p.m. on 5 October 2022 in respect of transfers; and

(b) shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By order of the Board

Lee Siw Yeng (MAICSA 7048942)
SSM Practising Certificate No. 201908001160
Secretary

Kuala Lumpur
29 July 2022

NOTES:-

1. In view of the resurgence of COVID-19 cases and with the primary concern for the safety of the Company's shareholders, employees and Directors, the Board and Management decided that the 59th AGM of the Company shall be conducted on a fully virtual basis. Please follow the procedures provided in the Administrative Guide for the 59th AGM in order to register, participate and vote remotely.

2. A member entitled to attend and vote at this Meeting is entitled to appoint a proxy or proxies to attend and vote in his stead. A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A member shall be entitled to appoint not more than two proxies to attend and vote at the 59th AGM.

3. Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.

4. Where a Member appoints two proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.

   Where an exempt authorised nominee appoints two (2) or more proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.

5. The instrument appointing a proxy in the case of an individual shall be signed by the appointer or his attorney, and in the case of a corporation either under its common seal or signed by its attorney or by an officer on behalf of the corporation.

6. The Proxy Form, duly completed, must be deposited at the Registered Office of the Company at 8trium, Level 21 Menara 1, Jalan Cempaka SD12/5, Bandar Sri Damansara, 52200 Kuala Lumpur via post/courier/by hand **or** via email to lgbsec@land-general.com **or** via facsimile to Fax No. 603-6277 7061, **or alternatively**, the proxy appointment may also be lodged **electronically** via ConveneAGM meeting portal at https://conveneagm.my/land-generalagm2022 not less than forty-eight (48) hours before the time set for holding the Meeting or any adjournment thereof, or in the case of a poll, not less than twenty-four (24) hours i.e. **Wednesday, 14 September 2022** before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid. **(Important Note: Please refer Administrative Guide for the 59th AGM for details.)**

7. Only members whose names appear in the Record of Depositors as at **8 September 2022** will be entitled to attend and vote at the meeting or appoint proxy (proxies) to attend and vote on their behalf.

EXPLANATORY NOTE ON THE AGENDA:-

(i) **Item 1 of the Agenda - Audited Financial Statements for the financial year ended 31 March 2022**

This agenda is laid before the 59th AGM pursuant to Section 340(1) of the Companies Act, 2016, and does not require a formal approval of the shareholders. As such, it is meant for discussion only and not put forward for voting.

(ii) **Ordinary Resolution 2 - Payment of Directors' fees**

The directors' fees for the financial year ended 31 March 2022 was RM498,000 (2021: RM504,000). There was no change in fee and its structure since the preceding financial year. Please refer to the Corporate Governance Overview Statement for the details of the Directors' remuneration.

(iii) **Ordinary Resolution 3 - Meeting Allowances**

The meeting allowance for each Non-Executive Director is RM1,000.00 per meeting attendance and the total estimated meeting allowances amounting to RM121,000.00 are calculated based on the estimated number of meetings for Board and Board Committees from 16 September 2022 until the next AGM in year 2023.

(iv) **Ordinary Resolution 8 - Continuing in Office as Independent Non-Executive Director/Chairman - Dato' Hj Zainal Abidin Putih**

To facilitate orderly restructuring of the Board and Board Committee in view of the implementation of the 12 years limit on the tenure of the Independent Director with effect from 1 June 2023, the Nominating Committee has assessed the Independence of Dato' Hj Zainal Abidin Putih, who has served as an Independent Non-Executive Chairman of the Company for a cumulative term of more than twelve years, and recommended Dato' Hj Zainal Abidin Putih to continue to serve as an Independent Non-Executive Chairman of the Company for the period commencing immediately after the 59th AGM up to 31 May 2023, based on the following justifications as stated below.

a) He fulfills the criteria of an Independent Director pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("MMLR") based on the Independence Director's assessment as carried out.

b) He provides the Board a diverse set of experience, skill and expertise as he is a highly qualified person with diverse and in-depth work experience in different industries.

c) He is familiar with the Company's business operations and the property development market and is aware of current issues confronting the Company and he continues to provide valuable input to steer the Company forward.

d) He has devoted sufficient time and attention to his professional obligations for informed and balanced decision making and he has not over-committed himself to other directorships, his personal affair or business.

(v) **Ordinary Resolution 9 - Continuing in Office as Independent Non-Executive Director - Dato' Hj Ikhwan Salim Dato' Hj Sujak**

To facilitate orderly restructuring of the Board and Board Committee in view of the implementation of the 12 years limit on the tenure of the Independent Director with effect from 1 June 2023, the Nominating Committee has assessed the Independence of Dato' Hj Ikhwan Salim Dato' Hj Sujak, who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than twelve years, and recommended Dato' Hj Ikhwan Salim Dato' Hj Sujak to continue to serve as an Independent Non-Executive Director of the Company for the period commencing immediately after the 59th AGM up to 31 May 2023, based on the following justifications as stated below.

a) He fulfills the criteria of an Independent Director pursuant to the MMLR based on the Independence Director's assessment as carried out.

b) He provides the Board a diverse set of experience, skill and expertise as he is a highly qualified person with diverse and in-depth work experience in different industries.

c) He is familiar with the Company's business operations and the property development market and is aware of current issues confronting the Company and he continues to provide valuable input to steer the Company forward.

d) He has devoted sufficient time and attention to his professional obligations for informed and balanced decision making and he has not over-committed himself to other directorships, his personal affair or business.

(vi) **Ordinary Resolution 10 - Continuing in Office as Independent Non-Executive Director - Tengku Maruan Tengku Ariff**

To facilitate orderly restructuring of the Board and Board Committee in view of the implementation of the 12 years limit on the tenure of the Independent Director with effect from 1 June 2023, the Nominating Committee has assessed the Independence of Tengku Maruan Tengku Ariff who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine years, and recommended Tengku Maruan Tengku Ariff to continue to serve as an Independent Non-Executive Director of the Company for the period commencing immediately after the 59th AGM up to 23 August 2023 based on the following justifications as stated below.

(a) He fulfills the criteria of an Independent Director pursuant to the MMLR based on the Independence Director's assessment as carried out.

(b) He provides the Board a diverse set of experience, skill and expertise as he is a well-qualified person with diverse work experience in different industries.

(c) He is familiar with the Company's business operations and the property development market and is aware of current issues confronting the Company and he continues to provide valuable input to steer the Company forward.

(d) He has devoted sufficient time and attention to his professional obligations for informed and balanced decision making and he has not over-committed himself to other directorships, his personal affair or business.

(vii) Ordinary Resolutions 8, 9 and 10 shall be conducted by way of two-tier voting process pursuant to Practice 5.3 of the Malaysian Code of Corporate Governance 2021.

(viii) **Ordinary Resolution 11 - Authority to allot shares pursuant to Section 75 and 76 of the Companies Act, 2016**

The proposed Ordinary Resolution 11, if passed, will empower the Directors to allot and issue ordinary shares of the Company up to an amount not exceeding 10% of the total issued shares of the Company for purpose of fund raising exercise including but not limited to further placement of shares for purpose of funding current and/or future projects, working capital, acquisition and/or for issuance of shares as settlement of purchase consideration. This authority unless revoked or varied at a general meeting will expire at the next AGM.

As at the date of this notice, there was no issuance of new ordinary share by the Company pursuant to the mandate obtained at the 58th AGM held on 15 September 2021 and the Directors do not intend to utilise the mandate from the date of issuance of this Annual Report up to the expiry of the said mandate.

LAND & GENERAL BERHAD
196401000184 (5507-H)
(Incorporated In Malaysia)

FORM OF PROXY

No. of Shares	CDS Account

I/We ____
(FULL NAME IN BLOCK LETTERS)

of ____
(ADDRESS IN FULL)

____

being a member / members of **LAND & GENERAL BERHAD** hereby appoint_____________________________

____
(FULL NAME IN BLOCK LETTERS AND NRIC NO./PASSPORT NO./COMPANY NO.)

Email address ______________________________ Mobile No: __________________________

or failing him/her, the CHAIRMAN OF THE MEETING as my/our proxy/proxies to vote for me/us and on my/our behalf at the Fifty-Ninth (59th) Annual General Meeting of Land & General Berhad will be held on a fully virtual basis through live streaming at https://conveneagm.my/land-generalagm2022 on Thursday, 15 September 2022 at 10.00 a.m. and at any adjournment thereof.

My/our proxy/proxies shall vote as indicated below:-

Agenda	Resolution	For	Against
Declaration and payment of final dividend	Ordinary Resolution 1		
Payment of Directors' fees	Ordinary Resolution 2		
Payment of Meeting Allowances	Ordinary Resolution 3		
Re-election of the following Directors pursuant to Clause 102:			
(a) Encik Ferdaus Mahmood;	Ordinary Resolution 4		
(b) Mr Hoong Cheong Thard; and	Ordinary Resolution 5		
(c) Dato' Noorizah Binti Hj Abd Hamid	Ordinary Resolution 6		
Re-appointment of Auditors	Ordinary Resolution 7		
Continuing in office as Independent Non-Executive Director/Chairman - Dato' Hj Zainal Abidin Putih	Ordinary Resolution 8		
Continuing in office as Independent Non-Executive Director - Dato' Hj Ikhwan Salim Dato' Hj Sujak	Ordinary Resolution 9		
Continuing in office as Independent Non-Executive Director - YM Tengku Maruan Tengku Ariff	Ordinary Resolution 10		
Authority to allot shares pursuant to Section 75 & 76 of the Companies Act 2016	Ordinary Resolution 11		

(Please indicate with an "X" in the spaces provided how you wish your votes to be cast on the resolutions specified. If you do not do so, your proxy/proxies will vote or abstain from voting at his/her/their discretion.)

______________________________ ______________________________
Signature Date :

Notes:-

1. In view of the resurgence of COVID-19 cases and with the primary concern for the safety of the Company's shareholders, employees and Directors, the Board and Management decided that the 59th AGM of the Company shall be conducted on a fully virtual basis. Please follow the procedures provided in the Administrative Guide for the 59th AGM in order to register, participate and vote remotely.

2. A member entitled to attend and vote at this Meeting is entitled to appoint a proxy or proxies to attend and vote in his stead. A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A member shall be entitled to appoint not more than two proxies to attend and vote at the 59th AGM.

3. Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.

4. Where a Member appoints two proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.

   Where an exempt authorised nominee appoints two (2) or more proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.

5. The instrument appointing a proxy in the case of an individual shall be signed by the appointer or his attorney, and in the case of a corporation either under its common seal or signed by its attorney or by an officer on behalf of the corporation.

6. The Proxy Form, duly completed, must be deposited at the Registered Office of the Company at 8trium, Level 21 Menara 1, Jalan Cempaka SD12/5, Bandar Sri Damansara, 52200 Kuala Lumpur via post/courier/by hand or via email to lgbsec@land-general.com or via facsimile to Fax No. 603-6277 7061, or alternatively, the proxy appointment may also be lodged electronically at https://conveneagm.my/land-generalagm2022 not less than forty-eight (48) hours before the time set for holding the Meeting or any adjournment thereof, or in the case of a poll, not less than twenty-four (24) hours i.e. **Wednesday, 14 September 2022** before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid. (Important Note: Please refer Administrative Guide for the 59th AGM for details.)

7. Only members whose names appear in the Record of Depositors as at **8 September 2022** will be entitled to attend and vote at the meeting or appoint proxy (proxies) to attend and vote on their behalf.

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STAMP

The Secretary
LAND & GENERAL BERHAD (196401000184 (5507-H))
8TRIUM LEVEL 21 MENARA 1
JALAN CEMPAKA SD 12/5
BANDAR SRI DAMANSARA
52200 KUALA LUMPUR
MALAYSIA

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